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Finance & Administration

Office of the CAO

The CAO oversees all departments and resources within the administration and ensures that programs and services of the Nation Government are delivered responsibly, effectively, and in accordance with Tla'amin Nation law. The CAO office also contains:

- ▶ **Information Technology:** IT systems and communications are the backbone of the Nation, providing technical support across all operations. Tla'amin Nation has state-of-the-art equipment, a centralized network, and a system to support working remotely. IT also supports culture and language revitalization efforts across various platforms.
- ▶ **Emergency Services:** Emergency Services collaborates regionally to manage risks associated with wildfires, coastal preparedness, tsunamis, evacuation plans, and other potential emergencies, and will enact an Emergency Operations Centre in times of need.

Policy and Intergovernmental Relations

Supporting the H̄egus, Legislative Assembly, Executive Council, and CAO, the Policy and Intergovernmental Relations department is responsible for improving laws and using data-based approaches to evaluate, improve, and implement policy. The department develops supporting processes to ensure effective, efficient, and accountable administrative support of the goals of this CNP. In addition, Policy and Intergovernmental Relations maintains intergovernmental relationships municipally, provincially, and federally.

As Tla'amin continues to transition from an Indian Band to self-government, the Nation is actively expanding this Department to support strategic relationships across the federal, provincial, and regional governments to enhance Tla'amin decision-making and funding commitments; grow and mature organizational policy to provide guidance to leadership and staff; and enhance data to measure, monitor, and hold the administration accountable to progress commitments under the CNP.

Finance

Finance supports all departments operating under a centralized financial system that is accountable, fiscally responsible, and efficient in providing responsible transparent financial management practices to the Tla'amin people. The finance department ensures all required daily, weekly, monthly, and annual financial processes are in place and meet the standards established for annual audit. The finance department supports the lawful requirement of the Tla'amin Government to develop annual and multi-year budgets.

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.

Connected closely with the work of the Finance Department are two key entities:

- ▶ **Qames ʔams tala Settlement Trust:** A Settlement Trust was established to preserve and protect the Capital Transfer and the Resource Revenue Sharing amounts within the Tla'amin Final Agreement. Within the Trust is an Economic Development Fund to which Tla'amin citizens may apply for grants to grow an existing business, or create projects and services that benefit the Nation.
- ▶ **Tla'amin Taxation Authority:** Established under the Tla'amin Property Taxation Law in 2016, the Taxation Authority is responsible for approving the annual tax rates and expenditures for property taxes, as well as approving residential exemptions and grants. The Taxation Authority is made up of four members of the Executive Council and one non-Tla'amin ratepayer.

With the Tla'amin Final Agreement in effect, we are now able to shift from year-to-year funding to a five-year planning cycle. This change in our funding has allowed us to self determine the path forward with community planning and development and plan for our future with more certainty. At the same time, the opportunities and needs of the Tla'amin Nation are high, and there are many pressures on the Nation's available funding.

Human Resources

This core government department oversees the administration of employees to ensure that all staff are treated with dignity and respect in the workplace while remaining in compliance with federal and provincial legislation.

The HR team is growing to be able to manage the larger Tla'amin Nation workforce by improving foundational infrastructure. In 2022, HR successfully implemented a modernized HR management software application that simplifies timesheets, leave-request management, and accountability across the organization. The Department also works to support cohesive organizational culture grounded in ʔams taʔow and lateral kindness.

Health

Tla'amin Health provides client-centered health and wellness services to Tla'amin and other First Nations people in qathet region. Tla'amin Health's mission is to honour our ancestors and *ʔəms taʔow* through responsible, open, and accountable health leadership, partnership, and administration in support of the wholistic wellness of Tla'amin people – past, present, and future. Tla'amin Health consists of:

- ▶ **Tla'amin Wellness Plan:** A Wellness Plan has been developed for 2022 to 2029. The four goals, commitments, and measures of that Plan have been integrated into this CNP.
- ▶ **Public Health Services:** Access to a broad and growing range of public health and primary care practitioners and programs, coordinated with external partners.
- ▶ **Child, Youth & Family Services:** A range of policies, services, and support for children and families, aimed at fostering healthy development in Tla'amin youth and healthy decision-making as they continue to grow.
- ▶ **Traditional Wellness:** Personnel to help those experiencing addictions, violence, domestic abuse, depression, anxiety, trauma, grief, loss, and other life situations. Includes a combination of traditional and contemporary counselling while incorporating cultural values in wholistic and culturally sensitive land-based healing.
- ▶ **Home & Community Care Program:** Serves to enhance the dignity and independence of elderly adults and to assist them in remaining in their community with family and friends. This includes construction of 24 units of accessible independent living located within the community.
- ▶ **Health Benefits & Medical Transportation:** The Health Benefits team provides support and assistance with medical transportation arrangements and access to pharmacy, dental, and other benefits.
- ▶ **Health Promotion:** A range of programs are offered to foster healthy habits, including pre- and post-natal gathering, focus and supports to kindergarten, and food and nutrition for all ages.
- ▶ **Harm Reduction:** Expanding substance use programs and services with a focus on harm reduction, healthy transition spaces, and healing services.

Community Services

- ▶ **Membership/Citizenship:** Core administration of Tla'amin citizenship and associated identification and benefits, including community engagement on issues regarding what it means to be a Tla'amin citizen.
- ▶ **Justice Department:** Assists Tla'amin people in navigating the justice system, administering a restorative justice program, and overseeing substance use management and respectful relationship programming associated with court issues.
- ▶ **Recreation Services:** Initiatives meant to increase the wholistic health of all Tla'amin people by offering programs and services that support physical activity and mental well-being and encourage traditional practices.
- ▶ **Language:** Identify and document language, promote language use, and hold language classes.
- ▶ **Fire Department:** This growing team of 13 volunteers provide emergency response support for medical and fire emergencies arising within the Tla'amin community.



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Lands & Resources

Tla'amin lands consist of 8,323 ha of land owned by the 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.

The Lands and Resources team aims to ensure that development and land use of Tla'amin lands provide the greatest benefit to Tla'amin people. This includes management of fisheries, forestry, and leased lands; coordination with local governments; community projects; and implementation of laws and plans.

Land Management

Tla'amin Nation has jurisdiction for the management, planning, zoning, leasing, and development of its lands, except for the 273 ha of land remaining in the Agricultural Land Reserve under provincial law. We administer and implement the following laws and associated regulations to support the responsible management, use, and development of Tla'amin lands:

- ▶ Land Law (2016)
- ▶ Land Use Planning and Zoning Law (2016)
- ▶ Lands and Interests File Registry Law (2016)
- ▶ Property Taxation Law (2016)
- ▶ Residential Tenancy Law (2018)
- ▶ Subdivision, Development and Servicing Law (2016)

Land Use Planning

The Land Use Plan (2014) is the principal planning document for land development and land use matters, and includes comprehensive policies that address a variety of land uses, including agricultural, economic development, commercial, residential, community, and traditional use lands, and resource and marine management. This is accompanied by an earlier Land Use and Water Use Plan which provides a clear expression of Tla'amin interests across the traditional territory, and a guide for land use allocation and resource management decision-making by the Nation and other senior levels of government.

Forest Management

Tla'amin Nation holds authority for all timber and forest resources on Tla'amin lands. We administer and implement the Forest Law (2016) to support responsible management for the use of the community as well as for economic development.

Harvesting

Tla'amin Nation members/citizens have the right to harvest wildlife and migratory birds within the designated Tla'amin Wildlife and Migratory Birds Harvest Area, and to harvest fish and aquatic plants for domestic purpose within Tla'amin Fishing Areas. We administer and implement the Fish & Wildlife Harvesting Protection Law (2016) to support responsible fish and wildlife harvesting and associated licensing.

Environmental Protection

Tla'amin administers several laws to support environmental protection on Tla'amin lands, including the Environmental Protection Law (2016) and the Water Management and Protection Law (2016).

Environmental Stewardship

The Lands & Waters Referrals Department manages consultation for projects and activities within our territory that have the potential to impact Tla'amin Nation rights and interests. The Department also supports Tla'amin Nation in participating in land use planning processes that affect the territory.

Tla'amin Management Services LP

Utilizing our land base, Tla'amin Nation has numerous businesses that involve local resources as a driver of 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, and Klahanie and Southview Residential Land Leases.



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Economic Development

Economic development is primarily overseen by the Economic Development Committee and our Hegus with direction provided by the Executive Council and Legislative Assembly. The Economic Development Law (2016) applies to all Tla'amin corporations and Tla'amin businesses and defines roles and responsibilities, business planning processes, agreements, and directives. Economic Development includes the following entities:

- ▶ **Economic Development Committee:** The mandate of the Economic Development Committee is to provide information to assist the Executive Council in fulfilling its oversight responsibilities for economic development and reporting to the Legislative Assembly on economic development activities of the Tla'amin Nation. The committee is composed of the Finance and Administration Housepost holder, the Hegus, and five Tla'amin citizens appointed by the Legislative Assembly.
- ▶ **Tla'amin Management Services Limited Partnership:** Originally called the Sliammon Development Corporation, this entity was reorganized as Tla'amin Management Services Limited Partnership at the Treaty effective date, taking over the economic development arm of the Tla'amin Nation. Tla'amin Management Services LP is governed by a Board of Directors: 2 Council liaisons; 2 citizens appointed by the Economic Development Committee/Holdings Board; and 3 Board appointments that consist of various business professionals and other highly skilled or experienced people.
- ▶ **Tla'amin Nation-owned Businesses:** Tla'amin has built a number of successful business ventures and partnerships in forestry, fisheries, hospitality, land leasing, and other sectors.