



# Sliammon First Nation Comprehensive Community Plan

## UMS NOH OH MIXW (OUR PEOPLE)

Based on our Taow (the teachings of our ancestors) we will empower our citizens to be healthy, self-governing stewards of the land. With full jurisdiction, and responsible leadership we will create the economic and employment opportunities to sustain and improve the quality of life for present and future generations.

-Sliammon First Nation – Vision Statement

Eh Eh Jehma Towith  
Community Service



Ums Nah Gijeh  
Lands & Resources



Nineh jeh Tahla  
Finance &  
Administration



Qumehs  
Community Economic  
Development



Public Works



## UMS TA'OW AWKW UMS O'TAHQWEN (OUR ANCESTRAL TEACHINGS)



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## **7.0 Supporting Documents**

### **Community Profile**

### **Document Review & Gap Analysis**

### **Community Consultation Summaries**

- Open Houses
- Interviews
- Focus Groups
- Sijitus

### **Workshop Summaries**

- Chief & Council
- Departments & Entities



## 1.0 INTRODUCTION

### 1.1 Background

The Sliammon Comprehensive Community Plan (CCP) was undertaken to support: community development; nation building; building a foundation for self-government and treaty implementation; and ultimately for creating a better quality of life for present and future generations.

An important objective of the CCP process was to consult meaningfully with our people, to build trust and to demonstrate openness and transparency. From January to December 2006, Sliammon implemented a consultation strategy which included three streams: consultation with the community; consultation with departments & entities; and consultation with chief and council. Working together, we have created a vision for the future of the Tla'amin Nation and a plan for how to reach that vision.

The Sliammon CCP was initiated in September 2005. The plan was completed through grants from INAC Capital Projects & Infrastructure, the BC Treaty Commission and the BC Real Estate Foundation.



Comprehensive community planning is about community development and Nation building. It is a process of change and expanding roles and responsibilities to create a better quality of life for present and future generations. The adjacent circle figure articulates the context within which the CCP was developed. The spokes of the wheel describe many of the issues that Sliammon is addressing as it moves from the Sliammon Indian Band towards the Tla'amin Nation in a post-Treaty environment.



## 1.2 Report Structure

The Report has seven main sections: Introduction; Our People; Our House of Governance; Vision & Mission Statement; Strategic Plans; Implementation Plan; and Supporting Documents.

### Introduction

The introduction provides background to the CCP as well as an overview of the overall report structure. It includes a brief summary of the consultation undertaken as part of the CCP process.

### Our People

This section provides a detailed description of the community driven consultation process undertaken to produce a made in Sliammon CCP that responds to the interests of our people.



### Our House of Governance



The core CCP structure builds on previous work on governance and the Sliammon House of Governance conceptual model developed in 2004. Through the CCP process the model has been refined to reflect contemporary Sliammon leadership and organization. The house post model and the organizational charts presented in Section 3.0 of the CCP provide the foundation for corporate re-organization and the provision of post treaty services.

### Vision & Mission Statement

The vision statement provides a broad and inspirational image of the future that Sliammon is aiming to achieve. The mission statement defines the core purpose of the organization and why it exists. Effective missions are inspiring, long-term in nature, and easily understood and communicated.

### Strategic Plans

Strategic planning is an organization's process of defining its strategy and making decisions on allocating its resources (both financial and human resources) to pursue this strategy. The strategic plans contained in section 5.0 pull together information from the Community Profile, the Document Review & Gap Analysis, the Community Consultation Summaries and the Strategic Planning Workshops held with Program & Entity Managers and Chief & Council (refer to these in the CD - Supporting Documents).



Strategic Plans are laid out for six theme areas that are in line with the Sliammon House of Governance. Strategic Plans for each theme area include strategic goals and action plans designed to enable each theme area to move forward in strategic directions. The six strategic plans are for:

- 1) **How heh goos – Governance**
- 2) **Nin neh jeh tahla – Finance & Administration**
- 3) **Eh eh jehma towlth – Community Services**
- 4) **Nin neh gijeh – Lands & Resources**
- 5) **Qumehs – Community Economic Development**
- 6) **Public Works**

### **Implementation Plan**

The Implementation Plan brings the strategic plans together so that the overall implementation of the Plan including resource requirements is presented. The Implementation Plan also includes recommendations for evaluation and monitoring of the Plan as well as formal communication strategies.

The implementation plan for the CCP covers a five year period. There is a possibility that a treaty may be concluded and come into effect within this time period. If this occurs, the CCP will have to undergo a significant review and a number of the actions and related timelines will likely need to be revised.

### **Supporting Documents (attached Compact Disc)**

The Supporting Documents have been prepared as part of the CCP process and form part of the document's foundation. They include the following:

**Community Profile** – a snapshot of the community including a Sliammon First Nation history, population, housing needs, land uses plans and a long term capital plan

**Document Review & Gap Analysis** – a review of all the studies and plans completed by and for Sliammon over the past ten years in support of community development and treaty making. This document includes a Summary Matrix that provides a “quick reference guide” to the documents including identified gaps.

**Community Consultation Summaries** – summaries of all the CCP community consultation including open houses, interviews, focus groups with elders, youth and Sijitus.

**Workshop Summaries** – summaries of all the workshops held with Chief & Council and Departments & Entities.



### 1.3 Tla'Amin Planning Team

At the outset of the CCP project, a Tla'Amin Planning Team (TPT) was established and mandated by Chief & Council to provide overall guidance and direction throughout the CCP planning process. The TPT met regularly to review project progress, work with the external planning consultants and participate in the consultation activities. The TPT includes representatives from Council and Boards, as well as Program and Entity Managers. The TPT will continue to play a role into the future in monitoring progress to implement the CCP. Members of the TPT include:

- Grace Adams, Sliammon Treaty Society, Negotiations Manager
- Maureen Adams, Sliammon First Nation, Social Development Department
- Rose Adams, Tla'Amin Health Society, Operations Manager
- Elaine Blaney, Sliammon Development Corporation, Office Administrator
- Leonard Bob, Sliammon Treaty Society, Board Member
- John Dominic, Sliammon Treaty Society, Board Member
- Roy Francis, Sliammon Treaty Society, Negotiator
- Steve Gallagher, Sliammon Treaty Society, Intergovernmental Coordinator
- Becky Harry, Sliammon First Nation, Administration Department
- David Louie, Sliammon First Nation, Culture & Heritage Department
- Eugene Louie, Sliammon First Nation, Capital Department
- Lindsay Louie, Sliammon First Nation, Education Department
- Cathy Paul, Tla'Amin Health Society, Membership Clerk
- Walter Paul, Sliammon First Nation, Chief Councillor
- Laura Roddan, Sliammon Treaty Society, Pre-Implementation Manager
- Denise Smith, Sliammon Treaty Society, Negotiator
- Michelle Washington, Sliammon First Nation, Lands Department
- Clint Williams, Sliammon Treaty Society, Land Use Planning Coordinator / Sliammon First Nation, Councillor



## 2.0 OUR PEOPLE

This section provides a detailed description of the community driven consultation process undertaken to produce a made in Sliammon CCP that responds to the interests of our people.

### 2.1 Consultation with Sliammon Community

Consultation with the community consisted of various activities and events including the distribution of a newsletter to all Sliammon members at the outset of the process. Following is a brief description of the various activities that took place between February and August 2006, in chronological order. The detailed notes from each session are included in the Supporting Documents CD attached at the end of the CCP.

#### Youth Workshops

- 1st Youth Workshop (February 14, 2006): The main objectives of this early workshop were to inform the youth about the CCP and encourage their involvement in the development of the Plan. The youth identified several wishes that would improve the quality of their lives and everyone else, including: upgrading the soccer field with lights, a skateboard park, new hockey oval and more activities for kids.
- 2nd Youth Workshop (August 16, 2006): The objective of this 2<sup>nd</sup> workshop with the youth was to build on the 1<sup>st</sup> workshop as well as the input generated at the two community events. When asked to identify and discuss their wishes for Sliammon, the youth identified a range of initiatives that fell into the areas of: culture and tradition; recreation; infrastructure; economic development; quality of life; justice; and education.



#### Elders Workshops

- 1<sup>st</sup> Elders Workshop (February 17, 2006): A workshop was held early in the planning process to inform the elders about the CCP and encourage their involvement in the development of the Plan. Elders discussed their vision for Sliammon, the role that they can play in achieving that vision and the importance of their participation in developing a strategic plan for Sliammon.
- 2<sup>nd</sup> Elders Workshop (September 27, 2006): Building on the 1<sup>st</sup> workshop, the elders were asked to identify initiatives that should be included in the CCP and acted upon over the next 5 years. The responses were grouped into 3 categories: governance; community services; and communication.



## Community Open Houses

- 1<sup>st</sup> Community Open House (March 22, 2006): A well attended event provided Sliammon community members with information presented at 18 display tables by Managers and Staff from Sliammon First Nation Departments and Entities including: Treaty Society; Health Society; and Development Corporation. Sliammon members were given an opportunity to learn about the various programs and initiatives underway and to provide feedback to Managers and Staff on how each program is doing. It was also an opportunity for membership to identify their priorities for each of the departments and entities.



- 2<sup>nd</sup> Community Open House (July 13, 2006): A second community event was held to build upon the input generated from the March 22 open house and explore in more detail five theme areas, including:
  - Governance / Finance & Administration
  - Community Services
  - Lands & Resources
  - Infrastructure / Public Works
  - Community Economic Development



Over 130 attendees identified strengths in each of the theme areas, suggested where they would like to see this theme area in 5, 10 and 20 years, suggested what specific things should be done to get where we want to be, and suggested how to help to make this happen.

## Community Interviews

- Community Interviews (August 2006): Through a process called “appreciative inquiry”, approximately 50% of the community population responded to a 5 question survey which was delivered to each household during the month of August. Following is a brief summary of the survey responses organized under the 5 questions:

1. What are the things you value most about the Sliammon First Nation?
  - Relationships + social interaction
  - Our land
  - Our language, cultural beliefs and our elders





2. What is the one thing you would like to change about our community?
  - More self-sufficient families, able to have more opportunities
  - The lack of activities that are available to our youth
  - The community as a whole needs to teach/ learn about our Ta'ow
3. What would you like the community development plan to focus on?
  - Become a self-sustaining nation
  - To ensure everything is done properly
  - People to be prepared for these final stages of treaty
4. What 3 wishes do you have for the community?
  - More training opportunities for our youth
  - Longhouse/ Big House for cultural teachings/ traditions
  - To create pride with healthy families
  - More housing
5. What are the most pressing issues facing our Community today?
  - Rental arrears, not enough people paying rent
  - Drug and alcohol abuse
  - Lack of employment, mostly everyone on this reserve is on welfare.
  - Chief and council need to be more involved with the community

### **Sijitus Workshops**

- 1<sup>st</sup> Sijitus Workshop (April 11, 2006): Sijitus is a group of individuals, independent from Council, who represent the main Sliammon families. Sijitus was established to discuss issues, develop recommendations and take them to Council for consideration. The start of the CCP planning process was seen as a good opportunity to initiate a dialogue with Sijitus. Key issues identified at this first Sijitus workshop included: housing; support for youth; the need for a treatment centre; and providing support for people with low self-esteem.
- 2<sup>nd</sup> Sijitus Workshop (May 9, 2006): At this 2<sup>nd</sup> CCP workshop with Sijitus, the attendees assembled into 3 groups to discuss issues and priorities relating to overall community health and well-being. Recommendations were made to: improve services and support for the elders; provide more programs for youth; make better and more efficient use of Sliammon's economic/natural resources; and promote more transparency at the Council and Administration levels.
- 3<sup>rd</sup> Sijitus Workshop (June 20, 2006): At this 3<sup>rd</sup> CCP workshop with Sijitus, the attendees explored in more detail a number of community development issues and developed several recommendations relating to: support for residential school survivors; setting priorities for Band funds; promoting an integrated team approach with Sliammon Health; encouraging greater participation throughout the community; and education.



### Off-Reserve Members Workshops

- 1<sup>st</sup> Off-Reserve Members Workshop (April 9, 2006): Topics discussed at this workshop included: capital projects; Sliammon Development Corporation; education; fisheries; health; intergovernmental community planning; land code; remedial management; Sijitus; and treaty negotiations.
- 2<sup>nd</sup> Off-Reserve Members Workshop (August 11, 2006): A workshop was held in Vancouver to update the Sliammon members who live in the Lower Mainland and obtain their ideas and issues relating to the preparation of the CCP. The workshop focused on 3 themes: governance; lands and resources; and economic development.

## 2.2 Consultation with Sliammon Departments & Entities

Consultation with Departments and Entities consisted of 2 rounds of strategic planning workshops conducted with each of five key theme areas for the CCP. Departments and Entities were grouped together into the following five theme areas: Finance & Administration (Administration, Finance, Taxation); Community Services (Culture & Heritage, Education, Social Development, Human Resources Development, Health Society); Lands & Resources (Lands, Forestry, Fisheries, Crown Land Referrals, Treaty Society); Public Works (Capital, Housing, Village Maintenance, Water Plant, Fire Protection); and Community Economic Development (Tla'Amin Timber Products, Sliammon Development Corporation). As part of the consultation process, consideration was given to changing Sliammon's organizational structure to reflect the five theme areas or house posts and thereby build on the Sliammon House of Governance Model first developed in 2004. This organizational structure is described in detail in Section 3.0.

The detailed notes from each strategic planning workshop are included in the Supporting Documents section at the end of the CCP. Following is a brief summary of each round of workshops.

- 1<sup>st</sup> Round of House Post Workshops: The objective of the first round of workshops was to work with program and entity managers to identify a vision for their theme area or house post. In addition, an initial set of thematic and program specific goals were identified.
- 2<sup>nd</sup> Round of House Post Workshops: The objective of the second round of workshops was to work with program and entity managers to develop strategic actions based on the thematic and program specific goals developed in the first round of house post workshops.

Community Services Workshop: strategic actions were identified around the following themes:

- Better Communication
- Infrastructure
- Political & Administrative Support
- Capacity Building



- Education
- Health
- Social Development
- Human Resources Development
- Culture & Heritage

Finance & Administration Workshop: strategic actions were identified around the following themes:

- Financial Management
- Capacity Building
- Administration
- Finance

Infrastructure / Public Works Workshop: strategic actions were identified around the following themes:

- Capacity Building
- Laws and Policies
- Capital and Buildings

Natural Resources Workshop: strategic actions were identified around the following themes:

- Strong Governance and Organizational Structure
- Strong Financial Management and Accountability
- Employment and Economic Opportunities
- Lands
- Forestry
- Fisheries
- Crown Land Referrals
- Treaty

Community Economic Development Workshop: strategic actions were identified around the following themes:

- Reform Economic Development Structure
- Retain Economic Development Manager
- Develop Cultural Centre with Economic Development Opportunities
- Promote Viable and Sustainable Sliammon Owned Businesses
- Establish Sound Business Practices to Limit Liability to the Nation
- Complete Annual Performance Reviews
- Learn How to Work Together
- Celebrate Our Successes
- Coordinate Fund Raising Efforts



## 2.3 Consultation with Sliammon Chief & Council

Consultation with Chief & Council was achieved through various methods: representation on the Tla'Amin Planning Team; participation in Leadership Workshop at the outset of the CPP process held February 21<sup>st</sup> and 22<sup>nd</sup>; updates on CCP progress from the Intergovernmental Coordinator at Chief & Council meetings; and participation in two governance strategic planning workshops. The strategic planning workshops are summarized briefly below. The detailed notes from each session are included in the Supporting Documents section at the end of the CCP.

### August 2, 2006 Workshop

The first Chief and Council workshop focused on current governance issues including roles and responsibilities, dispute resolution and communication. There was consensus among council in attendance on the need to create and adopt clear roles and responsibilities for Council, Portfolios, Boards, Managers, Staff and Community. A draft outline of roles and responsibilities for each of the above was developed. A draft Dispute Resolution Process was developed that would enhance accountability to the community. The house post model was discussed in detail during this workshop as well as the need to improve communication within the organization and with the community.

### October 30, 2006 Workshop

The second Chief and Council workshop focused on developing strategic goals and actions to support the development of a stable and effective governance structure:

- Group portfolios and committees along lines of “house posts” and themes emerging from Comprehensive Community Planning Process
- Develop clear terms of reference that are consistent for all committees and ensure that committee roles and responsibilities are clearly understood
- Clarify lines of authority between Council, Boards and Program Managers
- Develop short and long term financial planning
- Develop Custom Election Procedures
- Incorporate Tla'Amin language and culture into all the work that we do
- Promote annual training / team building / retreat for Council and Boards to support a unified approach to Nation Building
- Adopt and enforce Policies
- Develop organization-wide policies – policies are consistent between all entities
- Make policies available to the community
- Implement clear conflict of interest guidelines and dispute resolution process to guide decision making
- Develop a strategy for retaining qualified: Administrators, Managers, Staff
- Develop Human Resource Plan that assesses short and long term human resource needs and targets future training, employment and business opportunities
- Develop Communication Plan for how Council, Boards and Program Managers will communicate with each other and with membership



## 3.0 OUR HOUSE OF GOVERNANCE

The core CCP structure builds on previous work on governance including the Sliammon House of Governance conceptual model developed in 2004 and the Financial Administration Study completed in 2005. Through the CCP process the model has been refined to reflect input from program and entity managers and leadership. The House of Governance model and the current and future organizational charts presented in this section provide the foundation for corporate re-organization, getting ready for treaty implementation and the delivery of post treaty services.



### 3.1 House of Governance Model

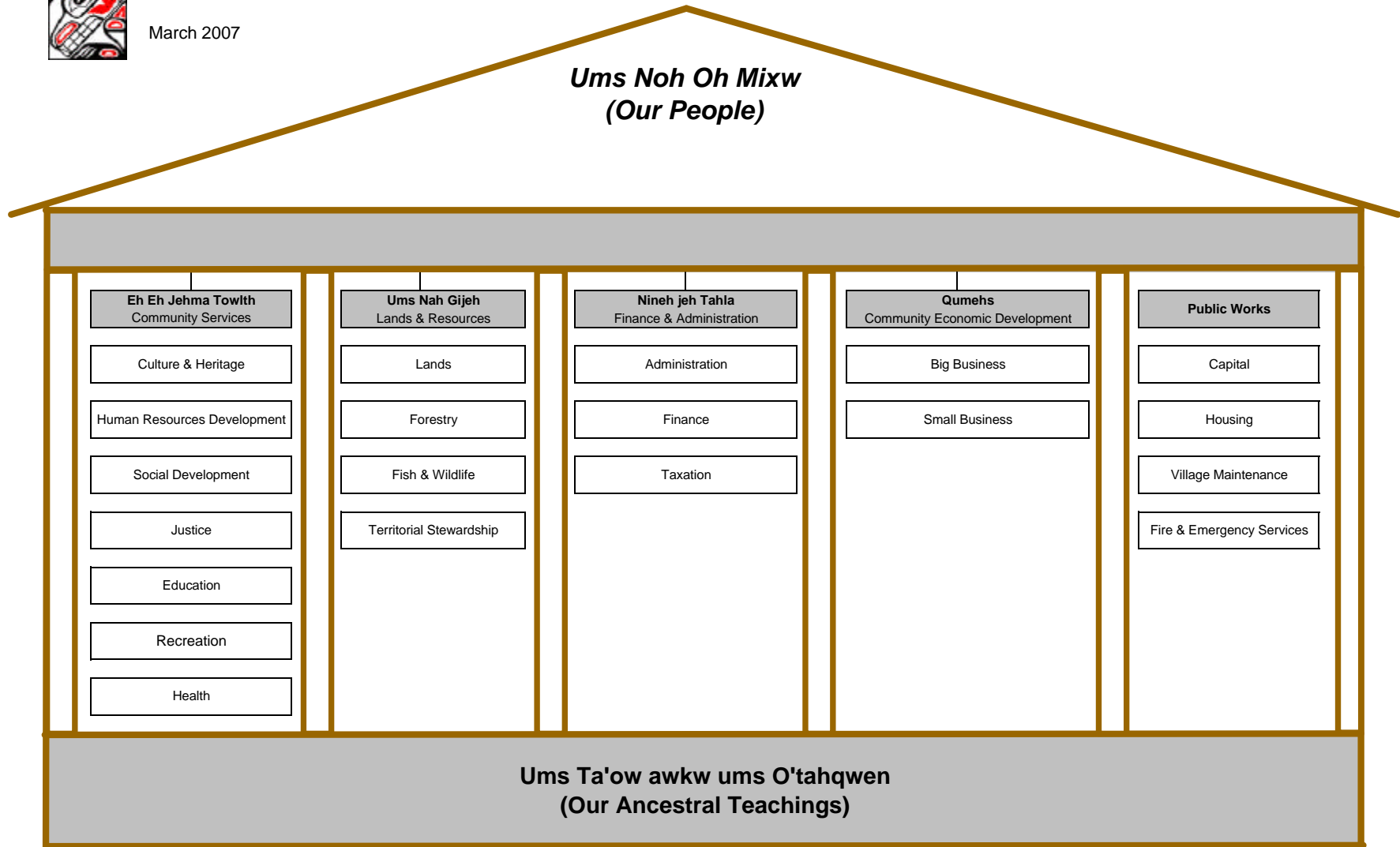
The House of Governance conceptual model was first developed in the document “*Reflecting on Traditional Governance*” prepared by Michelle Washington in 2004. This section of the report describes the conceptual model and how it has been further developed through the CCP process with the addition of a central house post.

The Sliammon House of Governance model is presented in the form of a longhouse (see Figure 1 on next page). The components of the longhouse include:

- **Outer House Structure** – represents the Nation and all of the things that encompass the Governing of the Nation.
- **Foundation** – is comprised of Ums t’aow awkw ums O’tahqwen (Our Ancestral Teachings) and signifies Sliammon First Nation’s inherent rights through the respect that Sliammon people have for the teachings and the land they left us and the guidance they still provide.
- **Rafters** – the Sliammon people are at the top in the rafters as a reminder that we are here for our people above all else.
- **Support Beam** – the elected leadership is shown as the support beam across the top that connects everything in the house.
- **House Posts** – the organizational level is made up of house posts for each area of the Nation. Finance & Administration is shown as the central house post to signify the central role it plays in relation to the other house posts. The other house posts include: Community Services; Lands & Resources; Public Works; and Community Economic Development.



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**Figure 1**



Following the House of Governance diagram are two organizational charts. Both charts reflect proposed re-organization that is in line with the house post structure in the Sliammon House of Governance Model.

### **3.2 Current Organizational Structure**

The Current Organizational Chart (Figure 2 on next page) presents the current departments, entities and reporting structure. Programs or departments have been grouped together to be generally in line with the house posts in House of Governance model. Throughout the CCP process there was support for the idea of corporate re-organization along the lines of the house posts. And there was consensus for the idea of streamlining the portfolio and committee structure to be in line with the house posts. This was perceived as a way to increase coordination and collaboration between departments and entities and increase the efficiency of the organization. The current organizational structure for Tla'Amin Health Society and the Sliammon Treaty Society are presented in Figures 3 & 4.

### **3.3 Future Organizational Structure**

The Future Organizational Chart (Figure 5) presents a proposed organizational structure that further defines itself along the lines of the house posts in the House of Governance Model and reflects input through the CCP consultation process. In this proposed structure, each house post would be overseen by a Director that reports to the CAO. The directors of each house post will play a key role in facilitating communication and collaboration within the house posts and between house posts. The post treaty structure will no longer require all of the entities that are currently in existence as the Sliammon government administration will expand in scope to take on increased responsibilities. The strategic plans contained in section 5.0 outline actions required to define a more efficient organizational structure for the Sliammon First Nation and to plan the transitional steps required for corporate re-organization. Work in this area will continue to evolve through CCP implementation and annual review processes.



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**Sliammon First Nation  
Current Organizational Structure**  
March 2007

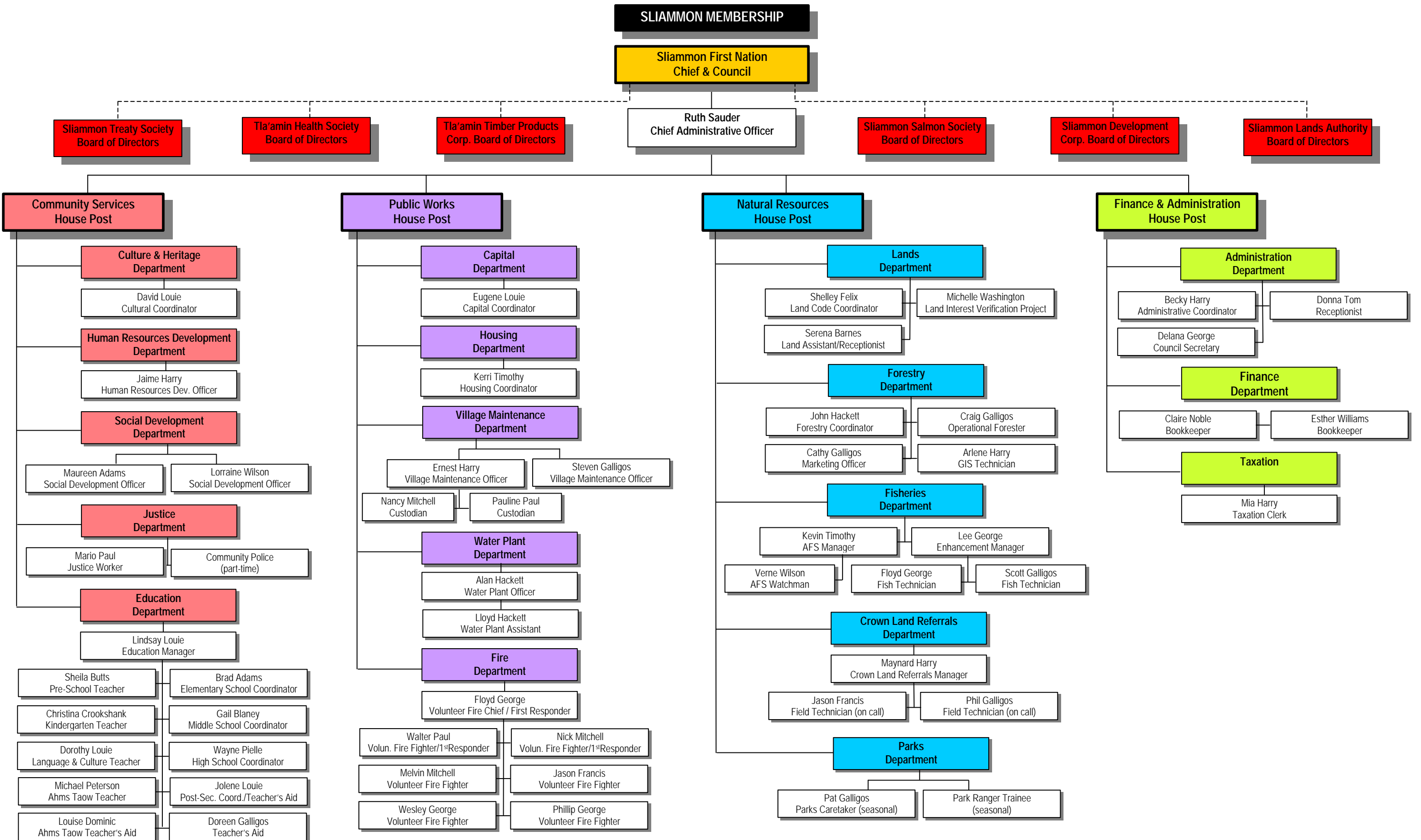


Figure 2

# Tla'amin Health Society Organizational Structure

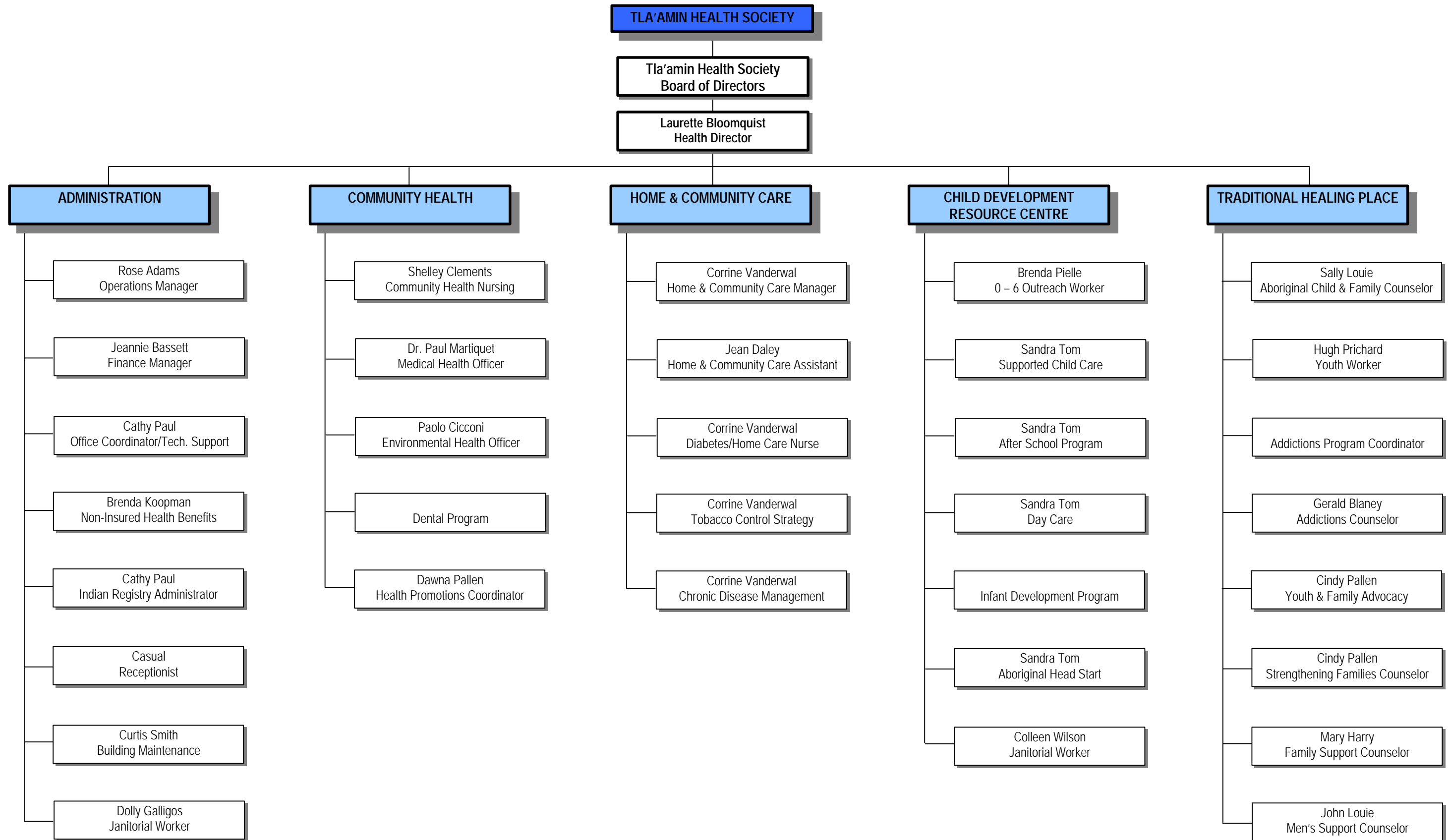


Figure 3

# Sliammon Treaty Society Organizational Structure

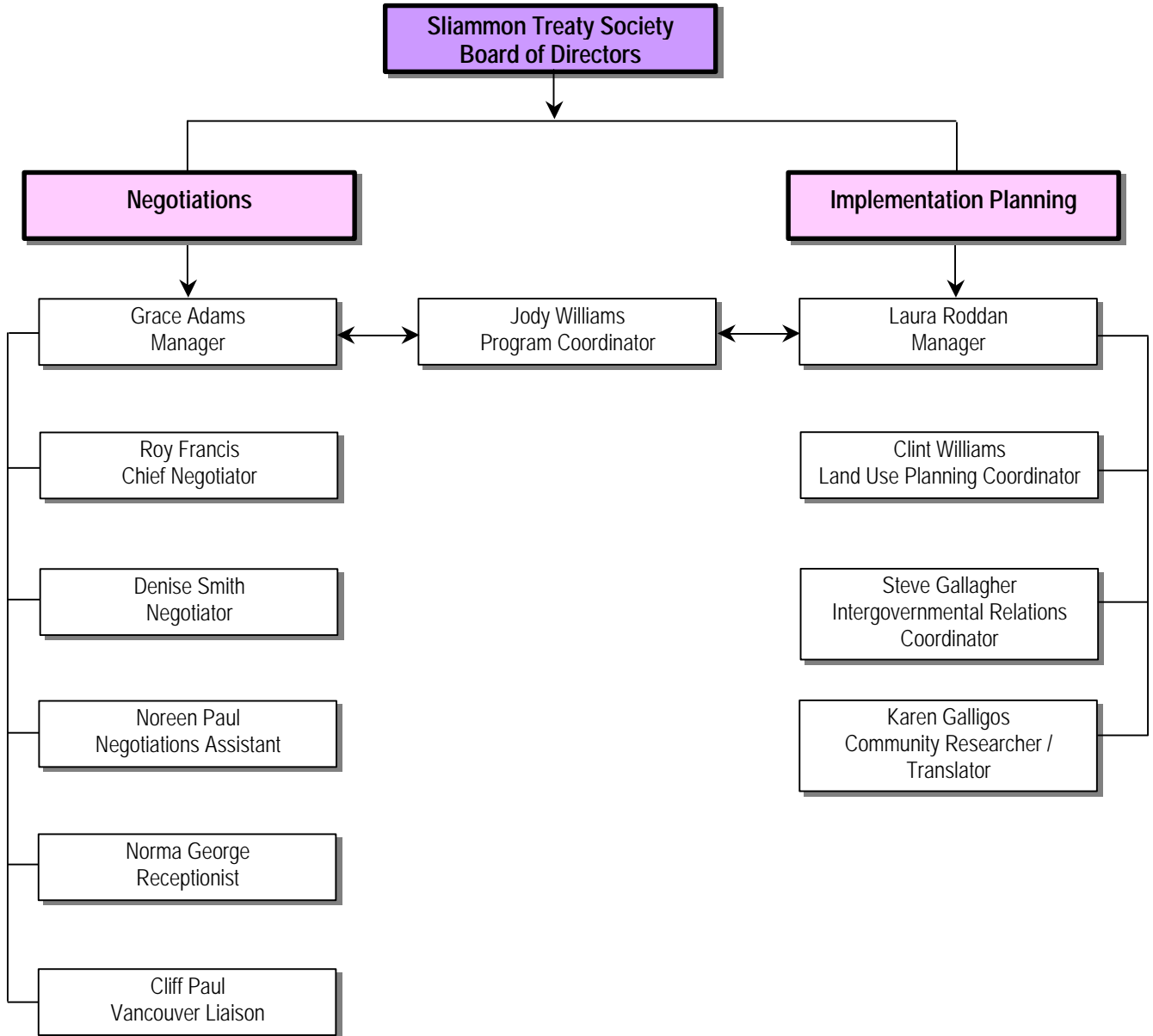
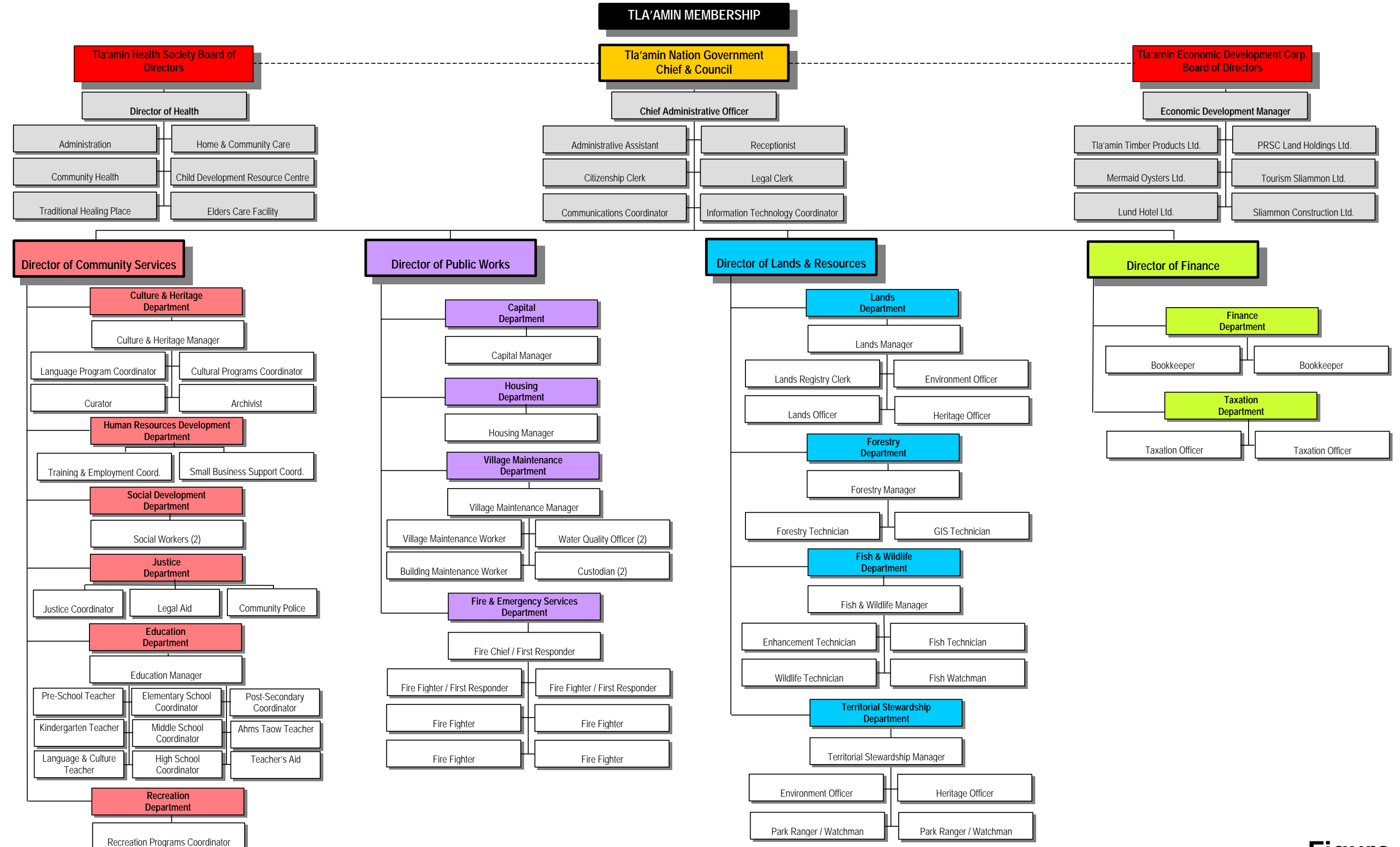


Figure 4

# Tla'amin Nation Future Organizational Structure



**Figure 5**



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## 4.0 VISION + MISSION STATEMENT

### 4.1 Vision

Based on our Taow (the teachings of our ancestors) we will empower our citizens to be healthy, self-governing stewards of the land. With full jurisdiction, and responsible leadership we will create the economic and employment opportunities to sustain and improve the quality of life for present and future generations.

### 4.2 Mission Statement

Our mission is to honour and respect our ancestors through implementation of a true community based process to develop a fair and responsible government and build the foundation for the well being of our future generations through the provision of high quality and responsive services.

Our decisions will be based on these guiding principles<sup>1</sup>:

**Yeeq otl tlet – Accountability**

**Qwaqwi stowl – Communication**

**Klossom qwygon – Discipline**

**Thath xwen – Fairness**

**Ganooxwet – Honesty**

**Pee yet qway gon – Humility**

**Tee hegun metum – Integrity**

**Tees tam – Respect**

**Ah ah them – Sharing**

**Xax giy yanen - Spirituality**



We will ensure that Chief and Council and our organization utilize policies and procedures that incorporate traditional values and ensure transparency and accountability to the Sliammon First Nation.

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<sup>1</sup> Appendix 3, Reflecting on Traditional Governance, Michelle Washington, 2004



### 4.3 Community Goals

Through the process of developing this plan, the community identified a number of areas that should be the focus of our efforts. These community goals are reflected in the Strategic Plans for each of the theme areas or house posts.

- Provide greater support for our Elders such as an elders facility
- Become a self-reliant, self-governing community with a high level of political accountability
- Communicate more effectively with all community members
- Improve the physical appearance of the community
- Develop new and/or improve existing community facilities
- Protect our lands and resources and utilize them for the social, cultural, and economic health of our community
- Enhance access and availability of language and culture programs
- Develop more and/or improve existing housing and enforce the rental agreements
- Support programs for drug and alcohol abuse
- Develop greater opportunities and support for education, employment and business development
- Provide more activities and facilities to our youth and children



## 5.0 STRATEGIC PLANS

The strategic plans pull together information from the Community Profile, the Document Review & Gap Analysis, the Community Consultation Summaries and the Strategic Planning Workshops held with Program & Entity Managers and Chief & Council (refer to these in Supporting Documents section).

Strategic Plans are laid out for six theme areas that are in line with the Sliammon House of Governance. Strategic Plans for each theme area include strategic goals and action plans designed to enable each theme area to move forward in strategic directions. The six strategic plans are for:

**How heh goos – Governance**

**Nin neh jeh tahla – Finance & Administration**

**Eh eh jehma towlth – Community Services**

**Nin neh gijeh – Lands & Resources**

**Qumehs – Community Economic Development**

**Public Works**

Each strategic plan provides the following information:

- General description of the theme area or house post and a description of the individual departments and entities within that house post.
- Presentation of the overarching strategic goals, sub goals and detailed action plans that will support the achievement of the strategic goals and sub goals.
- Presentation of the department specific goals and detailed action plans that will support the achievement of these goals.
- Strategic plans include specific actions for implementation, including who will champion the goal and be accountable (in many cases this is the same individual or group), how progress will be monitored and communicated and the level of urgency – ranging from moderate to urgent.
- Implementation plan which puts all the strategic goals, sub-goals and departmental goals together within a 5-year timeframe. The level of urgency – moderate, high, urgent – was used to develop the timeframe.



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## 5.1 How Heh Goos – Governance

The Sliammon Chief and Council are the elected political body who are tasked with making decisions in the best interests of the community. Chief and Council consists of one Chief Councillor and nine Council members. Currently, Chief and Council are responsible for 21 portfolios. Regulated under the Indian Act, Sliammon has elections every two years and is guided by Section 81 (1) which sets out the Powers of Council. The current Chief and Council wish to explore streamlining the portfolio and committee structure and moving to custom elections which provide the opportunity for smaller Council and longer or overlapping terms.

During the Leadership Workshop and the two Chief and Council workshops, it was clear that the Indian Act model of governance does not meet the needs of Sliammon. The challenge is to weave together traditional governance with contemporary practices, to

. . . Qoo-nah-xen-um ('look back'), before we can move forward in a meaningful way. We can, and must – find a way to rebuild our traditional system of governance and meet the demands and new responsibilities of a modern governance structure . . . We must challenge ourselves to think outside of the box . . .<sup>2</sup>

The workshops focused significantly on these core issues. The strategic goals, proposed reorganization and proposed dispute resolution model reflect this.

The Sliammon First Nation has developed a number of governance related documents in the past 6 years which cover roles and responsibilities, conflict of interest and other administrative areas. The Governance Manual, prepared in 2001, is not in active use and has never been formally implemented. The Governance Manual should be reviewed, updated, adopted and implemented as a priority in 2007. Key areas for the review include:

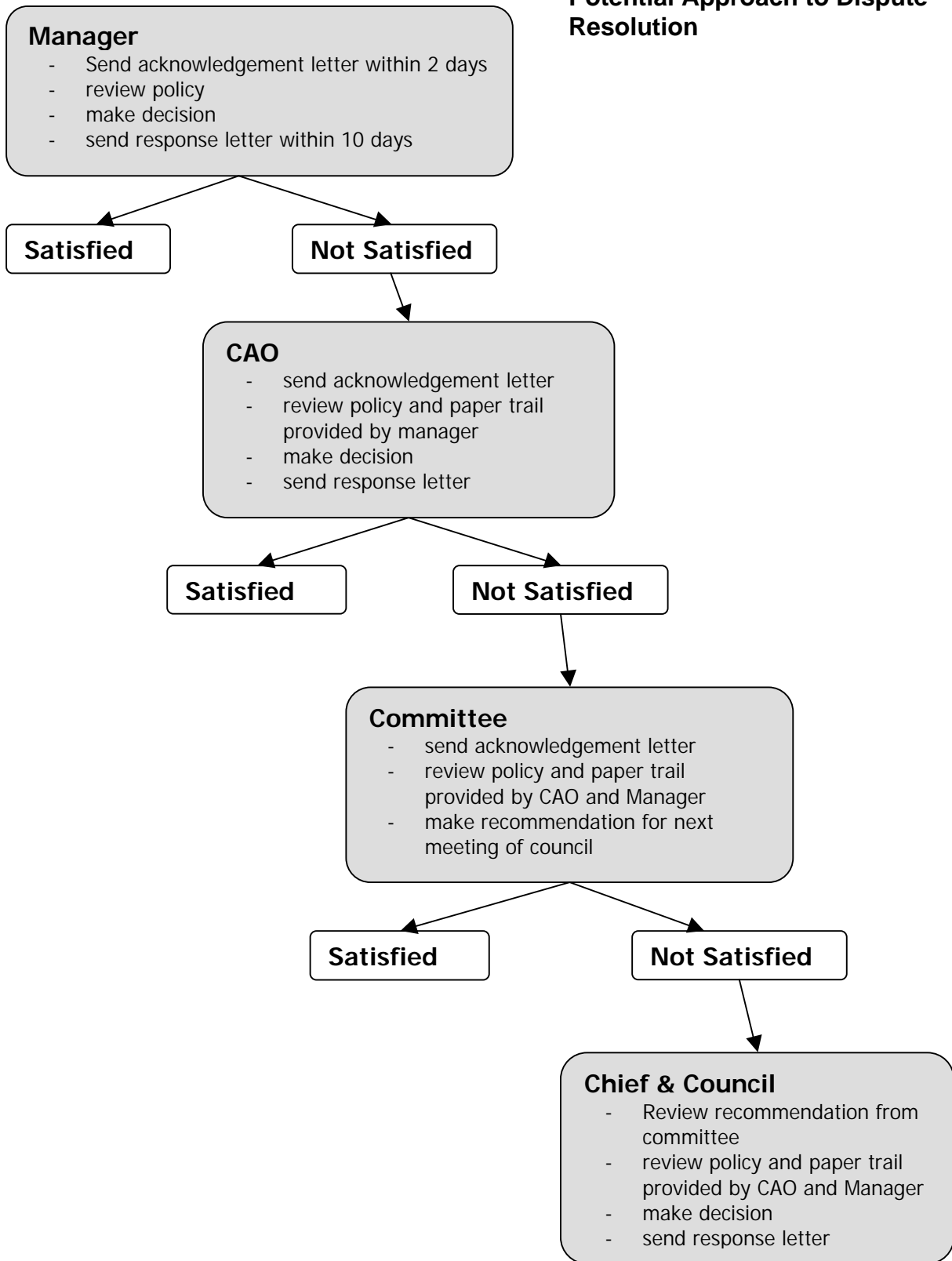
- More effective meetings: agendas circulated to council one week in advance of meeting (no add on items unless an emergency); information packages to be circulated to council at least 3 days prior to meeting
- CAO to be responsible for providing background information on agenda items
- Provide orientation for new Council, including the development of an orientation manual and a retreat to update new Council on portfolios and priority issues
- Group portfolios and streamline committees along the lines of house posts – this will reduce the number of meetings and reduce duplication of effort
- Each committee will need a clear terms of reference – modeled on Natural Resources Committee Terms of Reference
- There needs to be enhanced clarity about levels of responsibility and decision making for program managers and Council
- Develop a dispute resolution process for all entities in the community (see Figure 6 on following page).

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<sup>2</sup> Reflecting on Traditional Governance, Michelle Washington, 2004 pp. 47-48



### Potential Approach to Dispute Resolution





### 5.1.2 DISPUTE RESOLUTION

As part of the CCP discussions, the current dispute resolution process was discussed. Currently, a community member with a complaint writes to Chief and Council. The complaint needs to be in writing and signed by the complainant. Each program and entity have their own process for issues arising within the staff group. The discussion identified the following issues:

- Need consistency in decision-making and how complaints are handled
- Need clear conflict of interest guidelines to guide decision making
- Need clear process and policies on how complaints will be handled for all departments and entities
- Need one dispute resolution process for all entities in community

As part of the discussions, a draft dispute resolution process was developed. The benefit of having a dispute resolution process is that complaints initially go to Program Managers who are typically best placed to resolve them. Additionally, Chief and Council will only deal with complaints that have gone through three previous steps. The process is primarily focused on resolving disputes from the community and staff levels. Below is a brief description of how the dispute resolution process could work:

#### Step 1:

- The initial written complaint is sent to the appropriate Program Manager, either by a community member or staff (referred to as the complainant in the rest of this section).
- The Program Manager will acknowledge receiving the complaint in writing within 2 business days.
- The Program Manager will review the policy and make a decision about whether or not the complaint is justified (i.e. a decision was made that conflicts with the relevant policy).
- The Program Manager will send a written response to the complainant.

#### Step 2:

- The initial complaint and all follow up paperwork are sent by the Program Manager to the CAO.
- The CAO will acknowledge receiving the complaint in writing within 2 business days.
- The CAO will review the policy and the paper trail provided by the Program Manager. The CAO will then make a decision.
- The CAO will send a written response to the complainant.
- If the complainant is satisfied, the complaint is considered closed. If the complainant is not satisfied, the complaint moves to Step 3.



### Step 3:

- All paperwork from Steps 1 and 2 will be forwarded to the appropriate House Post Committee.
- The House Post Committee will send an acknowledgement letter.
- The House Post Committee will review the policy and paper trail provided by the CAO and Program Manager.
- The House Post Committee will make a recommendation for the next Council meeting, which will be shared with the complainant.
- If the complainant is satisfied with the Committee's recommendation, the complaint is considered closed. If the complainant is not satisfied, the recommendations will be reviewed by Council.

### Step 4:

- All paperwork from Steps 1 to 3 will be forwarded to Chief and Council. They will review it at a regular Council meeting.
- Council will make a decision which is passed on to the complainant.
- Council's decision is binding and once a decision is made and communicated to the complainant, the complaint is considered closed.

This process would not be suitable for resolving disputes:

- between programs
- between entities
- about property
- about decisions made by the CAO or Council, unless they specifically impacted on the individual making the complaint

It is recommended that Sliammon Chief and Council, in concert with the CAO, develop a dispute resolution process(es) that will address the gaps identified above.

### 5.1.3 HOW HEH GOOS – GOVERNANCE: STRATEGIC GOALS

The strategic goals for Chief and Council have been developed based on the direction provided by the community and the needs identified in the Leadership Workshop and Chief and Council strategic planning sessions. The goals have been formulated to guide what Chief and Council must do to address the major issues and opportunities facing the Nation. The overall strategic goals outline broad areas to be addressed while the sub-goals strive to be **specific**, **measurable**, **acceptable** to those working to achieve the goals, **realistic**, **timely**, **extending** the capabilities of those working to achieve the goals, and **rewarding** to them - "SMARTER" goals. Action plans have been developed for each sub-goal which include specific steps to take in meeting the goals.



Four key strategic goals were identified for Chief and Council:

**Goal 1:** Create Stable and Effective Governance Structure

**Goal 2:** Create Fair and Transparent Processes for Decision Making

**Goal 3:** Strengthen Organizational Structure and Human Resources

**Goal 4:** Improve Communication

Each goal and sub-goal are presented below. This is followed by an implementation plan which puts all the strategic goals and sub-goals together with a timeframe for beginning to address the needs identified in the goal.

### Strategic Goal 1: Create Stable and Effective Governance Structure

#### Sub Goal 1a) Remove Sliammon First Nation from Remedial Management

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish Treaty / Band Administration Remedial Management Committee composed of CAO (Ruth Sauder), Auditor (Lynda Seigneuret), Financial Advisor (Norm Grdina), Finance Committee Chair (Clint Williams) and Negotiations Manager (Grace Adams).</li> <li><input type="checkbox"/> Meet with INAC Funding Services to resolve disputes over the RMP and begin to improve relations between INAC and Sliammon.</li> <li><input type="checkbox"/> Develop a joint action plan with INAC Funding Services for the removal of RMP before the end of the fiscal year 2006/2007.</li> </ul>	Remedial Management Committee	
	<b>MONITOR</b>	
	Hold back funding flowing to all programs of the Band – no longer on INAC freeze list	
	<b>COMMUNICATE</b>	
Neh Motl / SFN Website / Community Meetings		

#### Sub Goal 1b) Group portfolios and committees along lines of “house posts” and themes emerging from Comprehensive Community Planning Process - Finance & Administration, Community Services, Lands & Resources, Community Economic Development, Public Works

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that C&amp;C endorse organizational changes.</li> <li><input type="checkbox"/> Assess current portfolio / committee structure and reorganize to fit house post model.</li> <li><input type="checkbox"/> Action plan with recommendations as to which portfolios go where.</li> <li><input type="checkbox"/> Appoint council reps to each house post.</li> <li><input type="checkbox"/> Hire and retain an administrator to lead implementation of steps to achieve this goal.</li> <li><input type="checkbox"/> Ensure the administrator has an assistant to support administrative work.</li> <li><input type="checkbox"/> Clarify community economic development house post.</li> <li><input type="checkbox"/> Set up remote access electronic filing system, networking all computers organization-wide (IT).</li> <li><input type="checkbox"/> Link to work on Tla’Amin Constitution.</li> </ul>	Chief + Council w/ support from CAO, TPT	
	<b>Monitor</b>	
	<b>Communicate</b>	
	Neh Motl, SFN Website, Community Meetings	



**Sub Goal 1c) Develop clear terms of reference that are consistent for all committees and ensure that committee roles and responsibilities are clearly understood**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Pre-requisite will be management review.</li> </ul>	Chief + Council w/ support from CAO, TPT	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Appoint chairs to each of five house post committees - manager, committee chair.</li> <li><input type="checkbox"/> Review recently adopted TOR for Natural Resources Committee (NRC) as a template for consistency between committees – each committee to decide how to revise to fit.</li> </ul>	<b>MONITOR</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure lines of communication are clear and understood among committee reps (managers, council).</li> <li><input type="checkbox"/> Ensure roles and responsibilities are clear and understood between committee reps.</li> <li><input type="checkbox"/> C&amp;C to build political alliances with other First Nations.</li> <li><input type="checkbox"/> C&amp;C to lobby provincial and federal governments when necessary to advocate Sliammon interests.</li> </ul>	<div style="text-align: center;"><b>COMMUNICATE</b></div> Neh Motl, SFN Website	

**Sub Goal 1d) Clarify lines of authority between Council, Boards and Departmental Managers**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Pre-requisite will be to review Sliammon Governance Manual (2001) prepared by Urban Systems.</li> </ul>	Chief & Council, CAO	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review roles and responsibilities outlined in Governance Manual (2001) and update where necessary.</li> <li><input type="checkbox"/> Develop a work shop on roles and responsibilities of C&amp;C and Boards.</li> </ul>	<b>MONITOR</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Each Committee / Board / Program Manager should receive a copy of Organizational Chart and review annually to clarify roles and responsibilities.</li> <li><input type="checkbox"/> Formalize reporting relationship between C&amp;C and Boards.</li> <li><input type="checkbox"/> Formalize reporting relationship between CAO and Administrators / Managers of Entities.</li> <li><input type="checkbox"/> Monitor delegated authority and agreements e.g. MOU for Tla'Amin Health Society to ensure entities are in compliance with agreements.</li> <li><input type="checkbox"/> Formalize Board structure for Tla'Amin Timber Products</li> <li><input type="checkbox"/> Formalize reporting relationship between CAO and Program Managers and communicate to community members.</li> <li><input type="checkbox"/> Link to work on Tla'Amin Final Agreement and Treaty Implementation Plan.</li> <li><input type="checkbox"/> Link to work on Tla'Amin Constitution.</li> </ul>	<div style="text-align: center;"><b>COMMUNICATE</b></div> Neh Motl, SFN Website, Community Meetings	



**Sub Goal 1e) Develop short and long term financial planning**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Annual budget planning (identify revenues and expenditures).</li> <li><input type="checkbox"/> Annual fund raising (identify alternative funding sources and prepare proposal applications).</li> <li><input type="checkbox"/> Monthly financial statements to track revenues and expenditures.</li> <li><input type="checkbox"/> Bi-Monthly Finance Committee meetings – continually monitoring budgets and reporting to Chief &amp; Council.</li> <li><input type="checkbox"/> Annual organization wide budget planning and reporting to Council (CAO, Managers).</li> <li><input type="checkbox"/> Better communication between finance and departmental managers responsible for budgets</li> <li><input type="checkbox"/> Need to update financial policies, create financial by-laws and have policies and by-laws formally adopted and implemented.</li> <li><input type="checkbox"/> Need to ensure program managers are developing and tracking their annual budgets (performance evaluation).</li> <li><input type="checkbox"/> Mandatory training in budget planning and financial management (Council, Managers).</li> <li><input type="checkbox"/> Mandatory training in proposal writing (Managers).</li> <li><input type="checkbox"/> Link with INAC in regards to funding and new strategy.</li> <li><input type="checkbox"/> Link to work on Tla'Amin Final Agreement and Treaty Implementation Plan.</li> <li><input type="checkbox"/> Link to work on Tla'Amin Constitution.</li> </ul>	Finance Portfolio with CAO	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl, SFN Website, Community Meetings	

**Sub Goal 1f) Develop Custom Election Procedures**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Pre-requisite will be to access <i>Sliammon Elections Yesterday and Tomorrow (2002)</i> and <i>Tla'Amin Draft Constitution (2005)</i>.</li> <li><input type="checkbox"/> Review <i>Sliammon Elections Yesterday and Tomorrow (2002)</i> and <i>Tla'Amin Draft Constitution (2005)</i> to build on community consultation already done.</li> <li><input type="checkbox"/> Consider revisions such as: elections for C&amp;C and Boards in sync, smaller Council and Boards, longer terms or staggered terms, use of electronic ballots, etc.</li> <li><input type="checkbox"/> Identify whether technical support will be required to develop application to INAC for custom election procedures.</li> <li><input type="checkbox"/> Identify budget for technical support and community referendum.</li> <li><input type="checkbox"/> INAC has funding to cover costs of developing custom election procedures (\$10-12,000).</li> <li><input type="checkbox"/> Complete application to INAC for Custom Election Procedures</li> <li><input type="checkbox"/> Implement Custom Election Procedures.</li> <li><input type="checkbox"/> Link to final agreement negotiations and transition planning from Band governance under the Indian Act to self-government under Treaty.</li> <li><input type="checkbox"/> Link to work on Tla'Amin Constitution.</li> </ul>	Chief and Council, CAO	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl, SFN Website, Referendum	



**Sub Goal 1g Incorporate our language and culture into all the work that we do**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish working group that includes: Culture &amp; Heritage Portfolio, Cultural Coordinator and Cultural Committee.</li> <li><input type="checkbox"/> Review <i>Reflecting on Traditional Governance Report</i> (2004) and other research documents to decide what can be incorporated into policy and procedures.</li> <li><input type="checkbox"/> Incorporate Tla'Amin language into operating policies and procedures.</li> <li><input type="checkbox"/> Identify cultural department and language and culture programming as a priority for nation generated revenues.</li> <li><input type="checkbox"/> Dedicate time towards learning language and culture e.g. one hour mandatory language class each week for all staff.</li> <li><input type="checkbox"/> Follow up on recommendations in Feasibility Study for a New Cultural Centre / Administration Building (2005).</li> <li><input type="checkbox"/> Link to work on Tla'Amin Final Agreement / Treaty.</li> <li><input type="checkbox"/> Link to work on Tla'Amin Constitution.</li> </ul>	Culture & Heritage Portfolio, Cultural Coordinator, Language & Culture Committee	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl, SFN Website, Community Meetings, Policy Brochures	

**Sub Goal 1h) Promote annual training / team building / retreat for Council and Boards to support a unified approach – Nation Building**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Annual strategic planning session for all entities to monitor progress on implementing Sliammon Comprehensive Community Plan.</li> <li><input type="checkbox"/> Identify budget to support annual strategic planning session (cost-share between entities).</li> <li><input type="checkbox"/> Integrate schedule for retreat into an annual calendar.</li> <li><input type="checkbox"/> CAO and Entity and Program Managers to make presentations on annual progress and challenges in reaching goals in CCP strategic action plans.</li> <li><input type="checkbox"/> Monitor progress on reaching goals and ensure accountability of entities and departments – are they doing what they are supposed to be doing?</li> <li><input type="checkbox"/> Celebrate successes in Nation Building.</li> <li><input type="checkbox"/> Flag amendments or revisions to CCP for coming year.</li> <li><input type="checkbox"/> Plan training component that can change from year to year e.g. conflict resolution, dispute resolution, financial planning, fundraising, team building, coaching &amp; mentoring, etc.</li> </ul>	Chief + Council and CAO	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl, SFN Website, Community Meetings	



## Strategic Goal 2: Create fair and transparent processes for decision-making

### Sub Goal 2a) Policies are adopted and enforced (Financial, Personnel, Housing, Education, etc.)

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Identify who is responsible for implementing and enforcing policies (CAO and specific Program Managers)	Chief + Council and CAO	
<input type="checkbox"/> Training for Managers and Staff in policy implementation.	<b>MONITOR</b>	
<input type="checkbox"/> Identify levels of authority and roles and responsibilities e.g. authority to approve spending within certain budget limit.		
<input type="checkbox"/> Documentation for decisions made – “yes” or “no” and reasons why - reference policy.	<b>COMMUNICATE</b>	
<input type="checkbox"/> Annual review of policies to ensure consistency with relevant labour laws and standards.	Neh Motl, SFN Website, Policy Brochures	
<input type="checkbox"/> Formalize process for adopting policies (reflected in minutes of C&C, signatures of C&C, signatures of CAO, Managers and Staff that they have read and understand policies).		
<input type="checkbox"/> Adopt dispute resolution process.		

### Sub Goal 2b) Develop organization-wide policies – policies are consistent between all entities

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> Pre-requisite will be the collection and review of all existing policies.	Chief + Council and CAO, Boards and Entity Managers	
<input type="checkbox"/> Identify which policies could be streamlined and made consistent between all entities (including program and employee performance evaluation processes).	<b>MONITOR</b>	
<input type="checkbox"/> Identify which policies would remain specific to departments or entities.		
<input type="checkbox"/> Identify how Tla'Amin language can be incorporated into policies and procedures.	<b>COMMUNICATE</b>	
<input type="checkbox"/> Formalize process for adopting policies (reflected in minutes of C&C and Boards, signatures of C&C and Boards, signatures of CAO's, Managers and Staff that they have read and understand policies).	Neh Motl, SFN Website, Community Meetings	
<input type="checkbox"/> Revise dispute resolution process if required.		
<input type="checkbox"/> Training for Managers and Staff of all entities on new organization-wide policies.		
<input type="checkbox"/> Annual review of policies into the future.		



**Sub Goal 2c) Make policies available to the community**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<input type="checkbox"/> Ensure that copies of current policies are provided for all staff, available to the public on request, and available for reference at the reception desk.	Council Portfolio, CAO	
<input type="checkbox"/> Provide orientation / training for Council, Boards, Managers and Staff on current policies and how policies provide a guideline for fair and transparent decision-making.	<b>MONITOR</b>	
<input type="checkbox"/> Create an environment where Managers have an “open door approach” and are able to explain policies on request.	<b>COMMUNICATE</b>	
<input type="checkbox"/> Develop reader-friendly public information brochures for each set of policies. <input type="checkbox"/> Develop reader-friendly public information brochures that increase membership understanding of policies and eligibility requirements (post-secondary, health services, housing renovations, etc.) <input type="checkbox"/> Annual review of policies and public information brochures to ensure information on policies and eligibility is up to date.	Neh Motl, SFN Website, Community Meetings, Brochures	

**Sub Goal 2d) Implement clear conflict of interest guidelines and dispute resolution process to guide decision-making**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> Review draft Dispute Resolution Process from C&C Workshop 1 (Aug. 2006) and refine where necessary.	Chief + Council and CAO	
<input type="checkbox"/> Formal process to adopt Dispute Resolution Process and develop by-laws.	<b>MONITOR</b>	
<input type="checkbox"/> Provide orientation / training for Council, Boards, Managers and staff on Dispute Resolution Process.	<b>COMMUNICATE</b>	
<input type="checkbox"/> Monitor success in following dispute resolution process. <input type="checkbox"/> Review Conflict of Interest Guidelines developed in Terms of Reference for Natural Resources Committee (Aug. 2006). <input type="checkbox"/> Review Conflict of Interest Guidelines developed in Governance Manual (2001). <input type="checkbox"/> Review other Conflict of Interest Guidelines adopted by Boards. <input type="checkbox"/> Formal process to develop and adopt clear Conflict of Interest Guidelines. <input type="checkbox"/> Provide orientation / training for Council, Boards, Managers and Staff on Conflict of Interest Guidelines.	Neh Motl, SFN Website, Community Meetings	



### Strategic Goal 3: Strengthen Organizational Structure and Human Resources

#### Sub Goal 3a) Develop a strategy for retaining qualified Chief Administrative Officer, Lands Manager and Economic Development Manager

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify sustainable budget for these positions.</li> <li><input type="checkbox"/> Identify clear job descriptions and postings for these positions.</li> <li><input type="checkbox"/> Identify recruiting process – who, when, where and how?</li> <li><input type="checkbox"/> Adopt dispute resolution process.</li> <li><input type="checkbox"/> Negotiate contracts that provide clear job descriptions and reporting relationships.</li> <li><input type="checkbox"/> Annual performance evaluations to monitor progress and challenges in meeting responsibilities in job description.</li> <li><input type="checkbox"/> The problems retaining Administrators and Managers in the past has largely been due to lack of dispute resolution process, overload of work, lack of clear direction, politics.</li> </ul>	Chief + Council and CAO for Manager positions	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl, SFN Website	

#### Sub Goal 3b) Develop human resource plan that assesses short and long term human resource needs and targets future training, employment and business opportunities

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that C&amp;C endorse organizational changes and support new structure.</li> <li><input type="checkbox"/> Review Conceptual Human Resource Plan in <i>Sliammon House of Governance / Governance TRM Stage 2 Summary Report</i> (2004).</li> <li><input type="checkbox"/> Review <i>Financial Administration TRM Report</i> (2005).</li> <li><input type="checkbox"/> Assess current organizational structure and reorganize to fit house post model.</li> <li><input type="checkbox"/> Develop management level at thematic or house post level plus management review and staff review as part of reorganization.</li> <li><input type="checkbox"/> Review individual positions to determine whether they are full-time, part-time or seasonal.</li> <li><input type="checkbox"/> Action plan with recommendations as to which departments go where.</li> <li><input type="checkbox"/> Review job descriptions and revise where necessary.</li> <li><input type="checkbox"/> Annual performance evaluations.</li> <li><input type="checkbox"/> Develop training plans following performance evaluations to fill gaps in skills and expertise.</li> <li><input type="checkbox"/> Promote cross training among staff to ensure departments and entities retain expertise in the event of illness, resignation or retirements.</li> <li><input type="checkbox"/> Promote training and mentorship opportunities that target future employment and business opportunities.</li> <li><input type="checkbox"/> Recruit managers or staff to fill gaps in skills and expertise when necessary.</li> <li><input type="checkbox"/> Link to work on Tla'Amin Final Agreement and Implementation Plan.</li> <li><input type="checkbox"/> Link to work on Tla'Amin Constitution.</li> </ul>	Council Portfolio, CAO, TPT	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl, SFN Website, Community Meetings, Brochures	



## Strategic Goal 4: Improve Communication

### Sub Goal 4a) Implement a communication plan for how Council, Boards and Program Managers will communicate with each other and with membership

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Make a commitment to work together in building a strong Tla'Amin Nation.</li> </ul>	Chief + Council and CAO, Departmental Managers, Boards and Entity Managers	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Celebrate our successes.</li> </ul>	<b>MONITOR</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish formal reporting schedule for Entities to Council (monthly – written reports and quarterly – verbal reports).</li> </ul>	<b>COMMUNICATE</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish formal meeting schedule for Committees (monthly) - ensure that meetings are effective - an agenda gets sent out in advance with no agenda add-ons unless it's an 'emergency' – minutes are recorded and distributed and actions items are followed up.</li> </ul>	Neh Motl, SFN Website, Community Meetings, Brochures, Annual Calendar	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish process for regular updates from Committee Chairs to provide information on agenda items and distribute in advance of meetings so council is able to get informed prior to discussion and decision-making.</li> </ul>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish formal reporting schedule for Program Managers to Council (monthly written and quarterly – verbal reports).</li> </ul>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop policy on “access to information and protection of privacy”.</li> </ul>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide regular reporting in Neh'Motl and on SFN Website.</li> </ul>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop reader-friendly public information brochures on departments, entities, and policies.</li> </ul>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish an annual calendar with AGM dates (C&amp;C / Boards) and Community Meeting dates (bi-annual – to report on CCP progress and challenges and celebrate successes).</li> </ul>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Open council meetings.</li> </ul>		

An Implementation Plan for the How Heh Goos (Governance) Strategic Goals is presented in a table on the following page. The Implementation Plan presents a recommended timeframe for implementing each of the strategic goals in terms of its priority ranking.

**Urgent:** This strategic goal must be addressed in Year 1;

**High:** This strategic goal should be addressed in Years 2 and 3;

**Moderate:** This strategic goal should be addressed in Years 4 and 5.



**HOW HEH GOOS – GOVERNANCE - IMPLEMENTATION PLAN**

		Year 1	Year 2	Year 3	Year 4	Year 5	Future
<b>Strategic Goal Create Stable and Effective Governance Structure</b>							
Sub Goal 1a)	Remove Sliammon First Nation from Remedial Management	●					
Sub-Goal 1b)	Group portfolios and committees along lines of “house posts” and themes emerging from Comprehensive Community Planning Process - Finance & Administration, Community Services, Lands & Resources, Infrastructure, Community Economic Development	●					
Sub-Goal 1c)	Develop clear terms of reference that are consistent for all committees and ensure that committee roles and responsibilities are clearly understood.	●					
Sub-Goal 1d)	Clarify lines of authority between Council, Boards and Program Managers.	●					
Sub-Goal 1e)	Develop short and long term financial planning.		●				
Sub-Goal 1f)	Develop Custom Election Procedures	●					
Sub-Goal 1g)	Incorporate Tla'amin language and culture into all the work that we do.				●		
Sub-Goal 1h)	Promote annual training / team building / retreat for Council and Boards to support a unified approach - Nation Building		●				
<b>Strategic Goal Create Fair and Transparent Processes for Decision Making</b>							
Sub-Goal 2a)	Policies are adopted and enforced (Financial, Personnel, Operational, Housing, Education, etc.)	●					
Sub-Goal 2b)	Develop organization-wide policies - policies are consistent between all entities		●				
Sub-Goal 2c)	Make policies available to the community				●		
Sub-Goal 2d)	Implement clear conflict of interest guidelines and dispute resolution process to guide decision making		●				
<b>Strategic Goal Strengthen Organizational Structure and Human Resources</b>							
Sub-Goal 3a)	Develop a strategy for retaining qualified Chief Administrative Officers and Managers	●					
Sub-Goal 3b)	Develop Human Resource Plan that assesses short and long term human resource needs and targets future training, employment and business opportunities			●			
<b>Strategic Goal Improve Communication</b>							
Sub-Goal 4a)	Develop Communication Plan for how Council, Boards and Program Managers will communicate with each other and with membership.	●					



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## 5.2 Nin neh jeh tahla – Administration & Finance

The Administration & Finance House Post is composed of the administration, finance and taxation departments. This house post plays a central role in supporting all other house posts and departments. It is the role of the administration and finance departments to ensure that decisions made adhere to adopted policies and procedures and to ensure sound fiscal management of the Nations resources. The following outlines the strategic goals, sub goals and action plans that have been identified for this house post and for the individual departments.

### Strategic Goal 1: Improve Financial Management

#### Sub Goal 1a) Remove Sliammon First Nation from remedial management

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li>❑ Establish Treaty / Band Administration Remedial Management Committee composed of CAO (Ruth Sauder), Auditor (Lynda Seigneuret), Financial Advisor (Norm Grdina), Finance Committee Chair (Clint Williams) and Negotiations Manager (Grace Adams).</li> <li>❑ Meet with INAC Funding Services to resolve disputes over the RMP and begin to improve relations between INAC and Sliammon.</li> <li>❑ Develop a joint action plan with INAC Funding Services for the removal of RMP before the end of the fiscal year 2006/2007.</li> </ul>	Remedial Management Committee	
	<b>MONITOR</b>	
	Hold back funding flowing to all programs of the Band – no longer on INAC freeze list	
	<b>COMMUNICATE</b>	
Neh Mot, SFN Website, Community Meetings		

#### Sub Goal 1b) Update financial policies & create financial by-laws

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li>❑ Assemble the existing Financial Policies we have</li> <li>❑ Put existing Financial Policies into one central location</li> <li>❑ Review them for determination of how they will currently suit our needs</li> <li>❑ Put in place policy where there are gaps and remove redundancies</li> <li>❑ Incorporate ideas and recommendations from “Financial Managers Handbook”</li> <li>❑ Contact ITAB (Indian Taxation Advisory Board) to set up Financial Administration Management Bylaw training for staff and C&amp;C.</li> </ul>	CAO, Program Managers and staff	
	<b>MONITOR</b>	
	Monthly meetings and regular reporting	
	<b>COMMUNICATE</b>	
Written reports, formal meetings, Neh Motl, AGM		



**Sub Goal 1c) Formalize system for travel requests**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> Policies are being implemented but need to be updated.	Finance Committee, Finance & Administration Staff	
	<b>MONITOR</b>	
	Approvals for travel requests in line with financial policies	
	<b>COMMUNICATE</b>	

**Sub Goal 1d) Prepare annual budgets that clearly show revenues and expenditures for each Department**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> CAO to prioritize budgeting and planning with each departmental manager in a timely way prior to next fiscal year for funding purposes <input type="checkbox"/> Enhance program financial planning <input type="checkbox"/> Plan for transition to block funding	Departmental Managers, Finance Department, CAO	
	<b>MONITOR</b>	
	Financial Statements and funding levels	
	<b>COMMUNICATE</b>	

**Sub Goal 1e) Prepare monthly financial statements in a timely manner**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> In the process of being developed <input type="checkbox"/> May be enhanced by new software implementation (Xyntax or upgrade Accpac)	Finance Department, CAO	
	<b>MONITOR</b>	
	We will know when we have our monthly file of financial statements in place Financial Statements and funding levels	
	<b>COMMUNICATE</b>	



**Sub Goal 1f) No phone calls to finance staff for cheques**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement organized system of cheque dissemination</li> <li><input type="checkbox"/> Update financial policies</li> <li><input type="checkbox"/> Educate staff and community on policies and procedures for making payment requests</li> </ul>	CAO, Finance Department	
	<b>MONITOR</b>	
	Cheque dissemination in line with financial policies and finance staff will have increased time to focus on financials	
	<b>COMMUNICATE</b>	

**Sub Goal 1g) Create transparency for decision-making (but confidentiality when appropriate)**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Minutes of Council meetings are made available to community members</li> <li><input type="checkbox"/> Policies for day to day matters in finance and administration are made available to community members</li> <li><input type="checkbox"/> Clear process for appealing a decision (dispute resolution)</li> <li><input type="checkbox"/> Consistent criteria for decision making</li> </ul>	Needs cooperation from Chief and Council, Entities, CAO, and Program Managers	
	<b>MONITOR</b>	
	Fewer complaints and less anger	
	<b>COMMUNICATE</b>	

**Sub Goal 1h) Incorporate Recommendations from “Financial Managers Handbook”**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Update financial policies according to recommendations in Financial Managers Handbook</li> <li><input type="checkbox"/> Create financial by-laws according to recommendations in Financial Managers Handbook</li> </ul>	CAO and Finance Department	
	<b>MONITOR</b>	
	Improvement in financial practices and passing annual audits	
	<b>COMMUNICATE</b>	



**Sub Goal 1i) Develop common pay scale for all departments and entities**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Utilize the resources that we have to determine appropriate pay scales within budgets</li> <li><input type="checkbox"/> Exercise Aboriginal Financial Officers Association of B.C. Guidelines and National Occupational Classification (NOC) System</li> <li><input type="checkbox"/> Review of job descriptions roles and responsibilities to match pay scale</li> </ul>	CAO, Chief and Council approval, Entity Managers and Board approval	
	<b>MONITOR</b>	
	Pay rationale will occur and will be evidence that it is occurring / Happier staff and less turnover	
	<b>COMMUNICATE</b>	

**Sub Goal 1j Improve reporting to Chief & Council from all departments and entities**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> CAO to implement regularity of reporting requirements to Chief and Council</li> </ul>	CAO/ Chief and Council and Program Managers	
	<b>MONITOR</b>	
	Through implementation	
	<b>COMMUNICATE</b>	

**Sub Goal 1k) Retain Financial Controller**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li><input type="checkbox"/> If we are to coordinate our efforts then we would be helped by having an integrated approach to band finances and band empowered entities</li> <li><input type="checkbox"/> In five years we may need a financial controller</li> </ul>	Leadership and cooperation from each band empowered entity/ Chief and Council, CAO, and each Band Empowered Entity	
	<b>MONITOR</b>	
	Financial planning and goal setting at regular intervals	
	<b>COMMUNICATE</b>	



## Strategic Goal 2: Build Capacity

### Sub Goal 2a) Implement personnel policies

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> We have a Personnel Manual <input type="checkbox"/> CAO to read and inform staff of policies	CAO	
	MONITOR	
	Improved morale or not – community will feel the change	
	COMMUNICATE	

### Sub Goal 2b) Implement regular performance evaluations

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> Complete performance evaluations every 6 months or at least annually and at the end of probationary periods	CAO	
	MONITOR	
	Performance evaluations on file for each employee	
	COMMUNICATE	

### Sub Goal 2c) Train Staff on policies and procedures including INAC Policies

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> Get INAC to send trainers to Sliammon and do some hands on, one on one training with new departmental employees with our own files so that the training is meaningful <input type="checkbox"/> Encourage staff to do training courses and workshops in their area of responsibility	CAO, Proactive from staff with encouragement and support from CAO	
	MONITOR	
	Greater satisfaction from our services and fewer complaints from our membership	
	COMMUNICATE	



**Sub Goal 2d) Develop centralized computer system (e-filing)**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> CAO is seeking quotes and assembling background information to obtain governance funding to implement a centralized computer system.	CAO, Finance & Administration	
<input type="checkbox"/> Plan transition to new centralized computer system.	<b>MONITOR</b>	
<input type="checkbox"/> Provide training for Managers and Staff on how to utilize the new system for archiving and backing up data.	We will have centralized computer system in place	
	<b>COMMUNICATE</b>	

**Sub Goal 2e) Provide training and mentoring for financial staff in financial management and accounting**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<input type="checkbox"/> Encourage young people in the community to develop financial and business skills (Let them know that these are skills in demand (scholarship and bursaries)?	CAO, Finance & Administration	
<input type="checkbox"/> Hire temp. staff and train them in aspects of bookkeeping egg learn how to do A/P	<b>MONITOR</b>	
	When we see that we have sufficient human capacity to do all aspects of finance and administration well	
	<b>COMMUNICATE</b>	

**Strategic Goal 3: Infrastructure**

**Sub Goal 3a) Maintenance on existing buildings (deal with health issues such as mold and rats)**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Inventory needs to be in place	Village Maintenance Department, CAO	
<input type="checkbox"/> Inspections and checklists	<b>MONITOR</b>	
<input type="checkbox"/> Prioritize the most urgent to the least urgent	Review inventory needs assessment on a scheduled quarterly basis	
<input type="checkbox"/> Budgeting and plan for maintenance, repair and new infrastructure	<b>COMMUNICATE</b>	
	The community will be living in better conditions with community infrastructure they can take pride in	



### 5.2.1 ADMINISTRATION DEPARTMENT

The role of the Administration Department is to ensure that programs and services are implemented in conformance with the policies and bylaws of the Sliammon First Nation. It is also the role to this department to manage human resources. The following presents the strategic goals and action plan that have been identified for the Administration Department.

#### Goal 1: Enforce all policies

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review and follow policies already in place</li> <li><input type="checkbox"/> Analyze pros and cons of 7hour vs. 8 hour work day</li> <li><input type="checkbox"/> Develop uniform financial policies with all entities and post in a centralized location</li> <li><input type="checkbox"/> Training with staff and Council on policies</li> </ul>	CAO, Administrative Coordinator and Departmental Managers w/ support form C&C	
	<b>MONITOR</b>	
	Monthly meetings and reporting	
	<b>COMMUNICATE</b>	
	Formal and informal meetings and newsletter	

#### Goal 2: Update job descriptions & employment contracts

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Update job descriptions and employment contracts following annual performance evaluations.</li> <li><input type="checkbox"/> Ensure that job descriptions, roles and responsibilities and reporting structure are clearly defined.</li> <li><input type="checkbox"/> Ensure that job descriptions, roles and responsibilities and reporting structure are clearly understood by each employee, their supervisor and C&amp;C</li> </ul>	CAO, Administrative Coordinator, Personnel Committee	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	

#### Goal 3: Identify resources for training for staff and community

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Make it a priority</li> <li><input type="checkbox"/> Utilize existing funding sources</li> <li><input type="checkbox"/> Identify budget for training</li> </ul>	CAO and Departmental Managers	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	



**Goal 4: Increase self-sufficiency without INAC interference**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Move forward on Comprehensive Community Planning and Capacity Building</li> <li><input type="checkbox"/> Getting out from under the Remedial Management Plan and getting Capital Projects back on track</li> <li><input type="checkbox"/> Adhering to fiscal responsibility and best practices for all staff</li> <li><input type="checkbox"/> Budgets need to be evaluated and monitored</li> <li><input type="checkbox"/> Program managers need to submit budgets and approve them</li> <li><input type="checkbox"/> Budget exercises for all staff</li> </ul>		
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	

**Goal 5: New Administration Building**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Getting out from under the Remedial Management Plan and getting Capital Projects back on track</li> <li><input type="checkbox"/> Accessing funding for new administration building</li> <li><input type="checkbox"/> Linking with final agreement negotiations and treaty implementation planning</li> <li><input type="checkbox"/> Linking with Block Funding and Final Agreement negotiations and funding for new Administration Building / Cultural Centre</li> </ul>	CAO and Chief & Council	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	

**5.2.2 FINANCE DEPARTMENT**

The Finance Department operates under a centralized system. Financial policies and procedures need to be developed and implemented with accountability, fiscal responsibility, and efficiency as the fundamental objective. These characteristics will allow the organization to receive maximum value and benefit for each dollar expended in providing program service delivery to the Sliammon First Nation membership. The following presents the key strategic goals and action plan that have been identified for the Finance Department.

**Goal 1: Training on INAC policies & procedures (BEB & Ratio formulas)**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review and update Band Employee Benefits – pension plan for all employees.</li> <li><input type="checkbox"/> Need to access better accounting information and put in place processes for better matching of revenue (funding / nation generated revenue) and expenditures</li> </ul>	CAO and Finance Staff	
	<b>MONITOR</b>	
	We need to identify where we have received funding and what it is targeted for	
	<b>COMMUNICATE</b>	



**Goal 2: Enhance computer skills**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Upgrade computer systems to current state of the art with programs i.e. MS Office for consistency of use</li> <li><input type="checkbox"/> Training in school</li> <li><input type="checkbox"/> Create a learning environment – (utilize Ahms Taow)</li> <li><input type="checkbox"/> Identify one tech-savvy person within the organization to mentor with other staff</li> </ul>	Proactive staff in conjunction with CAO/ Staff and CAO	
	MONITOR	
	COMMUNICATE	

**Goal 3: Orientation for council, staff and membership (financial policies, cheque days, payment requests and proposals)**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Educate and inform staff and membership on financial policies, cheque days, payment request and proposals</li> <li><input type="checkbox"/> Orientation for Council to understand finance and organizational structure</li> </ul>	Finance, CAO, Chief and Council/ Finance and Administration	
	MONITOR	
	COMMUNICATE	

**Goal 4: Increase nation generated revenues**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicate better between Siammon Band and economic development component (Siammon Development Corporation), Council and membership</li> </ul>		
	MONITOR	
	COMMUNICATE	

**5.2.3 TAX DEPARTMENT**

The Tax Department Program oversees all areas of responsibility and issues concerning Taxation and the Community Improvement Fee (CIF). The Tax Department is responsible for the development and implementation of Taxation policies, and ensuring community education and awareness.

The following outlines the strategic goals and action plan for the Tax Department.



**Goal 1: Complete property assessments for every lot on I.R. #1**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Each lot would have to be assessed by certified surveyor <input type="checkbox"/> Each lot would have to be digitized – Lot size dimensions, septic tanks and water, utility poles, environmental assessment of standing trees, assessment of standing trees, culverts and drainage	Contract it out / Taxation – Mia H.	
	MONITOR	
	Taxation Committee and legal advisor	
	COMMUNICATE	
	AGM	

**Goal 2: Explore options for representation of non-Sliammon members**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Consultation <input type="checkbox"/> Intergovernmental – Government to Government <input type="checkbox"/> Service Agreements <input type="checkbox"/> Representation <input type="checkbox"/> Establishment of Committee <input type="checkbox"/> AGM with Lessees	Taxation Department – Mia / Taxation Committee, Treaty – Intergovernmental	
	MONITOR	
	Reporting	
	COMMUNICATE	
	AGM	

**Goal 3: Prioritize tax expenditures**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Form a Committee to review <input type="checkbox"/> Review and update expenditures bylaw	Taxation Committee / Taxation Department	
	MONITOR	
	Reports	
	COMMUNICATE	
	AGM	

**Goal 4: Increase tax revenues**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> More commercial property	Taxation and Economic Development / Taxation and Economic Development	
	MONITOR	
	Meetings	
	COMMUNICATE	
	AGM	



**Goal 5: Formalize reporting between Tax and Land Departments**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Have regular meetings between two departments</li> <li><input type="checkbox"/> Create policies and procedures for the same</li> <li><input type="checkbox"/> Create forms to do so</li> </ul>	Taxation and Lands Department / Taxation and Lands Department	
	<b>MONITOR</b>	
	Reporting and meetings	
	<b>COMMUNICATE</b>	
	AGM	

**Goal 6: Capacity development – recruit and train tax staff**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify funding source</li> <li><input type="checkbox"/> Post for more staff</li> <li><input type="checkbox"/> Send them away for taxation training e.g. Budget based tax, rate setting, taxation software training, job shadowing with other first nations taxation department, refresher courses, maintaining and upgrading software</li> <li><input type="checkbox"/> Establish linked finance computer system with finance</li> <li><input type="checkbox"/> Tracking system for tax payments</li> <li><input type="checkbox"/> Update CIF (Community Improvement Fee) Policies</li> </ul>	Taxation Committee / Taxation Department	
	<b>MONITOR</b>	
	Meetings / Reports	
	<b>COMMUNICATE</b>	
	AGM	

**Goal 7: Increase tax revenues to support infrastructure development (sidewalks, road maintenance, parks and trails)**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li><input type="checkbox"/> Generate long term revenue to cover goals such as sidewalks, sea walk for Klahanie and Southview tenants</li> </ul>	Taxation Committee / Taxation Department	
	<b>MONITOR</b>	
	Meetings	
	<b>COMMUNICATE</b>	
	AGM and Newsletters	

An Implementation Plan for the Nin neh jeh tahla (Administration & Finance) Strategic Goals is presented in a table on the following page. The Implementation Plan presents a recommended timeframe for implementing each of the strategic goals in terms of its priority ranking.

**Urgent:** This strategic goal must be addressed in Year 1;

**High:** This strategic goal should be addressed in Years 2 and 3;

**Moderate:** This strategic goal should be addressed in Years 4 and 5.



**NINEH JEH TAHL – ADMINISTRATION + FINANCE**

		Year 1	Year 2	Year 3	Year 4	Year 5	Future
<b>Strategic Goal 1: Improve Financial Management</b>							
Sub Goal 1a)	Remove Sliammon First Nation from remedial management	●					
Sub Goal 1b)	Update Financial Policies & create Financial By-laws	●					
Sub Goal 1c)	Formalize System for travel requests		●				
Sub Goal 1d)	Prepare Annual Budgets that show Revenues and Expenditures for each Department			●			
Sub Goal 1e)	Prepare Monthly Financial Statements in a timely manner		●				
Sub Goal 1f)	No Phone Calls to Finance Staff for Cheques			●			
Sub Goal 1g)	Create Transparency for Decision-Making (but confidentiality when appropriate)		●				
Sub Goal 1h)	Incorporate Recommendations from “Financial Managers Handbook”			●			
Sub Goal 1i)	Develop Common Pay Scale for all Departments and Entities		●				
Sub Goal 1j)	Improve Reporting to Chief & Council from all Departments and Entities			●			
Sub Goal 1k)	Retain Financial Controller				●		
<b>Strategic Goal 2: Build Capacity</b>							
Sub Goal 2a)	Implement Personnel Policies		●				
Sub Goal 2b)	Implement Regular Performance Evaluations			●			
Sub Goal 2c)	Train Staff on Policies and Procedures including INAC Policies		●				
Sub Goal 2d)	Develop Centralized Computer System (e-filing)			●			
Sub Goal 2e)	Provide Training and Mentoring for Financial Staff in Financial Management and Accounting					●	
<b>Strategic Goal 3: Infrastructure</b>							
Sub Goal 3a)	Maintenance on existing buildings (deal with health issues such as mold and rats)	●					
<b>Administration</b>							
Goal 1:	Enforce All Policies	●					
Goal 2:	Update Job Descriptions & Employment Contracts	●					
Goal 3:	Identify Resources for Training for Staff and Community		●				
Goal 4:	Increase Self Sufficiency without INAC Interference	●					
Goal 5:	New Administration Building and Equipment			●			
<b>Finance</b>							
Goal 1:	Training on INAC Policies & Procedures (BEB & Ratio Formula)		●				
Goal 2:	Enhance Computer Skills			●			
Goal 3:	Orientation for Council, Staff and Membership re: Financial Policies - Cheque Days, Payment Requests and Proposals	●					
Goal 4:	Increase Nation Generated Revenues				●		
<b>Tax</b>							
Goal 1:	Complete Property Assessments for every lot on IR #1	●					
Goal 2:	Explore options for Representation of non-Sliammon Members	●					
Goal 3:	Prioritize Tax Expenditures	●					
Goal 4:	Increase Tax Revenues		●				
Goal 5:	Formalize Reporting between Tax and Land Departments	●					
Goal 6:	Capacity Development - Recruit and Train Tax Staff		●				
Goal 7:	Increase Tax Revenues to support Infrastructure Development				●		



### 5.3 EH EH JEHMA TOWLTH – COMMUNITY SERVICES

The Community Services House Post includes the following individual departments and entities:

- Culture & Heritage Department
- Human Resources Development Department
- Social Development Department
- Education Department
- Tla’Amin Health Society

This section outlines the strategic goals, sub goals and action plans for the community services house post and for the individual departments.

#### Strategic Goal 1: Collaboration Between Departments and Tla’Amin Health Society

##### Sub Goal 1a) Quarterly meetings (regular meetings)

Actions	Champion/ Accountable	<b>URGENT</b>
<input type="checkbox"/> Program Managers must make commitment to participate <input type="checkbox"/> Administration and Chief and Council make commitment for Departments and Entities to participate <input type="checkbox"/> Endorse Program collaboration <input type="checkbox"/> Rotate meeting locations	All program managers on a rotation basis	
	MONITOR	
	Minutes of meetings and record of participants	
	COMMUNICATE	
Acknowledging sponsoring agencies, programs and volunteers		

##### Sub Goal 1b) Communication with community should be appropriate to different groups i.e.: elders in Siammon language

ACTIONS	CHAMPION/ ACCOUNTABLE	<b>HIGH</b>
<input type="checkbox"/> Community bulletin boards throughout the community <input type="checkbox"/> Closed circuit TV / Radio for participation research <input type="checkbox"/> Open House - Verbal <input type="checkbox"/> Open meetings to the community	Department heads / House post	
	MONITOR	
	Feedback from staff, community, departments, entities	
	COMMUNICATE	
Annual General Meetings		



**Sub Goal 1c) Council portfolio participation on committee**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that council reps are appointed to committees</li> <li><input type="checkbox"/> Clearly define roles and responsibilities of council portfolio</li> </ul>	Chief & Council	
	MONITOR	
	Attendance at committee meetings and follow up on issues that require support of whole C&C	
	COMMUNICATE	

**Sub Goal 1d) Increase ability of all departments and entities to access financial resources through proposal driven initiatives**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Define commonalities with entities</li> <li><input type="checkbox"/> Develop a Memorandum of Understanding between entities</li> <li><input type="checkbox"/> Identify needs between entities</li> </ul>	Chief and Council	
	MONITOR	
	Attendance – input to issues brought to Chief and Council	
	COMMUNICATE	

**Strategic Goal 2: Cultural Recognition**

**Sub Goal 2a) Incorporate our language, cultural practices and teachings into all programming and policy**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Promote healing from impacts of residential schools – loss of language, loss of cultural practices, loss of knowledge in relation to cultural and archaeological sites, loss of traditional laws and governance.</li> <li><input type="checkbox"/> Identify funding options to support the promotion of Sliammon language, cultural practices and teachings.</li> <li><input type="checkbox"/> Utilize Sliammon language in program titles and policies.</li> <li><input type="checkbox"/> Adopt guiding principles into day to day activities.</li> <li><input type="checkbox"/> Promote Sliammon language through recognition of kids and adults that complete program.</li> <li><input type="checkbox"/> Promote traditional foods at staff and community gatherings.</li> <li><input type="checkbox"/> Promote traditional practices and seasonal use and activities.</li> </ul>	All house posts	
	MONITOR	
	Keeping track of activities – measurable results	
	COMMUNICATE	
	Neh'Motl, general meetings and public forums	



**Sub Goal 2b) Promote consistency in community for cultural practices and following traditional protocols**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop educational materials or brochures that document traditional protocols for funerals, burning ceremonies, naming ceremonies, etc.</li> <li><input type="checkbox"/> Use today's technology to preserve and promote cultural practices - recorded testaments from elders</li> </ul>	All house posts	
	<b>MONITOR</b>	
	Feedback through community based workshops	
	<b>COMMUNICATE</b>	
Community based workshops and general feedback from various groups		

**Strategic Goal 3: Political & Administrative Support**

**Sub Goal 3a) Follow policies / implement policies**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Policy must be followed and enforced</li> <li><input type="checkbox"/> Policies and procedures, if followed, will promote equality and consistency</li> <li><input type="checkbox"/> Promote independence in the departments</li> </ul>	All house posts/ All house posts by way of a committee	
	<b>MONITOR</b>	
	By the number of infractions	
	<b>COMMUNICATE</b>	
Have policies published and available to the community		

**Sub Goal 3b) Council recognition of manager roles and responsibilities**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Follow policies and procedures.</li> <li><input type="checkbox"/> Adopt a dispute resolution process to guide decision making.</li> <li><input type="checkbox"/> Clarify roles and responsibilities of Managers and the decisions they can make.</li> </ul>	C&C / CAO	
	<b>MONITOR</b>	
	Less complaints, harassment and law suits	
	<b>COMMUNICATE</b>	
Public meetings		



**Sub Goal 3c) De-politicize decision-making**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Develop policies and procedures for Chief and Council in-house <input type="checkbox"/> Practice the policies	Chief and Council	
	MONITOR	
	Less complaints, harassment and law suits	
	COMMUNICATE	
Public meetings		

**Sub Goal 3d) Clarify council roles and responsibilities**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Political advocates are there to increase services for all entities <input type="checkbox"/> Define duties and portfolios – must have background experience <input type="checkbox"/> Need orientation on access to information and privacy legislation. <input type="checkbox"/> Need to limit the number of councilors <input type="checkbox"/> Need custom election adopted	House posts/ Chief and Council	
	MONITOR	
	Less complaints, harassment and law suits	
	COMMUNICATE	
Public meetings		

**Sub Goal 3e) Promote consistency between elections / orientation for new council and portfolios to bring up to speed on priority issues**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> Political advocates are there to increase services for all entities <input type="checkbox"/> Define duties and portfolios – must have background experience <input type="checkbox"/> Need orientation on access to information and privacy legislation. <input type="checkbox"/> Need to limit the number of councilors <input type="checkbox"/> Need custom election procedures adopted	House posts/ Chief and Council	
	MONITOR	
	Less complaints, harassment and law suits	
	COMMUNICATE	
Public meetings		



**Sub Goal 3f) Develop annual budgets and identify areas we can cost share**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Multi functional departments - social development, culture, health services etc.</li> <li><input type="checkbox"/> Cut administration costs to actual costs</li> <li><input type="checkbox"/> Have access to CIF dollars</li> <li><input type="checkbox"/> Nation generated revenue available as a resource for individual departments</li> <li><input type="checkbox"/> House posts remain in tact</li> <li><input type="checkbox"/> Share staff</li> </ul>	Everyone, house posts/ Everyone involved	
	<b>MONITOR</b>	
	Reports from Departments / Entities, Annual reports - Audits	
	<b>COMMUNICATE</b>	
	Written information, Annual General Meetings, newsletter and group presentations	

**Sub Goal 3g) Develop unified policies for administration and entities**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li><input type="checkbox"/> All house posts involved</li> <li><input type="checkbox"/> Tla'Amin cultural friendly principles</li> <li><input type="checkbox"/> Practice policy</li> <li><input type="checkbox"/> Flexible to meet house posts needs in areas of expertise</li> </ul>	All house posts/ Everyone, all house posts	
	<b>MONITOR</b>	
	Reports	
	<b>COMMUNICATE</b>	

**Strategic Goal 4: Strengthening Capacity of Staff & Community**

**Sub Goal 4a) Annual evaluations for all staff**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Define common threads of evaluation for all staff</li> <li><input type="checkbox"/> Define specific evaluations for area of service</li> </ul>	CAO / Department Managers	
	<b>MONITOR</b>	
	Recording paper / job requirements	
	<b>COMMUNICATE</b>	



**Sub Goal 4b) Annual training plans for all staff (accreditation / certification)**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Prioritise issues in departments</li> <li><input type="checkbox"/> Categorize issues</li> <li><input type="checkbox"/> Develop general plan for all staff</li> <li><input type="checkbox"/> Develop specific plan for area of service</li> </ul>	CAO / Department Managers	
	<b>MONITOR</b>	
	All Administration	
	<b>COMMUNICATE</b>	

**Sub Goal 4c) Professional development and training opportunities for community members (first aid, food safe, child minding, parenting, life skills, BOAT Program etc.)**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Prioritise issues in departments</li> <li><input type="checkbox"/> Categorize issues</li> <li><input type="checkbox"/> Develop general plan for all staff</li> <li><input type="checkbox"/> Develop specific plan for area of service</li> <li><input type="checkbox"/> Create more opportunities for mentorship for youth to work with managers and staff</li> </ul>	Department Heads/ All Administration	
	<b>MONITOR</b>	
	All Administration	
	<b>COMMUNICATE</b>	

**Sub Goal 4d) Provide more opportunities for trades training and certification**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicate new initiatives for Brooks School</li> <li><input type="checkbox"/> Work with local colleges to develop plan</li> <li><input type="checkbox"/> Needs assessment and where we are spending the money?</li> </ul>	Each program	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	

**Sub Goal 4e) Complete analysis of demographic profile**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> On and off reserve / married and single</li> <li><input type="checkbox"/> Ask membership clerk for updated list early year for April</li> </ul>	Health/ Membership Clerk, Health Administration	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	



## Strategic Goal 5: Improve Community Infrastructure

### Sub Goal 5a) Develop Elders Care Facility

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> All work has been done through TCHS and Chief and Council need to endorse this issue <input type="checkbox"/> Augment budget from nation generated revenues.	TCHS/ All house posts	
	MONITOR	
	Through community updates in the newsletter	
	COMMUNICATE	

### Sub Goal 5b) Develop Social Housing (for low income families and singles)

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Refer to public works house post	Chief and Council	
	MONITOR	
	Public meetings	
	COMMUNICATE	
	Public meetings	

### Sub Goal 5c) New Administration Building / Cultural Centre – to house all departments & entities

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Addressed and supported by all house posts <input type="checkbox"/> Identify capital funding required <input type="checkbox"/> Chief and Council make it a priority <input type="checkbox"/> Need qualified Band Administration	CAO / Chief & Council	
	MONITOR	
	Public meetings	
	COMMUNICATE	
	Public meetings	

### 5.3.1 CULTURE & HERITAGE DEPARTMENT

The role of the Culture & Heritage Department is to ensure that the Sliammon community members have cultural programs which enable them to learn about and practice their heritage. The department offers community members a chance to learn



Tla'amin language and cultural practices. Promoting a strong cultural identity and sense of pride in being Sliammon people is what the cultural department is striving for.

The following outlines the strategic goals and action plan for the Culture & Heritage Department.

**Goal 1: Increase Opportunities for Learning Sliammon Language & Culture**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Include Sliammon language and culture section in each issue of the Neh'Motl – vocabulary, stories, history, teachings.	Cultural Coordinator, Language & Culture Committee, Education Manager & Staff	
<input type="checkbox"/> Encourage fun community events that are centred on Sliammon language, seasonal harvesting, cultural practices and arts.	<b>MONITOR</b>	
<input type="checkbox"/> Make language lessons for staff mandatory and a part of the weekly work plan schedule – set aside half an hour a week for language class and make it fun.	Increased promotion of Sliammon language and culture and increased opportunities for people to learn	
<input type="checkbox"/> Offer Sliammon language classes for community members in evening.	<b>COMMUNICATE</b>	
<input type="checkbox"/> Offer Sliammon language classes for Ahms Taow students and set up a language lab in the Ahms Taow building.	Neh Motl, Website, Community Meetings	
<input type="checkbox"/> Have our own day care language teacher and develop cultural curriculum for day care.		

**Goal 2: Develop More Sliammon Language CD's and DVD's**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Link with First Voices Language Project currently underway.	Cultural Coordinator, Language & Culture Committee, Education Staff	
<input type="checkbox"/> Identify additional funding sources to cover costs of developing CD's and DVD's.	<b>MONITOR</b>	
<input type="checkbox"/> Identify themes for CD's or DVD's such as: Spring, Summer, Fall, Winter, Seasonal Harvesting, Songs, Cultural Practices and Protocols (funerals, burnings, naming ceremonies etc.)	Sliammon language CD's and DVD's in circulation	
<input type="checkbox"/> For new theme areas that have not been recorded previously will need to identify appropriate people to share knowledge and record.	<b>COMMUNICATE</b>	
	Neh Motl, Website, Community Meetings	





**Goal 3: Complete Sliammon Herbarium Project**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Networking between Cultural Coordinator and STS Community Researcher / Translator to plan how to complete the work that has been started.</li> <li><input type="checkbox"/> Identify additional funding for this project.</li> <li><input type="checkbox"/> Link with Tla'Amin Gathering Plan.</li> <li><input type="checkbox"/> Link with Language &amp; Culture Committee for selection of appropriate elders to guide the collection of plant samples.</li> <li><input type="checkbox"/> Link with Youth Program to involve Sliammon youth in plant sample collection.</li> <li><input type="checkbox"/> Collect plant samples (medicinal, edible and cultural) through spring and summer.</li> <li><input type="checkbox"/> Press samples, label and store in Herbarium Cabinet in Cultural Coordinator' office (move to Cultural Centre / Museum in the future).</li> <li><input type="checkbox"/> Develop articles for Neh Motl and SFN Website.</li> <li><input type="checkbox"/> Utilize Herbarium Cabinet and Plant Samples or cultural education purposes.</li> </ul>	Cultural Coordinator, STS Community Researcher / Translator, Language & Culture Committee	
	<b>MONITOR</b>	
	Utilization of herbarium cabinet and samples of medicinal, edible and cultural plants for cultural education purposes	
	<b>COMMUNICATE</b>	
	Neh Motl, Website, Community Meetings	

**Goal 4: Develop Sliammon Cultural Centre / Museum**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review previous work for recommended next steps (Admin. Building / Cultural Centre Feasibility Study and Commercial Tourism Management Plan both completed in 2005).</li> <li><input type="checkbox"/> Review previous Interpretive Centre Proposal prepared by Kevin Orpen (former SDC Manager).</li> <li><input type="checkbox"/> Identify funding sources through development of a business plan.</li> <li><input type="checkbox"/> Identify operational and maintenance costs in business plan.</li> <li><input type="checkbox"/> Link and coordinate with planning and fundraising for other infrastructure / capital projects.</li> <li><input type="checkbox"/> Link and coordinate with treaty - repatriation of cultural artifacts, final agreement negotiations and funding from governments of BC and Canada to build new Administration Building / Cultural Centre.</li> <li><input type="checkbox"/> Link with education and human resources planning to target education and training needs for Museum Curator and Archivist.</li> </ul>	Capital Manager w/ support from Economic Development Manager	
	<b>MONITOR</b>	
	Follow up on next steps to make the Cultural centre a reality in the near future	
	<b>COMMUNICATE</b>	
	Neh Motl, Website, Community Meetings	

**Goal 5: Sliammon Language in Everyday Use by All Ages**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li><input type="checkbox"/> Age appropriate for Day care, Preschool etc.</li> <li><input type="checkbox"/> Sliammon emerging programs with mentors</li> <li><input type="checkbox"/> Language lab set up in cultural centre with video adaptation</li> <li><input type="checkbox"/> Orthography in earlier grades in middle school</li> <li><input type="checkbox"/> An elective in Ahms Taow education</li> </ul>	Cultural Coordinator, Language & Culture Committee, Education Manager & Staff	
	<b>MONITOR</b>	
	Increase in number of people able to speak and understand the language	
	<b>COMMUNICATE</b>	
	Neh Motl, Website, Community Meetings	



### 5.3.2 HUMAN RESOURCES DEVELOPMENT DEPARTMENT

The Human Resources Development Department designs and delivers training and employment programs and services. The role of the department is to expand employment opportunities and assist clients to manage transitions in their lives by encouraging them to become self-reliant - our success depends on them.

The following identifies the strategic goals and action plan for this department.

#### Goal 1: Enhance Networking with Other Departments (culture & heritage, education, social development and health)

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Attend all team management and committee meetings.</li> <li><input type="checkbox"/> Set up meetings to review monthly and yearly plans.</li> <li><input type="checkbox"/> Regular communication and reporting to increase understanding of human resources development department and connections to other departments and entities.</li> <li><input type="checkbox"/> Develop shared values and principles with other departments, with the administration and with C&amp;C.</li> <li><input type="checkbox"/> Identify human resources development as a priority for nation generated revenues.</li> </ul>	Human Resources Development Coordinator, CAO, Community Services Committee	
	<b>MONITOR</b>	
	Increased collaboration between community services departments	
	<b>COMMUNICATE</b>	

#### Goal 2: Enhance Capacity of Staff

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify training plan to enhance skills and capacity of staff</li> <li><input type="checkbox"/> Identify human resource needs of the department - does work load require more staff?</li> <li><input type="checkbox"/> Research possible funding sources to cover training and hiring of additional staff</li> <li><input type="checkbox"/> Make or find extra time to prepare funding applications or proposals</li> <li><input type="checkbox"/> Adopt a collective approach to address training needs of all staff from different departments to be more cost effective.</li> </ul>	Human Resources Development Coordinator, CAO	
	<b>MONITOR</b>	
	Increase in abilities of staff to handle workload effectively	
	<b>COMMUNICATE</b>	



**Goal 3: Develop Strategy to Better Link Training & Employment Opportunities with the Human Resource Needs of the Nation**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Get familiar with “Siammon Future Career and Business Opportunities Brochure” (2006) and “Siammon Human Resource Conceptual Plan” (2005)</li> </ul>	Human Resources Development Coordinator, CAO	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Formalize link between Human Resources Development Department, Education and Ahms Taow to ensure that HRSD training is in sync with human resource needs of the nation.</li> </ul>	<p style="text-align: center;"><b>MONITOR</b></p> Increasing numbers of people that succeed in finding meaningful long term employment	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Promote awareness at Malaspina University College for human resource needs of the nation and work together to develop a strategy for delivering local programming that meets the needs of students.</li> </ul>	<p style="text-align: center;"><b>COMMUNICATE</b></p> Neh Motl, SFN Website	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Promote awareness in community for educational and training options and human resource needs of the nation.</li> <li><input type="checkbox"/> Participate in career fairs and provide information on how to access training and employment funding.</li> <li><input type="checkbox"/> Maintain membership database to track education and training levels and needs.</li> </ul>		

**5.3.3 SOCIAL DEVELOPMENT DEPARTMENT**

The Social Development Department provides financial benefits and services to individuals and families, resident on reserve and needing assistance. Need is determined by the application of a means test and other eligibility requirements. The objectives of the department are to: assist persons living on reserve in maintaining a basic standard of living; prevent dependency by developing individual and family strengths; and assist recipients to access services that will enhance their ability to assume primary responsibility for their own affairs.

The following presents the strategic goals and action plan for the social development department.

**Goal 1: Effective and Efficient Government that Supports Department**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Department participation presentation, Chief and Council, entities, community members</li> </ul>	Reps from the Community Services departments, House post groups under Community Services	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Collective work plans</li> </ul>	<p style="text-align: center;"><b>MONITOR</b></p> Measurable results with strategies	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop 5 year work plan</li> <li><input type="checkbox"/> Develop good working relationships between Departmental Manager and C&amp;C</li> </ul>	<p style="text-align: center;"><b>COMMUNICATE</b></p> Community Presentation – group or one on one, written materials, flyers and newsletter	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Follow policies when making decisions</li> <li><input type="checkbox"/> Open talks with Chief and Council and entities and community members</li> </ul>		



**Goal 2: Enhance Networking with Other Departments (culture & heritage, education and health)**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Attend all team management</li> <li><input type="checkbox"/> Cognisant communication</li> <li><input type="checkbox"/> Set up meeting to review yearly plans</li> <li><input type="checkbox"/> Administration support work closely with entities (i.e. days per week networking with other departments)</li> <li><input type="checkbox"/> Share values and principles with Administration and Chief and Council</li> </ul>	All participants under the house posts of Community Services/ Administration, Department Heads, Community membership	
	<b>MONITOR</b>	
	Measurable results with strategies	
	<b>COMMUNICATE</b>	
Presentations, Chief and Council reps, Community members		

**Goal 3: More Staffing to Enhance Services**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Research possible funding entities</li> <li><input type="checkbox"/> Make or find extra time to do proposals</li> <li><input type="checkbox"/> Collective approach by house posts departments and entities</li> <li><input type="checkbox"/> Flexible hours / evening access to program services / work weekends</li> <li><input type="checkbox"/> Expand building office program services to receive new staff hired</li> </ul>	All house posts to review our set goals/ Each house post with working area expertise	
	<b>MONITOR</b>	
	Measurable results with our strategy	
	<b>COMMUNICATE</b>	
Newsletter, community meetings, Annual General Assemblies		

**Goal 4: Under Health Services**

Actions	Champion/ Accountable	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify community services as a priority for nation generated revenues.</li> <li><input type="checkbox"/> Explore position of "proposal writer" for all house posts</li> <li><input type="checkbox"/> Decrease Administration fees charged (review)</li> <li><input type="checkbox"/> Departments have direct accountability for their program dollars</li> <li><input type="checkbox"/> Fund raisers / i.e. theme-based community dinners by each program (Social Assistance at Christmas and Education at Thanksgiving)</li> <li><input type="checkbox"/> Green Tray by programs</li> <li><input type="checkbox"/> Community gardens for producing vegetables and fruit</li> </ul>		
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	



**Goal 5: Enhance Staff**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Research possible funding entities</li> <li><input type="checkbox"/> Make or find extra time to do proposals</li> <li><input type="checkbox"/> Collective approach by house posts departments</li> <li><input type="checkbox"/> Flexible hours / evening access to program services / work weekends</li> <li><input type="checkbox"/> Expand building office program services to receive new staff hired</li> <li><input type="checkbox"/> Develop training for staff</li> </ul>	All house posts to review our set goals/ Each house post with working area expertise	
	<b>MONITOR</b>	
	Measurable results with our strategy	
	<b>COMMUNICATE</b>	
	Newsletter, community meetings, Annual General Assemblies	

**5.3.4 EDUCATION DEPARTMENT**

The Education Department works with a variety of organizations to be able to fulfill the educational needs of the Sliammon community. Partnerships exist with Tla’Amin Health for early childhood education, and with the Powell River School District and Assumption School for Kindergarten to grade 12. There is also the post-secondary program for students continuing on with post-secondary education. Partnerships with community organizations provide the expertise needed to be able to provide all community members an education.

The following presents the strategic goals and action plan for the education department.

**Goal 1: Improve High School Graduation Rates**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Early intervention allowing parents to have strong awareness of elementary, middle school, high school educational requirements</li> <li><input type="checkbox"/> Students, parents and care givers aware of attendance and importance of regular attendance</li> <li><input type="checkbox"/> Review problems impacting students abilities to go to school (health, family death, divorce and social issues, such as drug use, violence, suicide ideation, bullying, lack of family support)</li> <li><input type="checkbox"/> More community wide workshops to talk about how to use services</li> <li><input type="checkbox"/> School systems need to be aware of what is occurring for students (example, home front)</li> <li><input type="checkbox"/> Parents and care givers need to be more open and consistent communication and constructive feedback</li> </ul>	Sliammon Education Manager and Staff, Parents and Students, Education Committee, School District #47	
	<b>MONITOR</b>	
	School District has monitoring systems (attendance, report cards, education department)	
	<b>COMMUNICATE</b>	
	General meetings with the community at large, parent and child meetings, individual school meetings with all school entities and parents	



**Goal 2: Improve School Attendance**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li>❑ Early intervention allowing parents / caregivers to have strong awareness of elementary, middle school, high school educational requirements</li> <li>❑ Emphasis on student responsibility for all aspects of their schooling.</li> <li>❑ More incentives for elementary school students, middle school students and high school students (hockey tickets, meal tickets and door prizes). Will need to establish benchmarks or criteria that reflect the purpose of the incentives. Ill need to identify where the money will come from? CIF fund?</li> <li>❑ Bring into the schools high profile aboriginal youth (Chief Ian Campbell, Jonathan Cheechoo, Jordan Tootoo, Gino Ojick, Adam Beach, etc.) to talk about the importance of education.</li> <li>❑ Students, parents and care givers aware of attendance and importance of regular attendance</li> <li>❑ Review problems impacting student's abilities to go to school (family death, divorce and social issues) with all networked agencies.</li> <li>❑ More community wide workshops to talk about what support services are available and how to access services? Health? Etc.?</li> <li>❑ School systems need to be aware of what is occurring for students (example, home front). What other agencies?</li> <li>❑ Meetings with parents and care givers to raise awareness on need to be more open and consistent with communication and constructive feedback for children and youth.</li> </ul>	Sliammon Education Manager and Staff, Parents and Students, Education Committee, School District #47	
	<b>MONITOR</b>	
	School District has monitoring systems (attendance, report cards, education department)	
	<b>COMMUNICATE</b>	
	General meetings with the community at large, parent and child meetings, individual school meetings with all school entities and parents	





**Goal 3: Develop Strategy to Better Link Students with Employment and the Human Resource Needs of the Nation**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Promote awareness in School District #47 for human resource needs of the nation and work together to develop a strategy to better counsel students on future employment opportunities, training and educational options</li> <li><input type="checkbox"/> Formalize link with School District #47 Trades Programs.</li> <li><input type="checkbox"/> Ensure that Ahms Taow curriculum is designed to reflect human resource needs of the nation and to link students with employment – trades, small business and professional</li> <li><input type="checkbox"/> Formalize link between Education, Ahms Taow and Human Resources Development Department to ensure that HRSD training is in sync with human resource needs of the nation.</li> <li><input type="checkbox"/> Promote awareness at Malaspina University College for human resource needs of the nation and work together to develop a strategy for delivering local programming that meets the needs of students.</li> <li><input type="checkbox"/> Promote awareness in elementary, middle and high schools for educational and training options and human resource needs of the nation.</li> <li><input type="checkbox"/> Hold career fairs and invite Post Secondary Institutions to do local workshops on how to access programs available.</li> <li><input type="checkbox"/> Plan field trips to Post Secondary Institutions and Trade Schools.</li> <li><input type="checkbox"/> Develop individual education plans for students based upon current student achievement and interests - trades, small business or professional.</li> <li><input type="checkbox"/> Maintain membership database to track education and training levels and needs.</li> </ul>	Sliammon Education Manager and Staff, Education Committee, School District #47	
	<b>MONITOR</b>	
	Numbers of students that succeed in finding meaningful employment	
	<b>COMMUNICATE</b>	
	Regular meetings of Education Committee, Community meetings, Newsletter	

**Goal 4: Establish Holistic Approach to Education**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify other departments or entities that could or should play a role in supporting students to succeed in the education system - health, social development, human resources development, culture &amp; heritage, etc...</li> <li><input type="checkbox"/> Establish Community Services House Post Committee to support regular collaboration and problem solving between departments</li> <li><input type="checkbox"/> Establish formal linkages between key departmental staff to adopt a holistic approach to education that better meets the needs of our students</li> <li><input type="checkbox"/> Explore the pros and cons of establishing an Education Authority Board to formalize relationship between departments, entities and School District #47</li> </ul>	Sliammon Education Manager and Staff, Education Committee	
	<b>MONITOR</b>	
	Increased coordination and collaboration between departments	
	<b>COMMUNICATE</b>	
	Regular meetings of Community Services House Post Committee, Community meetings, Newsletter	

**Goal 5: Increase Participation in Sliammon Language K -12 or Find a Different Mechanism to Deliver It**

**Goal 6: Explore opportunities for Sliammon Elementary School**



**Goal 7: Explore Opportunities for New Building for Ahms Taow**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li>❑ Current Ahms Taow building is severely limited in terms of space</li> <li>❑ Need to link needs for Ahms Taow with planning for new Administration Building / Cultural Centre</li> <li>❑ Proximity to Salish Centre Gym and Health Administration would be preferable</li> </ul>	Ahms Taow Teacher, Education Manager, Education Committee	
	<b>MONITOR</b>	
	Improving infrastructure for Ahms Taow program	
	<b>COMMUNICATE</b>	
	Education Meetings	

**5.3.5 TLA'AMIN HEALTH SOCIETY**

The Tla'Amin Health Society is the organization responsible for delivering health services in Siammon. The Society works to support and assist the community to work towards becoming a healthier community. The Society is committed to forming and maintaining respectful partnerships to advance the community's health and well-being in an equitable and holistic manner. The organization provides health promotion and prevention programs for children, youth, adults and elders. The Society is governed by a six member board of community elected directors.

The following information describes the global goals, objectives and philosophy of the Tla'Amin Health Society. Detailed goals and action plans are currently being developed through the Tla'Amin Community Health Plan.

- The Tla'Amin Health Society will seek to ensure that all people in the community have the opportunity to participate in continuing to develop the Tla'Amin Community Health Care System. This includes developing programs and defining our authority in the area of health within the treaty and self-government processes.
- The Tla'Amin Health Society will seek to ensure that all people in the community have the opportunity to attain their optimum level of physical, mental, emotional and spiritual health and well-being. In this regard, the Board is providing leadership in recovering our traditional Taow (teachings) and holistic health practices. At all levels we are working towards incorporating them into our Health Care System.
- The Tla'Amin Health Society will seek to ensure that all people in the community have the opportunity to adopt and maintain healthy lifestyles for themselves, their families and the community.
- The Tla'Amin Health Society will promote health and will seek to deliver high quality services in keeping with the needs of the community and with international standards. The services must include those which reduce, control and eliminate disease, alleviate the effects of illness, and support people in achieving their health goals.
- The Tla'Amin Health Society will assist in creating a health-supporting environment in which toxic and hazardous substances and conditions are reduced or eliminated.



- The Tla'Amin Health Society will seek to cooperate and work with others to promote the health of the community from a combined economic and social perspective.

### **Paha Kwagen (One in Spirit)**

Paha Kwagen is the centrepiece of our Tla'Amin Health Care System. It provides the framework for our emphasis on health as wellness, rather than just the absence of illness and disease. As the name indicates, this program is about wholeness within individuals and within the community.

This program is one of the ways in which we intend to make operational our goal of providing a holistic system of health services--one which recognizes the importance of balancing continuity and change in people's lives and bringing body, mind and spirit into balance through every stage of development from prenatal through to afterlife.

As the hub or centrepiece of our Health Care System, it is intended to support people's goals for achieving health by focusing on the particular developmental needs related to different stages of our lives. Without imposing rigid boundaries we categorize these stages as:

- 0-6 Prenatal / Child
- 7-13 Pre Teen
- 14-19 Adolescent
- 20-34 Youth Adult
- 35-49 Middle Adult
- 50-64 Middle Adult
- 65+ Elder

By focussing on the different health priorities that characterize or are most significant in each stage of life we provide services which support people in making a successful transition from stage to stage. It is our belief that those times of passage from one stage to the next are among the most important in a person's life.

Designing the specific program components of Paha Kwagen is an ongoing process. Some of the components are basic and on-going, and others change from time to time as our emphasis changes.

An integral part of the Paha Kwagen model is the recovery, revitalization, and re-integration of traditional values and practices into our Tla'Amin Health Care System. Through Paha Kwagen we will begin to put our own culture back into our health services. Services are coordinated and delivered in a manner that radiates out from this central community-based philosophy.

An Implementation Plan for the Eh Eh Jehma Towlth (Community Services) Strategic Goals is presented in a table on the following page. The Implementation Plan presents a recommended timeframe for implementing each of the strategic goals in terms of its priority ranking.

**Urgent:** This strategic goal must be addressed in Year 1;

**High:** This strategic goal should be addressed in Years 2 and 3;

**Moderate:** This strategic goal should be addressed in Years 4 and 5.



EH EH HEHMA TOWITH – COMMUNITY SERVICES - IMPLEMENTATION PLAN

		Year 1	Year 2	Year 3	Year 4	Year 5	Future
<b>Strategic Goal 1: Collaboration Between Departments &amp; Entities</b>							
Sub Goal 1a)	Quarterly meetings (regular meetings)	●					
Sub Goal 1b)	Communication with community should be appropriate to different groups ie: elders in Sliammon language		●				
Sub Goal 1c)	Council portfolio participation on committee		●				
Sub Goal 1d)	Increase ability of all programs and entities to access financial resources through proposal driven initiatives		●				
<b>Strategic Goal 2: Cultural Recognition</b>							
Sub Goal 2a)	Incorporate language, cultural practices and teachings into all programming and policy	●					
Sub Goal 2b)	Promote consistency in community for cultural practices and following traditional protocols		●				
<b>Strategic Goal 3: Political &amp; Administrative Support</b>							
Sub Goal 3a)	Follow Policies / Implement Policies	●					
Sub Goal 3b)	Council Recognition of Manager Roles and Responsibilities (no micromanaging)	●					
Sub Goal 3c)	De-Politicize Decision Making	●					
Sub Goal 3d)	Clarify Council Roles and Responsibilities	●					
Sub Goal 3e)	Promote Consistency between Elections / Orientation for New Council and Portfolios to Bring up to Speed on Priority Issues		●				
Sub Goal 3f)	Develop Annual Budgets and Identify Areas We Can Cost Share		●				
Sub Goal 3g)	Develop Unified Policies for Administration and Entities				●		
<b>Strategic Goal 4: Strengthening Capacity of Staff &amp; Community</b>							
Sub Goal 4a)	Annual Evaluations for all Staff	●					
Sub Goal 4b)	Annual Training Plans for all Staff (accreditation / certification)		●				
Sub Goal 4c)	Professional Development and Training Opportunities for Community Members (eg. first aid, food safe, child minding, parenting, life skills, BOAT Program etc.)		●				
Sub Goal 4d)	Provide More Opportunities for Trades Training and Certification		●				
Sub Goal 4e)	Complete Analysis of Demographic Profile		●				
<b>Strategic Goal 5: Improve Community Infrastructure</b>							
Sub Goal 5a)	Develop Elders Care Facility	●					
Sub Goal 5b)	Develop Social Housing (for low income families and singles)	●					
Sub Goal 5b)	New Administration Building – to house all departments & entities	●					



EH EH HEHMA TOWITH – COMMUNITY SERVICES - IMPLEMENTATION PLAN							
<b>Culture + Heritage</b>							
Goal 1:	Increase Opportunities for Learning Sliammon Language for All Ages	●					
Goal 2:	Develop more Sliammon Language CDs to DVD format	●					
Goal 3:	Complete Sliammon Herbarium Project	●					
Goal 4:	Develop Sliammon Cultural Centre / Museum		●				
Goal 4:	Sliammon Language in Everyday Use by All Ages				●		
<b>Human Resource Development Department</b>							
Goal 1:	Enhance networking with other Departments	●					
Goal 2:	Enhance Capacity of Staff	●					
Goal 3:	Develop Strategy to better link Training & Employment Opportunities with the Human Resource Needs of the Nation	●					
<b>Social Development Department</b>							
Goal 1:	Effective and Efficient Government that Supports Department	●					
Goal 2:	Enhance networking with other Departments	●					
Goal 3:	More Staffing to Enhance Services		●				
Goal 4:	Under Health Services	●					
Goal 5:	Enhance Staff	●					
<b>Education</b>							
Goal 1:	Improve high school graduation rates	●					
Goal 2:	Improve high school attendance	●					
Goal 3:	Develop Strategy to better link Students with the Human Resource Needs of the Nation		●				
Goal 4:	Establish Holistic Approach to Education	●					
Goal 5:	Increase participation in Sliammon Language K -12 or find Different Mechanism to Deliver It						
Goal 6:	Explore opportunities for Sliammon Elementary School						
Goal 7:	Explore opportunities for New Building for Ahms Taow				●		



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## 5.4 NIN NEH GIJEH – LANDS & RESOURCES

The Lands & Resources House Post administers the policies and laws relating to the lands and natural resources within the jurisdiction of the Sliammon First Nation. This house post has been structured to facilitate the transition into a post-treaty environment in terms of the roles and responsibilities that it currently has and those it will assume. The house post has a solid foundation in natural resource management through its fisheries, forestry and land use planning initiatives and in the use and development of lands through its land code, crown land referrals department and its working relationships with other levels of government. These include the City of Powell River, the Powell River Regional District and the Province of British Columbia.

The Lands & Resources House Post includes the following program areas:

- Lands Department
- Forestry Department
- Fisheries Department
- Crown Land Referrals Department
- Sliammon Treaty Society



The following pages outline the strategic goals, sub goals and action plans for the lands and resources house post and for the individual departments.

### Strategic Goal 1: Strong Governance and Organizational Structure

#### Sub Goal 1a): Create clearly defined reporting relationships between Council, Lands Authority Board and Departmental Managers

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT		
<input type="checkbox"/> Clarify governance structure.	Chief & Council / Lands Authority Board			
<input type="checkbox"/> Transition to house posts – Committees and Portfolios as well as Organizational Chart.				
<input type="checkbox"/> Establish formal reporting procedures between Lands Authority Board and Council.	<b>MONITOR</b>			
<input type="checkbox"/> Establish clear delegation of authority.	Meeting timelines in work plans			
<input type="checkbox"/> Clarify roles and responsibilities of Council and Lands Authority Board.	<b>COMMUNICATE</b>			
<input type="checkbox"/> Clarify mandate of Board.	Regular Reporting, Neh Motl, Focus Groups, AGM's			
<input type="checkbox"/> Provide orientation on Land Code powers for Council and Board (roles and responsibilities).				
<input type="checkbox"/> Complete annual assessment of Board - rationale for setting up and costs for operations.				
<input type="checkbox"/> Implement Recommendations from Governance Reports.				
<input type="checkbox"/> Link with work on Tla'Amin Constitution.				
<input type="checkbox"/> Link with final agreement negotiations, treaty implementation planning and future self-government powers.				



**Sub Goal 1b) Create clearly defined job descriptions and employment contracts for managers and staff**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop strong tendering policy for contractors.</li> <li><input type="checkbox"/> Recognize wage scales, seniority and performance, labour standards laws.</li> <li><input type="checkbox"/> Establish responsibility for work plans, timelines, budgets and progress reports.</li> <li><input type="checkbox"/> Complete annual performance evaluations (monitor ability to develop program).</li> <li><input type="checkbox"/> Complete training plans for individual employees (targeted training to increase skills).</li> <li><input type="checkbox"/> Create incentives for employees to complete training and attain certification.</li> <li><input type="checkbox"/> Promote group training plans on site or in town when possible (more cost effective).</li> <li><input type="checkbox"/> Link with final agreement negotiations and treaty implementation planning.</li> </ul>	CAO, Department Managers	
	MONITOR	
	Meeting timelines in work plans	
	COMMUNICATE	
Regular Reporting, Neh Motl, Focus Groups, AGM's		

**Sub Goal 1c) Streamline lands and resources departments into one house post**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain Siammon Natural Resources Committee to ensure continued collaboration among lands and resources departments, council and treaty.</li> <li><input type="checkbox"/> Link with final agreement negotiations and treaty implementation planning.</li> <li><input type="checkbox"/> Create Territorial Stewardship Department that joins together the current the Crown Land Referrals Program, Parks Program and Land Use Planning into one program that is responsible for protecting Siammon interests in lands and resources throughout the Siammon Territory.</li> <li><input type="checkbox"/> Revise organizational chart to be in line with house posts.</li> <li><input type="checkbox"/> Assess human resource needs and gaps as revisions are made to the organizational chart.</li> <li><input type="checkbox"/> Revise job descriptions and employment contracts as required.</li> <li><input type="checkbox"/> Establish common administrative assistance to support all lands and resources departments to be more cost-effective.</li> <li><input type="checkbox"/> House all lands and resources programs in one location - old health facility in short term and new Administration Building in long term.</li> <li><input type="checkbox"/> Establish Lands &amp; Resources Director to oversee all lands and resources programs.</li> </ul>	CAO, Department Managers, NRC	
	MONITOR	
	Meeting timelines in work plans	
	COMMUNICATE	
Regular Reporting, Neh Motl, SFN Website		



**Sub Goal 1d) Ensure accountability and professionalism from all managers and staff**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Enforce Personnel, Financial and Program Policies.</li> <li><input type="checkbox"/> Provide orientation on policies and procedures for managers and staff.</li> <li><input type="checkbox"/> Follow policy guidelines for sick leave, holiday leave, etc. (in line with relevant labour laws and standards).</li> <li><input type="checkbox"/> Monitor attendance (discretion has to be take out of the equation).</li> <li><input type="checkbox"/> Implement time clock to monitor attendance.</li> <li><input type="checkbox"/> Need C&amp;C to adopt Dispute Resolution Process.</li> <li><input type="checkbox"/> Revise policies around 2 weeks at Christmas (staff should use part of their annual leave to cover time off at Christmas if they want).</li> <li><input type="checkbox"/> Formalize request for payment system (in line with financial standards).</li> <li><input type="checkbox"/> Set specific cheque day.</li> <li><input type="checkbox"/> Determine what qualifies as an “emergency” for pay advances.</li> <li><input type="checkbox"/> Limit pay advances and enforce rules.</li> <li><input type="checkbox"/> Create consistent policy and procedure manuals between entities (more cost effective).</li> <li><input type="checkbox"/> Develop agreement between Boards and Council (leadership needs to support).</li> <li><input type="checkbox"/> Create consistent honoraria rate and salary scale amongst all entities.</li> </ul>	CAO, Department Managers		
	MONITOR		Meeting timelines in work plans
	COMMUNICATE		Regular Reporting, Neh Motl, SFN Website

**Sub Goal 1e) Establish professional file management – paper and digital filing**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify budget for hardware, software and training required to transition to archival storage systems and electronic back up.</li> <li><input type="checkbox"/> Upgrade hardware and software.</li> <li><input type="checkbox"/> Coordinate required training (transition to new system).</li> <li><input type="checkbox"/> Establish formal procedures for filing minutes, records of decisions, band council resolutions, bylaws and laws.</li> <li><input type="checkbox"/> Ensure that privacy issues are protected to minimize legal liability.</li> </ul>	CAO, Department Managers		
	MONITOR		Meeting timelines in work plans
	COMMUNICATE		Regular Reporting, Neh Motl, SFN Website



## Strategic Goal 2: Strong Financial Management and Stability

### Sub Goal 2a) Develop short term and long term budget plans (annual plans and five year plans)

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish schedule for developing annual budgets and 5 year budgets.</li> <li><input type="checkbox"/> Provide orientation and training for Department Heads to support budget planning as required.</li> <li><input type="checkbox"/> Complete annual budget plans and five year budget plans - Land Code Framework Agreement, Forestry, AFS &amp; SEP Agreements, Crown Land Referrals, Parks, GIS, etc...</li> <li><input type="checkbox"/> Identify alternative funding sources for various departments and complete funding applications.</li> <li><input type="checkbox"/> Provide orientation and training for Department Heads to support fund raising as required.</li> <li><input type="checkbox"/> Need monthly financial statements to support tracking budgets.</li> <li><input type="checkbox"/> Quarterly reporting to Chief &amp; Council to ensure maintaining budgets.</li> <li><input type="checkbox"/> Identify budget limitations and impacts on staffing - assess full time equivalent levels of all programs and adjust if necessary.</li> <li><input type="checkbox"/> Community consultation on budgets and large expenditures.</li> <li><input type="checkbox"/> Link with final agreement negotiations and implementation planning.</li> </ul>	CAO and Department Managers	
	<b>MONITOR</b>	
	Meeting timelines in work plans	
	<b>COMMUNICATE</b>	

### Sub Goal 2b) Develop Sliammon pay grid used by all Sliammon entities

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review existing pay grids (Sliammon Treaty Society and other First Nations governments).</li> <li><input type="checkbox"/> Develop a Sliammon pay grid that can meet the needs of all entities.</li> <li><input type="checkbox"/> Develop agreement between Boards and Council to adopt pay grid (leadership needs to support).</li> <li><input type="checkbox"/> Attach pay grid as Schedule "A" to personnel policies.</li> <li><input type="checkbox"/> Pay grid would provide a sliding pay scale depending on experience and education.</li> <li><input type="checkbox"/> Pay grid would provide wages in line with provincial and national standards.</li> <li><input type="checkbox"/> Wage increases will only be considered in line with successful annual performance evaluations and in line with pay grid.</li> </ul>	CAO, Leadership (Boards / Council), Entity Managers	
	<b>MONITOR</b>	
	Meeting timelines in work plans	
	<b>COMMUNICATE</b>	
	Community Consultation, AGM's	



**Sub Goal 2c) Protect Sliammon government from liability**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure governance structure in place and roles and responsibilities are clear for Council, Boards, Managers and Staff.</li> <li><input type="checkbox"/> Provide orientation for Council, Boards and Managers to raise awareness on need to protect Sliammon government from liability (e.g. separating business ventures from politics).</li> <li><input type="checkbox"/> Delegate authority to manage areas through agreements.</li> <li><input type="checkbox"/> Ensure that Land Code is fully operational with proper by-laws, policies and decision-making structures.</li> <li><input type="checkbox"/> Ensure laws and by-laws are monitored.</li> <li><input type="checkbox"/> Ensure contracts and job descriptions are in place and signed and follow relevant labour laws and standards.</li> <li><input type="checkbox"/> Ensure stringent hiring practices are in place.</li> <li><input type="checkbox"/> Ensure insurance coverage is adequate and updated annually.</li> <li><input type="checkbox"/> Build new Administration / Cultural Centre Building - current administration building is a major hazard.</li> <li><input type="checkbox"/> Consider creating a Financial Controller position “accountant” to manage financial resources as in the past.</li> </ul>	CAO, Department Managers	
	MONITOR	
	Meeting timelines in work plans	
	COMMUNICATE	
Community Consultation, AGM's		

**Strategic Goal 3: Employment and Economic Opportunities**

**Sub Goal 3a) Reach agreement on community economic development structure**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide orientation for Council, Boards and Managers to raise awareness on need to protect Sliammon government from liability and set up sound business structure to manage community economic development - separating business ventures from politics.</li> <li><input type="checkbox"/> Delegate authority to manage areas through agreement.</li> <li><input type="checkbox"/> Identify community expertise and establish ex-officio Board members with legal and business expertise.</li> <li><input type="checkbox"/> Ensure roles and responsibilities are clear for Council, Board, Managers and Staff.</li> <li><input type="checkbox"/> Retain qualified Economic Development Manager to ensure strong technical support.</li> <li><input type="checkbox"/> Develop financial business plan that includes a sound approach to “managing risk” for borrowing and investing dollars for economic ventures.</li> <li><input type="checkbox"/> Create clear short, medium and long term plans for business and revenue generation (forestry, fisheries, lands and tourism).</li> <li><input type="checkbox"/> Ensure business plans and concepts are supported by the community and community owned.</li> <li><input type="checkbox"/> Develop partnerships.</li> <li><input type="checkbox"/> Ensure that our economic sustainability goes hand in hand with environmental sustainability.</li> </ul>	Chief & Council, Sliammon Development Corporation, Tla’Amin Timber Products Corporation	
	MONITOR	
	Meeting timelines in work plans and establishing successful businesses	
	COMMUNICATE	
Community Consultation		



**Sub Goal 3b) Create opportunities for education and training that lead to sustainable employment and businesses**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Assist people with an interest in small business to prepare business planning and start up.</li> </ul>	Department Managers, Education & Human Resources Departments	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop relationships and agreements with local government, first nation neighbours, School District # 47, Malaspina University College, Community Futures, Career Link, and Industry (Plutonic Power) that support greater opportunities for education, training, business and employment.</li> </ul>	<p style="text-align: center;"><b>MONITOR</b></p> Increase in graduation rates and employment rates	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Increase high school graduation and post secondary rates.</li> <li><input type="checkbox"/> Promote targeted training.</li> <li><input type="checkbox"/> Complete inventory of skills (HRSC).</li> <li><input type="checkbox"/> Employment quotas and criteria (Aboriginal rights).</li> <li><input type="checkbox"/> Ensure that training and employment opportunities include off-reserve members (training allowance and housing issues).</li> <li><input type="checkbox"/> Linking opportunities to members.</li> <li><input type="checkbox"/> Networking to learn from lessons in other communities and outside countries with poverty problems.</li> </ul>	<p style="text-align: center;"><b>COMMUNICATE</b></p> SFN Website, Neh Motl	

**5.4.1 LANDS DEPARTMENT**

The roles and responsibilities of the lands department are defined through the Sliammon Land Code and the Framework Agreement on First Nation Land Management. The Lands Department works to ensure that the lands of the Sliammon First Nation are used and developed to maximize the benefits for the membership in a balanced way. In order to achieve this goal, Sliammon has adopted several policies and, through the Comprehensive Community Plan process, has identified additional strategic goals that it will pursue over the next 5 to 10 years.

The following identifies the strategic goals and action plan for the Lands Department.

**Goal 1: Resolution of property disputes on Sliammon Reserves**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete community consultation to identify property disputes on Sliammon Reserves (certificates of possession, traditional holdings, etc).</li> </ul>	Lands Manager, CAO, Lands Authority Board, C&C	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete Land Interest Verification Project Final Report documenting all property disputes on Sliammon Reserves.</li> </ul>	<p style="text-align: center;"><b>MONITOR</b></p> Meeting timelines in work plans	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify process for resolving issues with INAC and Chief &amp; Council.</li> <li><input type="checkbox"/> Complete work plan with timelines and budget for resolving outstanding property disputes.</li> <li><input type="checkbox"/> Complete new surveys of property lines for Blocks 1 – 11 on Sliammon Reserve #1.</li> <li><input type="checkbox"/> Develop dispute resolutions process together with Treaty and Justice.</li> <li><input type="checkbox"/> Allocate replacement tenures.</li> <li><input type="checkbox"/> Linking with final agreement negotiations on Lands.</li> </ul>	<p style="text-align: center;"><b>COMMUNICATE</b></p> Regular Consultation, Neh Motl, SFN Website	



**Goal 2: Capacity building in Lands Department**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Assess capacity of current staffing and develop plan for filling gaps in capacity through a combination of targeted training and hiring – goal to retain qualified Lands Manager and Lands Registry Clerk.</li> </ul>	CAO, C&C, Lands Authority Board	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Set training goals and complete targeted training.</li> </ul>	<b>MONITOR</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Annual performance evaluations and training plans.</li> </ul>	Meeting timelines in work plans	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish procedures for filing minutes, records of decisions, band council resolutions, bylaws, laws, etc...</li> </ul>	<b>COMMUNICATE</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that privacy issues are protected (minimize legal liability).</li> </ul>	Regular Consultation, Neh Motl, SFN Website	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify budget for hardware, software and training required to transition to archival storage systems and electronic back up.</li> </ul>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Upgrade hardware and software.</li> </ul>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinate required training (transition to new system).</li> </ul>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify funding and capacity needs for monitoring and enforcement – Environmental Management Plan and Land &amp; Resource Management Plan.</li> </ul>		
<ul style="list-style-type: none"> <li><input type="checkbox"/> Linking with final agreement negotiations on lands and implementation planning to ensure that the Lands Department has the human resource and technical capacity to manage all Sliammon lands (reserve lands and treaty settlement lands).</li> </ul>		

**Goal 3: Overcome challenges of maintaining Land Registry System**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Retain Lands Registry Clerk with clear job description that outlines role and responsibility for maintaining land registry system.</li> </ul>	CAO & Lands Manager	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Annual performance evaluation and training plan.</li> </ul>	<b>MONITOR</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Set training goals and complete targeted training.</li> </ul>	Meeting timelines in work plan	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that privacy issues are protected (minimize legal liability).</li> </ul>	<b>COMMUNICATE</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Link with final agreement negotiations on lands and implementation planning to ensure that the Lands Department has the human resource and technical capacity to maintain registry for all Sliammon lands (reserve lands and treaty settlement lands).</li> </ul>	Neh Motl, AGM's and Reports	

**Goal 4: Overcome challenges of developing by-laws and laws under Land Code**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop a strategy on passing by-laws and laws on specific issues</li> </ul>	Lands Manager, CAO, C&C	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Share with community in packages i.e. matrimonial</li> </ul>	<b>MONITOR</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Create awareness with Chief and Council on Roles and Responsibilities between Land Code, Chief and Council and membership</li> </ul>	Meeting timelines in work plan	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide public education on what the bylaw / law is intended for and benefits to average person of the community</li> </ul>	<b>COMMUNICATE</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Communicate all laws through the Gazette.</li> </ul>	Neh Motl, AGM's and Reports	



**Goal 5: Incorporate culture into laws and policies**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Exercise batch by laws through Land Code for incorporating culture</li> <li><input type="checkbox"/> Create awareness with Chief and Council for endorsement</li> <li><input type="checkbox"/> Tendering procedures by law under financial</li> </ul>	Lands Manager, CAO, C&C	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl, AGM's and Reports	

**Goal 6: Raise awareness among Sliammon members for cultural and traditional teachings for respecting the land and the community**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Awareness of Environmental Management Agreement</li> <li><input type="checkbox"/> Mandated through Framework Agreement of Land Code</li> <li><input type="checkbox"/> Produce educational material i.e. brochures and fact sheets</li> <li><input type="checkbox"/> Workshops and presentations via Sijitus</li> <li><input type="checkbox"/> Awareness of recyclable materials that can be dropped off at no cost</li> <li><input type="checkbox"/> Provide recycling bins for raw materials</li> </ul>	Lands Manager, Cultural Coordinator	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl, SFN Website, Brochures, Signs	

**Goal 7: Identify clear roles and responsibilities for enforcement of laws and implementation of policies**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Through capacity development and training, and Land Code</li> <li><input type="checkbox"/> Two year developmental training</li> <li><input type="checkbox"/> Develop by-laws for enforcement and implementation</li> <li><input type="checkbox"/> Comply to policies</li> <li><input type="checkbox"/> Integrate policies and mindset</li> </ul>	Land Code, Leadership and Treaty Society	
	<b>MONITOR</b>	
	Meeting timelines in work plan	
	<b>COMMUNICATE</b>	
	Neh Motl, AGM's and Reports	



**Goal 8: Impose fines for noise by-laws, mischief, dumping, etc.**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Increase understanding among Chief &amp; Council on Land Code and roles and responsibilities of Chief &amp; Council in law making</li> </ul>	Lands Authority Board / C&C / Lands Manager	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop by-laws on specific issues such as dumping, noise, and mischief</li> </ul>	<b>MONITOR</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Recognize and incorporate traditional teachings (Taow) and values such as respecting the land, the environment and our neighbours (Taow)</li> </ul>	<b>COMMUNICATE</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Share information on by-laws with community and raise awareness among Sliammon members on roles and responsibilities to follow laws (consideration of our neighbours)</li> </ul>	Neh Motl, SFN Website, Brochures	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Enforce by-laws</li> </ul>		

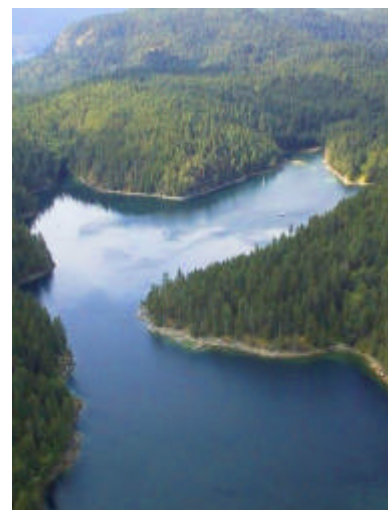
**Goal 9: Realize economic opportunities for Sliammon lands**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Link with Economic Development Manager.</li> </ul>	Lands Manager / Economic Development Manager	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review previous work for next steps: Highest &amp; Best Use Analysis; Forestry Economic Opportunities Study and Commercial Tourism Management Plan.</li> </ul>	<b>MONITOR</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify current and future business opportunities – large scale and small scale.</li> </ul>	Sustainable revenue flow	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify reserve land with economic development potential and operationalize.</li> </ul>	<b>COMMUNICATE</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify any required amendments to land use zoning.</li> <li><input type="checkbox"/> Secure resources required for feasibility and business planning.</li> <li><input type="checkbox"/> Develop partnerships to support pursuit of business opportunities.</li> </ul>	Neh Motl, AGM's and Reports	

**5.4.2 FORESTRY DEPARTMENT**

The roles and responsibilities of the Forestry Department are to sustain and manage Sliammon’s forest resources and forest tenures, while creating training and job opportunities for Sliammon community members. Forestry will emphasize key points in each of the roles and responsibilities of the Forestry Department. A Harvest Plan must be developed before development of an area takes place.

The following outlines the strategic goals and action plan for the Forestry Department.





**Goal 1: Obtain forest tenures**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete application proposals to MOF.</li> <li><input type="checkbox"/> Renew tenures (different terms).</li> <li><input type="checkbox"/> Secure authority from Council (business at arms length from Council).</li> <li><input type="checkbox"/> Resolve management and Board issues (experienced and professional).</li> <li><input type="checkbox"/> Secure proper permits from Lands Department.</li> <li><input type="checkbox"/> Build community consultation into planning processes for Forest Stewardship Plan, Community Forest Application, Forest Management Plan, etc.</li> </ul>	Forestry Manager & Staff	
	<b>MONITOR</b>	
	Retaining a Forestry Manager and Board, regular staff meetings to review progress on work plans	
	<b>COMMUNICATE</b>	
	Consultation, Neh Motl, Regular Updates	

**Goal 2: Make decision re: purchasing logging equipment vs. contracting logging equipment**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Contract logging equipment in short term (easier) and purchase equipment in long term (if financially feasible).</li> <li><input type="checkbox"/> Research pros and cons of purchasing logging equipment and contracting equipment by networking widely with forest industry and other first nations.</li> <li><input type="checkbox"/> Provide orientation for Board, Manager and staff on pros and cons and make decision on whether to purchase equipment or continue contracting.</li> <li><input type="checkbox"/> Identify who will maintain the equipment, ensure proper training, liability insurance, storage, mechanics, etc.</li> <li><input type="checkbox"/> Promote more of our own people owning our own equipment "if" research findings show that that this is financially feasible and a wise business decision.</li> </ul>	Forestry Manager & Staff	
	<b>MONITOR</b>	
	Keeping statistics	
	<b>COMMUNICATE</b>	
	Consultation, Neh Motl, Regular Updates	

**Goal 3: Increase nation generated revenues from forestry**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Obtain forest tenures.</li> <li><input type="checkbox"/> Obtain required permits for harvesting timber on reserve.</li> <li><input type="checkbox"/> Resolve management and Board issues (experienced and professional).</li> <li><input type="checkbox"/> Sort out structure (operational / management).</li> <li><input type="checkbox"/> Complete Forest Stewardship Planning / Operational Planning for Forest Lands.</li> <li><input type="checkbox"/> Complete short and long term business planning for all forestry operations.</li> <li><input type="checkbox"/> Move forward with forestry business plans to increase nation generated revenues.</li> <li><input type="checkbox"/> Link with final agreement negotiations on forestry and forest tenure.</li> <li><input type="checkbox"/> Monitor forestry operations and annually assess future forestry economic opportunities and expanding annual allowable cut.</li> </ul>	Forestry Manager & Staff	
	<b>MONITOR</b>	
	Sustainable revenue flow and meeting deadlines for plans and permits	
	<b>COMMUNICATE</b>	
	Consultation, Neh Motl, Regular Updates	



**Goal 4: Ensure Forestry Department is stable and self-sustaining**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete Strategic Business Planning.</li> <li><input type="checkbox"/> Move forward with forestry business plans to increase nation generated revenues.</li> <li><input type="checkbox"/> Ensure that adequate forestry revenues are reinvested in Forest Department to cover costs of forest management (staffing, technical support, silviculture obligations, etc).</li> <li><input type="checkbox"/> Retain qualified staff required to manage forestry operations.</li> <li><input type="checkbox"/> Annual performance evaluations and training plans for Manager and Staff to pursue RFT (registered forest technical) and RPF (Registered Professional Forester) status.</li> <li><input type="checkbox"/> Pursue certification in specialized areas such as wildlife management, scaling and timber cruising.</li> <li><input type="checkbox"/> Provide job shadowing and training opportunities through woodlot 1672 - example: harvesting, planting, burning, brushing and spacing.</li> <li><input type="checkbox"/> Create mentorship opportunities for summer students and youth.</li> <li><input type="checkbox"/> Link with Education, Post Secondary and Human Resources Departments to identify future training, employment and contracting needs in forestry sector.</li> <li><input type="checkbox"/> Promote forestry opportunities to Sliammon children, youth and adults.</li> <li><input type="checkbox"/> Promote “zero tolerance” for unemployment.</li> <li><input type="checkbox"/> Link with Sunshine Coast Forest District and Industry to promote forestry internship opportunities.</li> <li><input type="checkbox"/> Continue proposal writing to access additional dollars for forestry program (FNFP, BEAHR, etc).</li> </ul>	Forestry Manager, CAO	
	<b>MONITOR</b>	
	Stable Forestry Department	
	<b>COMMUNICATE</b>	
	Consultation, Neh Motl, Regular Updates	

**Goal 5: Establish value-added and botanical forest product business opportunities**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review previous forestry studies like the Forestry Economic Opportunities Study completed for Sliammon.</li> <li><input type="checkbox"/> Link with Economic Development Manager.</li> <li><input type="checkbox"/> Identify market opportunities for botanicals and medicinal plants.</li> <li><input type="checkbox"/> Research partners and opportunities.</li> <li><input type="checkbox"/> Identify wood supply.</li> <li><input type="checkbox"/> Identify market opportunities for value added products.</li> <li><input type="checkbox"/> Determine permitting process for small business people.</li> <li><input type="checkbox"/> Provide small business support.</li> <li><input type="checkbox"/> Complete business planning.</li> <li><input type="checkbox"/> Targeted training.</li> <li><input type="checkbox"/> Ensure environmental issues in check / building laws.</li> </ul>	Forestry Manager / Economic Development Manager	
	<b>MONITOR</b>	
	More successful businesses up and running	
	<b>COMMUNICATE</b>	
	Consultation, Neh Motl, Regular Updates	



**Goal 6: Protect Sliammon cultural sites and ensure traditional ecological knowledge is linked with technical and scientific knowledge in managing Sliammon forest lands**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Sliammon Traditional Use Study database and maps to identify cultural sites and areas of interest when identifying future forest harvesting areas.</li> </ul>	Forestry Manager & Staff, Crown Land Referrals Manager and Cultural Coordinator w/ support from Natural Resources Committee	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Meet or beat management objectives for Cultural Resources as outlined in the LRMP for Reserve Lands, LRMP for Treaty Settlement Lands and Land &amp; Water Use Plan for Tla'Amin Traditional Territory.</li> </ul>	<p style="text-align: center;"><b>MONITOR</b></p> No conflicts with stakeholders	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete Sliammon Cultural Atlas Project.</li> </ul>	<p style="text-align: center;"><b>COMMUNICATE</b></p> Consultation, Neh Motl, Regular Updates	

**Goal 7: Protect wildlife and cultural plant resources within Sliammon forest lands to ensure sustainability of resources for hunting and gathering for cultural purposes**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete BEC analysis to link wildlife habitat and plant habitat (medicinals, edibles, cultural) and identify sites and areas of interest when identifying future forest harvesting areas.</li> </ul>	Forestry Manager & Staff, Cultural Department w/ support from Natural Resources Committee	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Meet or beat management objectives for Wildlife Resources and Cultural Plant Resources as outlined in the LRMP for Reserve Lands, LRMP for Treaty Settlement Lands and Land &amp; Water Use Plan for Tla'Amin Traditional Territory.</li> </ul>	<p style="text-align: center;"><b>MONITOR</b></p> No conflicts with stakeholders	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Meet or beat provincial standards for protecting wildlife habitat for mountain goat and grizzly bear.</li> </ul>	<p style="text-align: center;"><b>COMMUNICATE</b></p> Consultation / Neh Motl / Regular Updates	

**Goal 8: Protect recreational opportunities (trails and campsites) within Sliammon forest lands**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Sliammon Commercial Tourism Management Plan (2005) to identify sites and areas of interest when identifying future forest harvesting areas.</li> </ul>	Forestry Manager & Staff / GIS Technician	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Map historical trails and recreational trails that may not be contained in the Sliammon Commercial Tourism Management Plan.</li> </ul>	<p style="text-align: center;"><b>MONITOR</b></p> No conflicts with stakeholders	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Meet management objectives for Recreation &amp; Tourism in LRMP for Reserve Lands, LRMP for Treaty Settlement Lands and Land &amp; Water Use Plan for Tla'Amin Traditional Territory.</li> </ul>	<p style="text-align: center;"><b>COMMUNICATE</b></p> Consultation / Neh Motl / Regular Updates	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Meet or beat provincial standards for recreation and tourism values such as visual quality objectives and buffers to protect designated trails like the Sunshine Coast Trail.</li> </ul>		



### 5.4.3 FISHERIES DEPARTMENT

The roles and responsibilities of the Fisheries Department are to protect fisheries resources within the Sliammon Traditional Territory and ensure that all users recognize Sliammon's aboriginal rights and title. The Fisheries Department delivers the Salmon Enhancement Program, the Aboriginal Fisheries Strategy Program as well as various habitat restoration and stewardship activities.

The following outlines the strategic goals and action plan for the Fisheries Department.

#### Goal 1: To have a full understanding of the various fisheries within Sliammon traditional territory

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Document traditional and current use of sea resources within the SFN Territory (or review available studies and surveys previously done).</li> <li><input type="checkbox"/> Document available resources and their locations and map.</li> <li><input type="checkbox"/> Create a directory of resource decision makers i.e. MAFF and DFO.</li> <li><input type="checkbox"/> Create a directory of influences i.e. Pacific Salmon Foundation, Commercial Salmon Advisory Board – who has impact on our resources?</li> <li><input type="checkbox"/> Create a list of users &amp; their allocations and quotas.</li> <li><input type="checkbox"/> Participate meaningfully in regional processes in order to have an understanding of all other users, management directions, new initiatives, etc.</li> <li><input type="checkbox"/> Raise the technical capacity level of existing staff and political representatives.</li> <li><input type="checkbox"/> Recruit political support.</li> </ul>	Fisheries Manager & Staff / Political Leadership	
	<b>MONITOR</b>	
	Create a work plan with deliverables and timelines	
	<b>COMMUNICATE</b>	
Collecting and compiling info will require community input. Conduct open houses, reports in the newsletter, etc. Create a Report Card – how are we doing.		

#### Goal 2: To be able to fully participate (on a regional level) in the various fisheries planning processes

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Raise capacity within the Sliammon First Nation – more technical training in order to understand the regional processes and to give meaningful input.</li> <li><input type="checkbox"/> Identify what regional processes are out there and who the key players are.</li> <li><input type="checkbox"/> Have representation on these regional processes.</li> <li><input type="checkbox"/> Involve political leadership and utilize their voice.</li> </ul>	Chief and Council should work closely with the Fisheries Manager to make this happen.	
	<b>MONITOR</b>	
	We will put forward our concerns and initiatives and make them happen. We will utilize the expertise and resources provided by the regional processes. We will be aware on any new and emerging initiatives that affect the sea resources within our territory.	
	<b>COMMUNICATE</b>	
Regular reporting – Neh Motl, community meetings, consultations		



**Goal 3: To have the capacity to participate and develop a full fledged 5 year training plan to effectively participate in the different areas of business and stewardship**

Actions	Champion/ Accountable	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Create the training plan – this will involve conducting scoping exercises with leadership (where do they see us being in 5 years? What is their vision?). This needs to be done for our businesses as well in the area of stewardship and enhancement.</li> </ul>	Fisheries Manager & Staff / Political Leadership	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct scoping exercises with staff – have them help to identify their own gaps and goals.</li> </ul>	<b>MONITOR</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct evaluations – self and guided.</li> <li><input type="checkbox"/> Research training opportunities and funding avenues.</li> <li><input type="checkbox"/> Link with final agreement negotiations and treaty implementation planning.</li> <li><input type="checkbox"/> Link Human Resources Development, Education and Post-Secondary Departments.</li> </ul>	<p style="text-align: center;"><b>COMMUNICATE</b></p> <p>The training plan should be presented to the community. Successes should be reported regularly. We should also recruit within the community to bring in new people and train them.</p>	

**Goal 4: To be able to continue stewardship and enhancement activities throughout the traditional territory**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> SFN needs to identify key river systems, watersheds, habitat areas where we want to focus our attention and conduct stewardship and enhancement activities.</li> </ul>	Fisheries Manager & Staff / Political Leadership	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Create a Stewardship and Enhancement Plan for the Traditional Territory.</li> </ul>	<b>MONITOR</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> We will need to have a prescription done for each river system – do we know the status of the system? Do we need to do more monitoring, data collection, habitat assessment?</li> <li><input type="checkbox"/> Identify which Provincial or Federal agencies are “responsible” and apply for the appropriate permits to conduct the work or recruit partnerships.</li> <li><input type="checkbox"/> Secure funding to conduct the work – utilize new initiatives such as the Wild Salmon Policy to justify the need. Work with their mandates to meet our needs.</li> <li><input type="checkbox"/> Make our goals public and have political endorsement.</li> <li><input type="checkbox"/> Create a Fisheries Community Advisory Group for input and assistance.</li> </ul>	<p style="text-align: center;"><b>COMMUNICATE</b></p> <p>Community Advisory Group and Fisheries staff and political leadership should report back to the community on an ongoing basis. Communicate achievements in our local newspaper Neh Motl. Utilize the media.</p>	



**Goal 5: To develop a comprehensive 5 year fisheries plan**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Hold a leadership forum with the goal of brainstorming what leadership's plans are for Fisheries.</li> <li><input type="checkbox"/> Document the plan of leadership.</li> <li><input type="checkbox"/> Conduct a community forum to have input to the plan. Document the input.</li> </ul>	The SFN should hire a consultant to work with all involved and to write the plan – endorse it by leadership./ Sliammon Fisheries Department / Leadership Annual Plan Reviews.	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct workshops (think tank) with Sliammon Fisheries and Natural Resource staff.</li> <li><input type="checkbox"/> Write the plan and share it.</li> </ul>	<p style="text-align: center;"><b>MONITOR</b></p> Have deliverables – 1 year at a time.	
	<p style="text-align: center;"><b>COMMUNICATE</b></p>	
	Annual Plan Reviews	

**Goal 6: Secure funding to carry out all the fisheries goals**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Know what the goals are and flesh out what it will cost – cost analysis.</li> </ul>	Fisheries Manager / CAO / Leadership	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete short and long term budget planning.</li> <li><input type="checkbox"/> Identify funding opportunities – government, corporate, private.</li> </ul>	<p style="text-align: center;"><b>MONITOR</b></p> Have we achieved the goals we set out?	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Tap into revenues generated via existing natural resources – forestry revenues, fisheries revenues (ESSR, clam &amp; oyster plant, commercial licenses).</li> </ul>	<p style="text-align: center;"><b>COMMUNICATE</b></p> Normal processes – Neh Motl, meetings, etc.	

**Goal 7: To expand on existing fisheries program (more staffing and higher level of training)**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li><input type="checkbox"/> Scope out our future needs – where do we need to build capacity and training levels?</li> </ul>	CAO / Fisheries Manager	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct an assessment of the training levels of all current fisheries staff at present and identify gaps.</li> </ul>	<p style="text-align: center;"><b>MONITOR</b></p>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop a training plan and follow it! Training needs to be an annual event and ongoing.</li> </ul>	By evaluating and increasing staff	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify a training budget (follow up on previous treaty work).</li> <li><input type="checkbox"/> Identify if there is an actual need for more staff – if we had more staff, which areas?</li> </ul>	<p style="text-align: center;"><b>COMMUNICATE</b></p>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Reach out and train community members as well.</li> </ul>	Neh Motl, meetings, gatherings	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Combine staff functions – watchman could monitor beaches, archaeological sites, watersheds, etc. (link with other lands and resources departments)</li> </ul>		



**Goal 8: To expand operations to include enhancement of other major river systems within the traditional territory**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify which river systems we want to target &amp; provide rationale for – what is the status of each of the river systems within our Traditional Territory?</li> <li><input type="checkbox"/> Conduct assessments of each river system – fish counts, habitat assessments.</li> <li><input type="checkbox"/> Develop a prescription for each river system.</li> <li><input type="checkbox"/> Seek partnerships – Fisheries</li> <li><input type="checkbox"/> Publicize the goal &amp; rationale – get buy in from the community.</li> <li><input type="checkbox"/> Identify the capital needs.</li> <li><input type="checkbox"/> Create a Stewardship and Enhancement Plan.</li> </ul>	Fisheries Department / Political Leadership / Community Advisory Group	
	<p style="text-align: center;"><b>MONITOR</b></p> Set timelines and deliverables	
	<p style="text-align: center;"><b>COMMUNICATE</b></p>	
	Report on progress to the community. Celebrate the successes	

**Goal 9: To have a fully functioning business arm of the fishery in order to become self-reliant (fund our own way)**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct an analysis of the existing Fisheries businesses – oyster plant, commercial clam industry, commercial AFS licenses, ESSR, new and emerging opportunities within our Territory.</li> <li><input type="checkbox"/> Develop a business plan for each.</li> <li><input type="checkbox"/> Implement the plan – begin generating revenue.</li> <li><input type="checkbox"/> Have a proper business structure to oversee.</li> <li><input type="checkbox"/> Chief and Council input &amp; backing is critical.</li> <li><input type="checkbox"/> Link with Economic Development Manager.</li> <li><input type="checkbox"/> Link with treaty negotiations (i.e. Harvest Agreement, allocation dialogue).</li> </ul>	Chief & Council / Business Arm / Fisheries Department	
	<p style="text-align: center;"><b>MONITOR</b></p> Set goals and timelines	
	<p style="text-align: center;"><b>COMMUNICATE</b></p>	
	Report to the community	

**Goal 10: To have a viable fisheries program that addresses all community interests**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review previous studies and surveys to determine community interest.</li> <li><input type="checkbox"/> Conduct a needs assessment – what are the community interests and needs?</li> <li><input type="checkbox"/> Have a community forum to generate input and interest – give this function to certain staff members so they know this is always their role – spokesperson, community liaison.</li> </ul>	Fisheries Manager & Staff / Political Leadership	
	<p style="text-align: center;"><b>MONITOR</b></p> Ask the community. – Report card.	
	<p style="text-align: center;"><b>COMMUNICATE</b></p>	
	Report to the community	



**Goal 11: To have a fully operational SFN department of fish and wildlife**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li><input type="checkbox"/> Link with final agreement negotiations and treaty implementation planning.</li> <li><input type="checkbox"/> Establish a common vision – motherhood statements.</li> <li><input type="checkbox"/> Harmonize &amp; streamline approaches when dealing with issues.</li> <li><input type="checkbox"/> Consult with elders and community to establish goals and objectives.</li> <li><input type="checkbox"/> Work towards amalgamation of Lands and Resources Department.</li> <li><input type="checkbox"/> Have fully trained, high level managers to oversee.</li> <li><input type="checkbox"/> Utilize the Natural Resources Committee.</li> <li><input type="checkbox"/> Be disciplined in following the plan and working together.</li> <li><input type="checkbox"/> Develop a plan to access more capital equipment to give the Fish Department the ability to carry out other projects, i.e. purchase a crew boat to transport staff and other outside entities.</li> <li><input type="checkbox"/> Explore tourism opportunities – i.e. bear or bird watching along the river systems.</li> </ul>	NRC / CAO / Leadership	
	<b>MONITOR</b>	
	Annual Review	
	<b>COMMUNICATE</b>	
	Report to the community	

**Goal 12: To have jurisdiction over the fisheries resources including enforcement**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li><input type="checkbox"/> Create an enforcement arm of our Fisheries Department.</li> <li><input type="checkbox"/> Negotiate protocol agreements with relevant governments.</li> <li><input type="checkbox"/> Training in monitoring and enforcement.</li> <li><input type="checkbox"/> Partner with DFO, Conservation and the RCMP in protecting our resources.</li> <li><input type="checkbox"/> Link with treaty negotiations to understand the scope of jurisdiction being offered by governments.</li> <li><input type="checkbox"/> Conduct enforcement within our own fisheries – demonstrate that SFN has the ability to carry out enforcement.</li> <li><input type="checkbox"/> Work with neighbouring First Nations – joint enforcement?</li> </ul>	Political Leadership	
	<b>MONITOR</b>	
	By achieving the ability to enforce and implementing our jurisdiction.	
	<b>COMMUNICATE</b>	
	Report to the community	

**Goal 13: To have fully operational facilities – the plant, depuration beaches, value added market (clams, oysters, smoked fish)**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Chief and Council must prioritize getting our businesses up and running – create business plans for these areas that have potential to generate revenue.</li> <li><input type="checkbox"/> Link with Economic Development Manager.</li> <li><input type="checkbox"/> Do some research – what is the potential market for these various opportunities within our territory.</li> <li><input type="checkbox"/> Seek partnerships – with other First Nations who have taken this step and have been successful.</li> <li><input type="checkbox"/> Start capacity building within the community so that we can put our people to work.</li> </ul>	Chief & Council / Business Arm / Economic Development Manager	
	<b>MONITOR</b>	
	We will have functioning business arm – people employed.	
	<b>COMMUNICATE</b>	
	Report to the community	



**Goal 14: To have more work than people (lots of jobs in the fish industry)**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> Get Political – lobby for our fair and justified share of the resources.	Political Leadership	
<input type="checkbox"/> Explore the potential for sea resources business and take action to become participants.	<b>MONITOR</b>	
<input type="checkbox"/> Seek partnerships in the interim until we are capable of managing the new opportunities.	By delivering results	
<input type="checkbox"/> Train our membership in all areas.	<b>COMMUNICATE</b>	
<input type="checkbox"/> Participate in regional sessions to keep informed.	Report to the community	
<input type="checkbox"/> Lobby the governments.		

**5.4.4 CROWN LAND REFERRALS DEPARTMENT**

The roles and responsibilities of the Crown Land Referrals Department are to ensure Sliammon aboriginal rights and title are acknowledged, respected and ultimately accommodated throughout the traditional territory. This department also works to ensure that Sliammon's cultural heritage resources (including archaeological) are protected. The department strives to be creative and innovative in identifying meaningful employment and training opportunities for Sliammon people. We will also strive to be efficient, effective and professional in our work with other levels of government and third party interests.



The following outlines the strategic goals and action plan for this department.

**Goal 1: Update Sliammon Crown Land Referrals Policy**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Internal review of current crown land referrals policy to identify changes required to clarify review and decision-making process.	Crown Land Referrals Manager, CAO, NRC	
<input type="checkbox"/> Legal review of current crown land referrals policy to identify changes necessary to bring in line with recent aboriginal rights case law.	<b>MONITOR</b>	
<input type="checkbox"/> Network with other First Nations to learn from their approaches to referrals – Sechelt, Squamish, Huuahyat, etc.	Updated policy that more clearly outlines internal review and decision-making process	
<input type="checkbox"/> Contact Sechelt to set up information sharing session to learn from their experiences – permitting process, protocol agreements with provincial line agencies, archaeological work.	<b>COMMUNICATE</b>	
<input type="checkbox"/> Contact Huuahyat to set up information sharing session to learn from their experiences with red- yellow-green approach.	Neh Motl, SFN Website, Community Meetings	
<input type="checkbox"/> Update Sliammon crown land referrals policy incorporating ideas from networking.		
<input type="checkbox"/> Presentation to C&C for final endorsement.		



**Goal 2: Establish consistent source of revenue for the department**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li>❑ Complete annual budget plans and five year budget plans for department – identify all revenues sources and expenditures.</li> <li>❑ Ensure Crown Land Referrals Department is recognized by C&amp;C as a priority for nation generated revenues – protecting aboriginal rights and title.</li> <li>❑ If the decision is made to adopt a permitting process like Sechelt Nation will need to update fee schedule to ensure that covers full cost of reviewing development applications and referrals (GIS Mapping, TUS Recce Fieldwork, Archaeological Fieldwork, Analysis and Drafting of Response Letters).</li> <li>❑ Identify alternative funding sources for department and complete funding applications (BC Capacity Initiative, MoE / BC Parks, Provincial Planning Processes, etc).</li> <li>❑ Link with New Relationship Trust funding \$\$.</li> <li>❑ Link with final agreement negotiations and treaty implementation planning.</li> </ul>	Crown Land Referrals Manager, CAO, C&C	
	<b>MONITOR</b>	
	Balancing budget of the department	
	<b>COMMUNICATE</b>	
	Annual Budgets, Monthly Financial Statements, Annual Audits	

**Goal 3: Protect Sliammon aboriginal rights and interests throughout the territory**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li>❑ Implement updated Sliammon Crown Land Referrals Policy.</li> <li>❑ Promote government to government relationships with BC, City of Powell River and Regional District of Powell River that will support protecting Sliammon interests in lands and resources throughout the Traditional Territory.</li> <li>❑ Promote government to government relationships with neighbouring First Nations (Klahoose, Homalco and Sechelt) that will support protecting Sliammon interests in lands and resources throughout the Traditional Territory.</li> <li>❑ Establish provincial designation for Sliammon protected areas as identified in the Land &amp; Water Use Plan for Tla’Amin Traditional Territory.</li> <li>❑ Complete Protocol Agreement with Archaeology Branch to protect Sliammon archaeological and cultural sites. Link this work with the Cultural Department.</li> </ul>	Crown Land Referrals Manager, NRC, C&C	
	<b>MONITOR</b>	
	Unified approach internally, reaching agreements for accommodation of aboriginal rights and interests	
	<b>COMMUNICATE</b>	
	Neh Motl, SFN Website, Community Meetings	



**Goal 4: Increase training and employment opportunities with province and with key industry sectors**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Promote relationships and partnerships with provincial agencies and industry to support training and employment opportunities for Sliammon people.</li> </ul>	Crown Land Referrals Manager, CAO, C&C	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Assist in the completion of Participation Agreements and Impact Benefit Agreements with Province and Industry when required.</li> </ul>	<p style="text-align: center;"><b>MONITOR</b></p> Increase in training and employment opportunities	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Assist in the promotion of job shadowing and internships for Sliammon people with line ministries.</li> <li><input type="checkbox"/> Link with Economic Development Manager, Human Resources Department and Education Department when required.</li> <li><input type="checkbox"/> Keep track of training, employment skills (data base who participates in training, contracting and employment opportunities).</li> <li><input type="checkbox"/> Link with final agreement negotiations and treaty implementation planning.</li> </ul>	<p style="text-align: center;"><b>COMMUNICATE</b></p> Neh Motl / SFN Website / Community Meetings	

**Goal 5: Promote Co-Management Agreements and Government to Government Processes**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Define what co-management is to Sliammon.</li> <li><input type="checkbox"/> Promote Co-Management Agreements and Processes as recommended in Land &amp; Water Use Plan for Tla'Amin Traditional Territory.</li> </ul>	Crown Land Referrals Manager, STS Land Use Planning Coordinator, STS Negotiators, C&C	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Promote government to government relationships with BC, City of Powell River and Regional District of Powell River that will support joint lands and resources planning and protecting Sliammon interests in lands and resources throughout the Traditional Territory.</li> </ul>	<p style="text-align: center;"><b>MONITOR</b></p> Agreements in priority areas – Cultural Site Protection, Parks, Sunshine Coast LRMP	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Promote government to government relationships with neighbouring First Nations (Klahoose, Homalco and Sechelt) that will support joint lands and resources planning and protecting Sliammon interests in lands and resources throughout the Traditional Territory.</li> <li><input type="checkbox"/> Promote Sliammon participation on: Sunshine Coast Fish &amp; Wildlife Management Advisory Committee and Powell River Community Forest Board.</li> <li><input type="checkbox"/> Promote Sliammon participation in future processes such as: Sunshine Coast Land &amp; Resource Management Plan (LRMP); Sunshine Coast Inter-Agency Management Committee (IAMC); and Forest Resources Advisory Committee (as recommended in the Tla'Amin Gathering Plan).</li> <li><input type="checkbox"/> Complete Protocol Agreement with BC Parks (Ministry of Environment) for co-management of all parks within the Traditional Territory.</li> <li><input type="checkbox"/> Link with final agreement negotiations and treaty implementation planning.</li> <li><input type="checkbox"/> Link with new relationship dialogue with BC.</li> <li><input type="checkbox"/> Link with New Relationship Trust and funding \$\$.</li> <li><input type="checkbox"/> Link with Sliammon Intergovernmental Relations Coordinator.</li> </ul>	<p style="text-align: center;"><b>COMMUNICATE</b></p> Neh Motl, SFN Website, Community Meetings	



**Goal 6: Establish Revenue Sharing Agreements with the Province and Key Industry Sectors**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Promote relationships and partnerships with provincial agencies and industry to support meaningful economic participation.</li> <li><input type="checkbox"/> Link with Business Arm and Economic Development Manager.</li> <li><input type="checkbox"/> Assist in the completion of Impact &amp; Benefit Agreements and Revenue Sharing Agreements with Industry - Plutonic Power, Western Forest Products, Catalyst, etc.</li> <li><input type="checkbox"/> Assist in ensuring relationships, partnerships and agreements are understood and supported by the community.</li> <li><input type="checkbox"/> Assist in ensuring that our economic sustainability goes hand in hand with environmental sustainability.</li> <li><input type="checkbox"/> Link with final agreement negotiations and treaty implementation planning.</li> </ul>	Crown Land Referrals Manager, CAO, C&C	
	<b>MONITOR</b>	
	Achieving revenue sharing agreements and establishing meaningful economic participation in key industry sectors	
	<b>COMMUNICATE</b>	
	Neh Motl, SFN Website, Community Meetings	

**Goal 7: Develop a strategy for expanding the role of the Department to encompass all of the territorial stewardship responsibilities that will come with Treaty**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li><input type="checkbox"/> Build stronger relationship between Crown Land Referrals Department, Parks Department and Treaty Land Use Planning.</li> <li><input type="checkbox"/> Explore options for expanding department to be responsible for: reviewing and responding to all Crown land referrals, monitoring and protecting Sliammon interests in lands, natural and cultural resources, and building co-management relationships with provincial and federal agencies.</li> <li><input type="checkbox"/> Identify revenues and alternative funding sources for department and complete funding applications.</li> <li><input type="checkbox"/> Develop transition plan for human resource needs of the department.</li> <li><input type="checkbox"/> Combine seasonal staff functions (field technicians / parks caretaker / parks ranger) to support full time stewardship crew.</li> <li><input type="checkbox"/> Identify if there is an actual need for more staff – if we had more staff, which areas?</li> <li><input type="checkbox"/> Link with final agreement negotiations and treaty implementation planning.</li> </ul>	Crown Land Referrals Manager, STS Land Use Planning Coordinator w/ support from STS Pre-Implementation Manager, CAO, NRC	
	<b>MONITOR</b>	
	Increased collaboration and coordination between departments and entities	
	<b>COMMUNICATE</b>	
	Neh Motl / SFN Website / Community meetings	

**5.4.5 SLIAMMON TREATY SOCIETY**

The Sliammon Treaty Society is the organization responsible for overseeing participation in the BC Treaty Process for the Sliammon First Nation. The Society is governed by a six member board of community elected directors and two political appointees from the Sliammon Chief and Council. The Society employs a multi-disciplinary team of staff and negotiators with a balance of traditional and technical knowledge. The role of staff and negotiators is to negotiate a fair and equitable treaty settlement for the Sliammon Nation that will provide a foundation for the well being of future generations. It is also the role of staff and negotiators to work with the community, the administration and Chief & Council to ensure the building blocks of a



good government are in place and the nation is ready for treaty implementation. The following two key strategic goals have been identified for the Treaty Society:

**Goal 1: Complete Sliammon Final Agreement or Treaty**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> Review Final Agreements completed by: Lheidli T'enneh; Tsawassen and Maa Nulth.	Treaty Negotiators / Chief & Council	
<input type="checkbox"/> Meet with First Nations to discuss Final Agreements and financial components specifically.	<b>MONITOR</b>	
<input type="checkbox"/> Assess financial viability of Final Agreement to determine if it will meet Sliammon needs into the future (sustainability).	Resolving outstanding issues with BC and Canada and making a common decision on the viability of the treaty.	
<input type="checkbox"/> Resolve issue of additions to treaty settlement lands – Regional District should not have decision making role as in Lund.	<b>COMMUNICATE</b>	
<input type="checkbox"/> Develop public information workshops on specific issues: status of land; tax and fiscal; fisheries; forestry; wildlife; role off treaty settlement lands; etc.	Neh Motl / Treaty Website / Community Meetings / Focus Groups	
<input type="checkbox"/> Complete consultation with the community to raise awareness on what is in the treaty.		
<input type="checkbox"/> Determine if we can live with this package.		
<input type="checkbox"/> Recommend Final Agreement to Community and seek ratification.		
<input type="checkbox"/> Complete Sliammon Constitution.		
<input type="checkbox"/> Complete Sliammon Treaty Implementation Plan.		
<input type="checkbox"/> Complete all Treaty Side Agreements.		

**Goal 2: Attain Readiness for Treaty Implementation and Self-Government**

Actions	Champion/ Accountable	HIGH
<input type="checkbox"/> Nurture a united approach to nation building among Council, Boards, Department Heads, Staff and Community.	Council / Boards / Department Heads / Staff / Community	
<input type="checkbox"/> Develop a mission statement for the Sliammon First Nation so we are all "paddling in the same direction".	<b>MONITOR</b>	
<input type="checkbox"/> Complete and implement the Sliammon Comprehensive Community Plan (CCP).	Meeting timelines in CCP Strategic Action Plans and Treaty Implementation Plan	
<input type="checkbox"/> Monitor progress on completing tasks in Sliammon CCP Strategic Action Plans.	<b>COMMUNICATE</b>	
<input type="checkbox"/> Complete annual review of Sliammon CCP and revise as required.	Neh Motl / SFN Website / Community Meetings	
<input type="checkbox"/> Complete transition of human resource capacity and technical capacity to Sliammon First Nation Government - Sliammon Treaty Society will no longer be required when Treaty is ratified.		
<input type="checkbox"/> Complete Sliammon Treaty Implementation Plan.		
<input type="checkbox"/> Implement Sliammon Treaty Implementation Plan and monitor progress.		
<input type="checkbox"/> Complete annual review of Sliammon Treaty Implementation Plan and revise as required.		
<input type="checkbox"/> Complete annual review of Sliammon Treaty Implementation Plan and revise as required.		

An Implementation Plan for the Nin neh Gijeh (Lands & Resources) Strategic Goals is presented on the following page. The Implementation Plan presents a recommended timeframe for implementing each of the strategic goals in terms of its priority ranking.

- Urgent:** This strategic goal must be addressed in Year 1;
- High:** This strategic goal should be addressed in Years 2 and 3;
- Moderate:** This strategic goal should be addressed in Years 4 and 5.



**UMS NAH GIJEH - LANDS + RESOURCES - IMPLEMENTATION PLAN**

		Year 1	Year 2	Year 3	Year 4	Year 5	Future
<b>Strategic Goal 1: Strong Governance and Organizational Structure</b>							
Sub Goal 1a)	Create Clearly Defined Reporting Relationships between Council, Lands Authority Board and Departmental Managers	●					
Sub Goal 1b)	Create Clearly Defined Job Descriptions and Employment Contracts for Managers and Staff	●					
Sub Goal 1c)	Streamline Lands & Resources Programs into One House Post	●					
Sub Goal 1d)	Ensure Accountability and Professionalism from all Managers and Staff	●					
Sub Goal 1e)	Establish Professional File Management – Paper and Digital Filing	●					
<b>Strategic Goal 2: Strong Financial Management and Stability</b>							
Sub Goal 2a)	Develop Short Term and Long Term Budget Plans – Annual Plans / Five Year Plans	●					
Sub Goal 2b)	Develop Sliammon Pay Grid Used by all Sliammon Entities		●				
Sub Goal 2c)	Protect Sliammon Government from Liability	●					
<b>Strategic Goal 3: Employment and Economic Opportunities</b>							
Sub Goal 3a)	Reach agreement on Community Economic Development Structure	●					
Sub Goal 3b)	Create Opportunities for Education and Training that Lead to Sustainable Employment and Businesses		●				
<b>Lands Department</b>							
Goal 1:	Resolution of Property Disputes on Sliammon Reserves	●					
Goal 2:	Capacity Building in Lands Department	●					
Goal 3:	Overcome challenges of maintaining land registry system	●					
Goal 4:	Overcome challenges on developing bylaws and laws under Land Code	●					
Goal 5:	Incorporate culture into laws and policies		●				
Goal 6:	Raise awareness among all SFN members for cultural and traditional teachings for respecting the land and the community		●				
Goal 7:	Identify clear roles and responsibilities for enforcement of laws and implementation of policies		●				
Goal 8:	Impose fines for noise bylaws, mischief, dumping, etc.		●				
Goal 9:	Realize Economic Opportunities for Sliammon Lands		●				



**UMS NAH GIJEH - LANDS + RESOURCES - IMPLEMENTATION PLAN**

		Year 1	Year 2	Year 3	Year 4	Year 5	Future
<b>Forestry Department</b>							
Goal 1:	Obtain Forest Tenures	●					
Goal 2:	Make Decision - Purchasing Logging Equipment vs. Contracting Logging Equipment		●				
Goal 3:	Increase Nation Generated Revenues from Forestry		●				
Goal 4:	Ensure Forestry Department is Stable and Self-Sustaining	●					
Goal 5:	Establish Value-Added Industry and Botanical Forest Product Opportunities		●				
Goal 6:	Protect Sliammon Cultural Sites and Ensure Traditional Ecological Knowledge is linked with Technical and Scientific Knowledge in managing Sliammon Forest Lands	●					
Goal 7:	Protect Wildlife and Cultural Plant Resources within Sliammon Forest Lands to Ensure Sustainability of Resources for Hunting and Gathering for Cultural Purposes		●				
Goal 8:	Protect Recreational Opportunities (trails and campsites) within Sliammon Forest Lands		●				
<b>Fisheries Department</b>							
Goal 1:	Have full understanding of the various fisheries within the Sliammon traditional territory	●					
Goal 2:	To be able to fully participate (on a regional level) in the various fisheries planning processes	●					
Goal 3:	To have the capacity to participate and develop a full fledged 5 year training plan to effectively participate in the different areas of business and stewardship	●					
Goal 4:	To be able to continue stewardship and enhancement activities throughout the traditional territory		●				
Goal 5:	To develop a comprehensive 5 year fisheries plan		●				
Goal 6:	Secure funding to carry out all the fisheries goals		●				
Goal 7:	To expand on existing fisheries program (more staffing and higher level of training)				●		
Goal 8:	To expand operations to include enhancement of other major river systems within the traditional territory		●				
Goal 9:	To have a fully functioning business arm of the fishery in order to become self-reliant (fund our own way)	●					
Goal 10:	To have a viable fisheries program which covers all community interests		●				
Goal 11:	To have a fully operational SFN department of fish and wildlife				●		
Goal 12:	To have jurisdiction over the fisheries resources including enforcement				●		
Goal 13:	To have fully operational facilities – the plant, depuration beaches, value added market (clams, oysters, smoked fish)		●				
Goal 14:	To have more work than people (lots of jobs in the fish industry)		●				



**UMS NAH GIJEH - LANDS + RESOURCES - IMPLEMENTATION PLAN**

		Year 1	Year 2	Year 3	Year 4	Year 5	Future
<b>Crown Land Referrals Department</b>							
Goal 1:	Update Sliammon Crown Lands Referral Policy	●					
Goal 2:	Establish Consistent Source of Revenue for the Department	●					
Goal 3:	Protect Sliammon Aboriginal Rights and Interests in Lands and Resources	●					
Goal 4:	Increase employment and training opportunities with province and key industry sectors	●					
Goal 5:	Promote Co-Management Agreements and Government-to Government Processes		●				
Goal 6:	Establish revenue sharing with province and key industry sectors		●				
Goal 7:	Develop a Strategy for expanding the role of the Department to encompass all of the Territorial Stewardship Responsibilities that will come with the Treaty			●			
<b>Sliammon Treaty Society</b>							
Goal 1:	Complete Sliammon Final Agreement or Treaty		●				
Goal 2:	Attain Readiness for Treaty Implementation and Self-Government		●				



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## 5.5 Public Works

The Public Works House Post administers the policies and laws relating to the capital and infrastructure needs of the Sliammon First Nation. This house post strives to ensure that the membership has safe, sufficient and financially sustainable housing connected to safe and reliable infrastructure. This house also strives to ensure that the community has adequate fire protection and that its community facility needs are adequately met.

The Public Works House Post includes the following program areas:

- Capital Department
- Housing Department
- Village Maintenance Department
- Water Treatment Plant
- Fire Department



The following outline the strategic goals, sub goals and action plans for the Infrastructure House Post and the individual departments.

### Strategic Goal 1: Capacity Building

#### Sub Goal 1a) Develop annual training plan for staff

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Identify training needs <input type="checkbox"/> Explore options for training (on site, group training, off site) <input type="checkbox"/> Schedule training in annual work plans for each program <input type="checkbox"/> Identify funding source <input type="checkbox"/> Follow up on current capital projects in INAC <input type="checkbox"/> Remove SFN from funding freeze list – linking with Finance Strategic Action Plan for removal of Sliammon from Remedial Management.	CAO, Department Managers, Staff	
	<b>MONITOR</b>	
	Increased skills, certification for employees	
	<b>COMMUNICATE</b>	
AGM, Neh Motl		

#### Sub Goal 1b) Revise organizational chart

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Determine how each program and entity is linked <input type="checkbox"/> Group together departments that are linked together <input type="checkbox"/> Determine lines of communication or reporting relationship <input type="checkbox"/> Revise job descriptions <input type="checkbox"/> Endorsement of Chief and Council	CAO, Public Works Committee	
	<b>MONITOR</b>	
	More communication and more effective working relations	
	<b>COMMUNICATE</b>	
Neh Motl, SFN Website		



**Sub Goal 1c) Recruit staff to fill gaps and retain staff**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Assess gaps in different departments</li> <li><input type="checkbox"/> Identify funding source</li> <li><input type="checkbox"/> Training options</li> <li><input type="checkbox"/> Support from Chief and Council</li> <li><input type="checkbox"/> Secure sustainable funding sources (i.e. Water Department – INAC Dollars)</li> <li><input type="checkbox"/> Include in annual budget plan</li> <li><input type="checkbox"/> Keeping up to date on training and equipment</li> <li>Competitive salary and benefits on par with Powell River and</li> <li><input type="checkbox"/> other government offices</li> <li><input type="checkbox"/> Salary scale (grid) that recognizes training and certification levels</li> </ul>	CAO, Department Managers	
	<b>MONITOR</b>	
	Capacity gaps will be filled	
	<b>COMMUNICATE</b>	
	Neh Motl, AGM	

**Sub Goal 1d) Networking between Public Works Departments**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Forming Public Works Committee</li> <li><input type="checkbox"/> Meeting regularly</li> <li><input type="checkbox"/> Regular website updates</li> <li><input type="checkbox"/> Consistent Minutes and action items</li> </ul>	Department Managers, CAO	
	<b>MONITOR</b>	
	Regular Meetings	
	<b>COMMUNICATE</b>	
	Neh Motl, AGM	

**Sub Goal 1e) Networking with City of Powell River and the Powell River Regional District**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Intergovernmental Meetings regularly</li> <li><input type="checkbox"/> Participation from specific program managers as required (i.e. tax and water)</li> <li><input type="checkbox"/> Complete service agreements</li> <li><input type="checkbox"/> Explore internship options with City and Regional District</li> </ul>	C&C, CAO, STS Intergovernmental Coordinator, Department Managers	
	<b>MONITOR</b>	
	Completed Service Agreements and on going good working relationship	
	<b>COMMUNICATE</b>	
	Neh Motl, AGM	



**Sub Goal 1f) Networking with other First Nations**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish contacts</li> <li><input type="checkbox"/> Learn from experiences with other communities</li> <li><input type="checkbox"/> Job shadowing and exchanges to learn how they do things</li> </ul>	C&C, CAO, STS Intergovernmental Coordinator, Department Managers	
	<b>MONITOR</b>	
	Completed Service Agreements and on going good working relationship	
	<b>COMMUNICATE</b>	
Neh Motl, AGM		

**Sub Goal 1g) Networking with provincial and federal agencies to support training and capacity building**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify appropriate contacts</li> <li><input type="checkbox"/> Explore funding options</li> <li><input type="checkbox"/> Explore internship options</li> </ul>	CAO, Department Managers	
	<b>MONITOR</b>	
	Increase funding sources and training options	
	<b>COMMUNICATE</b>	
Neh Motl, AGM and Reports		

**Strategic Goal 2: Laws and Policies**

**Goal 2a) Identify clear roles and responsibilities for enforcement of laws and policies**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Through capacity development and training, and Land Code</li> <li><input type="checkbox"/> Two year developmental training</li> <li><input type="checkbox"/> Develop by-laws for enforcement and implementation</li> <li><input type="checkbox"/> Comply to policies</li> <li><input type="checkbox"/> Integrate policies and mindset</li> <li><input type="checkbox"/> Increase signage in the community re: no dumping and respecting our environment</li> </ul>	C&C, CAO, Department Managers	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
Neh Motl, AGM and Reports		



### Strategic Goal 3: Capital Buildings

#### Sub Goal 3a) Develop priority list of capital buildings

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare a complete list of current capital buildings, infrastructure, etc.</li> <li><input type="checkbox"/> Network with Sliammon Remedial Management Committee to develop a joint action plan with INAC Funding Services for the removal of RMP and removal of Sliammon from the funding freeze list.</li> <li><input type="checkbox"/> Encourage more scheduled dialogue between Treaty and ensure that timeline is in sync with Final Agreement Negotiations and Treaty Implementation Planning.</li> </ul>	Capital Coordinator, CAO	
	<b>MONITOR</b>	
	Increased understanding of capital building and infrastructure we have and capital buildings and infrastructure we need	
	<b>COMMUNICATE</b>	
	Neh Motl, Website, AGM's	

#### Sub Goal 3b) Develop new administration building / cultural centre

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review previous work for recommended next steps (Admin. Building / Cultural Centre Feasibility Study and Commercial Tourism Management Plan both completed in 2005).</li> <li><input type="checkbox"/> Review previous Interpretive Centre Proposal prepared by Kevin Orpen (former SDC Manager).</li> <li><input type="checkbox"/> Identify funding sources through development of a business plan.</li> <li><input type="checkbox"/> Identify operational and maintenance costs in business plan.</li> <li><input type="checkbox"/> Link and coordinate with planning and fundraising for other infrastructure / capital projects.</li> <li><input type="checkbox"/> Link and coordinate with final agreement negotiations and funding from governments of BC and Canada to build new Administration Building / Cultural Centre.</li> <li><input type="checkbox"/> Link with education and human resources planning to target education and training needs for Museum Curator and Archivist.</li> </ul>	Capital Coordinator, CAO, Economic Development Manager	
	<b>MONITOR</b>	
	Follow up on next steps to make building a reality in the near future	
	<b>COMMUNICATE</b>	
	Neh Motl, Website, AGM's	

#### Sub Goal 3c) Follow up on new sub-division

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Include in feasibility study</li> <li><input type="checkbox"/> Always a Priority</li> </ul>	Capital Coordinator, CAO, C&C	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl, Website, AGM's	



**Sub Goal 3d) Ensure that design of buildings includes cultural component**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> Include in feasibility study <input type="checkbox"/> Always a Priority	Capital Coordinator, Leadership	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl and AGM's	

**Sub Goal 3e) Plan location of new capital buildings utilizing land use zoning in the Sliammon CCP (Appendices)**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Follow existing plans recommendations that has building and environmental standards <input type="checkbox"/> (i.e.) earthquake proof	Capital Manager and Nation / SFN	
	<b>MONITOR</b>	
	Qualified Environmental Management and Engineers	
	<b>COMMUNICATE</b>	
	Neh Motl, AGM's	

**Sub Goal 3f) Upgrade water treatment plant (buildings and equipment)**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> Include in feasibility study <input type="checkbox"/> Always a Priority	Capital Manager, Leadership and membership / Capital Manager and Leadership	
	<b>MONITOR</b>	
	Results	
	<b>COMMUNICATE</b>	
	Neh Motl, AGM's	



**Sub Goal 3g) Maintenance of existing structures equally important as building new structures**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review INAC life expectancy data on all Sliammon buildings and soccer fields</li> <li><input type="checkbox"/> Capital Asset Inventory System (CAIS)</li> <li><input type="checkbox"/> Prioritize with the community</li> <li><input type="checkbox"/> Apply Renovations through Asset Conditioning Reporting System</li> </ul>	Capital Manager, Membership, Portfolio, Village Maintenance and Program Managers / Village Maintenance, Personnel and Capital	
	MONITOR	
	INAC System and CAO	
	COMMUNICATE	
Newsletter, AGM's and promoting		

**5.5.1 CAPITAL DEPARTMENT**

The Capital Department deals with all the infrastructure of the community including: roads, water, sewer, public buildings and recreation facilities, sub-divisions, bridges, and housing to mention a few. We have to comply with all the terms and conditions of the funding source and make monthly reports to INAC. The proposals have to be in line with the Long Term Capital Plan that is submitted on an annual basis. This highlights the importance of Community Planning and having input from all Sliammon Members

The following presents the strategic goals and action plan for the Capital Department.

**Goal 1: Complete and Adopt 5 Year Capital Plan**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Community Development Plan</li> <li><input type="checkbox"/> Documenting</li> <li><input type="checkbox"/> Prioritizing based on funding</li> </ul>	Capital Coordinator, CAO	
	MONITOR	
	Capital Committee	
	COMMUNICATE	
Capital Committee / Neh Motl		



**Goal 2: Implement the projects identified with INAC i.e. sub-division drainage**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Prioritization <input type="checkbox"/> Feasibility Study <input type="checkbox"/> Pre-design <input type="checkbox"/> Design Stage <input type="checkbox"/> Request for funding	Capital Projects Manager / Capital Projects Manager and Capital Committee	
	<b>MONITOR</b>	
	Capital Manager / Engineer Firm	
	<b>COMMUNICATE</b>	
	Open Houses / Reports to Chief & Council and Capital Committee	

**Goal 3: Train and certify staff**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Training workshops for environmentalists, planners and enforcers	Capital Projects Manager / Capital Projects Manager and Capital Committee	
	<b>MONITOR</b>	
	Capital Manager / Engineer Firm	
	<b>COMMUNICATE</b>	
	Neh Motl, Open Houses	

**Goal 4: Water and sewage system integrated with the City of Powell River**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<input type="checkbox"/> Implement proposal to do long tem study with Government to Government Table <input type="checkbox"/> Feasibility <input type="checkbox"/> Feasibility Study with the City of Powell River and Sliammon <input type="checkbox"/> Create more Comprehensive Committee with Capital Manager	Intergovernmental Committee, Capital Coordinator	
	<b>MONITOR</b>	
	Monitoring terms and conditions of the project	
	<b>COMMUNICATE</b>	
	AGM, Neh Motl, Reports, The Peak	



**Goal 5: Water and sewage infrastructure developed for Treaty Settlement Lands**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li><input type="checkbox"/> Comparison of SFN Land Use Plan, SFN Community Development Plan and PR-OCP</li> <li><input type="checkbox"/> Service Agreements</li> <li><input type="checkbox"/> Implementing and Addressing in Proposal</li> <li><input type="checkbox"/> Implementing Protocol Agreement with City of Powell River and Regional District</li> </ul>	Intergovernmental Team, Capital Manager and City of Powell River / Intergovernmental Team, Capital Manager and Government to Government Table	
	<b>MONITOR</b>	
	Meeting goals and objectives in proposal and protocol agreements	
	<b>COMMUNICATE</b>	
	AGM, Neh Motl, Reports, The Peak	

**Goal 6: New administration building / cultural centre with economic development opportunities (showcase and market work of Sliammon artists and dancers; market Sliammon small businesses offering guided hiking, canoe, fishing and cultural tours)**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review previous work for recommended next steps (Admin. Building / Cultural Centre Feasibility Study and Commercial Tourism Management Plan both completed in 2005).</li> <li><input type="checkbox"/> Review previous Interpretive Centre Proposal prepared by Kevin Orpen (former SDC Manager).</li> <li><input type="checkbox"/> Identify funding sources through development of a business plan.</li> <li><input type="checkbox"/> Identify operational and maintenance costs in business plan.</li> <li><input type="checkbox"/> Link and coordinate with planning and fundraising for other infrastructure / capital projects.</li> <li><input type="checkbox"/> Link and coordinate with final agreement negotiations and funding from governments of BC and Canada to build new Administration Building / Cultural Centre.</li> </ul>	Capital Manager w/ support from Economic Development Manager	

**5.5.2 HOUSING DEPARTMENT**

The roles and responsibilities of the Housing Department are to ensure community housing needs are met. The department strives to create a healthy, safe living environment by implementing Construction, Renovations and Capital Maintenance Programs that will service the needs of membership, through the provision of information, advice and recommendations to Band Members, the Housing Committee, Chief and Council and other Band Staff. It is the objective of the department to ensure the longevity of existing houses and expand the number of houses available to Sliammon members.

The following outlines the strategic goals and action plan for the Housing Department.



**Goal 1: Develop strategy for implementing Housing Policy and collecting rent**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Peer pressure between negotiated units (4, 10, 20 homes etc)</li> <li><input type="checkbox"/> Entertain third party to collect</li> <li><input type="checkbox"/> Revisit rental agreement</li> <li><input type="checkbox"/> Remove responsibility away from leadership and transfer to third party</li> <li><input type="checkbox"/> Create incentives for paying rent</li> <li><input type="checkbox"/> Community "Buy- in "</li> <li><input type="checkbox"/> Complete a study on the impacts of not paying rent and distribute to the community</li> </ul>	Housing Manager, Leadership and Membership	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	AGM'S, Neh Motl and Individual Notification	

**Goal 2: Develop units for assisted living and single families**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Individual application for units</li> <li><input type="checkbox"/> Committee assessment</li> <li><input type="checkbox"/> Expression of interest on housing initiatives</li> <li><input type="checkbox"/> Meet INAC's National Assessment on Units Allocation</li> <li><input type="checkbox"/> Include in Annual Capital Plan</li> <li><input type="checkbox"/> Develop a housing strategy of existing homes vs. new homes</li> </ul>	Housing and Capital Managers / Housing & Capital Committee	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	AGM's, Neh Motl, Individual notification and SFN Website	

**Goal 3: Utilize existing vacant serviced lots**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Create as strategic plan – based on the need</li> <li><input type="checkbox"/> Communicate to INAC with proper government</li> <li><input type="checkbox"/> Deal with financial issues in housing (rental arrears)</li> <li><input type="checkbox"/> Enforce lot policy</li> <li><input type="checkbox"/> Implement housing policy</li> </ul>	Capital and Housing Managers, Capital & Housing Committee	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl, AGM	



**Goal 4: Develop new sub-division**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Satisfying INAC requirements</li> <li><input type="checkbox"/> Changing INAC's priority ranking for subdivision</li> <li><input type="checkbox"/> Community consultation to identify "where" on IR'S and Treaty Settlement Land</li> <li><input type="checkbox"/> Enforce Housing Policy</li> </ul>	Capital and Housing Managers, Capital & Housing Committee	
	<b>MONITOR</b>	
	Through various reports and assessments	
	<b>COMMUNICATE</b>	
AGM's, Neh Motl, Individual notification and SFN Website		

**Goal 5: Replace Ladner homes with single or double duplexes**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Follow up on outstanding file for Ladner Homes.</li> <li><input type="checkbox"/> Complete inventory of "Band owned" Ladner homes.</li> <li><input type="checkbox"/> Complete comprehensive evaluation of our existing housing and prioritize (health conditions, safety).</li> <li><input type="checkbox"/> Seek community endorsement.</li> <li><input type="checkbox"/> Individual approval (affordability).</li> </ul>	Housing and Capital Managers	
	<b>MONITOR</b>	
	Community and Committee evaluations / Housing and Committee, Portfolio holder, membership	
	<b>COMMUNICATE</b>	
AGM's, Neh Motl, Individual notification and SFN Website		

**5.5.3 Village Maintenance Department**

The Village Maintenance Department is responsible for five kilometers of water and sewer lines. We also have a wastewater treatment plant which treats all the water we flush down the drains. We are also responsible for the roads and ditches and street signs and grass cutting of ditches. Fire hydrants are also maintained by the Village Maintenance Department for our fire protection. Ten public buildings are looked after by our department for heating and supplies to operate each building. All the manhole and shutoff valves are maintained by the Department.

The following strategic goals have been identified for the Village Maintenance Department:

**Goal 1: Revise Village Maintenance & Services Plan**

**Goal 2: Fuel Depot (1,000 liters)**

**Goal 3: Certified maintenance staff**

**Goal 4: Resources for road maintenance**

**Goal 5: Purchase equipment i.e. backhoe, garbage truck and dump truck**

**Goal 6: Proper Maintenance Facility**



### 5.5.4 WATER TREATMENT PLANT

Clean water is essential to everyday life. The Water Treatment Plant and system operators monitor and treat our waters so it is safe to drink. Sliammon’s Water Treatment Plant was established in 1999 through a Capital Project initiative to improve the water quality from our water source at Sliammon Lake to our membership. Our water is monitored for harmful pollutants from the point it enters the treatment plant until it flows to the community.

The following outlines the strategic goals and action plan for the water treatment plant.

**Goal 1: Upgrade building and equipment to meet current standards (including computer, turbidity, PH meters etc.)**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Newer and better equipment</li> <li><input type="checkbox"/> Building expansion to accommodate increased work and safety</li> <li><input type="checkbox"/> Road maintenance and brushing</li> <li><input type="checkbox"/> Ditching and drainage</li> <li><input type="checkbox"/> More trained staff</li> <li><input type="checkbox"/> Technical equipment (laptops, pager alert alarm system)</li> <li><input type="checkbox"/> Sanitation</li> <li><input type="checkbox"/> Emergency preparedness – generator</li> <li><input type="checkbox"/> Solidify Capital Committee</li> </ul>	Capital Projects Manager/ Government	
	<b>MONITOR</b>	
	Future consultation with Capital Committee	
	<b>COMMUNICATE</b>	
Open House, Neh Motl and report to Chief and Council		

**Goal 2: Get more people certified to level 2 water treatment**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Same as goal 1</li> <li><input type="checkbox"/> Liability is a huge issue</li> </ul>	Water Treatment Operator, Committee and Manager / Plant Operator and Capital Administration	
	<b>MONITOR</b>	
	Daily records	
	<b>COMMUNICATE</b>	
Open House / Neh Motl		



**Goal 3: Water distribution training (to flush our water lines and hydrants)**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Workplan – Whose job is it? – Train them</li> <li><input type="checkbox"/> Funding</li> <li><input type="checkbox"/> An awareness of the safety procedure of flushing</li> <li><input type="checkbox"/> Awareness of shut-off valves</li> <li><input type="checkbox"/> Get all the a/c out and replace with PVC</li> <li><input type="checkbox"/> More shut offs installed</li> <li><input type="checkbox"/> Communication between Fire Department and Village Maintenance</li> </ul>	Capital Committee and Capital Manager	
	<b>MONITOR</b>	
	Capital Committee	
	<b>COMMUNICATE</b>	
	Neh Motl	

**Goal 4: Upgrade road and brush around facility, ditches and culverts**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify funding source and appropriate contacts (INAC – Public Works)</li> <li><input type="checkbox"/> Prepare application for funding</li> <li><input type="checkbox"/> Link with village maintenance to request work to be done</li> <li><input type="checkbox"/> Identify suitable contractor for road and upgrading and ditching</li> </ul>	Water Plant Operator and Village Maintenance Coordinator	
	<b>MONITOR</b>	
	Capital Committee or Public Works Committee	
	<b>COMMUNICATE</b>	
	Neh Motl	

**Goal 5: Develop annual training plan to recruit 2-3 people for shift safety**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Contact BCWWA – B.C. Water and Waste Association to set up training</li> <li><input type="checkbox"/> Identify funding source to cover wages</li> <li><input type="checkbox"/> Draft job posting for 2 positions (1 full time and 1 half time)</li> <li><input type="checkbox"/> Selection Process</li> <li><input type="checkbox"/> Training and certification</li> <li><input type="checkbox"/> Develop shift schedule – rotate weekends</li> <li><input type="checkbox"/> Ongoing training to enhance staff (annual training certification)</li> </ul>	Water Plant Operator with technical support from INAC/ Water Plan Operator	
	<b>MONITOR</b>	
	Identify timeline to access funding	
	<b>COMMUNICATE</b>	
	Open House / Neh Motl	



**Goal 6: Public information system strategy to make people aware of what the water plant and operator does**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Send out information in newsletter</li> <li><input type="checkbox"/> Develop handout on what water plant is, works there and why it is important to SFN</li> <li><input type="checkbox"/> Access videos about water quality and water protection (i.e. Walkerton) loan to cable 10</li> <li><input type="checkbox"/> Linking with education to reach youth and children</li> </ul>	Water Plant Operator and Public Works Committee	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Open House / Neh Motl	

**Goal 7: Identify alternative water sources to service community expansion**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li><input type="checkbox"/> Networking with City of Powell River re: alternative water sources like Powell Lake (possible pumping station)</li> <li><input type="checkbox"/> Assessment of water quantity from Sliammon Lane and size of water license.</li> <li><input type="checkbox"/> Assessment of population growth and water needs</li> <li><input type="checkbox"/> Link water needs with service agreements with City of Powell River and Regional District</li> </ul>	Water Plant Operator, Public Works Committee, STS Intergovernmental Coordinator	
	<b>MONITOR</b>	
	Completing studies (assessments – water, population growth) completing service agreements	
	<b>COMMUNICATE</b>	
	Open House / Neh Motl	

**Goal 8: Upgrade water lines and fire hydrants**

ACTIONS	CHAMPION/ ACCOUNTABLE	MODERATE
<ul style="list-style-type: none"> <li><input type="checkbox"/> AC pipe and duck file iron pipe that needs to be replaced with PVC water main</li> <li><input type="checkbox"/> Link with Capital Manager re: funding dollars</li> <li><input type="checkbox"/> Link with INAC (public works of Government) re: funding dollars</li> <li><input type="checkbox"/> Remove terminal city 2 (old) and replace with terminal city 20 fire hydrants</li> <li><input type="checkbox"/> Install gate valves in certain places for fire protection</li> </ul>	Capital Manager and INAC	
	<b>MONITOR</b>	
	Identify timeline for accessing funding	
	<b>COMMUNICATE</b>	
	Open House / Neh Motl	



**Goal 9: Expand water quality testing to include testing of groundwater and wells on leasehold properties**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify who will champion this action plan (Lands Department, Water Plant Officer, CAO)</li> </ul>	Lands Authority Board , Water Plant Operator	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Network with Powell River Regional District to learn from their approach to water quality issues for groundwater and wells.</li> </ul>	<b>MONITOR</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish contact with and Tla'Amin Health (Environmental Health Officer) and Coast Garibaldi Health (Environmental Health Officer).</li> </ul>	Water quality sampling of groundwater and wells added to water plant operational work plan	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify funding source to cover costs of expanding water quality testing – water is one of INAC's top five priorities and there may be additional funding to support water initiatives.</li> </ul>	<b>COMMUNICATE</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify and map sources that will need regular testing and establish a schedule for collecting water samples and completing water quality testing with support from Environmental Health Officers as required.</li> </ul>	Open House / Neh Motl	

**5.5.5 FIRE DEPARTMENT**

The following strategic goals have been identified for the Fire Department:

**Goal 1: Fully functional fire department with trained crew**

**Goal 2: Additional activities such as search and rescue for marine and land**

**Goal 3: Our own ambulance service with paramedics**

An Implementation Plan for the K'la K'laq'w Sut (Public Works) Strategic Goals is presented on the following page. The Implementation Plan presents a recommended timeframe for implementing each of the strategic goals in terms of its priority ranking.

**Urgent:** This strategic goal must be addressed in Year 1;

**High:** This strategic goal should be addressed in Years 2 and 3;

**Moderate:** This strategic goal should be addressed in Years 4 and 5.



KLA KLAQW SUT – PUBLIC WORKS		Year 1	Year 2	Year 3	Year 4	Year 5	Future
<b>Strategic Goal 1: Capacity Building</b>							
Sub Goal 1a)	Develop annual training plan for all staff	●					
Sub Goal 1b)	Revise Organizational Chart	●					
Sub Goal 1c)	Recruit Staff to Fill Gaps and Retain Staff		●				
Sub Goal 1d)	Networking Between Public Works Departments	●					
Sub Goal 1e)	Networking with City of Powell River and the Regional District	●					
Sub Goal 1f)	Networking with other First Nations	●					
Sub Goal 1g)	Networking with provincial and federal agencies to support training and capacity building	●					
<b>Strategic Goal 2: Laws and Policies</b>							
Sub Goal 2a)	Identify clear roles and responsibilities for enforcement of laws and implementation of policies	●					
<b>Strategic Goal 3: Capital Buildings</b>							
Sub Goal 3a)	Develop Priority List of Capital Buildings	●					
Sub Goal 3b)	Develop New Administration Building/Cultural Center		●				
Sub Goal 3c)	Follow Up on New Subdivision		●				
Sub Goal 3d)	Ensure that Design of Buildings includes Cultural Component		●				
Sub Goal 3d)	Plan location of new capital buildings utilizing land use zoning in the Sliammon CCP	●					
Sub Goal 3f)	Upgrade water treatment plant (buildings and equipment)		●				
Sub Goal 3g)	Maintenance of Existing Structures Equally Important as Building New Structures	●					
<b>CAPITAL</b>							
Goal 1:	Complete and adopt 5 year Capital Plan	●					
Goal 2:	Implement the projects identified with INAC ie. Subdivision drainage	●					
Goal 3:	Train and certify staff	●					
Goal 4:	Water and sewage system integrated with the City of Powell River		●				
Goal 5:	Water and Sewage infrastructure in Treaty Settlement Lands				●		
Goal 6:	New Administration Building/Cultural Centre with Economid Development Opportunities						



**KLA KLAQW SUT – PUBLIC WORKS**

		Year 1	Year 2	Year 3	Year 4	Year 5	Future
<b>HOUSING DEPARTMENT</b>							
Goal 1:	Develop strategy for implementing housing policy and collecting rent	●					
Goal 2:	Develop Units for Assisted Living and Single Families	●					
Goal 3:	Utilize existing vacant services lots		●				
Goal 4:	Develop new subdivision		●				
Goal 5:	Replace Ladner homes with single or double duplexes		●				
<b>VILLAGE MAINTENANCE DEPARTMENT</b>							
Goal 1:	Revise Village Maintenance & Services Plan						
Goal 2:	Fuel Depot (1,000 liters)						
Goal 3:	Certified maintenance staff						
Goal 4:	Resources for road maintenance						
Goal 5:	Purchase equipment ie. Backhoe, garbage truck and dump truck						
Goal 6:	Proper Maintenance Facility						
<b>WATER TREATMENT PLANT</b>							
Goal 1:	Upgrading the building and equipment to meet current standards (including computer, turbidity, PH meters etc.)		●				
Goal 2:	Get more people certified to level 2 water treatment		●				
Goal 3:	Water distribution training to flush our water lines and hydrants		●				
Goal 4:	Upgrade road and brush around facility and ditches and culverts	●					
Goal 5:	Develop Annual training plan to recruit 2-3 people for shift safety		●				
Goal 6:	Public information system strategy to make people aware of what the Water Plant and Operator does		●				
Goal 7:	Identify alternate water sources to service Community Expansion				●		
Goal 8:	Upgrade water lines and fire hydrants				●		
Goal 9:	Expand water quality testing to include testing of groundwater and wells on leasehold properties	●					



## 5.6 Qumehs – Community Economic Development

The Community Economic Development House Post is comprised of the business entities of the Nation and includes:

- Sliammon Development Corporation
- Tla'Amin Timber Products Corporation
- Lund Hotel Ltd.
- Mermaid Aquaculture Ltd.
- PRSC Land Holding Ltd.
- Sliammon Construction Ltd.

Sliammon Development Corporation is the economic development arm of the Sliammon First Nation and was incorporated and began operations in 1996. It is a legal entity designed to manage business affairs on behalf of the Sliammon First Nation. A Board of Directors governs the organization, and acts in trust and on behalf of Sliammon First Nation community members. The Board is made up of a combination of Council appointments, community elected seats, and board appointments. It acts as a stand-alone economic development corporation that manages business portfolios, including Land Management, Fisheries, Aquaculture, Tourism, and Civil Construction. Sliammon Development Corporation is 100% owned by the Sliammon people and is committed to establishing and maintaining an economic base for the community, and will continue to provide for the current and future financial needs of the Sliammon First Nation.



Tla'Amin Timber Products Corporation is the economic development entity that oversees forestry business operations and was established in 2006.

The following pages outline the strategic goals and action plan for creating a more stable and effective community economic development house post for the Tla'Amin Nation.



**Goal 1: Reform economic development structure to clarify mandates and reporting relationships**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Create CED Working Group to lead this work and seek endorsement from Chief &amp; Council.</li> </ul>	CED Working Group, Chief & Council	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review current economic development structure and assess options for reform (consider streamlining business ventures through one Community Economic Development Board to be more cost effective in terms of overhead for administrative, financial and legal fees).</li> </ul>	<b>MONITOR</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review economic development structures and models from other communities to determine best approach for Sliammon.</li> </ul>	<b>COMMUNICATE</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Sliammon Development Corporation mandate and clarify reporting relationship between Chief &amp; Council and membership and update as required.</li> <li><input type="checkbox"/> Review Tla'Amin Timber Products mandate and clarify reporting relationship between Chief &amp; Council and membership and update as required.</li> <li><input type="checkbox"/> Review other business ventures (Lund Hotel; PRSC Land Holdings; Mermaid Oyster; Sliammon Construction) to assess how each fits into the overall structure and update as required.</li> <li><input type="checkbox"/> Create consistency between all business ventures – structure, mandates, delegated authority and reporting procedures to Chief &amp; Council and membership.</li> <li><input type="checkbox"/> Seek endorsement from Chief &amp; Council to reform economic development structure.</li> <li><input type="checkbox"/> Develop standard operating policies for all business arms / limited companies.</li> <li><input type="checkbox"/> Orientation for Council, Boards, Managers on economic development structure, business ventures, roles, responsibilities and reporting procedures.</li> </ul>	Neh Motl / SFN Website / Open Houses	

**Goal 2: Retain experienced and committed economic development manager**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop an annual budget to cover cost of Economic Development Manager.</li> </ul>	Community Economic Development Board	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Explore revenue sources to create a sustainable budget - balance of nation generated revenue (NGR) and grants.</li> </ul>	<b>MONITOR</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop professional job description and posting in line with salary grid.</li> <li><input type="checkbox"/> Prepare information package for Chief &amp; Council on importance of retaining an experienced and committed Economic Development Manager.</li> </ul>	Complete performance evaluation at 3 months and annually thereafter to ensure the Economic Development Manager is delivering results in line with Sliammon vision for economic development.	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Seek endorsement from C&amp;C for posting and hiring.</li> <li><input type="checkbox"/> Establish Hiring Committee and selection process.</li> <li><input type="checkbox"/> Develop contract with clear roles, responsibilities, deliverables and reporting requirements.</li> </ul>	<b>COMMUNICATE</b>	



**Goal 3: Develop Sliammon Cultural Centre with Economic Development Opportunities (showcase and market work of Sliammon artists and dancers; market Sliammon small businesses offering guided hiking, canoe, fishing and cultural tours)**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Review previous work for recommended next steps (Cultural Centre Feasibility Study and Commercial Tourism Management Plan both completed in 2005).</li> <li><input type="checkbox"/> Review previous Interpretive Centre Proposal prepared by Kevin Orpen (former SDC Manager).</li> <li><input type="checkbox"/> Identify funding sources through development of a business plan.</li> <li><input type="checkbox"/> Identify operational and maintenance costs in business plan.</li> <li><input type="checkbox"/> Link and coordinate with planning and fundraising for other infrastructure / capital projects.</li> <li><input type="checkbox"/> Link and coordinate with final agreement negotiations and funding from governments of BC and Canada to build new Administration Building / Cultural Centre.</li> </ul>	Economic Development Manager, Capital Manager	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl / SFN Website / Open Houses	

**Goal 4: Identify big and small business opportunities and promote viable and sustainable Sliammon owned businesses**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Delegate responsibility to Economic Development Manager.</li> <li><input type="checkbox"/> Review previous work for next steps: Highest &amp; Best Use Analysis; Forestry Economic Opportunities Study; Fisheries Economic Opportunities Study and Commercial Tourism Management Plan.</li> <li><input type="checkbox"/> Identify current and future business opportunities – large scale and small scale.</li> <li><input type="checkbox"/> Secure resources required for feasibility and business planning.</li> <li><input type="checkbox"/> Identify reserve land with economic development potential and operationalize.</li> <li><input type="checkbox"/> Link with Lands Department in terms of land use zoning and permitting as required.</li> <li><input type="checkbox"/> Develop partnerships to support pursuit of business opportunities.</li> <li><input type="checkbox"/> Secure requirements to support Sliammon small business and entrepreneurs: business planning; linking with community futures and career link; accessing small business grants and loans; lending program and small business incubator.</li> <li><input type="checkbox"/> Review problems from previous lending circles program in Sliammon and learn from mistakes.</li> <li><input type="checkbox"/> Link with Human Resources Department to jointly plan for how to support small business and entrepreneurs.</li> </ul>	Economic Development Manager	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl / SFN Website / Open Houses	



**Goal 5: Establish sound business practices to limit liability to the Nation**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Set standards in policy development. <input type="checkbox"/> Research models in other first nation communities that have been successful.	Community Economic Development Board / Economic Development Manager	
<input type="checkbox"/> Develop a checklist to ensure each business venture and limited company meets criteria and standards to work for our nation: - sound business practices; directors insurance; clear conflict of interest guidelines and approval process for business plans and loans.	<b>MONITOR</b>	
<input type="checkbox"/> Develop standardized contract agreements (templates) for employees and contractors to define clear roles and responsibilities.	<b>COMMUNICATE</b>	
<input type="checkbox"/> Recognize and implement length of short term / long term contracts. <input type="checkbox"/> Develop a process for loans and business plans. <input type="checkbox"/> Keep "conflict of interest" at arms length (i.e. how do you separate business from politics without having the required political support). <input type="checkbox"/> Implement research and training to set up sound business practices. <input type="checkbox"/> Frame a process for selecting Directors to run companies for long term stability. <input type="checkbox"/> Adopt a financial by-law for revenue sharing. <input type="checkbox"/> Clarify reporting relationship amongst all entities and Chief & Council.	Neh Motl / SFN Website / Open Houses	

**Goal 6: Complete annual performance reviews for organization, businesses, managers, staff**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<input type="checkbox"/> Develop annual contract for outside consultant to complete an organizational review.	Community Economic Development Board / Economic Development Manager	
<input type="checkbox"/> Implement and enforce policies for annual performance evaluations.	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl / SFN Website / Open Houses	



**Goal 7: Learn how to work together**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Improve communications and listening skills.</li> <li><input type="checkbox"/> Better coordination amongst Chief &amp; Council at meetings.</li> <li><input type="checkbox"/> Learn that business is business regardless of who you are.</li> <li><input type="checkbox"/> Enforce policies amongst entities to keep things at the professional level.</li> <li><input type="checkbox"/> Orientation for C&amp;C, Boards, Managers and Staff to policies and procedures and how enforcing them ensures accountability and transparency in decision-making.</li> <li><input type="checkbox"/> Embrace our successes &amp; learn from other people's successes.</li> <li><input type="checkbox"/> Create awareness in the community on roles and responsibilities.</li> </ul>	Leadership / Managers / Staff / Community	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl / SFN Website / Open Houses	

**Goal 8: Celebrate our successes internally and externally**

ACTIONS	CHAMPION/ ACCOUNTABLE	URGENT
<ul style="list-style-type: none"> <li><input type="checkbox"/> Recognize all successes – big and small.</li> <li><input type="checkbox"/> Recognize contributions of employees – big and small.</li> <li><input type="checkbox"/> Create a "solution-focused" environment for vs. "problem saturated".</li> <li><input type="checkbox"/> Create a special edition of the Neh Motl that summarizes successes over the past ten years.</li> <li><input type="checkbox"/> Monthly reporting in Neh Motl and on SFN Website.</li> <li><input type="checkbox"/> Initiate employee of the month program to acknowledge work and effort.</li> <li><input type="checkbox"/> Establish regular staff meeting schedule for effective communication.</li> </ul>	Leadership / Managers	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl / SFN Website / Open Houses	

**Goal 9: Coordinate fundraising efforts**

ACTIONS	CHAMPION/ ACCOUNTABLE	HIGH
<ul style="list-style-type: none"> <li><input type="checkbox"/> Improve communication and coordination amongst entities.</li> <li><input type="checkbox"/> Establish regular meeting schedule to share information and develop strategies and options for funding.</li> <li><input type="checkbox"/> Create a calendar with all funding deadlines.</li> <li><input type="checkbox"/> Create a directory of funding agencies, applications and criteria.</li> <li><input type="checkbox"/> Provide orientation and training for managers and staff on fund raising and proposal writing – link with INAC and their training schedule.</li> <li><input type="checkbox"/> Explore the idea of retaining a Proposal Writer / Procurement Officer who would work on behalf of the Nation.</li> <li><input type="checkbox"/> Network with other First Nations and communities to learn from their approaches to fundraising for all aspects of community development.</li> </ul>	Entity Managers Leadership / Managers	
	<b>MONITOR</b>	
	<b>COMMUNICATE</b>	
	Neh Motl / SFN Website / Open Houses	

An Implementation Plan for the Qumehs (Community Economic Development) Strategic Goals is presented on the following page. The Plan presents a recommended timeframe for implementing each of the strategic goals in terms of its priority ranking.

- Urgent:** This strategic goal must be addressed in Year 1;
- High:** This strategic goal should be addressed in Years 2 and 3;
- Moderate:** This strategic goal should be addressed in Years 4 and 5.



**QUMEHS – COMMUNITY ECONOMIC DEVELOPMENT**

		Year 1	Year 2	Year 3	Year 4	Year 5	Future
Goal 1:	Reform economic development structure to clarify mandates and reporting relationships	●					
Goal 2:	Retain experienced and committed economic development manager	●					
Goal 3:	Develop Sliammon Cultural Centre with economic development opportunities (showcase and market work of sliammon artists and dancers; market sliammon small businesses offering guided hiking, canoe, fishing and cultural tours)		●				
Goal 4:	Identify big and small business opportunities and promote viable and sustainable sliammon owned businesses	●					
Goal 5:	Establish sound business practises to limit liability to the nation	●					
Goal 6:	Complete annual performance reviews for organization, businesses, managers, staff	●					
Goal 7:	Learn how to work together	●					
Goal 8:	Celebrate our successes internally and externally	●					
Goal 9:	Coordinate fundraising efforts		●				



## 6.0 IMPLEMENTATION PLAN – PERFORMANCE PLANNING

The final section of the CCP provides a framework for implementing goals and performance measurement. There are three components of the Implementation Plan – Performance Planning:

**Phased Implementation + Accountability** – This section is an overall discussion of the phased implementation of the CCP. The challenge, as always, is that all of the goals are critically important but it is impossible for Sliammon to address all of them at the same time.

**Performance Framework** – This section considers how Sliammon will monitor how they are doing in meeting the goals and strategies outlined in the CCP. The section provides an overview of performance monitoring and provides specific suggestions for developing a Sliammon First Nation Performance Framework to support evaluation and monitoring.

**Communication** – Communication is a key focus of the CCP and is included in the goals of all the theme areas. This section presents a potential communication plan including specific suggestions about frequency of meetings and other forms of communication both within the organization and with the community.

The implementation plan for the CCP covers a five year period. There is a possibility that a treaty may be concluded and come into effect within this time period. If this occurs, the CCP will have to undergo a significant review and a number of the actions and related timelines will likely need to be revised.

### 6.1 PHASED IMPLEMENTATION + ACCOUNTABILITY

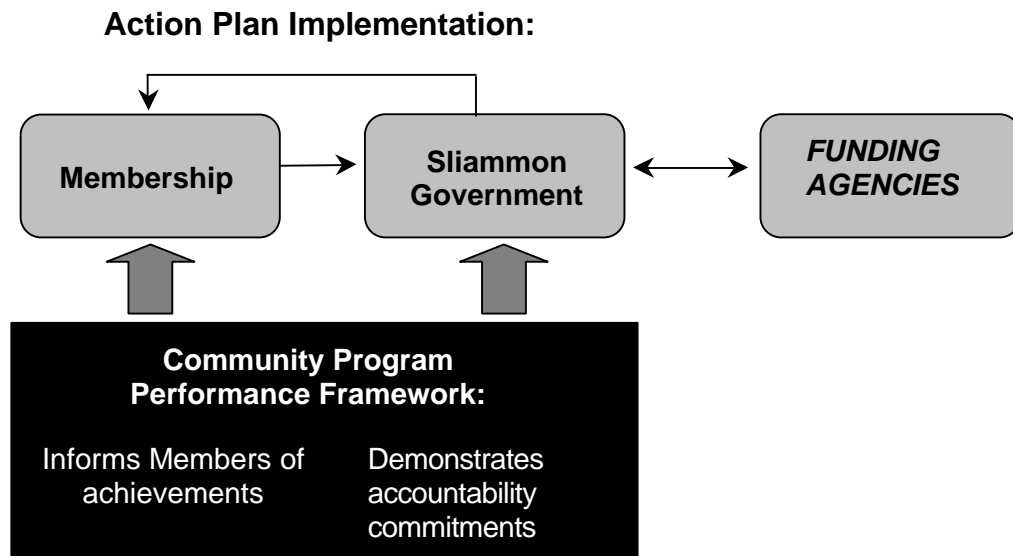
The CCP is a comprehensive document which is supported by a number of broad strategic goals and specific program based goals. Meeting the goals will require a coordinated effort from Chief and Council, Committees, departmental managers and staff and the community. Within the body of the CCP, each house post includes an implementation plan with suggested timeframes for starting work on addressing the goals. This is a critical starting point for implementing the CCP. Evaluation and monitoring is a second key implementation tool. Evaluation and monitoring annually enables the Sliammon First Nation to (further described in the next section):

- prioritize goals each year
- set specific performance measures and performance targets
- analyze progress toward meeting targets
- reconsider goals and timing in light of progress



- involve the community in evaluating success
- communicate successes and challenges to the community as well as plans for the upcoming year

This approach provides a continual loop of planning, implementation and evaluation which includes all stakeholders and involves the community in proactively planning community services as well as evaluating, from the community perspective, how community services are meeting their needs. This approach further enhances accountability both to the community and to funding agencies and is more responsive to community needs.



Source: First Nations Working Group on Performance Measurement and INAC, [First Nation Self-Evaluation of Community Programs – A Guidebook on Performance Measurement](#), October 1998, p.11

Each year, the CCP needs to be evaluated and progress toward stated goals tracked. Depending on progress made, changes may need to be made to the implementation schedule. Additionally, the order in which goals are addressed may change as community priorities and/or funding sources change.

## 6.2 PERFORMANCE FRAMEWORK

Performance measurement is the ongoing process of measuring how well a particular program is achieving the goals that were set for it. A performance framework is a tool to define:

- Focus on priority goals
- Define the criteria that will be used to measure success
- Monitor progress toward goals
- Identify opportunities for making improvements

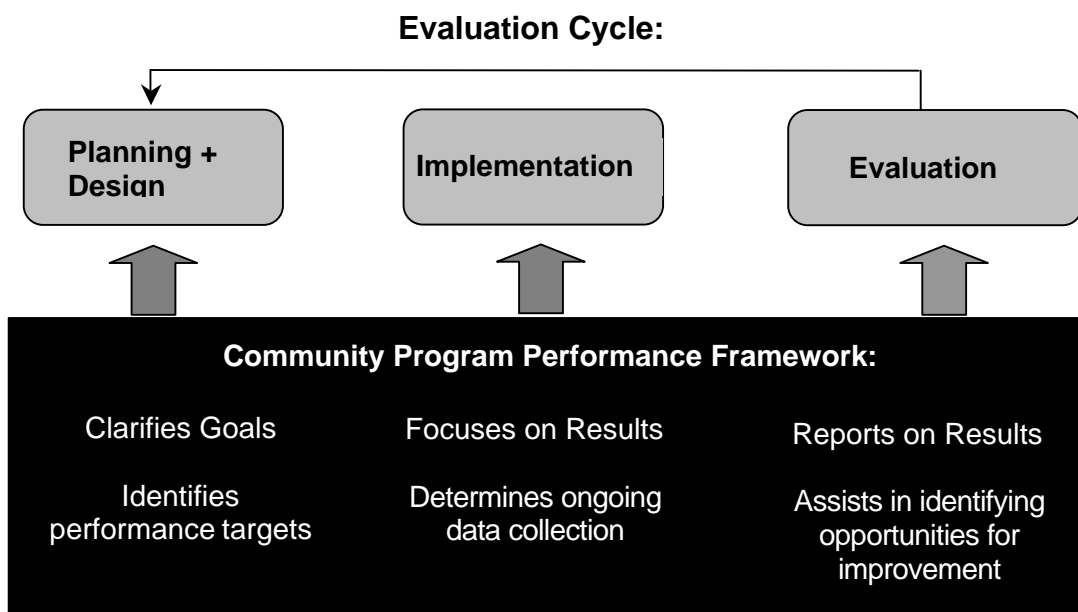


- Report to community members on the results achieved

A performance framework also provides an ongoing opportunity to:

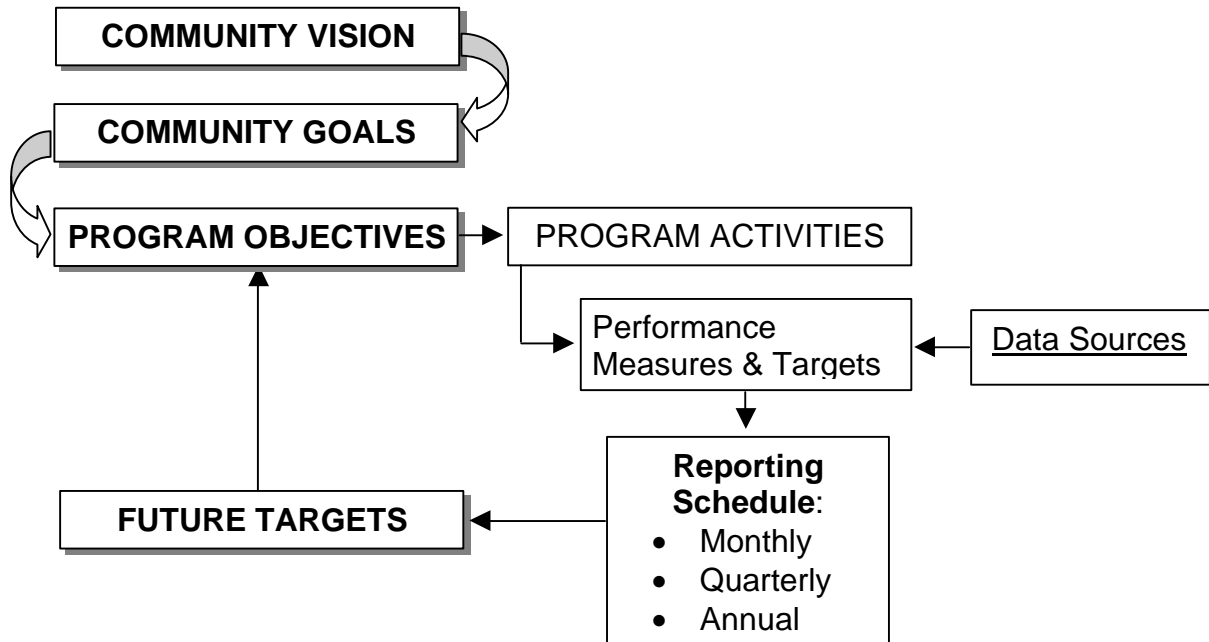
- build consensus around clear goals and targets for performance of community departments and entities
- strategically focus the First Nation's financial and human resources on achieving priority goals
- obtain regular feedback on progress toward goals
- identify improvements that can be made using a responsive program management cycle

The performance framework feeds into all phases of program management, from planning and design through implementation to evaluation (see graphic below). It supports effective feedback by providing an agreed structure for what information will be collected and how it will be reported.



Source: First Nations Working Group on Performance Measurement and INAC, First Nation Self-Evaluation of Community Programs – A Guidebook on Performance Measurement, October 1998, p.9

The graphic on the following page shows the general components of a Sliammon First Nation Performance Measurement Framework. It is important that each of these components is reviewed on a regular basis to ensure they continue to reflect the vision, goals and program objectives of the community.



Source: Hartley Bay Village Council, Gitqa'at Performance Plan, July 2000, p.5

The graphic outlines a process for both developing and reviewing a Sliammon First Nation Performance Plan.

### 6.3 COMMUNICATION

Communication is a key focus of the CCP. During the CCP consultation, discussions about communication focused on the need to maintain clear and respectful communication at all times. Participants also highlighted that a lack of communication creates mistrust within the organization and with the community. This section includes a general discussion about communication issues raised during the development of the CCP and provides a Communication Plan with guidelines about when and how communication should occur.

The following suggestions for effective communication have been developed through the CCP:

- Decisions to be made in a transparent and accountable manner, based on Sliammon First Nation publicly available policies and procedures
- Publish minutes of all meetings
- Diversify representation on Boards and Committees
- Develop a transparent dispute resolution process
- Ensure that key decisions have input and endorsement from the community



- Make sure everyone understands exactly what their role is such as staff, council and community members
- Update policies on access to information such as mailing and e-mail lists for membership
- Report on progress and accomplishments as well as challenges

The need for more regular meetings and to have meeting minutes made available to Council and other organizations was a constant theme in the CCP consultations. A second key theme was the need to publish the newsletter every month. Using the internet and the Sliammon First Nation website as a core communication tool were also discussed.

It may be possible to post the newsletter, policies and procedures, program plans and the minutes of all meetings on the website to make this information accessible to the community without printing and distributing copies to everyone. Copies of the above should also be available at the Band office on request.

The table below outlines a possible Communication Plan which outlines meetings (within the organization), reports and community consultation. Given the high level of support for the community forums held as part of this project, it is suggested that two community forums be held each year in addition to the AGM and Christmas Dinner. Scheduling of community forums will be sensitive to cultural gathering times such as shellfish openings. Consideration will also be given to moving to a 2-3 day annual assembly (AGM). This will give the community a chance to connect with Council and Managers, and Staff and allow the time for meaningful input into program planning and evaluation.

	Meetings	Reports	Community
<b>January</b>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Leadership Workshop</li> <li>• Program + Entity Managers</li> <li>• Program Managers + Staff</li> <li>• House Post Committees</li> <li>• Program Managers with Council</li> <li>• Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Program Manager and Entity Reports to Council</li> <li>• Portfolio Reports to Council</li> <li>• Committee Reports to Council and House Post Committees</li> </ul>	<ul style="list-style-type: none"> <li>▸ Newsletter</li> <li>▸ Community Forum</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Program Managers + Staff</li> <li>• Program Managers with Council</li> <li>• Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Program Manager and Entity Reports to Council</li> <li>• Portfolio Reports to Council</li> <li>▸ Committee Reports to Council and House Post Committees</li> </ul>	<ul style="list-style-type: none"> <li>▸ Newsletter</li> </ul>



<b>March</b>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Program Managers + Staff</li> <li>• Program Managers with Council</li> <li>• Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Program Manager and Entity Reports to Council</li> <li>• Portfolio Reports to Council</li> <li>• Committee Reports to Council and House Post Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Leadership Workshop</li> <li>• Program + Entity Managers</li> <li>• Program Managers + Staff</li> <li>• House Post Committees</li> <li>• Program Managers with Council</li> <li>• Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Program Manager and Entity Reports to Council</li> <li>• Portfolio Reports to Council</li> <li>• Committee Reports to Council and House Post Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter</li> <li>• Community Forum</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Program Managers + Staff</li> <li>• Program Managers with Council</li> <li>• Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Program Manager and Entity Reports to Council</li> <li>• Portfolio Reports to Council</li> <li>• Committee Reports to Council and House Post Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Program Managers + Staff</li> <li>• Program Managers with Council</li> <li>• Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Program Manager and Entity Reports to Council</li> <li>• Portfolio Reports to Council</li> <li>• Committee Reports to Council and House Post Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Leadership Workshop</li> <li>• Program + Entity Managers</li> <li>• Program Managers + Staff</li> <li>• House Post Committees</li> <li>• Program Managers with Council</li> <li>• Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Program Manager and Entity Reports to Council</li> <li>• Portfolio Reports to Council</li> <li>• Committee Reports to Council and House Post Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter</li> <li>• AGM</li> </ul>
<b>August</b>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Program Managers + Staff</li> <li>• Program Managers with Council</li> <li>• Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Program Manager and Entity Reports to Council</li> <li>• Portfolio Reports to Council</li> <li>• Committee Reports to Council and House Post Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter</li> </ul>



<b>September</b>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Program Managers + Staff</li> <li>• Program Managers with Council</li> <li>• Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Program Manager and Entity Reports to Council</li> <li>• Portfolio Reports to Council</li> <li>• Committee Reports to Council and House Post Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter</li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Leadership Workshop</li> <li>• Program + Entity Managers</li> <li>• Program Managers + Staff</li> <li>• House Post Committees</li> <li>• Program Managers with Council</li> <li>• Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Program Manager and Entity Reports to Council</li> <li>• Portfolio Reports to Council</li> <li>• Committee Reports to Council and House Post Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter</li> <li>• Community Forum</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Program Managers + Staff</li> <li>• Program Managers with Council</li> <li>• Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Program Manager and Entity Reports to Council</li> <li>• Portfolio Reports to Council</li> <li>• Committee Reports to Council and House Post Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Program Managers + Staff</li> <li>• Program Managers with Council</li> <li>• Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Program Manager and Entity Reports to Council</li> <li>• Portfolio Reports to Council</li> <li>• Assessment of Performance</li> <li>• Preparation of Program Plans + Performance Targets for Upcoming Year</li> </ul>	<ul style="list-style-type: none"> <li>• Newsletter</li> <li>• Christmas Dinner</li> </ul>

An evaluation team needs to be established and could consist of the CAO, a Council representative and the Directors of each House Post. They would be responsible for consulting with their colleagues for program planning and to monitor and evaluate progress and success.

**Meetings:**

- Council – every two weeks
- Leadership Workshop - quarterly
- All Program + Entity Managers – monthly
- Program Managers with Staff - weekly
- House Post Committees - quarterly
- Committees – monthly
- newsletters - monthly
- Community Forums – quarterly
- AGM – annual



### **Reports:**

- Program and Entity Managers to prepare monthly reports to Council
- Portfolio Holders to prepare monthly reports to Council
- Committees to prepare monthly reports to Council and House Post Committees
- Performance Plan reviewed mid way through the year and assessed at the end of the year

### **Community:**

Monthly newsletter

- Three community forums (Sliammon and Vancouver)
- AGM
- Christmas Dinner

The successful implementation of the CCP will require the development of a Performance Framework, coordinated efforts between leadership, staff and the community and the proposed reorganization under the House Posts. This can only happen through effective and consistent communication both internally and externally. The celebration of success and honest review of challenges will help support these activities. The Sliammon First Nation is embarking on an exciting journey which will create a lasting foundation for the future.

