



**SCHOOL DISTRICT NO. 47 (POWELL RIVER) BOARD OF EDUCATION**  
**Regular Board Meeting**  
**4:00 pm, Wednesday, February 15, 2023**  
**SCHOOL BOARD OFFICE**

**A G E N D A**

**PRESENTATION:** Paul Cummings – You Are My Sunshine Project and plans for next phase

**QUESTION PERIOD**

**CHAIRPERSON'S REMARKS**

**1. ADOPTION OF AGENDA**

1.a) **MOTION:** THAT the Regular meeting agenda of February 15, 2023, be adopted as circulated.

**2. ADOPTION OF MINUTES**

2.a) **MOTION:** THAT the Regular meeting minutes of January 18, 2023, be adopted as circulated.

**3. REPORT OF CLOSED MEETINGS**

3.a) January 18, 2023 – The Board met in-camera to discuss items concerning personnel and legal.

**4. INCOMING CORRESPONDENCE**

4.a) SD83 to Hon. Singh and Hon. Conroy

4.b) SD52 to Hon. Singh and Hon. Conroy

**MOTION:** THAT the correspondence listed in item 4.a) and 4.b) be received.

**5. OUTGOING CORRESPONDENCE**

5.a) SD47 to Environmental Science Students – Brooks Secondary School

**6. SUPERINTENDENT OF SCHOOLS' REPORT**

6.a) Suspension, Exclusion, and Seclusion Report – September 6, 2022, to January 31, 2023

**MOTION:** THAT the Superintendent of Schools' Report be received as presented.

**7. SECRETARY-TREASURER'S REPORT**

7.a) 2022/2023 Amended Budget

7.b) Month End Financial Report as at January 31, 2023

**MOTION:** THAT the 2022/2023 amended budget be adopted as presented.

**MOTION:** THAT the Secretary Treasurer's report be received as presented.

**8. COMMITTEE REPORTS**

8.a) Committee of the Whole Report for February 8, 2023

**9. OTHER INFORMATION**

9.a) Transit for Teens – K. Van't Schip

9.b) Tla'amin Nation 2023-2028 Comprehensive Nation Plan

9.c) Partner Liaison Meeting – D. Lawson (oral)

**QUESTION PERIOD**

**MEDIA QUESTION PERIOD**

**ADJOURNMENT**



**SCHOOL DISTRICT NO. 47 (POWELL RIVER)**  
**BOARD OF EDUCATION - REGULAR MEETING**  
**3:00 PM., Wednesday, January 18, 2023**  
**SCHOOL BOARD OFFICE**

**MINUTES**

---

Present: Dale Lawson, Rob Hill, Maureen Mason, Jaclyn Miller, Kirsten Van't Schip

Also in attendance: Jay Yule (Superintendent), Steve Hopkins (Secretary-Treasurer)

---

**Presentations**

Environment Science Students – Brooks Waste Audit

Strategic & School Growth Plan Interim Report

K. Brach and A. Burt presented an interim report to Trustees. Please see agenda for presentation.

J. Johnson presented on Indigenous Education. Ayajuthem Language has been approved as a Ministry course and is now on the Ministry website. Please see agenda for presentation.

**Question Period**

No questions.

**CHAIRPERSON'S REMARKS**

"This year, Jan 13th marked the second annual Black Excellence Day in British Columbia. A day to demonstrate our commitment to learning about Black history, Black art, and Black people. There were many black shirts throughout SD47 demonstrating a stand in solidarity with Black Canadians.

The District purchased seats for all students to take part in the Black Excellence Virtual Event, a space held to provide a meaningful, inclusive and accessible experience for students across Canada. We're proud of our

students and staff who recognize the critical role each of us has in demonstrating our ongoing commitment to moving forward together in a society that is grounded in equity, is curious, knowledgeable, and appreciative of diversity and culture throughout our community.

Each January communities across the province celebrate Family Literacy Week, this year the celebration is from January 22<sup>nd</sup> to the 29<sup>th</sup>. Decoda, the province wide literacy organization has announced this year's theme title "Make it count! Play \*Sort\* Measure". School activities will be profiled through district social media channels to highlight some of the literacy focussed activities students will engage in throughout literacy week.

Anyone can visit the [Decoda website](#) for FREE Family Literacy Week resources. Decoda also holds an annual Family Literacy Week photo contest open to all BC residents for a chance to win prizes.

Lastly, as we begin this new year, we also begin the vitally important process of developing our 2023-2027 Strategic plan. We're looking forward to strengthening our understanding of the complexities involved in building a solid strategic plan as a new board. It's an exciting time for all of us to think about what's possible and we look forward to engaging with all stakeholders to help inform planning and share goals to support student success".

1. **APPROVAL OF AGENDA**

**Moved:** R. Hill  
**Seconded:** M. Mason

**THAT the Regular meeting agenda of January 23, 2023, be adopted as circulated.**

**Status:** Carried

2. **ADOPTION OF MINUTES**

**Moved:** J. Miller  
**Seconded:** K. Van't Schip

**THAT the Regular meeting minutes of December 21, 2022, be adopted as circulated.**

**Status:** Carried

3. **REPORT OF CLOSED MEETINGS**

3.a) December 14, 2022 – The Board met in-camera to discuss items concerning personnel and legal matters.

4. **CORRESPONDENCE**

**INCOMING**

4.a) SD5 to Hon. R. Singh, Minister of Education and Child Care  
For information.

- 4.b) Vancouver Coastal Health Memo, re: Medical Health Officer Team Update  
For information.

**Moved:** R. Hill  
**Seconded:** M. Mason

**THAT the correspondence listed in items 4.a) to 4.b) be received.**

**Status:** Carried

**5. OUTGOING CORRESPONDENCE**

- 5.a) SD47 to PR Festival of Performing Arts  
For information.
- 5.b) SD47 to M. Riddle  
For information.
- 5.c) SD47 to hegus J. Hackett with attachment: ~~h~~amun Education Agreement  
For information.
- 5.b) SD47 to hegus J. Hackett, re: Name Change  
For information.

Call to Action letter suggested by J. Miller has been referred to TEA Committee. Hoping that a joint letter from District and the Nation can be sent in the future.

**6. SUPERINTENDENT OF SCHOOLS' REPORT**

- 6.a) Mental Health Literacy Research – Pilot Project at JT and WV  
J. Yule spoke to a pilot project spearheaded by D. Thorsell which will enable assessments and resources to be created.
- 6.b) Informational updates to Administrative Procedures
- i) AP 132 – Emergency School Closure  
Updated 1.2 – those on leave stay on leave. Day paid is for those who were scheduled and intending to be at work.
  - ii) AP 165 – Emergency Preparedness Appendix Critical Incident Guide  
This is being forwarded to the Health & Safety Committee to review.
  - iii) AP 222 – Independent Directed Studies  
For information.
- 6.c) Suspension, Exclusion, and Seclusion Report – September 6, 2022, to December 31, 2022  
For information.

**Moved:** R. Hill  
**Seconded:** K. Van't Schip

**THAT the Superintendent of Schools' Report be received as presented.**

**Status:** Carried

**7. SECRETARY-TREASURER'S REPORT**

7.a) Learning Improvement Fund (LIF) Information  
S. Hopkins reported on allocation of LIF funds. Please see report in agenda for details.

7.b) Month End Financial Report as at December 31, 2022  
S. Hopkins reviewed the report included with the agenda.

**Moved:** R. Hill  
**Seconded:** J. Miller

**THAT the Secretary-Treasurer's Report be received as presented.**

**Status:** Carried

**8. COMMITTEE REPORTS**

8.a) Committee of the Whole Report for January 11, 2023

**QUESTION PERIOD**

**MEDIA QUESTION PERIOD**

**ADJOURNMENT**

**Moved:** K. Van't Schip

**THAT the Regular Board Meeting be adjourned at 4:25 p.m.**

**Status:** Carried

---

D. Lawson  
Chairperson

---

S. Hopkins  
Secretary-Treasurer

SH/ac

Minutes of Regular Meeting January 18, 2023



## The Board of Education of School District No. 83 (North Okanagan-Shuswap)

341 Shuswap Street SW, Box 129, Salmon Arm, BC, V1E 4N2  
Phone: (250) 832 2157 Fax: (250) 832 9428

January 26, 2023

**The Honourable Rachna Singh**  
*Minister of Education and Child Care*  
PO Box 9045, Stn Prov Govt  
Victoria, BC V8W 9E2  
E: [educ.minister@gov.bc.ca](mailto:educ.minister@gov.bc.ca)

**The Honourable Katrine Conroy**  
*Minister of Finance*  
PO Box 9048, Stn Prov Govt  
Victoria, BC V8W 9E2  
E: [fin.minister@gov.bc.ca](mailto:fin.minister@gov.bc.ca)

Dear Minister Singh and Minister Conroy:

The Board of Education of SD 83 (North Okanagan-Shuswap) carried a motion at our January 17, 2023 Regular Public Board meeting to inform your Ministries of funding constraints our district is facing for the current school year and looking ahead to the 2023/24 school year.

### **Background**

The Regular Per Student Funding rate has remained unchanged at \$7,885 for 2021/22 and 2022/23 school years. During this period we have seen unprecedented cost increases across a broad range of cost factors outside our control. These cost increases include the CPP/EI increase for 2023 at over 6%, rise in fuel for heating schools, fuel for bussing operations, significant increases for school supplies and classroom equipment, and food costs for home economics courses and breakfast programs. These inflationary pressures compound themselves year over year. We are thankful at this time that the impact of COVID has diminished significantly although we continue to experience higher absenteeism due to illness, both from students and employees. This results in ongoing significant pressure on our substitute replacement costs.

### **District Focus & Priorities**

In alignment with expectations from the Province, our Board has goals to prioritize budgets to address the harms created by institutional racism, to take action in our commitment to the Calls to Action, and to close the gap in graduation rates between the non-Indigenous and Indigenous and diverse learners in our district. Without additional funding, our District will have to divert funding from existing programs, in order to fund these priorities.

### **Our Request**

That the Ministry of Education and Child Care make a significant increase to the Per Student Funding rates for the 2023/24 school year. This increase needs to take into account that no changes were made for the last two school years when significant inflation occurred in employee statutory benefit costs and a broad range of supply related costs, and these inflationary increases are expected to continue into 2024. This funding increase needs to be in addition to the Ministry fully funding the Provincially coordinated labour settlements with employee groups that were settled over the last year.

**Impact of Not Fully Funding Cost Increases**

If school boards have to absorb inflation costs on an ongoing basis, along with other cost pressures, more and more services will have to be cut that directly impacts student success and our common goals of seeing every student graduate with success and a meaningful Dogwood to ensure their future success as citizens of BC.

Sincerely,

A handwritten signature in blue ink that reads "M. VanBuskirk". The signature is fluid and cursive, with a large initial "M" and a long, sweeping tail on the "k".

Marianne VanBuskirk  
Board Chairperson  
School District No. 83 (North Okanagan-Shuswap)

cc: Hon. David Eby, Premier of British Columbia  
Greg Kylo, MLA - Shuswap  
BCSTA Board of Directors  
SD83 Trustees  
Donna Kriger, Superintendent – SD83  
Dale Culler, Secretary-Treasurer – SD83



September 28, 2022

The Honourable Katrine Conroy  
Minister of Finance  
P.O. Box 9048 STN PROV GOVT  
Victoria, B.C. V8W 9E2

The Honourable Rachna Singh,  
Minister of Education  
P.O. Box 9045 STN PROV GOVT  
Victoria, BC V8W 9E2

Dear Ministers Conroy and Singh,

Re: Exempt Pay Increases

Congratulations on your appointments to your new roles. We look forward to working with you as we seek to improve outcomes for the students in our district.

In September I wrote to your predecessors, on behalf of our Board, to explain the impact of inflationary cost pressures on our district's budget. The need for sufficient, sustainable funding is critical. For a number of years, we have hoped that the implementation of the remaining recommendations from the funding review process would increase funding to our district. Unfortunately, another year has gone without the implementation of those recommendations.

At the Board's request I am now writing to comment specifically on one of the cost pressures for our district – exempt pay increases. Our Board believes in providing fair compensation for all employees, including exempt staff. This has led to the implementation of exempt pay in alignment with the exempt pay compensation plan developed by the British Columbia Public School Employers' Association.

There are two components of the increase in exempt wages within this compensation plan. One component is the increase to the pay grids, which has traditionally matched

increases to the teacher pay grid. The second component is recognizing the additional cost incurred when exempt staff move to a higher step within the pay grid.

The lack of government funding for these increases has put increasing pressure on our district's budget. As I noted in September, the Board has made cuts to the district's budget in 8 of the last 10 years. We know that some of those cuts would have been avoided if the government funded exempt pay increases in the same way that pay increases for unionized staff are funded.

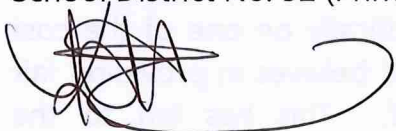
We are, therefore, very grateful for the decision to fund exempt pay increases for the current 2022-23 school year. With all of the other cost pressures impacting our operations this year, these extra funds will provide some much-needed relief.

As we prepare for the budget for the 2023-24 school year we face the likelihood of an ever-larger increase to exempt staff pay – assuming the grids will increase by over 5% to keep pace with the increase to teacher pay. It is very important for the district to know if this increase will be funded by the Ministry.

If we do not have confirmation of this funding, it is likely that the Board will be forced to make cuts elsewhere in our operations to ensure that our exempt staff are fairly compensated. This runs the risk of having a direct impact on our students and their families. Therefore, we request an early confirmation of the government's decision with respect to the funding of exempt pay increases for the 2023-24 school year.

I look forward, with optimism, to a positive response to our request for full funding of future exempt pay increases.

Yours sincerely,  
School District No. 52 (Prince Rupert)



Ms. Kate Toye  
Chair

cc: MLA Jennifer Rice  
BCSTA

**Board of Education (School District 47)**

4351 Ontario Avenue Powell River, BC V8A 1V3 Canada  
sd47.bc.ca • Tel 604 485 6271 • Fax 604 485 6435



January 30, 2023

Kaili Mitchell, Myles Peterson, Georgia Malamas,  
Graden Fraser and Scarlet Harrop-Gruber  
Environmental Science Students, Brooks Secondary School

Dear Kaili, Myles, Georgia, Graden, and Scarlet,

I am writing to thank you for your informative presentation to the Board of Education on Wednesday, January 18, 2023, and the positive impact you make in your school. The conducting of a waste audit at Brooks Secondary School to see how the school's waste compares to the rest of our community will certainly help us plan for a more sustainable future.

We were pleased to see your dedication towards this project, and we commend you for this work.

We wish you much success as you continue working on solutions to reduce, reuse, and recycle!

Yours truly,

Ms. Dale Lawson  
Chairperson  
Board of Education  
School District 47 (Powell River)

DL/ac

cc: J. Marshman, Principal of Brooks Secondary School

**SCHOOL DISTRICT 47 - SUSPENSION, EXCLUSION AND SECLUSION REPORT YEAR TO DATE 2022-2023**

<b>SUSPENSIONS (BY INCIDENT)</b>	<b>SEPT</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUNE</b>	<b>YEAR TO DATE</b>
10 days or less (non-violent)	2	3	2	1	2						10
10 days or less (violent)		1			3						4
11-20 days (non-violent)											0
11-20 days (violent)											0
20 days or more (non-violent)											0
20 days or more (violent)											0
Indefinite (non-violent)											0
Indefinite (violent/threats of violence)			1								1
Indefinite (first drug offence)											0
Less than 20 days (first drug/alcohol offence)	1	4		9							14
Less than 20 days (second + drug/alcohol offence)		1		1							2
20 + days (first drug offence)											0
20 + days (second + drug offence)											0
Indefinite (second + drug/alcohol offence)											0
In-school suspension			4	4	3						11
<b>TOTAL SUSPENSIONS</b>	<b>3</b>	<b>9</b>	<b>7</b>	<b>11</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42</b>
<b>EXCLUSIONS</b>											
Exclusions - Elementary	0	0	0	0	0						0
Exclusions - Secondary	0	0	0	0	0						0
<b>SECLUSIONS</b>											
Seclusions - Elementary	0	0	0	0	0						0
Seclusions - Secondary	0	0	0	0	0						0

*(Violent incidents include: fighting, physical altercations, threats of bodily harm, etc.  
Verbal is considered violent if threatening)*

Amended Annual Budget

## **School District No. 47 (Powell River)**

June 30, 2023

# School District No. 47 (Powell River)

June 30, 2023

## Table of Contents

Bylaw .....	1
Amended Annual Budget - Revenue and Expense - Statement 2 .....	2
Amended Annual Budget - Changes in Net Financial Assets (Debt) - Statement 4 .....	4
Amended Annual Budget - Schedule of Changes in Accumulated Surplus (Deficit) by Fund - Schedule 1 .....	5
Amended Annual Budget - Operating Revenue and Expense - Schedule 2 .....	6
Schedule 2A - Amended Annual Budget - Schedule of Operating Revenue by Source .....	7
Schedule 2B - Amended Annual Budget - Schedule of Operating Expense by Object .....	8
Schedule 2C - Amended Annual Budget - Operating Expense by Function, Program and Object .....	9
Amended Annual Budget - Special Purpose Revenue and Expense - Schedule 3 .....	11
Schedule 3A - Amended Annual Budget - Changes in Special Purpose Funds .....	12
Amended Annual Budget - Capital Revenue and Expense - Schedule 4 .....	15

\*NOTE - Statement 1, Statement 3, Statement 5 and Schedules 4A - 4D are used for Financial Statement reporting only.

## AMENDED ANNUAL BUDGET BYLAW

A Bylaw of THE BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 47 (POWELL RIVER) (called the "Board") to adopt the Amended Annual Budget of the Board for the fiscal year 2022/2023 pursuant to section 113 of the *School Act*, R.S.B.C., 1996, c. 412 as amended from time to time (called the "Act").

1. The Board has complied with the provisions of the *Act*, Ministerial Orders, and Ministry of Education and Child Care Policies respecting the Amended Annual Budget adopted by this bylaw.
2. This bylaw may be cited as School District No. 47 (Powell River) Amended Annual Budget Bylaw for fiscal year 2022/2023.
3. The attached Statement 2 showing the estimated revenue and expense for the 2022/2023 fiscal year and the total budget bylaw amount of \$47,569,493 for the 2022/2023 fiscal year was prepared in accordance with the *Act*.
4. Statement 2, 4 and Schedules 1 to 4 are adopted as the Amended Annual Budget of the Board for the fiscal year 2022/2023.

READ A FIRST TIME THE 15th DAY OF FEBRUARY, 2023;

READ A SECOND TIME THE 15th DAY OF FEBRUARY, 2023;

READ A THIRD TIME, PASSED AND ADOPTED THE 15th DAY OF FEBRUARY, 2023;

( Corporate Seal )

---

Chairperson of the Board

---

Secretary Treasurer

I HEREBY CERTIFY this to be a true original of School District No. 47 (Powell River) Amended Annual Budget Bylaw 2022/2023, adopted by the Board the 15th DAY OF FEBRUARY, 2023.

---

Secretary Treasurer

# School District No. 47 (Powell River)

Statement 2

Amended Annual Budget - Revenue and Expense  
Year Ended June 30, 2023

	2023 Amended Annual Budget	2023 Annual Budget
<b>Ministry Operating Grant Funded FTE's</b>		
School-Age	3,116,188	2,977,500
Adult	1,500	1,500
<b>Total Ministry Operating Grant Funded FTE's</b>	<b>3,117,688</b>	<b>2,979,000</b>
<b>Revenues</b>	\$	\$
Provincial Grants		
Ministry of Education and Child Care	41,372,480	38,251,821
Other	100,000	125,000
Tuition	874,182	864,000
Other Revenue	2,087,439	1,886,184
Rentals and Leases	125,900	115,900
Investment Income	107,500	37,500
Amortization of Deferred Capital Revenue	1,663,578	1,663,578
<b>Total Revenue</b>	<b>46,331,079</b>	<b>42,943,983</b>
<b>Expenses</b>		
Instruction	38,369,569	35,764,731
District Administration	1,999,981	1,817,655
Operations and Maintenance	5,996,168	5,709,306
Transportation and Housing	1,203,775	1,103,775
<b>Total Expense</b>	<b>47,569,493</b>	<b>44,395,467</b>
<b>Net Revenue (Expense)</b>	<b>(1,238,414)</b>	<b>(1,451,484)</b>
<b>Budgeted Allocation (Retirement) of Surplus (Deficit)</b>	<b>979,843</b>	<b>1,187,913</b>
<b>Budgeted Surplus (Deficit), for the year</b>	<b>(258,571)</b>	<b>(263,571)</b>
<b>Budgeted Surplus (Deficit), for the year comprised of:</b>		
Operating Fund Surplus (Deficit)		
Special Purpose Fund Surplus (Deficit)		
Capital Fund Surplus (Deficit)	(258,571)	(263,571)
<b>Budgeted Surplus (Deficit), for the year</b>	<b>(258,571)</b>	<b>(263,571)</b>



**School District No. 47 (Powell River)**

Amended Annual Budget - Revenue and Expense  
Year Ended June 30, 2023

	2023 Amended Annual Budget	2023 Annual Budget
<b>Budget Bylaw Amount</b>		
Operating - Total Expense	39,466,912	37,527,167
Special Purpose Funds - Total Expense	6,172,932	4,938,651
Capital Fund - Total Expense	1,929,649	1,929,649
<b>Total Budget Bylaw Amount</b>	<b>47,569,493</b>	<b>44,395,467</b>

**Approved by the Board**

Signature of the Board President \_\_\_\_\_ Date \_\_\_\_\_

Signature of the Superintendent \_\_\_\_\_ Date \_\_\_\_\_

Signature of the Secretary/Treasurer \_\_\_\_\_ Date \_\_\_\_\_

**DRAFT**

# School District No. 47 (Powell River)

Amended Annual Budget - Changes in Net Financial Assets (Debt)  
Year Ended June 30, 2023

	2023 Amended Annual Budget	2023 Annual Budget
	\$	\$
<b>Surplus (Deficit) for the year</b>	<u>(1,238,414)</u>	<u>(1,451,484)</u>
<b>Effect of change in Tangible Capital Assets</b>		
Amortization of Tangible Capital Assets	<u>1,929,649</u>	1,929,649
<b>Total Effect of change in Tangible Capital Assets</b>	<u>1,929,649</u>	1,929,649
	<u>-</u>	<u>-</u>
<b>(Increase) Decrease in Net Financial Assets (Debt)</b>	<u><u>691,235</u></u>	<u>478,165</u>

# School District No. 47 (Powell River)

Amended Annual Budget - Schedule of Changes in Accumulated Surplus (Deficit) by Fund  
Year Ended June 30, 2023

	<b>Operating Fund</b>	<b>Special Purpose Fund</b>	<b>Capital Fund</b>	<b>2023 Amended Annual Budget</b>
	\$	\$	\$	\$
<b>Accumulated Surplus (Deficit), beginning of year</b>	3,164,955		10,704,180	<b>13,869,135</b>
<b>Changes for the year</b>				
Net Revenue (Expense) for the year	(979,843)		(258,571)	<b>(1,238,414)</b>
<b>Net Changes for the year</b>	<u>(979,843)</u>	-	<u>(258,571)</u>	<b><u>(1,238,414)</u></b>
<b>Budgeted Accumulated Surplus (Deficit), end of year</b>	<b><u>2,185,112</u></b>	-	<b><u>10,445,609</u></b>	<b><u>12,630,721</u></b>

# School District No. 47 (Powell River)

Schedule 2

Amended Annual Budget - Operating Revenue and Expense  
Year Ended June 30, 2023

	2023 Amended Annual Budget	2023 Annual Budget
	\$	\$
<b>Revenues</b>		
Provincial Grants		
Ministry of Education and Child Care	36,074,548	34,138,170
Other	100,000	125,000
Tuition	874,182	864,000
Other Revenue	1,212,439	1,061,184
Rentals and Leases	125,900	115,900
Investment Income	100,000	35,000
<b>Total Revenue</b>	<b>38,487,069</b>	<b>36,339,254</b>
<b>Expenses</b>		
Instruction	32,475,807	31,044,856
District Administration	1,843,764	1,719,314
Operations and Maintenance	4,097,342	3,812,998
Transportation and Housing	1,049,999	949,999
<b>Total Expense</b>	<b>39,466,912</b>	<b>37,527,167</b>
<b>Net Revenue (Expense)</b>	<b>(979,843)</b>	<b>(1,187,913)</b>
<b>Budgeted Prior Year Surplus Appropriation</b>	<b>979,843</b>	<b>1,187,913</b>
<b>Budgeted Surplus (Deficit), for the year</b>	<b>-</b>	<b>-</b>

# School District No. 47 (Powell River)

Schedule 2A

Amended Annual Budget - Schedule of Operating Revenue by Source  
Year Ended June 30, 2023

	2023 Amended Annual Budget	2023 Annual Budget
	\$	\$
<b>Provincial Grants - Ministry of Education and Child Care</b>		
Operating Grant, Ministry of Education and Child Care	35,675,455	34,671,021
ISC/LEA Recovery	(974,724)	(877,909)
Other Ministry of Education and Child Care Grants		
Pay Equity	243,304	243,304
Funding for Graduated Adults		2,500
Student Transportation Fund	91,754	91,754
FSA Scorer Grant	3,753	7,500
Early Learning Framework (ELF) Implementation	466	
Equity Scan	79,000	
Labour Settlement Funding	955,540	
<b>Total Provincial Grants - Ministry of Education and Child Care</b>	<b>36,074,548</b>	<b>34,138,170</b>
<b>Provincial Grants - Other</b>	<b>100,000</b>	<b>125,000</b>
<b>Tuition</b>		
Summer School Fees	10,182	
International and Out of Province Students	864,000	864,000
<b>Total Tuition</b>	<b>874,182</b>	<b>864,000</b>
<b>Other Revenues</b>		
Other School District/Education Authorities	120,009	118,275
Funding from First Nations	974,724	877,909
Miscellaneous		
Misc. Billings & Recoveries	50,000	50,000
Purchase Card Rebate	17,000	15,000
Tla'amin Service Contract	50,706	
<b>Total Other Revenue</b>	<b>1,212,439</b>	<b>1,061,184</b>
<b>Rentals and Leases</b>	<b>125,900</b>	<b>115,900</b>
<b>Investment Income</b>	<b>100,000</b>	<b>35,000</b>
<b>Total Operating Revenue</b>	<b>38,487,069</b>	<b>36,339,254</b>

# School District No. 47 (Powell River)

Schedule 2B

Amended Annual Budget - Schedule of Operating Expense by Object  
Year Ended June 30, 2023

	2023 Amended Annual Budget	2023 Annual Budget
	\$	\$
<b>Salaries</b>		
Teachers	13,614,483	12,442,710
Principals and Vice Principals	2,384,399	2,210,000
Educational Assistants	2,712,723	2,443,453
Support Staff	2,911,252	2,810,314
Other Professionals	2,084,800	1,983,628
Substitutes	1,486,705	1,175,928
<b>Total Salaries</b>	<b>25,194,362</b>	<b>23,066,033</b>
<b>Employee Benefits</b>	<b>5,653,627</b>	<b>5,236,351</b>
<b>Total Salaries and Benefits</b>	<b>30,847,989</b>	<b>28,302,384</b>
<b>Services and Supplies</b>		
Services	3,792,640	4,213,103
Student Transportation	7,700	10,200
Professional Development and Travel	290,551	269,678
Rentals and Leases	298,329	288,142
Dues and Fees	379,383	381,100
Insurance	105,000	85,000
Supplies	3,040,820	3,227,560
Utilities	704,500	750,000
<b>Total Services and Supplies</b>	<b>8,618,923</b>	<b>9,224,783</b>
<b>Total Operating Expense</b>	<b>39,466,912</b>	<b>37,527,167</b>

# School District No. 47 (Powell River)

Amended Annual Budget - Operating Expense by Function, Program and Object  
 Year Ended June 30, 2023

	Teachers Salaries	Principals and Vice Principals Salaries	Educational Assistants Salaries	Support Staff Salaries	Other Professionals Salaries	Substitutes Salaries	Total Salaries
	\$	\$	\$	\$	\$	\$	\$
<b>1 Instruction</b>							
1.02 Regular Instruction	11,192,536	283,049		204,982	290,069	1,050,205	13,020,841
1.03 Career Programs	84,500	67,500					152,000
1.07 Library Services	147,378						147,378
1.08 Counselling	267,216	81,000					348,216
1.10 Special Education	1,301,778	108,000	2,679,448	13,276	512,201	153,500	4,768,203
1.30 English Language Learning	16,900						16,900
1.31 Indigenous Education	371,800	135,000	33,275			10,000	550,075
1.41 School Administration		1,606,500		823,296		50,500	2,480,296
1.60 Summer School						70,000	70,000
1.61 Continuing Education	84,500						84,500
1.62 International and Out of Province Students	147,875	67,500			65,000	2,500	282,875
<b>Total Function 1</b>	<b>13,614,483</b>	<b>2,348,549</b>	<b>2,712,723</b>	<b>1,041,554</b>	<b>867,270</b>	<b>1,336,705</b>	<b>21,921,284</b>
<b>4 District Administration</b>							
4.11 Educational Administration					580,277		580,277
4.40 School District Governance					82,712		82,712
4.41 Business Administration				177,068	404,333		581,401
<b>Total Function 4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>177,068</b>	<b>1,067,322</b>	<b>-</b>	<b>1,244,390</b>
<b>5 Operations and Maintenance</b>							
5.41 Operations and Maintenance Administration		35,850		13,276	65,948		115,074
5.50 Maintenance Operations				1,101,061	48,750	100,000	1,249,811
5.52 Maintenance of Grounds				66,105			66,105
5.56 Utilities							-
<b>Total Function 5</b>	<b>-</b>	<b>35,850</b>	<b>-</b>	<b>1,180,442</b>	<b>114,698</b>	<b>100,000</b>	<b>1,430,990</b>
<b>7 Transportation and Housing</b>							
7.41 Transportation and Housing Administration				19,914	35,510		55,424
7.70 Student Transportation				492,274		50,000	542,274
<b>Total Function 7</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>512,188</b>	<b>35,510</b>	<b>50,000</b>	<b>597,698</b>
<b>9 Debt Services</b>							
<b>Total Function 9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Functions 1 - 9</b>	<b>13,614,483</b>	<b>2,384,399</b>	<b>2,712,723</b>	<b>2,911,252</b>	<b>2,084,800</b>	<b>1,486,705</b>	<b>25,194,362</b>

# School District No. 47 (Powell River)

Amended Annual Budget - Operating Expense by Function, Program and Object  
 Year Ended June 30, 2023

	Total Salaries	Employee Benefits	Total Salaries and Benefits	Services and Supplies	2023 Amended Annual Budget	2023 Annual Budget
	\$	\$	\$	\$	\$	\$
<b>1 Instruction</b>						
1.02 Regular Instruction	13,020,841	2,881,409	15,902,250	2,815,143	18,717,393	18,218,916
1.03 Career Programs	152,000	35,130	187,130	7,000	194,130	191,194
1.07 Library Services	147,378	36,009	183,387	43,350	226,737	202,359
1.08 Counselling	348,216	82,744	430,960	2,500	433,460	419,743
1.10 Special Education	4,768,203	1,157,505	5,925,708	2,009,300	7,935,008	7,703,066
1.30 English Language Learning	16,900	4,056	20,956	2,500	23,456	64,236
1.31 Indigenous Education	550,075	127,251	677,326	113,150	790,476	607,075
1.41 School Administration	2,480,296	533,936	3,014,232	97,700	3,111,932	2,838,967
1.60 Summer School	70,000		70,000	27,500	97,500	70,000
1.61 Continuing Education	84,500	20,280	104,780		104,780	
1.62 International and Out of Province Students	282,875	64,640	347,515	493,420	840,935	729,300
<b>Total Function 1</b>	<b>21,921,284</b>	<b>4,942,960</b>	<b>26,864,244</b>	<b>5,611,563</b>	<b>32,475,807</b>	<b>31,044,856</b>
<b>4 District Administration</b>						
4.11 Educational Administration	580,277	127,661	707,938	57,116	765,054	767,720
4.40 School District Governance	82,712	4,136	86,848	77,652	164,500	164,500
4.41 Business Administration	581,401	133,220	714,621	199,589	914,210	787,094
<b>Total Function 4</b>	<b>1,244,390</b>	<b>265,017</b>	<b>1,509,407</b>	<b>334,357</b>	<b>1,843,764</b>	<b>1,719,314</b>
<b>5 Operations and Maintenance</b>						
5.41 Operations and Maintenance Administration	115,074	25,715	140,789	103,000	243,789	208,657
5.50 Maintenance Operations	1,249,811	271,516	1,521,327	1,411,417	2,932,744	2,703,032
5.52 Maintenance of Grounds	66,105	15,204	81,309	135,000	216,309	151,309
5.56 Utilities	-		-	704,500	704,500	750,000
<b>Total Function 5</b>	<b>1,430,990</b>	<b>312,435</b>	<b>1,743,425</b>	<b>2,353,917</b>	<b>4,097,342</b>	<b>3,812,998</b>
<b>7 Transportation and Housing</b>						
7.41 Transportation and Housing Administration	55,424	12,791	68,215	5,000	73,215	75,714
7.70 Student Transportation	542,274	120,424	662,698	314,086	976,784	874,285
<b>Total Function 7</b>	<b>597,698</b>	<b>133,215</b>	<b>730,913</b>	<b>319,086</b>	<b>1,049,999</b>	<b>949,999</b>
<b>9 Debt Services</b>						
<b>Total Function 9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Functions 1 - 9</b>	<b>25,194,362</b>	<b>5,653,627</b>	<b>30,847,989</b>	<b>8,618,923</b>	<b>39,466,912</b>	<b>37,527,167</b>



# School District No. 47 (Powell River)

Amended Annual Budget - Special Purpose Revenue and Expense  
Year Ended June 30, 2023

	<u>2023 Amended Annual Budget</u>	<u>2023 Annual Budget</u>
	\$	\$
<b>Revenues</b>		
Provincial Grants		
Ministry of Education and Child Care	5,297,932	4,113,651
Other Revenue	875,000	825,000
<b>Total Revenue</b>	<u>6,172,932</u>	<u>4,938,651</u>
<b>Expenses</b>		
Instruction	5,893,762	4,719,875
District Administration	156,217	98,341
Operations and Maintenance	122,953	120,435
<b>Total Expense</b>	<u>6,172,932</u>	<u>4,938,651</u>
<b>Budgeted Surplus (Deficit), for the year</b>	<u>-</u>	<u>-</u>

# School District No. 47 (Powell River)

Amended Annual Budget - Changes in Special Purpose Funds  
Year Ended June 30, 2023

	Annual Facility Grant	Learning Improvement Fund	Scholarships and Bursaries	School Generated Funds	Strong Start	Ready, Set, Learn	OLEP	CommunityLINK	Classroom Enhancement Fund - Overhead
	\$	\$	\$	\$	\$		\$	\$	\$
<b>Deferred Revenue, beginning of year</b>			213,021	330,932	11,376			10,782	
<b>Add:</b> Restricted Grants									
Provincial Grants - Ministry of Education and Child Care	122,953	118,012			127,788	14,700	216,053	209,303	120,435
Other			20,000	850,000					
	122,953	118,012	20,000	850,000	127,788	14,700	216,053	209,303	120,435
<b>Less:</b> Allocated to Revenue	122,953	118,012	25,000	850,000	139,164	14,700	216,053	220,085	120,435
<b>Deferred Revenue, end of year</b>	-	-	<b>208,021</b>	<b>330,932</b>	-	-	-	-	-
<b>Revenues</b>									
Provincial Grants - Ministry of Education and Child Care	122,953	118,012			139,164	14,700	216,053	220,085	120,435
Other Revenue			25,000	850,000					
	122,953	118,012	25,000	850,000	139,164	14,700	216,053	220,085	120,435
<b>Expenses</b>									
Salaries									
Teachers							128,716		
Principals and Vice Principals									
Educational Assistants		106,211					34,662	144,926	
Support Staff					100,000				45,480
Other Professionals								6,695	
Substitutes						4,700		8,800	62,560
	-	106,211	-	-	100,000	4,700	163,378	160,421	108,040
Employee Benefits		11,801			20,000		27,675	14,500	3,510
Services and Supplies	122,953		25,000	850,000	19,164	10,000	25,000	45,164	8,885
	122,953	118,012	25,000	850,000	139,164	14,700	216,053	220,085	120,435
<b>Net Revenue (Expense)</b>	-	-	-	-	-	-	-	-	-

**School District No. 47 (Powell River)**

Amended Annual Budget - Changes in Special Purpose Funds  
Year Ended June 30, 2023

	Classroom Enhancement Fund - Staffing	Classroom Enhancement Fund - Remedies	Mental Health in Schools	Changing Results for Young Children	Federal Safe Return to Class / Ventilation Fund	Seamless Day Kindergarten	Student & Family Affordability	JUST B4	SEY2KT (Early Years to Kindergarten)
	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Deferred Revenue, beginning of year</b>					50,000				
<b>Add:</b> Restricted Grants									
Provincial Grants - Ministry of Education and Child Care	1,793,821	363,006	55,000	6,000		55,400	343,568	25,000	19,000
Other									
	1,793,821	363,006	55,000	6,000	-	55,400	343,568	25,000	19,000
<b>Less:</b> Allocated to Revenue	1,793,821	363,006	55,000	6,000	50,000	55,400	225,100	25,000	19,000
<b>Deferred Revenue, end of year</b>	-	-	-	-	-	-	<b>118,468</b>	-	-
<b>Revenues</b>									
Provincial Grants - Ministry of Education and Child Care	1,793,821	363,006	55,000	6,000	50,000	55,400	225,100	25,000	19,000
Other Revenue									
	1,793,821	363,006	55,000	6,000	50,000	55,400	225,100	25,000	19,000
<b>Expenses</b>									
Salaries									
Teachers	1,458,390	251,625							
Principals and Vice Principals									
Educational Assistants		54,514							
Support Staff									
Other Professionals			20,000						
Substitutes			10,000	3,000					10,000
	1,458,390	306,139	30,000	3,000	-	40,909	-	22,727	10,000
Employee Benefits	335,431	56,867	2,000			4,091		2,273	
Services and Supplies			23,000	3,000	50,000	10,400	225,100		9,000
	1,793,821	363,006	55,000	6,000	50,000	55,400	225,100	25,000	19,000
<b>Net Revenue (Expense)</b>	-	-	-	-	-	-	-	-	-

# School District No. 47 (Powell River)

Amended Annual Budget - Changes in Special Purpose Funds

Year Ended June 30, 2023

	ECL Early Care & Learning	Auditory Outreach Program	TOTAL
	\$	\$	\$
<b>Deferred Revenue, beginning of year</b>		216,593	<b>832,704</b>
<b>Add:</b> Restricted Grants			
Provincial Grants - Ministry of Education and Child Care	175,000	1,362,610	<b>5,127,649</b>
Other			<b>870,000</b>
	175,000	1,362,610	<b>5,997,649</b>
<b>Less:</b> Allocated to Revenue	175,000	1,579,203	<b>6,172,932</b>
<b>Deferred Revenue, end of year</b>	<b>-</b>	<b>-</b>	<b>657,421</b>
<b>Revenues</b>			
Provincial Grants - Ministry of Education and Child Care	175,000	1,579,203	<b>5,297,932</b>
Other Revenue			<b>875,000</b>
	175,000	1,579,203	<b>6,172,932</b>
<b>Expenses</b>			
Salaries			
Teachers		20,000	<b>1,858,731</b>
Principals and Vice Principals	85,418		<b>85,418</b>
Educational Assistants			<b>340,313</b>
Support Staff	6,000	75,000	<b>290,116</b>
Other Professionals	33,000	285,000	<b>344,695</b>
Substitutes			<b>99,060</b>
	124,418	380,000	<b>3,018,333</b>
Employee Benefits	25,582	83,600	<b>587,330</b>
Services and Supplies	25,000	1,115,603	<b>2,567,269</b>
	175,000	1,579,203	<b>6,172,932</b>
<b>Net Revenue (Expense)</b>	<b>-</b>	<b>-</b>	<b>-</b>

# School District No. 47 (Powell River)

Amended Annual Budget - Capital Revenue and Expense  
 Year Ended June 30, 2023

	2023 Amended Annual Budget			2023 Annual Budget
	Invested in Tangible Capital Assets	Local Capital	Fund Balance	
	\$	\$	\$	\$
<b>Revenues</b>				
Investment Income		7,500	7,500	2,500
Amortization of Deferred Capital Revenue	1,663,578		1,663,578	1,663,578
<b>Total Revenue</b>	<b>1,663,578</b>	<b>7,500</b>	<b>1,671,078</b>	<b>1,666,078</b>
<b>Expenses</b>				
Amortization of Tangible Capital Assets				
Operations and Maintenance	1,775,873		1,775,873	1,775,873
Transportation and Housing	153,776		153,776	153,776
<b>Total Expense</b>	<b>1,929,649</b>	<b>-</b>	<b>1,929,649</b>	<b>1,929,649</b>
<b>Net Revenue (Expense)</b>	<b>(266,071)</b>	<b>7,500</b>	<b>(258,571)</b>	<b>(263,571)</b>
<b>Net Transfers (to) from other funds</b>				
<b>Total Net Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Adjustments to Fund Balances</b>				
<b>Total Other Adjustments to Fund Balances</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Budgeted Surplus (Deficit), for the year</b>	<b>(266,071)</b>	<b>7,500</b>	<b>(258,571)</b>	<b>(263,571)</b>

**REPORT TO TRUSTEES**  
**FOR THE PERIOD ENDING: January 31, 2023**

	<u>EXPENDITURES</u>	<u>COMMITMENTS</u>	<u>TOTAL</u>	<u>BUDGET</u>	<u>BALANCE</u>	<u>AVAIL %</u>
<b>INSTRUCTION</b>						
100 Salaries	11,954,567	0	11,954,567	21,855,135	9,900,568	45
200 Employee Benefits And Allowances	2,581,877	0	2,581,877	4,931,195	2,349,318	48
300 Services Purchased	1,974,099	0	1,974,099	4,151,774	2,177,675	52
500 Supplies And Materials	1,075,886	0	1,075,886	2,395,408	1,319,522	55
	-----	-----	-----	-----	-----	-----
<b>Total For INSTRUCTION</b>	<b>17,586,429</b>	<b>0</b>	<b>17,586,429</b>	<b>33,333,512</b>	<b>15,747,083</b>	<b>47</b>
<b>DISTRICT ADMINISTRATION</b>						
100 Salaries	717,240	0	717,240	1,161,234	443,994	38
200 Employee Benefits And Allowances	126,981	0	126,981	246,723	119,742	49
300 Services Purchased	192,399	0	192,399	285,205	92,806	33
500 Supplies And Materials	26,287	0	26,287	26,152	-135	-1
	-----	-----	-----	-----	-----	-----
<b>Total For DISTRICT ADMINISTRATION</b>	<b>1,062,907</b>	<b>0</b>	<b>1,062,907</b>	<b>1,719,314</b>	<b>656,407</b>	<b>38</b>
<b>OPERATIONS AND MAINTENANCE</b>						
100 Salaries	778,573	0	778,573	1,475,498	696,925	47
200 Employee Benefits And Allowances	155,056	0	155,056	316,090	161,034	51
300 Services Purchased	567,949	0	567,949	744,400	176,451	24
500 Supplies And Materials	863,164	0	863,164	1,326,000	462,836	35
	-----	-----	-----	-----	-----	-----
<b>Total For OPERATIONS AND MAINTENANCE</b>	<b>2,364,742</b>	<b>0</b>	<b>2,364,742</b>	<b>3,861,988</b>	<b>1,497,246</b>	<b>39</b>
<b>TRANSPORTATION &amp; HOUSING</b>						
100 Salaries	295,410	0	295,410	531,184	235,774	44
200 Employee Benefits And Allowances	65,444	0	65,444	114,087	48,643	43
300 Services Purchased	28,328	0	28,328	74,729	46,401	62
500 Supplies And Materials	152,843	0	152,843	230,000	77,157	34
	-----	-----	-----	-----	-----	-----
<b>Total For TRANSPORTATION &amp; HOUSING</b>	<b>542,025</b>	<b>0</b>	<b>542,025</b>	<b>950,000</b>	<b>407,975</b>	<b>43</b>
	-----	-----	-----	-----	-----	-----
<b>Grand Total</b>	<b>21,556,103</b>	<b>0</b>	<b>21,556,103</b>	<b>39,864,814</b>	<b>18,308,711</b>	<b>46</b>



**SCHOOL DISTRICT NO. 47 (POWELL RIVER)**  
**BOARD OF EDUCATION**  
**COMMITTEE OF THE WHOLE MEETING**  
**12:00 PM., Wednesday, February 8, 2023**  
**SCHOOL BOARD OFFICE**

**MEETING NOTES**

---

Present: Dale Lawson, Rob Hill, Maureen Mason, Jaclyn Miller, Kirsten, Van't Schip

Also in attendance: Jay Yule (Superintendent), Steve Hopkins (Secretary-Treasurer)

Aileen O'Keefe (CUPE L476 President), Izi Loveluck (PRDTA President)

---

**Presentations – N/A**

**1. APPROVAL OF AGENDA**

Moved: R. Hill  
Seconded: J. Miller

**THAT the Committee of the Whole Meeting Agenda for February 8, 2023, be adopted as presented.**

Status: Carried

**2. STANDING COMMITTEES**

2.a) Education Committee  
i) Strategic Planning

J. Yule reported that staff solicited proposals from three different consultants to provide quotes for services to assist the Board in creating the next Strategic Plan. The Board was asked if they would like to be part of selecting the consultant or if they prefer leaving the decision to staff.

Discussion ensued with respect to Board involvement in the selection process. The Board requested staff discuss and present proposals with them at next week's meeting and make a recommendation for Board consideration at that time.

Question asked if this topic is deemed to be suitable for discussion at a closed meeting. J. Yule/S. Hopkins responded affirmatively as the proposals involve consideration of contract terms and information included in the proposals would be considered proprietary to those who submitted.

ii) Integrated Child & Youth Teams

J. Yule reported that the District had been chosen as one of the pilot districts to participate with other agencies in an Integrated Child & Youth Team model. This pilot project is for teams of professionals to deliver mental health and substance use services and supports for children and youth with diverse abilities, backgrounds, and situations, and work collaboratively to ensure smooth and appropriate transitions, so families and caregivers do not have to navigate services and supports on their own, making it easier for children and youth to connect to the care they need.

iii) Draft Local School Calendar – 2025/2026

J. Yule outlined for Trustees the process governing the three-year school calendar cycle and reported that this is the first step in the process leading up to adoption of the calendar. Question asked as to how staff solicit feedback from parents. J. Yule responded that the calendar is sent to Principals who are asked to provide info to parents via newsletters and PAC. We also solicit employee feedback.

iv) Plans for Pink Shirt – Day – Staff Update

S. Hopkins spoke to the process of communicating plans to Trustees for the various days of recognition outlined in the Board Work Plan and asked if that process had the same value as in the past given the recent changes to the communications strategy. Consensus of the Board was that they continue to derive value from the reporting. K. Payne spoke to preliminary plans reporting that she has been meeting with Principals to understand what plans are in place for our schools. Ad will be placed in the PEAK, photos were taken which will be used for social media and providing more information on our website. Radio spot is a work in progress although may not be ready for Pink Shirt Day.

Question asked about Board Work Plan and whether days would be added such as: Black History Month, Asian History Month etc. D. Lawson responded that the Board underwent a process in the past and referred to Days of Observance which lists all days.

2.b) Finance & Facilities Committee

i) 2022/2023 Amended Budget Information

S. Hopkins reviewed the documents with respect to amended budget information for 2022-2023. Please refer to documents included with the agenda.

2.c) Policy Committee

i) Policy 18 – Conveyance of Students

S. Hopkins reported to the Board that a parent complaint was received and referenced this policy as part of his report. It was also reported that the policy



was represented so that it can be considered as reviewed for the purposes of the Board commitment to review all policies within the elected term of office.

Complaint: Kelly Creek bus, specifically the amount of time some students ride the bus. S. Hopkins reviewed who is eligible vs courtesy riders (who are not eligible for bussing). Reviewed bus route which was in place at the beginning of the year, and due to no supervision after school changed the schedule mid-year. Currently was able to allocate extra time for supervision after school which is a strategy that should alleviate the parent concerns on the matter.

### **3. COMMITTEE REPORTS**

i) Minutes of Health Committee Meeting 20230201

J. Miller highlighted:

- Youth started attending Health Committee Meeting – great to have them attend.
- Vital Signs report made available at meeting.
- Multiple surveys taking place at Brooks including McCreary, speak survey.

Question asked about sexual health education at the high school, specifically the content of what is being taught/delivered to students. It was reported there were topics discussed that were not appropriate and while the parent waited for it to subside and change, it did not. J. Yule will look into this issue.

ii) Minutes of JMC Meeting 20230130

J. Yule reported that the next four-year Strategic Plan was discussed. V. Coray, Pro-d Coordinator will ask pro-d reps for suggestions asking teachers what is important for teachers, direction they would like to see the Board take with respect to professional development.

iii) Minutes of French Education Meeting 20230131

- R. Hill reported on his first committee meeting. It was decided at the meeting that the French Education Committee would remain a committee of the Board.
- The DELF and DALF are six separate diplomas issued by the French Ministry for National Education to certify the French language skills. Available for Primary, Schools & Junior, and Pro.
- Spoke to his understanding of SD93 vs French Immersion at Brooks.

iv) Minutes of OLC Meeting 20221207

D. Lawson attended last meeting. Selected membership at this meeting and the committee are ready to continue with the work.

Next meeting February 13<sup>th</sup> - black out time and also profit vs non-profit companies will be on the agenda. Sub-committee is reviewing the field trip process. Question asked how it would be determined what goes to the committee and what goes to the Board. J. Yule responded if personnel or

contract issues, they wouldn't go through committee, it would come to staff. Operational issues will be dealt with by the Committee.

J. Yule and D. Lawson both responded that if information/issues are brought to the attention of a Board Member to relay the information to J. Yule or bring to a closed meeting.

#### Ferry Advisory Committee

M. Mason reported on her appointment to the Ferry Advisory Committee referring to an upcoming meeting for Feb 21<sup>st</sup> and community forum in the evening. Reported that last year, the Ministry representative on the Committee spoke to the Texada ferry not running one day per week and students possibly having to be homeschooled for one day. J. Yule suggested being proactive and writing a generic letter to Ferry Advisory Committee or the Minister responsible.

#### **4. OTHER INFORMATION**

##### 4.a) Climate Caucus Invitation – Background and Event Information

Information provided in agenda. Committee looking for Trustee representation. M. Mason and K. Van't Schip have signed up to learn more. Meeting on Mar. 16/23. Maureen to report back at next meeting.

##### 4.b) gathet Region Vital Signs – 2022/2023 Report

M. Mason attended meeting. Implication for Education Committee - 41% of students, when asked, self-identified as neuro-diverse. How do we translate that into curriculum modification? J. Yule spoke to the low numbers of students answering questions in the survey which can skew data. The District has other stats that could be made available to Vital Signs and to the Board. Report mentioned only Family Place – there are many programs and services for children and youth in town not mentioned in the report.

Information will be available on the Vital Sign's website in real time.

M. Mason and R. Southcott met with leadership students at Brooks and when asked what their main leadership concern would be, it was Mental Health.

D. Lawson suggested a letter be sent thanking Vital Signs committee, expressing appreciation for their work, and suggest that the District be more involved as we could provide District data.

##### 4.c) Board Work Plan

For information.

Ms. A. O'Keefe thanked the Board for the Board Work Plan and Days of Observance. Also thanked the Board for the Strategic Plan work and engaging stakeholder feedback.

- Clarification asked whether the CUPE contract was ratified. S. Hopkins/J. Yule responded affirmatively and also that an email had been sent to her a couple of weeks ago to this effect.

- Question asked with respect to Board Standing Committees and whether there was a reference as to how a committee is formed and whether there are guidelines as there is much overlap between employees and staff? S. Hopkins responded that Board Policy 8 addresses committee work including formation and composition.

#### **ADJOURNMENT**

**Moved: M. Mason**

**THAT the Committee of the Whole Board Meeting be adjourned at 1:46 p.m.**

**Status: Carried**

SH/ac



The Honourable Rob Fleming, MLA  
Ministry of Transportation and  
Infrastructure  
Province of British Columbia  
E-mail:  
[Minister.Transportation@gov.bc.ca](mailto:Minister.Transportation@gov.bc.ca)

The Honourable George Heyman, MLA  
Minister of the Environment and Climate  
Change Strategy & Minister Responsible  
for TransLink  
Province of British Columbia  
E-mail: [ENV.Minister@gov.bc.ca](mailto:ENV.Minister@gov.bc.ca)

The Honourable David Eby, MLA  
Premier of British Columbia  
Office of the Premier  
Province of British Columbia  
E-mail: [premier@gov.bc.ca](mailto:premier@gov.bc.ca)

The Honourable Sheila Malcolmson, MLA  
Minister of Social Development  
and Poverty Reduction  
Province of British Columbia  
E-mail: [SDPR.minister@gov.bc.ca](mailto:SDPR.minister@gov.bc.ca)

The Honourable Rachna Singh, MLA  
Minister of Education and Child Care  
Province of British Columbia  
E-mail: [EDUC.Minister@gov.bc.ca](mailto:EDUC.Minister@gov.bc.ca)

The Honourable Dan Coulter, MLA  
Minister of State for Infrastructure  
and Transit  
Ministry of Transportation  
E-mail: [dan.coulter.MLA@leg.bc.ca](mailto:dan.coulter.MLA@leg.bc.ca)

The Honourable Mitzi Dean, MLA  
Minister of Children and Family Development  
Province of British Columbia  
E-mail: [MCF.Minister@gov.bc.ca](mailto:MCF.Minister@gov.bc.ca)

CC: **Doug Caul**, Deputy Minister, Policy and Coordinator, Office of the Premier, **Kathryn Krishna**, Deputy Minister, Transportation and Infrastructure: [DeputyMinister.Transportation@gov.bc.ca](mailto:DeputyMinister.Transportation@gov.bc.ca), **Allison Bond**, Deputy Minister, Ministry of Children and Family Development: [mcf.deputyminister@gov.bc.ca](mailto:mcf.deputyminister@gov.bc.ca), **David Galbraith**, Deputy Minister, Ministry of Social Development and Poverty Reduction: [sdprdm@gov.bc.ca](mailto:sdprdm@gov.bc.ca), **Christina Zacharuk**, Deputy Minister, Ministry of Education and Child Care: [dm.education@gov.bc.ca](mailto:dm.education@gov.bc.ca), **Heather Wood**, Deputy Minister of Finance and Secretary to the Treasury Board, Ministry of Finance: [heather.wood@gov.bc.ca](mailto:heather.wood@gov.bc.ca)

CC: Select Standing Committee on Children and Youth:  
[ChildrenandYouthCommittee@leg.bc.ca](mailto:ChildrenandYouthCommittee@leg.bc.ca)

CC: Kevin Falcon, MLA. E-mail: [kevin.falcon.mla@leg.bc.ca](mailto:kevin.falcon.mla@leg.bc.ca)

CC: Sonia Furstenau, MLA. E-mail: [sonia.furstenau.MLA@leg.bc.ca](mailto:sonia.furstenau.MLA@leg.bc.ca)

January 6th, 2023

Via Email

**RE: Extending free transit to include youth 13-18 in all transit systems in BC**

Thank you for the opportunity to introduce our campaign and policy recommendation: **Transit for Teens**. We would like to start by expressing our deep gratitude to the province for making transit free for all youth 0-12 in BC as of September 2021. This bold and impactful policy innovation has had an immediate and long-term impact on many of the low-income lone-mother-led families represented by the Single Mothers' Alliance, and

all families in BC with children under twelve. We hear often from both low-income families and those of greater means about the value and impact of free transit for their children. Children and families can get everywhere they need to go through a universally accessible policy that levels the playing field for families in this province and upholds children's right to access school and their communities. *Bravo.*

We are writing today to appeal to you to build on this innovative policy solution and extend free transit to include youth 13-18 in every transit system in BC. Youth are currently excluded from this important program in BC. They do not deserve to be. Youth aged 13-18 in the crucial developmental stage of adolescence need basic mobility more than ever to thrive in every aspect of their lives. Our youths are the future of this province and our most valuable resource. We must ensure their right to access school and thrive while BC brings up new generations who choose sustainable transportation for life.

We advocate for the province to build on the success of the universal approach already in place and raise the eligibility age to eighteen. A universal approach ensures that no youth is left behind or singled out due to their socioeconomic status. We cannot separate the right of every youth to access their school from their access to the mobility to do so. Youth mobility is also about the opportunity to participate in important extra-curricular activities and the freedom youth need to grow, whether they are accessing a pool, a drop-in centre, a shelter, a counsellor's office, or their grandparent's home across town.

For low-income youth whose families may not have access to a vehicle and the means to provide transit passes, and youth facing marginalization, transit access is a survival lifeline to access shelter, school, support services, health care, and food security. The cost of ensuring at-risk youth can access the essential programs and services funded to support youth outcomes in BC is downloaded onto non-profits that often struggle to 'remove the access barrier' of lack of access to transit. That youth-in-need may miss the lifesaving supports available in BC due to mobility poverty and lack of access to transit is an avoidable travesty solved with free transit up to age 18.

Our research related to a City of Vancouver free transit pilot project in 2021-2022 captured the impact of unlimited, free transit on low-income youth from their parents' perspectives (report attached). We heard that youth took more initiative to organize their lives; parents witnessed increased uptake of after-school activities, mental health support services, and increased social inclusion. They reported an increase in overall mental health and well-being among their youth since they were no longer left behind or had to experience shame when asking for free rides. We can no longer afford to leave our most valuable resource behind, our youth, and we must build *a new culture of green transportation rooted in generations to come.* Thank you for considering the extension of free transit up to the age of eighteen so all youth have the freedom to thrive in BC.

Sincerely,



Executive Director  
Single Mothers' Alliance



təms k<sup>w</sup>ʊnəmen  
*Our Vision*  
2023-2028 Comprehensive Nation Plan



ƛaʔamin qayemix<sup>w</sup>  
*Tla'amin People*





# Table of Contents

čėčəhaθəč taθ q <sup>w</sup> al – <i>Welcome</i> .....	2
tihegəñ mečəm – <i>Who We Are: The Tla'amin Nation</i> ..	5
ʔaθəm – <i>The Voice of Our People</i> .....	10
gənaχ <sup>w</sup> 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 &amp; Administration</i> .....	25
čėčəgatawł – <i>Community Services</i> .....	32
nine giʔe – <i>Lands &amp; Resources</i> .....	41
ʔayisaθot – <i>Public Works, Capital &amp; Infrastructure</i> ...	49
qameš – <i>Economic Development</i> .....	55
q <sup>w</sup> εq <sup>w</sup> aystowł – <i>Implementation</i> .....	61





# čěčhaθeč taθ q<sup>w</sup>al

*Welcome to our territory*

## ONE HEART, ONE MIND, ONE NATION

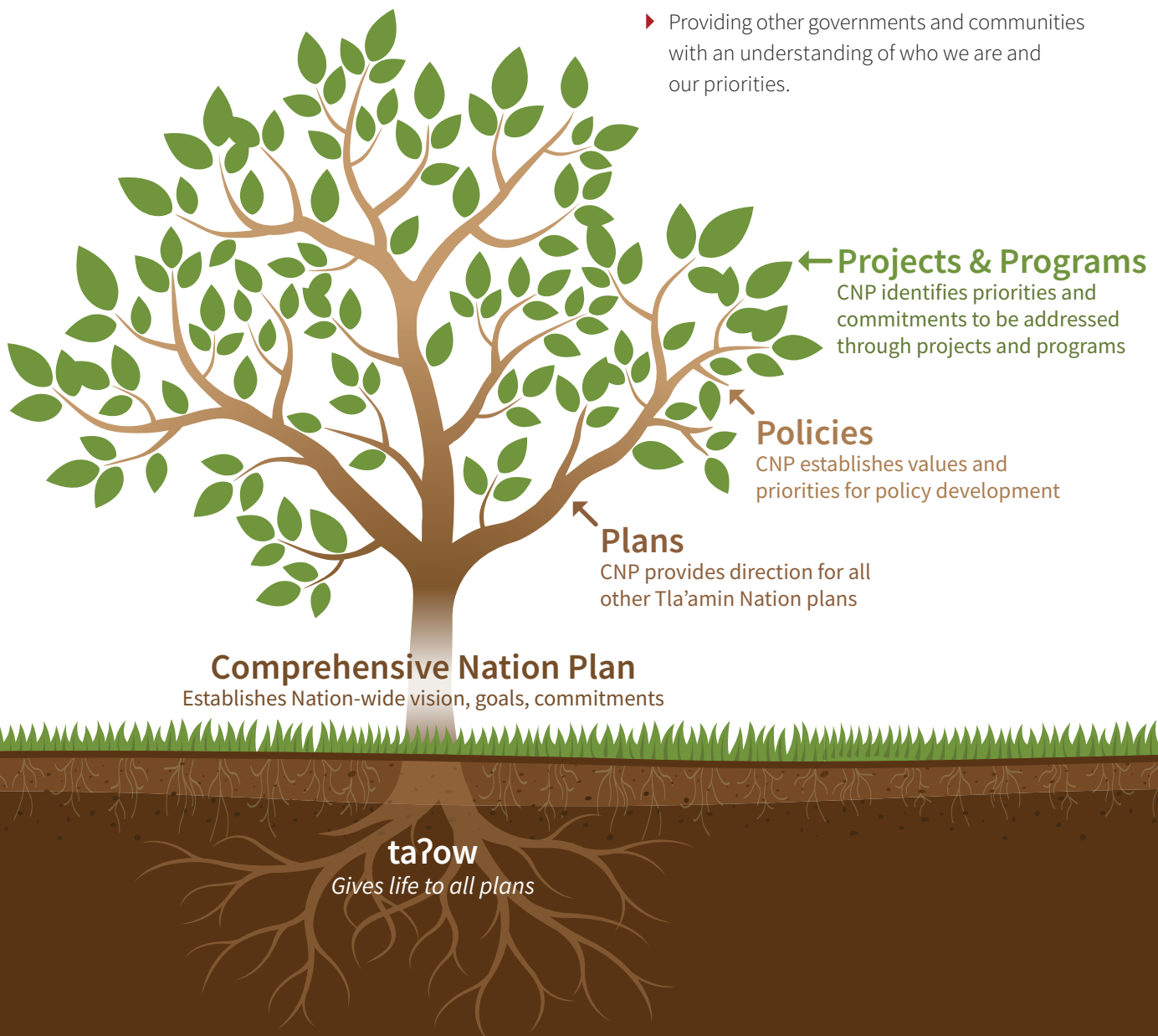
Tla'amin Hęgus and Legislators are proud to present our Comprehensive Nation Plan (CNP), produced through an extensive two-year community planning process. In the spirit of “One Heart, One Mind, One Nation”, Tla'amin Nation is grounded in the wisdom of our ancestors, has reflected on our past and present,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

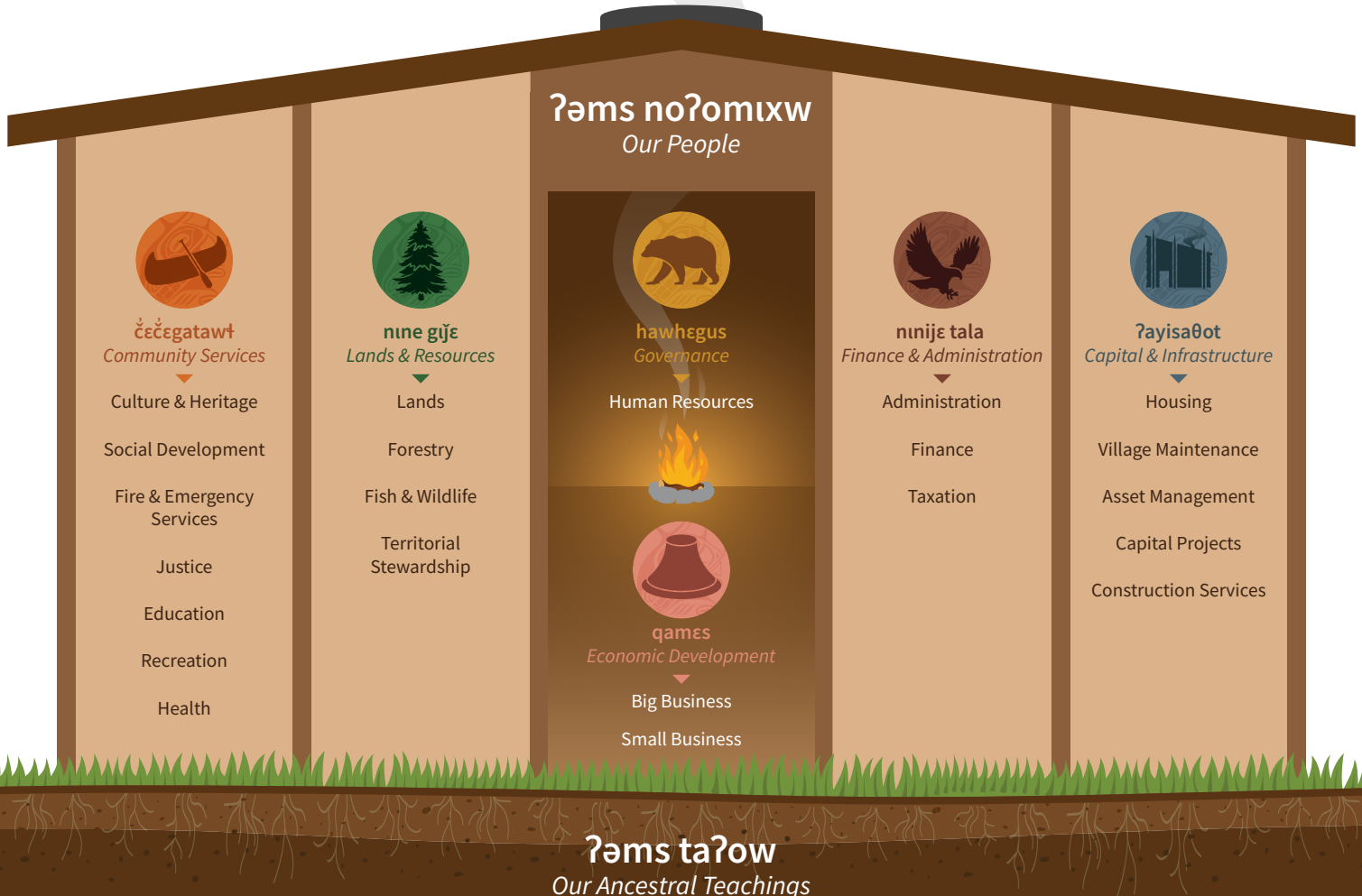
The vision, mission, and values that serve as the foundation for the CNP and guide our goals, actions, and decision-making.

**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

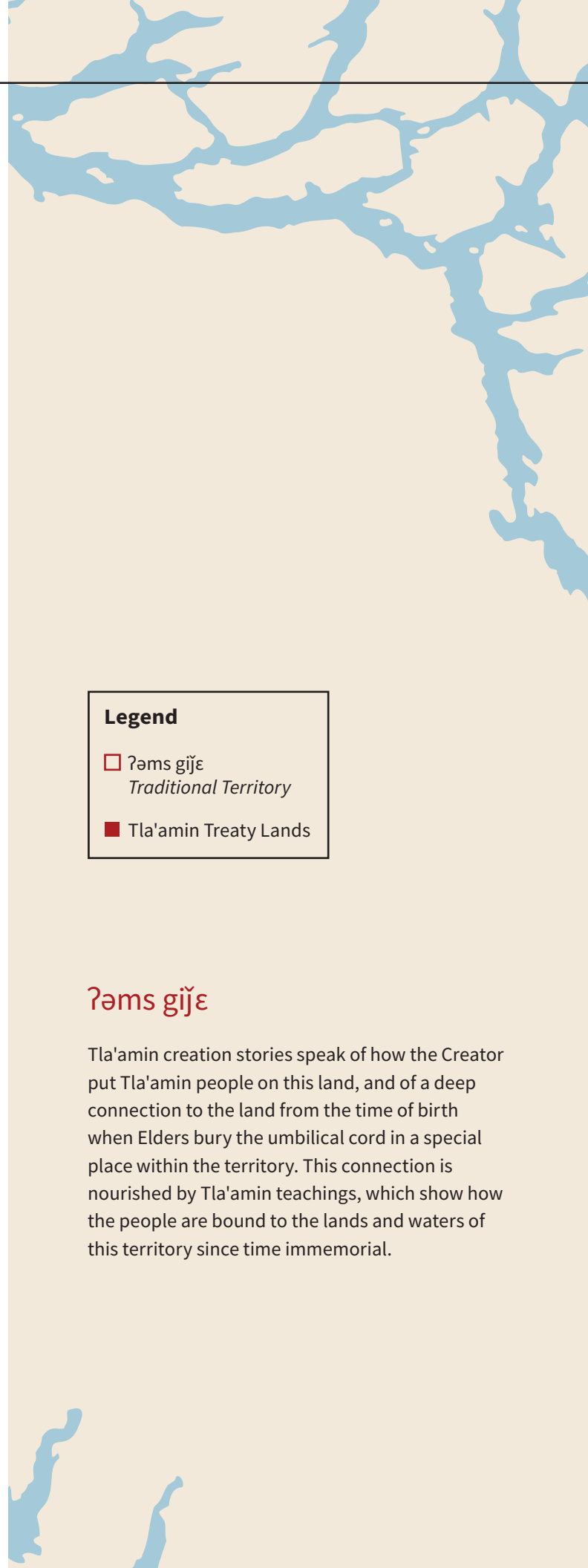
## *Who We Are – The Tla'amin Nation*

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<sup>w</sup>anan

θα?ye†

kwey?mamin

qa qey qay

θο q<sup>w</sup>et

toχ<sup>w</sup>nač

κ<sup>w</sup>υρ λαč

λα?amen

qeyeq<sup>w</sup>ən &  
?ayhos

tišosəm

q<sup>w</sup>eq<sup>w</sup>i q<sup>w</sup>ey

?a?gayqsən

χα?aji

tisk<sup>w</sup>at

q<sup>w</sup>ətəmo†

?ah?jumix<sup>w</sup>

χak<sup>w</sup>um

tatlaχ<sup>w</sup>nač

κ<sup>w</sup>υθaysqen

tawusamən

sayayin

x<sup>w</sup>e?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<sup>w</sup>anan (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<sup>w</sup>anan, 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

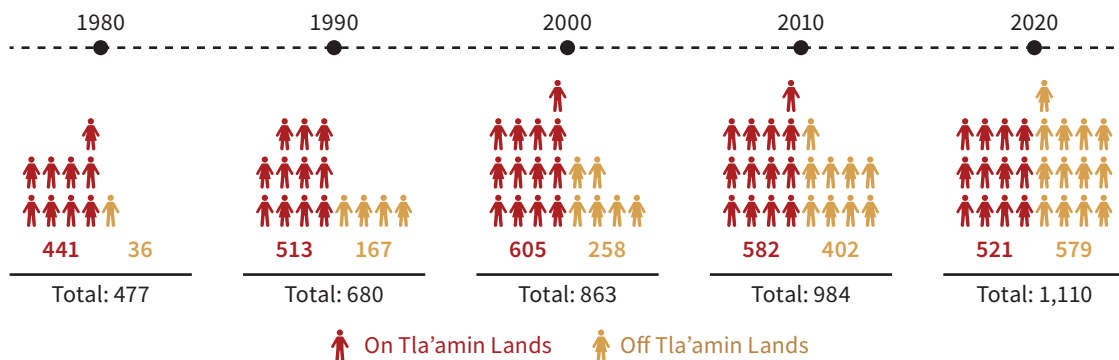


To read about the community engagement process please visit [tlaamination.com/CNP](https://tlaamination.com/CNP)

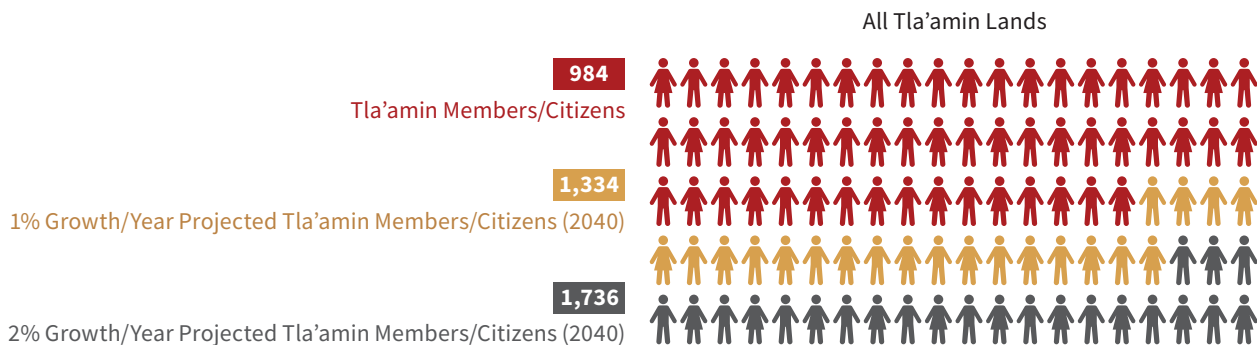
## POPULATION PROFILE

- ▶ 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<sup>w</sup>uθ

## *Our Path Forward*

gəna<sup>w</sup>uθ 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](http://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.



### **hawhɛgus** *Governance*

hawhɛgus 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 giɛ** *Lands & Resources*

nine giɛ 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.



### **niniɛ tala** *Finance & Administration*

niniɛ 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.



### **ɕɕɕgatawɥ** *Community Services*

ɕɕɕgatawɥ 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 Hɛgus. This ensures a process of ongoing political guidance and accountability, while maintaining appropriate separation of politics and administration.





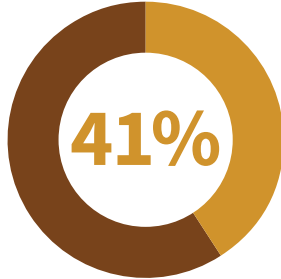
# hawhegus

## Governance

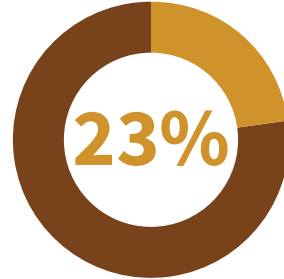
Since the beginning of time, our ancestors lived by a traditional system of governance that has sustained us and our lands and waters. A sophisticated system of laws governed all forms of environmental, social, and political relations. It is from this proud history that the Tla'amin Nation derives our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

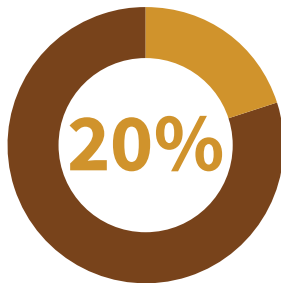
## VOICES OF OUR PEOPLE



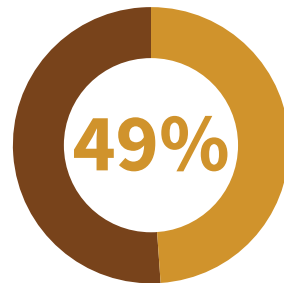
of members say there is strong sense of trust and respect between elected officials, staff, and Tla'amin citizens



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.”*

## PROGRESS TO CELEBRATE AND BUILD UPON

### Self-Governance

The Tla'amin Treaty restored self-governance and control of parts of our territory. Tla'amin now has law-making and administrative authority over 8,322 ha of our lands, described in our Government Law and carried out by the Tla'amin Government.

### Constitution

The Tla'amin Constitution guides our Nation in exercising its self-government authorities and responsibilities in a manner that respects Tla'amin culture and taʔow. The Constitution requires the Tla'amin Government to be an open, democratic, and accountable government, and to respect the rights and equality of all Tla'amin citizens.

### Laws, regulations, and policies

We have developed and enacted over 23 laws and associated regulations to date to support the economic, social, and physical development of our community, the protection of valuable natural and cultural resources, and the administration of land and financial assets. We have developed policies intended to support good governance and accountability.

## THINGS TO WORK ON

### A bigger say in our territory

We need to do more to occupy a place at federal, provincial, and local tables to ensure that our interests and goals as Tla'amin people are at the forefront of all decision-making in our territory.

### Inclusion of youth and Elders

We need to create formal ways to include both ʔaxʔaxay (Elders) and čičuy (youth) in our decision-making processes, recognizing that ʔəms taʔow tells us to learn from our Elders in order to make a better world for future generations.

### Citizen engagement and accountability

We can do more to deliver a high level of transparency and accountability through communications and engagement with Tla'amin people and families.

## 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.





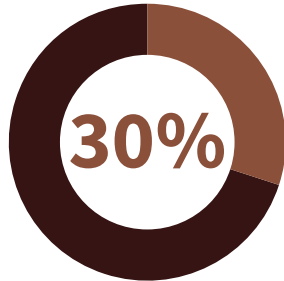
# ninije tala

## *Finance & Administration*

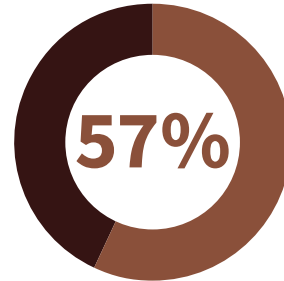
The ninije tala (Finance and Administration) Housepost supports Tla'amin Nation to sustainably grow and maintain sound management of human and financial resources in accordance with Tla'amin Law.



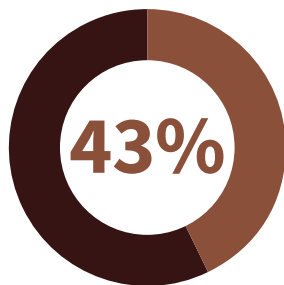
## VOICES OF OUR PEOPLE



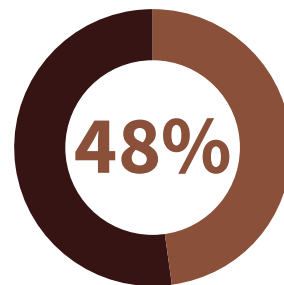
of members say that there are multiple opportunities for mentorship, professional development, and career advancement within the Tla'amin Government



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

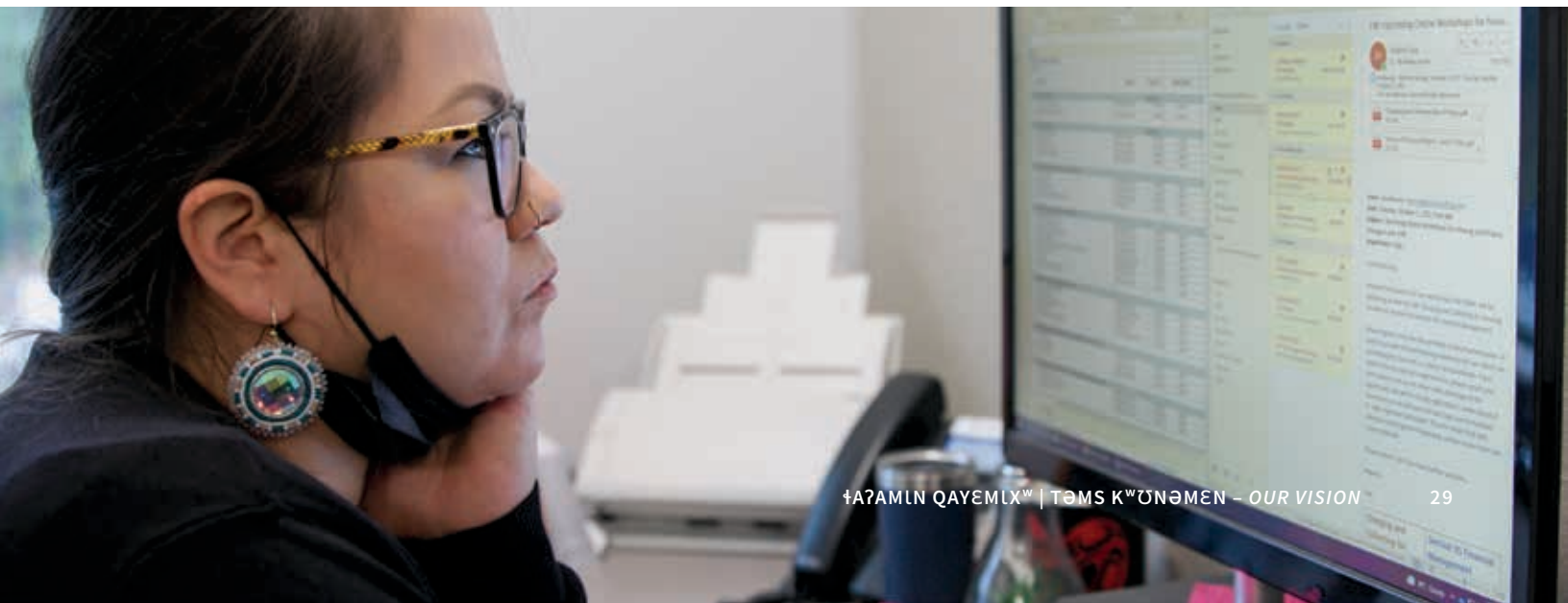
- ▶ We will provide opportunities for employees to pursue mentorship, training, and professional development.
- ▶ We will grow a positive organizational culture grounded in ʔams taʔow, lateral kindness, and regular performance conversations.
- ▶ We will break down silos and champion teamwork across Nation 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.

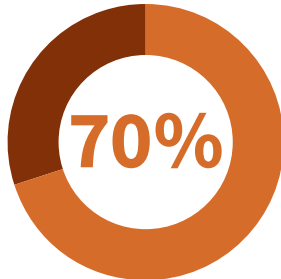


# č̣εč̣εgatawł

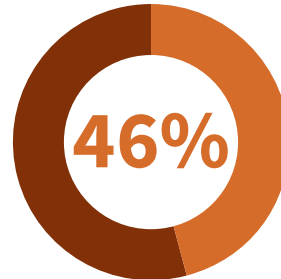
## *Community Services*

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.

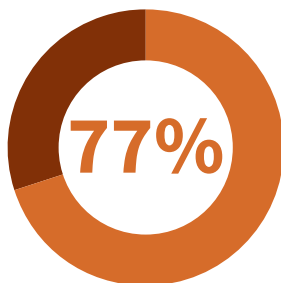
## VOICES OF OUR PEOPLE



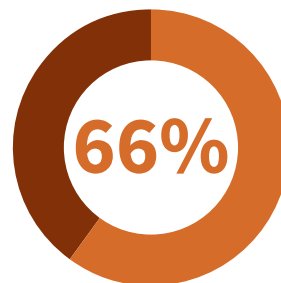
of members feel they have regular opportunities to learn our language



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.

**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.

**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.



## **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 t̓išosəm.

**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.



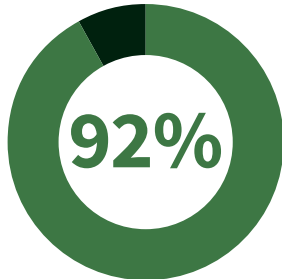
# nine gij̓e

## *Lands & Resources*

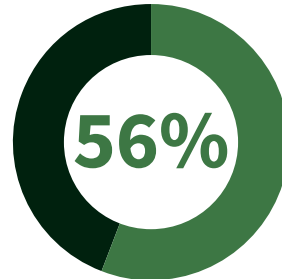
The nine gij̓e Housepost supports the Tla'amin Nation to responsibly manage our lands and resources on Tla'amin lands within ʔəms gij̓e (*traditional territory*) in accordance with ʔəms taʔow and applicable policies and laws.



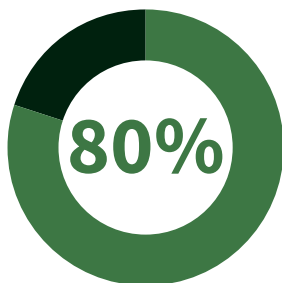
## VOICES OF OUR PEOPLE



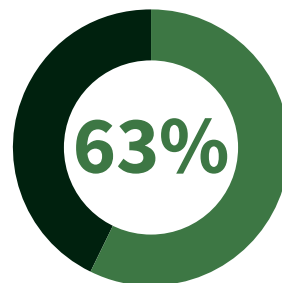
of members say that protecting sensitive lands and resources should be a priority



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.



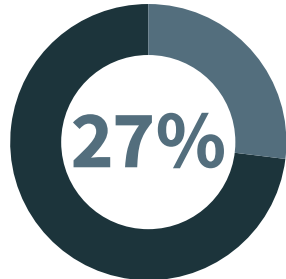
# ᑭayisaᑲot

*Public Works, Capital & Infrastructure*

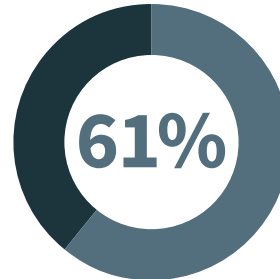
The ᑭayisaᑲot Housepost supports the critical inner workings of Tla'amin Nation to develop, operate, and maintain the Nation's public works assets such as housing, water, sanitary sewer, drainage, solid waste, roads, bridges, and community buildings.



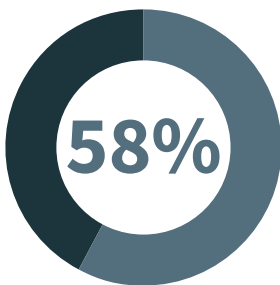
## VOICES OF OUR PEOPLE



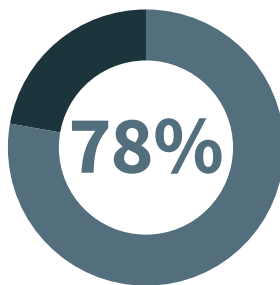
of members say that there are adequate facilities to support their health and well-being



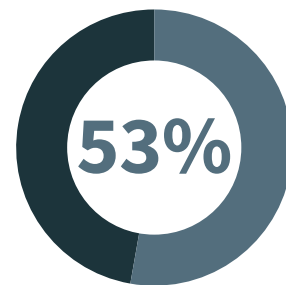
of members say that current Tla'amin facilities meet their needs and 54% say these facilities are well-maintained



of Tla'amin people feel safe in their community



feel that Tla'amin is an open and welcoming community



would like to see better and more rental housing

*“Sewage on Klahanie.”*

*“Sanitary sewer improvements, infrastructure database.”*

*“Maintenance of existing infrastructure.”*

## 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.



## **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<sup>w</sup>εq<sup>w</sup> aystow†

## *Implementation*

q<sup>w</sup>εq<sup>w</sup> 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.

*Pimot*

## APPENDICES

### Survey Outcomes



[tlaaminnation.com/CNP/voice](https://tlaaminnation.com/CNP/voice)

### Organizational Profile



[tlaaminnation.com/CNP/profile](https://tlaaminnation.com/CNP/profile)





*One Heart, One Mind, One Nation*  
tlaaminnation.com

