



# I Wa7 Cátñem: Celebration

Lílwat Nation ANNUAL REPORT 2017











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On the Cover

## The Redd Season

Artist Levi Nelson's *The Redd Season* celebrates renewal, a theme that is reflected in Lilwat Nation's work over the past year. See page 59.

# Message From The Political Chief

Entering 2017/18, I see much to celebrate for 2016/17. Last year, our youth made impressive achievements in the arts and athletics, we saw—and continue to see—more students attending post-secondary school, and many Elders recognized for their contributions to **Lilwat7úl** (Born and raised in Lilwat) language and culture. We have improved our infrastructure and community safety, achieved a Master Development Agreement (MDA) with Whistler Blackcomb (WB), and broken ground on a new state-of-the-art Tšzil Learning Centre (**Tšzil** means mountain slide).

It has been a year full of positive events and experiences. It has also been a year of political growth as we began to seriously talk about what life would be like without the Indian Act and the oppressive Indian reservation system we have survived under for more than a century. These discussions, centred on **Inherent Rights**, took place at the council table and in the community, where the conversation about **Inherent Rights**—rights we have always had— and how we can best to exercise them, has just begun.

My vision for Lilwat Nation has long been one where we control all aspects of our lives. I see a time when we are in charge of our entire Territory and our futures. Control over our destiny is our fundamental right, the right we have had since the Creator first placed us on this land. Colonization took away that right and many others, oppressing us through racist policy to confiscate our land, excluding us from human rights granted to non-First Nations people and taking our children,

stripping them of their language, culture and dignity. It is time to reclaim what is inherently ours as we decide how to move forward.

I see a future where Lilwat Nation stewards the Territory and the full benefits of its development are shared with **I Ucwalmícwa** (The People). I see a time when we have moved beyond the Indian Act to our own authority. It is exciting to see this vision embraced by our leadership, which will undoubtedly add momentum to the quest for self-governance and self-determination. As we strive to become an autonomous Nation living under our own set of rules and laws, it is an honour to be a leader of a process that will change all our lives for the better—it is a very rewarding and incomparable experience.

I look forward to the next year of serving **I Ucwalmícwa**.

**Kúkwstumckálap,**  
(Thank you to more than one)

**Kúkwpi7 Skalúlmecw** Chief Dean Nelson







# Message From The Cultural Chief

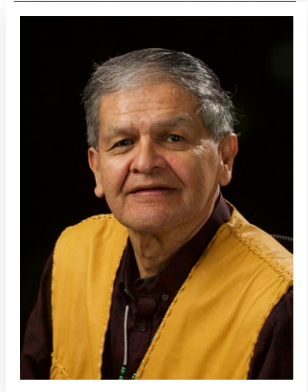
Firstly, my message for the yearly report was delayed by the so-called Canada 150 celebration. My message on that is much different than what I will briefly include here. Addressing the community celebration aspect of this year's report is much simpler.

It shows how diverse we are. I will not attempt to name all people who have accomplished so much, as I will surely miss someone out if I try that. So, congratulations to all our people that were recognized deservedly. I was so proud to be there for a lot of them, but for the ones that I was not able to be there for, congrats! I would have also said this in Our Language if I were there to witness your great day.

Keep it up Lilwat. The only way we will become an independent Nation is by doing it ourselves, not waiting for someone else to do it for us.

Love and respect to you all,

**Kúkwpi7 Taya** Chief Leonard Andrew





# Messages from Councillors

## Meet The Women And Men Who Represent The Lílwat Nation

The decision to take on a leadership role in a community is one not taken lightly. The responsibilities are many, the time commitment is considerable, and the challenges are often great. Representing one's community can also be an extremely rewarding experience.

The 11 women and men who, with the Political Chief and Cultural Chief, make up Lílwat Nation Council have committed themselves to ensuring that governance reflects the needs **I Ucwalmicwa**. These dedicated individuals, elected in 2015, will serve the community until 2019 as the first council to serve a four-year term in accordance with the Lílwat Nation Election Code adopted in 2013.



**Emháka**  
**Felicity Nelson**

**Portfolio:** Community Social Services (Housing)  
**Internal Committee:** Housing Board and Board of Education  
**External Committee:** Lower St'át'imc Tribal Council  
**Occupation:** Retired educator

*"If you believe that others hold the key to your success and fulfillment, then you will live to please them and fulfill their expectations. You will rely on their affirmations, approval and acceptance to measure the value of your life, this puts your self worth at the mercy and option of others."*

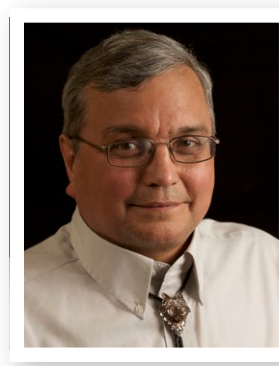
—Myles Munroe, Pursuit of Purpose

The beginning of the **Inherent Rights** process in 2017 is to be celebrated, although there is a lot of work to be done! As defined by an Elder, "inherent" means it comes from you, it is a part of you and something you have always done.

One of the traditional activities I celebrate that lends itself to **Inherent Rights** is the annual Graveyard Cleaning, work done in respect of our ancestors who have gone. During the June 2016 graveyard cleaning people cut grass, fixed graves, spent time with loved ones long gone, renewed and replaced flowers, and repaired crosses and headstones. Graveyard cleaning is time also for socializing, storytelling and teaching the young ones our traditions and history. My hands go up to each and everyone who participated!

Thank you to Ronnie Lester for his ever-present spirituality and guidance, Chief Taya for his leadership, and the Band office staff for ensuring that everything went smoothly. And thank you to all who cooked and donated food.

*Emháka has served on council for more than 20 years.*



**Gig**  
**Greg Bikadi**

**Occupation:** Mechanical repair and metal fabrication

I would like to say I am grateful for all the blessings bestowed upon us. I celebrate the involvement of people in the **Inherent Rights** to Self-Government community sessions, a process that is being guided by their efforts and contributions, a next step into recreating a governance structure for Lílwat by the people of Lílwat.

I also celebrate and acknowledge the 42 community members who registered with the Canadian Blood Services' #GETSWABBED program as potential stem cell and bone marrow donors. I would also like to acknowledge all those who would have liked to register but did not meet the requirements to become a potential donor.

In addition, I would also like to acknowledge and celebrate the many individual accomplishments by individuals of the community.

Good work by everyone; it is a pleasure to be a part of your Chiefs and Council.

*Gig is in his first term on council.*





## Háma7 Alphonse Wallace

**Portfolio:** Community Services  
**Internal Committees:** Community Services Board  
**Occupation:** Recreation Coordinator, Lílwat Nation

Being on council this year I learned a lot about **Inherent Rights** and how working in this framework can support working towards self-governance. It's a process that will take a little while but is something that can give us more power in a lot of areas of our Nation including our schools, our forests and our band.

In 2016/1, I saw Community Services continue to do excellent work in bringing children in care and their caregivers to visit Lílwat. This connects the children with their families and culture, and shows that we care deeply about our children and that we're keeping track of their lives.

I was also pleased to see Xéfoclaew Community School (**Xéfoclaew** means "where the skunk cabbage grew") student **Látsi7** Tyson Stager recognized for his athletic excellence and leadership skills. Today, recreation has to compete with video games and social media. Athletes like Tyson can be a powerful inspiration for other kids.

In 2016/17, the Recreation Master Plan was developed. The plan, based on information gathered from a community survey, identified barriers to participation in recreation such as transportation and cost. Addressing these and other issues that make participation in recreation—in and outside of the community—difficult, will remain an important focus of my work in 2017/18.

*Háma7 is in his fifth term on council.*



## Kík7ak Helena Edmonds

**Portfolio:** Community Services, Public Works  
**Internal Committee:** Public Works, Infrastructure and Capital Projects Committee  
**Occupation:** Aboriginal Support Worker, Pemberton Secondary School

Education has been a job, now I celebrate receiving it and sharing it.

When Satsan (Herb George) told council about the *Indigenous Community Development and Governance* program and the knowledge that comes from it regarding our **Inherent Rights**, I had to take it. Now, I'm attending the University of Victoria to get a diploma. Six semesters over two years is crazy hard at times, yet every time I pass a hurdle is gratifying. Today, not only do I understand more about the politics, I can share my knowledge with anyone who is interested. My public speaking skills are improving along with my confidence.

After almost 30 years of pushing students beyond their comfort zone in their education, it has come full circle. Now, I can share my experience with them and encourage them with full honesty and knowing.

*Kík7ak is in her first term on council.*



## Lhpatq Lílwatúllhkan, Stát'yemcǎhkan

(Born and raised in Lílwat. I am from the Stát'yemc Territory)

## Maxine Joseph Bruce

**Portfolio:** Economic Development  
**Internal Committee:** Operating Board of Directors  
**President of Lílwat Business Group**  
**Career:** Fisheries Manager, Lands and Resources

**Áma Sǎit Nsnekwúnúkwá7,**  
(Good day my friends and family)

My focus as an elected Leader is Economic Development as well as the Lílwat Business Group. The past 2016 / 2017 fiscal year reflects fantastic accomplishments, opportunities and exciting times for and by Lílwat.

I take this time to acknowledge some of the accomplishments from the past year; our first Lílwat Lahal Tournament, our annual Rodeo, paddling down the Birkenhead River and Lillooet Lake as a part of the Canoe Journey, that the big projects up the valley are nearing completion and the beginning of new economic opportunities.

We are in exciting times Lílwat, your Chiefs and Council have initiated discussions with the community on self-government, to consider moving from section 91.24 of the Constitution of Canada to section 35. When we open our hearts and minds we can accomplish many things, as an example many of our people are striving for higher education and achieving their goals.

**Kukwsturnǎkálap,**

**Nilh ti7**  
(End of story)

*Lhpatq is in her fifth term on council.*





## Mámaya7 Lois Joseph

**Portfolios:** Education and Economic Development  
**Internal Committees:** T̓s̓il Learning Centre Board and  
 Lílwat Holdings Board  
**External Committee:** Squamish Lílwat Cultural Centre  
**Occupation:** Manager of the Lílwat7úl Culture Centre

It is difficult to list all the things I celebrate this year in this small space. I celebrate our drumming, singing, dancing language and culture. And I celebrate that we are at a point now where we are being acknowledged as Lílwat people and our Territory is being recognized by non-First Nations people and governments.

Many times a year, the **Iswalh Dancers** (Loon Dancers) and members of leadership participate in welcoming and blessing ceremonies for Lílwat and the surrounding communities of Pemberton and Whistler. Respect for who we are is building. Preserving our culture is what I live for, following my mom's footsteps to keep our language and culture alive, that is why I work hard to get people participating in different events to learn our cultural protocols. And the effort is paying off. I am always surprised and delighted to see how events, such as Aboriginal Day celebrations, can bring so many drummers and singers out of the woodwork.

Moving forward, our culture and language will be even more prominent. The Lílwat7úl Culture Centre is working with different departments within governance to encourage greater use of the language and foster a deeper understanding of **Níákmen** (Our Way). It is an exciting time to be part of Chiefs and Council.

*Mámaya7 is in her 12th term on council.*



## Petsklh Vaughan Gabriel

**Portfolio:** Governance  
**Internal Committees:** Governance, Personnel, Finance and  
 Audit committees  
**External Committee:** First Nations Financial Authority  
**Occupation:** CAO, N̓quatqua Nation

Leadership has done a lot this year, especially in the areas of policy and strategy reviews and development. This work improves the daily operations of the Nation and is key to setting the course for an independent future.

The number one thing I celebrate from my time on council this past year, is how we came successfully closed negotiations on the 60-year MDA with WB. The MDA is important because it outlines revenue sharing, a way to increase our own source revenues and not just have to rely on Indigenous and Northern Affairs Canada (INAC) money. We will be working together with WB and not dictating to each other.

The MDA will positively impact many generations to come. It will also mean job, educational and training opportunities. Our people will be educated and trained to work in their own Territory and not have to go outside of the community to find employment.

Another thing I celebrate is that both WB and the Village of Pemberton now officially recognize that they are on our Territory.

*Petsklh is in his fourth term on council.*



## Sawt Martina Pierre

**Portfolios:** Education  
**Internal Committees:** Xetólacw Community School Board of  
 Education, Lílwat Health and Healing Board, and Lílwat Culture,  
 Heritage and Language Authority  
**External Committee:** Vancouver Coastal Health  
**Occupation:** Professor, Capilano University

There is much that I celebrate this year, both as a member of council and as a member of the community. Some of the most important things I participated in this past year were the **Inherent Rights** workshops led by Satsan from the Centre for First Nations Governance. It was exciting to see **Lílwat7úl** come together to discuss what is ours—and has always been ours—specifically our beautiful Territory and **Níákmen** (Our way). I believe it is only through exercising our **Inherent Rights** can we move towards self-governance and become an independent Nation. And with self-governance I believe we will see greater self-reliance. Embracing our **Inherent Rights** is the path to a future where our people have strong sense of **Lílwat7úl** identity and live full lives without the oppression of The Indian Act.

As an educator, I am happy to see that our history and culture will be celebrated in new Social Studies curriculum being developed at XCS. It's also inspiring that so many people are taking courses at T̓s̓il to earn Lílwat Nation Language and Culture certificates and that the number our youth and young adults obtaining post-secondary education continues to increase.

Our future is bright and it's ours to determine.

*Sawt is in her fifth term on council.*





## Sik Sik Joshua Anderson

Portfolio: Lands and Resources

Internal Committees: Land Management Board

Occupation: Cultural Delivery Leader, Squamish Lilwat Cultural Centre Board

Occupation: Cultural Delivery Leader, Squamish Lilwat Cultural Centre

I think the most exciting and important work I was involved with in 2016/17 was around **Inherent Rights**. It was quite amazing working with the Centre for First Nations Governance. Satsan was phenomenal working with us and reaching out to The People. I think what was most amazing result was the empowerment those sessions created. The way that Satsan spoke to the people gave them the strength and the pride again to want to get a stranglehold on INAC.

Self-governance of Lilwat Nation is coming fast and furious but we have a lot of work to do in 2017/18 to get the framework finalized and put into action. I believe all will be good to go and the strategy to fully exercise our **Inherent Rights** will be finalized before this council finishes its term.

Another thing I celebrate is the signing of the MDA between Lilwat, Squamish and WB. The social and benefits outlined in the MDA will be felt for generations.

*Sik Sik is in his third term on council.*



## Tsekonamus Losi Rosemary Stager

Portfolios: Governance, Lands and Resources

Committees: Governance, Personnel, Finance and Audit committees

Occupation: Health Director, Southern Stl'at'imx Health Society

During 2016/17, as a councillor, I found much to celebrate. After eight years of being on the negotiating team, I was ecstatic with the signing of the MDA with WB, Squamish Nation, and the province. Current and future generations of Lilwat7ul will benefit greatly from this historic agreement.

Exploring **Inherent Rights**, in both the winter community workshops and at the council table, was exciting as I learned more about our traditional way of governing and future possibilities. This essential, foundational work began with the appointment of COO Ernest Armann, a progressive administrator who shares our Stl'at'imx identity.

Other significant achievements I celebrate from last year include breaking ground on the new T'szil Learning Centre (TLC) and a youth centre in Xe'olacw. Seeing so many of our people make great strides in both K-12 and post-secondary education has also been incredible and moving. It's with great pride that I note the external recognition of Xe'olacw Community School, its students, and Ucwalmicwts (Our Language) teachers, and the incredible potential of a new, expanded TLC.

We have gained so much momentum in a positive direction!

*Tsekonamus Losi is in her fifth term on council.*



## Yamkcen Tara Smith

Occupation: Accountant, Xa'xsta Nation

The achievements of 2016/17 that I celebrate are the signing of the MDA with WB and the province, laying the groundwork for an **Inherent Rights** strategy, and updating the Human Resources Policy and Position Descriptions.

The MDA, which recognizes WB is on our Territory, will be in effect for the next 60 years and offer substantial financial and social benefits to the people of Lilwat Nation. We will be partners in future development and have access to the recreational opportunities afforded by these two mountains in our Territory.

The three **Inherent Rights** workshops held in early 2017 confirmed that there is strong appetite for self-governance in the community. The information gathered at these workshops will create a stronger foundation and vision moving forward in any business and strategies for the Nation.

Our updated Human Resources Policy will provide the foundation for a positive and productive workplace. I am very satisfied with the updated Salary Grid and the new Position Descriptions. This work is still in progress and will be completed for all positions soon.

My vision for Lilwat is for us to live in **Nlakmen**, not under the constraints of the Indian Act. I am excited to see that this is a shared and achievable vision.

*Yamkcen is in her fourth term on council.*



# Message From The Chief Operating Officer

As Lilwat Nation enters 2017/18, there is much cause for celebration, the theme of this annual report. I see the achievements of **I Ucwalmicwa**, the revitalization of Lilwat culture, and the increased interest in self-governance as evidence of a community in positive transition.

In the past year, Lilwat Nation has increased its professionalism as a result of policy, process and procedure reviews, strong new hires, and organizational restructuring. We have built a platform that will support a governance framework that reflects **Inherent Rights** as the Nation move towards self-governance.

I am excited by the changes we've made, our planning for the future, and the effort staff and leadership has consistently applied to support policy-driven governance. Policy, processes and procedures have been reviewed to ensure they are consistent with the goals and values of the Nation's strategic plan, up to date, and applicable. And most importantly, policy is being reviewed to ensure that it's clearly understandable and truly supports **Lilwat7úl** where possible. We are looking at changing all oppressive policies that reflect the exploitation First Nations has endured under The Indian Act. We are implementing good governance practices with an emphasis on accountability within our government.

We are creating opportunities for redress through the revision of existing policies, and the development of new policies and strategies. For example, we have developed and adopted a new, three-year communications strategy designed to provide timely and accurate information to the community, governance, our external partners and the public. We have implemented step-by-step processes and procedures to ensure compliance with all policies and to address issues emerging from information technology. We have also begun to restructure the organization for greater efficiency. We are creating a government that is genuinely of **I Ucwalmicwa** and where staff and leadership are committed to excellence in public service.

A new measure created in 2016/17 for Administration was to have it be a direct function of the Office of the Chief Operating Officer (COO). The Executive Assistants to the COO and Chiefs and Council, Úllus Office Manager, Communications Officer and Information Technology Officer are members of this new department overseen by the COO. Another important organizational change is the transition of Councillors away from portfolios. Instead, Chiefs and Councils will deal with departmental matters as a whole through implementing policy governance and Results Based Management.



As Chiefs and Council enter the last two years of their terms, Lilwat Nation is well positioned for a time of accelerated growth and discovery. The outcome will be a more dynamic Lilwat Nation that is better prepared to serve the needs of the community.

I feel fortunate to be part of the positive changes that are celebrated within the pages of this report and look forward to helping Lilwat Nation meet its social, cultural, and financial goals for 2017/18.

**Kúkwstumckálap,**  
Ernest Armann



An aerial photograph of a river flowing through a landscape. The river is dark blue with visible ripples. To the left, there is a shoreline with green trees and bushes. To the right, the riverbank is a mix of brown and grey sediment. A bright yellow banner is superimposed across the middle of the image, containing the text 'Celebrating Lílwat Life'.

# Celebrating Lílwat Life





## Celebrating I Ucwalmícwa And Lílwat Life

In 2016/17, Lílwat Nation had many reasons to celebrate as **I Ucwalmícwa** of all ages, from youth to Elders, achieved great things both in and outside of the community. This section of the annual reports celebrates the girls and boys, women and men of Lílwat Nation who have achieved great success in academics, athletics and the arts.

To help foster the arts, and uncover the community's talented photographers, Lílwat Nation held its first *Celebrate Lílwat Life* photo contest. The winning photos, by Jaime Pascal and Levi Nelson, were selected by a blind jury process and are featured on the following pages.

Lílwat Nation believes that celebration helps build community. And in this time of Nation building and renewal, there is much to celebrate. And the place to start the celebration is the recognition of some exceptional people.

## Lílwat Nation celebrates:

Xelólacw Community School Grade 12 student **Tressa Peters** for winning Sea to Sky discovery Writing Contest Indigenous category for her compelling poem *Birkenhead Pantoum*. **Matt Andrews** for graduating from Simon Fraser University (SFU) with a certificate in First Nations Language Proficiency. **Falcon Edmonds** and **Ncátaoq Pierre** for witnessing at the MDA celebration on Whistler Mountain. **James Wilson** for graduating from SFU with a Master of Business Administration. Receptionist **Hazel Joseph** for 30 years of service to the Lílwat Nation.

**Lorna K. Leo** for the strength it took for her to tell the story of her missing sister at the Whistler Sisters in Spirit of Vigil to raise awareness about Missing and Murdered Indigenous Women. Teenage cancer survivor **Sydney Bikadi** for lending her time and energy to a #Getswabbed event, a Canadian Blood Services program to collect DNA for the stem cell donor registry, held in conjunction with Lílwat Health and Healing's 2017 Health Fair. **Sawt Martina Pierre** for leading more than 200 women in the singing of The Woman Warrior's Song at an International Women's Day event in Whistler.



Grade 11 Xetólacw  
Community School students  
**Hannah Jones, Chantal  
Thomas, Mallory Ritchie**  
and **Sarah Joe** for their film  
*Taken Away*, an examination  
of the residential school  
experience told through the  
words of residential school  
survivor **Harry Dick**.

**Cultural Technician Johnny Jones** for  
his work and presentation regarding  
the discovery of the 5,500-year-old  
Lilwat7úl settlement on the shores  
of the Birkenhead River. **Wanostsa7  
Dr. Lorna Williams** for receiving  
an honorary doctorate from Simon  
Fraser University for her outstanding  
contribution to Ucwalmícwts reclamation  
and retention. Emily Carr University  
student **Levi Nelson** for being selected to  
show his work at the UBC Museum of  
Anthropology's inaugural art show,  
"In a Different Light."

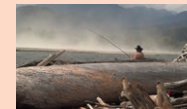
This year, Lilwat Nation held its first Celebrate Lilwat Life  
Photo Contest. More than 30 entries were received illustrating  
the land, **I Ucwalmícwa** and **Nlákmen**. It is with pleasure that  
we present the winning photos on the following pages:



Page 24  
*Lilwatemclhkan—I am Lilwat* by  
**Jaime Pascal**, 1st Place winner



Page 42  
*Lilwat Girls 2016* by **Levi Nelson**,  
2nd Place winner



Page 49  
*My Papa Fishing for Zúmak*  
(Spring Salmon) at Lillooet Lake  
by **Jaime Pascal**, 3rd Place winner

**Séyka7 Gloria Wallace** for being recognized First  
Nations Educations Steering Committees 2017  
Community Education Leadership Award as a  
First Nations Language Champion for her more  
than 40 years of teaching Lilwat7úl their language.  
Soccer player **Lástsi7 Tyson Stager**, 18, for  
receiving a 2016 Premier's Award for Aboriginal  
Youth Excellence in Sport — Vancouver Coastal  
Region for leadership, the pursuit of excellence,  
perseverance, connection to community,  
creativity and humility.

Grade 11 student **Maya Nelson** for her  
heart-wrenching theatrical debut as world-  
weary, yet optimistic, Audrey, in Pemberton  
Secondary School (PSS) production of the off  
beat musical *Little Shop of Horrors*. **Lorelei  
Thevarge** for graduating from Vancouver  
Community College as a Certified Dental  
Assistant. **Phoebe Tefler**, for her hysterically  
funny portrayal of a deranged Nazi playwright  
in the PSS production of the edgy satire *The  
Producers*. **Joanne John** for graduating from  
**Tšzil**-Capilano University with a Lilwat Nation  
Language and Culture Certificate.

And congratulations to all  
those whose achievements  
we were not made aware of  
in 2016/17.

# Governance





## Mandate, Structure, and How The Nation Operates

The government of Lílwat Nation dedicates itself to the principles of transparent and open government. With these principles in mind, Governance invites all Lílwat Nation citizens to get involved and help set the course for the Nation's future.

The Chiefs and Council, staff, and administration serve Lílwat Nation by being responsive to the needs and concerns of its members. The Nation's government has created a transparent and accountable environment where members' input is respected, best practices are employed, and **I Ucwalmicwa** are always put first. Lílwat Nation's government considers the needs of all **Lílwat7úl** in its activities and in the direction it sets for the community — a direction that ultimately comes from The People.

The Lílwat Nation's governance is centred on a belief that listening to the Nation's citizens is the best way to ensure effective and responsive government. This style of governance features opportunities for community discussion through extensive consultation when developing policy, codes or strategies. For example, 210 **Lílwat7úl** gave input into the newly-adopted *Lílwat Nation 2016-2023 Strategic Plan* at four different opportunities for consultation, a process that yielded 783 comments, the majority of which have been incorporated into the plan.

Citizen engagement is not restricted to participation in community consultations such as information sessions, workshops, and General Assemblies. Community members also have opportunities to participate on boards and committees that provide oversight to Lílwat government departments such as Community Services, Finance, and Capital Projects.

The smooth operation of the Lílwat Nation's activities relies on the efforts of more than 300 people working towards the common goal of creating a safe, sustainable and culturally aware community. Approximately half of the Nation's employees are full-time with the balance working on a part-time or seasonal basis. No matter what sector they work in, these dedicated women and men uphold traditional values as they endeavour to take the community to the next level.

The organizational structure chart on the next page has the **I Ucwalmicwa** at the top. This structure reflects the conviction of government to follow the direction set by the community.



# Organizational Structure Of Lil'wat Nation's Government

I Ucwalmícwa

## Chiefs and Council

### Chief Operating Officer

#### Administration

Executive Assistant  
to the Chief  
Operating Officer

Executive Assistant to  
Chiefs and Council

Úl'us  
Office Manager

Communications

Information  
Technology

Health and  
Safety Officer

Primary,  
Secondary &  
Immersion Education

Primary  
Education

Secondary  
Education

Immersion

Advanced  
Education

Post Secondary  
Education

T'szil Learning  
Centre

Lands and  
Resources

Referrals

Reserve Land  
Management

Fisheries

Infrastructure

Public Works  
and  
Infrastructure

Capital  
Projects

Housing

Finance

Financial  
Services

Community  
Social Services

Family Preservation  
and Wellness  
Services

Social  
Development

Membership

Cultural  
Services

Community  
Health Services

Clinical Services

Community and  
Traditional Health

Healthy Living  
and Recreation

Daycare, Child  
and Infant  
Services

Economic  
Development  
& Training

Employment  
and Training

Economic  
Development

REVISED 2017



# Strategic Objectives And Goals

In 2016/17, the Lilwat Nation government implemented the *Lilwat Nation 2016-2023 Strategic Plan* that sets the course for the Nation for the next eight years. At its core, a strategic plan is a vision document, creating a roadmap for a more sustainable and prosperous Lilwat Nation.

The plan outlines how to develop the community while adhering to traditional and cultural values. The plan identifies those values as respect, responsibility, **Ucwalmicw tmicw** (Our Land), honesty, living well, **Kúłtsamh** (Take only what you need), **Níákmen**, integrity and fairness. These values create the foundation for all of Governance's activities, from determining policy to addressing practical concerns such as infrastructure, maintenance and housing. They provide a filter when developing the goals, plans and projects identified in the strategic plan. Over the next seven years, government, with input from boards, committees and community members, will endeavour to fulfill the objectives of this plan, creating a stronger Lilwat Nation.

The nine key objectives identified in the *Lilwat Nation 2016-2023 Strategic Plan* are as follows:

1. Self-determination for and by Lilwat
2. People living in **Níákmen**
3. Excellence in education
4. Pride in a safe and secure community
5. Maximum control over Lilwat Territory
6. Excellence in Lilwat government
7. **Lilwat7úl** living a healthy lifestyle
8. Strong families
9. Maximum personal economic choice and opportunity

To meet these nine objectives, the strategic plan has 68 primary goals that are being met by departments working individually and collaboratively. The achievement of these goals, as noted in the messages from senior leadership and the reports of Lilwat Nation departments, is helping to build a strong foundation that will propel the Nation forward on its journey to self-determination.







# Celebrating the Achievements of 2016/17 At A Glance

- Three National Centre for First Nations Governance Inherent Rights workshops were held in 2016/17
- Financial Management Systems Certification received from (FNHA)
- The *Lilwat Nation Communications Strategy 2017-2019* was developed and adopted
- Xeíólacw Community School (XCS) received a grant from American Friends of Whistler to help fund a new two-classroom building to house the Ucwalmicwts Immersion Program
- Human Resource Management Policy revised in February 2017
- The *Lilwat Nation 2016-2023 Strategic Plan* was adopted
- New Social Studies curriculum featuring Lilwat History and Aboriginal history throughout Canada is being developed at XCS
- Lilwat Health and Healing expanded client services to include more Nurse Practitioner, Community Health Nurse, and acupuncture hours
- The Lilwat Business Group's *Economic Development Strategy 2016-2021* was developed and adopted
- XCS's Cooperative Education Program, which provides students with work experience, was reinstated
- Lilwat Health and Healing completed its First Nations Health Authority (FNHA) assessment which will help create a 10-year community health plan
- 12 new units of rental housing were added to the Nation's housing stock in the Xeíólacw community
- Men's Wellness programming was initiated by Health and Healing
- 54 households received renovation grants to improve accessibility and safety in the home
- Ground was broken for the new 2,043 sq. m. (22,000 sq. ft.) Tšzil Learning Centre, made possible through \$7.2 million in federal infrastructure funds granted to the Nation in 2016
- A new 204 sq. m. (2,200 sq. ft.) purpose-built Youth Centre was undertaken in the Xeíólacw community
- A new snow plow truck was purchased to support more timely and efficient snow removal
- Lilwat Nation achieved a 60-year MDA with WB, Squamish Nation, and the province in regards to WB's application for a 60-year lease renewal
- Lands and Resources published *Gifts of the Land: Lilwat Nation Botanical Resources*, a 400-page book detailing Lilwat7úl use and knowledge of botanical resources within Lilwat Territory
- A total of 38 students—a record number—attended post-secondary institutes outside of the community, a 24 per cent increase over 2015/16
- Lands and Resources hired more than 16 Lilwat Fisheries and Environmental Technicians to work throughout Lilwat Territory
- More Lilwat7úl are moving along the educational continuum: five students are earning diplomas, 28 students are working towards bachelor's degrees, and three are attaining master's degree
- Aboriginal Community-Based Training Partnerships Programs for Carpentry and Industry Training exceeded all expectations with 24 participants obtaining post-program employment
- To further support Industry Training and Carpentry students, Tšzil secured \$84,646 from INAC Income Assistance for cultural counselling
- An Addition To Reserve process, which began in the late 1990s, was completed in 2016 adding 40 acres to IR No. 10
- First National Woodland License (FNWL) an area-based, long-term forest tenure unique to First Nations' interest in the land and resources was defined
- A mandate for Lilwat Nation to work with the Village of Pemberton to create a Community Forest Mandate was achieved

# Moving Forward: Inherent Rights

Lilwat Nation has begun the process of transitioning out from under the constraints of the colonial The Indian Act to a position of true self-governance. The exploration of what self-governance means for **I Ucwalmícwa** and the government started in the winter of 2016/17 with three, two-day workshops to begin understanding **Inherent Rights**. Satsan (Herb George) and Chris Robertson from the Centre for First Nations Governance led the workshops, which attracted upwards of 60 people per session. Many members of the Nation's leadership, both elected and appointed, were in attendance as part of this initial community consultation process.

There are many views among First Nations about what **Inherent Rights** mean. For some, **Inherent Rights** refer to the gifts of The Creator. The core gift from the Creator was instruction on how to live. This instruction created the foundation for all First Nations' culture and tradition. Others believe **Inherent Rights** refer simply to how The People lived, and their relationship to the land, before European contact. And some consider **Inherent Rights** as a term that encompasses the Crown's commitment to Aboriginal rights as expressed in Section 35 of the 1982 Canadian Constitution Act. (Inherent Rights are further entrenched in Section 25 of the Canadian Charter of Rights and Freedoms.)

*"The guarantee in this Charter of certain rights and freedoms shall not be construed so as to abrogate or derogate from any Aboriginal, treaty or other rights or freedoms that pertain to the Aboriginal peoples of Canada including:*

- 1. any rights or freedoms that have been recognized by the Royal Proclamation of October 7, 1763;*
- 2. and any rights or freedoms that now exist by way of land claims agreements or may be so acquired."*

**Inherent Rights** are not something that is granted by Crown but rather a set of rights that are intrinsic to First Nations lives and must be respected. These rights have always been and always will be and are the cornerstone of self-governance.

Lilwat Nation's transition to self-governance will not happen overnight, but it will happen within the next decade. This move that will ensure **Lilwat7úl** have increased control over their lives, Territory and economic future has been identified as a priority in the past three of the Nation's strategic plans, the first of which was ratified in 2006. By using extensive community consultation to define and exercise its **Inherent Rights**, the Nation can move towards self-governance with the assurances and support of **I Ucwalmícwa**.

In 2017/18, the continued exploration of **Inherent Rights** will play an increasingly important role in moving Lilwat Nation forward in meeting its goals of self-governance and self-determination.





## How to Participate in Governance

Government serves the day-to-day operations of the Lilwat Nation, supporting Chiefs and Council, administration, legal, IT, human resources, communications and special projects. The department also assists with the development of policy. To move policy forward, Lilwat Nation employs public engagement strategies such as community meetings and General Assemblies to allow community members to get involved in decision-making. Community members become further involved with setting the Nation's direction through participation on boards and committees.

Committees and boards are delegated specific authority to make decisions as well as recommendations to staff and Chiefs and Council. Committees and boards are governed by Terms of Reference approved by Chiefs and Council that define how decisions are made, the composition of the committee or board, and length of term for participants.

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

To help shape the future of the Lilwat Nation, **I Ucwalmícwa** can get involved in governance the following ways:

- Attend General Assemblies
- Attend community information sessions
- Go to council meetings
- Call senior managers
- Talk to council members
- Read the Lilwat Nation newsletter
- Visit the website and read the blog
- Read Chief and Council Notes
- Write or email council or staff with your concerns
- Join a Lilwat Nation committee or board
- Commit to running for council in the next election if nominated

### Community Events And Projects Sponsored By Lilwat Nation In 2016/17

Graveyard Cleaning	\$ 4,464
Community Clean-up	\$ 1,896
Cultural Enrichment	\$ 17,020
Winds of Change	\$ 5,000
XCS Graduation 2016	\$ 10,700
Summer Camp For Youth	\$ 1,420
Community Halloween	\$ 293
XCS Fun Day	\$ 1,250
Lilwat Celebrations Pow Wow	\$ 2,500
Lilwat Cowboys	\$ 4,000
Youth Sponsorship	\$ 8,425
Unity Ride	\$ 674
Pulling Together Canoe Journey	\$ 2,000
Gathering Our Voices Conference	\$ 1,500
I'm Going Home Run	\$ 300
Canadian Cancer Society	\$ 224

# Helping Set The Direction Of Lílwat Nation

The women and men who sit on committees and boards ensure that Lílwat Nation's work is consistent with its overall vision. Using the *Lílwat Nation 2016-2023 Strategic Plan* as a foundation, these dedicated individuals who come from leadership, staff and the community, work tirelessly to advance the goals of the Lílwat Nation. This broad-based participation aids in the delivery of excellent services and programming that address the needs of the community.

## 2016/17 BOARD AND COMMITTEE MEMBERS

### Board of Education

Councillor #1 Martina Pierre  
Councillor #2 Lois Joseph  
Georgina Nelson  
Laverne Paul  
Dion Pierre  
Iris Pierre  
Loretta Stager  
Tara Smith

### Community Services Committee

Councillor #1 Alphonse Wallace  
Councillor #2 Helena Edmonds  
Debbie Alendal

### Finance and Audit Committee

Councillor #1 Vaughan Gabriel  
Councillor #2 Rosemary Stager  
COO Ernest Armann  
CFO Neil McInnes

### Health Committee

Councillor Martina Pierre  
Charlotta Andrew  
Lydia Gabriel  
Donna Jacob  
Casey Gabriel  
Summer Leo

### Housing Board

Councillor Felicity Nelson  
Betty Diablo  
Matilda Pascal  
Glenda Gabriel  
Kelly Andrews  
Elizabeth Dan  
Housing Committee  
Denise Leo  
Sharon Edmonds  
Financial Assistance Rep

### Land Management Board

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

### Land Use Referrals Committee

Councillor #1 Rosemary Stager  
Councillor #2 Joshua Anderson  
Chris Irving  
Ernie Jim  
Carl Wallace  
Jordon Gabriel

### Lílwat Holdings Inc.

Board of Directors  
Councillor Lois Joseph  
Chris Irving  
Samantha Wells  
Loretta Pascal  
Vanessa Dan

### Lower St'át'imc Tribal Council

Councillor Felicity Nelson

### Lílwat Business Group

Operating Board of Directors  
Councillor Maxine Joseph Bruce  
Saad Hassan  
Sheldon Tetreault  
Jessica Frank

### Recreation Committee

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

### Squamish Lílwat Cultural Centre

Chief Leonard Andrew  
Councillor Lois Joseph  
Councillor Alphonse Wallace  
CFO Neil McInnes

### St'at'imc Chiefs Council

Chief Dean Nelson

### St'At'l'mx Tribal Police Service

Joanne John

### T'szil Learning Centre School Board

Councillor #1 Lois Joseph  
Councillor #1 Martina Pierre  
Rosa Andrew  
Georgina Nelson (XCS Rep)  
R. Lucy Wallace

### Winds of Change

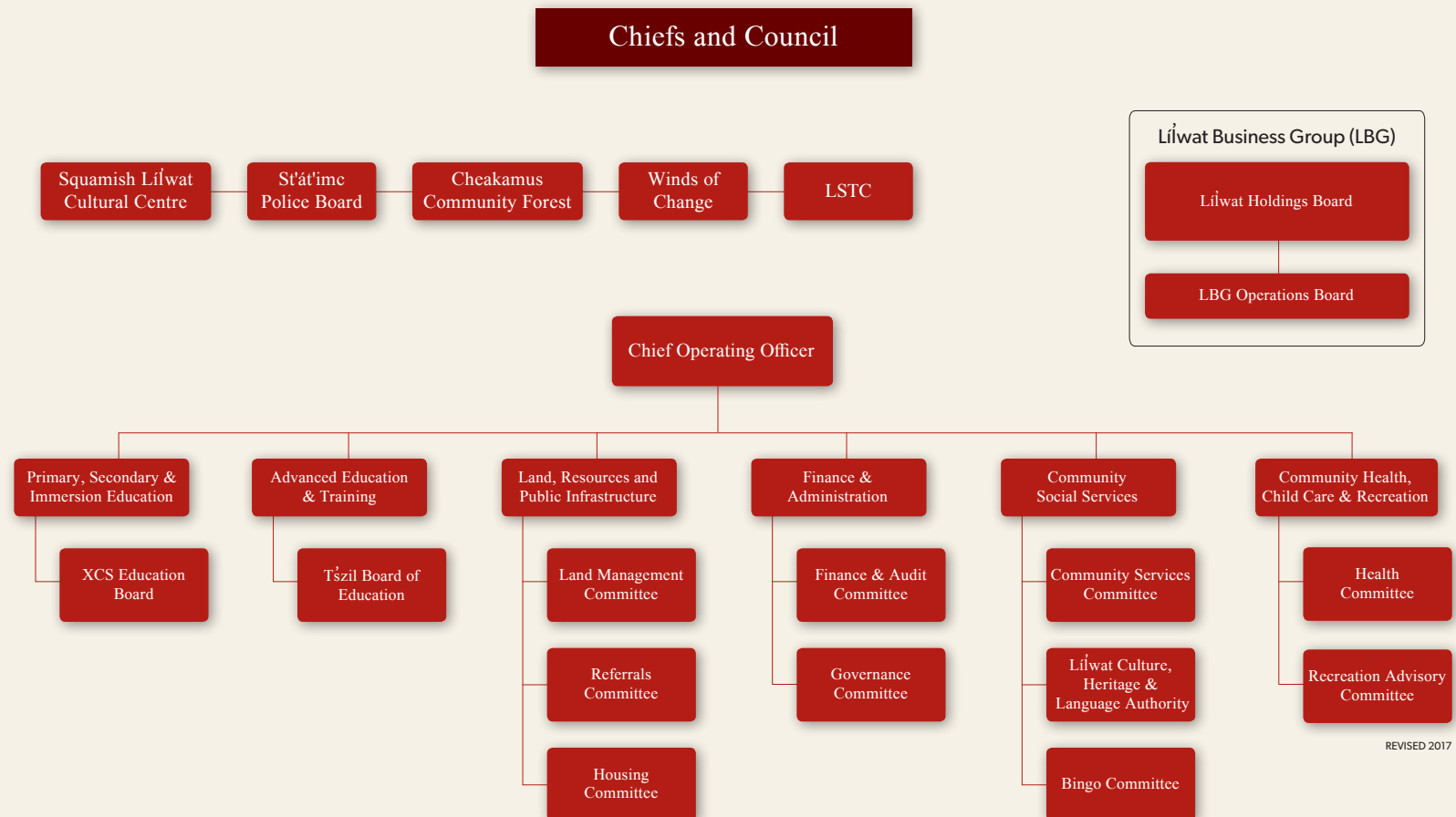
Joanne John  
Cedric Jones





# Board and Committee Structure

I Ucwalmícwa



REVISED 2017



*Lilwatemclhkan - I am Lilwat* by Jaime Pascal

# Departments



## Creating Lives Of Greater For Children And Families

The Community Social Services Department strives to improve the quality of life for **I Ucwalmícwa** by delivering programs that are designed to help individuals achieve success, whatever their circumstances.

The Lílwat Community Services Department is an association of four separate departments that work together to make all aspects of wellness a shared priority. These departments are Lílwat Wellness, Social Development, Band Membership and The Lílwat7úl Culture Centre.

Lílwat Wellness provides child protection advocacy for the community's children and families living both on and off reserve. The department focuses its advocacy efforts on facilitating and promoting the interests of **Lílwat7úl** families with the Ministry of Children and Family Development (MCFD) and delegated Aboriginal organizations. As well, the department offers capacity-building initiatives for families through family preservation programs, social support programs and Fetal Alcohol Syndrome Disorders (FASD) support programs.

The Social Development Department provides financial assistance for Lílwat community members and delivers inter-departmental advocacy for families.

The Band Membership Department issues status cards, maintains the Band membership list, submits registrations to INAC for births, deaths, marriages, and Band transfers into the Lílwat Nation. Reports of deaths are also sent to the estates unit at INAC. Other services offered by this department include the provision of a commissioner for taking affidavits for British Columbia and a marriage commissioner. Additionally, Band Membership issues tax exemption letters.

The Lílwat7úl Culture Centre promotes the development, promotion, and understanding of traditional and modern **Lílwat7úl** values. The centre, which all are encouraged to visit at Úlílus Community Complex, features cultural artifacts, carving, weaving and regalia displays and contemporary **Lílwat7úl** artwork. Centre staff also work in the area of **Lílwat Ucwalmícwts** reclamation and preservation and community cultural education by delivering workshops and classes.

The Community Social Services Department is committed to building on the strengths of **Lílwat7úl** families. The department's programs and services encourage and support spiritual, emotional and intellectual growth.

### Achievements for 2016/17

Due to the confidential nature of much of its work, the Community Social Services achievements list represents the program's over-arching advancements and plans. Many of these achievements occur on an annual basis, reflecting the ongoing, consistent nature of the department's work.

#### CONNECT TRAINING

In 2016, Wellness Department and Lílwat Health and Healing staff jointly held a 10-week Connect Program for parents of teens. The program focused on the enhancement of the components of a secure attachment with children and youth.

#### PARTICIPATION IN HOBIYEÉ 2017

In February 2017, the Lílwat7úl Culture Centre organized community participation in the two-day Hobiyeé (New Year's) celebrations in Vancouver. The event is an annual opportunity for the dancers, singers and drummers of the Lílwat Nation to showcase their talents, share their stories with other BC First Nations and make connections. Lílwat's Iswalh Dancers helped open each day of the festivities.

#### CHILD AND FAMILY ADVOCACY

Lílwat Wellness continued to advocate for children and families in the community, providing referrals to services within the Lílwat Nation, assisting foster

parents and providing support for families facing challenges. The goal of this work is to increase the health and well-being of all Lilwat7ul.

#### **CAPACITY BUILDING**

Community Social Services worked to ensure that frontline workers received the training they needed to better assist clients in developing long-term goals.

#### **PARTNERING WITH TŠZIL AND SASET**

Social Development partnered with Tšzil Learning Centre and Stó:lō Aboriginal Skills and Employment Training (SASET) to build skills and achieve job readiness for Lilwat Nation members.

#### **LANGUAGE RECLAMATION**

In spring of 2017, First Voices launched a Lilwat Ucwalmícwts app. The app features hundreds of words and phrases, pronunciation and is searchable in both Ucwalmícwts and English. The Lilwat7úl Culture Centre promoted the use of this innovative learning tool. Download the app for free from Google Play or the Apple Store.

## **Plans and Projects for 2017/18**

#### **ANNUAL HOME VISIT FOR LIŁWAT7ÚL**

Lilwat Wellness has set a date in July 2018 for the Lilwat7úl living off-reserve visit. The department will work with the Lilwat7úl Culture Centre to incorporate cultural traditions and protocols into the homecoming event.

#### **REVIEW OF INAC POLICY**

INAC policy will be reviewed to ensure that the Social Development Department is meeting all its financial obligations under the INAC policy. The department will ensure that staff receives the necessary training to accommodate any changes to the organization's policy and procedural guidelines.

#### **SHELTER POLICY**

Community Social Services will continue to work with the Housing Department on the development of a shelter policy for band-owned homes.

#### **LANGUAGE RECLAMATION**

The Lilwat7úl Culture Centre will continue to ensure that the Lilwat Ucwalmícwts is archived and saved for future generations.

#### **STUDENT SUPPORT**

Community Social Services will continue to work with Tšzil Learning Centre to ensure that students feel supported and components of cultural learning are provided to programs as required.

#### **CULTURAL TEACHING FOR STAFF**

The Lilwat7úl Culture Centre will continue to orient all Lilwat Nation staff to the culture, language and traditions of the Nation.

#### **CULTURAL CLASSES**

The Lilwat7úl Culture Centre will continue to offer classes in drum making and regalia that emphasize how to honour and care for traditional attire and drums.

#### **ADVOCACY**

Lilwat Wellness and Social Development departments will continue to work towards creating better lives for of all I Ucwalmicwa. Whether working with children and families to overcome challenges or addressing the financial needs of community members, these two departments will work in partnership for the betterment of the Lilwat Nation.

*Nilh snekwnuḱwa7lḱkálha wa7 ngelténlḱkalh*  
Our families are our strength





## *Lílwat7úl Culture Centre Profile Raised In Pemberton Visitor's Guide*

In 2016, the Lílwat7úl Culture Centre received a two-page spread in the Pemberton Visitor's Guide. The 600-word story outlined what guests to the valley could expect when visiting the centre.

The promise of an introduction to Lílwat7úl culture and language brought many tourists, particularly those from European countries, to the centre. Visitors were excited to take in displays that feature a variety of local artefacts, from méxtsten (arrowheads) and tsepalín (baby basket) to splendid examples of trays and baskets that were used in daily cooking for more than 100 years before arriving at the centre. Guests also appreciated the opportunity to be guided through the centre's exhibits, which include cultural map, carvings and exquisite samples of regalia.

Originally located in a building adjacent to Xeólacw Community School, the centre moved to its current location with the opening of Úllus Community Complex in 2008. Another move is in the works, with plans for the centre to be relocated in Lílwat's new commercial centre to be built on Churchlands North. This new, high visibility location will undoubtedly attract more visitors who are motivated to learn about Lílwat7úl history and contemporary life.

Community Social Services celebrates the successes and positive impacts of The Lílwat7úl Culture Centre in promoting Lílwat7úl culture and language.

## Learning From Our Past And Present To Create Pride And Strength In Our Future

Traditional values, such as **Níákmen**, inform how Xeíólacw Community School delivers education to the children and youth of the Lílwat Nation. The school provides a positive and empowering learning environment where students learn Lílwat culture and celebrate traditional values and teachings.

At Xeíólacw Community School (XCS) Lílwat Nation students receive quality pre-school, elementary, high school and post-secondary education without leaving the community. The school's educational model is built on **Níákmen** and incorporates Lílwat cultural learning, traditional values and language into its strong academic curriculum. A team of 50 employees, including support workers, ensures that XCS delivers an excellent education to **Lílwat7úl** children and youth.

XCS has developed a framework for a positive learning environment. The **Níákmen** behavioural chart has been created to support students who may need more guidance by providing them supports to regulate their behaviour, to make more positive choices in school, and to build strong teacher/student relationships.

Keeping **Lílwat Ucwalmícwts** and traditions alive is an XCS priority. From pre-school to Grade 12, students take part in **Lílwat Ucwalmícwts** classes and culture courses, learning to embrace and celebrate what it means to be **Lílwat7úl**.

More than 240 children and youth attend XCS to take advantage of programs that include the Ucwalmícwts Immersion program for primary school-aged students and intensive cultural Super Courses for high school students. Support services such as special education, speech and language support, health education, physiotherapy, and counselling help to ensure positive educational outcomes. To further educate the whole child, the school also offers a variety of electives, special interest clubs, and team sports opportunities. The school's dedicated staff works tirelessly to help students achieve their goals and prepare them for further education.

### Achievements for 2016/17

#### CONTINUED IMPLEMENTATION OF SCHOOL ASSESSMENT

Every five years, the XCS undergoes a school assessment lead by the First Nations School Association (FSNA). XCS received its certification in 2016 and continues to implement changes to address areas the assessment revealed were in need of improvement: special needs education, school leadership, and Social Studies curriculum. The school has continued to show academic achievement growth and is looking forward to receiving its results for the 2016/2017 year.

#### INCREASED STAFF COLLABORATION AND PROFESSIONAL DEVELOPMENT

The majority of XCS teaching staff, including Education Assistants, and the administration team are involved in Professional Learning Community collaborative teams, working with colleagues throughout BC, who are teaching the same grade level, to share information and explore new ideas.

#### STUDENT ACHIEVING OUTSIDE COMMUNITY

Many XCS students found success outside the community this year. One student won a Sea to Sky Corridor-wide writing contest. Two students travelled to the Yukon. A group of students won the BC Fire Prevention Contest: Preparing Our Home. And another group of young women from XCS, in conjunction with Pacific Cinematheque, wrote, directed and produced a short film about the residential school experience titled *Taken Away*.

#### IMPROVED TRAUMA AND BEHAVIOURAL ISSUES ASSISTANCE

In 2016/17, assistance for students suffering from trauma and behavioural issues was improved. This work required collaboration between school therapists and counsellors, teachers and education assistants.

#### COOPERATIVE EDUCATION PROGRAM REINSTATED

The Cooperative Education Program was reinstated. This program provides XCS students with employment experience and opens a world of opportunities to them.



### INCREASED SPIRITUAL AND CULTURAL LEARNING

In the past year, XCS established two important spiritual and cultural hikes and learning experiences for its students. In Grade 8, all students go to the **Skalúla7** (Owl Creek) Discovery Camp for Leadership Training with **Skalúlmecw** Chief Dean Nelson, school staff and community members. When possible, Elders also attend the camp, adding tremendous cultural value. XCS's Grade 12 students travel up into the Stein Valley for a cultural and spiritual camp.

### FUNDING RECEIVED FOR NEW IMMERSION BUILDING

XCS received a grant from American Friends of Whistler that coupled with existing funding the school has secured, will pay for a new two-classroom building to house the Ucwalmícwts Immersion Program.

### NEW SOCIAL STUDIES CURRICULUM UNDERTAKEN

XCS staff and administration began work to create a new Social Studies curriculum that will feature Lílwat History and Aboriginal history throughout Canada.

## Plans and Projects for 2017/18

### NEW SOCIAL STUDIES CURRICULUM

In 2017/18, XCS staff and administration will continue to work on new Social Studies curriculum. The goal is to complete modules on Lílwat history and Aboriginal history throughout Canada.

### INHERENT RIGHTS CURRICULUM

XCS, with the guidance of **Skalúlmecw** Chief Dean Nelson and Satsan Herb George, will develop curriculum to support **Inherent Rights**. Community **Inherent Rights** workshops were undertaken in winter 2017 and will continue in 2017/18 to help to determine the path to self-determination for Lílwat Nation.

## Peer Recognition Program Celebrates Exceptional Teachers

Xe'ólacw Community School (XCS) has a tradition of staff going above and beyond. In 2014, the school established a peer recognition program to celebrate the women and men on staff who are making profound differences in the school culture and, in turn, the lives of the more than 240 XCS students. The program, which consists of five separate awards, is peer-driven with the each reward recipients picking the recipient for the following year.

As the program enters its fifth year, XCS celebrates the following award-winners:

### **Wa7 Áma Kwe Ats'éxétsut** Promotes Health and Well-Being Award

2014	Skalúlmecw Dean Nelson
2015	Jennifer Frank
2016	Lorne Edmonds Jr.
2017	Paul Lammens

### **Áma Sxilemsa** Having "Cool Output" Award

2014	Amanda Racher
2015	Doreena Gabriel
2016	Oliver Pascal
2017	Kevin Paul

### **Stewc 7u7 Áma T Scwákwékwsa** Positive Attitude Awards

2014	Michelle Crew
2015	Eleanor Wallace
2016	Marguerita James
2017	Randy Ketterling

### **Ti Wa7 Tsenamentáli Míta7wa** **Ntáksas Ti Ntakmenlhkálha** Culture Mentor and Promoting Culture By Example Award

2014	Bernita Saul
2015	Gloria Wallace
2016	Mark Gabriel
2017	Sandy Henry

### **Nukwamíntwai** Cooperative and Helpful Award

2014	Joanna Hindle
2015	Julia Joe
2016	Kevin Paul
2017	Oliver Pascal

Moving into 2017/18, XCS does so knowing that staff is committed to providing the children and youth of the Lílwat Nation with an education that values health and wellness, positivity, and cultural learning. With an education grounded in **Ntákmén**, XCS ensures that all students succeed academically and learn to celebrate **Lílwat7úl** culture. XCS is proud of the women and men who help guarantee student success.

# Providing Sound Financial Management For A Sustainable Future

The Finance and Administration Department supports Lílwat Nation's goal to remain a financially healthy organization, acting in a transparent and accountable manner and supported by an effective financial administration.

The Finance and Administration Department strives to achieve the Nation's financial goals by providing financial information and administrative support that enables best practice informed decision-making. The department also delivers a variety of services in a seamless and friendly way to all internal customers and external community members. The department is composed of three sub-departments: Finance, Information Technology (IT) and Office Administrative Support.

Each of the departments under the Finance and Administration umbrella serves specific functions. The Finance Department provides financial services and financial planning support for the Lílwat Nation's programs and services. The Information Technology (IT) Department develops and maintains the information technology infrastructure for all Lílwat Nation programs, services, and facilities. More than 190 staff members rely on IT for tech support. And the Office Administrative Support Department ensures the smooth operation of the Úllus Community Complex.

The Finance and Administration department develops and implements policies for its sub-departments to help with service delivery and guarantee financial best practices. Other services Finance and Administration provides include income tax preparation, financial counselling and account payment processing for community members.

## Achievements for 2016/17

### FINANCIAL MANAGEMENT CERTIFICATION

In June 2016, the Lílwat Nation became the first First Nation in Western Canada to receive Financial Management Systems (FMS) Certification from the First Nations Financial Management Board. The certification provides the framework for sound financial practices regarding the operation, management and reporting of the financial management systems of First Nations governments.

### MASTER DEVELOPMENT AGREEMENT SIGNING

In February 2017, the Lílwat Nation signed a 60-year MDA with WB after eight years of negotiations. The execution of the agreement recognizes the Lílwat Nation as traditional landowners, revenue sharing partners, and consultants.

### POLICY DEVELOPMENT

The Lílwat government revised its Human Resources Management Policy with Council adoption in February 2017. Revisions included the development of position descriptions and position qualification completion for the Nation's Senior Leadership Team, allowing for the development of an evaluation process for the organization.

## Plans for 2017/18

### ENHANCED ABSENCE AND TIME MANAGEMENT REPORTING

The Lílwat Nation Finance and Human Resources Departments will enhance existing employee reporting by developing Time Management and Absence Management tools within the current payroll system, creating more efficiencies in employee file management.

### CONTINUED EMPLOYEE PERFORMANCE AND GROWTH MEASURES

With the Human Resource Management Policy implemented in 2016/17, the organization will expand on its employee evaluation process to clarify roles and expectations, and create measurable development plans for employees.

### CONTINUE TO IMPROVE FINANCIAL LITERACY AND REPORTING REQUIREMENTS

Finance and Administration will build on the financial training provided to program managers over the past two years, and assist in the development of efficient external reporting tools.

*Szúhmi̓nts*

To protect or keep safe





## *Lílwat Nation Achieves Financial Management Systems Certification*

In June 2016, Lílwat Nation became the first First Nation in Western Canada, and the third in the country, to receive Financial Management Systems (FMS) certification from the First Nations Financial Management Board (FNFB). The certification provides the framework for sound financial practices regarding the operation, management and reporting of the financial management systems of First Nations governments. Due to becoming certified, Lílwat Nation can now further develop economic opportunities because of increased access to affordable long-term debt and enhanced transparency with its partners, funders, government agencies and community.

Greater access to capital was not the primary reason for Lílwat Nation engaging in the FNFB's certification process. The goal was to show that investing in the Lílwat Nation was not a high-risk venture.

**Skaliúlmecw** Chief Dean Nelson notes that the FMS certification is recognition of all of the hard work the senior leadership team does to ensure that Lílwat Nation is seen to be financially responsible. Fulfilling the requirements of the FMS, which included implementing a Financial Administration Law (FAL) and overhauling human resources and IT policies, shows the strength of Lílwat Nation's systems and its governance.

A ceremony to sign and celebrate this groundbreaking agreement was held June 20, 2016, at the Squamish Lílwat Cultural Centre in Whistler, British Columbia. The FMS certification was the result of a process that began in 2012.



# Offering Health and Wellness Services Based in Ntákmen

Lílwat Health and Healing delivers holistic community health services that address physical, emotional, spiritual and mental health. The department strives to meet its goal of community wellness by offering a variety of programs delivered by four separate sub-departments: Community Health, Home Support, Maternal and Child Health, and Traditional Healing.

From hosting events that emphasize the management of chronic conditions to offering culturally-respectful counselling and addiction services, Lílwat Health and Healing addresses community members' needs throughout all stages of life, from infancy to the Elder years. Guided by the principals and values of Ntákmen, the department integrates traditional values and culture into all of its practices. The health centre incorporates Ntákmen through methods such as introducing Lílwat Ucwalmícwts at parent-child programs and using traditional healing methods such as herbology to treat health and wellness issues. For example, Cedar Circle Counselling may use nqélza7ten (sweat lodge) sessions, smudging and brushing to treat addictions.

Many of Health and Healing's programs are designed to help community members achieve physical health and social wellness through exercise, social support, and interactive learning. The health centre endeavours to empower individuals to more fully engage in their healthcare by providing health check screening days, chronic disease self-management support, and skills development sessions.

Supporting families is an important part of Health and Healing's work. The Maternal and Child Health programs include prenatal care, a doula service, and child development assessment. Lílwat Health and Healing delivers holistic community health services that address physical, emotional, spiritual and mental health. The department strives to meet its goal of community wellness by offering a variety of programs delivered by four separate sub-departments: Community Health, Home Support, Maternal and Child Health, and Traditional Healing. The Home Support program provides Elders with access to foot care program and home care assessments.

The health centre's various services are delivered by a combination of Health and Healing's staff and contracted health care practitioners. This enables Lílwat Nation citizens to be able to access dentists, audiologists, pharmacists, optometrists, chiropractors and acupuncturists without leaving the community.

Lílwat Health and Healing's primary goal is to ensure that First Nations health is guided by First Nations.

## Achievements for 2016/17

### FNHA HEALTH EVALUATION COMPLETED

As per Lílwat Health and Healing's agreement with the First Nations Health Authority (FNHA), a third-party evaluation of Lílwat Health and Healing has been completed. The centre will use the findings to help create its new 10-year community health plan.

### HEALTH SERVICES EXPANDED

The services of a Nurse Practitioner (NP) are now accessible one full day per week. NP's are advanced registered nurses educated and trained to provide health promotion and maintenance through the diagnosis and treatment of acute illnesses and chronic conditions. The NP serving Lílwat Nation can order tests and write prescriptions, saving the centre's clients a trip to Pemberton to see a doctor. As well, Health and Healing offers weekly acupuncture sessions and monthly cupping services available through two Traditional Chinese Medicine doctors.

### MEN'S WELLNESS PROGRAMMING

Recognizing the importance of men understanding that emotional health, loneliness, and stress are common situations that do not indicate weakness, Health and Healing initiated a Men's Wellness Program. A coordinator, counsellor and Skalúlmecw Chief Dean



## *Wa7 szuhmiñstúm I swá7sa I ucwalmícwlhkalha*

We protect the health of our people

Nelson help guide this member-driven group. Program activities include weekly breakfasts that help create friendships and support networks for participants.

### **SAFETY**

In 2016/17, Health and Healing evaluated the safety and accessibility of its facility, not only for staff but also for clients and the community. Automatic doors have been installed to make the centre entrance more wheelchair-friendly, and new rails have been put in place in the lobby/common area to prevent falls along the accessibility ramp. As active participants in the Lílwat Nation Occupational Health and Safety Committee, Health and Healing has implemented processes for safety inspections and established improved safety plans.

### **SUCCESSFUL HEALTH FAIR HOSTED**

The health centre hosted a very successful Health Fair in October 2016. The event, attended by more than 200 participants, included a stem cell drive that saw 42 new donors sign up.

### **NURSING STAFF EXPANDED**

A Community Health Nurse was hired to assist and support Lílwat Health and Healing's endeavours to empower community members to maintain, create or exceed wellness goals. One of the new nurse's objectives is to launch a campaign called "Know Your Numbers" to help clients with diabetes manage their blood sugar levels.

## **Plans and Projects for 2017/18**

### **INCREASE MENTAL HEALTH SERVICES**

Health and Healing will be hiring additional counsellors to increase mental health services available in the community.

### **PURCHASE NEW ELDERS' BUS**

Health and Healing is planning to purchase a new, smaller (by just a few seats), and more efficient, the bus that will be used primarily for local trips. This will and save wear and tear on the bigger bus, which will be used for longer trips out of the community.

### **RESURRECT DATABASE**

Lílwat Health and Healing plans to resurrect its database to improve the use of medical data for programs and to help better organize and plan health initiatives.

### **COMMUNICATIONS STRATEGY**

The Health and Healing team is currently working on plans to better promote available health programming, wellness campaigns and education sessions. This work will also include improving methods of distributing pertinent information to specific groups such as Elders, youth, and parents.

## *Celebrating The Expansion Of Health Services*

Lílwat Health and Healing is proud to celebrate the number of services and programs it implemented in 2016/17 and its plans to introduce more in 2017/18.

The centre has secured the services of a Nurse Practitioner who will deliver a variety of services typically offered by general practice physicians, including providing referrals and prescriptions to clients. This will help eradicate a common barrier to health care: transportation. *I Ucwalmícwa* will no longer have to travel to see a doctor in Pemberton to have their basic health needs met.

The centre has also increased its ability to provide direct health services, such as management skills for chronic illnesses like diabetes, by adding a Community Health Nurse to its nursing staff. The new nurse was hired to assist and support Lílwat Health and Healing's endeavours to empower community members to maintain, create or exceed wellness goals

And Men's Health, traditionally an underserved area of First Nations health, received a boost with the creation of the Men's Wellness Program. Lílwat Health and Healing Staff, *Skalúlmecw* Chief Dean Nelson, and Satsan Herb George work to support this new member-driven program. The goal of this new service is to provide men with the understanding that emotional health, loneliness, and stress are common situations that do not indicate weakness and to introduce healing options while creating environments for positive social interactions, the development of friendships, and the creation of greater health.

Lílwat Health and Healing moves into 2017/18 prepared to improve and expand existing programs, and introduce new services and programs to serve its clients.

# Supporting A Safe And Healthy Community With Solid Infrastructure

A strong community is built on a foundation of solid infrastructure. The Lílwat Nation achieves this goal through the efforts of the Public Works, Housing and Capital Projects departments that operate under the umbrella of the Infrastructure Department. The three departments work collaboratively to maintain and develop the community's infrastructure, from safeguarding the Nation's water supply to building new housing.

Public Works ensures the safe and reliable operation of Lílwat Nation's water and wastewater facilities, delivers safe, solid waste disposal, and maintains and repairs roads, bridges, and community buildings. The department also provides fire and flood protection to the community and manages INAC infrastructure programs, funding applications, and reporting.

Capital Projects oversees all major projects such as the construction of new housing and community buildings. The department works on projects from the initial design phase through to completion. Committed to building capacity within the community, Capital Projects provides **I Ucwalmicwa** with opportunities in the building trades. The division also manages partnerships that the Lílwat Nation enjoys with companies such as Pemberton-based Murphy Construction.

The Housing branch plays a key role in managing the Nation's on-reserve housing stock, which includes both rental and rent-to-own properties and totals more than 270 units. These units include both new and older duplexes, trailers and multi-unit townhouse developments. With the support and direction of the Housing Board, the Housing branch administers housing policies and procedures and oversees property management duties. Housing also works with key funders for renovation and new housing including INAC, Canada Mortgage and Housing Corporation (CMHC), and the Nation itself, to meet the growing demand for housing.

## Achievements for 2016/17

### NEW HOUSING

In 2016, 12 units of rental housing were added to the Nation's housing stock in the Xełólacw community. Lílwat Nation funded the construction of three new duplexes, each having two three-bedroom units and two one-bedroom units. New construction and renovation have led to employment opportunities and skills development through Lílwat Nation's partnership with Murphy Construction. This relationship develops new tradespeople and opportunities for construction jobs in and outside the community.

### RENOVATION GRANTS FOR ELDERS AND VULNERABLE MEMBERS

Infrastructure, through the coordination of the Health and Safety Committee, managed the implementation of homeowner grants for minor renovations that improved the accessibility and safety of Elders' and vulnerable members' homes. More than 54 households received renovation grants to improve accessibility and safety in the home. Renovations included the installation of handrails, accessible bathrooms and repairs to unsafe flooring or outside decks.

### PROJECT MANAGEMENT OF NEW TŠZIL LEARNING CENTRE

In 2016/17, Lílwat Nation received federal infrastructure funds totalling \$7.2 million towards the construction of a new Tšzil Learning Centre. The Infrastructure Department was tasked by Chiefs and Council to project manage this new development.

### NEW YOUTH CENTRE AND ICE RINK RENOVATION

With the financial support of the Nation and input from the Lílwat Youth Council, a 204 sq. m. (2,200 sq. ft.) purpose-built Youth Centre was constructed next to Xełólacw Ice Rink. The department received approval for the repair of the ice rink at Xełólacw including installing a new surface, boards, landscaping and lighting to reinvigorate the winter and summer activities at the rink.

### WATER STUDY REVIEW MOVES FORWARD

In 2016, the water study review focussed on assessing of the age and performance of its pumps, storage and distribution pipes as well as the capacity of the well to meeting the community's current and future demands. One very encouraging conclusion is that Lílwat Nation is fortunate to have a source of very high-quality water capable of meeting the Nation's water demand. The next phase of review will narrow down what capital improvements are needed to ensure this demand is met.



## **RESPONSE AND RECOVER DURING LILLOOET RIVER FLOOD**

Public Works and Housing played key roles in the Nation's response to the November 9, 2016, flooding of IR1 and IR2. Public Works crews committed many hours assessing and responding to the immediate needs of community members impacted by the flood. The work included efforts to restore roads and septic fields, maintain water and sewer services, and respect flooded houses. This effort helped ensure that members received as much assistance as possible from Emergency Management BC's response and recovery programs.

## **NEW SNOW PLOW TRUCK**

Public Works has purchased a new snow plow truck, replacing an existing truck that had reached the end of its useful life. This new truck will help support more timely and efficient snow removal in winter 2017/18.

## **Plans and Projects for 2017/18**

### **HOME REPAIRS AND RENOVATIONS**

Efforts will continue towards the repair and renovation of the Nation's existing supply of rental housing. Of particular interest is building envelope improvements to the older townhouses along Istken and Juniper Lanes. The Housing branch is hopeful its applications for renovation and capital improvement funds from INAC are successful in order to contribute to this effort.

### **ADDITIONS TO CMHC HOUSING STOCK**

In 2017/18 six new rent-to-own, three-bedroom housing units will be built. The three duplexes are CMHC sponsored.

## **IMPROVE HEALTH AND SAFETY IN THE COMMUNITY AND WORKPLACE**

With the hiring of a Community and Workplace Safety Officer in mid-2017, a particular focus for 2017/18 will be to improve the Fire Department's capacity to respond to emergency events. This work will include supporting the Fire Chief and the volunteer firefighters with the equipment and training needed, as well as reviewing policy and procedures needed to keep both the community and the firefighters safe. The new officer, with the support of the First Nation Emergency Services Society, will also focus on improvements that move Lilwat towards becoming a FireSmart Community.

## **IMPROVE DATA AND ASSET MANAGEMENT FOR PUBLIC WORKS AND HOUSING**

The Infrastructure Department is developing policies and procedures and implementing data and asset management software that will help manage the responsibilities and duties of Public Works and Housing. In 2017, the department, with support from the Lower St'át'imc Tribal Council (LSTC), will focus on the sourcing, installing and training needed to implement this objective. An expected outcome of this initiative is an improved work order system for repair and maintenance within the community.

## **MODERNIZE THE NATION'S SOLID WASTE MANAGEMENT**

The department is expecting to make improvements to solid waste collection and recycling in the community. The current system, particularly the Xeíólacw transfer station, is in need of renovation, with improvement needed in the separation and processing of recyclables and the reduction of mixed waste material heading to the landfill. Another important objective is to improve communication within the community about solid waste and consider ways of implementing a composting program at transfer stations as organics make up between 20 and 30 per cent of household garbage.

## *A Place For Youth To Call Their Own*

Lilwat Youth will finally have a place that they can truly call their own. While Youth Centre space has been available in other community building in the past, the new centre will be purpose-built and consist of a variety of spaces and facilities aimed at maximizing youth participation.

In 2016/17, with the financial support of Lilwat Nation and input from the Lilwat Youth Council, design development began on the construction of the new Youth Centre. From the initial design phase to the selection of the colour palette, youth input has been integral to the project. The result of this collaborative work will be a brand new 204 sq. m. (2,200 sq. ft.) building situated next to the Xeíólacw ice rink.

When construction of the building is complete, it will include a multipurpose room, a quiet room, support worker office, indoor and outdoor storage, washroom and shower facilities, and a kitchen. The Youth Centre's kitchen is being designed and situated to accommodate the potential for catering and meal opportunities related to activities at the ice rink. The repair and renovation of the ice rink will include the installation of a new surface, boards, landscaping and lighting designed to reinvigorate the winter and summer activities at the rink. The ice rink renovation is being jointly funded through a Canada 150 grant and the Nation.

The Infrastructure Department is proud to be part of the process of building a Youth Centre that will serve the community for decades to come.

# Protecting Nation Interests In Its Lands And Resources

The land is central to Lílwat culture and identity as expressed in the **Lílwat Ucwalmícwts** phrase **pal7míntwał i ucwalmícwa múta7 ti tmicwa** (The land and people are together as one). This core belief is the cornerstone of the Lands and Resources Department's work and its goal to maximize Lílwat Nation's control over its lands and resources in keeping with Lílwat's responsibilities as stewards of its Territory.

The Lílwat Nation's 2016-2023 *Strategic Plan* and *Land Use Plan* guide the Land and Resources Department in its work to protect and exercise Lílwat Nation's unique cultural, heritage, social and economic interests over its land and resources. As well as the stewardship of Traditional Territory, the Lands and Resources Department also focuses on the management of on-reserve lands and fisheries, with activities ranging from community land use planning to annual salmon stock assessments.

The Traditional Territory Stewardship function of the department strives to ensure the appropriate use of the 781,131 ha of Lílwat Traditional Territory. Using a framework that considers the *Lílwat Land Use Plan* and archaeological, environmental and cultural impact assessments, the Lands and Resources Department examines all proposed new land use within the Traditional Territory. On-Reserve Lands manage all on-reserve land issues, most significantly in the area of land registration. Fisheries works to protect one of the Lílwat Nation's most valuable resources: its fish stocks.

**Pal7míntwał i ucwalmícwa múta7 ti tmicw**  
The land and people are together as one

## Achievements for 2016/17

### 60-YEAR AGREEMENT WITH WHISTLER BLACKCOMB AND BC

When WB put in its application for a 60-year lease renewal in 2008, consultation with Lílwat Nation and Squamish Nation was required. After eight years of hard work by Lílwat Nation leadership and staff, and working in partnership with Squamish Nation, a final MDA was reached in February 2017.

### PUBLICATION OF GIFTS OF THE LAND: LÍLWAT NATION BOTANICAL RESOURCES

The Land and Resources Department worked collaboratively with UBC Master's student Tonya Smith to develop a Botanical Resource Strategy. The collected research resulted in the publication of the book *Gifts of the Land: Lílwat Nation Botanical Resources*. The book details **Lílwat7úl** use and knowledge of botanical resources within Lílwat Territory. The research needed to produce the comprehensive volume also provided the basis for strategies developed for Lands and Resources to use when reviewing and providing input on forest harvesting plans within the Territory.

### INCREASED LÍLWAT7ÚL PRESENCE ON THE LAND

In 2016/17, the department hired more than 16 **Lílwat7úl** Fisheries and Environmental Technicians to work throughout Lílwat Territory. Lílwat Environmental Technicians conducted goat monitoring, bird nest surveys, water quality testing, and other environmental monitoring tasks for the last year of the Upper Lillooet Hydro Project construction. Technicians were also active in our Fisheries department's expanded salmon stock assessment program that now covers the entire Lillooet watershed system. They also engaged in additional environmental monitoring work throughout the Territory in collaboration with the Pemberton Dyking District, EcoFish Research, Cascade Environment Resource Group and others.

### ARCHAEOLOGY TRAINING FOR FISHERIES TECHNICIAN

Lands and Resources offered archaeology training for Fisheries Technicians to allow them to effectively identify and report on archaeology sites encountered when carrying out salmon stock assessments throughout the Lílwat Territory. Two long-standing Fisheries/Environmental Technicians accessed this training to become On-Call Archaeology Field Technicians.



### ON-RESERVE LANDS ARCHAEOLOGY OVERVIEW ASSESSMENT

An archaeological overview assessment of all 10 Reserve parcels was completed this year. The report identifies areas of archaeological potential and places where known archaeological sites are present. The report will be used to update the department's *Community Land Use Plan* (CLUP) and ensure that new developments on Reserve lands are not impacting archaeological sites.

### Plans and Projects for 2017/18

#### REGISTRATION OF KNOWN ARCHAEOLOGICAL SITES

Funds have been allocated to register known archaeological sites throughout Lílwat Territory, so they are protected under the Heritage Conservation Act. This will ensure the long-term preservation of these sites. We plan to continue this work in future years with a goal of registering 10 sites per year for the next three years.

#### CONSERVANCY MANAGEMENT PLAN FOR NLHÁXTEN/CERISE CREEK CONSERVANCY

The Nlháxten/Cerise Creek Conservancy was established in 2008 through the Lílwat Nation Land Use Planning Agreement with the Province of BC. In 2017/18, Lands and Resources will work in collaboration with BC Parks to develop a management plan for the land conservancy. The management plan will look at developing strategies to protect Lílwat interests and values in this part of Lílwat Territory, furthering the *Lílwat Nation 2016-2023 Nation Strategic Plan* objective to "maximize control over Lílwat Traditional Territory."



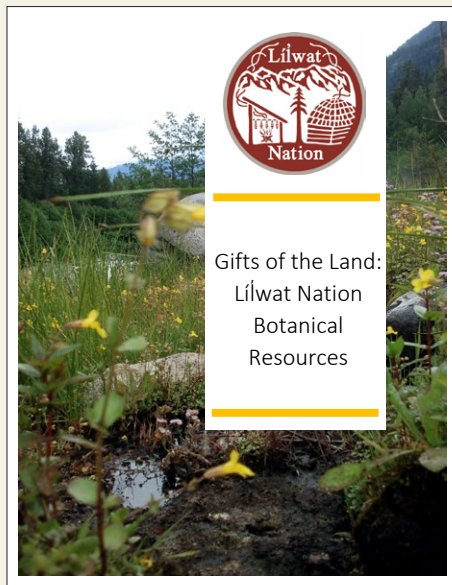
## Historic Agreement With Whistler Blackcomb Achieved

When Whistler and Blackcomb Mountains obtained their original leases to develop a ski resort within Lílwat Territory, there was no legal duty to consult with First Nations. Fortunately, times have changed, and when Whistler Blackcomb (WB) put in its application for a 60-year lease renewal and Master Development Agreement (MDA) in 2008, consultation with Lílwat Nation and Squamish Nation was required.

In February 2017, after eight years of discussion and negotiation, an agreement between Lílwat Nation, Squamish Nation, and Whistler Blackcomb was finalized. The agreement represented almost a decade of hard work by Lílwat Nation leadership and staff, who worked in partnership with Squamish Nation. The agreement includes commitments to revenue sharing, employment and contracting opportunities, enhanced cultural enhancements, and recreation opportunities for I Ucwalmícwa.

A signing celebration was held at the Squamish Lílwat Cultural Centre on February 24, 2017. **Skalúamecw** Chief Dean Nelson signed the document on behalf of Lílwat Nation. On April 9, on Whistler Mountain, officials from Lílwat Nation, WB, the Resort Municipality of Whistler, and Squamish Nation joined in celebrating the signing of the Master Development Agreement. The event included drumming and dancing. Witnesses for Lílwat included two community youths: Falcon Edmonds and **Ncátaoq** Pierre.

This agreement is a significant accomplishment toward Lílwat Nation's vision of exercising governance over its entire Traditional Territory.



## *Comprehensive Guide To Botanical Resources A Community Bestseller*

Years of research, interviews, writing and editing paid off this past with the publication of *Gifts of the Land: Lílwat Nation Botanical Resources*.\* The 400-page book, which details **Lílwat7úl** use and knowledge of botanical resources within Lílwat Territory, proved to be a hit with the initial print run of 100 selling out in 45-minutes at its launch held at Úlús Community Complex.

The book came out of a collaborative research project between the Land and Resources Department and UBC Master's student Tonya Smith. Smith worked with the Lílwat community to gather and record information about **Lílwat7úl** knowledge of botanical resources. The information was used to develop strategies for the Lands and Resources department to use to better protect botanical resources when reviewing and providing input on forest harvesting plans within the Territory. Upon completion of the Botanical Resources Strategy, further work was done to compile all the information gathered about botanical resources and publish it as book so this knowledge can be shared.

The second edition is on the shelves at the Lílwat7úl Culture Centre with sales proceeds going to support the centre.

\*The book's name was arrived at with guidance from Lílwat Culture Heritage Language Authority



## Providing Post-secondary Education Opportunities At Home

The T̓zil Learning Centre provides excellent learning opportunities for the Lílwat Nation and its neighbouring communities. The centre offers a variety of academic and vocational training programs designed to expand employment, education and career choices.

With a learning philosophy based in Lílwat cultural renewal, holistic learning, and personal growth, T̓zil Learning Centre provides an environment where all students can feel comfortable, safe and supported.

The learning centre offers Adult Basic Education (ABE) and a University College Entrance Program (UCEP) for students to obtain the necessary academic upgrading for post-secondary success.

As well, T̓zil Learning Centre is proud to offer both career and academic certificate courses including one-year university credit certificate programs in Lílwat Nation Language and Culture, Business Administration, Early Childhood Education and Special Education Assistant. Courses like these are contingent on funding and T̓zil offers them whenever possible.

Modeled on traditional values, the facility operates under its Nlákmen Guidelines that were created by staff and students as a way of working together to make T̓zil a great place to learn, make friends and incorporate Lílwat7úl culture into one's life.

### Achievements for 2016/17

#### NEW \$7.3 MILLION T̓ZIL LEARNING CENTRE BREAKS GROUND

The Learning Centre was awarded funding from Innovation, Science and Economic Development Canada for a new 2,043 sq. m. (22,000 sq. ft.) facility on the Churchlands property will include an s7istken (pit house), ceremonial space, more classrooms, a computer lab, student study space, a student lounge, and a meeting room. The Lílwat7úl Culture Centre will also be an integral part of the facility, giving students and staff access to the wealth of traditional knowledge and cultural experts.

#### MORE TRADITIONAL ACTIVITIES OFFERED

Guided by cultural experts, learners were immersed in traditional Lílwat practices, including drum making, carving, singing, story-telling and mushrooming.

#### *Tsunámen*

To teach or give advice to someone

#### INCREASED POST-SECONDARY STUDENTS

The Lílwat Nation sponsored a record number of post-secondary students during 2016/17. A total of 38 students attended post-secondary institutes outside of the community, a 24 per cent increase over 2015. In the past fiscal year, one student graduated with a master's degree; another obtained a bachelor's degree, and two other completed certificate programs. More Lílwat7úl are moving along the educational continuum: five students are earning diplomas, 28 students are working towards bachelor's degrees, and three are attaining master's degree.

#### COMMUNITY ENGAGEMENT INCREASED

T̓zil Learning Centre is an Indigenous Adult Higher Learning Association (IAHLA) education facility that serves and takes direction from Lílwat. T̓zil is responding to the community need for more Lílwat7úl teachers. The Nation is now sponsoring and supporting seven students attending UBC's Native Indigenous Teacher Education Program (NITEP).

### **EDUCATION NEEDS ASSESSMENT PERFORMED**

Lilwat Nation and Capilano University partnered to deliver an Educational Needs Assessment the community. Four Lilwat Nation members were appointed to assist with the survey.

### **SUCCESSFUL CARPENTRY AND INDUSTRY TRAINING PROGRAMS**

Participation and completion in the Aboriginal Community-Based Training Partnerships Programs for Carpentry and Industry Training exceeded all expectations. Seventeen women and men participated in the carpentry program, with 12 completing the year and 14 obtaining employment. An additional 26 people received training in customer service training. Nineteen of those 26 completed the course, with 10 obtaining employment.

### **SECURED FUNDING FOR CULTURAL COUNSELLING**

To further support Industry Training and Carpentry students, the Trades and Training Department secured \$84,646 from Income Assistance for cultural counselling. Three counsellors supported Tšzil students to identify and overcome many barriers to their success, health and happiness.

### **ELDER-IN-RESIDENCE PROGRAM ESTABLISHED**

To enhance cultural programs and community connections, we implemented an Elder-in-Residence program. Elders supported students during wellness workshops, shared their traditional knowledge, and provided students with a caring, calming and uplifting presence at Tšzil during cultural activities.

## **Plans and Projects for 2017/18**

### **GRADUATE SECOND LILWAT NATION LANGUAGE AND CULTURE PROGRAM COHORT**

The second cohort of the Lilwat Nation Language and Culture Program will graduate in 2018.

### **COMPLETION OF BUSINESS FUNDAMENTALS CERTIFICATE PROGRAM**

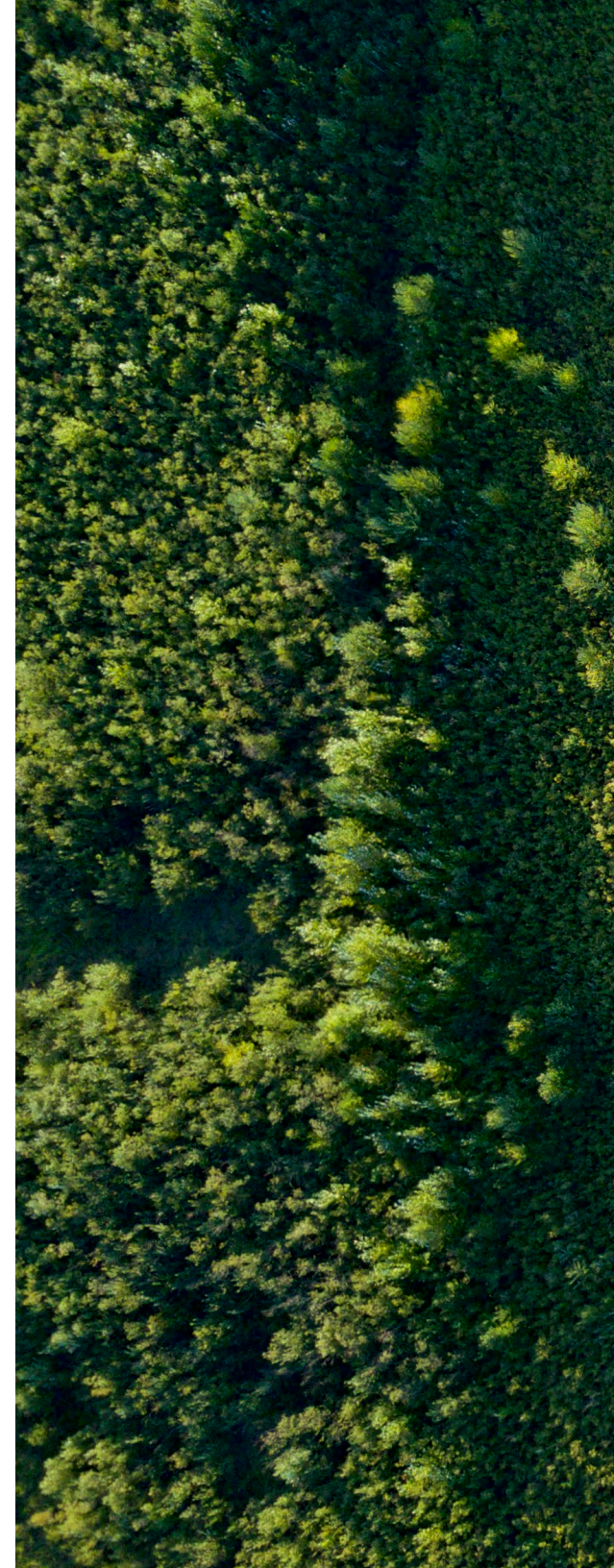
Business Fundamentals Certificate Program students will graduate in 2018. This program provides students with training skill such business math and accounting. This program can ladder into a diploma or the bachelor's degree.

### **PREPARING FOR NEW TŠZIL LEARNING CENTRE FACILITY**

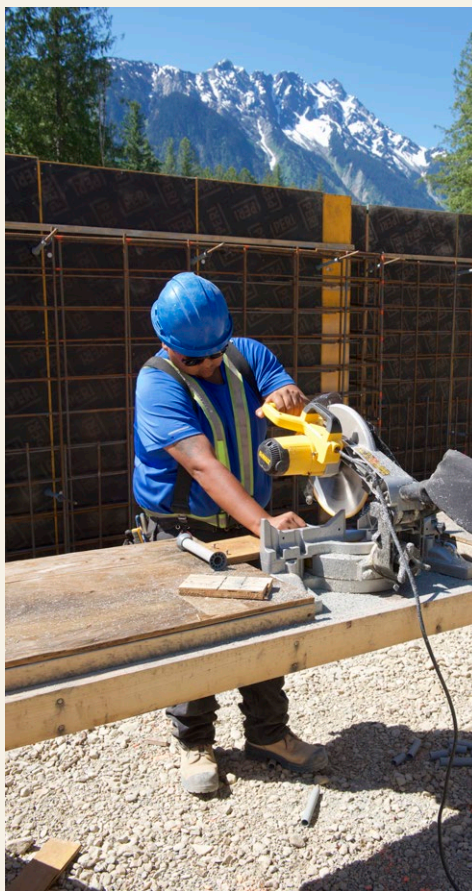
Preparations for moving into the new space will be a focus of 2017/18. A priority for Tšzil's management is to build stronger relationships with other post-secondary partners in order to offer more extensive and varied programming.

### **EXPANDING TRAINING OPPORTUNITIES**

The third year of the multi-year training programs will continue to provide training opportunities in Industry Trades, Customer Service/Cashier Training, and Building Training. Tšzil has also applied for funding to offer a second Carpentry Level 1 program. If successful, the program will start in January 2018.







## *Successful Carpentry and Training Programs*

In 2017/18, 12 women and men will be eligible to enter the second year of the Aboriginal Community-Based Training Partnerships Program (ACTPP) for Carpentry I. Many more people will participate in two ACTPP Industry Training programs Customer Service/Cashier Training and Building Service Worker Training. And if funding allows, the second group of carpentry students will begin their journeys to their red seals.

Over the past year, the trades and training programs at T̓szil have proven to be exceptionally successful. The ACTPP programming was initiated in fiscal year 2015/16 and has become an important part of T̓szil's offerings. In 2016/17, enrolment continued to exceed expectations, with both programs attracting a greater numbers of participants than anticipated. The Industry Training programs, Customer Service/Cashier Training and Building Service Worker Training, were anticipated to have 24 participants but attracted a total of 26 students. The completion rates for these programs were also higher than expected with 73 per cent of participants finishing their training. Ten of these 19 students found employment with a variety of businesses and agencies in Lílwat Nation, Pemberton and Whistler. Graduates are currently working at Sea to Sky Soils, St'at'imc Chiefs Council, Tsipun Supermarket (*Tsípun* means root house), Four Seasons Hotel, Douglas Band, Pemberton Supermarket, Southern St'at'imx Health Society, Lílwat Nation, and T̓szil Learning Centre.

Carpentry students also experienced immense success in 2016/17. Initially designed for 13 students, the second year of the Carpentry program attracted 17 students, 12 of whom completed the course, and 14 of the initial cohort found work with Pemberton companies Murphy Construction and Vidorra Construction.

In total, the programs have helped a total of 24 women and men move down the path from social assistance to meaningful employment. Skilled and ready to work, these T̓szil Learning Centre students move forward with a sense of confidence and pride.



# Lilwat Business Group

*Lilwat Girls 2016* by Levi Nelson





## Driving Economic Development For The Community

The Lilwat Business Group (LBG) generates revenue, creates employment and builds capacity for Lilwat Nation. The LBG operates existing businesses, explores new economic opportunities, manages partnerships and oversees the Nation's corporations.

The LBG's priority is to ensure its businesses are generating revenues for reinvestment in the community while also creating employment opportunities and building employee capacity.

The LBG's corporations are structured according to best practices to reduce liabilities to the Nation and minimize taxes. This structure also defines the appropriate roles of business and politics. Chiefs and Council appoint the Lilwat Holdings Inc. LP's Board of Directors, which in turn, makes appointments to the boards of each of the operating limited partnerships. The boards of Retail Operations, Forestry Ventures, Construction Enterprises, Management Services, and Capital Assets each have the mandate to maximize profits while respecting the cultural, social and environmental priorities of the Nation.

With strong partnerships and transparent, forward-facing business practices, the LBG is laying the foundation for Lilwat Nation's economic success.

### Achievements for 2016/17

#### ATR COMPLETED

In 2016, the Addition to Reserve (ATR) for the Churchlands North property was received 20 years after the Lilwat Nation first applied to the province to have the 40-acre parcel added. The ATR allows for the development of Churchlands North, which will become the community's commercial core and the home of the new T̓szil Learning Centre.

#### FNWL AREA DEFINED

LBG, through negotiation with the province, defined the area for its First Nations Woodland License (FNWL). Lilwat Nation and the Ministry of Forests, Land and Natural Resource Operation to develop a set of principles identifying key priorities in developing the area-based, long-term forest tenure. The Territory was evaluated as a whole with Nlákmen areas identified.

#### COMMUNITY FOREST MANDATE

LBG received the mandate to enter an agreement with the Village of Pemberton (VoP) to develop a community forest. In addition to strengthening the two governments' relationship, the project has the benefit of increasing Lilwat Nation's control over Territory. By partnering, Lilwat Nation and the VoP can better manage forestry resources in the area.

#### ECONOMIC DEVELOPMENT STRATEGY 2016-2021

In 2016/17, LBG developed and adopted its new five-year economic strategy that extends to 2021. The primary objective of the *LBG Economic Development Strategy 2016-2021* is to create "a diversified and sustainable economy for, in and by the Lilwat Nation for all time."

### Plans and Projects for 2017/18

#### DEVELOPMENT PERMIT SERVICEING FOR FUNCTION JUNCTION

An LBG focus for 2017/18 will be securing Development Permit Servicing for a 2.15 ha (5.3 acres) parcel of land in Function Junction. The plan for this piece of land in Whistler is to create a mixed commercial/residential building consisting of 17 two-bedroom units, one one-bedroom unit, and 4,180 sq. m. (45,000 sq. ft.) of commercial space. This development is planned to break ground in 2018/19.

#### BREAK GROUND FOR NEW LILWAT GAS STATION

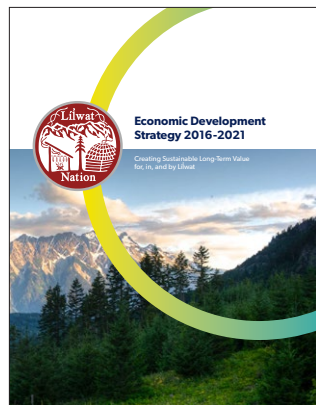
Before the end of fiscal 2017/18, LBG plans to break ground on the new Lilwat gas station to be located at Churchlands North. The existing gas station will become a card lock operation for commercial vehicles such as logging trucks.

#### FINALIZE FNWL

LBG will continue to work with the Ministry of Forests, Lands and Resource Operations to finalize the terms of the FNWL.

#### EXPLORE DEVELOPMENT OF HIGHWAY YARDS

Currently, the Highway Yards Land, located at Highway 99 and Vine supports the Pemberton Visitor's Centre and an informal "park and ride" lot for commuters. In 2017/18, LBG will be investigating highest and best use of the land taking into consideration the property's more than 100 m. of highway frontage.



## Creating A Diversified and Sustainable Economy

In 2016/17, the LBG developed and adopted a five-year economic development strategy that supports *The Lilwat Nation 2016-2023 Strategic Plan*. That plan identified the development of a long-term economic development strategy as a key priority. *The Lilwat Business Group Economic Development Strategy (EDS) 2016-2021* addresses this priority and sets out a long-term vision for the economy of the Nation and economic activities within the Nation.

The EDS lays out the objectives, goals and performance indicators that LBG will adhere to as it moves forward in developing a diversified and sustainable economy, in, by, and for, Lilwat. The plan ensures that the LBG adheres to a set of values and principals to address the needs and values of the community. All economic development projects must satisfy the following values:

1. **Preserve or enhance Lilwat Nation Title and Rights**
2. **Promote cultural and traditional values and environmental sustainability**
3. **Create employment, training and capacity building opportunities for Lilwat citizens**
4. **Provide stable and predictable income opportunities with acceptable risk**

The EDS has four primary objectives that were developed through community and board consultation. The objectives are as follows:

1. **Generate stable profits for Lilwat to reinvest in community projects and business opportunities**
2. **Create employment and career opportunities for Lilwat**
3. **Support regional economic development and Lilwat entrepreneurs**
4. **Enhance community support through strong governance**

To fulfill its four objectives the EDS identifies the following seven goals:

1. **Increase own source revenues**
2. **Increase labour force participation**
3. **Increase employment rates and ensure Lilwat citizens have access to career opportunities**
4. **Support regional economic development that aligns with the Nation's principles and values**
5. **Increase the number of Lilwat entrepreneurs**
6. **Hold the Lilwat Holdings LP Board of Directors accountable for operations and communications**
7. **Increase community support for LBG by linking corporate profits to specific projects**

### Projects LBG is considering and their potential economic impact on the community

1. New commercial core in Mount Currie
2. Function Junction gas station
3. Function Junction light industrial
4. Wedge Creek IPP
5. Construction partnership
6. Benchlands development

The six projects currently entertained by LBG are valued at almost \$40 million. If all were to be completed, LBG would see an increase in revenues by \$20 million, an increase in net profits by \$1.4 million, and an increase in employment of up to 50 per cent, along with the assurance that the social, cultural, and environmental values of the Nation are met.

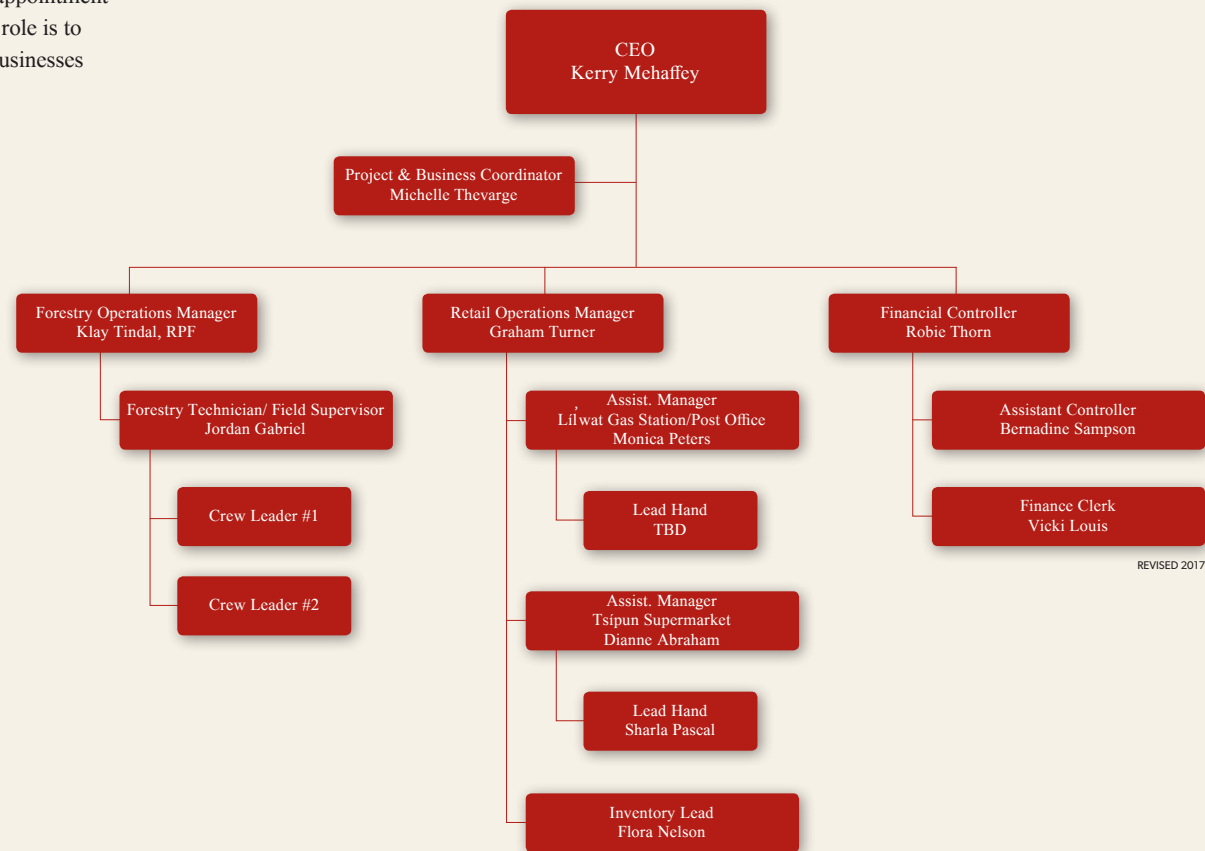


# Lílwat Business Group Organization Chart

The LBG organizational chart illustrates the structure of the business group. Chiefs and Council appoint people to the Lílwat Holdings, Inc. Board, who in turn appoint others to the boards of the individual operating limited partnerships.

**I Ucwalmícwa** are involved in the LBG through the appointment of the corporations various boards of directors. Their role is to oversee all business activities and ensure that these businesses serve the Nation to maximum benefit.

## Lílwat Business Group



REVISED 2017

# Building Businesses That Help Build Community, Capacity and Confidence

Lílwat Retail Operations (LRO) oversees all retail businesses of the Nation: Lílwat Gas Station and Post Office, the Tsípun Supermarket at Xeólacw and Lílwat Broadband Services. LRO currently provides 34 with full- and part-time jobs and is committed to building the Nation's capacity in the retail and service sectors.

The ultimate goal of LRO is to fulfill LBG's mission: To pursue and operate profitable businesses aligned with the core values and principles of the Lílwat Nation. The corporation achieves this goal by offering good service and value to the community, providing employment and capacity building opportunities, and supporting Lílwat Nation programs through its profits.

Annually, LRO provides more than \$500,000 in wages to **I Ucwalmícwa**. Employees can build capacity through training in the areas of customer service, Food Safe certification, work place safety, food preparation, and management skills.

## Retail Operations Businesses At A Glance

### LÍLWAT GAS STATION

LGS is a gas station with an attached convenience store situated on IR10. The facility serves the needs of Lílwat Nation and the surrounding area, capitalizing on tourist and drive-through traffic. The store provides basic groceries and various sundries along with fuel, diesel and propane. LGS provides 18 people with full- and part-time, year-round employment.

### MOUNT CURRIE POST OFFICE

Mount Currie Post Office is a franchise of Canada Post located in LGS and provides postal services to Mount Currie and the area north to D'Arcy.

### TSÍPUN SUPERMARKET

Tsipun Supermarket is a 464 sq. m. (5,000 sq. ft.) grocery store that opened in 2010 to replace a small corner store housed in an ageing trailer. LRO is currently revisiting the space, planning for a smaller footprint to house less inventory and create more of a "healthy convenience store model. Tsipun Supermarket provides 14 people with full- and part-time year round employment.

### LÍLWAT BROADBAND INTERNET SERVICES

Lílwat Broadband Internet Service operates under Lílwat Management Services, providing the Internet to the Xeólacw site. It makes significant contributions to LBG's own source revenues stream.

## Strategic Goals Fulfilled in 2016/17

### MAINTAIN LGS PROFITS

Despite ageing infrastructure, the gas station/ convenience store met its financial targets for 2016/17. This goal was supported by increased fuel sales and improved curb appeal.

### IMPROVE PROFITABILITY OF TSÍPUN SUPERMARKET

In 2016/17, Tsipun Supermarket profits increased by 10 per cent. A retooling of the store in 2017/18 is expected to continue this trend.

### CAPACITY BUILDING WITHIN LEADERSHIP TEAM

All members of LRO's leadership team participated in training and coaching sessions delivered by both internal and external supervisors.

### INCREASE SAFETY IN RETAIL WORKPLACES

Last year, a member of each retail business team was appointed to the Safety Committee. Regular maintenance tours and inspections were scheduled to keep LRO workplaces safe and healthy.



## Ensuring Careful Management Of Lílwat Nation's Forestry Resources

Lílwat Forestry Ventures LP (LFV) is an integrated forest management company that holds the rights to four forest licenses (a non-renewable forest license, a forest license, and two woodlot licenses) with a total annual allowable cut (AAC) of 70,000m<sup>3</sup>.

LFV participates in tree-planting, silviculture, logging management and other aspects of the forestry industry. LFV also subcontracts engineering, road building, and harvesting to outside companies. These outside companies are expected to hire and train Lílwat7úl employees as part of fulfilling LBC's ongoing commitment to capacity building.

LFV is currently negotiating a First Nations Woodland License (FNWL), an area-based tenure that will allow Nation-owned subsidiaries and partnerships to directly manage the AAC of 70,000m<sup>3</sup> and exert control over 120,000m<sup>3</sup> of AAC in Lílwat Territory. In 2016/17, the area for the FNWL was defined, and a set of guiding principles was established to facilitate negotiations between LBG and the province.

LFV also has a contracting division that does a variety of jobs such as firefighting, field management work, brushing and slashing, and excavation work. This division is looking to grow and diversify. A fifth firefighting crew was developed last year. In 2017, all LFV crews were contracted to assist with firefighting efforts throughout the province.

LFV has more than 30 casual, full- and part-time employees engaging in a wide variety of forestry activities.

### Strategic Goals Fulfilled in 2016/17

#### INCREASED FOREST MANAGEMENT AND TENURE

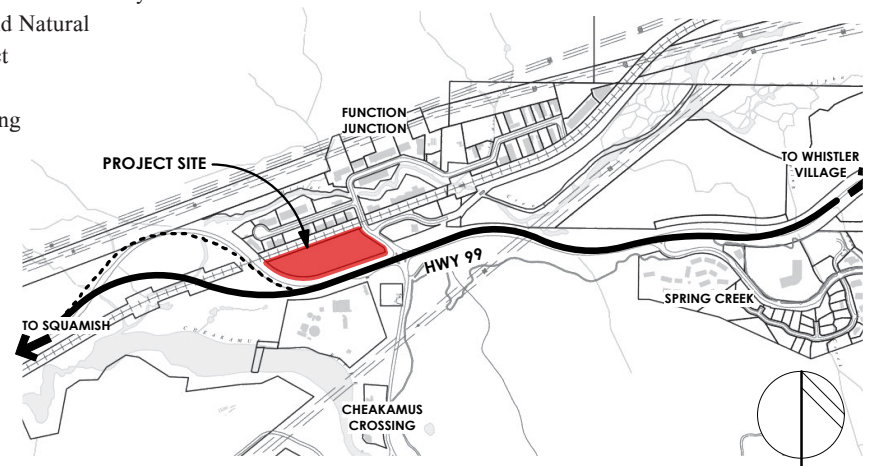
Negotiations for the FNWL moved forward significantly in 2016/17 with the area of the FNWL being defined. A set of guiding principles for future negotiations between LFV/LBG and the province was also adopted. As well, LFV took over management of half of the harvesting associated with the Cheakamus Community Forest, of which the Lílwat Nation is a one-third partner.

#### INCREASE LFV'S ABILITY TO TAKE ON CONTRACTS

This year LFV developed a fifth, five-person firefighting crew. All crews are comprised of a supervisor and four fighters. Each crew member must be certified by the Ministry of Forests, Lands and Natural Resource Operations as a contract firefighter. LFV is a BC Forestry SAFE Certified company providing crew training that exceeds government requirements for contract crews in Western Canada.



LBG hopes to break ground on a mixed commercial/residential development in Function Junction by the end of 2018/19.





## *Building Community With A New Commercial Core*

When ground was broken for the new T̓zil Learning Centre in October 2016, it did so on land that took Líl̓wat Nation almost 20 years to have added to IR10. The Nation purchased the 40-acre parcel of land known as the Churchlands North in 1999 and the Addition to Reserve (ATR) process began. In 2016, the ATR was granted, and the revitalization of Mount Currie's commercial core began.

The new 2,043 sq. m. (22,000 sq. ft.) T̓zil Learning Centre represents the first phase of this multi-phase development extending from the northwest corner of Main Street and Highway 99 to Continental Pole and Log Homes. The new post-secondary education and training facility is scheduled for completion in April 2018.

The next phase in Churchlands development will be building a new gas station to replace Líl̓wat Gas on Main Street, which will become a card lock operation for commercial vehicles. While Chevron will be the fuel provider and exhibit corporate signage, the new gas station's accompanying convenience store will retain Líl̓wat character through its own unique branding. The result of the new development will be a more attractive entrance way into the community. A target date for the opening of the new gas station and store has been set for 2018.

The location of the new station—the first or last place to buy gas motorists will see while travelling over the Duffy Lake Road—will likely increase sales, in turn allowing more Retail Operations profits to support community services. Upon completion, the new commercial core will feature "cultural journey" kiosks, and provide space for community vendors. The development of Churchlands North will not only provide new retail and commercial opportunities but it will also provide a new hub for the community.



*Wa7 qwéznem l wa7 kwánem lhti7 tmicwalhkálha*  
We use what we take from our land





*My Papa Fishing for Zúmak (Spring Salmon) at Lillooet Lake by Jaime Pascal*

# Financial Report

# A Look At The Lílwat Nation's Financial Picture 2016/2017

The Lílwat Nation's Senior Management Team presents regular financial updates to Chiefs and Council, grouping financial information across four major and distinct areas:

1. Band Operations
2. Lílwat Business Group
3. Squamish Lílwat Cultural Centre
4. Debt servicing and capital costs

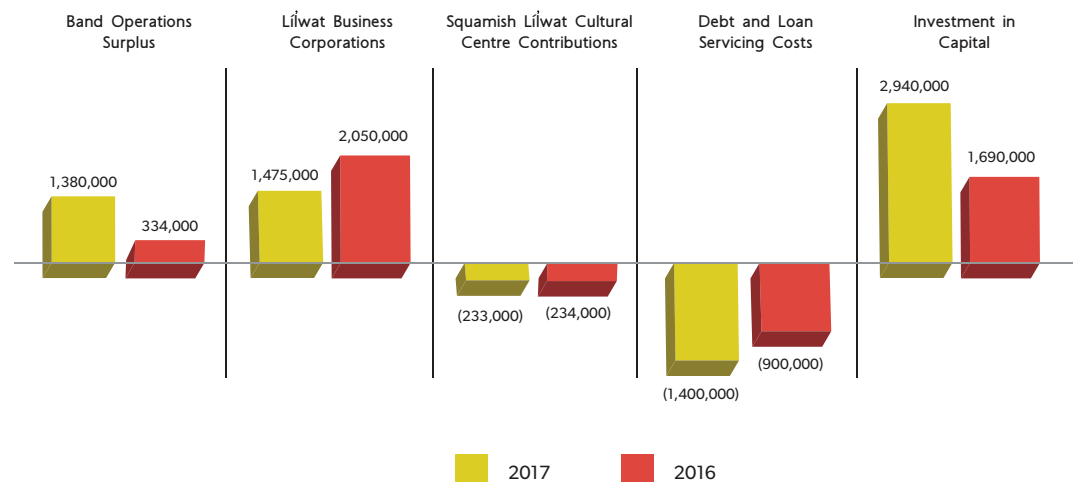
The following information is a snapshot of how these activities have affected the Lílwat Nation's financial situation as it launches into fiscal year 2017/2018.

Members can obtain a copy of the complete audited financial statements and special purpose reports upon request at the Lílwat Nation Administration office during regular business hours.

## Overall Summary

The Lílwat Nation remains in a strong financial position, reporting an overall consolidated annual surplus of **\$3.65 million** for 2016/2017. Net financial assets, which indicates the organizations overall ability to pay for all past spending, increased to **\$17.62 million** at the end of 2016/2017 from **\$3.89 million** at the end of the prior year. Cash balances decreased slightly to **\$9.31 million** at the end of 2016/2017 from **\$9.39 million** at the end of 2015/2016. During the year changes to the restricted cash reserves included funding the construction of new Band Housing Rental units, and the receipt of royalty payments associated with the Whistler Blackcomb (WB) Master Development Agreement. \$10.2 million continues to be internally restricted for future investment.

The overall **\$3.65 million** annual surplus in 2016/2017 is primarily related to the transfer of land parcels to Lílwat Holdings LP. The land transfer resulted in a **\$13.98 million** increase in partnership shares held in Lílwat Holdings LP, which the Lílwat Government exchanged for 16 parcels of land. Lílwat Business Group (formerly Lílwat Business Corporations) results remained positive, with an overall net Income of **\$1.47 million**. Lílwat Government programs had an overall annual surplus of funding net of other items of **\$1.38 million** for 2016/2017, compared to a surplus of **\$334,000** in the prior year. Lílwat's **\$233,000** contribution to the Squamish Lílwat Cultural Centre operations was a slight decrease versus the prior year. It should be noted that while the final result for 2016/2017 was an accounting profit of **\$3.65 million**, the total does not reflect the **\$2.94 million** that was invested in capital assets during 2016/2017, due to accounting standards. The accounting profit does include non-cash items such as **\$1.45 million** amortization expense.





# Where We Are Now

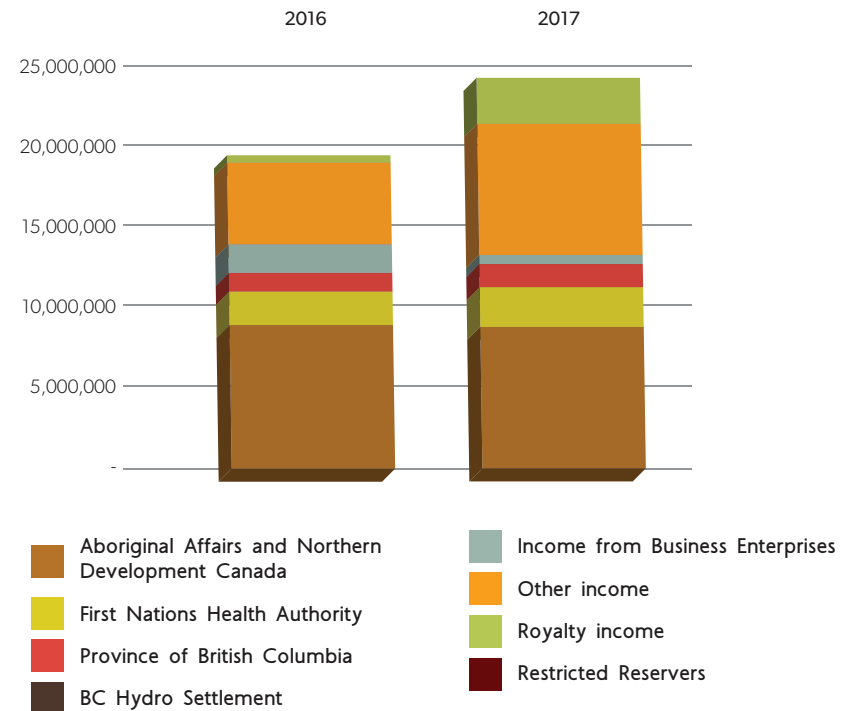
The following are some of the financial highlights for the year ending March 31st, 2017.

## Band Operations

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

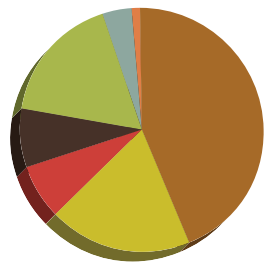
### REVENUES AND SOURCES OF FUNDS

Total Revenue and Sources of Funds for 2016/2017 equalled **\$24.1 million**, an increase of **\$4.8 million**, or **25%**, compared to **\$19.3 million** in 2015/2016. A significant portion of the year-over-year increase is due to the **\$2.3 million** royalty payment received as a part of the Whistler Blackcomb (WB) Master Development Agreement that finalized in 2016/2017. Indigenous and Northern Affairs Canada (INAC) funding decreased slightly compared to 2015/2016 to **\$8.6 million** primarily due to not receiving business development funding that was received in the prior year. **\$2.4 million** in funding was recognized from the First Nations Health Authority, which was an increase of **12%** or **\$260,000**. The increase in health funding was primarily due to an overall 2016/2017 increase for all FNHA programs. **\$1.6 million** in the Province of BC funding was an increase of **34%** or **\$410,000** compared to the prior year due to receiving additional **\$205,000** emergency flood response funding, and receiving **\$315,000** for the T̓szil facility construction project. **\$1.02 million** in First Nations Education Steering Committee (FNESC) funding was a significant increase of **\$646,000**, which was primarily due to receiving additional funding for Xet̓ólaew Community School's Special Education program. Other income showed an increase of **\$2.9 million**. The increase was a result of recognizing **\$1.4 million** in Legacy Housing Revenue as a result of the construction of new Band Rental Housing units, and **\$800,000** received as a partnership distribution from Lilwat Holdings LP.



EXPENSES

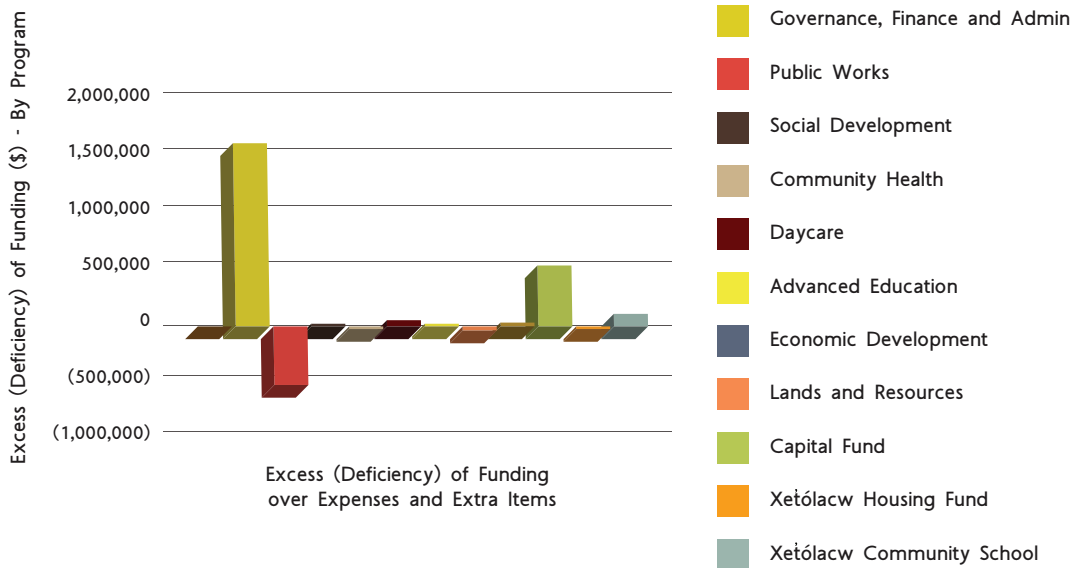
Expenses totalled **\$20.45 million** in 2016/2017, which was an overall increase of **\$2.11 million** or **12%** compared to 2015/2016. Significant year-over-year differences included an increase in payroll expenses, primarily a result of additional staffing at Xetólacw School, and the addition of the School District 48 Aboriginal Support Services program. Other significant year-over-year changes relating to expenses are for the completion of two additional CMHC housing phases, and the construction of additional Band Housing Rental units. Significant Lilwat Government expenses in 2016/2017 included:



- Payroll and Honoraria - \$9.03M (44%)
  - General & Admin\* - \$3.93M (19%)
  - Other Program Costs - \$1.44M (7%)
  - Amortization & Interest Costs - \$1.67M (9%)
  - Repairs & Maintenance - \$3.39M (17%)
  - Consulting and Professional Fees - \$760k (4%)
  - Contribution to Squamish Lilwat Cultural Centre - \$230k (1%)
- \* G&A includes Insurance, Supplies, Utilities &, Office & Training

PROGRAM SURPLUS / DEFICIENCY

The following presents the Excess or Deficiency of Funding for each of the major areas of program services. The results 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.





## Lilwat Business Group

The Lilwat Business Group added another year of successful operations during 2017 with net revenues of **\$1.47 million** (2016 - **\$2.05 million**; 2015 - **\$1.31 million**; and 2014 - **\$2.416 million**). The majority of these profits were earned in Lilwat Forestry Ventures LP and Lilwat Construction Enterprises LP. The positive Forestry results came from both contracting and harvesting divisions. Contracting revenues continue to grow through the addition of new customers and increased experience in a variety of revenue producing projects. Harvesting is being done in accordance with long term planning and we have benefited from strong timber markets. We continue to meet or exceed our responsibilities for replanting where we have harvested. The net cash flows generated through operations allows Lilwat Forestry Ventures to provide quality equipment and training to its employees, which has grown to more than 30 employees. The improvements in equipment and training have opened additional markets in Forestry including firefighting, road building and deactivation. We receive many positive comments regarding our quality of service from customers in both the private and government sectors.

Lilwat Construction Enterprises, through our partnership in Múmhleqs, profited from work done on the Upper Lillooet Power project. While that project is nearing completion, the Construction company will have ongoing benefits from revenues earned as well as gaining valuable training and equipment acquisition opportunities. Lilwat Retail Ventures continues to show improved operating results with 2017 profits of **\$52,059** (2016 - **\$81,430**). Retail Operations continues to reduce debt with the Tsipun building expected to be repaid in full during fiscal 2019.

Due to the success of our operations the Lilwat Business Group generated sufficient profits to retire debt to the Lilwat Nation and to make cash contributions (2017 - **\$800,000** and 2016 - **\$280,000**) to be used for various projects such as the Lilwat Cultural Centre, and the re-construction of the ice rink at Xéolacw. Projected operating results for the Lilwat Business Group remains very strong and planning is underway to further expand operations.

## Squamish Lilwat Cultural Centre (SLCC) Contributions

As an equal partner in the Squamish Lilwat Cultural Centre (SLCC) in Whistler, the Lilwat Nation is responsible for providing an annual operations subsidy to the SLCC. The Lilwat Nation subsidized the SLCC **\$233,000** in 2016/2017, a slight decrease compared to the subsidy provided in 2015/2016. The SLCC showcases the art, history and culture of the Lilwat Nation, and continues to provide employment for many of Lilwat's members. In addition the centre has facilitated the Aboriginal Youth Ambassador (AYA) program since the centre opened, which has supported our youth in making a successful transition to the workplace by gaining the skills, job experience and abilities they need to be successful in today's labour market. The vision of the SLCC is to share our cultural knowledge to inspire understanding and respect amongst all people. Over the past three years, SLCC management has been successful in increasing overall revenues by focusing on improving other areas of the operations such as food and beverage, and event rentals. The 2016/2017 SLCC contribution was funded through profit distributions from the Lilwat Business Group.

## Debt Servicing and Capital Costs

At the end of 2016/2017, the Lilwat Nation had a total of **\$11.38 million** in outstanding debt from loans, mortgages and capital leases. The **\$3.48 million** increase in long-term debt reflects **\$1.48 million** land purchased by Lilwat Capital Assets and financed by the Nation, **\$900,000** financing of the construction costs relating to the Band Housing Rental multi-unit construction, and CMHC housing loans for construction of duplex projects. The total cost to service the debt during the year (including principle and interest payments) was **\$1.4 million**. Bank indebtedness, which represents the amount owing on the organizations line of credit, totalled **\$1.49 million**. The Lilwat Nation does not receive any funding to offset the annual cost of servicing the debt.

At the end of 2016/2017, the Lilwat Government held capital assets worth a total of **\$34.07 million**, a decrease of **\$10.1 million**. The decrease was primarily due to the fact land with a cost of **\$11.59 million** was transferred to Lilwat Capital Assets LP during the year. During 2016/2017, a total of **\$2.94 million** was invested in tangible capital assets. Investments included **\$246,000** to purchase two new school buses, **\$169,000** for the purchase of a new snow plow, **\$90,000** for the completion of the Úlilus Playground, and **\$57,000** for the purchase of new computer equipment. At March 31st, 2017 there was **\$2.15 million** of CMHC housing projects under construction. The amortization expense for 2016/2017 associated with these capital assets was **\$1.45 million**.

The Chiefs and Council appointed the accounting firm of BDO Canada LLP to conduct our fiscal year 2016/2017 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 Lilwat Nation at March 31st, 2017, and the results of its operations and cash flows. This information is presented in the pages that follow.

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# Report of the Independent Auditor on the Summary Financial Statements

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1631 Dickson Avenue, Suite 400  
Kelowna, BC V1Y 0B5 Canada

## To the Members of the Lilwat Nation

The accompanying summary financial statements, which comprise the summary statement of financial position as at March 31, 2017, and the summary statement of financial activity for the year then ended, are derived from the audited consolidated financial statements of the Lilwat Nation for the year ended March 31, 2017. We expressed an unmodified audit opinion on those consolidated financial statements in our report dated July 18, 2017. Those consolidated financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those audited financial statements.

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

## Management's Responsibility for the Summary 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 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 financial statements derived from the audited consolidated financial statements of the Lilwat Nation for the year ended March 31, 2017 are a fair summary of those consolidated financial statements, in accordance with the basis described in Note 1.

*BDO Canada LLP*

Chartered Professional Accountants

Kelowna, British Columbia

July 28, 2017

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK District limited by guarantee, and forms part of the international BDO network of independent member firms.

Members can obtain a copy of the complete audited financial statements and special purpose reports upon request at the Band Administration office during regular business hours.





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## Lil'wat Nation Summary Statement of Financial Position

March 31	2017	2016
<b>Financial Assets</b>		
Restricted cash	\$ 2,295,633	\$ 2,505,459
Restricted temporary investments	7,011,760	6,885,901
Accounts receivable	3,097,256	1,293,464
Due from related entities	171,428	222,514
Investment in business enterprises and partnerships	22,499,471	8,324,822
Ottawa Trust Funds	293,854	276,752
	<u>35,369,402</u>	<u>19,508,912</u>
<b>Financial Liabilities</b>		
Bank indebtedness	1,489,244	1,216,730
Accounts payable and accrued liabilities	2,000,846	2,184,553
Deferred revenue	2,454,414	3,767,187
Due to related entities	425,582	552,199
Obligation under capital lease	427,476	90,179
Long term debt	10,952,539	7,808,085
	<u>17,750,101</u>	<u>15,618,933</u>
Net Financial Assets	17,619,301	3,889,979
<b>Non - Financial Assets</b>		
Tangible capital assets	34,071,323	44,170,906
Prepaid expenses	137,212	114,677
	<u>34,208,535</u>	<u>44,285,583</u>
Accumulated Surplus	<u>\$ 51,827,836</u>	<u>\$ 48,175,562</u>

## Líl'wat Nation

### Summary Statement of Financial Activity



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For the year ended March 31	2017	2016
<b>Revenue</b>		
Indigenous and Northern Affairs Canada	\$ 8,591,402	\$ 8,698,324
Canada Mortgage and Housing Corporation	198,227	157,396
Department of Fisheries and Oceans Canada	323,500	323,000
First Nations Education Steering Committee	1,016,833	370,464
First Nations Health Authority	2,387,986	2,129,396
Province of British Columbia	1,619,071	1,212,666
Rental income	840,907	828,789
Sto:Lo Aboriginal Skills & Employment Training	321,651	344,871
Other income	5,196,373	2,990,226
Income from business enterprises and partnerships	674,908	1,770,619
Royalty income	2,913,812	447,870
Ottawa Trust Fund	6,656	-
Interest income	5,599	8,562
BC special grant	5,059	5,028
	<b>24,101,984</b>	<b>19,287,211</b>
<b>Expenses</b>		
Band Housing Rentals	615,794	518,897
Governance, Finance and Administration	2,865,460	2,583,946
Public Works	2,824,382	2,345,157
Social Development	2,295,562	2,147,816
Community Health and Daycare	3,404,559	3,240,331
Advanced Education	1,470,684	1,096,663
Economic Development	424,868	632,828
Líl'wat Lands and Resources	924,351	880,812
Capital Fund	695,980	684,265
Xetólacw Housing Operations Fund	596,835	515,758
Xetólacw Community School Fund	4,295,479	3,625,052
Funding agency repayments	-	15,829
CMHC approved expenditures	35,756	48,288
	<b>20,449,710</b>	<b>18,335,642</b>
<b>Annual surplus</b>	<b>3,652,274</b>	<b>951,569</b>
<b>Accumulated surplus, beginning of year</b>	<b>48,175,562</b>	<b>47,223,993</b>
<b>Accumulated surplus, end of year</b>	<b>\$ 51,827,836</b>	<b>\$ 48,175,562</b>



## **Lil'wat Nation**

### **Note to Summary Financial Statements**

**March 31, 2017**

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



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The summary financial statements are derived from the complete audited consolidated financial statements, prepared in accordance with Canadian public sector accounting standards as at March 31, 2017.

The preparation of these summary 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 financial statements using the following criteria:

- (a) the summary 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 financial statements;
- (c) information in the summary 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 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.

The complete audited consolidated financial statements of the Lil'wat Nation are available upon request by contacting the management of the Lil'wat Nation.



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Lílwat Culture Heritage Language Authority  
Cover translation provided by Ha7ya Burt Williams

Special thanks to *Mámaya7* Lois Joseph, *Kakúsa7* MaryElaine James, *Lhexýa7* Josephine Peters, *Kik7ak* Councillor Helena Edmonds, Lee-Anne Kauffman, Sylvia Dan and all Lílwat Nation's leaders and staff who contributed to the Lílwat Nation Annual Report 2017.

**Kúkwstumckálap**



## The Redd Season

This year's annual report cover is a departure from the landscape photos that have been featured over the past five years. Artist Levi Nelson's "The Redd Season" celebrates renewal, a theme that is reflected in Lilwat Nation's work over the past year. We thank Levi Nelson for his generosity in allowing us to feature this incredible oil painting owned by Kík7ak Councillor Helena Edmonds.

"My inspiration has always evolved from a spiritual plane; from that inner desire to create. Often I feel the art working through me —a life force all its own—as if I were the vessel from which it needed to be born. In First Nations culture, the colour red has strong spiritual connections, denoting sacred power, taking its place on the medicine wheel, representing aspects of ourselves and the world like the Red Man, the South, and the Soul, among other things.


"In *The Redd Season* I painted spawning salmon, a familiar autumn spectacle here in the Lilwat territory. For us, it represents not only the cycle of life, but also the sustenance and importance of nourishing our minds and bodies, and solidifies our connection to our homeland. A 'redd' is the hollowed out place in the riverbed that the salmon make to lay their eggs in.

"The work I do is inspired by the past and filtered through my new mind in the present."

*Levi Nelson is an artist from the Lilwat Nation. He carries the ancestral name Svyryan, meaning "The Younger One," given to him from his late maternal grandfather Albert Nelson. At present, Levi is in his second year at Emily Carr University in Vancouver, majoring in Visual Arts with a focus on painting. He favours the medium of oil paint and finds inspiration in his First Nations heritage, which he fuses with a contemporary understanding. In 2016/17, he was a part of an inaugural exhibition at the Museum of Anthropology at UBC, as well as numerous other First Nations art shows in the Lower Mainland.*





An aerial photograph of a river delta, likely the Fraser River, showing a complex network of channels and sediment bars. A contact sheet is overlaid on the image, with a white border around the photograph. The contact sheet has a small tab on the left side. The text is printed in the bottom left corner of the contact sheet.

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