





Table of Contents

čėčəhaθəč taθ q ^w al – <i>Welcome</i>	2
tihegəñ meťəm – <i>Who We Are: The Tla'amin Nation</i> ..	5
ʔaθəm – <i>The Voice of Our People</i>	10
gənaχ ^w uθ – <i>Our Path Forward</i>	12
Vision	13
Mission	13
Principles of ʔəms taʔow	14
Roles & Responsibilities	16
Houseposts	17
hawhegus – <i>Governance</i>	18
ninije tala – <i>Finance & Administration</i>	25
čėčəgatawł – <i>Community Services</i>	32
nine giʔe – <i>Lands & Resources</i>	41
ʔayisaθot – <i>Public Works, Capital & Infrastructure</i> ...	49
qameš – <i>Economic Development</i>	55
q ^w εq ^w aystowł – <i>Implementation</i>	61



čěčhaθeč taθ q^wal

Welcome to our territory

ONE HEART, ONE MIND, ONE NATION

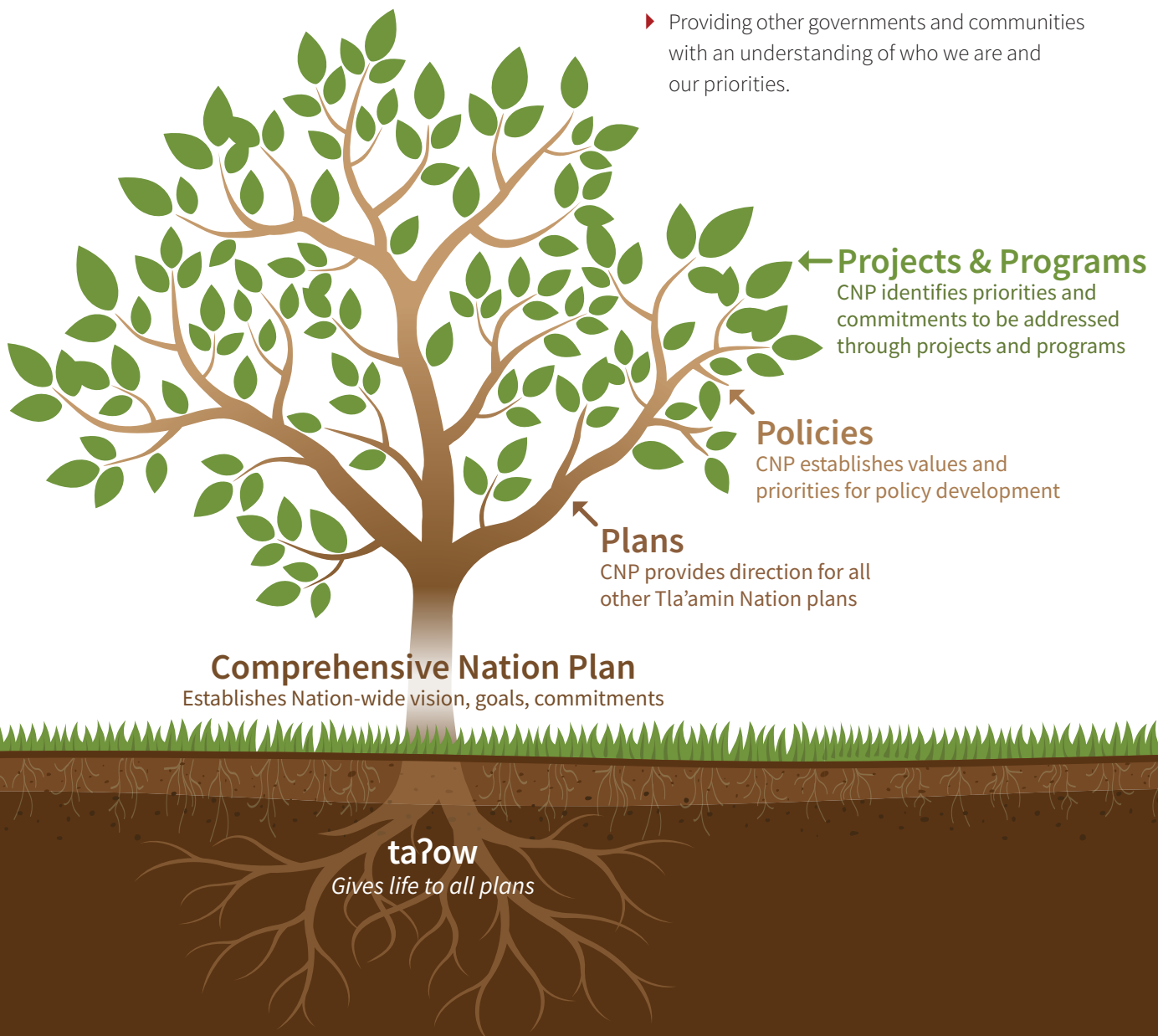
Tla'amin Hagus and Legislators are proud to present our Comprehensive Nation Plan (CNP), produced through an extensive two-year community planning process. In the spirit of “One Heart, One Mind, One Nation”, Tla'amin Nation is grounded in the wisdom of our ancestors, has reflected on our past and present, and has exercised our self-determination to plan for a sustainable future.

*čěčhatanapešt ninije taθ řařem
We thank and honour you for your work*

taʔow are the teachings of the Tla'amin people, passed down from generation to generation. taʔow tells us that everything is connected: the well-being of our people is the well-being of our Nation, and is shaped by our culture and teachings; the places where we live, work, and take care of our spirit; our relationships with each other and our neighbours; the programs, services, and systems that support us; and the health of our lands, waters, and economies. The CNP embraces this taʔow that everything is connected. It presents our plans across all sectors of Tla'amin life and weaves our Tla'amin ways of knowing and being into everything we do.

This CNP is the overarching plan for the Tla'amin Nation adopted by the Hecus and Legislature. It will guide decision-making and shape all other Nation plans and strategies. It supports us by:

- ▶ Describing a shared vision for our Nation, community, and people;
- ▶ Weaving community values, teachings, and worldview in everything we do;
- ▶ Describing progress to celebrate, and areas where we have ongoing needs;
- ▶ Identifying goals and actions to fulfill our vision and address our needs;
- ▶ Improving transparency in Tla'amin Nation governance; and
- ▶ Providing other governments and communities with an understanding of who we are and our priorities.



Our House of Governance reflects our structure for advancing this CNP. The components of the House serve ʔəms noʔomixw (the Tla'amin community or people), led by our Həgus (elected leadership) in accordance with ʔəms taʔow (our teachings). The Houseposts reflect the key pillars of our CNP and administration, which are all necessary to ensure a strong Nation structure. Governance is the support beam connecting everything in the House.

This CNP is organized as follows:

ʔaθəm: The Voice of Our People

An overview of the Tla'amin people and their inputs to this CNP.

gənaʔuθ: Our Path Forward

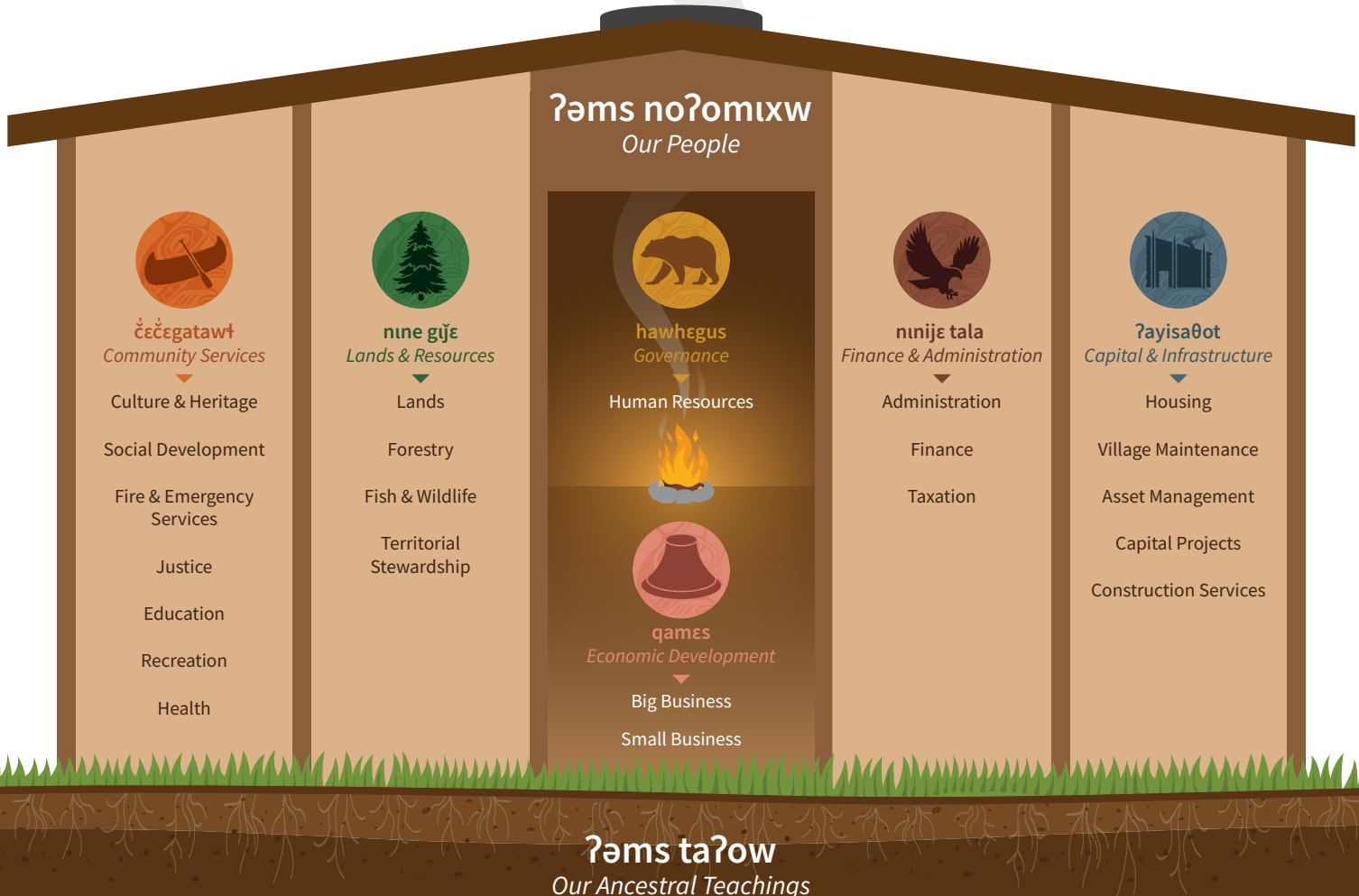
The vision, mission, and values that serve as the foundation for the CNP and guide our goals, actions, and decision-making.

Governance and Housepost Plans

Our goals, commitments, and success factors for the six components of our House – hawhəgus (Governance), ninije tala (Finance & Administration), ččəgatawʔ (Community Services), nine giʔe (Lands & Resources), ʔayisaθot (Capital & Infrastructure), and qames (Economic Development).

qʔəqʔaystowʔ: Implementation

Commitments to processes of accountability for CNP implementation.





tihegən mətəm

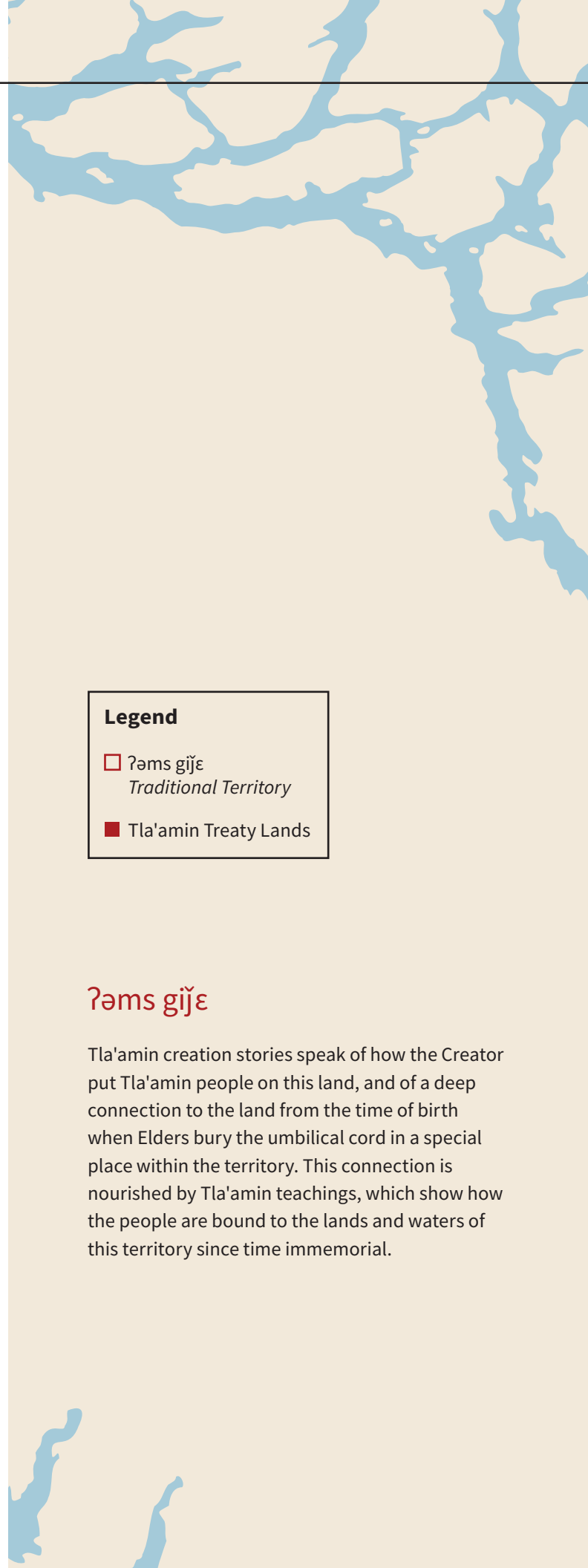
Who We Are – The Tla'amin Nation

tihegən mətəm means integrity. We must understand the past and build from our present to plan for a successful future. As owners and stewards of our homelands since time immemorial, our Nation has flourished through the knowledge of our ancestors, the strength of our leadership, and our relationship with ʔəms giʔe (traditional territory). We will draw on these strengths as we plan for a promising future.

Our worldview and society are grounded in ʔəms taʔow (our teachings) and ʔayʔəjuthəm (language). Our ʔaxʔaxay (Elders) are precious to us, as the primary sources of knowledge and cultural teachings. By listening to and learning from them, and modelling the taʔow in our behaviours and practices, we carry our ancestral traditions and knowledge through present and future generations.

ʔəms giʔe is an area over 609,000 hectares (ha) in size, including waters. Historically, we maintained an active presence and settlements across ʔəms giʔe, and trade and diplomatic relations with our neighbours up and down the coast, including the Klahoose and Homalco First Nations with whom we were one entity. All of our economic and political systems, along with our spirituality, were based on our relationship with the land, air, and waters.

Tla'amin lands include the 8,322 ha of lands that were transferred back to Tla'amin Nation as part of our Final Agreement in 2016, and additional lands that the Tla'amin Nation has acquired. The Final Agreement is an important set of tools that enable us to rebuild, restore, and reconstruct our Nation and identity as we address the past and present impacts of forced colonial disruption to our lands, relationships, societies, language, and culture.



Legend

- ʔəms giʔe
Traditional Territory
- Tla'amin Treaty Lands

ʔəms giʔe

Tla'amin creation stories speak of how the Creator put Tla'amin people on this land, and of a deep connection to the land from the time of birth when Elders bury the umbilical cord in a special place within the territory. This connection is nourished by Tla'amin teachings, which show how the people are bound to the lands and waters of this territory since time immemorial.



ραφι?αϊim

toq^wanan

θα?ye†

kwey?mamin

qa qey qay

θo q^wet

toχ^wnač

k^wup λač

λα?amen

qeyeq^wən &
?ayhos

tišosəm

q^weq^wi q^wey

?a?gayqsən

χα?aji

tisk^wat

q^wətəmo†

?ah?jumix^w

χak^wum

tatlaχ^wnač

k^wuθaysqen

tawusamən

sayayin

x^we?etay

TIMELINE



Time Immemorial

Tla'amin is a thriving Nation interconnected with our lands and resources. Our oldest archaeology record is 7400 BP.

1780s

Epidemics such as smallpox, measles, tuberculosis, and Spanish flu of mass proportions begin to appear on the Northwest Coast as a result of contact with European ships. These epidemics continue to decimate First Nations populations including Tla'amin for the next 150 years.

1885

“Indian Act” prohibits cultural ceremonies such as the potlatch, which could be defined as almost any “assembling of Indian people”. It is against the law to engage or assist in ceremonies; punishable by up to a six-month sentence. Indian agents were given the authority to administer enforcement and punishment.



1900s

Colonists imposed their foreign place names on sites throughout Tla'amin territory. These sites already had Tla'amin place names.



1910 – 1915

Tla'amin people were forcibly removed to *t̓išosəm*, including from *tiskwat* and other sites. Some continued to stay and protest the demolition of their homes.



1940s

Soccer came to Tla'amin in the late 1800s. In the 1940s, our young men became well known all over the coast with the first team called the Sliammon Tigers. They paddled to other First Nations communities such as Cape Mudge, Sechelt, Campbell River, Alert Bay, and the Kingcome Inlet to challenge other teams. The elder coaches were strict to the last detail including special diets, no drinking or smoking, curfews, and teachings around natural medicines, the sweat lodge, and daybreak bathing.





1952

toq^wanan (Theodosia) River is damned 12 kilometres from the mouth by the Powell River Power Company to generate hydroelectric power to the mill. This redirected 80% of the flow into Olsen Lake, forever changing the surrounding habitat and destroying the once thriving runs of five species of salmon. Tla'amin rights and ownership of toq^wanan, including Indian Reserve (IR) #4 at the mouth of the Theodosia River, was never acknowledged, and Tla'amin was not involved in this decision despite the significant damage to IR#4 and Tla'amin territory.



1960

Federal voting rights extended to include First Nations people. Tla'amin people could vote for the first time in federal elections.



1970s

Tla'amin families begin to bring back the traditional naming, memorial, and other cultural ceremonies for the first time in over 50 years.



1970 – 1982

Significant development activity at the t̓iṣosəm community including a range of houses, a fire truck and hall, a soccer field, a kindergarten, wastewater infrastructure, a hatchery, Salish Centre and a health building.



1994

Sliammon enters the B.C. Treaty Process with a Statement of Intent and a map of the Traditional Territory.



2016

Sliammon is no longer an Indian Act Band. Through the Treaty Agreement, Tla'amin Nation regains ownership of 8,322 hectares of land and begins self-governance.



ʔaθəm

The Voice of Our People

ʔaθəm means to share something. The CNP planning process invited Tla'amin people to share their experiences, realities, and hopes for the future. This included:

- ▶ 3 open houses – one on Tla'amin lands, one in Vancouver, and one in Victoria
- ▶ 2 drop-in sessions at Tla'amin Governance House
- ▶ 2 drop-in virtual sessions with Tla'amin people living off-lands
- ▶ 149 responses to a CNP survey
- ▶ 153 responses to a health and wellness survey
- ▶ 2 rounds of focus groups with Elders and staff
- ▶ 12 working group sessions with a community implementation committee and Executive Council
- ▶ 2 imagery and graphics workshops

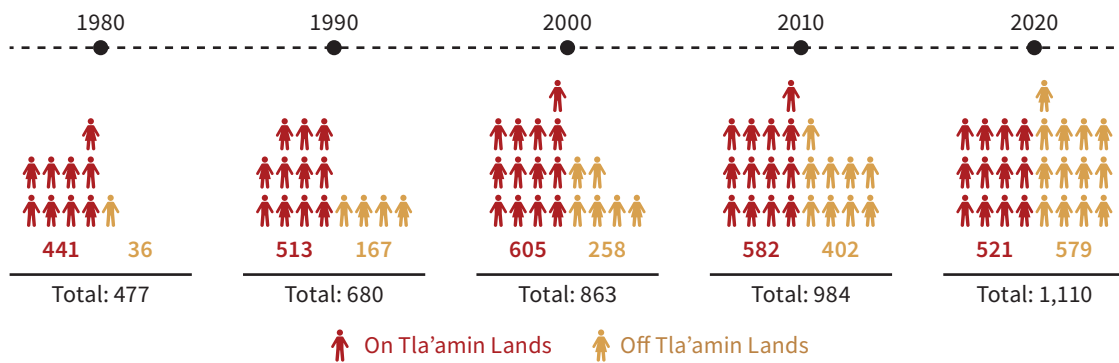


To read about the community engagement process please visit tlaamination.com/CNP

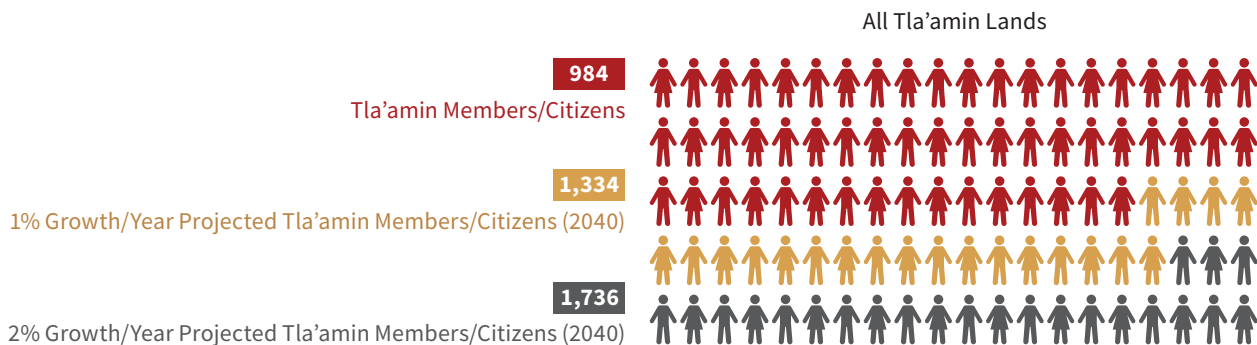
POPULATION PROFILE

- ▶ Over 1,100 Tla'amin people
- ▶ 48% male and 52% female
- ▶ Approximately half live on Tla'amin lands in the main village of łišosəm, and half live off Tla'amin lands, mainly in the Lower Mainland and on Vancouver Island.
- ▶ The number of Tla'amin people continues to grow, although this growth is slowing.
 - Grew by 27% between 1990 and 2000
 - Grew by 12% between 2010 and 2020
- ▶ Most of this growth is among members living off Tla'amin lands. The number of Tla'amin members living on Tla'amin lands has declined over the last two decades.
- ▶ Population is relatively young, with just over 20% under the age of 18 and almost 60% under the age of 40 in 2020. At the same time, just over 30% of our population is approaching or will be approaching their retirement/elder years within the next 25 years.
 - Under 5 years = 4.2%
 - 6 to 17 years = 17.4%
 - 18 to 39 years = 37.2%
 - 40 to 64 years = 31.5%
 - 65+ = 9.6%

Historical and Current Tla'amin Population



Potential Future Population





gəna^wuθ

Our Path Forward

gəna^wuθ means truth, or honesty. Our vision, mission, principles, responsibilities, and protocols are our core truths that guide where we are going, and how we do our work in a way that honours our ancestors and serves our future generations.

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.



PRINCIPLES OF ʔƏMS TAʔOW

ʔəms taʔow are the traditional teachings and unwritten laws that our ancestors lived by. In implementing this CNP, we will embody and be guided by the following principles of our taʔow:



yiqatət *Accountability*

- ▶ Take what you can use and learn from every experience and criticism.
- ▶ Expect more of yourself than you do of others.
- ▶ Take responsibility for, and fix, your mistakes to make yourself a better person.



qʷεqʷaystow† *Communication*

- ▶ Always be careful of your words because they can be like weapons and can never be erased.
- ▶ Consultation must be meaningful, significant, and inclusive.
- ▶ Respect the teachings of others, even when you do not agree.
- ▶ Listen and learn first and speak last.



λasəm qʷayigən *Discipline*

- ▶ Be an asset to your family and your people in the best way you know how through hard work.
- ▶ Every day brings a new lesson and an opportunity to make things better.
- ▶ Be self-sufficient; do not rely on others to take care of you.
- ▶ Make your mind and body strong so that you can overcome obstacles.



θaθxʷln *Fairness*

- ▶ Don't choose favourites among your children or your people. Ensure that they are treated equally.
- ▶ Be transparent in your deeds; people need to witness how things work.
- ▶ Holding on to grudges and anger only comes back to hurt you later.



gənaxʷuθ *Honesty*

- ▶ Be true to yourself and others.
- ▶ Don't participate in gossip because you do not know if it is true.
- ▶ Intellect should never overshadow wisdom and common sense.



pit qʷayεgəns *Humility*

- ▶ Never praise yourself; if you are truly great, others will do that for you.
- ▶ Judge yourself first, and learn from your mistakes.
- ▶ Have compassion for the plight of others; you have not lived their experience.
- ▶ Do not make fun of other people or similar bad things might happen to someone you love.



tiyhegən metəm *Integrity*

- ▶ Be a living example of the change you want to see in others.
- ▶ Trust is earned; make sure you are worthy of it.
- ▶ You have only one reputation; it should honour your Ancestors.



tiystəm *Respect*

- ▶ Your everyday life should reflect your traditional teachings.
- ▶ Teach your children to behave appropriately toward other people and in public so they will carry your values.
- ▶ Honour our ancestors and our connection to the territory in all of our work.
- ▶ Keep our children at the forefront of our planning and decision-making in order to ensure a sustainable future.



ʔaʔaθəm *Sharing*

- ▶ Interdependence and cooperation are what give us the strength to achieve great things together. When we share, we are not wasteful.



χαχgiyanən *Spirituality*

- ▶ Remember where you come from and that all things in Tla'amin territory have a soul and a purpose for being here.
- ▶ Strive for balance with your surroundings.



ROLES & RESPONSIBILITIES

Everyone in our Nation is important in supporting and contributing to our vision, achieving our goals, and doing the work in a way that reflects ʔəms taʔow. To read more about the Tla'amin government structure, please visit tlaamination.com/CNP.

Tla'amin People

- ▶ Honour, practice, and live by ʔəms taʔow in our relationships with each other.
- ▶ Participate in engagement and consultation related to the implementation of the CNP.
- ▶ Keep the CNP and ʔəms taʔow at the forefront of community decisions.
- ▶ Participate in reviews and updates to the CNP.

Tla'amin Həgus & Legislators

- ▶ Show leadership by honouring and upholding ʔəms taʔow in decision-making and behaviour.
- ▶ Adopt and champion the CNP.
- ▶ Allocate funds to support the implementation of the CNP.
- ▶ Provide direction and oversight on the implementation of the CNP.
- ▶ Participate in strategic planning sessions to prioritize aspects of the CNP.
- ▶ Liaise with local, regional, provincial, and federal authorities to advance the CNP.
- ▶ Oversee, monitor, and communicate the outcomes of the CNP.
- ▶ Participate in reviews and updates to the CNP.

Tla'amin Directors

- ▶ Respect, honour, and practice ʔəms taʔow in carrying out the work.
- ▶ Carry out operational planning and budgeting for implementation of the CNP.
- ▶ Provide direction, support, and training to staff on the implementation of the CNP.
- ▶ Oversee, monitor, and participate in reporting on the implementation of the CNP.
- ▶ Participate in reviews and updates to the CNP.

Tla'amin Staff

- ▶ Respect, honour, and practice ʔəms taʔow in carrying out the work.
- ▶ Prepare work plans and budgets for implementation of the CNP.
- ▶ Apply for grants, programs, and initiatives to support the various strategies identified in the CNP.
- ▶ Execute the various strategies and actions to advance the CNP.
- ▶ Report on the outcomes of the specific strategies and actions to advance the CNP.
- ▶ Participate in reviews and updates to the CNP.

HOUSEPOSTS

The organization of our CNP is defined by our House of Governance. Our House of Governance is held up by our Houseposts. Each Housepost represents a grouping of departments with overall strategic goals and associated strategies and actions. The balance, strength, and integrity of all Houseposts is critical to the overall health and wellness of the Tla'amin Nation governance and Tla'amin people.



hawhægus *Governance*

hawhægus is represented by the colour ochre and the grizzly bear. The grizzly bear, which is featured in the Nation's logo, brings teachings of strength, knowledge, and adaptation. These are governance and leadership attributes that are essential in the face of ever-changing seasons, world events, and now climate change. The grizzly is also recognized as the watchman of the forests and protector of the land, essential responsibilities of the Tla'amin Nation and its leadership.



nine giǰe *Lands & Resources*

nine giǰe is represented by the colour green and the tree. The green tree pays respect to our forests who have always sustained us. It is our land and resources that connect us to who we are.



niniǰe tala *Finance & Administration*

niniǰe tala is represented by the colour copper and the eagle. The eagle flies the highest and sees all. It anticipates risk and danger and provides sound stewardship of our resources.



ʔayisaθot *Capital & Infrastructure*

ʔayisaθot is represented by the colour slate and our traditional plank house. The grey slate colour reminds us of the coastal elements and the importance of strong, resilient infrastructure for a safe, sustainable, and healthy community.



ččəǰatawł *Community Services*

ččəǰatawł is represented by the colour orange and the canoe. The canoe carries members and teachings, which guide our programs and services. Orange represents reconciliation, which is a key part of supporting our member and Nation's well-being and rebuilding.



qames *Economic Development*

qames is represented by the soft colour of salmon and cedar. Salmon and cedar reflect our traditional economy and reinforce our teachings that a prosperous economy balances the economic, environmental, and social needs of our community.

Each Housepost is provided with strategic guidance by a member of the Tla'amin Executive Council. All staff of the Tla'amin Nation report through the organizational structure to the Chief Administrative Officer, which is the sole staff position that reports to the Tla'amin Legislature collectively through the Hægus. This ensures a process of ongoing political guidance and accountability, while maintaining appropriate separation of politics and administration.



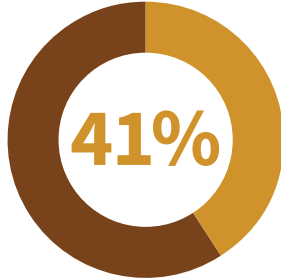
hawhegus

Governance

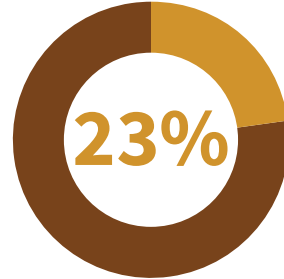
Since the beginning of time, our ancestors lived by a traditional system of governance that has sustained us and our lands and waters. A sophisticated system of laws governed all forms of environmental, social, and political relations. It is from this proud history that the Tla'amin Nation derives our inherent right of self-government.

Today, the Tla'amin Legislature is the elected political body responsible for developing Tla'amin laws, consisting of the Hegus and eight elected representatives. The Hegus is the head of the Legislature and along with four of the elected representatives, provides day-to-day political guidance to the administration of the Tla'amin Nation. The Tla'amin administration is overseen by the Chief Administrative Officer who reports to the Hegus.

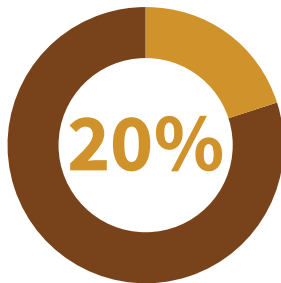
VOICES OF OUR PEOPLE



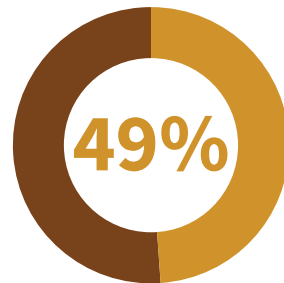
of members say there is strong sense of trust and respect between elected officials, staff, and Tla'amin citizens



feel that the Nation's decision-making process DOES NOT ensure transparency and accountability



say that members ARE NOT are consulted with and engaged in decision-making processes



feel that the Nation's governance structure demonstrates an appropriate and effective division of leadership responsibilities

“What I value most about the Nation is that I always feel safe and loved when I come back home to visit.”

“As individuals we are friendly and closely knit but we need to learn how to work together as a government.”

“What makes Tla'amin a great place to live is that it is a Nation that cares for its citizens.”

WHERE WE ARE GOING

GOAL 1 – *Actively include, engage, and maintain accountability to all Tla'amin citizens in the governance process.*

Our people want to have a voice in the governance process, to understand why our government makes the decisions it does, and to monitor our government's progress. This active involvement and interest of our people is one of our greatest strengths as a Nation. We will provide multiple transparent ways for Tla'amin people on and off Tla'amin lands to be involved in Tla'amin Nation governance. This will continue to build confidence and trust between Tla'amin people and their government, and strength as the Tla'amin Nation.

Our commitments

- ▶ We will maintain a variety of ways for Tla'amin people to have their voices heard in a way that is comfortable to them.
- ▶ We will ensure that youth, Elder, and family engagement structures formally feed into Tla'amin governance processes.
- ▶ We will issue transparent and evidence-based reports on progress toward this CNP, and on Nation business and decisions in general.

Where we will start

- ▶ Implement and actively promote regular virtual and in-person engagement opportunities for Tla'amin people on and off Tla'amin lands.
- ▶ Implement the Sijitus Process, as outlined in Section 50 of the Government Law.
- ▶ Ensure consultation in land use and development planning and decisions, as per Section 20 of the Tla'amin Constitution.
- ▶ Post regular updates from all Tla'amin departments and entities on the Tla'amin website and in the Neh Motl.
- ▶ Prepare dashboards and progress reports to support effective and transparent implementation of this CNP.

What success looks like

- ▶ Tla'amin people report that they have opportunities to be involved and have their voices heard.
- ▶ Tla'amin people are actively involved in engagement processes.
- ▶ Tla'amin people report trust and confidence in Tla'amin governance.
- ▶ Tla'amin people report that they know where to find information about what is going on with the Nation.
- ▶ There is active uptake of and engagement with Tla'amin sources of communication and information.

GOAL 2 – *Restore Tla'amin Nation's rightful place and decision-making role throughout Tla'amin territory.*

Tla'amin Nation is the rightful owner and steward of our traditional territory, and is a major player in the social, cultural, and economic life of the qathet region. We will advance strategies, relationships, and processes to assure our leading role in decision-making, leadership, and management throughout our territory. Contribution of our leadership and knowledge will restore balance to the environment, dignity to Tla'amin people and culture, and prosperity to the Nation.

Our commitments

- ▶ We will actively engage our treaty partners to advance Tla'amin priorities and issues, and have our voice heard on policy and legislative initiatives.
- ▶ We will maintain government-to-government processes with federal and provincial governments, the City, and qathet Regional District to ensure Tla'amin involvement in decision-making throughout our territory.
- ▶ We will restore Tla'amin place names across Tla'amin territory.
- ▶ We will promote education on Tla'amin history and ways, reconciliation, and anti-racism for our neighbours, staff, and partners.

Where we will start

- ▶ Enhance our capacity in intergovernmental relations and advance treaty implementation through agreement development, government engagement, and negotiations that support Tla'amin's self-determination.
- ▶ Actively advance implementation of the recommendations of the Joint Working Group on the possible name change.
- ▶ Put up signage across Tla'amin territory with Tla'amin place names and history.
- ▶ Develop and deliver educational curriculum for residents throughout Tla'amin territory, for Tla'amin partners, and for Tla'amin staff and contractors.

What success looks like

- ▶ Collaboration with and funding from other levels of government to advance priorities in the CNP.
- ▶ Tla'amin perspectives are built into policy and plans of interest in national, provincial, and local contexts.
- ▶ Tla'amin Treaty evolves and is updated to reflect any new improvements in law, policy, and funding federally and provincially.
- ▶ Tla'amin people report pride in Tla'amin's role in Tla'amin territory.
- ▶ There is increased use of Tla'amin place names by students, residents, businesses, and media in qathet region.
- ▶ Improvements in Tla'amin people's relationships and experience with residents, businesses, and media in qathet region.

GOAL 3 – *Evolve and mature our governance.*

We have seen significant change from a pre-contact sovereign Nation, to the constraints of the *Indian Act*, to the growth in recent years as we implement the tools within our Treaty. We are still learning, growing, and changing. We will reflect on and refine our laws, structure, and processes in order to realize our full potential. This will empower leadership to do their best to meet our Nation and people's needs today and into the future.

Our commitments

- ▶ We will have an active and inclusive process to improve and develop Tla'amin law and policy.
- ▶ We will enhance awareness and enforcement of Tla'amin law, consistent with Tla'amin ways.
- ▶ We will improve the data we use to make decisions.

Where we will start

- ▶ Undertake and implement a review of the Tla'amin Nation governance structure, including ongoing performance measures.
- ▶ Maintain a process amongst the Tla'amin Legislative Assembly and Community Implementation Committee to review and prioritize updates to Tla'amin Laws and policies.
- ▶ Establish a Tla'amin Law Awareness program for Tla'amin legislators, staff, and citizens.
- ▶ Advance a Tla'amin law enforcement approach which considers appropriate penalties consistent with our teachings and ways, and clearly describes how laws will be enforced by Tla'amin directly or through agreements with other agencies.
- ▶ Develop and implement a Nation-wide approach to improve the governance, quality, and use of data, including a survey or census program.
- ▶ Develop and implement clear processes for internal and external communications supported by clear brand guidelines.

What success looks like

- ▶ Tla'amin people and staff are familiar with Tla'amin Law.
- ▶ Tla'amin Legislative Assembly's priorities are achieved as planned.
- ▶ There is enforcement of Tla'amin Law in ways reflective of ʔəms taʔow and an appropriate role for the Tla'amin Government.
- ▶ Data is available and utilized to inform all decisions.

GOAL 4 – Improve communications and transparency with the general public.

Tla'amin has the opportunity and responsibility to share information with settlers in the qathet region, including non-Tla'amin residents on Tla'amin lands, about who we are, what our views and priorities are, and what our rules are. We will share key information with the general public in order to build and strengthen trust, understanding, and respect.

Our commitments

- ▶ We will maintain a consistent and transparent way for non-Tla'amin residents on Tla'amin lands to access relevant information.
- ▶ We will enhance public awareness of Tla'amin law, history, worldview, and perspectives.

Where we will start

- ▶ Ensure consultation and public involvement in land use and development planning and decisions, as per Section 20 of the Tla'amin Constitution.
- ▶ Maintain a public repository of information about Tla'amin law, regulation, and processes accessible and relevant to non-Tla'amin residents on Tla'amin lands.

- ▶ Proactively contribute a strong and active Tla'amin voice in the media and community conversations in qathet region.

What success looks like

- ▶ There is increased compliance with Tla'amin processes and laws applicable to non-Tla'amin residents on Tla'amin lands.
- ▶ There is active and regular coverage of Tla'amin perspectives and priorities by media in qathet region.



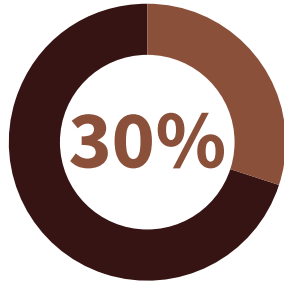


ninije tala

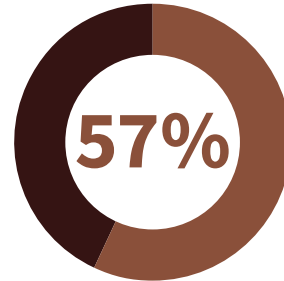
Finance & Administration

The ninije tala (Finance and Administration) Housepost supports Tla'amin Nation to sustainably grow and maintain sound management of human and financial resources in accordance with Tla'amin Law.

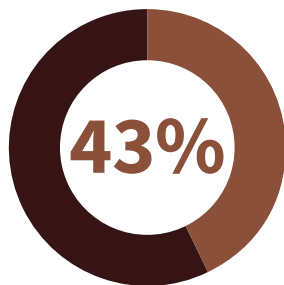
VOICES OF OUR PEOPLE



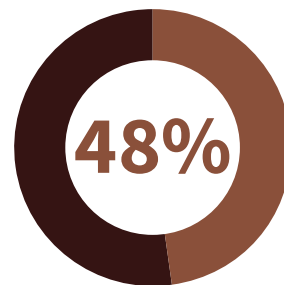
of members say that there are multiple opportunities for mentorship, professional development, and career advancement within the Tla'amin Government



say that Community Plans reflect Tla'amin citizens' needs and aspirations



say that community-based projects are carried out in a timely and effective manner



say that the Nation's decision-making processes are communicated effectively to Tla'amin citizens

“Our most valuable resource is our people.”

“Stronger communications with members on and off-reserve.”

“More inclusive of everyone; unfortunately some people are not comfortable in certain settings; I wish everyone got along – no lateral violence especially in the work place.”

PROGRESS TO CELEBRATE AND BUILD UPON

Annual financial planning

In support of improved Tla'amin Government administration and operations, we implemented a comprehensive annual budgeting process. The result was the on-time delivery of the 2022/2023 budget supporting monthly financial tracking reports to Directors, and this will be replicated in future years.

Administrative organization

A rigorous audit of Tla'amin Government organizational structure has been completed. This audit is the foundation to build upon to establish Tla'amin cultural representation and improved capacity within the administration.

Our respectful workplace policy

At Tla'amin, we are a Government, and we are a family. We work for the Tla'amin people and in doing so we share the workload, we laugh a lot, and we help each other. Creating and maintaining a healthy, respectful work environment is our collective responsibility. We have started by defining what a Respectful Workplace looks like at Tla'amin and this policy is being actively implemented across all levels of the organization.

Certification in financial performance

Tla'amin Nation received certification in Financial Performance from the First Nations Financial Management Board in December 2013. This certification signals to our Tla'amin people, investors, and other governments that Tla'amin is managing our financial affairs in a responsible and transparent manner.

THINGS TO WORK ON

Improved long-term planning

We need long-term operational plans and forecasts to ensure that we are growing in a sustainable way, and in ways that advance our goals.

Grow our human and financial resources

Our responsibilities and opportunities are growing substantially, and we need to continue to grow our financial and human capacity – and continue to evolve our organizational structure.

Positive organizational culture grounded in Tla'amin ways

Tla'amin Nation human resources must uplift and reflect Tla'amin ways of knowing and being, and embody kindness and teamwork consistent with the ta?ow.

Mature our human resource skill set

We need to ensure appropriate policy, technical knowledge, and training for Tla'amin staff to undertake the full range of professional services that Tla'amin Nation aims to offer.

WHERE WE ARE GOING

GOAL 5 – *Strengthen financial and human resource administration.*

Taking only what you need and supporting the well-being of future generations is the Tla'amin way. We will have a clear plan, processes, and policies to ensure responsible growth, budgeting, and administration. Strengthening these functions will support the Nation's sustainability and long-term prosperity.

Our commitments

- ▶ We will maintain strong policies and practices to support high quality and professional administration of programs, human resources, and finance.
- ▶ We will sustainably grow our administration to perform the full functions of Tla'amin Government.
- ▶ We will maintain a strong cycle of operational planning and budgeting.

Where we will start

- ▶ Establish a Tla'amin policy framework, including a review and development calendar.
- ▶ Establish a strategic workforce plan, human resource program, and foundational practices for the Tla'amin Nation.
- ▶ Ensure Tla'amin staff receive orientation and training in Tla'amin law, organizational culture, policy, procedures, and expectations.
- ▶ Establish operational plans with performance measures and human and financial forecasts and proposals to implement this CNP.
- ▶ Actively pursue external funding for the implementation of the CNP.

What success looks like

- ▶ Tla'amin Nation staff report that they have the tools and information to carry out their jobs.
- ▶ Awareness and compliance with established policies.
- ▶ Achievement of established actions and metrics in operational plans.
- ▶ Successful funding proposals to advance this CNP.
- ▶ Increases in Tla'amin budgets and staffing in accordance with operational plan requirements.

GOAL 6 – Support all Tla'amin Nation staff to learn, grow, and work as a team.

Working for the Tla'amin Nation is meaningful, rewarding, and fulfilling. At the same time, the needs and demands of the job can also be challenging. We will support our staff individually and collectively to thrive through teamwork, training and mentorship, and consistent communication. This will support them to do the best job they can for the Tla'amin people, and to feel that Tla'amin Nation is a great place to work.

Our commitments

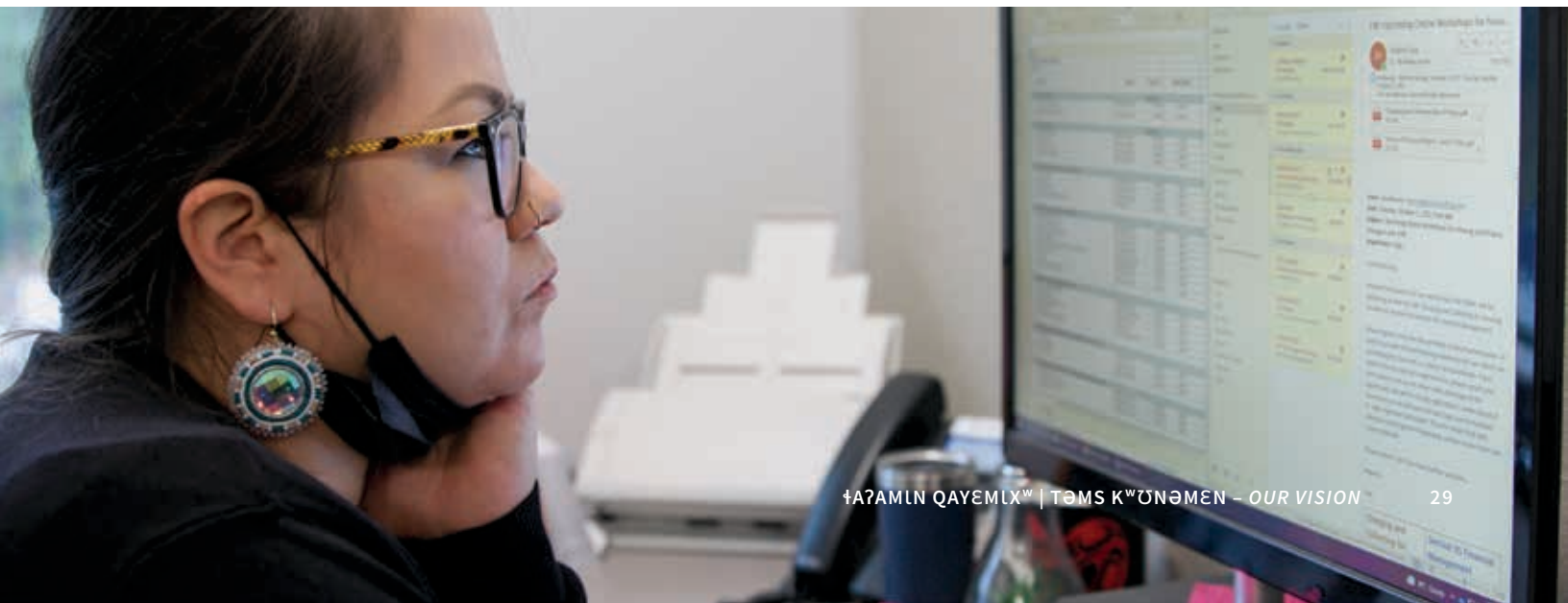
- ▶ We will provide opportunities for employees to pursue mentorship, training, and professional development.
- ▶ We will grow a positive organizational culture grounded in ʔams taʔow, lateral kindness, and regular performance conversations.
- ▶ We will break down silos and champion teamwork across Nation staff and departments.
- ▶ We will offer competitive and attractive employment packages for Tla'amin Nation employees.
- ▶ Implement a performance program to ensure that each staff member has routine discussions to identify expectations, discuss performance, and describe training and skills development interests.
- ▶ Support cross-departmental collaboration and sessions grounded in Tla'amin teachings to celebrate successes, discuss challenges, and support team-building and collaboration in implementing this CNP.
- ▶ Implement a regular employee engagement survey.

Where we will start

- ▶ Implement succession planning.
- ▶ Maintain a process to review and update employee compensation and benefits.
- ▶ Develop a professional development policy and/or program for Nation staff.

What success looks like

- ▶ Increased retention of Tla'amin Nation staff.
- ▶ Increased employee satisfaction.
- ▶ Tla'amin staff report effective cross-departmental collaboration.
- ▶ Tla'amin Nation staff see progressive growth and responsibility in their positions.



GOAL 7 – Build up Tla'amin people working at all levels in the Tla'amin Nation.

Tla'amin people supporting other Tla'amin people is a key aspect of our history and taʔow. We will seek to increase the number of Tla'amin people working for our Nation. This will support good representation, role-modelling, and empowerment for Tla'amin people, and ensure that Tla'amin decisions, policies, and program delivery is aligned with ʔəms taʔow and lived experience.

Our commitments

- ▶ We will implement processes and incentives to enable preferential hiring and retention of Tla'amin people.
- ▶ We will provide coaching and training supports to retain and promote Tla'amin people in Tla'amin Nation positions.
- ▶ We will prepare Tla'amin youth for jobs with Tla'amin Nation.

- ▶ Develop an employment program to support Tla'amin persons with disabilities and Tla'amin members of vulnerable populations to (re)integrate into the workplace through opportunities at the Nation.

Where we will start

- ▶ Develop a policy/policies and program to support recruitment, training, and retention of Tla'amin people by Tla'amin Nation.
- ▶ Building on the current summer student employment program, develop and fund a youth employment and mentorship program at the Nation.

What success looks like

- ▶ Increased recruitment of Tla'amin people to Tla'amin Nation roles.
- ▶ Increased retention of Tla'amin people in Tla'amin Nation roles.
- ▶ High employee satisfaction rates amongst Tla'amin people employed by Tla'amin Nation.



GOAL 8 – *Strengthen Tla'amin's emergency and pandemic response.*

Globalization and climate change are introducing significant new and unexpected emergencies. In the face of these crises, Tla'amin people have pulled together to protect one another and our community. We will continue to draw on our taʔow, while remaining adaptable to the evolving conditions, to develop innovative solutions, support education, and participate in emergency planning and preparedness initiatives. This will help keep Tla'amin people and property safe.

Our commitments

- ▶ We will support the safety of Tla'amin people, lands, and property through effective planning, training, and preparedness.

Where we will start

- ▶ Maintain an Emergency Preparedness Plan and critical response procedures.
- ▶ Promote emergency preparedness through education, appropriate signage, and community outreach.
- ▶ Ensure emergency operations centre training for required staff.
- ▶ Ensure appropriate emergency response equipment and supplies are available.
- ▶ Actively participate in regional/municipal emergency planning initiatives.

What success looks like

- ▶ Tla'amin Nation staff report appropriate understanding of emergency response policies, protocols, responsibilities, and equipment.
- ▶ Tla'amin people report trust in Tla'amin Nation emergency response.
- ▶ Tla'amin households report appropriate supplies for emergency situations.
- ▶ Critical equipment and backup equipment is available when needed.

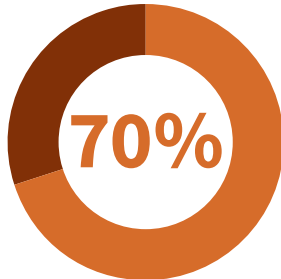


č̣εč̣εgatawł

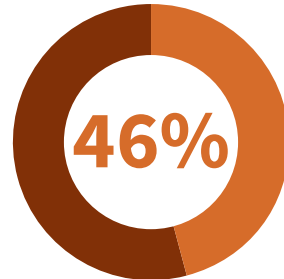
Community Services

The č̣εč̣εgatawł Housepost supports Tla'amin people to access high quality services and programs to support our cultural, educational, social, and health needs and enhance our quality of life.

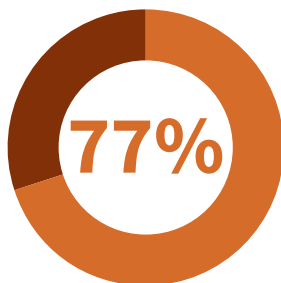
VOICES OF OUR PEOPLE



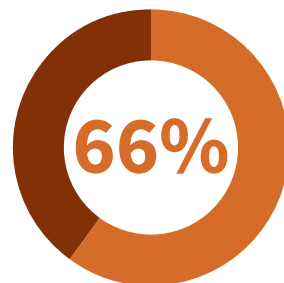
of members feel they have regular opportunities to learn our language



say that there are a variety of recreational activities available to Tla'amin youth year-round



rate health services that they receive from Tla'amin health as good or average



say that all Tla'amin citizens have access to educational and career-training programs

“More educational and employment opportunities for those who have left to come home to.”

“What I value most about our community is the hard work I see from those working toward revitalizing language and culture.”

“More than half of Tla'amin live off-reserve, need programming in Vancouver.”

PROGRESS TO CELEBRATE AND BUILD UPON

Accreditation

Tla'amin Health received accreditation with commendation, demonstrating the integrity and quality of Tla'amin health services, programs, and administration.

Expanded and improved services

Community services has been a priority for expanded investment, including in culture and language, recreation, health, and more. This means more community-driven services and service providers supporting Tla'amin people. It has resulted in organizational design changes to create an Education Department and a Culture and Language Department as stand-alone teams within Community Services, ensuring each has the focus and attention needed for the benefit of Tla'amin citizens.

Tla'amin Health & Wellness Plan

Through a strong process of community engagement, Tla'amin has finalized a Health & Wellness Plan fully integrated with this Comprehensive Nation Plan.

THINGS TO WORK ON

Quality improvement

Tla'amin Nation is taking on significant service delivery responsibilities, and we need to ensure training, skills development, and processes to ensure continuous quality improvement, addressing of complaints and incidents, and risk mitigation.

Impacts of trauma and colonialism

We need to continue to address the pain that still requires healing amongst Tla'amin people. This pain results in challenges inherited through colonialism, such as substance use disorder, an 'INAC mentality', intergenerational trauma, and lateral violence. We must ensure that non-Indigenous partners understand this pain and history and how they can change and positively contribute to reconciliation.

Supporting Tla'amin people living off-Tla'amin lands

While recognizing that some Tla'amin Nation services can realistically only be accessed by those living on Tla'amin lands, we need to challenge ourselves to provide access to the services, support, and advocacy that we can, to all Tla'amin people, regardless of residence.

Access to educational opportunities

We need to remove the barriers Tla'amin people face in accessing and being successful in diverse educational and training programs.

Partnerships

A recent success is a Memorandum of Understanding signed with Vancouver Coastal Health. The work now lies ahead to fully implement and realize the aims of this agreement. There is also the need to improve relationships with other service and labour partners across all of our community services.

Availability of space and capacity

We need plans and strategies to address the fact that many of our services are outgrowing their supply of both staff and physical space, and that there is significant competition for skilled workers.

WHERE WE ARE GOING

GOAL 9 – *Integrate ʔayʔajuthəm language throughout ʔəms giʔe and everything we do.*

ʔayʔajuthəm represents our unique worldview and relationship with ʔəms giʔe as Tla'amin people. We must continue to find ways to use our language in our day-to-day operations to support language revival and celebrate Tla'amin culture. This will help us to maintain strong cultural connections and is foundational to Tla'amin cultural continuity and resurgence.

Our commitments

- ▶ We will make ʔayʔajuthəm visible across all of our spaces, documents, and facilities.
- ▶ We will actively support and invest in all Tla'amin children, people, Nation staff, and other interested groups to speak and read ʔayʔajuthəm.
- ▶ We will weave ʔayʔajuthəm promotion and initiatives into everything we do.
- ▶ We will invest in and continue to grow the documentation and recording of ʔayʔajuthəm with the help of our language speakers.

Where we will start

- ▶ Develop an ʔayʔajuthəm Language law or policy.
- ▶ Hold gatherings and pursue shared programming and initiatives with the Sister Nations with a focus on cultural activities and ʔayʔajuthəm.

- ▶ Invest in and continue to grow ʔayʔajuthəm educational staff, programming, and materials accessible both on and off Tla'amin lands, including immersion options.
- ▶ Ensure all operational plan processes and templates under this CNP consider how to advance ʔayʔajuthəm.
- ▶ Implement programs and initiatives to incentivize learning ʔayʔajuthəm by Tla'amin people and Tla'amin Nation staff.

What success looks like

- ▶ Increase in Tla'amin people reporting using ʔayʔajuthəm at home, work, and in community.
- ▶ ʔayʔajuthəm is included in all materials, documents, spaces, and facilities.
- ▶ Increase in verbal fluency in ʔayʔajuthəm.
- ▶ Increase in written fluency in ʔayʔajuthəm.



GOAL 10 – Take care of Tla'amin children.

The relationship with children and future generations is at the centre of Tla'amin worldview. For too long, external agencies have interfered with our sacred relationship with our children. Tla'amin has embarked upon a community-led process of child and family reform, which involves creating space for Tla'amin jurisdiction and creating new structures, processes, and facilities to take care of our children. This will ensure that we have the capacity we need to look after our current and future generations in our own way.

Our commitments

- ▶ We will establish agreements that recognize and resource Tla'amin decision-making related to Tla'amin children and families, regardless of residence.
- ▶ We will nurture the wholistic well-being of Tla'amin children through expanding wrap-around, culturally grounded wellness, prevention, education, and child and family and child care services.
- ▶ We will meet standards of excellence in the quality of child and family and child care services we deliver.

- ▶ Build upon learning from the ʔoʔʔayəmštəm (we will raise the children) report to develop and implement a long-term strategy and operational plan to advance Tla'amin's goals for children and families.
- ▶ Develop agreements with other levels of government to advance Tla'amin aims for children and families.

Where we will start

- ▶ Create a dedicated Child and Family Service Department/team whose work will be informed by the čičye Circle.
- ▶ Work across Tla'amin departments to develop and implement seamless and comprehensive health, education, and recreation supports for Tla'amin children and families.

What success looks like

- ▶ Tla'amin kids are safe, thrive, and experience wholistic well-being (physically, emotionally, spiritually, socially, culturally, mentally).
- ▶ There are increased child-serving programs and services for Tla'amin people available in-community.
- ▶ Tla'amin families, regardless of residence, have support from Tla'amin Nation in caring for and protecting their children.



GOAL 11 – *Weave wholistic health and wellness into all of our work by implementing the Tla'amin Nation Health & Wellness Plan.*

ʔəms taʔow and the wisdom of our ancestors have provided the tools for our health and wellness since time immemorial. ʔəms taʔow tells us that our health and wellness is wholistic and is connected to əms giʔe and ʔeʔaʔe (our relations), and spans across all stages of life and through generations. Colonial systems were put on us and our mental, emotional, physical, and spiritual health was interrupted. We recognize that the best health and wellness model is the one we build ourselves, and we will develop and deliver wholistic and inclusive health programs and services integrated within the other cultural and social programs that keep us healthy and well. This will help us know our strength as Tla'amin people and bring wellness into life on a daily basis.

Our commitments

- ▶ We will strengthen our most important relationships with Tla'amin citizens, amongst Tla'amin Government staff, and with health system partners.
- ▶ We will deliver wholistic health and wellness programming to support the physical, emotional, mental, spiritual, and social health of our people across the life cycle and in accordance with Tla'amin ways.
- ▶ We will invest in the capacity and wellness of our staff to support them to do the important work of caring for Tla'amin citizens.
- ▶ We will build the best for Tla'amin people by continuing to learn, improve, measure our impacts, and pursue excellence in our models of care and administration.

Where we will start

- ▶ Develop external health partnerships that support Tla'amin to deliver more programs in-community and which increase access to and support cultural safety of all services accessed by Tla'amin people.
- ▶ Establish a strategy and inclusive process (internally and externally) to advance Tla'amin Nation goals and expand programs and services in mental wellness and substance use.
- ▶ Expand health and wellness facilities.

- ▶ Expand health and wellness services that support specific groups of Tla'amin people, particularly Elders, youth, and women.
- ▶ Develop a staff wellness plan that includes supports such as access to cultural care and practices and mental health counselling.
- ▶ Develop health and wellness indicators and associated data to track and monitor the status of health and wellness amongst Tla'amin people.

What success looks like

- ▶ Better access to services within qathet region.
- ▶ Improved experience with health services within qathet region.
- ▶ Increased programs and services available for Tla'amin people in-community.
- ▶ Increased access to mental health and wellness, harm reduction, and substance use services in-community.
- ▶ Tla'amin Health is delivering a comprehensive spectrum of wholistic health promotion, disease and injury prevention, and primary care services across the life course.
- ▶ There are highly utilized and good quality health-related facilities.
- ▶ Tla'amin Health maintains exemplary accreditation standing.

GOAL 12 – *Promote community-led sport and recreation programming as a core aspect of Tla'amin identity.*

Tla'amin has a long and proud history of excellence in sport and recreation, supported by the Tla'amin Nation and Tla'amin community and family champions and volunteers. We have new and exciting opportunities and facilities that can support us to build upon this proud history. We will expand our community-based programs to ensure that current and new generations of Tla'amin are supported to achieve excellence and well-being through sport and recreation.

Our commitments

- ▶ We will expand staffing and programs to support a range of Tla'amin interests and goals in sport and recreation.
- ▶ We will maintain community facilities and infrastructure that support a variety of sport and recreation interests.
- ▶ We will pursue partnerships that support Tla'amin grassroots priorities for sport and recreation.

Where we will start

- ▶ Create a Tla'amin Recreation Department.
- ▶ Establish a Tla'amin Recreation workplan grounded in community engagement.
- ▶ Partner with local governments and organizations to offer recreational programming targeted to Tla'amin people.
- ▶ Maintain a public calendar of recreation, social, and cultural programs for Tla'amin people.

What success looks like

- ▶ Enhanced active living amongst Tla'amin community members of all ages and abilities.
- ▶ Improved access to a range of recreation activities for Tla'amin people of all ages and abilities.
- ▶ Tla'amin recreation facilities are well-utilized and well cared for.
- ▶ Tla'amin people and teams actively participate in tournaments and sport and recreation initiatives.

GOAL 13 – *Improve justice and safety for the community.*

Safety is a core human need. Many of our community members do not always feel safe in the Tla'amin community, and do not trust safety and enforcement authorities. We will work together through this complex issue to implement initiatives, programs, and partnerships that support our people to feel safe and secure, and trust processes that support justice and redress.

Our commitments

- ▶ We will draw on ʔəms taʔow to shape Tla'amin safety and justice law, policy, and community-based programming.
- ▶ We will establish partnerships, agreements, and protocols to improve law enforcement and policing relationships.

Where we will start

- ▶ Establish a Tla'amin community safety law and implement initiatives to address community safety priorities and concerns.
- ▶ Continue to support Tla'amin people engaged with the justice system in ways guided by ʔəms taʔow, trauma-informed practice, and the principles of restorative justice.

- ▶ Update and implement the community tripartite agreement with the RCMP to improve relationships and Tla'amin decision-making with respect to community policing.

What success looks like

- ▶ Tla'amin people report feeling safe in the Tla'amin community.
- ▶ Recidivism rates amongst Tla'amin people involved in the justice system decreases.
- ▶ Tla'amin people report trust and confidence in community policing.



GOAL 14 – Help all Tla'amin people succeed in their educational journeys.

Education provides Tla'amin people with tools, skills, and credentials that expand their opportunities and support the overall prosperity and success of the Tla'amin Nation. We will improve the experience and achievement of Tla'amin students through enhanced programs and services and improved partnerships and advocacy. This will create a positive, inclusive, and culturally safe environment where Tla'amin people of all ages and interests can learn, discover, and flourish so they can reach their full potential.

Our commitments

- ▶ We will support the early years of Tla'amin children through programming grounded in Tla'amin culture and language and focused on holistic healthy development.
- ▶ We will provide Tla'amin students of all ages with access to tutoring, coaching, and supports to help them achieve their educational milestones.
- ▶ We will ensure that Tla'amin has a voice in Indigenous education programs and services in schools in qathet region, and hold education partners accountable for culturally relevant, safe, and supportive staff, learning environments, and programs for Tla'amin students and families.
- ▶ We will maximize available resources to support the greatest number of Tla'amin people to pursue their post-secondary education, skill development, and employment goals.

Where we will start

- ▶ Complete and implement new Tla'amin Local Education Agreements with relevant partners.
- ▶ Increase staffing to support student success, wellness, and identity in schools and in our early childhood programs, including Elders in residence.

- ▶ Create an Early Childhood Education Plan integrated with the plans and programming for early childhood, K to 12, and post-secondary education.
- ▶ Revise the Tla'amin Post-Secondary Education Policy, including adding a section for training and skill development.
- ▶ Work with education partners to increase the number of training and post-secondary program opportunities delivered in ʔišosəm.

What success looks like

- ▶ A growing number of Tla'amin children and youth participate in educational opportunities related to culture and language.
- ▶ Tla'amin preschool children demonstrate being school-ready and have smooth transitions into kindergarten.
- ▶ Tla'amin parents and caregivers report their children have access to the needed supports in school.
- ▶ Improved literacy and numeracy rates for Tla'amin students.
- ▶ Increased K-12 school completion and graduation rates.
- ▶ Full utilization of Tla'amin post-secondary education budget by Tla'amin students.
- ▶ Tla'amin students and families report safe and supportive learning environments.
- ▶ Tla'amin students and families report access and support from Tla'amin education staff.

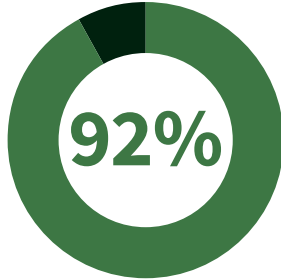


nine gij̓e

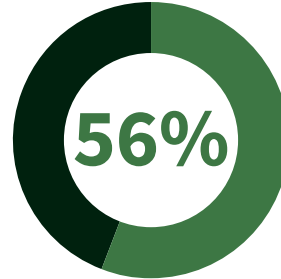
Lands & Resources

The nine gij̓e Housepost supports the Tla'amin Nation to responsibly manage our lands and resources on Tla'amin lands within ʔəms gij̓e (*traditional territory*) in accordance with ʔəms taʔow and applicable policies and laws.

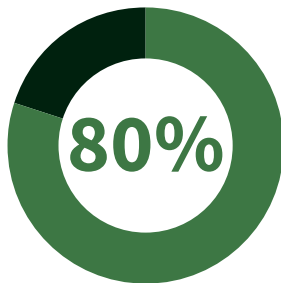
VOICES OF OUR PEOPLE



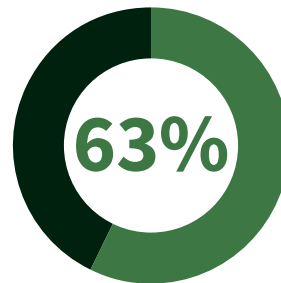
of members say that protecting sensitive lands and resources should be a priority



of members say Tla'amin has the tools and resources to be effective stewards of our territorial environmental resources



of members say that Tla'amin citizens who own Tla'amin Treaty lands (i.e. their house and property) should be able to benefit from the equity in their home/land



of members of our population overall, and 36% under the age of 30, feel they have regular opportunities to be out in our territory

“Limit hunting on our lands when necessary.”

“We live in the most beautiful place in the world. Our lands are priceless.”

“Increase employment positions for land stewardship.”

PROGRESS TO CELEBRATE AND BUILD UPON

Tla'amin lands

Our lands consist of 8,323 hectares owned by Tla'amin Nation in fee simple. Tla'amin Nation has identified Crown land parcels totaling 1,212 ha that could be purchased in the future to expand Tla'amin lands.

Territory management and laws

We administer Tla'amin Laws, associated regulations, plans, and referral processes to support the responsible management, use, and development of Tla'amin lands, forests, harvesting, and the protection of the environment. This includes two full-time guardian watchmen to patrol and monitor ʔəms giʔe and partner with others in data collection and documentation.

Food security

Tla'amin has significantly increased traditional foods distribution to community and urban centres.

Referrals

We launched the Tla'amin Connect Referrals Portal and required GIS and administrative support to manage the volume of referrals and consultations with the Nation.

THINGS TO WORK ON

Protection of ʔəms giʔe and our cultural heritage sites

We need to occupy our role and responsibilities as stewards of our lands and waters, particularly in the face of development pressures and climate change impacts. We need archaeological expertise, and the ability to enforce law throughout ʔəms giʔe.

Planning

While we have retained a Marine Planner to guide the development of a Marine Plan for our marine territory, we require significant more planning and planning capacity to guide our land and territory use and stewardship.

Capacity

There are significant and increasing demands requiring policy development, organizational redesign, enhanced capacity, and succession planning in lands and resources, and especially in title and rights and referrals.

WHERE WE ARE GOING

GOAL 15 – *Strengthen our presence and environmental stewardship within ʔəms giǰε.*

While we have regained authority for some of our traditional lands and waters, ʔəms giǰε is large and continues to be faced with development and other environmental pressures. We need to have the structures and policies in place to enable us to exercise our rights, title, and interests. This will enable us to fulfill our responsibility as stewards of our entire territory and homelands.

Our commitments

- ▶ We will increase Tla'amin decision-making and influence throughout ʔəms giǰε.
- ▶ We will maintain a robust, resourced, and empowered guardian and monitoring program.
- ▶ We will identify and lead projects to rehabilitate our lands, watersheds, and waterways.
- ▶ We will advocate for appropriate enforcement of applicable laws.
- ▶ We will champion environmental sustainability.

Where we will start

- ▶ Establish shared decision-making agreements and collaboration tables with the Sister Nations and other levels of government to ensure shared decision-making and collaborative management.
- ▶ Review, define, and update the Tla'amin Nation referrals process (internal and external).
- ▶ Enhance Tla'amin Law and policy to manage our cultural heritage sites, and implement the Culture and Heritage Committee under the Culture and Heritage Law.
- ▶ Increase signage throughout ʔəms giǰε to communicate our expectations and applicable law.

- ▶ Fundraise and develop partnerships to advance priority land and water rehabilitation projects.
- ▶ Increase capacity and staffing for protection and management of Tla'amin land, resources, and title rights, including for enforcement of land and resource-related laws and policies.
- ▶ Establish partnerships with other municipal, provincial, and federal agencies to share enforcement and technical resources.
- ▶ Create a policy for environmental sustainability.

What success looks like

- ▶ Increased decision-making and co-management within ʔəms giǰε.
- ▶ Timely and consistent responses from Tla'amin Nation related to referrals and proposed developments.
- ▶ Increased physical presence throughout ʔəms giǰε by Tla'amin staff and in Tla'amin signage.
- ▶ Increased funding for Tla'amin rehabilitation priorities.
- ▶ Increased compliance with laws protecting land, environment, and cultural heritage.

GOAL 16 – Support Tla'amin people and families to be in relationship with ʔəms giǰe.

The health of the land is the health of the people. We rely on our lands, waters, and resources for our cultural identity, economic prosperity, traditional teachings, and health and wellness. We need to ensure that all Tla'amin people and families have opportunities to rebuild, reconnect, and be in relationship with our lands and waters. This will support transmission of ʔəms taʔow and knowledge to future generations.

Our commitments

- ▶ We will equitably and fairly support Tla'amin people and families to engage in a range of on-the-land activities throughout the territory, including for health and healing.
- ▶ Host learning and education sessions about Tla'amin relationships with and use of lands, resources, and plants.
- ▶ Continue to support family tour experiences of ʔəms giǰe.

Where we will start

- ▶ Maintain a cross-departmental plan involving Health, Community Services, Lands and Resources, and others, to offer a range of land-based and culturally based learning activities and experiences, and advance opportunities to partner with the Sister Nations on this plan.
- ▶ Embed land-based healing into programs and services.

What success looks like

- ▶ Increase in Tla'amin people reporting engaging in on-the-land activities.
- ▶ Tla'amin people report understanding the values and uses of ʔəms giǰe.
- ▶ ʔəms giǰe programming increases.



GOAL 17 – *Improve clarity and transparency of decision-making related to the use of Tla'amin lands and resources.*

As the stewards of our lands and waters, we all have a vested interest in decisions affecting our territory. We need to create a clear and transparent decision-making process. This will ensure appropriate land use in accordance with ʔəms taʔow now and for future generations.

Our commitments

- ▶ We will publish public plans for Tla'amin land and territory use.
- ▶ We will maintain transparent processes for community engagement in land and territory use planning.
- ▶ We will effectively collaborate across departments on land and water use.

Where we will start

- ▶ Establish a formal and transparent process for land allocation.
- ▶ Amend and implement the community consultation process related to land development.
- ▶ Update and merge where appropriate a range of current Tla'amin land-related plans: Tla'amin Land Use Plan(s); Environmental Management Plan; Marine Use Plan; Watershed Management and Water Use Plan; Fish Harvest Management Plans; Integrated Resource Management Plan (IRMP); Forestry Management/Operation Plan.
- ▶ Implement a standing monthly cross-departmental meeting to discuss interrelated land and resource use issues.

What success looks like

- ▶ Tla'amin people and staff report that they know what is happening with land and territory use decisions and how decisions are made.
- ▶ Tla'amin people and staff report familiarity with Tla'amin land-related plans.
- ▶ Tla'amin land-related plans include active monitoring and measuring of metrics.
- ▶ Departments within the Nation are communicating, keeping one another informed, and working as a team.

GOAL 18 – Increase Tla'amin land and resource holdings.

Our treaty restored our stewardship over portions of our ancestral territories but there are additional lands and resources we aim to own, manage, and steward. We need a clear plan, priorities, and resources for acquiring these holdings. We will set aside funding, raise funds, and enter into partnerships to increase our land and resource holdings and influence across our territory.

Our commitments

- ▶ Through purchases and partnerships, we will increase the size and scope of Tla'amin land and licence holdings.
- ▶ We will manage and leverage revenue from lands and licences in ways that support sustainability.

Where we will start

- ▶ Implement a long-term land acquisition plan and fund to enable additional increases in land base.

- ▶ Strategically pursue additional forest tenure and licensing opportunities within the territory.
- ▶ Pursue opportunities to prioritize and generate revenue from the green economy.

What success looks like

- ▶ New licences are acquired.
- ▶ Tla'amin land base increases.
- ▶ Revenue generated aligns with environmental and fiscal sustainability principles.



GOAL 19 – *Improve Tla'amin food security.*

Tla'amin people flourished and thrived since time immemorial by cultivating, harvesting, and managing our traditional food sources. Colonialism disrupted our traditional food patterns, and the COVID-19 pandemic and impacts of flooding have highlighted how dependent Tla'amin is on external food supply chains and delivery. Tla'amin will implement opportunities to improve food security for Tla'amin people as we continue to plan for the sustainable development of our lands.

Our commitments

- ▶ We will increase access to traditional and nutritious foods for Tla'amin people and families.
- ▶ We will increase food security skills amongst Tla'amin people and families.

Where we will start

- ▶ Establish a cross-departmental food security promotion and access plan involving hunting, fishing, and harvesting activities and community gardening.
- ▶ Run education programs that train Tla'amin people in food security and harvesting skills such as safe firearms use, gardening, gathering, and food preparation safety.
- ▶ Continue to expand a sustainable good food box program.
- ▶ Develop policies on food security.
- ▶ Build more smoke houses for community use.
- ▶ Hire Tla'amin people to hunt, fish, and gather and farm for community distribution.
- ▶ Develop a consistent approach to sourcing and distributing traditional foods to Tla'amin people on and off Tla'amin lands.

What success looks like

- ▶ Food security increases for Tla'amin people.
- ▶ Tla'amin people report increased gathering of traditional foods.
- ▶ Tla'amin people report increased consumption of traditional foods.
- ▶ Knowledge transfer to younger generations.



ᑭayisaᑲot

Public Works, Capital & Infrastructure

The ᑭayisaᑲot Housepost supports the critical inner workings of Tla'amin Nation to develop, operate, and maintain the Nation's public works assets such as housing, water, sanitary sewer, drainage, solid waste, roads, bridges, and community buildings.

PROGRESS TO CELEBRATE AND BUILD UPON

Community-owned assets

We have \$71 million in community-owned assets, with significant capital investments in the past several years, now guided by a Community Infrastructure Services Plan (CISP) that describes our approach to 2050.

Housing

We have reviewed and updated the housing policy and are committed to ongoing improvements. Housing availability has increased through securing external funding to support growth of our rental housing stock, creating an emergency housing trailer site with six units for citizens facing homelessness, and beginning construction on 35 new social housing units this year. Housing safety has been prioritized through completing Building Officials' Association of BC-certified health and safety inspections on over 90% of homes, with work underway to secure funding to renovate homes based on identified health and safety deficiencies.

Capacity building

Tla'amin has entered into a substantial capacity building initiative to grow a construction group to offer local employment and result in cost-effective delivery of major projects.

Strategic partnerships

In recognition that housing is a priority for the Nation, we have established several strategic partnerships with construction contractors and development management companies. These bring immediate increased capacity to deliver on both short and long-term housing needs with reduced demand on Tla'amin Government staff. These partnerships also offer leverage to improve the long-term quality of services provided to the community.

Planning

The Nation has developed a Community Infrastructure Service Plan setting out detailed project lists and cost forecasts for water, sanitary sewer, drainage, solid waste, roads, bridges, and community buildings to 2050, as well as a Maintenance Management Plan and work order process enabling prioritized and sequential maintenance of our water and wastewater systems.

Energy efficiency

We converted 45 community homes from fossil fuel oil furnaces to CleanBC heat pumps.

THINGS TO WORK ON

Implementation of CISP

The CISP has identified a gap between our planned projects and the funding available to build and manage our assets in a responsible and healthy way. Our management of assets needs to expand in a good way by identifying sustainable funding streams and the implementation of a substantial portfolio of capital projects.

Community housing

We need to address the significant waitlist for rental housing, the demands for housing maintenance and replacement, and the many Tla'amin people wanting to move onto Tla'amin lands. This needs to be guided by a Community Housing Service Plan with a core focus on the significant housing needs in the community.

Complex care housing

There is a regional housing crisis occurring and in response we need to offer a more health-centric approach to those persons most vulnerable to this crisis.

Additional planning

To protect existing infrastructure and plan for future development, we must develop and implement a Master Drainage Plan, and a Maintenance Management Plan for all community buildings.

WHERE WE ARE GOING

GOAL 20 – *Enhance the viability and sustainability of Tla'amin housing stock.*

Our community is diverse and Tla'amin people have different needs. The type of housing available and financing options must reflect this. We will build more housing and reinvest in our existing housing to support our existing residents and Tla'amin people living off-lands who want to live here.

Our commitments

- ▶ We will maintain fair, transparent, and consistent decision-making processes for housing allocation in community.
- ▶ We will build and maintain diverse housing stock and ownership options to meet the diverse needs of Tla'amin people and support Tla'amin people to return to Tla'amin lands.
- ▶ We will support Tla'amin residents to understand, uphold, and exercise with their housing rights and responsibilities.

Where we will start

- ▶ Maintain the Housing Policy to ensure that it reflects the current and future needs of the community.
- ▶ Develop and implement a Community Housing Service Plan to identify and prioritize needs, replace housing at the end of its useful life, and increase the housing inventory through new construction.
- ▶ Create and implement a Housing Maintenance Program for those occupying Tla'amin-owned housing outlining their roles and responsibilities for housing maintenance and other rental obligations.

- ▶ Pursue partnerships, grants, and programs to increase housing stock and variety for Tla'amin people, including social housing.
- ▶ Develop a home ownership program that provides diversified home ownership opportunities for Tla'amin people.

What success looks like

- ▶ Housing stock increases.
- ▶ Funding secured to increase social housing inventory.
- ▶ Tla'amin people report that they understand the process for housing allocation on Tla'amin lands.
- ▶ Tla'amin renters uphold their tenant responsibilities.
- ▶ Tla'amin Nation upholds its obligations to renters.

GOAL 21 – *Enhance the viability and sustainability of Tla'amin infrastructure and services.*

We have the important job of providing safe, reliable infrastructure and essential services to meet the day-to-day needs of our people. We will implement, monitor, and continue to update our plan and standards to ensure we have the infrastructure we need now to support our growing community and for future generations.

Our commitments

- ▶ We will take exceptional care of our community infrastructure and equipment.
- ▶ We will maintain detailed plans and forecasts to ensure proactive growth and replacement of our community infrastructure and equipment for future generations.
- ▶ We will uphold maintenance standards to support safety and cleanliness in the community.

Where we will start

- ▶ Develop, maintain, and implement a robust Community Infrastructure Service Plan (CISP) to identify asset deficiencies and prioritize needs based on asset conditions and estimated replacement cost of infrastructure at the end of its useful life.
- ▶ Pursue operator training to meet system-specific standards.
- ▶ Create and implement a work order process to actively plan and complete work in a prioritized and sequential way.
- ▶ Establish and communicate an “Appropriate Level of Service” within Capital & Infrastructure.
- ▶ Establish and strive to meet desired service targets for waste disposal, street lighting, and road safety, and involve the community in resolving issues and challenges.
- ▶ Prepare an annual Operations & Maintenance (O&M) Plan including provisions for funding and replacement of equipment.

What success looks like

- ▶ Tla'amin people report satisfaction with community infrastructure.
- ▶ Tla'amin people report safety of Tla'amin spaces and infrastructure.
- ▶ 100% of residents and businesses on Tla'amin lands are served by community wastewater and sewage systems.
- ▶ Water and sewer infrastructure meets reliability standards.
- ▶ Infrastructure assets have the capacity to handle more than five years of planned growth.
- ▶ Infrastructure services are financially viable long-term.
- ▶ Infrastructure services meet environmental and public health standards.

GOAL 22 – *Establish and promote financially effective long-term supply chain strategies/models.*

The cost of doing business continues to rise and we need to find ways to meet these challenges. We will adopt a practical and efficient process for procuring supplies and services, and executing project delivery by and within the Nation. This will help us be more efficient, and keep money spent circulating within the Nation.

Our commitments

- ▶ We will, wherever possible, use Tla'amin people, equipment, and businesses to support Tla'amin projects.
- ▶ We will build effective, efficient, and trusting long-term relationships with vendors, contractors, and consultants.

- ▶ Establish a preferred vendor list for Tla'amin procurement, including a section for Tla'amin suppliers.

Where we will start

- ▶ Promote Nation resources as the dominant supplier of construction labour and management within the Nation.
- ▶ Establish strategic relationships with external contractors and consultants to reduce administrative burden and supplement Nation-led work.

What success looks like

- ▶ Increased use of Tla'amin-owned businesses and equipment for Tla'amin projects.
- ▶ Increased proportion of Tla'amin procurement expenditure is directed to Tla'amin people and businesses.
- ▶ Efficient procurement administration.





qamεs

Economic Development

The qamεs Housepost supports Tla'amin Nation in creating a sustainable economy by providing jobs, business opportunities, and revenues.

PROGRESS TO CELEBRATE AND BUILD UPON

Increased Nation-generated revenue

We have increased Nation-generated revenue through our Treaty Settlement Lands and our Tla'amin Management Services.

Economic Development Law and Regulation

This Law applies to all Tla'amin corporations and Tla'amin businesses and defines roles and responsibilities, business planning processes, agreements, and directives.

Tla'amin-owned businesses

Tla'amin Nation has numerous businesses that drive community economic development. Tla'amin Management Services LP facilitates active collaboration between jurisdictions for land development, forestry, aquaculture, retail, hospitality, and tourism. It also oversees many of the Nation's business ventures, including Thichum Forest Products, Tla'amin Lake Contracting LP, Salish Seas Fisheries LP, Lund Hotel & Marina LP, Tees'Kwat Land Holdings LP, Klahanie and Southview Residential Land Leases.

THINGS TO WORK ON

Evolve governance for economic development

We must apply lessons learned to simplify our economic development structure and better involve and inform Tla'amin people about our work in economic development.

Ensure developments are aligned with ʔəms taʔow

We must achieve a match between our interests in economic development with our responsibilities to sustainability for future generations.

Expand the range of employment and entrepreneurship possibilities

We must support Tla'amin people with training, development, employment, and funding opportunities for a broad range of self-employment and other employment options with Tla'amin businesses and partners.

WHERE WE ARE GOING

GOAL 23 – *Increase and diversify own source revenue consistent with Tla'amin values and good governance.*

We have always been a self-sufficient Nation. We need to continue to reclaim our traditional economies and pursue new opportunities consistent with ʔəms taʔow and grounded in engagement with Tla'amin people. We will continue to grow a diverse and sustainable economy to build prosperity now and ensure our future generations are set up for success.

Our commitments

- ▶ We will expand the type and amount of own source revenue generated by Tla'amin Nation.
- ▶ We will ensure all of our economic development decisions consider sustainability, future generations, and care for our land, air, and waters.
- ▶ We will maintain confidence of Tla'amin people and partners through a clear and transparent governance structure for economic development.

Where we will start

- ▶ Develop an Economic Development Plan consistent with the Economic Development Law.
- ▶ Implement a guide to economic development decision-making that appropriately balances Tla'amin interests and values.
- ▶ Implement the planning and reporting framework within the Economic Development Law and Economic Development Agreement.
- ▶ Review the current Economic Development framework and propose recommendations for improvement.

What success looks like

- ▶ Stability and growth of Tla'amin own source revenue.
- ▶ Own source revenue opportunities are consistent with taʔow.
- ▶ Tla'amin people report they know where to find information about Tla'amin Nation's economic development activities.
- ▶ Tla'amin people report they know about opportunities to provide input into Tla'amin Nation's economic development activities.
- ▶ Tla'amin people report confidence and trust in the economic development governance structure.

GOAL 24 – Promote and increase support for Tla'amin businesses and entrepreneurs.

Tla'amin people are savvy and hardworking businesspeople and entrepreneurs. They need to feel championed and supported by the Nation. We will support our businesspeople and entrepreneurs. This will help drive our local economy meaning more revenue stays with our people and within our community.

Our commitments

- ▶ We will promote and drive business toward Tla'amin entrepreneurs.
- ▶ We will support growth of new Tla'amin entrepreneurs, including youth.

Where we will start

- ▶ Actively promote uptake of the Economic Development Fund of the Qames ʔams tala Settlement Trust by Tla'amin citizens.
- ▶ Regularly review, update, implement, and promote the Tla'amin Nation Procurement Policy to support Tla'amin-owned and Tla'amin entrepreneur-owned businesses to work on Tla'amin-led developments, projects, and initiatives.
- ▶ Maintain and promote a Tla'amin Nation Business Directory that highlights Tla'amin Nation-owned and Tla'amin entrepreneur-owned businesses and services.

- ▶ Develop a youth entrepreneurship program and provide opportunities for Tla'amin role models to participate in the program.
- ▶ Participate in applicable events/conferences to promote Tla'amin Nation businesses and ventures.

What success looks like

- ▶ Increase in Tla'amin procurement opportunities and investment going to Tla'amin businesses.
- ▶ Increased number of Tla'amin entrepreneurs and businesses.
- ▶ Tla'amin people report awareness of supports and programs they can access for entrepreneurship from Tla'amin Nation.



GOAL 25 – Enhance job creation and employment opportunities for Tla'amin people.

Tla'amin and many First Nations people have historically been excluded from the economy in many ways. We will focus on job creation and increase the employment rate amongst Tla'amin people. More Tla'amin people working and earning an income will in turn support our community and create self-sufficient and healthy Tla'amin families and Nation.

Our commitments

- ▶ We will leverage our partnerships to create job opportunities for Tla'amin people.
- ▶ We will support and promote Tla'amin people to be matched with, and receive training for, job opportunities.

Where we will start

- ▶ Negotiate specific job targets and opportunities into agreements with businesses, government, and academia wherever appropriate.
- ▶ Maintain and grow Tla'amin employment/training liaison capacity to link Tla'amin people with skills development programs and employment opportunities.
- ▶ Work with partners in business, government, and academia to enable on-the-job training to Tla'amin people.
- ▶ Develop a role model/mentorship program to showcase Tla'amin excellence and success in business, employment, partnerships, public service, and training.

What success looks like

- ▶ Increased employment rate amongst Tla'amin people.
- ▶ Increased number of job opportunities for Tla'amin people generated by Tla'amin Nation partnerships.
- ▶ Tla'amin people report awareness of skill development and employment supports they can access from Tla'amin Nation.



q^wεq^w aystow†

Implementation

q^wεq^w aystow† means to communicate. This section outlines our commitments and processes for effective alignment, engagement, and continuous communication to drive successful implementation of our CNP.

WE WILL CONTINUE TO ENGAGE

Development of this CNP started with engaging our people to learn of their goals, needs, and challenges as individuals and for the Nation as a whole. Community engagement does not end here. Now that the plan is prepared, Tla'amin voices will continue to guide the strategies and actions to meet our goals, through a range of processes such as surveys, community dialogues, and advisory structures. This is an ongoing process grounded in the relationship of Tla'amin people and their government – *One Heart, One Mind, One Nation*.

WE WILL INTEGRATE PLANNING

The CNP will drive a fully integrated planning cycle, serving as the source of vision and truth that supports more detailed operational planning, work planning, fundraising, staff performance plans, and budgeting. It will determine what is a priority – and not a priority – for our time, attention, and money.

WE WILL MEASURE AND EVALUATE

The “what success looks like” sections in this CNP are a starting point for performance and evaluation measures. We will build these into a set of outputs, system performance measures, and outcome metrics and targets that we will monitor regularly, and which will inform a five-year evaluation of this CNP. This evaluation will be a key input to the overall refreshing of the next CNP.

WE WILL REPORT AND BE ACCOUNTABLE

This CNP and the associated integrated plans and performance measures serve as an accountability framework between Tla'amin people and their government. We will share plain language summaries of CNP progress reports and metrics with Tla'amin people, have a strong focus on the CNP in the Annual Report required under the Administration and Finance Law, and report on the CNP at Nation assemblies and gatherings.

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APPENDICES

Survey Outcomes



tlaaminnation.com/CNP/voice

Organizational Profile



tlaaminnation.com/CNP/profile





One Heart, One Mind, One Nation
tlaaminnation.com

