



# Nt'ákmen: Our Way

The Lilwat Nation ANNUAL REPORT 2014



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# Message from the Chief

## Building our Determined Nation

Hello and welcome to the 2014 Lílwat Nation Annual Report. In these pages you will discover a Nation moving towards self-determination at a faster pace than ever before. You will also see how we are achieving this through embracing the principles of Ntákmén (Our way).

The values of Ntákmén — honour, honesty and respect — are the foundations on which we are addressing many of the challenges facing our Nation. We need a safe and stable housing supply to protect and house our children, families and elders. We need to continue to promote employment opportunities and stimulate economic development both within the community and off reserve. Finally, we need to continue to strengthen the relationship between other governments and our Nation. We are working hard at finding solutions.

As we continue to move forward as a people, my vision for the Nation is one of self-determination. This will be realized in a number of ways, including increasing own source revenues, economic development and creating more employment opportunities. It will also be realized through less reliance on AANDC and other government programs. My vision also includes

a fully self-sustaining Nation with safe and secure housing, our own Land Code, living within our means, great economic development opportunities and having Ucwalmícwts being spoken throughout our community.

The past year, I continued my focus on working towards self-determination through my involvement with the Union of BC Indian Chiefs and the BC Assembly of First Nations. I was able to advocate for our needs at this political level. I am also proud that the name Mount Currie Band was officially changed to the Lílwat Nation on September 12, 2014.

Earlier this year, we saw several historic court wins for our Nation and others. In June, Lílwat and Squamish Nations won the court case against the Resort Municipality of Whistler regarding lack of appropriate consultation in the resort's OCP (Official Community Plan). In a separate case, the Supreme Court of Canada granted declaration of Aboriginal title to more than 1,700 square kilometres to the Tsilhqot'in First Nation. We are working with our legal and technical staff to see how these decisions will help us in our path toward self-determination.



Chief Lucinda Phillips

Things are changing and we getting ready for those changes. Our amazing staff have developed and implemented best practices policies in the areas of finance, governance and human resources, to ensure an open and transparent government — a government that the community can trust.

Please have a read of *Ntákmén: Our Way* and find out what why this is such an exciting time to be Lílwat.

**Kukwstumckálap**  
Chief Lucinda Phillips

A handwritten signature in black ink, appearing to read 'LPhillips' with a stylized flourish at the end.

# Message from the Senior Administrator

## Building Towards Self-Determination

On behalf of the Lílwat Nation Chief and Council, senior leadership team and staff, I am pleased to present the 2014 Annual Report. This is the Nation's third annual report and we are proud to share many of our successes from the past year.

**Self-determination.** When reviewing many of the major projects and accomplishments during 2013/14, the overriding theme we kept coming back to was *Ntáakmen: Our Way*. With a vision of reaching full self-determination in the future, we invited our Council, staff and community members to contribute stories about how they work towards self-determination. What we discovered were many people working in the same direction to achieve this goal. Providing learning opportunities to community and staff members, developing our own land code, pursuing economic development that makes sense and undertaking an infrastructure management program are all initiatives that will further the pursuit of being fully self-sufficient.

**Good Governance.** The way in which we govern the Nation and its Traditional Territory is our foundation to achieving self-determination. We support that foundation, and continue to be leaders amongst many First Nations in Canada, by using governance best practices. In the past year, we have reformed many of our internal policies, established new committees with better Council oversight and have passed our own elections and citizenship codes. Through good governance and administration, we have also raised the Nation's external profile, resulting in Lílwat becoming members of the First Nations Finance Authority, preparing for a vote on our own land code, and being a true partner in government-to-government relations.

**Financial Leadership.** An important part of self-determination is living within our financial means and abilities. We have worked continuously at responsibly managing the Nation's financial and economic resources, so that the decisions we make today will set up future generations for success. This year, we have remained in a solid financial position as the Band delivered a surplus from our Band Operations and from our Corporations, while successfully reducing contributions to the Squamish-Lílwat Cultural Centre to a sustainable level. We continue to emphasize financial responsibility as an essential requirement of our leaders through our annual planning, budgeting and regular financial reporting process.

### Telling the Story.

Finally, our annual report tells all these stories through the eyes of our people. We recognize important contributions from our volunteers, share department success stories from our staff, and provide the opportunity for the Nation's elected Council to share their visions for self-determination. At the end of the day, it is the people that work day in and day out to give back to the community, to achieve some of the great things that we have accomplished, and to work towards that ultimate vision of full self-determination.

We hope you enjoy our 2014 Annual Report.

Curt Walker



Senior Administrator Curt Walker

# Volunteer Recognition

## Giving for the love of community

The Lílwat Nation depends on its many volunteers to produce events such as the rodeo, to cook for our gatherings, and help in times of tragedy. The three women that grace these pages have been giving back to the community for as long as they can remember. We are proud to recognize and celebrate their work in making our community a better place to call home.

### Barb Gabriel

Barb Gabriel can't remember when she started volunteering to cook for funerals, weddings and family gatherings. However, she's certain she's been running the bingos for even longer. Although she enjoys the work she does, she admits that it can be tiring.

"Sometimes we start at 6 or 7 am and cook three meals. The day is prepping, cooking and cleaning and then we do it all over again," says Barb. "And then we'll hold a bingo. By the time we're finished it's midnight. Then we get up and do it again."

The "we" she refers to are the other volunteers she works with in the Úllus kitchen.

"We have fun, we laugh and just enjoy working together," she says.

When she's not cooking for a community event, Barb spends her time creating dreamcatchers and weaving beautiful baskets.

"My grandmother taught me how to make baskets when I was very small, but she only taught me how to do the bottoms, that's all I did," she remembers.

An aunt taught her the rest and gave Barb the tools she needed to work her craft.

Today, her work is on display at the Lílwat7úl Culture Centre. But with the arthritis in her hands causing her grief, she wonders how long she'll continue both weaving and cooking.

"When I think of not cooking, I'm sad — families that need help," says Barb.



## Marietta Peters-Wells

Pasít

Marietta Peters-Wells figures she's been volunteering all her life, it's a value she inherited from her parents and through the mentorship of Elders.

"Our home was a place of gathering. There was always bingos, band practice, dancing to the radio or records and folks playing their own instruments — people having fun," she remembers. "Special occasions and holidays we'd have people coming from all directions."

Today, Marietta brings that spirit of giving to her work with the Lillooet Lake Rodeo and other community events where she works to ensure safety and inclusion for all.

"I walk the site to make sure the fencing is all right," explains Marietta. "I make sure there's seating for Elders and the disabled, I make sure there's space for everyone and that everyone feels included."

Once an event is up and running, she stays onsite looking at other ways to help to make sure everything is safe, the event goes smoothly and that people only have to worry about having a good time.

This year, Marietta took her event experience and volunteered for the Pemberton Music Festival. She helped pitch nearly 180 tents in 35°C+ temperature. The payoff was recognition of a job well done and a spot by the front of the stage to watch Snoop Dogg.

Although Marietta plans to volunteer for the rest of her life, she'd like to see more people get involved.

"Take a look at what needs to be done for the events you want to see happen," she encourages potential volunteers. "Check it out and see if events need help."



## Carolyn Ward

Since 2003, Carolyn Ward has been Director of Emergency Social Services. She is the first person to hold this volunteer position that was created as a result of what meteorologists called a "200-year flood."

"I had to evacuate my house in Mt. Currie and go up to live at Xetólacw," remembers Carolyn. "I had to take the back road to get to Pemberton."

In Pemberton, the then member of council met with Claire Fletcher, the town's director of Emergency Social Services.

"Claire asked if I wanted to be part of the program and I said yes," says Carolyn. "I went for a lot of training and learned how to set up reception areas, coordinate registration and arrange billeting — everything that's needed in an emergency."

Depending on the size of the emergency, it can be a colossal amount of work that will require her to bring in other community members to assist. Such was the case with 2010's landslide at Meager Creek.

"We had to evacuate 126 homes in Mt. Currie," says the woman who travels with a bag of essentials in her car, prepared to immediately help in any emergency situations. Her employer, Lands and Resources, understands that a crisis may take her away her desk, recognizing her volunteer work is 24/7 — a fact that Carolyn confirms.

"If it's four o'clock in the morning and there's a fire, I'll be there."





# Stories of Self-determination

## Considering the accomplishments that are bringing us closer to self-governance

It's been said that you cannot be self-governing if you cannot be self-reliant.

At the Band office we believe that Lílwat Nation and all First Nations are entitled to be in a position where they are not dependent on governments for their continued existence.

We are moving towards self-governance through better financial management, following our own land use plan and the introduction of improved policies and processes. We have also raised our profile in provincial and national organizations, reclaimed the Ucwalmícwts language and committed to the preservation of Lílwat culture. We are succeeding by following the principles of Ntákmén (Our way).

Over the past two years, significant steps have been taken to use the tools that the First Nations Financial Management Board (FNFMB), the First Nations Tax Commission (FNTC), and the First Nations Finance Authority (FNFA) provide. In 2013, the Lílwat Nation strengthened its administrative environment by passing a Financial Administration Law (FAL). During the past year, staff has continued to implement the remaining sections of the law and update internal policies to support the FAL. This has resulted in access to low-interest, long-term capital, as the Lílwat Nation is now a borrowing member of the FNFA. As well, a Property Tax and

Assessment Law was passed. This allows the Nation to collect property taxes from non-community businesses on reserve. This is an important law as it gives Lílwat the ability to help finance public infrastructure.

Another program that represents strides towards self-governance is the infrastructure mapping and asset management components of the Land Use Pilot Program (LUPP). Information from AANDC, our engineers, and past and present staff, was used to develop a comprehensive picture of all public infrastructure on reserve. Much of this information was previously housed with outside agencies and consultants. As a result, the Nation was often forced to rely on outside help to manage maintenance and repairs to our infrastructure. The LUPP is the first step towards developing long-term capital and maintenance plans that will ensure that Lílwat has the capacity to proactively plan, maintain and manage our capital assets.

This past August those assets increased. At that time, the Líl'wat Nation was approached to see if there was interest in purchasing Woodlot 49e, between the Birkenhead River and IR#6. After an analysis deemed the land use appropriate, it was presented to the Board of Directors of Líl'wat Forestry Ventures LP. The board recommended that Chief and Council approve the project and borrow \$270,000 from the Mid-term Economic Investment Fund that was established with the BC Hydro Settlement money. The Nation was able to leverage its current resources of staff, partners and money to purchase an important asset and gain further control of the territory. Harvesting from that site has provided a great return on investment and will provide further economic benefits into the future. The Nation now controls almost 70,000m<sup>3</sup> of Annual Allowable Cut and is negotiating an Area-based Tenure to improve forestry management.

In March of 2013 the process of developing a Land Code for reserve lands began. **The purpose of the Land Code is to set out the principles, procedures and structures that apply to Líl'wat Nation reserve lands and resources and by which the Nation will exercise authority to manage these lands and resources.**

This is a historic opportunity for the Nation to take control over its reserve lands; under the Land Code approximately one third of the Indian Act will no longer apply to Líl'wat's reserve lands and resources. Rules and regulations for managing reserve land and resources will be managed under the Land Code, which is currently being developed with assistance from Chief and Council, a steering committee of the land management board and input from the community, as well as staff and legal counsel.

The Land Code will only come into effect following a successful ratification vote in March of 2015.

**All voting citizens of the Líl'wat Nation will have the opportunity to decide on this important step forward towards self-determination and self-governance.**

Another key to independence is putting First Nations health into First Nations hands. This past year, a "dashboard" document was developed by the Líl'wat Nation to identify the community's health services needs and the Líl'wat Empowerment and Accessibility Program (LEAP) was introduced to provide health intervention and support to community members with physical and cognitive challenges. As well, a letter of appeal was sent to the Province regarding the availability of provincial services. As a result of that appeal, First Nations health services became available to people on and off reserve in August.

The Líl'wat Nation has also taken significant steps to increase cultural knowledge and understanding. Keeping Líl'wat culture and Ucwalmícwts language alive is a responsibility that's shared by Líl'wat7úl Culture Centre, Tszil Learning Centre, Xe'ólacw Community School, and Úllus and Pqúsnalhcw Child Care Centres. From toddlers to Elders, everyone has an opportunity to learn and celebrate what it means to be Líl'wat. And now in its second year, the Líl'wat First Nation Language and Culture Certificate Program, offered through Capilano University, is due to graduate its 15 students in the spring of 2015.

**Ntákmen.  
Our way.  
The right way.**



- Health/Líl'wat Empowerment and Accessibility Program**
- Language and Culture**
- Our Own Land Code**
- Better Governance**
- Better Polices**
- Financial Administration Law**
- First Nations Financial Authority Borrowing Member**
- Property Tax Law**
- Land Use Pilot Program**
- Investments in Economic Development**
- Citizenship Code**
- Elections Code**



# Governance and Strategic Planning

# A government of the people, for the people

The priority of Chief and Council, the Mount Currie Band staff and administration is to serve the community by being responsive to the needs and concerns of its members. As Líl'wat Nation's government, we aim to foster an environment of trust and respect. We are a government of the people and believe that serving our community members come first. This is reflected in our current activities and the direction we have set for the future. It's a direction that has come from community.

We believe that listening to the community is the only way to ensure effective government. We do this through a commitment to community consultation. In addition to implementing community engagement strategies, such as General Assemblies, info sessions and department open houses, many of our departments have advisory boards, boards of directors or committees composed of both community members and staff.

Governance's direction is grounded in recommendations from the Strategic Plan 2010-2015 that was developed through extensive community consultation efforts including workshops and general assemblies. At its core, the strategic plan is the Líl'wat Vision. The plan outlines how to further develop the community with traditional values in mind.

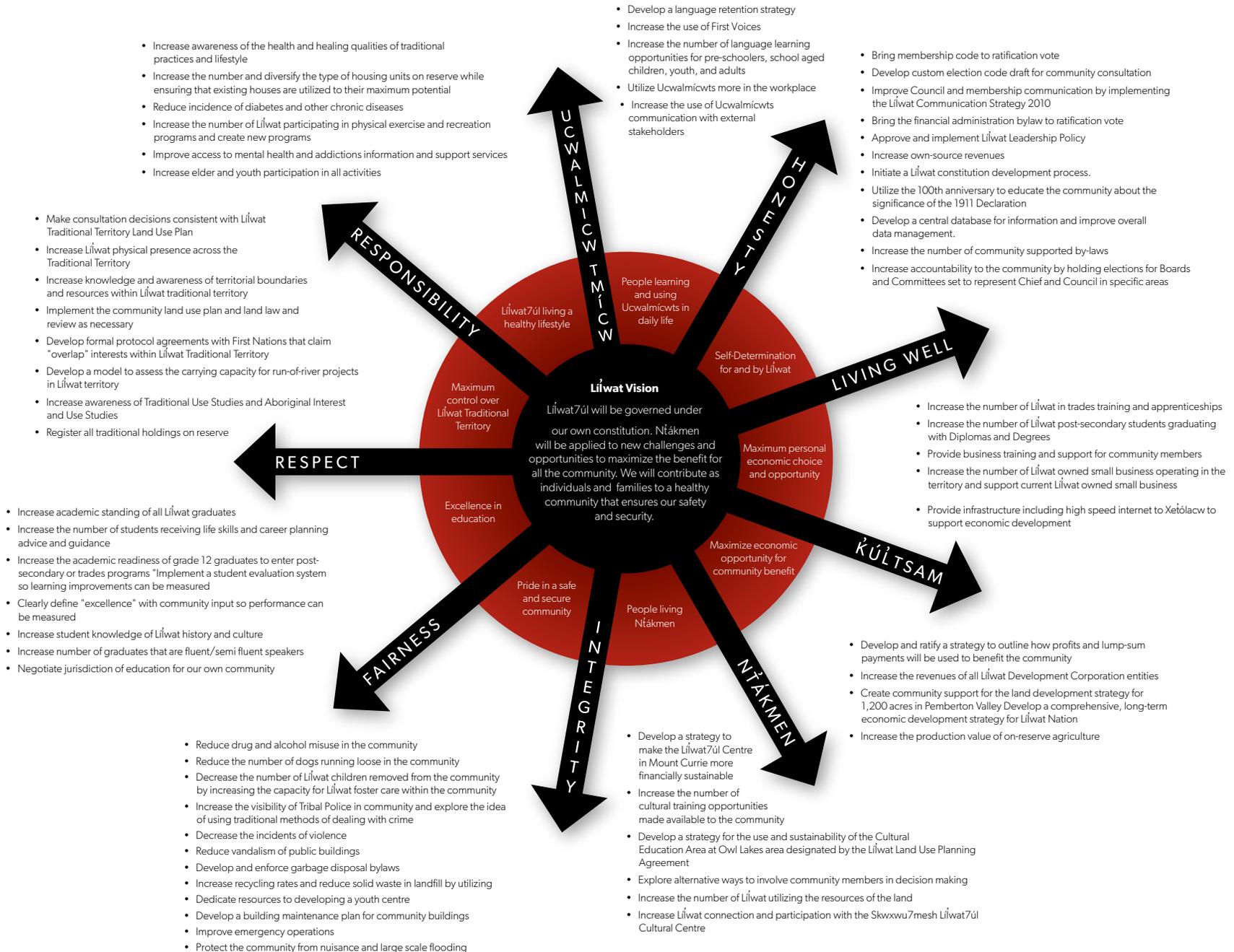
Respect, honesty and fairness, the values of the Líl'wat Nation, provide the framework for the strategic plan. The plan makes provisions for the retention of the Ucwalmícwts language, and is founded in the concepts of Ntákmen (Our way) and Kúítsam (Integrity, responsibility and living well.). These values inform everything the band does, from determining policy to addressing practical concerns such as infrastructure, maintenance and housing. All of the projects, goals and areas for exploration identified in the strategic plan have been run through a filter of these values. With input from boards, committees and community members we have determined the priorities that will carry us through to 2015, when a new plan will be developed.

Since implementing the strategic plan in 2010, we have achieved many of its goals. We are pleased to share our accomplishments with you.

*Ti Líl'wata*  
Our community



# STRATEGIC PLAN 2010-2015



## How the Strategic Plan has served the Lílwat Nation

Using our strategic plan to guide our activities, we have achieved much since we adopted the five-year plan in 2010. The following is a list of our accomplishments and how they relate to the nine objectives set out in the Strategic Plan 2010-2015.



- People learning and using Ucwalmícwts in daily life
- Increased use of First Voices.
- Increased opportunities for preschoolers, school-aged children and adults to learn Ucwalmícwts.
- Introduced the Lílwat Nation Language and Cultural Certificate.



- Self-Determination for and by Lílwat
- We have increased Own Source Revenue through IPP participation agreements and the revenue generation from our corporations. We are in ongoing discussions with proponents for further investment and revenue sharing opportunities, evaluation of business plans for investment, completion of joint venture agreements for construction and contracting opportunities.
- Brought the membership and citizenship codes to ratification vote.
- Implemented the Financial Administration Law.
- We approved and implemented the Lílwat Leadership Policy.
- We used the 100th anniversary of the 1911 Declaration to educate the community about the significance of this document. (2011)
- We have increased the number of community-supported bylaws including a Taxation Law in conjunction with an assessment law and Financial Administration Law.
- Annual school board elections (affecting half the positions) have been instituted.
- Adopted and implemented a new Band HR Policy.
- Adopted (in principle) a new Finance Policy.



- Maximum personal economic choice and opportunity
- Increased the number of Lílwat in trades and apprenticeships with 14 community members taking part in "Forestry Bootcamp" through The College of the Rockies and eight community members becoming certified tree fallers through New Faller Training.
- Since 2010, we have had more than 30 people finish Aboriginal Businesses and Entrepreneurial Skills Training and in the coming year we will be offering more focused workshops based on participants feedback.
- We have provided business training and support for community member and increased the number of Lílwat-owned small businesses.
- A land development strategy for 1,200 acres in Pemberton has been developed.
- We have completed the installation of high-speed Internet to Xetólacw.
- We completed the vision gap of on- versus off-reserve agriculture through Sauder School of Business and will be building this into a more detailed Agricultural Plan through the Land Use Planning Pilot Project.

## GOVERNANCE AND STRATEGIC PLANNING

### Maximize economic opportunity for community benefit

- Developed and ratified a strategy outlining how profits and lump sum payments will be used to benefit the community.
- Increased the revenues and profits of the Lílwat Business Corporations: Retail, Forestry and Construction Management. Growth has been consistent and 2014 was one of our strongest years with the forestry growth and construction opportunities afforded by the Upper Lillooet Hydro Project.
- Took advantage of economic development opportunities from the Pemberton Music Festival.

### People living Ntákmén

- We have developed a strategy to make the Lílwat7úl Culture Centre more financially sustainable.
- We have improved our financial administration by incorporating good governance supported by the Financial Administration Law, certification of financial systems by the Financial Management Board, providing us lower interest rates, annual strategic and financial planning, investment of BC Hydro funds and analysis of business and economic development.
- Cultural opportunities for the communities have been increased through the introduction of the Lílwat Language and Culture Certificate at Tszil, the first course of which was successfully completed by 24 students. Twenty-three students have enrolled to continue this course of study.
- We have created more opportunities to get involved through participation in committees, boards, General Assemblies and council meetings.
- Strengthening our connection to the Squamish-Lílwat Cultural Centre has been achieved through regular and ongoing participation in Board meetings, as well as the centre's events and activities.
- We are better communicating Chief and Council's actions and activities.

### Pride in a safe and secure community

- We have reduced the number of "free-range" dogs by working with WAG and the SPCA.
- We have increased community capacity for foster care so fewer children are removed from the community.
- Recycling programs are now in place in both the Mount Currie and Xetólacw.
- A plan for the maintenance of community building has been put in place.
- A full-time Capital Projects and Maintenance Manager has been hired. (2012)
- Regular emergency planning operations are now scheduled.
- We have obtained funding from the AANDC and the Province of BC to mitigate on-reserve flooding.
- We are building more homes on reserve, incorporating design that reflects the needs of growing families.



### Excellence in education

- We have increased language and cultural understanding, as well as literacy and numeracy.
- We have implemented our first year of the high school credit system.
- At T̓szil Learning Centre, we are offering a Language and Culture Certificate Program.
- A Lílwat Nation Business Administration Certificate program is now available at T̓szil and is offered in partnership with Capilano University.
- We've established an excellent Special Needs program with two fully qualified teachers and 12 Education Assistants.
- Special Education Assistants have completed training at the T̓szil Learning Centre.
- We have increased our counseling services.
- We offer academic upgrading.

### Maximum control over Lílwat Traditional Territory

- All on- and off-reserve decisions now support the Land Use Plan.
- We continue to increase our community's awareness of traditional territory boundaries and the resources within.
- We have developed a much better understanding of run of river project capacities and have established plans to preserve, protect or develop some of these opportunities.
- We have undertaken traditional use and AIUS studies when evaluating any major project that will impact Lílwat traditional territory.
- We continue to be engaged in the ongoing process of registering all traditional holdings on reserve.

### Lílwat7úl living a healthy lifestyle

- Through our Healthy Lifestyles program we have reduced diabetes and other chronic diseases. This program has delivered the message that good health is available to anyone regardless of age or ability.
- We have completed construction of world-class recreation fields which has led to increased activity.
- Elder and youth participation has increased in all of our recreational programs.
- We have increased awareness of traditional practices and culture through activities such as building drums and participation in cultural events.
- We have increased elder participation in our recreational programs by offering weekly exercise programs.
- Mental health and addictions services have increased and now include workshops to address our community's needs. Significantly, we have adopted a formal suicide protocol and expanded our resource staff. Our goal is to offer excellent services to anyone seeking help to overcome emotional, mental or addiction issues.
- A nutritionist is now available to the community three times a year.



# Opportunities to get involved with governance

Governance serves the day-to-day operations of the Líl'wat Nation, funding Chief and Council activities, administration, legal, IT, transit, human resources, communications and special projects. The department is also responsible for the development of policy. In order to move policy forward, Governance employs cross-functional teams, council representation and input from the community to allow community members to get involved in decision-making. People can also become involved with setting the Nation's direction through participation in the boards and committees that liaise with the department and Chief and Council.

Governance relates to how decisions are made and how the community governs itself. At the beginning of each term councilors are assigned to one of the following portfolios: Governance, Finance and Audit Committee, Housing, Community Social Services, Primary, Secondary and Immersion Education, Community Health Services, Líl'wat Business Corporations, Health, Advanced Education, and Training and Lands, Resources and Infrastructure. Each of these departments has at least one council member on its board or committee to serve as a chairperson.

Through either specific project outreach or boards and committees, community members have input into the decisions made by council. Committees and boards are delegated specific authority to make decisions, as well as make recommendations to staff and advise council. Committees are governed by Terms of Reference approved by council and include terms on how decisions are made, the composition of the board, length of term and specific authority.

Governance also oversees and proposes changes in internal policies and procedures within the band's operations. These areas include finance, personnel, leadership, communications and emergency planning. Ongoing efforts are made to keep these policies current and relevant in all areas of our government.

In the past year, we have improved our communication with the community by reinstating our monthly newsletter and the creation of *Chief and Council Notes*. We are currently exploring other options for getting information out to the public including wider newsletter distribution, social media outreach and improvements to our website. Our aim is to attract more community members to help shape the future of the Líl'wat Nation. It's a future where self-governance can become a reality.

## Opportunities to get involved

- Attend General Assemblies
- Go to council meetings
- Read *Chief and Council Notes*
- Call your senior managers
- Talk to council members
- Read the band newsletters
- Write or email your concerns
- Join a Líl'wat Nation committee or board
- Run for council in 2015

*Wá7 ken shíkekstum ti ntakmenlhkálha.*  
*(Wa kin shlee-kick-shtoom tee ntack-min-thlkathla.)*  
 We are learning our traditional way of life.

### Community Projects Governance has sponsored

Governance and Social Development are here to support the community, donating staff time and financial resources for special events. Here's a sample of the projects we funded in 2013/14.

April 2013	\$ 1000	Stát'yemc Gathering
April 2013	\$ 580	Community Clothing Exchange
2013/2014	\$ 3197	Community Soup Kitchen May 2013-March 2014
June 2013	\$ 3200	Grad 2013
October 2013	\$ 1000	Thanksgiving Pow-Wow 2013
October 2013	\$ 560	Community Clothing Exchange
March 2014	\$ 3450	Grad 2014
April 2014	\$ 580	Community Clothing Exchange
April 2014	\$ 3000	Skalúla7 Rediscovery Camp





## How the band works

The smooth operations of the Mount Currie Band's activities depend upon more than 240 people working towards a common goal of creating a safe, sustainable and culturally aware community. The following charts illustrate our organizational structure.

What you will notice is that on both of the charts on the following pages is that "people" are at the top. Without input from the community we can't effectively meet the needs of the community. In the coming months and years, we will continue to increase and develop both our community engagement strategies and communication efforts. The Mount Currie Band is unwaveringly dedicated to the principles of transparent and open government. We want you to know how we work and how you can get involved.

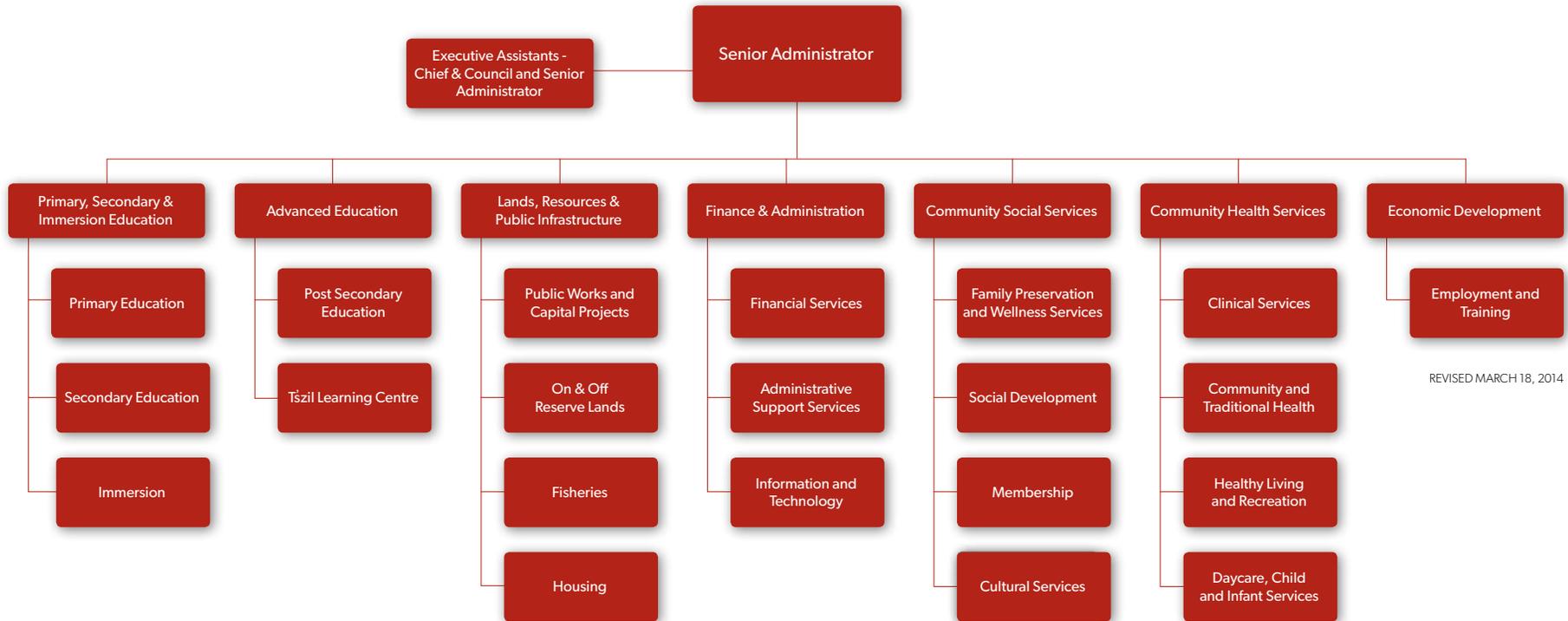




## ORGANIZATIONAL STRUCTURE

### The People

#### Chief and Council

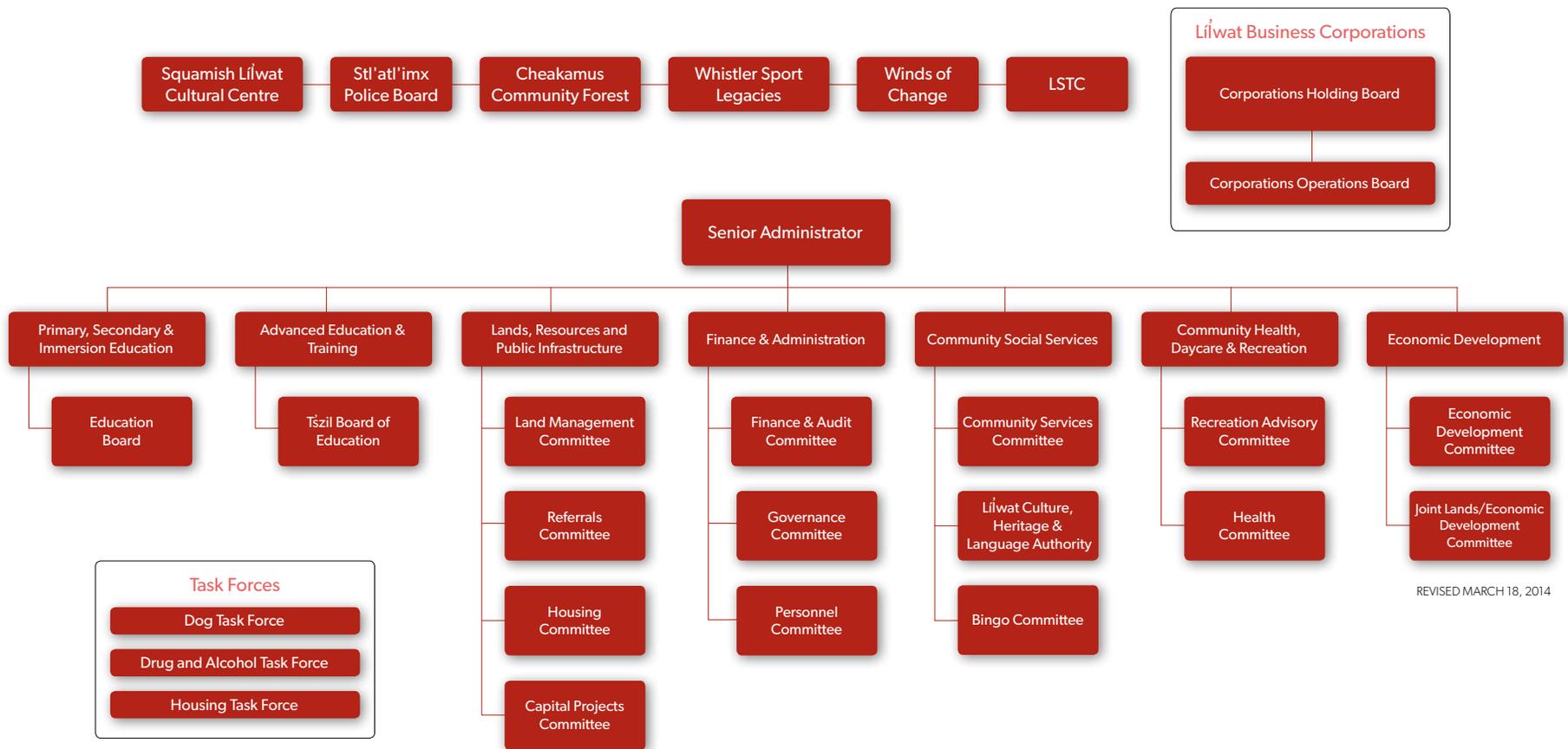




## BOARD AND COMMITTEE STRUCTURE

### The People

#### Chief and Council



REVISED MARCH 18, 2014





# Department Reports

## ADVANCED TRAINING AND EDUCATION

## Providing learning opportunities for youth and adults

The Advanced Training and Education Department believes that education is central to the growth of the Líl'wat Nation. It allows individuals to succeed, the community to function well and the economy to be prosperous. At T'szil Learning Centre we strive to offer post-secondary courses, academic upgrading, vocational training, and employment programs that help members access education to help them achieve their goals.

This year we've seen many examples of our community members achieving their goals. This past June we saw 17 people graduate from the two-year Special Education Assistants program. Over the past year, more than 150 students were involved in our post-secondary programs, 100 of them attending programs at home at the T'szil Learning Centre. And BladeRunners, our youth employment-training program, attracted 30 participants who received an introduction to the construction, forestry and ski industries. Many BladeRunners participants are now working in the field, within the Líl'wat Nation's corporations and at Whistler Blackcomb. As well, the First Nations Employment Society (FNES) helped support 107 in a variety of programs including: Passport to Information Technology, Office Administration, Carpentry (Year 1), Iron Workers and New Fallers.

With the guidance of the T'szil School Board and the Líl'wat Language and Culture Committee we also endeavour to integrate Ucwalmícwts and culture into all of our programs. This helps us to provide a safe, supportive and inclusive environment for our students to reach their full potential.

### 2014 Highlights

#### LÍL'WAT NATION LANGUAGE & CULTURE CERTIFICATE PROGRAM (CAPILANO UNIVERSITY)

A university credit course designed to give current and future Líl'wat Language teachers training in the Líl'wat Language and to provide a range of courses that are relevant to Líl'wat culture.

#### SPECIAL EDUCATION ASSISTANT CERTIFICATE PROGRAM (CAPILANO UNIVERSITY)

This two-year program was offered to facilitate students completing their certification while working in local schools.

#### BUSINESS ADMINISTRATION CERTIFICATE PROGRAM (CAPILANO UNIVERSITY)

FNES and its partners funded students to complete this eight-month program teaching basic managerial skills.

#### POST-SECONDARY STUDENT SUPPORT PROGRAM

This program provides financial and academic support to students attending post-secondary institutions outside of the community or at the T'szil Learning Centre.

#### COMMUNITY ADULT LITERACY PROGRAM (CAPILANO UNIVERSITY)

Focused on literacy and support for students in remote communities, this year's program was delivered to Qalatkuem and N'Quatqua.

#### ACADEMIC UPGRADING

Adult Basic Education and a one-year University and College Entrance program are provided at T'szil through our partnership with Capilano University.

## Plans for the future

### **LÍLWAT NATION LANGUAGE & CULTURE CERTIFICATE PROGRAM**

In 2015, we will be graduating our first cohort of students from this program. In addition, we also will be offering the first level of Language and First Nation Studies to allow more community members the opportunity. We will investigate funding to expand the program so it may achieve post-secondary degree status.

### **ADULT BASIC EDUCATION & UNIVERSITY AND COLLEGE PREPARATION**

We will continue to offer academic upgrading, adding science and First Nations Studies to our course offerings this year.

### **HEALTH CARE ASSISTANT CERTIFICATE PROGRAM**

We will be actively trying to access funding to offer this program for the fall of 2015.

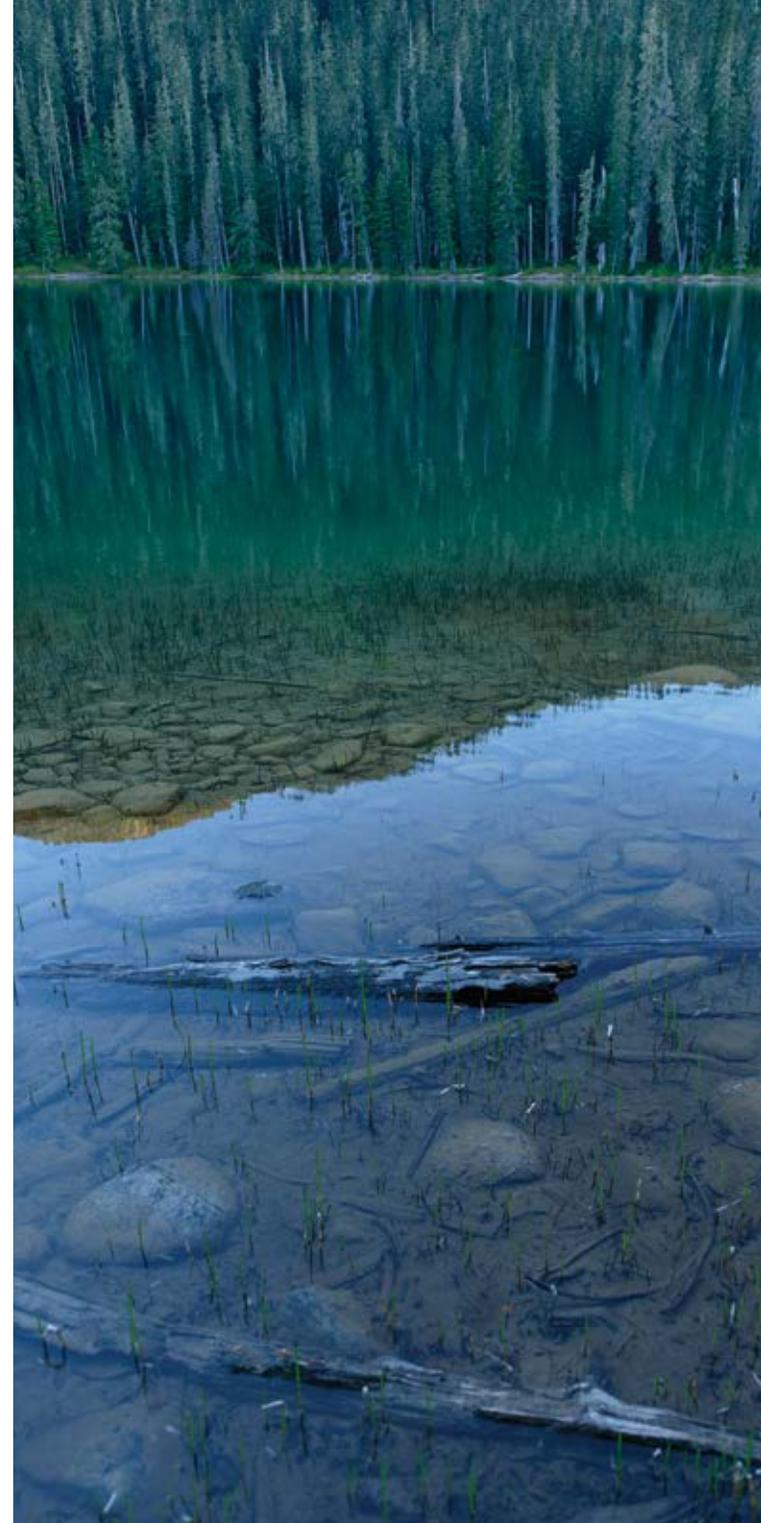
### **BLADERUNNERS**

BladeRunners will continue to provide employment training, life skills courses and industry certifications.



Last year, after 30 years of swinging a chainsaw, **Edwin Bikadi** took on managing the BladeRunners youth-employment support program. A life-long forester and log construction builder, it was a bad back that forced Edwin to change careers. He remembers apprehensively walking through the doors at T̓szil Learning Centre needing to get his ABE. Today, thanks to the continued education he received at the learning centre, he's an instructor helping others meet their goals.

"Going to T̓szil changed my life," says Edwin. "It's opened so many doors for me. It can open doors for everyone."



## COMMUNITY SOCIAL SERVICES

## Fostering confidence and self-esteem in our community

The Social Development Department oversees four separate departments that work together to make wellness — emotional, spiritual, mental, physical and financial — a shared priority. We advocate for families. We champion recreation. We promote Líl'wat culture. And most importantly, we strive to improve the quality of life for every member of the Líl'wat Nation.

Community Social Services Department works with both the mainstream Ministry of Children and Family Development and delegated Aboriginal agencies to help our members deal with child welfare issue pertaining to Líl'wat Nation children. We also help community members navigate the court system and provide probation services. To aid us in improving life for our community, we oversee the Social Development, Housing, Membership and Cultural departments. Our holistic approach to helping Líl'wat Nation is based in Ntákmén (Our way). We help our community members by maintaining family connections, working with extended family members, maintaining the culture, the language and traditional ways.

Community Social Services is committed to working with families on both a one-to-one basis and in family groups. We assist wherever possible, take risks and go the extra mile to achieve bigger and better things for Líl'wat Nation children and families.

Our department endeavours to ensure that children and families will have advocacy when dealing with any issues that are negatively affecting their lives.

### 2014 Highlights

#### ACCESS TO CAREERS PROGRAM

This program was developed in partnership with Tz'sil Learning Center and the Social Development Department. The recruitment for this program is done through Social Development for any Líl'wat community member wishing to continue with his or her education.

#### WELLNESS PARENTING PROGRAMS

Accessible to all community members, these programs are designed to assist families in building their parenting philosophy and a set of positive parenting skills and strategies.

#### COUPLES WORKSHOPS WITH IMAGO

A practical skills-based workshop where participants learn tools for effectively resolving conflict and transform daily squabbles into opportunities for growth and change.

#### REGALIA MAKING CLASSES

Available through the Culture Department, regalia making classes are open to all community members interested in learning this traditional art.

#### CHILDREN AND YOUTH PROGRAMS

Programs available through the Recreation and Child Care departments include activities for children and youth and sponsorship of the Breakfast and Lunch Programs for the Pqúsnalhcw Child Care Centre and the Xe'tólacw Community School.

#### SPONSORSHIPS

We provide funding through the National Child benefit for Xe'tólacw Community School's elective Super Courses that give our youth hands-on experiences both in, and outside, the community.

*Wa7 tu7 wa7 nilhmínem i tsuwa7lhkálha.  
(Wa too wa neeth-meen-im ee choo-wa-thlkathla.)*

We take care of our own.

## Plans for the future

### BUDGET BASICS WORKSHOPS

These new workshops, designed to assist our members in developing money management skills, will be implemented in the coming year.

### PARENTING WORKSHOPS

In 2015, we will continue to present three levels of parenting workshops providing the skills needed to raise children from infancy to young adulthood.

Assisting families in the areas of family preservation by providing advocacy and support will be enhanced with the addition of FASD key worker.

### CULTURAL PROJECTS

Aboriginal arts development and the First Voices program initiatives will remain a Community Social Services priority for 2015.



**MaryElaine James**, also known as Kakúsa7, has been working with the Lílwat Nation to keep Lílwat culture vital since 1980. As Language Coordinator at the Lílwat7úl Cultural Centre since 2005, she works tirelessly for the preservation of Ucwalmícwts (our language).

When considering self-determination, for MaryElaine, the word that comes to mind is Ntákmen. "It's about our way. It's about how you live on and off the land. It's about food preparation and preservation. Keeping language strong. It's about traditional values. It's about how you raise your children. Everything is stimulated from that one word: Ntákmen."



## HEALTH AND HEALING

## Bringing holistic health services to the Lílwat Nation

Lílwat Health and Healing delivers excellent holistic health services to the Lílwat Nation. We strive to create healthy relationships, with others and ourselves, therefore promoting a healing environment for the higher good of all.

The department meets its goal of community wellness through programs delivered by four separate sub-departments: Community Health, Home and Community Care, Maternal and Child Health and Traditional Healing. From health fairs that emphasize the management of chronic conditions to counselling, addiction services and residential school support, our programs and services address our community member's needs throughout all stages of life. Guided under the principals and values of Ntákmen (Our way), the department integrates traditional ways into all our practices.

Our programs help community members achieve physical health and social wellness through exercise, social support and interactive learning. The department works to empower the individual by providing services such as health check screening days, chronic disease self-management training and skills development.

Health and Healing continues to work towards the goal of ensuring First Nations health is guided by First Nations.

### 2014 Highlights

#### EXPANDED HEALTH SERVICES FOR FIRST NATIONS

We appealed to the Ministry of Health, Province of BC, the First National Health Council Health (FNHC) and First Nations Health Authority (FNHA) regarding availability of health services. As of August 14, services became available to all First Nations people, whether living on or off reserve.

#### INCREASED COMMUNITY OUTREACH

The year, we created and facilitated the first "Spirit Circle," a 12-week group focusing on healthy relationships for teen girls, held a two-day "Heal Your Life" workshop and developed programming for the Lílwat Addictions Awareness Week. Our Health Fair was very successful, attracting more than 200 people. We also began publishing the *Survivor's Voice* community bulletin.

#### LEAP ESTABLISHED

The Lílwat Empowerment and Accessibility Program (LEAP) was created to provide health interventions and support to community members who have cognitive or physical challenges.

#### INCREASED NURSING SKILLS CAPACITY

This year, two of Health and Healing's home care workers received training in acute care while our Special Needs Nurse attended the National Wound, Ostomy and Continence Conference. Hiring a Special Needs Nurse was made possible through a \$25,000 grant we received from the FNHA.

#### NEW PSYCHIATRIC SERVICES

We have secured the services of a Vancouver Coastal Health psychiatrist, Layne Harvey, who will spend two days a month at Health and Healing.

*Wa7 szuhmiństúm i swá7sa i ucwalmícwkalha.  
(Wa shzo-meen-shtoom ee shwa-sha ee ookwalmeeh-kathla.)*

We protect the health of our people.

## Plans for the future

### BETTER AT HOME PROGRAM

We will be rolling out “Better at Home,” a United Way-managed program that helps Elders remain independent.

### REACT WORKSHOPS

We will be holding two “Recognize, Report and Act on Adult Abuse” workshops.

### HOME CARE STAFF DEVELOPMENT

We will continue team-building, revamp home care staff resource materials and create consistency in the home care workers roles. We will also be working towards increasing the number of certified home support workers.

### LÍLWAT-OPT CLINIC FOR SEXUAL HEALTH

We’ll be reintroducing Lílwat Opt Clinic in 2015, providing clients with sexual health services include pap tests, birth control counselling and prescriptions, pregnancy testing and options counselling, sexually transmitted infection (STI) testing and sexual health information.

### INCREASE YOUTH SERVICES AWARENESS

Health and Healing will increase visits to the Xeólacw Community School to make students aware of our programs and services.



While still in nursing school, **Joanne Van Engelsdorp** applied for the position of Home Care Nurse with Health and Healing. She knew she wanted to work in a community that shared a core value she was raised with: respect for the land.

Since 2011, Joanne has been enjoying the diversity her job brings, describing it as “the action of a hospital at a slower pace.”

“I like the idea of walking with people through their health journey,” says Joanne. “When you’re in their homes you’re connected with the whole family, you’re not just seeing the individual and their illness. You get to treat them in an holistic manner.”



## Caring for our children in the spirit of Ntákmen

Pqúsnalhcw and Úlúus Child Care Centres are designed to meet the childcare needs of the Lílwat members and support the overall wellness of all children within the community. It is our goal to provide an environment that encourages all children to become creative, independent, responsible, self-directed adults who can make decisions for themselves.

Our daycare centres provide a variety of programs to serve the needs of our community today and into the future. With a combined capacity for 73 children, more than 100 families use our centres annually. Our certified, caring and expert staff delivers programming that applies the concept of Ntákmen (Our way) to early childhood education. Traditional values, arts and crafts and Ucwalmícwts language training are vital parts of a curriculum that emphasizes respecting and nurturing each child's uniqueness and helping them to reach their potential in all areas of development.

We also offer afterschool care for children aged six to 12. No matter what the child's age, our staff of

25 dedicated childcare professionals creates an environment that supports learning and creative play as we celebrate the culture of the Lílwat Nation.

Our caregivers work in partnership with the families who rely on us, respecting the needs, cultures and beliefs of each family. Applying the philosophies of our program, we strive to address families' needs while adhering to our centres' guidelines.

To maintain our standards of excellence, every staff completes an annual performance review. We also follow licensing regulations from Community Living and Assisted Living Act and are regularly reviewed by Vancouver Coastal Health Authority to ensure each program is following regulations set forth by them.

### 2014 Highlights

#### DAYCARE

##### **NEW PLAYGROUND FUNDING**

This year we received funding from the Whistler Blackcomb Foundation, Pemberton Area Endowment Fund, the Ministry of Child and Family Development and an in-kind donation from the Squamish Lílwat Cultural Centre for a new playground at the Úlúus centre.

#### CHILD DEVELOPMENT

##### **IMPROVED DEVELOPMENTAL ASSESSMENTS AND SUPPORT**

Child development assessments have increased to including ASQ and ASQ-SE testing that ensures children are meeting developmental markers. We also provide speech and language support, physical therapy, fine motor activities for early writing skills and occupational therapy.

##### **SUMMER CAMP PARTNERSHIP**

We have partnered with the Lílwat Empowerment Accessibility Program (LEAP) and the Aboriginal Supported Child Development Program (ASCDP) to fund the summer camp for our children (to age 18) with cognitive, physical and emotional concerns and to employ a support staff with mobility issues.

*Tákem tú7 swat wa steqstáli ti nʔakmenlhkálha.  
(Tack-im too shwat wa shtuck-shtailee tee ntackminthkathla.)*  
Everyone is responsible to carry out our traditional way of life.

#### **ADMINISTRATIVE SUPPORT**

##### **SUBSIDY APPLICATION FORMS**

We offer our clients support in filling out and filing their Childcare Subsidy Application forms.

##### **COMMUNITY NEWSLETTER**

We have begun to publish and distribute a newsletter for the community outlining our programs and activities.

#### **Plans for the future**

##### **PLAYGROUND CONSTRUCTION**

A new playground will be built at our Úllus centre during fiscal year 2014/15.

##### **PQÚSNALHCW CENTRE REORGANIZATION**

We will be reorganizing our toddler program at the Pqúsnalhcw Centre to accommodate our Aboriginal Infant Development and Supported Child Development programs.



**Susan Nelson** (Metátkwa) is a certified infant and toddler daycare worker at the Úllus daycare centre. For the past eight years she's been bringing Líwat culture to the community's children. Susan loves teaching little ones the traditional names for colours, numbers and "action" words. And the songs she sings in Uclwalmícwts, including a translation of "Twinkle, Twinkle, Little Star," are always a hit.

Coming to Uclwalmícwts as a high school student, Susan is passionate about early exposure.

"I want to have a daycare where the child could be immersed in our language all day. Our children really benefit having Uclwalmícwts as a second language."



## CORPORATIONS AND ECONOMIC DEVELOPMENT

## Building strong business for today and the future

The Lílwat Business Corporations Department oversees a number of businesses including the Xetólacw Tsípun Grocery Store, Múmleqs Construction and Lílwat Forestry Ventures. Our mandate is to develop and operate, long-term, profitable businesses for the benefit of the Lílwat Nation. Our goal is to maximize economic opportunity for community benefit.

Forestry was our major economic driver this year, with improved markets allowing us to harvest for a complete season for the first time ever. Since 2007, market conditions have meant that it would cost us more to produce the wood than we received in sales revenue. We continue to invest to purchase tenure, and invest in training and employment opportunities.

With this increased activity we have seen our employment increase dramatically, primarily in forestry contracting. In other years, BC Hydro has been our main client, while in the past year we have completed work for Whistler Heli-Skiing, Innergex, Squamish Mills, the Cheakamus Community Forest and other companies doing clearing, slashing, tree-planting, engineering, road re-construction and other jobs.

By working to achieve the priorities set out in the Lílwat Nation Strategic Plan 2010-2015 such as increasing own-source revenues, maximum personal economic choice and opportunity, and maximize economic opportunity for community benefit, we are contributing to Ntákmén (Our way).

### 2014 Highlights

#### CORPORATIONS

The Lílwat Nation Business Corporation's work has paid off in fiscal year 2014. The Corporations have returned to profitability after four consecutive money-losing years. This was due to an improved logging market, reduction of losses at Xetólacw Tsípun and a profitable partnership with Lizzie Bay Logging (Múmleqs Construction LP).

#### MÚMLEQS CONSTRUCTION

Múmleqs Construction was formed in 2013 to capture opportunities from the Upper Lillooet Hydro Project. Our first contract was to clear the 72km transmission line that is still ongoing.

As well, we have completed some road construction at the Wedgemount Creek IPP and the clearing of IR#2 for the Pemberton Music Festival. This venture allows us to expand into larger contracts than our current equipment and project management resources would normally allow.

#### FUNDING FOR IPP EXPLORATION

In 2014, the Economic Development Department received a grant for \$534,000 to complete studies on Wedge Creek to determine its economic, cultural and social viability as a potential site for a small Run-of-River Power Project.

#### PARTNERSHIP WITH BETHEL LAND DEVELOPMENT

This past year, the Lílwat Nation Council authorized Chief Lucinda Phillips to execute a Letter of Intent with Bethel Land Development based in Squamish to partner and develop the portion of fee-simple land at Function Junction zoned as light industrial in a 50/50 partnership. This partnership will allow the Nation to maintain ownership of the land while generating a long-term revenue stream for re-investment.

*Wa7 íu7 xzumstúm i skwezusemlhkálha.  
(Wa too hexzoam-shtoom ee sk-wizz-zoo-shimthkathla.)*

We hold our duties up high.

## Plans for the future

### WEDGEMOUNT IPP STUDY

In 2015, we will continue to study the economic, cultural and social viability of Wedgemount as a potential site for a small run-of-river independent power project. If successful, we may begin construction in 2016.

### PARTNERSHIP OPPORTUNITIES

We are investigating partnership opportunities with a local construction company to pursue commercial, residential and industrial development. Other partnership opportunities will also be explored in the coming year.



Field supervisor and forest technician, **Jordan Gabriel**, joined Lílwat Forestry Ventures two years ago when a shoulder injury took him off the unit crew. With the skills and expertise he's developed over his 20-year career, Jordan now manages and mentors our crews. His goal is to get the job done on time and safely.

"I visit every site and make sure that our employees have all their safety gear and all the equipment they need," says Jordan.

A firefighter with more than two decades of experience, Jordan also oversees, and provides, most of the training for Forestry Ventures' new forest fire fighting contract crew.



## FINANCE AND ADMINISTRATION

## Working for the financial sustainability of the Nation

Finance and Administration supports all of Lílwat programs and services in achieving financial sustainability. Our vision is to be known as a financial healthy organization, acting in a transparent and accountable manner, supported by an effective financial administration, the cornerstone of our success. We strive to achieve this by providing financial information and administrative support that enables best practice decision-making, in a seamless and friendly way to all of our internal and external customers.

Finance and Administration is responsible for the accounting finance, treasury, Internet technology, and community complex administrative functions for the Mount Currie Band and the Lílwat Business Corporations. This work is performed by our three sub-departments: Finance and Accounting, Information Technology and Administration.

The Finance and Accounting department is responsible for the preparation of annual budgets, timely monitoring of results, financial reporting, and preparation of year-end working papers for the annual audit. Finance and Accounting functions include properly maintaining records on a timely basis for cash, banking, accounts receivable, revenue, payroll and benefits, and accounts payable.

Our Information Technology (IT) department looks after developing and maintaining our internal network of more than 100 desktop workstations, office equipment, operating systems, and supporting infrastructure for more than 140 users. The department also provides a helpdesk function for assistance to all the employees of the Lílwat Nation.

Responsible for all administrative functions associated with the Úllus Community Complex, the Administrative Department oversees front desk, janitorial, supply purchasing, office equipment and other support services.

Our department of 18 full-time employees continues to build internal capacity through a combination of on-the-job opportunities and support for pursuing advanced education and external training.

### 2014 Highlights

#### ACCESS TO FUNDING

Lílwat was approved by the Canada Revenue Agency for its Qualified Donee Status, allowing us to issue donation receipts to charities, corporations, and individuals that donate to the Lílwat Nation.

#### COMMUNICATION

A number of new communication tools were developed this year: Monthly Financial Workbooks that include more detailed general ledger information and give the ability to provide updated financial forecasts;

in-depth quarterly Financial Update Reports for Chief and Council presented in a more understandable format; and an opportunity for one-one-one investment advice was provided to all employees eligible for our pension and extended health benefits plan. Additionally, a clearer member invoice and statement format was adopted, and a Home Insurance FAQ package was created and distributed, providing members with a detailed breakdown of their annual rate, a copy of their certificate of insurance, and answers to the most commonly asked questions.

#### ADMINISTRATIVE IMPROVEMENTS

This year's administrative improvements included implementing an EFT (Electronic Funds Transfer) payment system and the first phase of a new payroll system which stores employees pay stubs and annual T4 documents online, reducing the time and expense of producing paper copies. Also, Finance and Accounting is now able to accept credit card and debit card payments. As well, an IT Systems Administrator has been added to our Help Desk to better support our employees' technology needs.

*Swá7sa ti Lílwata Ihkúnsa*  
*(Shwa-sha tee Leelwat-ha th-koonsha.)*  
Where the Lílwat nation is today.

## Plans for the future

### CREATING GREATER FINANCIAL LITERACY

We will be facilitating financial literacy training courses for Chief and Council and senior staff. A course for students at Xetólacw Community School is also planned.

### TAX PREPARATION HELP

Finance and Administration will continue to help community members prepare their annual tax forms. Last year, we proudly provided this service to 170 community members.

### ADMINISTRATIVE IMPROVEMENTS

We are planning to finalize the update of the Financial Policy (process change and staff training), implement the second phase of the new payroll system, which will feature online time-off requests and electronic timesheets, and set up a local tax revenue billing and record-keeping system. As well, the department will update the Finance and Audit Committee to bring it into alignment with Financial Administration Law (FAL) by finalizing the Terms of Reference and adding another member to the committee.



**Darlene Leo** is proud to have built her career working with the Lílwat Nation. Starting in the accounts payable department, she has worked in the Finance department for the past 14 years, half of those as assistant controller. Watching over the department, Darlene works to ensure the financial health of the Nation by “making sure all the numbers get in.” She also directly manages accounts payable.

“I couldn’t imagine working anywhere else,” says Darlene. “I like the end results, getting my final numbers to balance.”



## LANDS AND RESOURCES

## Managing and protecting the lands of the Lílwat Nation

The Lands and Resources Department serves the community by protecting its interests in its traditional territory and managing on-reserve lands. Transparency and accountability govern our process as we sustainably manage the resources that belong to the Lílwat Nation.

With a full-time staff of 10, Lands and Resources is made up of three separate departments: Off-Reserve Consultation, On-Reserve Lands and Fisheries.

Off-Reserve Consultation refers to the process where the provincial and federal governments consult with us when proposing new land uses or changes to existing uses such as forestry, independent power projects, trail development and recreational activities on Crown land within our traditional territory. We receive between 70 and 100 land referrals every year. A five-member, community-based, referral committee under guidelines provided by the department's land referral consultation policy and the Lílwat Land Use Plan reviews these referrals. Through agreements to limit development and co-manage conservancies and existing parks, 158,476 hectares or approximately 20% of the Lílwat Traditional Territory is now protected from any industrial development. Of the 274,187 hectares of forested area in the Lílwat Traditional Territory, 49% is protected from commercial timber harvesting.

The On-Reserve Lands Department is involved with the maintenance and implementation of the Community Land Use Plan (CLUP). The CLUP, which details a five-year plan for goals and objectives, was created to set a framework for land use management and direction on reserve. As well, specific claims, unresolved historical grievances related to reserves that First Nations bring against the federal government, are also the responsibility of the On-Reserve Lands department.

Our Fisheries Department continues to protect our lakes and rivers. They monitor water quality, protect fish habitat and carry out annual salmon stock assessments. An important arm of Land and Resources, Fisheries works in cooperation with the other two departments to achieve a common goal: the protection of all our lands and resources.

### 2014 Highlights

#### OFF-RESERVE CONSULTATION

##### **COURT CHALLENGE OF THE RESORT MUNICIPALITY OF WHISTLER OFFICIAL COMMUNITY PLAN**

Following an unproductive period of consultation during which our concerns and future aspirations in the Whistler area were not addressed, the Province passed the Resort Municipality of Whistler's Official Community Plan (OCP). Together with Squamish Nation, Lílwat successfully challenged the court finding and established that the Nations had a strong case for Aboriginal Title in the area and that the crown had inadequately consulted with both Nations. The OCP was thrown out and the door was opened for future consultation on a revised OCP.

#### **FIRST NATION CLEAN ENERGY WORKING GROUP**

We have played an important role in working with other First Nations, BC Hydro and the province to ensure that there are future opportunities for First Nations to participate in projects that are carried out in an environmentally sustainable manner.

#### **ENVIRONMENTAL AND ARCHAEOLOGICAL MONITORING IN THE UPPER LILLOOET**

With the start of construction for the Upper Lillooet Hydro project Land and Resources staff has been out on the territory playing an important role in ensuring the protection of archaeological sites and compliance with environmental conditions for the project.

*Pala7míntwaí i ucwalmícwa múta7 ti tmícwa.  
(Pala-meen-twal ee ookwalmeeh-wa moo-ta tee tim-meew.)*

The land and the people are together as one.

#### **ON-RESERVE LANDS:**

##### **LAND CODE**

Working closely with Chief and Council, the steering committee and the community, staff has been developing a draft Land Code and educating the community on the First Nation Land Management regime moving towards a vote in March of 2015 and control over Lílwat Reserve Lands.

##### **LAND USE PILOT PROGRAM**

Under this program staff has been working to update the Community Land Use Plan with a specific emphasis on creating an agricultural plan and strategy, as well as infrastructure mapping and asset management policy. These amendments will allow for more accurate planning and better utilization of the land and resources on Lílwat Nation reserves.

##### **PROPERTY TAX LAW**

This law allows Lílwat to tax outside and corporate interests on reserve and to collect revenues that were going to the Squamish-Lillooet Regional District. In the future, this could provide an important source of own source revenues for the Nation.

#### **FISHERIES**

##### **ENHANCED FISH HABITAT**

In addition to our annual salmon counting program, the fisheries department played an important role in the finalization of the Birkenhead flood remediation project ensuring that this project not only protected Lílwat homes and agricultural land but also enhanced fish habitat.



## Plans for the future

### IMPLEMENTATION OF TSIHQOT'IN SUPREME COURT OF CANADA DECISION

The Tsihqot'in decision set an important precedent for Aboriginal Title in Canada. We will be working closely with Chief and Council to ensure that we have short and long term strategies to ensure maximum control over the Lílwat Traditional Territory.

### FINALIZATION OF LAND CODE AND RATIFICATION VOTE

Over the course of this fiscal year we will be finalizing the Land Code with community input and moving towards the ratification vote in March 2015.

### AGRICULTURAL LAND PLAN AND POLICY AND ASSET MANAGEMENT PLAN AND POLICY

We will be completing the final phase of the Land Use Pilot project with respect to Agriculture and Infrastructure and integrating these policies into a revised and updated 2015 CLUP.



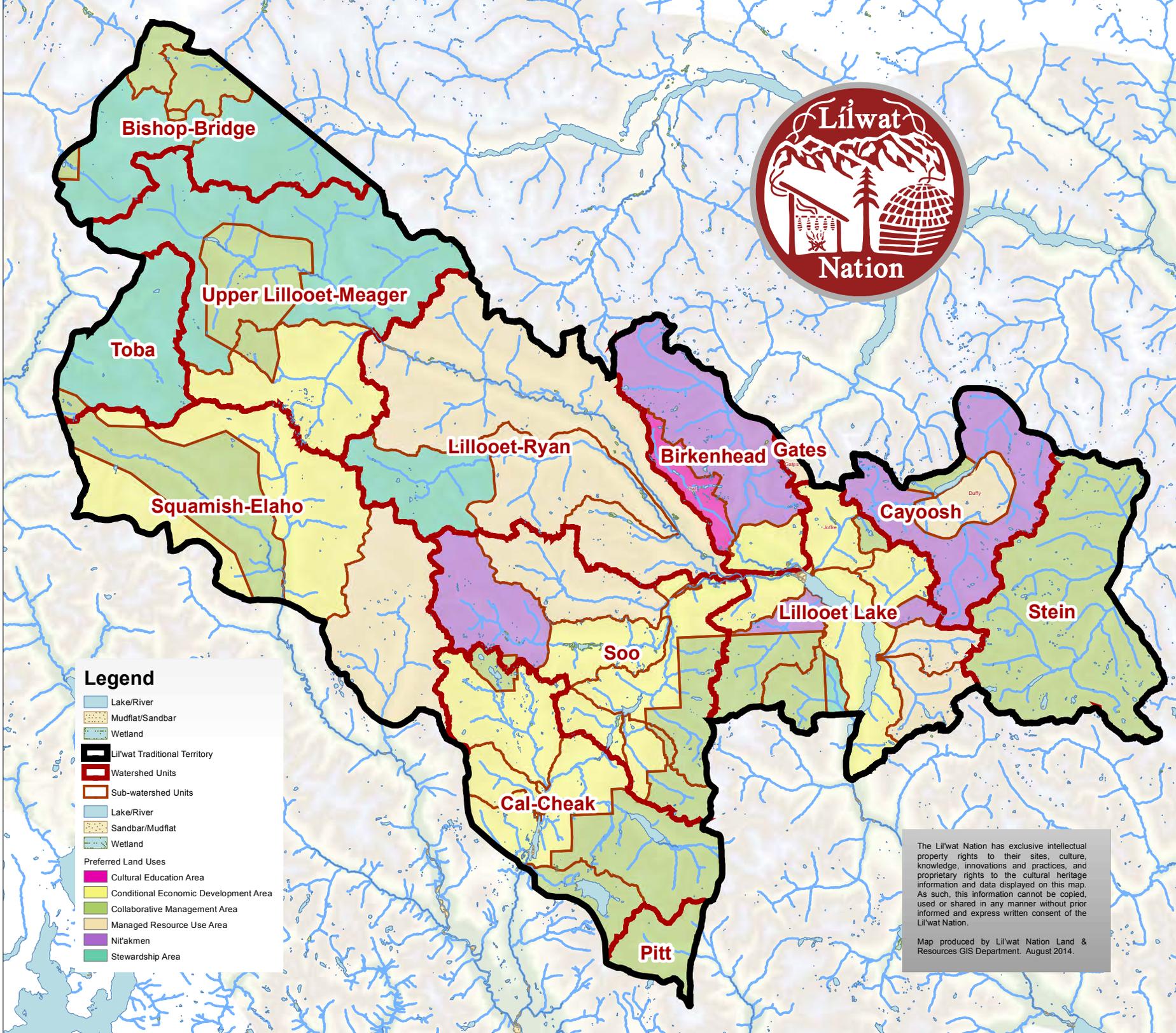
On-Reserve Land Manager **Graham Haywood** works with the Nation's Land Management Board to establish allotments on reserve, confirm boundaries, and manage use and occupation of reserve land. He sees the Lílwat Nation having greater control of the land, through the adoption of the new Land Code, as key to self-governance.

"I think the Land Code will provide a tremendous benefit to the community by making sure the land is protected from deterioration and mismanagement," says Graham. "It will take jurisdiction away from Aboriginal Affairs and let the Nation assert more control over the reserve."



**Ruth Dick (Srap7úl)** took on the newly formed role of communications coordinator for Lands and Resources in 2013. So far, the focus of her work has been facilitating the flow of information about the proposed new Land Code between the Lands office and Lílwat Nation citizens. Creating greater understanding in the community about what the Land Code entails is work she finds both challenging and invigorating.

"Adopting the Land Code will be a positive step towards looking after our lands and resources," says Ruth. "And having control of the land is a big part of self-governance."



**Legend**

-  Lake/River
-  Mudflat/Sandbar
-  Wetland
-  Lil'wat Traditional Territory
-  Watershed Units
-  Sub-watershed Units
-  Lake/River
-  Sandbar/Mudflat
-  Wetland
- Preferred Land Uses**
-  Cultural Education Area
-  Conditional Economic Development Area
-  Collaborative Management Area
-  Managed Resource Use Area
-  Nit'akmen
-  Stewardship Area

The Lil'wat Nation has exclusive intellectual property rights to their sites, culture, knowledge, innovations and practices, and proprietary rights to the cultural heritage information and data displayed on this map. As such, this information cannot be copied, used or shared in any manner without prior informed and express written consent of the Lil'wat Nation.

Map produced by Lil'wat Nation Land & Resources GIS Department. August 2014.

## PUBLIC WORKS AND INFRASTRUCTURE

## Keeping the Lílwat Nation safe with strong community infrastructure

Community safety is the number one priority of the Public Works and Infrastructure Department. With a staff of 10 and several seasonal workers, we oversee the safe and efficient operation of all on-reserve infrastructure, the housing program, all capital expenditure programs, infrastructure expansion, new roads and major construction.

The Public Works Department is specifically responsible for the maintenance of community buildings, water and wastewater facilities, road and bridges, solid waste disposal and fire protection services.

Our Housing Department manages a pool of 167 homes including 52 CMHC social housing units, 39 townhomes, 22 trailers, four teacherages and 50 band rental agreement homes. We work with the housing board to place families in available homes, manage rental agreements, provide tenants (and in some cases homeowners) with home insurance, maintain and repair homes and financially plan for major renovations. And our new Capital Projects Department oversees all major capital projects including development, new roads and major repairs to buildings and infrastructure expansion.

### 2014 Highlights

#### LAND USE PILOT PROGRAM

Under this program staff have been working with Lands and Resources to update the Community Land Use Plan with a specific emphasis on creating infrastructure mapping and an asset management policy. These amendments will allow for more accurate planning and better utilization and maintenance of public infrastructure on Lílwat Nation reserves.

#### BIRKENHEAD FLOOD REMEDIATION

We worked with the Squamish Lillooet Regional District and Pemberton Valley Dyking District to conduct emergency repairs in the spring. We then returned in March to open a new channel to direct flows into the main channel, alleviating flood risk and creating valuable fish habitat.

#### PEQ CREEK FLOOD REMEDIATION

The Xetólacw water system was threatened by debris flows on two occasions. Public Works staff completed a capital project to protect the community water system and allow the creek to move naturally with future debris flows.

#### HOME RENOVATION PROGRAM

We launched our renovation program with a focus on Band-owned homes and health and safety matters. Staff was trained to clean chimneys and address issues with wood stoves.

#### HOUSING BOARD

Chief and Council passed an updated Housing Board terms of reference to bring the operation of the Housing Board inline with other community boards and best practices. A new Housing Board was elected in March.

*Wa7 nilhmínem kwes tú7 wa7 ámaswa7s i Lílwatémca.  
(Wa neeth-meen-im kwish too wa ama-shwa-sh ee Leelwa-timha.)*

We make sure that our Lílwat people are living a good life.

## Plans for the future

### **CAPITAL PROJECT PLANNING COMMITTEE**

With a number of major capital projects on the horizon, we have created a capital project planning committee to ensure that projects move forward on time and on budget while delivering maximum value for the community.

### **CONSTRUCTION PARTNERSHIP**

With a view to maximizing the long term economic benefits for the community, while delivering projects on time and on budget, we will be working with Murphy Construction to deliver housing construction projects on reserve over the next year. We are looking to maximize employment opportunities while providing on the job training and mentorship for local trades and entrepreneurs.

### **CMHC DUPLEX CONSTRUCTION**

We were successful in obtaining funding from CMHC to construct two duplexes this year. Construction will start early in the fall and will be conducted in partnership with Murphy Construction. Our goal is to develop a model of construction that can be replicated in the future in a cost effective manner to address ongoing housing shortages.

### **MULTIFAMILY HOUSING**

Another method we are using to address housing shortages is through the construction of a new multi-family complex that can meet the needs of families as well as single residents. Construction will also be conducted in partnership with Murphy Construction and will begin late this fall.

### **RENOVATIONS**

We are expanding our renovation program to focus on health and safety concerns for elders and persons with disabilities. We are working with the Health department to prioritize needs and seeking to develop a comprehensive picture of the condition of all homes on reserve.

### **NEW HOUSING POLICIES**

With the new housing board in place, we have successfully obtained funding to do a comprehensive review of our housing policies and to update our policies to bring them inline with the needs of the community, our funding agencies and best practices.



When **Darren Bikadi** finishes his apprenticeship next year, he'll be one of two ticketed First Nations plumbers he knows. The other is Stan Lester, with whom he's worked with at Public Works for the past two-and-a-half years. Plying his trade for the Band has been a great experience for Darren.

"I can go home for lunch. I don't have to work out of town away from my wife and kids," he says. "And I also get to work towards creating a better future for the Nation."

## PRIMARY, SECONDARY AND IMMERSION EDUCATION

# Learning from our past and present to create pride and strength for our future

At Xetólacw Community School the Lílwat culture and language are critical aspects of the curriculum and are infused throughout all classes, from English to Ucwalmícwts. We believe the greatest gift a child can receive is an education that teaches them about the world, their culture and themselves. We want our students to carry on traditional Lílwat ways by opening their minds to their full potential: academically, emotionally and spiritually.

At Xetólacw Community School we believe our first obligation to the Lílwat Nation is to prepare our children to carry on traditional ways, so we can entrust them with the future of our Nation. We teach the truth of what it means to be Lílwat and to understand the impact of both colonization and residential school on the lived experience of the Lílwat Nation. We employ the values of Ntákmen (Our way) as a foundation on which to build academic achievement.

Our preschool and kindergarten programs employ High Scope and other proven learning techniques proven to increase school readiness in Grade 1 students. Xetólacw elementary school programs have a strong focus on literacy, numeracy, language, and culture, while our high school program concentrates academic courses in English, math, science, social studies, P.E. and Ucwalmícwts.

At the Xetólacw Community School we deliver quality education to more than 200 children in our community. We educate the whole child by providing guidance, support and encouragement to create greater self-esteem, pride and a sense of belonging. We teach Ntákmen.

### Programming for success

#### ELECTIVE COURSES

Our elective courses offer a curriculum that includes classes in Lílwat history, arts and crafts as well as traditional skills such as fishing and sewing. Courses offered include: History and Territory, Territory Walks and Education, Ucwalmícwts, Saquta (dance), music, drawing and painting, leatherwork, pine needle weaving, beading, fishing, cooking, canning, sewing regalia and hunting skills. Some of these courses are offered as intensive Super Courses delivered five weeks a year.

#### SPECIAL NEEDS PROGRAM

Our Special Needs program features two fully-qualified teachers and 12 Education Assistants. Resource workers from Wellness and the First Nations School Association are also important resources for this program.

#### UCWALMÍCWTS IMMERSION PROGRAM

Our younger students, four to eight years old, can take part in an Ucwalmícwts immersion program. Currently more than 20 students are involved in this innovative program.

#### COUNSELLING SERVICES

Two counsellors are available to students needing guidance and support to deal with both life and academic issues. An informal “hangout out with a counsellor” lunchtime program is available to intermediate age students.

#### COGNITIVE EDUCATION PROGRAM

Based on the works of educational specialists, Dr. Robert Bishop and colleagues, this program recognizes that every student learns differently and incorporates student enhancement and teacher instructional improvement planning.

#### SPORTS PROGRAMS

Athletic opportunities open to our students include: a ski and snowboarding program, cross-country running, fitness, weight training, basketball and soccer.

*Wa7 szuhmiñstúm ti ntakmenlhkálha tu7 nílhas li7á7i7tsulhkalha.*  
*(Wa shzo-meen-shtoom tee ntackminthkathla too neethlash ee ee-ay-ee-choothkathla.)*

We protect our traditional way of life for our youth.

## Plans for the future

### PROVINCIAL EXAM SURVEY

A survey about community interest in provincial exams will be distributed to parents of Grade 10, 11 and 12. Provincial exams in Math 12, English 12 and Communications 12 were introduced this year as a pilot project.

### K-12 DEVELOPMENT

We will continue to increase language and cultural understanding, as well as ensuring excellent delivery of all academic subjects.

### SKALÚLA7 REDISCOVERY CAMP

This full rediscovery camp, at what is also known as Owl Creek, will operate in all seasons.

### CONTINUED STUDENT ACTIVISM OPPORTUNITIES

For the past two years, Xetólacw high school students have addressed federal government consultations regarding First Nation schools' legislation.

### FACILITY DEVELOPMENT

We will also be seeking funding for renovations of the school main building, while also investigating a new building for the Ucwalmícwts Immersion program.



For nearly a decade **Heather Shaffer** has been helping Xetólacw Community School students meet educational milestones. She's invested in student achievement not only as an educator, but also as a mother of two children in the school's Ucwalmícwts Immersion program. Having taught Grade 1 for six years, Heather moved into the position of Special Education Coordinator three years ago. She embraces the challenges of improving accessibility and creating opportunities for everyone in the classroom.

"Education looks different for every student," Heather says. "We give our students a voice, and we advocate from them — our goal is inclusion. We make sure that our Special Ed students are part of the community."







# Financial Reports

# Financial Highlights

## A Look at Our Financial Picture for 2013/2014

The Senior Management Team presents regular financial updates to Chief and Council, grouping financial information across four major, and distinct, areas:

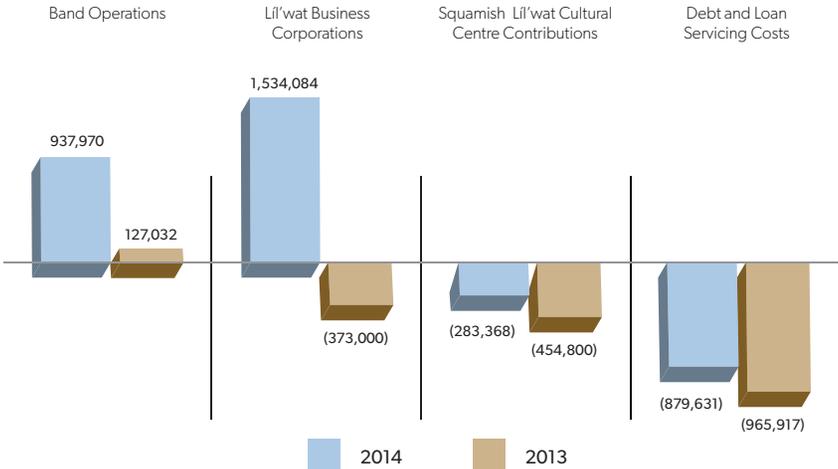
1. Band Operations
2. Líl'wat Business Corporations
3. Squamish Líl'wat Cultural Centre
4. Debt servicing and capital costs

The following information is a snapshot of how these activities have affected our current financial situation as we launch into fiscal year 2014/2015.

### Overall Summary

At March 31, 2014, the Líl'wat Nation remains in a strong financial position, reporting an overall consolidated surplus of **\$2.57 million** for 2013/2014. Net Financial Assets, which indicates the organizations overall ability to pay for all past spending, increased to **\$4.4 million** at the end of 2013/2014 from **\$1.7 million** at the end of the prior year. Cash balances decreased slightly to **\$9.6 million** at the end of 2013/2014 from **\$9.8 million** at the end of 2012/2013. Restricted cash reserves decreased as planned for the completion of our new sports fields and budgeted operations. **\$9.5 million** continues to be internally restricted for future investment.

Líl'wat Business Corporations results were the primary reason for the positive results, which had an operating profit of **\$1.5 million**. This is a significant increase compared to the **\$373,000** loss in 2012/2013. Líl'wat Government programs had an overall Annual Surplus of Funding net of other items of **\$938,000** for 2013/2014, compared to a surplus of **\$127,000** in the prior year. Líl'wat's contribution to the Squamish Líl'wat Cultural Centre operations decreased to **\$283,000** in 2013/2014 from **\$455,000** in the prior year. It should be noted that while the final result for 2013/2014 was an accounting profit of **\$2.57 million**, the total does not reflect **\$740,000** of transfers from our internally restricted reserves, or the **\$1.16 million** that was invested in capital assets during 2013/2014, due to accounting standards. The accounting profit does include non-cash items such as **\$1.3 million** amortization expense.



# Where We Are Now

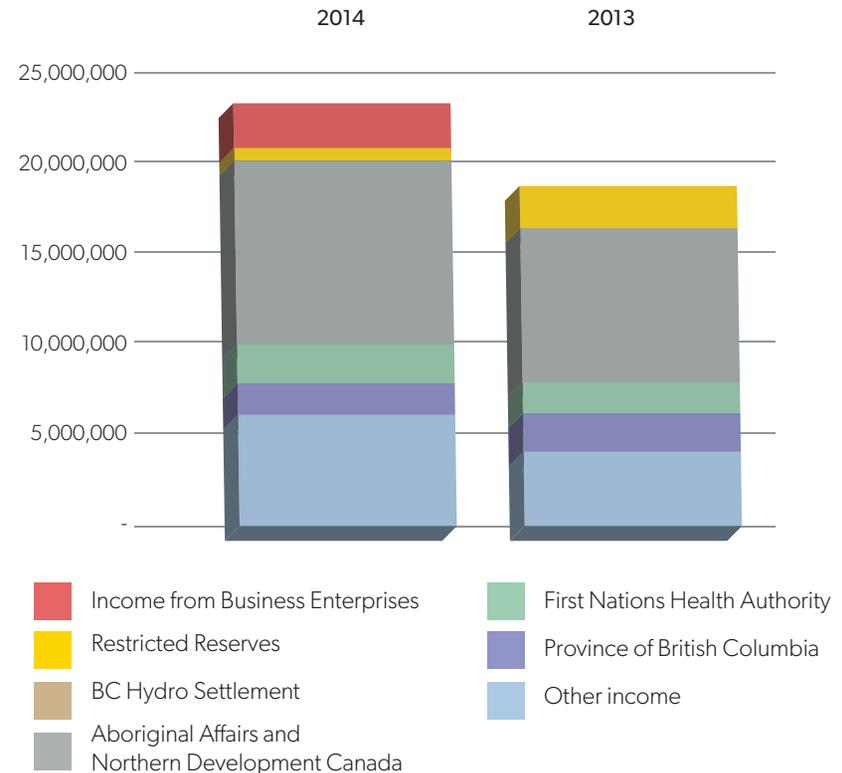
The following are some of the financial highlights for the year ending March 31st, 2014.

## 1. Band Operations

Band Operations programs and services include Rental Housing, Band Governance, Public Works and Capital Programs, Social Development, Community Health, Advanced Education, Economic Development, Land and Resources, CMHC Social Housing, Xetólacw Community School, and Finance and Administration.

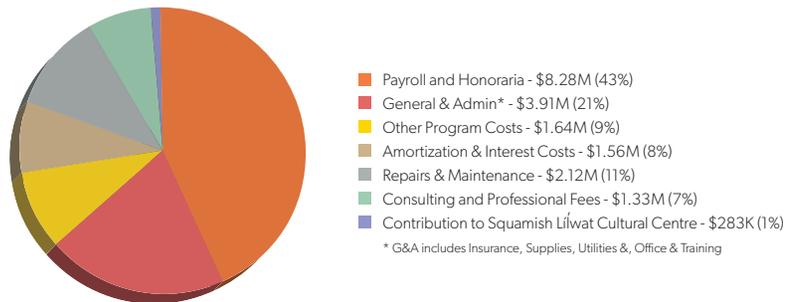
### REVENUES AND SOURCES OF FUNDS

Total Revenue and Sources of Funds, including transfers from reserves, for 2013/2014 equaled **\$22.4 million**, an increase of **\$4.5 million**, or **25%**, compared to **\$18 million** in 2012/2013. A significant portion of the year-over-year increase is due to the **\$2.4 million** combined profit of the Líl'wat Business Corporations. Aboriginal Affairs and Northern Development Canada (AANDC) funding increased by **\$1.2 million to \$9.8 million** compared to 2012/2013 primarily due to receiving additional flood remediation funding. **\$2 million** in funding was recognized from the First Nations Health Authority (formerly Health Canada), which was an increase of **13%** or **\$232,000**. The increase was primarily due to timing as **\$86,000** of deferred 2012/2013 funding was recognized in 2013/2014. **\$1.68 million** in the Province of BC funding was an increase of **4%** or **\$63,000** compared to the prior year due to additional operational funding the Daycare program received. Other income showed an increase of **\$1.9 million**. The increase was a result of **\$420,000** in insurance proceeds, an additional **\$150,000** earned on the investment of our restricted funds, and additional royalty revenues related to the Boulder Creek IPP. It should be noted that **\$725,000** of the Other income increase was a result of a non-cash accounting entry to finalize the corporate restructure. In addition to the increase in Other income, **\$882,000** of the combined Corporation profit was also related to this one-time corporate restructure entry. **\$740,000** of funds were released from restricted cash reserves during 2013/2014 compared to **\$2.1 million** in the prior year.



## EXPENSES

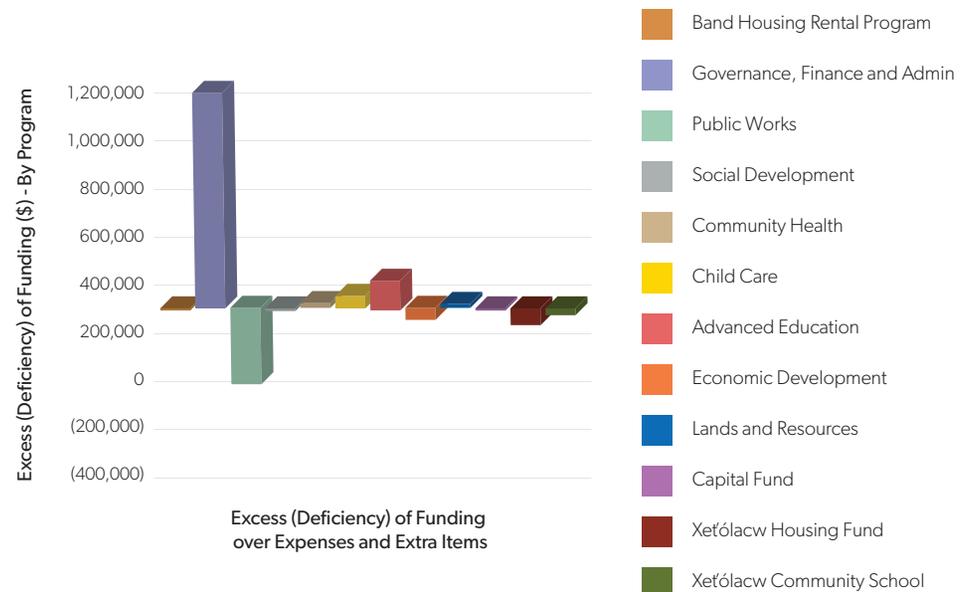
Expenses totaled **\$19.1 million** in 2013/2014, which was an overall decrease of **\$336,000** or **2%** compared to 2012/2013. Significant year-over-year differences included a **\$1.08 million** bad debt expense, an increase compared to **\$376,000** in the prior year. **\$882,000** of the bad debt expense was a one-time accounting entry related to the completion of the corporate restructure. **\$192,000** of the bad debt expense is related to community member accounts that have been classified as uncollectable due to non-payment of home insurance, user fees, and rent. Other significant differences in expenses included a **\$1.05 million** consulting expense, an increase of **\$557,000** compared to the prior year, which was primarily for costs related to the AANDC funded Wedge Creek Hydro project development. Contract services expense increased by **\$828,000** to **\$1.74 million** primarily due to additional Capital Housing projects. Another significant year-over-year difference in results was due to the fact no CMHC phases were completed during the year. In 2012/2013, a **\$1.29 million** loss on disposal was recorded due to the transfer of CMHC homes to community members at the end of the phase. Significant Lílwat Government expenses in 2013/2014 included:



## PROGRAM SURPLUS / DEFICIENCY

The following presents the Excess or Deficiency of Funding for each of the major areas of program services. The following results presented are a reflection of the operations of the individual programs as the results are shown net of any extraordinary items. Each year, our programs aim to provide the highest level of service with the available funding. The Governance program is required to maintain an excess of funding each year to fund our SLCC contribution payments, long-term debt payments, and to cover deficits in other programs such as our Public Works department.

### SIGNIFICANT LÍLWAT GOVERNMENT EXPENSES



## 2. Lílwat Business Corporations

The Lílwat Nation Business Corporations in 2013/2014 reported a combined operating profit of **\$1.5 million**, and total income of **\$2.4 million**. The **\$1.5 million** in operating profit is a true reflection of the Corporations' success as the amount is net of a one-time accounting entry required for the finalization of the corporate restructure. The strong results are primarily due to increased logging operations. Lílwat Forestry Ventures LP reported a **\$803,000** surplus for the year due to an increased volume of wood harvesting, and better local and international log prices. Lílwat Capital Assets LP also profited from the increased demand for lumber, generating **\$553,000** from the sale of timber from the woodlot purchased during 2013/2014. Lílwat Construction Enterprises LP reported a net profit of **\$239,000** primarily from the success of projects within the Múmleqs partnership with Lizzie Bay Logging related to increased activity on the Upper Lillooet Hydro Project. Lílwat Retail Operations LP had a total combined loss of **\$15,000** in 2013/2014. This a small decrease compared to the **\$11,000** combined profit in 2012/2013. Efforts to increase operational efficiencies at the Tsípun Grocery Store resulted in a smaller loss as the net loss improved by **\$120,000** year-over-year. Although sales at the Gas Station increased by **\$96,000** compared to the prior year, net income decreased by **\$147,000** as a result of lower fuel margins. Overall, the Lílwat Nation Business Corporations contributed greatly to the improved financial position of the Nation.

## 3. Squamish Lílwat Cultural Centre (SLCC) contributions

As an equal partner in the Squamish Lílwat Cultural Centre (SLCC) in Whistler, the Lílwat Nation is responsible for providing an annual contribution to fund one-half of any shortfall in the SLCC's operations budget. Required SLCC funding continues to limit our ability to fund other Lílwat programs and services. The **\$283,000** required contribution for 2013/2014 was a decrease compared to the **\$454,000** paid in 2012/2013. The Lílwat Nation does not receive any funding to offset this annual contribution. All SLCC contributions are funded from Band Governance through a reduction of services, corporation profits, repurposing formerly restricted funds, or increased debt.

## 4. Debt servicing and capital costs

At the end of 2013/2014, the Lílwat Nation had a total of **\$8.0 million** in outstanding debt from loans, mortgages and capital leases. The total cost to service the debt during the year (including principle and interest payments) was **\$880,000**. The Lílwat Nation does not receive any funding to offset the annual cost of servicing the debt. A total of **\$1.16 million** was invested in capital assets during 2013/2014. Investment included **\$86,000** to purchase a new school bus, **\$450,000** for the Birkenhead River flood mitigation project, **\$265,000** for the completion of additional housing, and **\$281,000** for the completion of the new sports fields. 2013/2014 capital investments were funded through contributions from AANDC, internal BC Hydro settlement reserves, and insurance claim proceeds. At the end of 2013/2014, the Lílwat Government held capital assets worth a total of **\$43.6 million**. The amortization expense for 2013/2014 associated with these capital assets was **\$1.3 million**.

The Chief and Council appointed the accounting firm of BDO Canada LLP to conduct our fiscal year 2013/2014 financial statement audit. As a result of the audit, BDO expressed an unqualified or "clean" audit opinion which means BDO believes the consolidated financial statements fairly present the financial position of the Lílwat Government at March 31, 2014, and the results of its operations and its cash flows. This information is presented in the pages that follow.

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# Independent Auditor's Report on Summarized Consolidated Financial Statements

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Landmark Technology Centre  
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Kelowna BC V1Y 7T2 Canada

## To the Members of the Mount Currie Band

The accompanying summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at March 31, 2014, and the summary consolidated statement of financial activity for the year then ended, are derived from the audited consolidated financial statements of Mount Currie Band for the year ended March 31, 2014. We expressed an unmodified audit opinion on those consolidated financial statements in our report dated July 29, 2014. Those consolidated financial statements, and the summary consolidated financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those audited consolidated financial statements.

The summary consolidated financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the summary consolidated financial statements, therefore, is not a substitute for reading the audited consolidated financial statements of Mount Currie Band.

## Management's Responsibility for the Summary Consolidated Financial Statements

Management is responsible for the preparation of a summary of the audited consolidated financial statements in accordance with the basis described in Note 1.

## Auditor's Responsibility

Our responsibility is to express an opinion on the summary consolidated financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements".

## Opinion

In our opinion, the summary consolidated financial statements derived from the audited consolidated financial statements of Mount Currie Band for the year ended March 31, 2014 are a fair summary of those consolidated financial statements, in accordance with the basis described in Note 1.

*BDO Canada LLP*

Chartered Accountants

August 15, 2014

Kelowna, British Columbia

## Mount Currie Band Consolidated Statement of Financial Position



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March 31	2014	2013
<b>Financial Assets</b>		
Cash	\$ 66,143	\$107,864
Restricted cash	3,355,958	3,658,524
Restricted temporary investments	6,152,212	6,018,452
Accounts receivable	1,478,512	2,071,614
Due from related entities	1,100,897	3,102,817
Investment in business enterprises	6,950,909	2,787,096
Ottawa Trust Funds	253,442	560,878
	<b>19,358,073</b>	18,307,245
<b>Financial Liabilities</b>		
Bank indebtedness	960,858	1,311,526
Accounts payable and accrued liabilities	1,815,057	2,028,704
Deferred revenue	3,615,232	4,061,959
Due to related entities	593,414	656,990
Obligation under capital lease	107,695	40,000
Long term debt	7,854,745	8,484,226
	<b>14,947,001</b>	16,583,405
<b>Net Financial Assets</b>	<b>4,411,072</b>	1,723,840
<b>Non - Financial Assets</b>		
Tangible capital assets	43,632,847	43,784,267
Prepaid expenses	177,159	145,686
	<b>43,810,006</b>	43,929,953
<b>Accumulated Surplus</b>	<b>\$48,221,078</b>	\$45,653,793

## Mount Currie Band Consolidated Statement of Financial Activity

<b>For the year ended March 31</b>	<b>2014</b>	2013
<b>Revenue</b>		
Aboriginal Affairs and Northern Development Canada	<b>\$ 9,761,320</b>	\$8,545,667
Canada Mortgage and Housing Corporation	<b>162,387</b>	167,438
Department of Fisheries and Oceans Canada	<b>218,550</b>	244,200
First Nations Education Steering Committee Funding	<b>523,216</b>	441,197
First Nations Employment Society Funding	<b>262,530</b>	262,532
First Nations Health Authority	<b>2,039,403</b>	1,807,437
Province of British Columbia	<b>1,680,326</b>	1,617,265
Rental income	<b>853,249</b>	866,921
Other income	<b>3,839,125</b>	1,894,390
Income from business enterprises	<b>2,332,487</b>	-
Interest income	<b>9,467</b>	15,759
BC special grant	<b>5,097</b>	5,167
	<b>21,687,157</b>	15,867,973
<b>Expenses</b>		
Band Housing Rentals	<b>573,023</b>	666,082
Governance, Finance and Administration	<b>3,137,353</b>	2,806,340
Public Works	<b>2,400,266</b>	2,243,397
Social Development	<b>2,495,648</b>	2,608,146
Community Health and Daycare	<b>3,366,420</b>	3,230,805
Advanced Education	<b>985,883</b>	1,092,221
Economic Development	<b>1,133,841</b>	423,235
Lílwat Lands and Resources	<b>970,815</b>	987,458
Capital Fund	<b>393,612</b>	118,751
Xetólacw Housing Operations Fund	<b>462,932</b>	600,595
Xetólacw Community School Fund	<b>3,365,132</b>	3,209,712
Funding agency repayments	<b>(181,615)</b>	(171,501)
CMHC approved expenditures	<b>16,562</b>	30,997
Loss from business enterprises	-	321,127
Loss on disposal of tangible capital assets	-	1,288,220
	<b>19,119,872</b>	19,455,585
<b>Annual surplus (deficit)</b>	<b>2,567,285</b>	(3,587,612)
<b>Accumulated surplus, beginning of year</b>	<b>45,653,793</b>	49,241,405
<b>Accumulated surplus, end of year</b>	<b>\$ 48,221,078</b>	\$ 45,653,793



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## Note to Summary Consolidated Financial Statements

**March 31, 2014**

### **1. Summary Consolidated Financial Statements**



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The summary consolidated financial statements are derived from the complete audited consolidated financial statements, prepared in accordance with Canadian public sector accounting standards as at March 31, 2014.

The preparation of these summary consolidated financial statements requires management to determine the information that needs to be reflected so that they are consistent in all material respects with, or represent a fair summary of, the audited consolidated financial statements.

Management prepared these summary consolidated financial statements using the following criteria:

- (a) the summary consolidated financial statements include the statement of financial position and statement of financial activity;
- (b) management determined that the statements of changes in net financial assets and cash flows do not provide additional useful information and as such, have not included them as part of the summary consolidated financial statements;
- (c) information in the summary consolidated financial statements agrees with the related information in the complete audited consolidated financial statements including comparative information and all major subtotals and totals; and
- (d) in all material respects, the summary consolidated financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete audited consolidated financial statements, including significant accounting policies and the notes thereto.







# Council Profiles

## Meet the women and men who represent our community

### *I nkel7aqstenlhkálha* Our leaders



**Josh Anderson**  
Sik Sik

Second term councillor, Joshua Anderson, is committed to achieving self-governance for the Lílwat Nation. Holding the On-Reserve Lands Portfolio, he is also active on the Lands Management Board and Land Code Steering Committee. He sees great things happening for the Nation in the area of land management.

“In the last year-and-a-half we’ve been working on our Lílwat Nation Land Code,” says Josh, noting that code goes to community ratification in March 2015. “A big part of that is actually taking out a huge part of the Indian Act and not having lands controlled by the federal government. It’s about managing our own lands. We cannot be run by Aboriginal Affairs if we are to move in the direction of self-determination.”

The most critical issue he sees currently facing the band is the improper expropriation of the Lake Road lands. He’s met with the Ministry of Transportation to discuss rectifying the improper surveying of the land that occurred 60 years ago. While he doesn’t see an immediate resolution on the horizon, he acknowledges that he’s in for the long haul.

“We’ve always been about protecting our lands,” he says. “And the Lake Road is a big part of that.”

“My vision for the Nation is that the Nation be run by our own people and that our people will be united, come together and live the values of Ntákmen (Our way) as the result of the work we’ve done at the political level.”



**Maxine Joseph Bruce**  
Lhpatq

Now in her fourth term on Council, Maxine Joseph Bruce brings considerable energy and enthusiasm to the Economic Development Portfolio. Her philosophy when it comes to economic development is simple: For the Nation, by the Nation.

For the past few years, she has been involved in developing foundational processes to ensure that Lílwat Business Corporations can expand and flourish. She sees the potential Wedge Creek independent power plant project as an indicator of the exciting opportunities that lie ahead.

“We, as Ucwalmicw People, must look at how to strategically embrace and implement the recent Supreme Court of Canada TsihIqot’in decision. We also need to engage our youth around issues of Aboriginal Rights and Title,” says Maxine. “We are at an excellent time to develop our Five-year Economic Development Strategic Plan.”

Maxine considers economic development to be a process that takes into account sustainability, leadership and community involvement, to promote and increase the quality of life, economic health and capacity of the Nation.

“As an elected council member my experience with holding the EcDev Portfolio is similar to a rollercoaster ride; many ups and downs and sometimes a whirling environment,” says Maxine. “But it’s always exciting.”



## Vaughan Gabriel

Petsklh

Vaughan Gabriel has been an active member of Council for the past six years. He is known for his willingness to listen and learn from community members, taking their concerns and recommendation to the work he does. Now in his third term, he holds the Housing Portfolio.

“We’re working with our community members to increase the understanding of what their responsibility is to their own homes,” says Vaughan.

He sees this type of move towards self-reliance as essential to the development of the Lílwat Nation.

“The most important issues facing us as a people is believing in who we are as Lílwat, and really embracing living Ntákmén (Our way),” says Vaughan. “My vision for the Lílwat Nation is to be working with, and educating, all members to become fully self-reliant.”

As part of his political work, Vaughan also sits on the Lower Státýmec Tribal Council Board of Directors, a group that represents the five First Nations in the region. There he advocates for the needs of the Lílwat Nation.



## Chris Irving

Chris Irving has been involved in band politics and operations since 2001. In addition to serving on Council, he has been actively involved with planning the band’s economic future through his work with various boards and committees. As a councillor, he holds the Governance and Finance Portfolio. In addition, Chris sits on the Land Use Referrals and Governance and Personnel committees, as well as the Operating and Lílwat Holdings boards of directors.

“I’ve worked towards self-governance through my portfolio by being involved as much as I possibly can,” says Chris. “I believe that understanding the current issues we face and having knowledge of previous hardships the Band has dealt with has made me become a diligent decision-maker.”

Now in his second consecutive term on council, he sees the Lílwat Nation’s reliance on the federal government as its most pressing issue.

“We need to keep working towards becoming a self-sustaining Nation. We need to give our youngsters the best possible education and opportunities available. My vision for the future of Lílwat is to become a community full of pride,” says Chris. “I want our kids to have every opportunity life can give them. I want them to have a community that’s both economically and culturally self-sustaining.”



## Joanne John

Nukw7áylh

Joanne John strives to create a positive future for the Lílwat Nation. As the holder of the Health Portfolio, this third term councillor works closely with the First Nations Health Authority, sits on the St’atl’imx Tribal Police Steering Committee and attends Winds of Change meetings and works with the Emergency Social Services team as a first responder. Additionally, she is helping develop a Graveyard Gatherings protocol, using Ntákmén (Our way) as the guiding principle.

“This project is fundamental to reaffirming and reviving our culture as we once knew it. It is exciting to bring this to the community, asking for our people’s input and sorting out what’s ours and is borrowed,” explains Joanne. We are striving to create a foundation that provides us with the ability to make sound decisions that reflect ‘what’s ours’ in a rapidly changing environment when it comes to Gatherings.”

When discussing her vision for the future of the Lílwat Nation, she refers to psychologist Abraham Maslow’s Hierarchy of Needs.

“We need to be meeting the ‘basic needs of care,’ for example, housing. Although we have the new development at Xełólacw, we have not replaced houses in other parts of the community,” she says. “When a people’s needs are met the outcomes are surreal. There is a lot of opportunity around us and there is no limit as to what we can do by our people. Our community engagement plan is imperative, our people’s input — critical.”



## Lois Joseph

Mámaya7 (Mother of All)

Lois Joseph is now in her 12th term on council. In the 24 years she has served the community, she has continually moved the Lílwat Nation closer to self-governance through her work in language and cultural preservation.

“The most important issue facing the Lílwat Nation today is preserving our Ntákmén (Our way). We have to keep our traditional way of life, our culture and our language strong,” says Lois. “This isn’t being passed down to our children as it was in the past. We have to find some solutions.”

She is working towards creating some of those solutions. Holding the Education Portfolio, Lois has the opportunity to bring Ntákmén (Our way) into Xełólacw Community School, Tšzil Learning Centre and other community learning events.

“I have been working hard to integrate Lílwat culture and language in all areas of education; to our children, youth and parents. I work with Elders to gain the expertise in the protocols and stories that I can share with the people,” she says. “I truly believe that if we learn our language and our culture — to understand who we are as Lílwatmec — will help us become self-sufficient.”

Lois’ vision for the future of the Lílwat Nation is one where self-reliance is essential.

“We have to work together as a people to take responsibility and work towards self-determination for the Nation.”



## Felicity Nelson

For more than 20 years, Felicity Nelson has been an active member of Council, working to address a variety of issues facing the Lílwat Nation.

"I see the most important issues facing the Lílwat Nation as being lack of employment, impacted by lack of training, equal opportunities and lack of competitive wages for jobs in the community," says Felicity. "We also have a shortage of housing for families and a lack of housing for bachelors. As well, there is a need for healthy lifestyles for families, which impacts the children to live safely, to be free from all abuses, and to learn and play without fear and stressful situations."

Holding both the Housing and Capital Projects and Construction Planning portfolios, she believes the development of more housing will not only address a pressing social need, it will also build capacity within the community.

"These portfolios have enabled me to be in a decision-making capacity for future housing," she says. "I believe we have to ensure that we employ, train and offer career opportunities to as many Lílwat Nation members and contractors as possible without compromising schedules and budgets."

Ultimately, Felicity sees the move to self-governance being grounded in self-sufficiency.

"My vision for Lílwat is a healthy community with self-government, self-sufficiency, new affordable housing, and community members being enabled to have choices in education, employment and economic opportunities."



## Dean Nelson

Now in his second term on Council, Dean Nelson holds the Youth and Recreation portfolios. And while he has seen positive activity in these areas, it's not as much as he anticipated.

"My main focus has been on the K'wezántsut Rediscovery and Leadership Camp at Owl Lake. I believe this camp contains all the values that we as a Nation would like our youth to attain," he says. "I believe that strong leadership begins with individuals and is held together by the cooperation of the community. I also believe communication is a key component to any successful venture. I continue to strongly believe that healing as individuals and as a community is also a key to a powerful and vibrant community."

A PE teacher at Xeólacw Community School, Dean is passionate about the potential of the Lílwat Nation's youth.

"I love my work at our school and will continue to invest in our future leaders through cultural enhancement and practices," says Dean. "I take pride in being Lílwat, and I believe that being part of leadership in the community is a great responsibility. I take this responsibility very seriously and maintain a positive image of who I am and who I represent wherever I go."



## Nadine Pascal

Kíka7

Coming to the end of her second term on Council, Nadine Pascal sees exciting times ahead for the Lílwat Nation.

"We're moving forward with better economic opportunities that benefit the community; we're sorting through our up-coming elections with the four-year term, two chief system, and we're introducing the new Land Code," says Nadine. "And there's the Resort Municipality of Whistler and Province of BC decisions regarding land and title within our traditional territories. The Tsilhqot'ín case will affect how we move forward and make decisions within our own Nation."

Passionate about community, Nadine's vision for the Lílwat Nation is self-governance and all that entails, from having jurisdiction over land use to fostering greater volunteerism for gatherings. Holding the Education Portfolio, she is also proud that Xeólacw Community School incorporates Nlákmen (Our way) in its curriculum.

"Last year was the first year our school delivered provincial exams for Grade 10, 11 and 12 students. We also offer the Dogwood at our school, so we are achieving exactly what public schools do, but we also offer courses in Lílwat culture, Ucwalmícwts language classes, outdoor learning and Super Courses. Our reading and math programs in the elementary programs are the best in the province and our children are tested often to ensure they're meeting learning levels, they understand learning concepts and are not left behind."



## Tara Smith

Yámk'cen

For the past six years, Tara Smith has held the Governance Portfolio, helping to develop policy that is moving the Nation closer to self-governance.

"I am proud of what we have accomplished. Lílwat Nation ratified the Lílwat Election Code and Citizen Code. We also created our Financial Administration Law, which has now been approved by the First Nations Financial Management Board (FNFMB) and Council," says Tara. "I have since been appointed to be a director on the FNFMB. I was also involved with the HR Policy Manual Committee that updated the entire HR policy."

"I have had quite the journey being on council for my third term. This term has been the most challenging for me as we brought the User Fee to a referendum," says Tara. "I am very proud that through strenuous dialogue Lílwat proved we have what it takes to make difficult decisions and remain STRONG."

She is enthusiastic about Governance's upcoming projects including the development of the Land Code, the new Strategic Plan, and the creation of the Economic Development Plan.

"One of my priorities as a leader is to ensure that we are treating ourselves fairly. We have taken vast steps in self-governance by making our own laws. My vision for Lílwat is to have our government be driven by Lílwat – not by the Indian Act!"



## Rosemary Stager

Tsekonámus Losí

Rosemary Stager's commitment to the Lílwat Nation includes spending eight years on Council. Now in her fourth term, she is a passionate proponent of self-governance.

"I have studied tribes across Canada and the United States to learn what works and doesn't work to restore self-governance," says Rosemary. "The most successful tribes have a strong foundation of their own cultural values built within the self-government framework."

"We have so much hard work to do to rebuild our own self-government framework based on our cultural values and what the people want including getting rid of the Indian Act and governing our whole Traditional Territory, protecting our way of life, Mother Earth, fishing, hunting, and strong families. The people of the Lílwat Nation must learn to TRUST a Lílwat government."

As the Lílwat Nation moves towards its goal of self-governance, Rosemary sees healing the community as its most important issue.

"Healing from all damage done by the Indian Act is essential to our fight to get rid of this Act," she says. "We have to restore our self-governing Nation."



## Alphonse Wallace

Now in his fourth year on council, Alphonse Wallace is committed to improving the lives of community members through recreation. An avid sports fan, he is passionate about the role recreation plays in fostering wellness, bringing this enthusiasm to his position as Recreation Coordinator. Holding the Community Social Services Portfolio, Alphonse derives inspiration from the portfolio's emphasis on health and wellness.

"I love seeing everyone, right from infants to adults, participating in physical activity, whether it's free play at open gym, organized sports or using our own exercise room," says Alphonse. "We have had high rates of cancer, Alzheimer's and diabetes in the community, we have to find out why and do what we can do for prevention."

As a councillor, he believes it is absolutely necessary to listen to the needs and wants of the community.

"I ran for Council because I wanted to make life better for everyone who is a member of Lílwat Nation," he says. "And that means finding out what the people believe they need to make life better for them." I would like to explore funding opportunities to be able to continue offering different programs for the community.

As he comes to the end of this second term, Alphonse sees the top issue facing the Nation being healthcare. He sees strong leadership as an important part of solving this issue.

"We make change as leaders by creating more healthy activities and discussions."



# Committee and Board Directors

## Committees and Board Directors serving the community

The men and women who sit on Mount Currie Band committees and boards ensure that our work is consistent with our overall vision. Using the Strategic Plan 2010 - 2015 as a guide, these dedicated councilors, staff and community members work hard to advance the Lílwat Nation. This broad-based participation helps us to deliver excellent service and programming that reflects the addresses of the community.

### 2014.15 BOARD/COMMITTEE MEMBERS

#### Health Board

Councillor Tara Smith  
Charlotta Andrew  
Smokii Edwards  
Lydia Gabriel  
Loretta Pascal  
Yelarah Peters

#### Recreation Committee

Councillor Dean Nelson  
Beverly Dan  
Craig Dan  
Amanda Poirier  
Brenda Swakum  
Mavis Pascal

#### Board of Education

Councillor #1 Nadine Pascal  
Councillor #2 Felicity Nelson  
Georgina Nelson  
Laverne Paul  
Dion Pierre  
Iris Pierre  
Loretta Stager  
Rebecca Wallace

#### Land Management Board

Councillor Josh Anderson  
Jordon Gabriel  
Clara John  
Francis Pascal  
Nora Pascal  
William Ritchie  
Geneva Wallace  
Calvin Nelson

#### Land Code Steering Committee

Councillor Josh Anderson  
Jordon Gabriel  
Calvin Nelson  
Nora Pascal  
Geneva Wallace  
Hayden Leo

#### Community Services Committee

Councillor #1 Alphonse Wallace  
Councillor #2 Felicity Nelson  
Debbie Alendal

#### Housing Board

Councillor #1 Felicity Nelson  
Councillor #2 Vaughan Gabriel  
Betty Jim  
Matilda Pascal  
Glenda Gabriel  
Kelly Andrews

#### Land Use Referrals Committee

Councillor #1 Rosemary Stager –  
Joshua Anderson (Alternate)  
Councillor #2 Chris Irving  
Jordan Gabriel  
Ernie Jim  
Carl Wallace

#### IPP Committee

Councillor #1 Maxine Joseph Bruce  
Councillor #2 Dean Nelson  
Councillor #3 Rosemary Stager  
David Dorrans  
Harriet Van Wart

#### Finance and Audit Committee

Councillor #1 Chris Irving  
Councillor #2 Tara Smith  
Sr. Administrator Curt Walker  
Sr. Manager Neil McInnes

#### Personnel Committee

Councillor #1 Chris Irving  
Councillor #2 Tara Smith  
Sr. Administrator Curt Walker

#### T̓zil Learning Centre School Board

Councillor Lois Joseph  
Rosa Andrew  
Georgina Nelson (XCS Rep)  
R. Lucy Wallace  
Martina Pierre

#### Capital Projects and Construction Committee

Chief Lucinda Phillips  
Councillor #1 Maxine Joseph Bruce  
Councillor #2 Felicity Nelson  
Sr. Administrator Curt Walker  
Director David Dorrans  
Director Kerry Mehaffey

#### Lílwat Holdings Inc. Board of Directors

Councillor #1 Dean Nelson  
Councillor #2 Chris Irving  
Samantha Wells  
Loretta Pascal  
Vanessa Dan

#### Operating Board of Directors

Councillor #1 Maxine Joseph Bruce  
Councillor #2 Chris Irving  
Saad Hassan  
Sheldon Tetreault  
Jessica Frank

#### Squamish Lílwat Cultural Centre

Chief Lucinda Phillips  
Councillor Alphonse Wallace  
Sr. Administrator Curt Walker

#### Whistler Sports Legacies

Chief Lucinda Phillips  
Sr. Administrator Curt Walker

#### Stát̓yemc Tribal Council

Councillor #1 Maxine Joseph Bruce  
Councillor #2 Vaughan Gabriel

#### Winds of Change

Councillor Joanne John  
Cedric Jones

#### Stát̓yemc Tribal Police Service

Councillor Joanne John

#### First Nations Employment Society

Chief Lucinda Phillips

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