

Comprehensive Nation Plan Strategy Map

kʷajinəm (Conditions): The **levers** and **constraints** that deeply affect our journey and that must be taken into account in making choices, and which need to be continuously monitored and provided for.

nemoᑕ (Identity): Our təʔaw which guides how we show up and carry ourselves in the work, and the priorities of our people which are at the start of any journey we undertake.

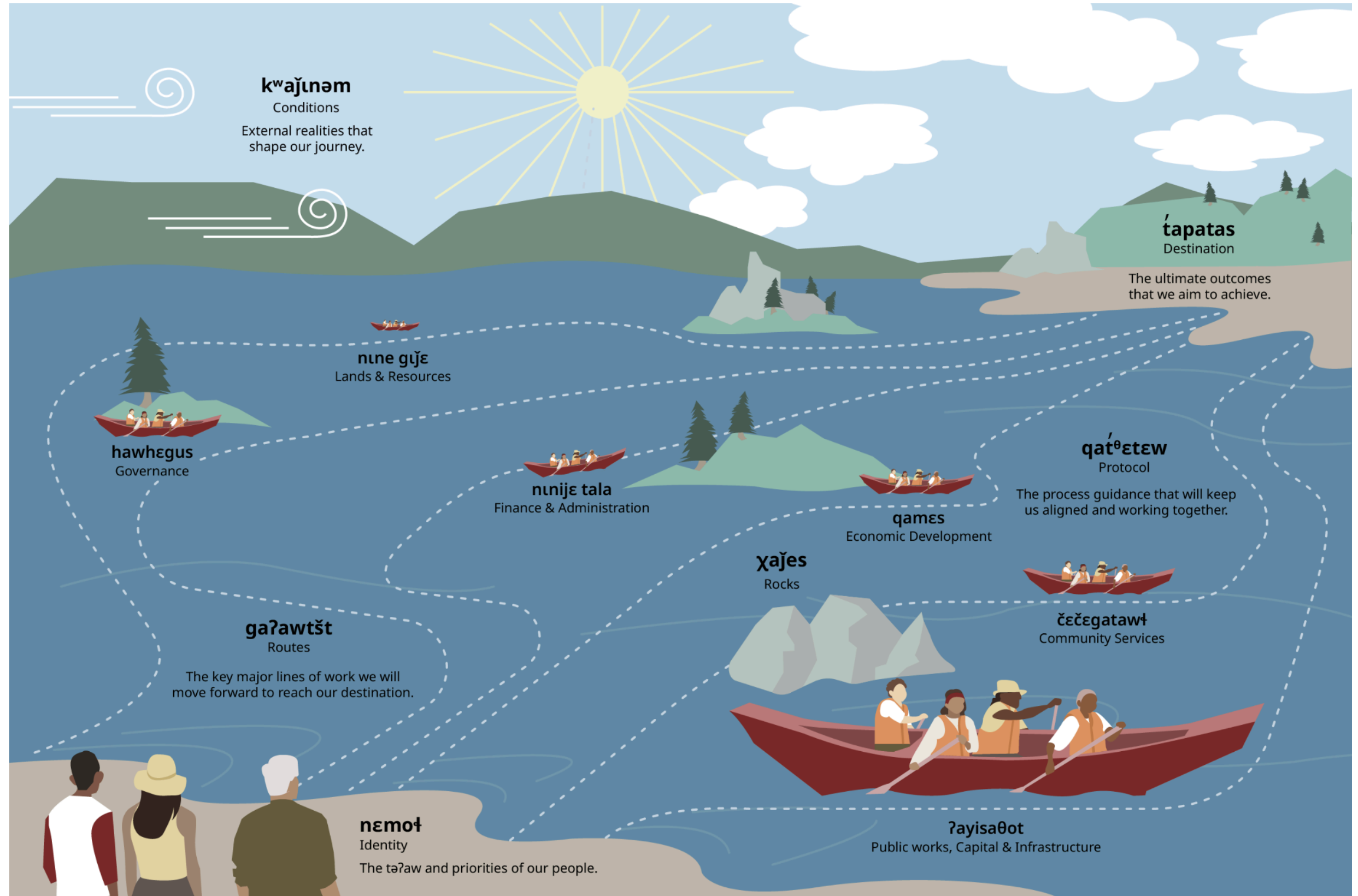
χajēs (Obstacles): The key barriers or rocks in our path that will impede our progress if we do not acknowledge and manage them appropriately.

qatʰetew (Protocol): The processes and discipline (the water we move through) that keep us aligned and working together to maximize the delivery of results in a good way.

gaʔawtʂt (Routes): The key major lines of work that the Tla'amin Nation will move forward in parallel to reach its destination in a coherent and aligned way. This will include the next year of work, and the longer-term deliverables, in each:

- **hawhegus** (Governance)
- **nune gijē** (Lands & Resources)
- **nunije tala** (Finance & Administration)
- **ʔayisaθot** (Public works, Capital & Infrastructure)
- **čēčegatawᑕ** (Community Services)
- **qames** (Economic Development)

ᑕᐱᐱᐃᐃᐅᐅ (Destination): Our major goals and outcomes that the Nation ultimately aims to achieve through its CNP.



kʷajinəm (weather) | nemoᑕ (we/us) | χajēs (rocks) | qatʰetew (hard at work together) | gaʔawtʂt (we will row) | ᑕᐱᐱᐃᐃᐅᐅ (to land, i.e. a boat)

k'wajunəm
Conditions

- Growing population (youth and Elders) on Lands
- Evolving local government relationships
- Climate change
- Racism

- Recent and upcoming elections
- Growing fiscal pressure and restraint
- Tla'amin Nation is a strong regional employer and economic force

χajēs
Obstacles

- Need for development of shared mindsets about code of conduct, program and service expectations, what equity and fairness means

- There is not a fully defined approach to citizenship relative to 554s or to on- and off-lands
- At times, we have internal organizational culture challenges regarding Tla'amin and non-Tla'amin staff

qat'etew Protocol

gaʔawtšt Routes

2025/26 actions focus on:

CNP goals:

- We will ground our relationships in the Tla'amin treaty, ensuring it is a living document that shapes our intergovernmental and local partnerships.
- We will align our approach with the Tla'amin Service Model, ensuring our work is led by Tla'amin taʔow and ways.
- We will loyally implement our Planning and Reporting Framework, ensuring we are aligned in our choices and actions in terms of our time, attention, and money and are accountable for and learn from the results.
- We will prioritize policy development to ensure consistent, fair, and equitable approaches.
- We will continue to increase communications and formalize consistent pathways for Tla'amin voices to guide the work.

hawhegus (Governance)

- Governance (summarize legal requirements, formalize data governance and procurement systems, advance treaty amendments)
- A strong foundation of information (taqatštəm/Census, Programs and Services Handbook, Nation website update, cultural safety curriculum)
- Increased presence (qRD protocol agreement, public education about land uses, increased visibility and use of place names on the territory, tisk'at/Lot 450 specific claim, referrals decision matrix)



1. Actively include, engage, and maintain accountability to all Tla'amin citizens
2. Restore Tla'amin Nation's rightful place and decision-making role
3. Evolve and mature our governance
4. Improve communications and transparency with the general public.

nunije tala (Finance & Administration)

- Growth and development of Tla'amin Nation staff (onboarding and orientation, HR policy, employee and supervisory handbooks, attendance and engagement support, and succession planning)
- Trust and accountability with citizens (concerns / complaints reporting pathway, privacy compliance)
- Financial stability (centralized grant-writing and FFA renegotiation)
- Safety (emergency response plan and OH+S program)



5. Strengthen financial and human resource administration
6. Support all Tla'amin Nation staff to learn, grow, and work as a team
7. Build up Tla'amin people working at all levels in the Tla'amin Nation
8. Strengthen Tla'amin's emergency and pandemic response

čēčegatawŋ (Community Services)

- Cultural identity and development (ʔəms ʔayē and Traditional Food Processing facility)
- Policy and regulation (Child and Family services, Social Assistance, conditional citizenship, mental wellness and substance use, community safety, funeral guide)
- Education (planning, parent group, post-secondary partnerships, forecasting employment needs)
- Health services (primary and mental health care, long-term care, youth services, pharmacy feasibility)



9. Integrate ʔayʔaj uθəm language throughout ʔəms giŋ ε and everything we do.
10. Take care of Tla'amin children
11. Weave wholistic health and wellness into all of our work
13. Improve justice and safety for the community
14. Help all Tla'amin people succeed in their educational journeys

nine giŋε (Lands & Resources)

- Stewardship (partnership agreements, groundwater assessment, Guardians program, restoring salmon IPCA, and Parks)
- Access to land (build cabins)
- Planning and policy development (Complete Communities assessment, scoping land use planning)



15. Strengthen our presence and environmental stewardship within ʔəms giŋε
16. Support Tla'amin people and families to be in relationship with ʔəms giŋε
17. Improve decision-making related to the use of Tla'amin lands and resources
18. Increase Tla'amin land and resource holdings
19. Improve Tla'amin food security

ʔayisaθot (Public Works, Capital & Infrastructure)

- Planning (Asset Management, Maintenance Management, Community Infrastructure Service, Drainage Master, Solid Waste Management)
- Standardized practices (Land and Home Ownership Transfer Policy, records management, renovation prioritization matrix, a preferred contractors list, Tla'amin business registry, and regulation for construction).
- Improved housing options and infrastructure (assess conditions, build new units, inspect renovations, construct public works storage, renew Waterfront Rd infrastructure, implement funding re: off-lands homelessness prevention)



20. Enhance the viability and sustainability of Tla'amin housing stock
21. Enhance the viability and sustainability of Tla'amin infrastructure and services
22. Establish and promote financially effective long-term supply chain strategies/ models

qames (Economic Development)

- Economic development planning and process development regarding land development for economic development
- tisk'at development



23. Increase and diversify own source revenue consistent with Tla'amin values and good governance
24. Promote and increase support for Tla'amin businesses and entrepreneurs
25. Enhance job creation and employment opportunities for Tla'amin people

ʔapatas
Destination

Tla'amin people

- feel strong in their identity, culture, and language
- have trust and confidence in Tla'amin Nation
- feel safe in the Tla'amin community
- actively engage with Nation events and information
- are active on the land

- excel at school and raise safe, thriving, and well children
- have food security
- can live on Tla'amin Lands if they choose
- are served by high quality community wastewater and sewage systems

Tla'amin Nation

- delivers comprehensive programs and services for Tla'amin people
- creates strong procurement opportunities for Tla'amin businesses
- is a great place to work for all
- has quality and accessible data to inform decisions
- increases its land base

- is well represented in decision-making throughout ʔəms giŋε
- has a strong cultural, stewardship, and economic presence throughout ʔəms giŋε
- law, policy, and decision-making processes are upheld (by the public, Tla'amin people, and Tla'amin staff)
- recruits and supports growth of Tla'amin people in Tla'amin Nation role

