



ᑭaʔamin
TLA'AMIN NATION

ANNUAL REPORT

2024-2025







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VISION

Tla'amin Nation is a healthy, thriving, self-determining, and culturally strong Nation that respects our people, water, lands, and resources and embraces ʔəms taʔow in all that we do.

MISSION

Our mission is to honour our ancestors and ʔəms taʔow through responsible stewardship of our territory and resources, with open and accountable decision-making in the best interests of Tla'amin people – past, present, and future.



Message from hegus John Hackett

ʔaʔečxʷot,

This year's Annual Report tells the story of a Nation on the rise and the great comeback of the Tla'amin people. The stories in these pages reflect the strength, skill, and determination of our Citizens who are shaping a brighter future for generations to come.

It fills me with pride to see so many Tla'amin people working in meaningful jobs for our own government, businesses, and programs. A full sixty-seven percent of our staff are Tla'amin Citizens, a powerful sign that education, training and persistence are paying off.

Over the past year, we have opened new doors for our people: ʔagayqsen Lane, helping families achieve home ownership; t'εxeθot, creating a safe place for those in need of care; and ʔams ʔaye (Our House), our first cultural house in more than two centuries. Our timeline is a lot longer than most, and the return of tiskwat stands as proof that patience, unity, and vision will help us achieve anything.

Financially, our Nation continues to grow stronger with a solid surplus that allows us to reinvest in people, culture, and community services. Forty cents of every dollar in this year's report were earned through proposals, showcasing the determination of our staff to make the most of our limited resources.

Our comeback is not about luck. It is generations of hard work guided by our taʔow and fueled by love for our people and our gije. No matter what we go through, we are Tla'amin strong and I see a bright future for our generations to come.

čečhaθeč,

hegus John Hackett

hawhegus

GOVERNANCE

A NEW APPROACH TO GENERAL ASSEMBLIES

This year Tla'amin Nation reimagined how General Assemblies could connect citizens to governance, culture, and community. Guided by the Comprehensive Nation Plan, the new format emphasizes transparency, accountability, and inclusion – bringing all parts of government together under one roof. Each Assembly now includes detailed financial reporting, participation from Tla'amin Management Services, housepost updates, workshops, cultural programming, and engagement opportunities on major Nation priorities.

In 2024, Tla'amin hosted two expanded General Assemblies each drawing over 200 citizens

and including participation of over 55 urban households. Together, citizens attended 44 workshops, welcomed 40 new babies, and received 129 vaccinations through on-site health services.

The gatherings also featured feasts, song, and story sharing, with travel subsidies ensuring off-lands citizens could attend. By consolidating major engagement into two large-scale events each year, Tla'amin is deepening participation, improving efficiency, and strengthening the connection between citizens, leadership, and administration.

Satisfaction with the new format ranked high over the two assemblies.

Evaluation data from Spring and Fall 2024 revealed overall strong satisfaction:

SPRING 2024

100% of citizens “agreed” or “strongly agreed” with the following statements:

“I felt comfortable and safe”

“I learned something”

“it was worthwhile for me to attend”

“staff treated me well”

FALL 2024

94% agreed it was worthwhile to attend

94% felt that staff treated them well

90% felt they learned something

87% reported feeling comfortable and safe



SPRING 2024

youtu.be/B9aqqi2Dp8?si=HTZXLUYXDPCIP5CW



FALL 2024

youtu.be/2uKhEprNzk

REVIEW AND APPEAL PANEL RETURNS DECISION TO ALLOW CANDIDATES' ELECTORAL STANDING

Tla'amin Review and Appeal Panel held oral hearings on Monday, August 19, 2024 to consider the appeals requested by Brandi Marriott, Brandon Peters, and Alexandria Souch (the Applicants) of the decisions of Jordan Loose, Elections Officer (the Respondent) not to certify the Applicants as candidates in the Tla'amin Nation September 14, 2024 election.

The Panel rendered its decisions, and all three appeals were allowed, meaning the appellants were certified as candidates for the 2024 Tla'amin election. The hearings were open to the Tla'amin

public, and citizens witnessed the hearings at the Governance House and via Zoom.

The Review and Appeal Panel plays an important role in the governance of the Tla'amin Nation. It is an independent body which can review decisions of the Tla'amin government, its entities, agencies, and hired service providers. In 2025 the Panel was comprised of Chair Peter D. Larlee, and standing members Brooke Vagelatos, and Melanie Vivier. Joel Harry served as an alternate and Frances Ladret is Clerk.

TLA'AMIN GOVERNMENT CONVENES TERM'S FIRST LEGISLATIVE SESSION

Tla'amin hęgus and legislators met on October 2, 2024, for the inaugural meeting of the 2024-2028 Tla'amin Legislative Assembly. All elected officials attended in person and swore the Gunn-a-wooth (oath of office). hęgus and all Legislators met the requirement to complete and submit conflict of interest declarations.

hęgus John Hackett was re-elected on September 11 for another four-year term along with the following Legislators:

- Losa Luaifoa (re-elected)
- Brandon Peters (re-elected)
- Brandon Louie (elected)
- Tanner Timothy (elected)
- Dillon Johnson (re-elected)
- Gloria Francis (re-elected)
- Callum Galligos (elected)
- Erik Blaney (re-elected)

The swearing-in ceremony opened with a prayer from Elsie Paul and the Tla'amin celebration song by Drew Blaney, and was livestreamed and recorded. The formal public inauguration took place at the October 2024 general assembly.

Executive Council and house post appointments for the 2024-2028 term are as follows:

- Finance and Administration – Losa Luaifoa
- Community Services – Brandon Louie
- Lands and Resources – Callum Galligos
- Public Works – Dillon Johnson
- Community Economic Development – hęgus John Hackett

House posts, like cabinet ministers, hold broad responsibilities for their service areas including overseeing the development and evaluation of Tla'amin laws, policies, and programs. They serve as spokespeople, attend committee meetings, and actively participate, report and represent their house post at the Legislative Assembly, Executive Council, and Tla'amin General Assembly.

TLA'AMIN HOSTS TREATY NATIONS

On July 8, 2024 Tla'amin Nation hosted the annual gathering of Modern Treaty Nations and senior officials from BC. At the meeting, Tla'amin hęgus John Hackett welcomed an expanded lands and resources funding model.

“Appropriate fiscal relations are essential in enabling the exercise of jurisdiction under our treaties,” said hęgus John Hackett of Tla'amin Nation. “The new lands and resources funding model will contribute to the implementation of our treaty rights through significant and stable funding. I can't stress how meaningful this is for our governments and citizens. This funding enables us to breathe life into our treaty rights over our traditional territories.”



ʔayisaθot

PUBLIC WORKS, CAPITAL & INFRASTRUCTURE

ʔAGAYQSEN LANE: OPENING DOORS TO HOME OWNERSHIP

Work began in 2024 on the ʔagayqsen Lane subdivision in ʔiθosəm, creating 15 serviced lots for Tla'amin citizens. The project contributes more than \$1.3 million in land and in-kind support to help families begin their home ownership journey. "Our citizens have been legislated out of private ownership opportunities for 150 years," said hegus John Hackett. "Home ownership builds stability, wealth, and independence."



ʔƏMS ʔAYƏ (OUR HOUSE): OUR HOME FOR CULTURE

Construction was substantially completed on ʔəms ʔayə (Our House), the first cultural house in Tla'amin Territory in more than 200 years. The site includes a Cultural Centre and Traditional Foods Processing Facility, along with Museum Space, Language Lab, and Smokehouse. Built by Dawn Construction with Tla'amin trades, the buildings were fully enclosed and ready for interior finishing by March 2025.

Elders and citizens toured the site during the General Assembly, previewing the spaces where future generations will gather to share knowledge, prepare traditional foods, and practice culture.

ᑕᑭᑭᑭᑭᑭ: COMING IN OUT OF THE COLD, PURPOSE-BUILT HOUSING FOR THOSE WHO NEED IT MOST.

In March 2025, Tla’amin Nation opened ᑕᑭᑭᑭᑭᑭ, meaning “to warm oneself by the fire,” a new complex care housing program providing four purpose-built homes for citizens living with mental health or substance-use challenges. The new homes offer stability and safety alongside health, cultural, and social supports. Tla’amin conducted an ancestral food burning to honour our relatives lost to substances and mental health challenges before the opening. “Taking care of our relations in the spiritual realm brings healing in both worlds,” said Brandon Louie, Housepost for Community Services. The ᑕᑭᑭᑭᑭᑭ program, developed with Vancouver Coastal Health and Lift Community Services, ensures residents at risk of homelessness have access to health and social supports, connection, and community in one place.



Housing by the numbers – FY 2025

12 Total number of homes renovated

1.1M Total value of reno budget

5 New homes complete

37% Total renters in full compliance with rental agreements

22% Total renters in partial compliance with rental agreements

OUR LANGUAGE, OUR WAY OF LIFE: TLA’AMIN STREETS GET ᑕᑭᑭᑭᑭᑭ NAMES

Tla’amin Nation took another step toward normalizing our language this year – one sign at a time. Twelve streets across the village now proudly display their ᑕᑭᑭᑭᑭᑭ names, including ᑕᑭᑭᑭᑭᑭ ᑕᑭᑭᑭᑭᑭ on Waterfront Road. The project, years in the making, was completed in partnership with Public Works and Language teams, fulfilling Goal 9 of the Comprehensive Nation Plan: to integrate ᑕᑭᑭᑭᑭᑭ throughout ᑕᑭᑭᑭᑭᑭ (our lands) and everything we do.

Director of Public Works Carmen Galligos said, “ᑕᑭᑭᑭᑭᑭ is an essential part of who we are as ᑕᑭᑭᑭᑭᑭ people. These signs show our identity and presence, creating a sense of home, belonging, and pride.”



nłne gıǵe

LANDS & RESOURCES

A 300-YEAR FOREST PLAN: STEWARDING ʔƏMS GIǵE FOR FUTURE GENERATIONS

On August 14th Tla'amin published a 300-Year Forest Resource Plan affirming Tla'amin's role as steward of ʔəms giǵe, our territory, and setting out how forest decisions today will support management direction for the next 7 generations. Developed through community listening sessions and guided by taʔow, the plan covers 200,000 hectares of forest land, both within and outside Tla'amin Treaty settlement lands. It exceeds federal and provincial standards for conservation networks, stream protection, and old-growth management.



STRENGTHENING SALMON STEWARDSHIP

The 2024 salmon season was a productive one. The fish hatchery team managed to secure its annual egg targets for the contribution agreement held by the Nation with the Department of Fisheries and Oceans.

The hatchery staff captured enough brood stock to collect 1.6 million chum eggs. 900k of these eggs were fed and released into Tla'amin River in May 2024. The remaining numbers were released into the system unfed. We also managed to collect 84k of Coho eggs that were stored in the nursery until hatch. They were fed before adipose clipping and released into Tla'amin Lake in the first week of June. These salmon fry are unique as they stay in the lake until the following spring before they migrate out to sea the following spring.

Hatchery staff also managed to get 105k of Chinook eggs from Big Qualicum Hatchery to top off the 7k we managed to get from our own river. These fish are fed and kept on hand before being released into the river in second week of June.

The hatchery also hosted several projects over the year with the help of DFO funding.

- Replaced old waterline with a new one including new valves and pressure relief valves and digital flow meters
- Incubation room. We repurposed an old building and turned it into a Chinook nursery by adding health stack incubators, drainage, and header tanks
- Secondary incubation was given attention by fabricating aluminum slats and security covers and new plumbing
- New alarm system for all incubation rooms and tanks. This was a much-needed item, now we can monitor water flows and float alarms electronically

These are just a few highlights from our fisheries team, big thanks to the Department of Fisheries and Oceans for funding and partnership.



COMING HOME TO TISKWAT

Community engagement revealed strong support for the pursuit of tiskwat. With 88% supporting the reacquisition, 11% not sure, and 1% opposed.



Following nearly two years of due diligence and negotiations on March 17, 2025, Tla'amin Nation and Domtar (formerly Paper Excellence) signed a deal to return 126 acres of tiskwat back to Tla'amin Nation.

The reacquisition comes 146 years after the lands were alienated from the Nation through the illegal sale of Lot 450 in 1878 and one year after the federal government accepted Tla'amin's specific claim for Lot 450 for negotiation.

Tiskwat is the heart of Tla'amin Territory and was once a major village and trading site.

The agreement, built on years of trust and collaboration, returns stewardship of these lands to Tla'amin. Portions of the site will be protected for cultural and environmental values, with others planned for future redevelopment.

Executive Councillor Dillon Johnson said, "tiskwat is a very special place that has sustained Tla'amin people since time immemorial, and we always knew it would come back to us. This agreement marks a new chapter not only for Tla'amin, but for the entire regional economy."

č'εč'εgatawł

COMMUNITY SERVICES

SUPPORTING OUR KIDS THROUGH SPORT

In August 2024, Executive Council unanimously approved the č'εč'εgatštəm Ɂəms čičuy ("helping to support our kids") Recreation Reimbursement Program, providing financial support for Tla'amin children and youth aged 0–18 to participate in sports and recreation. The policy was shaped by community feedback and applies equally to on- and off-land citizens. "Sports teach teamwork, discipline, and respect," said hēgus John Hackett. "This program removes barriers so our kids can thrive." Eligible families may receive up to \$1,000 per year to help cover registration fees. As Dillon Johnson noted, the policy ensures "equal, fair, and transparent funding of kids' sport."

On behalf of my family, I would like to extend our sincere gratitude to Tla'amin Nation for your generous support of my children's recreational pursuits, including hockey and mixed martial arts. Your investment in youth and community well-being plays a huge role in fostering confidence, discipline, and personal growth. We are truly thankful for your continued commitment and contribution to their development.

Billy Jack Harry and Sheena Rossi,
parents to Ryder and Ariya





REVITALIZING TRADITIONAL FOOD SYSTEMS

In 2024, Tla'amin Nation launched the Traditional Food Systems Revitalization Project, a two-year initiative funded by the Investment Agriculture Foundation's Indigenous Food Systems & Agriculture Skills & Training Program. Coordinated by the Skills & Training team alongside Lands & Resources, the project brings Tla'amin citizens together to harvest, prepare, and share traditional foods while restoring ancestral knowledge.

Community instructors receive an honorarium to teach harvesting and processing methods – from oysters and berries to mushrooms and deer. Tools such as knives, canners, and shuckers are provided so participants can continue harvesting at home. Each workshop blends teaching, story, and hands-on practice.

Highlights from the first year included oyster harvesting at tox^wnač, apple and nettle seed gathering at ʔagayqsən, and a chanterelle mushroom foray near ʔłšosəm. The project also supported a late-fall seal hunt with hides saved for an upcoming tanning workshop.

Workshops completed in FY 2025

- Oyster Harvest & Preparation with Sherry Bullock, spring 2024, tox^wnač
- Apple & Nettle Seed Harvest with Brad Titian, summer 2024, ʔagayqsən
- Apple & Blackberry Preserving with Sherry Bullock & Brandi Marriott, summer 2024, Salish Centre
- Chanterelle & Lobster Mushroom Harvest with Brad Titian, fall 2024, just north of ʔłšosəm
- Deer Canning with Brad Titian, winter 2025, Salish Centre
- Salmon Canning with Colleen Wilson, winter 2025, Salish Centre
- Nettle & Medicine Harvest with Brad Titian, spring 2025, ʔagayqsən
- Devil's Club with Sherry Bullock, spring 2025, just north of ʔłšosəm
- Shellfish Harvest with Sherry Bullock, spring 2025, k^wupłaç
- Seal Hide Tanning with Fern + Roe, spring 2025, Hatchery
- Prawn Pickling with Brad Titian & Simon George, spring 2025, Salish Centre

Workshops are filmed by Tla'amin for the ʔəms nəm app, building a living digital archive of community teachings. More than 100 participants have now taken part, taking home skills that nourish both body and spirit.

HEALTH SERVICES

Homecare – **970** hours of service to **127** clients

492 Immunizations given

- **239** Covid
- **156** Flu
- **42** childhood immunizations (combining, TDAP, MMRV, Polio etc)
- **10** Pneumonia

305 clients of the dental clinic - **289** appointments

Patient Travel – **707** trips supporting **272** clients

Social work – **68** clients

The Nation’s primary care clinic provided **3147** appointments for **411** patients



EDUCATION AND TRAINING



56 Licensed Child Care Spaces

40 Chuy served through Supported Child Development Program

165 K-12 Students in the qathet region

65 Total Post-secondary Students

19 Post-secondary Graduates

13 High School Graduates

223 Citizens who received training

HOŠT TAʔƏČĹŠ TƏMS GYƏ: HOŠT TAʔƏČĹŠ TƏMS GYƏ: TRAVELLING OUR TERRITORY LOCAL CANOE JOURNEY

In August 2024, Tla'amin Nation hosted hošt taʔəčĹš təms gyə ("we are going to travel our territory"), a four-day mini-canoe journey reconnecting Tla'amin, Klahoose, and Homalco relatives to one another and to important places in our territories. Paddlers retraced ancestral routes from ʔaʔamen to toq', ʔohp, and ʔaʔiʔajum before returning home to ʔišosəm for two days of feasting, celebration, and ceremony. The journey honoured the late Kyle Francis and his love for canoe journeys and culminated in his memorial pole being raised in Tla'amin.



Check out this short video about the local journey here

youtu.be/i3c4OYwhjXA

TLA'AMIN WAS THE NORTHERN-MOST CANOE ON TRIBAL JOURNEYS THIS YEAR

Tla'amin Youth Dion Marriott asks permission to come ashore on Tribal Journeys 2024. Of the 71 canoes arriving in Puyallup, Tla'amin was the northernmost canoe. čėčhaθeč puyalapabš for hosting this year's journey and carrying on our tradition of Nation-to-Nation relations along our traditional highways, the waterways.





TLA'AMIN TWINS CARRY SALMON TEACHINGS FORWARD

During the October 2024 Fall General Assembly, Tla'amin members gathered to witness the first First Salmon Ceremony in many years. Cultural and Heritage Manager Drew Blaney shared that, in Tla'amin teachings, twins descend from the salmon people and hold a special role in this ceremony. Twins Lincoln and Stanley pictured here participated in the ceremony to pull two chum salmon (one male and one female) from Tla'amin Creek. Once the salmon were cleaned, thanked, and taken care of the twins returned the bones to the river and invited the salmon to return next year.



WALKING TOGETHER FOR TRUTH AND RECONCILIATION

More than 1,000 people gathered on the National Day for Truth and Reconciliation for a flag-raising ceremony at City Hall and a march to ʔahʔjumixʷ (Willingdon Beach). Tla'amin residential school survivors shared that the strong show of support from qathet residents was "good medicine" on their healing journey.

TLA'AMIN ČIČŸE (GRANDMOTHERS) LEAD THE WAY IN REDESIGN OF CHILD AND FAMILY SERVICES

On May 23, 2024, Tla'amin Nation and Ministry of Children and Family Development (MCFD) signed the ʔajjuθmæt (ah-jooth-met) Interim Agreement. ʔajjuθmæt means 'to understand what someone is saying.'

The agreement's authority flows from the Tla'amin's inherent rights to care for its children and its treaty relationship with British Columbia. It was signed on Tla'amin territory and commits Tla'amin and MCFD to share information and collaborate and cooperate wherever a Tla'amin child is involved with Child and Family services.

Tla'amin čičŸe (grandmothers) issued a statement following the signing, it reads in part "Children are a gift from the creator, they are not ours to keep, they are for us to take care of the best we can. It is our responsibility to act with love in our heart for all children and to protect and teach them. We are working on restoring trust, connection, and respect between one another and in our services because with those values we can do just about anything."



regus John Hackett said "This agreement is a small but important step forward to regaining our primary role and rightful place of supporting Tla'amin children and families with trusting and culturally safe services."



Watch the video:

youtu.be/LqFFbaLjJRM?si=R6UPWTWR7an4t71U



TLA'AMIN CELEBRATES 100 DAYS OF IMMERSION

qaymlix^wqenamšt means we will speak our language and is the name of Tla'amin's immersion program for little ones. Elders, grandparents, parents, and caregivers gathered at the Salish Centre in June 2024 to celebrate 100 days of ʔayajjuθam immersion. Hands raised to the instructor team, Elder helpers, and the kids themselves on reaching 100 days of instruction in ʔayajjuθam.



TLA'AMIN FIREFIGHTERS HONOURED ON INDIGENOUS PEOPLES DAY

On Indigenous Peoples Day Firefighters were honoured in front of the community. All active members and former chiefs were honoured for their protection of, and service to, the community. Former Fire Chiefs Floyd George, Walter Paul, and Erik Blaney were on hand to encourage and celebrate the current roster of firefighters.

A drum-making workshop was gifted to all active members.

Tla'amin firefighters and first responders answered 69 calls in 2025 including 52 medical and 17 fire related (includes hydro calls).



Indigenous Peoples Day 2024

youtu.be/_x6-WLjI5S4?si=5seUuUxsPh3Cyt89



TLA'AMIN HOSTS THIRD ANNUAL THICHUM CUP

The third annual Thichum Cup men's ball hockey tournament ran from June 22-23 at the Tla'amin courts. This year's theme for Indigenous Peoples Day was qat'nxegas (qats-sun-wheegus), which means to unite or come together. The annual ball hockey tournament has a long and meaningful history in the community. Tla'amin citizen Sam Hackett organized the first memorial tournament in 2009 to honour Adam Louie and Lloyd Hackett, and the tournament was rekindled post-Covid with the help of Johnson Adams. Pictured here: Braeyden Louie picked up the tournament Most Valuable Player hardware from Sam Hackett.

A helping hand at Thanksgiving. Community services staff Pam Wilson, Dylan McTavish, and Shirley Louie stand ready to distribute turkey hampers at Thanksgiving. Hamper distributions are part of Tla'amin Nation's food security work, along with the Monthly Good Food Box Program that distributed over 50,000 pounds of food last year.



PEOPLE

In FY2025 Tla'amin added 16 roles to the Nation with the majority of jobs being community facing, addressing community needs in Education, Lands and Housing Departments. Currently, 67% of Tla'amin staff are Tla'amin Citizens.

New people by Housepost area:

ROLE	HOUSE POST	SUB DEPT
IT Supervisor	F&A	Information Technology
Fire Chief	F&A	Emergency Services
Government Secretary	F&A	Administration
Policy Manager	F&A	Policy
Youth & Family Development Worker	Community Services	Child & Family Services
Cultural Support Worker	Community Services	Education
Elder In Residence	Community Services	Education
Recreation Youth Leader	Community Services	Recreation
GIS Youth Employment	Lands & Resources	GIS
Land Use Planner	Lands & Resources	Lands
Guardian	Lands & Resources	Lands
Guardian	Lands & Resources	Lands
Cultural Heritage Technician	Lands & Resources	Territorial Stewardship
Housing Admin Assistant	Public Works	Housing Administration
Housing Manager	Public Works	Housing Management
Housing Director	Public Works	Housing Management



PROFILE: Fire Chief Byron Harry

Tla'amin Nation's full-time Fire Chief, Byron Harry, first joined the department in 2016 after returning home from a decade in construction trades. He has picked up the reins and

guided the department's growth into one of BC's largest First Nation volunteer fire departments, emphasizing culture, relationships, and community connection.

Under his leadership, Tla'amin Fire Department now provides fire protection for Klahanie and Southview, expanding coverage to over 400 homes. Byron champions constant training for his active members including in-house "train-the-trainer" programs that weave in ʔayʔajuθəm language and cultural values. His focus ahead: stronger policies, more prevention education, and mental health supports for volunteers – continuing Tla'amin's path toward self-determination and community safety.

Celebrating long service

After 45 years of service Esther Williams retired in October 2024. A celebratory lunch was held to bid the Nation's longest serving employee a happy retirement. čėčəhaθeč for your service Esther.



Tla'amin Nation Consolidated Financial Statement

	FY2025 (Unaudited) Consolidated	FY2024 (Unaudited) Consolidated
Indigenous Services Canada	\$ 3,010,635	\$ 27,822,074
Crown-Indigenous Relations and Northern Affairs Canada	\$ 26,138,979	\$ -
Tla'amin Trust	\$ (5,049,248)	\$ (5,010,590)
Federal Government	\$ 2,791,784	\$ 2,160,342
Province of British Columbia	\$ 8,127,793	\$ 4,528,767
Other Government and Grant Funding	\$ 6,644,479	\$ 4,388,965
Investment Income	\$ 4,170,987	\$ 3,823,336
Rental Income	\$ 504,272	\$ 533,737
Property and Other Taxes	\$ 504,263	\$ 560,277
Fishing Licenses	\$ 93,094	\$ 140,638
Equity earnings	\$ 12,224,867	\$ 17,385,004
Other Income	\$ 679,769	\$ 463,888
Total income	\$ 59,841,672	\$ 56,796,438
Education	\$ 4,332,363	\$ 3,199,733
Culture and language	\$ 194,782	\$ 347,370
Health	\$ 2,558,601	\$ 2,248,981
Land and resources	\$ 1,485,850	\$ 1,348,937
Public works and infrastructure	\$ 1,218,834	\$ 1,263,981
Housing	\$ 1,122,274	\$ 869,473
Recreation	\$ 179,644	\$ 93,499
Social assistance	\$ 1,270,548	\$ 1,174,215
Community services	\$ 801,925	\$ 440,716
Tis'kwat acquisition	\$ 1,062,969	\$ 1,255,885
Information technology	\$ 516,084	\$ 398,644
Insurance	\$ 1,033,226	\$ 709,674
Legal and professional fees	\$ 1,046,296	\$ 1,371,534
Bank charges and interest	\$ 216,683	\$ 190,607
Dividend distribution	\$ 891,816	\$ 1,707,153
Administration	\$ 1,127,030	\$ 1,218,876
Amortization	\$ 2,295,356	\$ 1,886,211
Salaries and benefits	\$ 17,528,252	\$ 14,549,089
Total expense	\$ 38,882,533	\$ 34,274,577
Profit (Loss)	\$ 20,959,139	\$ 22,521,861
Capital acquisition	\$ (14,055,991)	\$ (7,829,002)
Cash flow surplus (deficit)	\$ 6,903,148	\$ 14,692,859
Non-cash revenue and expenses	\$ (9,929,511)	\$ (15,498,793)
Normalized surplus (deficit)	\$ (3,026,363)	\$ (805,934)
TMS Contribution	\$ 3,025,133	\$ 1,000,000
Reserve Project and Other Funding	\$ 5,450,236	\$ 2,454,318
Cash flow surplus (deficit)	\$ 5,449,006	\$ 2,648,385

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