



Kaxílhtuma: Achievement

Lílwat Nation ANNUAL REPORT 2016





Kaxílhtuma: Achievement

Lílwat Nation ANNUAL REPORT 2016

4	Message From The Political Chief
5	Message From The Culture Chief
6	Message From The 2015 Interim Chief Administrative Officer
7	Message From The Chief Administrative Officer
8	Volunteer Recognition
9	Portrait Of Achievement
10	Celebrating The Achievements of 2015/16
13	An Accountable And Transparent Government Of The People
14	Mapping The Road To Success For The Next Eight Years
15	Objectives And Goals Of The 2016-2023 Strategic Plan
20	How The Lílwat Nation Works
23	Boards And Committees
24	Meet The Women And Men Who Represent The Lílwat Nation
31	Department Reports
30	CHILDCARE
32	COMMUNITY SOCIAL SERVICES
36	EDUCATION: PRIMARY, SECONDARY AND IMMERSION
38	FINANCE AND ADMINISTRATION
40	HEALTH AND HEALING
42	INFRASTRUCTURE
44	LANDS AND RESOURCES
46	TŚZIL LEARNING CENTRE
48	BUSINESS AND ECONOMIC DEVELOPMENT
54	Financial Highlights

Message From The Political Chief

This past year I have seen many achievements that we can celebrate. From a political point of view, I see Lilwat leadership's most important achievement of 2015/16 being our commitment to asserting the Lilwat position with all neighbouring communities in all transactions regarding land and inherent rights.

We, the Lilwat leadership, have clearly stated that anyone promoting economic partnerships or partnerships of any magnitude with the Lilwat Nation must understand the history of Lilwat and the extent of the Traditional Territory we have occupied since time immemorial, as evidenced by the recent discovery of a 5,500-year-old Lilwat settlement on the banks of the Birkenhead River. Through learning our history, the general public will come to understand our genuine culture and traditional ways. Potential partners must also understand that how First Nations people live today is not representative of who we truly are. And they must also realize and respect that we are working tirelessly to retain our heritage, stewardship and responsibility so we may reclaim our identity and preserve that of our ancestors.

I believe that we can get to where we want to go as a nation through embracing Nlákmen (Our Way). I believe that when we apply the values of our ancestors to how we live and work, we are stronger as individuals and as a people. I truly believe that when more people accept their roles and responsibilities in our community that it will become a changed community. We have begun the discussion about

stewardship where we balance harvesting our natural resources by taking steps to enhance these resources for future generations. I also believe that our enhanced responsibility to culture and language will strengthen us as a people. These two vital pieces of Lilwat identity will also guide us to the path best to follow.

A personal achievement that I celebrate this year is having learned so much about leadership. I have learned that leadership takes compassion, understanding and careful listening. I've learned that leadership is not all about politics; it's about The People and their wishes. I take my direction from The People, learning about issues and potential solutions.

I've also learned a lot about what people want through various community engagements. During 2015/16 the Lilwat Nation saw a significant increase in community engagement. Different governance departments, community groups, and individuals hosted events designed to bring the community together. These events ranged from health fairs to moccasin-making workshops. Lilwat7úl getting together to participate in community life is a trend I hope continues to grow.

As we gain strength as a nation through self-identity, embracing responsibility and commitment, together we are achieving much that is making us stronger.

It is an honour to serve as the Political Chief of the Lilwat Nation.

Kukwstumckálap,
Kúkwpí7 Skalulmecw Chief Dean Nelson





Message From The Culture Chief

Being the Inaugural Culture Chief of Lilwat has been a very different and challenging role.

Had enough of the seemingly endless travelling during the 16 years I served as Political Chief over a span of 38 years. We'll leave that to the younger Chief Skalumecw. He is doing a fine job learning the ropes of being kúkwpi7 [chief] – tough job but he has the heart for it.

My passion for our genealogy grows. We really must know who we are to succeed in getting where we want to go as a community. Family trees are so important; research has become an obsession but its very fulfilling to know about our ancestors. It started out with doing a family tree, which is non-ending, but now doing a lot of my work is community research, which is very gratifying.

My biggest concern is how our language is diminishing; only less than three per cent of our people know or speak our language fluently. It doesn't seem that long ago we all spoke it. How we save the language from extinction the question but we must do something. Only we as Lilwat7úl can save our language.

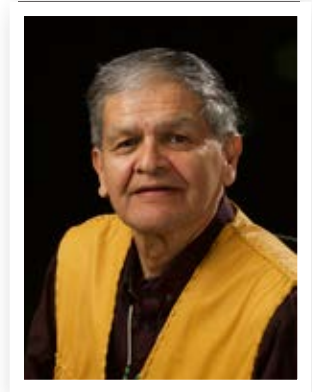
It's the same for our children. We have been celebrating the return visitations of our children, our people. The faces of family, and the bonding, says it all. To the people that are advocating making this happen: Keep it up.

Our hardworking Land and Resources crew's discovery of a 5,500 Lilwat settlement on the banks of the Birkenhead River was very significant. The assessment was so important for Lilwat. We always knew the settlement was there from stories passed down from generation to generation but the find is proof of our existence for at least that long, and I'm sure much longer. It's a part of our history now that cannot be ignored. Great work.

The Sacred Fire being built in front of the Úllus is also something that we've wanted for a long time. It will serve the purpose for our Gatherings and also as an area to commemorate our veterans. Richman is doing a fantastic job of it.

Looking forward to the next year, as I know we all are.

Kukwstumckálap,
Kúkwpi7 Taya Chief Leonard Andrew



Message From The 2015 Interim Chief Administrative Officer

I'd like to thank the Lilwat Nation Chiefs and Council for appointing me Interim Chief Administrative Officer and also welcome Ernest Armann, the new Chief Administrative Officer. Ernest comes to the Lilwat Nation with a wealth of experience in governance, community development and management.

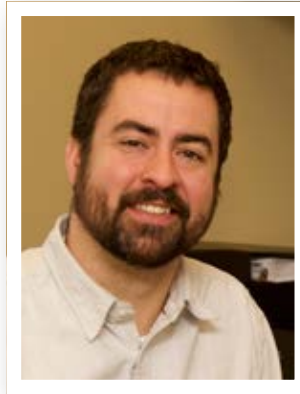
The key focus for the second half of the 2015/16 fiscal year was getting the third version of the Lilwat Nation Strategic Plan (2016-2023) completed. Council adopted the plan in March 2016 and it was distributed in May to community, staff and stakeholders. The plan outlines key priorities for the next eight years and is based on feedback from community, staff and council.

This annual report has a focus on celebrating the successes of Lilwat Nation. Over the last year, every staff person and every department has contributed to the achievements of the Nation. As illustrated in this report, those achievements are many.

With each passing year, the Nation's finances improve. In 2016, the Lilwat Nation became the second First Nation in Canada, and the first in BC, to receive its Financial Management Systems certification through the First Nations Financial Management Board. This is just one example of the many successes that should be celebrated by the Nation this year.

I hope you enjoy reading about the Nation's achievements for 2015/16. I look forward to continuing to support that success through my work with the Lilwat Business Corporations.

Kukwstumckálap,
Kerry Mehaffey



Message From The Chief Administrative Officer

When I joined the Lilwat Nation in March this year, I did so for one reason: I wanted to make a professional difference. I wanted to use my 25 years experience in First Nation's administration to help advance Lilwat Nation to meet the goals outlined in its strategic plan.

I wanted to come work for Lilwat because of things like the strategic work plan and the Financial Administration Law. Joining as CAO just as the 2016-2023 Lilwat Nation Strategic Plan was being put into place was intriguing. As I become more familiar with the document, I see it as a blueprint for self-determination. Fulfilling this eight-year plan will take considerable community consultation and staff effort to execute, but I believe its goals and objectives can be met.

Being from N̓quatqua, my understanding of First Nations life isn't academic, its core to my being. I believe I can use my experiences, professional and personal, to guide the work needed to fulfill the strategic plan -- work that's in, and for, the community.

I passionately believe that our future is in title and rights, self-governance, and recognition and reconciliation, and our responsibility to drive this work. I believe Lilwat is ready to do this. Over the past 10 years, a lot has been achieved. The Nation's financial house is in order, a large number of services are being provided to the community and staff capacity has grown from the valuable experience of working to fulfill the goals of its previous two strategic plans.

Leadership must improve community engagement to increase awareness to create greater understanding of matters and potentially motivating people to become further involved.

We must take control of our own economy, exploring options in sectors like tourism and management of resources. Sustainability is key to a successful future for the Nation.

I want to see the strengthening of the governance system. I want to see a vision that works for all Lilwat7úl. I want the community to own that vision and leadership to drive it.

For me, good governance means decision-making to help to create a high level of well-being for The People. It means identifying needs, evaluating trends and discovering where and how people find their wellness. Achieving wellness supports guiding the decision-making so responsible, culturally appropriate decisions are made. At the end of the day, achieving wellness is about having the ability to take care of ourselves and our own.

I look forward to supporting the work for Lilwat Nation to achieve social, cultural and financial well-being.

Kukwstum̓ckálap,
Ernest Armann



Volunteer Recognition

Road Trips That Mean The Most To Casey Gabriel Start With Elders And A Bus

Casey Gabriel always gets mentioned when the topic of volunteering comes up. Kind, compassionate and committed to the community, he has been helping out in the kitchen at Gatherings since he was a teenager. Twenty years later, he's still making sure that groups, whether they're attending an event at Úllus Community Complex or classes at Xeíólacw Community School (XCS), are well fed. (An education assistant at XCS, he also cooks for the school's breakfast and lunch programs when the need arises. He can prepare up to 150 meals in two hours!)

Learning to cook from the women in the community, many members of the Homemaker's Club, he discovered that the best way to get the job done was to "have fun and cook with love." He includes "love" as the special ingredient in everything he makes.

"People can feel the vibes of the food," says Gabriel. "If the vibes feel negative, they aren't going to want to eat it."

When he's not in the kitchen, fundraising for special events, running bingos or chaperoning students on field trips, he can be found helping out Elders. For all these reasons, and the fact "he's enjoyable to be with and knows how to have fun," Gabriel is profiled in this year's annual report. Specifically, it is for his work with the community's Elders that he is recognized here.

He credits his grandmothers Margaret Lester, Rose Gabriel and Felicity Nelson with instilling the values of volunteerism and community responsibility. These earliest relationships also taught him the importance of having strong connections to Elders.

Four years ago, he strengthened those connections considerably when he accompanied 25 Lilwat7úl Elders to the Annual BC Elders Gathering in Prince George.

"It was a great trip. It was amazing hearing the stories, seeing them reconnect with friends they knew from

residential school, renewing connections with family members... just seeing Elders laughing so much. And when you see them dancing at the conference you wouldn't think they were Elders, they can really move!" says the enthusiastic volunteer.

But if they have mobility problems, Gabriel is there; ready to help them get where they need to be. He prepares for the road by packing up healthy snacks he's prepared for his travelling companions such as dehydrated fruit. He also packs anything else he can think of to increase the Elders' comfort.

He does this because he finds the relaxed energy of Elders refreshing and fully appreciates how much these special times spent on the road have influenced his life.

"I get a lot out of the relationships I have with Elders," says Gabriel. "I'm sure I've heard some really great stories because they kind of forget that I'm there on the bus with them."

He credits Elders with helping him learn cultural protocols for Gatherings, the value of a simpler life and how to improve his basket weaving. He feels the experiences of his early life, a life lived before distracting technology like video games and computers, has made it easier to relate to Elders.



For Casey Gabriel, it's the energy, wisdom and knowledge Elders share that keeps him travelling by their side.

"I spent my summers down Lillooet Lake where my grandmother Margaret Lester had a place. There was electricity, no running water... we used an outhouse, we chopped wood and went for water. I got to know more about traditional ways and our land.

"Some people my age and younger think that being an Elder means you're old and crabby," says Gabriel. "That kind of stereotypical thinking keeps them from having relationships with people who are full of wisdom and knowledge they are willing to share."

Portrait Of Achievement

***Tá7si* Sheila Bikadi: Helping Lílwat7úl Women Welcome Their Children Into The World**

Since 2011, *Tá7si* Sheila Bikadi, a DONA-certified doula and Maternal Child Health Coordinator for Lílwat health and Healing, has helped welcome 31 new members into the community. Her achievements in improving the birth experience for Lílwat7úl women from Xéíolacw to Vancouver have been recognized throughout the community with the women and families that she has supported during labour and delivery expressing that they found her to be an invaluable resource.

“It’s my favourite part of my job,” she says without hesitation.

Tá7si’s enthusiasm and commitment were the impetus for her co-worker Patricia Zant to nominate her for the Portrait of Achievement in this annual report. Zant’s reasons for recommending the community’s doula are many and heartfelt, but ultimately it was because she believes that *Tá7si* “is an admirable role model” – a woman who has furthered her education in order to better serve the needs of her community.

Tá7si provides specialized one-on-one support to Lílwat7úl women whether living on- or off-reserve. It is work that she finds both satisfying and deeply moving. Whether working with scared first-time moms, women seeking another level of comfort or women who may otherwise go through their births alone, *Tá7si* is ready to help any time of day or night. Despite a sometimes gruelling schedule, it’s work she loves and has dreamed of doing for years. She says the experiences of her first two births were the beginnings of her wanting to help other women in the community have positive, culturally infused birth experiences.

“When I had my first child it was in a hospital and the staff made me feel disrespected because of I was a young and First Nations.”

Her second birth was an entirely different – and far more entertaining – story. Her water broke at the Lillooet Lake Rodeo. Friends and family hustled her into a car to get her to the health clinic in Pemberton. Her second baby arrived just north of the Lillooet River Bridge.

“I had more respect from everyone in the car than I could have imagined in the hospital,” says *Tá7si*. “And my sister was my midwife, my doula, and my sister all at the same time.”

From that point on, *Tá7si* knew that she wanted to work with other moms, helping them through their pregnancies, births and early parenting years. In 2004, she joined the health centre team providing on-call cooking for baby clinics. By 2008, she had become the Maternal Child Health Coordinator, running clinics and classes to ensure quality child and maternal health. When the opportunity to train as a doula came up, *Tá7si* grabbed it.



Certified doula *Tá7si* Sheila Bikadi (back) helped Sandra Henry bring her two children, Violet (left) and Kadence (right), into the world. Part of the team at Lílwat Health and Healing, she has attended 31 births.

Unlike doctors, nurses and midwives who are concerned with a safe delivery of the baby, the doula focuses her energies on the mother. Familiar with the emotional, physiological and spiritual aspects of birth, the doula’s goal is to have the woman feel supported through the entire experience.

“A good way to describe it is coaching a mom through the birth. If she wants to just have her back rubbed, I’ll do that. If she wants to chat, we’ll chat. If she wants singing or drumming that can happen, too,” says the mom of six.

With a laugh, she also says that she also takes care of fainting dads. (Two, so far.)

Sometimes women in prenatal classes will decide that they want *Tá7si*, other times the decision to have a doula comes with the first contraction. But no matter when she is contacted, *Tá7si* is there, helping the mothers, children, and families in the community.

Celebrating the Achievements Of 2015/16

A Year Of Discovery, Change And Success For The Lílwat Nation

Fiscal 2015/16 was a year of successes for the Lílwat Nation. Some achievements, like strengthening Lílwat Nation's financial management system were almost invisible, while others, such as the discovery of a 5,500-year-old Lílwat settlement on the banks of the Birkenhead River were more obvious. But it was a combination of all departments' achievements, large and small, that propelled the Nation forward in 2015/16.

Last year was one of positive change for the Lílwat Nation. A new governance model, new training opportunities and a new strategic plan were introduced. These changes created the foundation for the many successes the Nation experienced in 2015/16.

As a result of the change to governance, a political chief who manages the day-to-day operations and a culture chief who ensures traditional Lílwat protocols are observed, now head council. This change has reduced the number of councillors from 12 to 11.

A major achievement for Chiefs and Council was the development and adoption of the Lílwat Nation Strategic Plan 2015-2023.

The eight-year strategic plan, developed in consultation with the community, builds on the work of the two previous plans (2005-2010 and 2010-2015) while introducing 49 new goals to enhance life for all Lílwat7úl. As well, two new strategic objectives have been added to the plan: Strong Families and Excellence in Lílwat Government. (A full breakdown of the Lílwat Nation Strategic Plan 2016-2023 can be found on pages 14-17.) Essentially a road map, the strategic plan outlines the values, goals and vision of the Lílwat Nation as it moves forward. It is the core document that propels all government departments forward in creating a sustainable community where self-governance is a reality. All of governance's decisions, plans, programs

and projects are considered through this filter of this living document.

Another significant achievement falls under the umbrella of "unseen work." Developing processes and policies to ensure best practices in all aspects of governance, from financial management to human resources, was the Finance and Administration Department's focus in 2015/16. The department's efforts culminated in the Lílwat Nation becoming the first First Nation in Western Canada to receive Financial Management Systems Certification from the First National Financial Management Board. This

valuable designation confirms financial responsibility, provides access to affordable, long-term capital and inspires trust in other agencies and lending institutions. Currently, only one other nation in Canada, Nova Scotia's Membertou Nation, has received this certification.

Financial responsibility was behind the difficult decision this year to close Pqúsnalhw Daycare Centre at Lílwat Health and Healing. The Childcare Department wrestled with the decision but ultimately chose to concentrate its energies and resources on the Úlílus Childcare Centre. The result has been that the



centre is operating at capacity for the first time since its inception in 2010.

Lilwat Business Corporations biggest achievement last year was moving into the black. An aggressive four-year payback plan resulted in Corporations clearing its debt in early 2016. As well, its Retail Operations division saw all of the Nation's retail businesses become profitable. Corporations other interests, Forestry Ventures and Construction Enterprises, also experienced growth through developing partnerships with other local businesses.

Community Social Services continued to provide support for families and individual community members facing difficult times, to advocate on behalf of families dealing with the Ministry of Children and Family Development and to encourage engagement in Lilwat7úl culture. Among its achievements this past year, the department held a very successful homecoming luncheon for Lilwat7úl children living outside of the community. For many it was the first time they had met their families and relatives.

The Education Department also worked on a number of programs to support families by creating opportunities for children who attend Xciólacw Community School (XCS). XCS continued to provide a positive and empowering learning environment where Lilwat7úl

culture and Lilwat Uewalmícwts (language) are taught. Committed to supporting the whole child, XCS also increased specialized care for students who have suffered Adverse Childhood Experience.

Education at the Lilwat Nation does not stop with Grade 12 graduation. The Tšzil Learning Centre offers an array of upgrading, post-secondary and training opportunities. In 2015/16, Tšzil was able to expand its offerings by successfully securing two, three-year funding contracts worth \$1.5 million dollars. The centre's new programs include a carpentry option, which sees participants using their skills to build projects within the community.

A variety of short-term training options also became available to Lilwat citizens in the fall of 2015, when Stó:lō Aboriginal Skills and Employment Training began servicing the Nation.

Many of the participants in these programs are now working in the service and hospitality sectors in Pemberton and Whistler.

Keeping the community safe and secure remained the primary objective of the Infrastructure Department, which in concert with Public Works and Capital Projects, successfully completed evaluations of the community's water and sewer systems to map an upgrading plan. The department also undertook the

development of six new housing units that will be completed in 2016. As well, in the past year, all public buildings achieved compliance with national health and safety standards.

Lilwat Health and Healing worked to ensure that the people of the Lilwat Nation were healthy and receiving culturally appropriate services. One of the health centre's achievements last year was the hiring of a mental health and addictions counsellor who is pursuing a doctorate in First Nations psychology. As well, the centre expanded its baby clinic programming and added to its nursing staff.

Lands and Resources not only completed the Lilwat Land Use Plan but it also made an incredible cultural discovery in the fall of 2015. Radiocarbon dating revealed that the remains of a Lilwat settlement found on the bank of the Birkenhead River were 5,500 years old, proving that The People have been on the land since time immemorial.

The last year was one of discovery, change and achievement. Those achievements are highlighted throughout this report celebrating the successes of the Nation. As the Lilwat Nation moves into 2016/17, it does so from a position of economic strength and cultural pride.



Governance and Strategic Planning



An Accountable And Transparent Government Of The People

The Chiefs and Council, staff and administration of the Lílwat Nation serve the 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 The People are always put first. As part of its governance, Lílwat Nation 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 around a belief that listening to the Nation's citizens is the best way to ensure effective government. This style of governance creates opportunities for community discussion through extensive consultation when developing policy, codes or strategies. For example, 210 Lílwat citizens 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.

In 2015, the citizens of Lílwat elected a new government. This government has now implemented the Lílwat Nation 2016-2023 Strategic Plan, setting the course for the Nation for the next eight years. At its core, a strategic plan is a vision document, and this new plan is no exception, creating a roadmap for a more sustainable and prosperous Lílwat Nation.

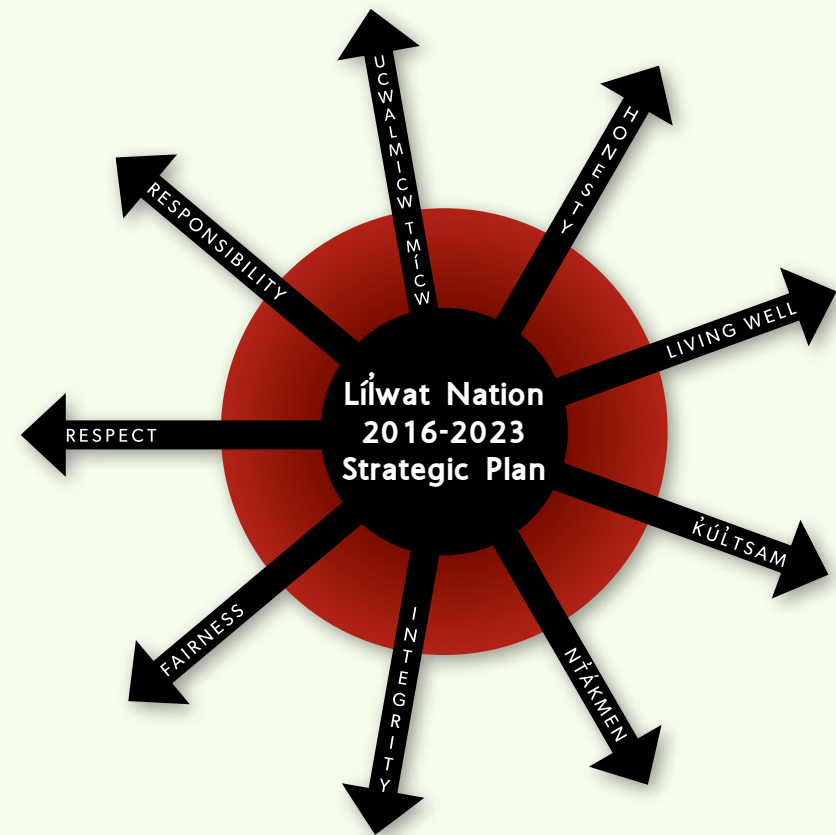
The plan outlines how to further develop the community while adhering to traditional and cultural values. The plan identifies those values as respect, responsibility, Úcwalmicw tmicw (Our land), honesty, living well, Kúłtsam̓ (Take only what you need), Nlákmen (Our Way), integrity and fairness. These 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 two terms, Governance, with input from boards, committees and community members, will endeavor to fulfill the objectives of this plan, creating a stronger Lílwat Nation.

Mapping The Road To Success For The Next Eight Years

Using the Lílwat Nation 2016-2023 Strategic Plan to guide its activities, the Nation anticipates that the next eight years will be a time of growth and development. The plan's vision is one of well-being and self-determination for the Lílwat Nation:

“Governing Lílwat7úl and the territory under our own constitution and authority. Ntákmén will be applied to new challenges and opportunities to maximize the benefit for all the community. We will contribute as individuals and families to a healthy community that ensures our safety and security.”

The strategic plan outlines nine objectives with accompanying goals that will bring the Nation closer to its ultimate aim of self-determination and increased well-being. These objectives and goals are detailed on the following pages.



Objectives And Goals Of The 2016-2023 Strategic Plan

Self-Determination for and by Lilwat

- Increase own-source revenues
- Initiate a Lilwat constitution development process
- Formalize the political relationship with St'át'imc government
- Expand awareness and political influence of Lilwat in the region
- Departments demonstrate the practice of Nłákmen relative to their mandate
- Implement Churchlands Commercial Development report
- Implement the Lilwat Nation long-term economic development strategy
- Decrease citizen arrears owed to Lilwat
- Support the expansion of FN jurisdiction over education in BC

People living Nłákmen

- Increase the number of language and cultural training opportunities made available to the community and students
- Increase the number of visits to Skalúla7 Rediscovery Camp
- Develop a language retention strategy
- Build on the Truth and Reconciliation Commission of Canada (TRC) by increasing understanding of residential schools and Lilwat history
- Increase food security by promoting gardens, fishing, hunting and gathering
- Increase community recycling and reduce water consumption rates
- Increase personal awareness, skill and responsibility for home maintenance and repairs

Excellence in education

- Increase student knowledge of Lilwat history and culture
- Increase academic standing of all Lilwat graduates
- Increase the number of Lilwat students receiving life skills, career planning advice and guidance
- Increase the number of Lilwat students graduating from high school
- Complete and implement a local education agreement with School District #48
- Increase registration and completion of Tszil programs and courses
- Implement and promote daycare and early education programs that assist children transitioning to school





Lilwat7úl living a healthy lifestyle

Strong families

Maximum personal economic choice and opportunity

- Reduce incidence of diabetes and other chronic diseases
- Increase the number of Lilwat participating in physical exercise and recreation programs
- Improve access to mental health and addiction information and support services
- Increase culturally-appropriate health services in the Sea to Sky Corridor
- Increase support for individuals with special needs and their families

- Open a youth centre
- Decrease the number of Lilwat children in care by strengthening family support and responsibility
- Develop a formal protocol agreement with the Ministry of Children and Family Development (MCFD)
- Work with MCFD to increase the number of foster homes in the community
- Provide knowledge and support services that empower people to have a voice in child welfare processes
- Develop a social well-being strategy or plan that connects Health, Xelólacw Community School, Social Development, Tszil Learning Centre and St'át'imc Tribal Police
- Increase the ability of citizens to "age in community"
- Renovate and expand facilities for health care, Xelólacw Community School and post-secondary programs
- Develop a housing strategy that provides a plan to increase the number and diversity of housing units on-reserve

- Support Lilwat entrepreneurs by providing training and infrastructure that supports small business
- Increase the number of Lilwat post-secondary students graduating with diplomas or degrees
- Increase the number of Lilwat in trades training and apprenticeships
- Increase the number of citizens on economic development projects receiving career planning and job transition guidance
- Decrease the number of people on income assistance
- Build life skills and cultural competency into all Tszil programs
- Facilitate the growth of arts and crafts markets for community artisans
- Increase the number of Lilwat participants in education- and health-related academic programs

Pride in a safe and secure community

- Increase the visibility of Tribal Police in the community and at community events
- Decrease incidents of domestic violence in community
- Develop a Lilwat restorative justice program in partnership with St'át'imc Tribal Police and the courts
- Increase convictions for drug offences in the community
- Increase protection for community aquifer
- Develop a 20-year community plan: requirements and location of infrastructure, public buildings and residential
- Protect the community from natural disaster (fire, flood, etc.)

Maximum control over Lilwat Traditional Territory

- Increase knowledge and awareness of Lilwat traditional territory
- Develop formal protocol agreements with First Nations that claim interests that overlap with Lilwat Territory
- Actively seek to protect threatened species; including salmon
- Explore recognition of Lilwat title and expansion of Lilwat jurisdiction over the Territory through new reconciliation processes or frameworks
- Develop and implement a strategy for the full expression of Lilwat Title and Rights
- Increase Lilwat natural resource monitoring and guardianship capacity
- Gather and organize evidence of Lilwat title
- Implement Community Land Use Plan
- Strengthen Council capacity to fulfill its political, functional, and

Excellence in Lilwat Government

- legal responsibilities
- Improve Member experience of Lilwat government services
- Strengthen the capacity of and connection to Lilwat partner agencies
- Increase financial stability of Lilwat government
- Increase collaboration to fulfill Lilwat strategic objectives.
- Develop, track, and report on performance measures to the community
- Improve data management across Lilwat government
- Protect and renew existing community assets including water, sewer, social housing and community buildings



How To Participate In Governance

Governance serves the day-to-day operations of the Lilwat Nation, supporting Chiefs and Council activities, administration, legal, IT, human resources, communications and special projects. The department also assists with the development of policy. In order to move policy forward, Governance employs public engagement strategies, such as community meetings to help determine the strategic plan, and general assemblies, that allow community members to get involved in decision-making. Community members can also become involved with setting the Nation's direction through participation on boards and committees.

Governance relates to how decisions are made and how the community governs itself. At the beginning of each term, councillors are assigned one or more of the following portfolios reflecting the Lilwat Nation's various departments: Community Services, Child Care, Education, Finance and Administration, Health and Healing, Infrastructure, Lands and Resources and T̓szil Learning Centre. Other portfolios are specific to Governance and Lilwat Business Corporations. Each of these divisions has as at least one council member on its board or committee to serve as a chairperson.

Through either specific project outreach or boards and committees, community members have input into the decisions made by Chiefs and Council. 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 Council that define terms on how decisions are made, the composition of the committee or board, and length of term for participants.

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 the Lilwat Nation government.

Our aim is to attract more community members to help shape the future of the Lilwat Nation.



Opportunities To Get Involved

- Attend General Assemblies
- Attend community information sessions
- Go to council meetings
- Call your 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
- Run for council

Community Projects The Lilwat Nation Has Sponsored

The Lilwat Nation is here to support the community, donating staff time and financial resources for special events. here is a sample of the projects that were funded in 2015/16.

May 2015	Lilwat Celebrations Pow Wow	\$1,000
June 2015	Grad 2015	\$1,800
June 2015	Graveyard Cleaning	\$2,981
July 2015	Community Kitchen	\$200
October 2015	Community Halloween	\$700
November 2015	First Nation Snowboard Association	\$10,000
December 2015	Basketball Camp	\$300
February 2016	Winds of Change	\$5,000
February 2016	Palkúnten Grad	\$3,000
June - March 2016	Youth Sponsorship	\$4,130



How The Líl'wat Nation Works

The smooth operation of the Líl'wat 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 endeavor to take the community to the next level.

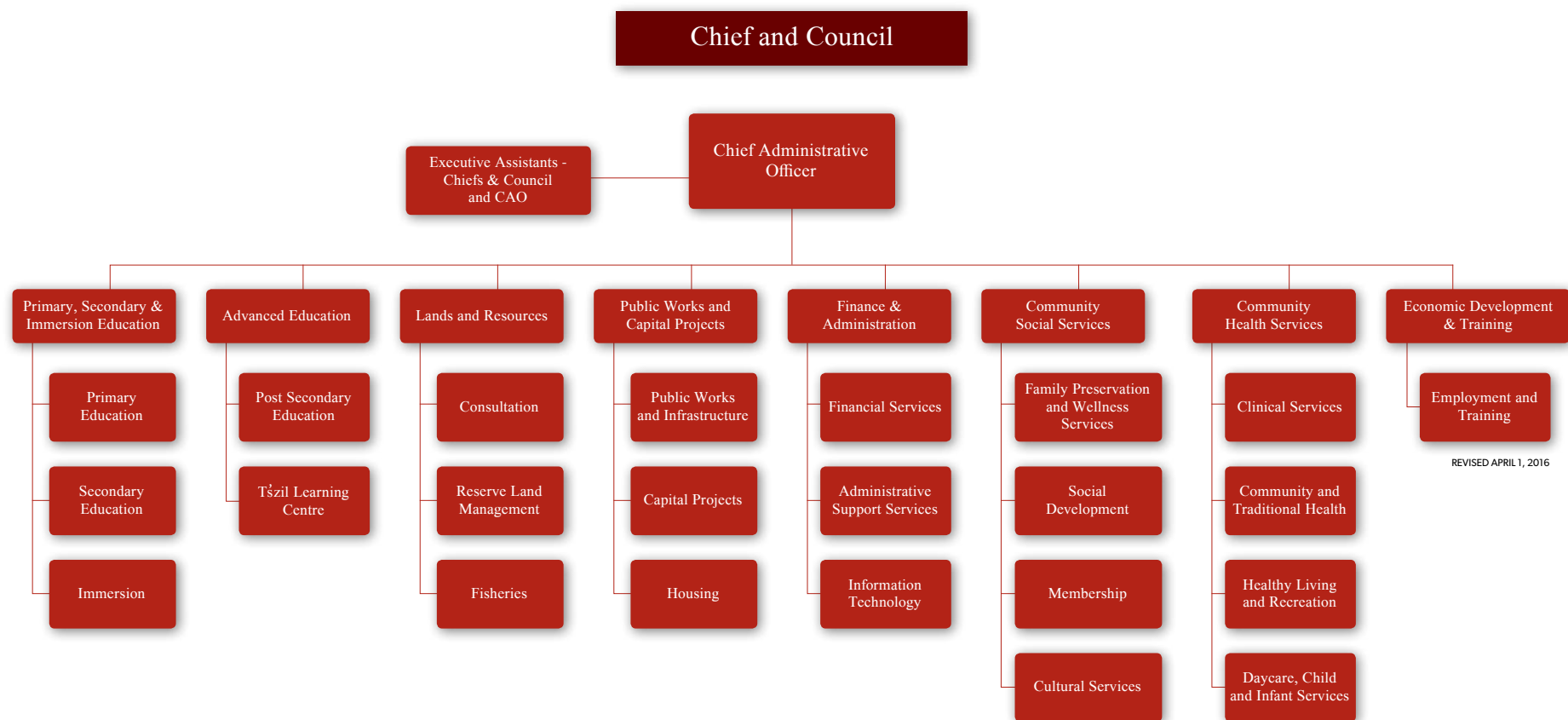
The organizational and board and committee structure charts on the following pages each show "The People" at the top. At its core, there is a conviction throughout Governance to follow direction from the community. Without input from Líl'wat Nation citizens, Governance can't effectively meet the needs of the community.

The Líl'wat Nation is unwaveringly dedicated to the principles of transparent and open government. With these principles in mind, Governance invites all Líl'wat Nation citizens to get involved and help set the course for the Nation's future.



ORGANIZATIONAL STRUCTURE

The People

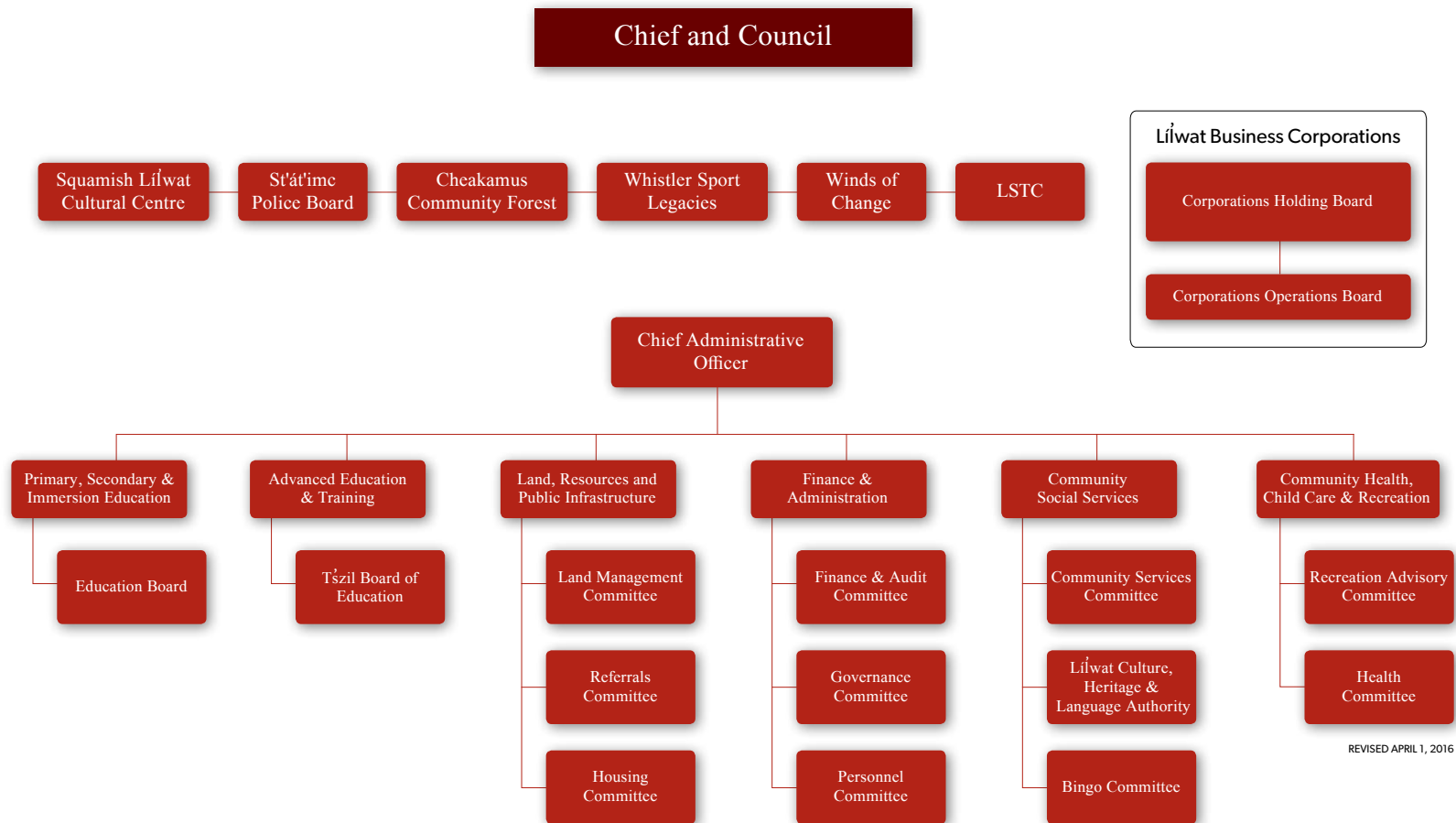


REVISED APRIL 1, 2016



BOARD AND COMMITTEE STRUCTURE

The People



Boards And Committees

Helping To Set The Direction Of The Nation

The women and men who sit on committees and boards ensure that the Lílwat Nation's work is consistent with its overall vision. Using the Lílwat Nation Strategic Plan 2016-2023, these dedicated individuals who come from leadership, staff 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.

2015/16 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
Past Sr. Administrator Curt Walker
Acting CAO Kerry Mehaffey
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 Corporations Operating Board of Directors

Councillor Maxine Joseph Bruce
Saad Hassan
Sheldon Tetreault
Jessica Frank

Personnel Committee

Councillor #1 Rosemary Stager
Councillor #2 Vaughan Gabriel
Past Sr. Administrator Curt Walker

Recreation Committee

Councillor 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'át'imc Chiefs Council

Chief Dean Nelson

St'At'Imx 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

Whistler Sports Legacies

Past Sr. Administrator Curt Walker

Winds of Change

Joanne John
Cedric Jones

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 Culture Chief, make up Lílwat Nation Council have committed themselves to ensuring that governance reflects the needs of community members. 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 Steering Committee

External Committee: Lower St'át'imc Tribal Council

Occupation: Retired educator

Emháka Felicity Nelson sees 2015/16 as being a year of ups and downs. Although she's worked diligently on her portfolio and committees, she feels there is still much to be accomplished.

"As the Nation's government, we aim to foster an environment of trust, transparency and respect," says *Emháka*. "With this in mind, I believe that serving our people must come first."

"I feel this can be achieved by diligently listening and using various forms of communications from the question box to continuous community consultation."

Sitting on the Lower St'át'imc Tribal Council (LTSC), she feels there is value in Lílwat Nation belonging to the LTSC but sees pros and cons that need to be discussed. And working with the Housing Board continues to strengthen her conviction that all members should have access to quality, affordable housing while recognizing the board's success depends on rental being consistently paid on time.

Outside of her political work, *Emháka* stays connected to the community through participation in Gatherings and Graveyard Cleaning.

Emháka has served for more than 20 years on council.



Háma7 Alphonse Wallace

Portfolio: Community Services

Internal Committees: Community Services Board

Occupation: Recreation Manager, Lílwat Nation

Holding the Community Services portfolio, *Háma7* Alphonse Wallace points to the department's successful family reunification events as the department's most impressive achievement.

"We had kids from out of province come to Lílwat who had never been on a reserve before. They didn't know their families or their culture," says *Háma7*. He believes these gatherings are not only essential to developing a sense of identity amongst Lílwat7úl children in care but are also a safety precaution.

"It helps us to monitor where the kids are at and how they're doing. It lets the foster parents know that we do care and we are going to follow the kids through their lives. It shows we have a link to our kids."

Another important accomplishment he cites for 2015/16 was leadership adopting and starting to implement the new eight-year strategic plan.

"Our council, chiefs and new CAO are looking at dealing with issues that haven't been dealt with for a while," says *Háma7*.

On a personal level, he's proud of the increased opportunities for the Nation's youth to complete in sports outside the community that community members have created.

"It's also nice to see that the Lílwat Nation is creating work experience for youth that helps financially and gives lifelong work skills that are so important," says *Háma7*.

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

Kík7ak Helena Edmonds work on council has the underlying theme of creating safety. Through her portfolios and related committees, she is actively engaged in keeping both the community's infrastructure and its youth protected. Committed to making a difference in her community, one of *Kík7ak's* goals is to see youth empowered so they take charge of their lives and see themselves shine, standing up for themselves so they can say with confidence, "I can."

"I have seen some youth dabbling in drugs and I have taken them and gone a different route. Not a punishment or talking down but opening their eyes by showing them what can happen and what they can get if they stop," says *Kík7ak*.

New to council last year, *Kík7ak* sees learning to listen without judgment and expanding her circle of responsibility as her primary achievements of 2015/16.

"I used to wear a small hat and under that hat was my family, now I wear a much larger hat that's big enough for the whole community."

Kík7ak is in her first term on council.



Lhpatq **Maxine Joseph Bruce**

Portfolio: Economic Development

Internal Committee: Operating Board of Directors
President of Lilwat Business Corporations

Career: Fisheries Manager, Lands and Resources

Lhpatq Maxine Joseph Bruce is passionate about First Nations Title, Rights and Responsibilities, developing economic opportunity and working from the positive. Committed to improving the Lilwat economy, *Lhpatq* has held the Economic Development portfolio for nearly a decade, and thanks the leadership and community for trusting in her abilities and commitment.

She considers that building relationships and partnerships are some of the essential building blocks for reconciliation and for developing a sustainable Lilwat. Asked about her 2015/16 council achievements, she cites "learning how to carry the bigger responsibilities that are coming our way" and "how to have a conversation on the issues we face as Lilwat people."

The personal achievement that makes *Lhpatq* the happiest is watching her children who are coming into their own, and are strong and independent. She is proud of her daughter who recently purchased her own home and announced her upcoming marriage. "Seeing the strength in my daughter is amazing," marvels *Lhpatq*. Whether in the community or at the council table, she strives to work from a place of kindness and compassion, employing a phrase she learned from a dear friend: "Be hard on the problem and soft on The People."

Lhpatq is in her fifth term on council.



Mámaya7 **Lois Joseph**

Portfolios: Education and Economic Development

Internal Committees: T̓szil Learning Centre Board and Lilwat Holdings Board

External Committee: Squamish Lilwat Cultural Centre Board
Occupation: Lilwat7úl Culture Centre Manager

Last year, *Mámaya7* Lois Joseph was recognized with a BC Museums Association Outstanding Achievement Award for excellent work in community service. But for *Mámaya7*, a far greater achievement was the increasing the numbers of children and youth active in saq̓úta (drumming, singing and dancing) and adults participating in cultural activities like making regalia.

"It's exciting getting people to embrace their language and culture," says *Mámaya7*. "I really look at Hobiyece [Nisga'a New Year celebration in Vancouver] as evidence of Lilwat people getting inspired by their culture."

Another project *Mámaya7* was involved with last year, through her work as manager of the Lilwat7úl Culture Centre, was the publishing of the Lilwat Ucwalmícwts Dictionary.

"It's English to Lilwat Ucwalmícwts and has a very good pronunciation guide," explains the long-serving councilor. "It will make it much easier for young learners to learn the language."

Last year, one of those potential young learners was born to *Mámaya7's* youngest son and his partner. Having raised a boy who has become a great father to her grandson is an accomplishment that makes her extremely happy.

Mámaya7 is in her 13th term on council.



Petsklh **Vaughan Gabriel**

Portfolio: Governance

Internal Committees: Governance, Personnel, Finance and Audit committees

External Committee: First Nations Financial Authority

Occupation: Senior Administrator, N̓Quatqua Nation

This year, *Petsklh* Vaughan Gabriel sees his role in working to complete of the Financial Administrative Law (FAL) as being the most rewarding work he's done as a councilor in the past year. As a result, he has increased his understanding of the shortcomings of federal and provincial funding — as evidenced by AADNC infrastructure funding — and how it affects the operation of Lilwat Nation.

“It’s been an interesting year. Because of it, I have a better understanding of finance. Through working on the FAL, I have gained a better understanding of the policies and procedures that are needed to ensure financial best practices,” says *Petsklh*. “This has really strengthened Lilwat Nation’s financial foundation for today and the future.”

He believes self-determination starts with self-reliance. He cites his 11 years as a social development worker and his experience in First Nations administration as providing a unique perspective on what does and doesn’t work for The People. Getting reconnected with the land through gardening, collecting herbs or just walking in nature, is one of the things that he sees working for Lilwat7úl.

“It helps us strengthen our bodies, minds and spirits – it brings us back to who we are.”

Petsklh is in his fourth term on council.



Sawt **Martina Pierre**

Portfolios: Education

Internal Committees: Xetólacw Community School Board of Education, Lilwat Health and Healing Board, and Lilwat Culture, Heritage and Language Authority

External Committee: Vancouver Coastal Health Hub

Occupation: Professor, Capilano University

Sawt Martina Pierre considers attending a workshop on indigenous government to be the most important event of her 2015/16 council year.

“It showed that it’s time to make a move, it’s time for our people to take on the responsibility to look after our Territory,” says *Sawt*. “We have to make connections that can will allow for effective dialogue that’s needed with all the different governmental sectors.”

She believes that the community is becoming more aware of the need to have control over its Territory and sees great potential in the younger generations.

“They want to learn more about the history and our own Nlákmen (Our way) in an authentic way, not through papers and policies,” says the passionate proponent of Lilwat language and culture. “We see this at the school. The younger generation is learning our culture and language. And they are learning in Nlákmen.”

What *Sawt* wants for future generations is independence, a strong Lilwat identity and a life outside the “Indian reservation box.”

“A Lilwat7úl doesn’t wait for program money. When program money runs out we fall on our faces. We have to initiate things on our own and feel the pride of completing them on our own.”

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

Sik Sik Joshua Anderson sees the completion of the Community Land Use Plan, which is already being utilized across governance, as the greatest achievement of his portfolio.

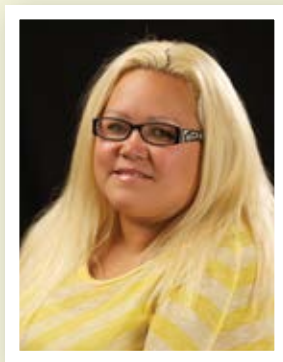
“It’s a beautiful document that Lands and Resources should be very proud of. A lot of good work went in to it,” says *Sik Sik*. “It’s going to be a living document that we can change if, and when, we need. It’s an important piece of work for the whole Nation.”

He also feels fortunate to have been involved with the Lilwat Nation becoming the second in Canada to receive Financial Managements Systems Certification (FMS) from the First Nations Financial Management Board. The FMS Certification opens the door to greater access to low-cost, long-term capital needed to address infrastructure deficits and support economic development.

“We’re going to see thing really move over the next few years,” says *Sik Sik* of the opportunities that the FMS Certification presents.

On a personal level last year, *Sik Sik* took great pride in seeing his eldest daughter *Tsexyatsen* Adriana graduate from Ucwalmicwts Immersion, also known as Clao7alhew (Raven’s House) Immersion School, and in building a drum from scratch, from scraping the hide to stretching it over the frame.

Sik Sik is in his third term on council.



Tsekonámus Losí Rosemary Stager

Portfolios: Governance, Lands and Resources

Committees: Governance, Personnel, Finance and Audit committees

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

Tsekonámus Losí Rosemary Stager is proud to be active in portfolios that have focused their last year's energies on moving towards asserting title and rights in the Whistler. The Resort Municipality of Whistler had excluded the Lil'wat Nation in its Official Community Plan process, a move that resulted in a court that ruled in favour of the nation's participation.

"We're back at the table. The Tsilhqolín Decision has levelled the playing field," says *Tsekonámus Losí*. "I've seen a change of attitude in meetings. There's more respect for Lil'wat regarding issues related to our Traditional Territory."

On a personal level, she's pleased to see her family engaging in "old ways," participating in a tradition that was born on the land: rodeo. Her two youngest sons and eight-year-old granddaughter have all become active in rodeo life, riding bulls and steers and barrel racing.

"In the past year, I've learned a lot about rodeo, putting kids first and investing time in them," says the proud mom and grandmother. "The rodeo community presents a very positive alcohol- and drug-free way of life."

"The kind of lives I want to see future generations of healthy, happy Lil'wat families living."

Tsekonámus Losí is in her fifth term on council.



Yám'kcen Tara Smith

Occupation: Accountant, Xáxsta Nation

Yám'kcen Tara Smith was re-elected to council as result of the February 2016 by-election. After three terms, she had decided in 2015 not to run so she could spend more time with her family. But the pull towards once again taking leadership role proved too great.

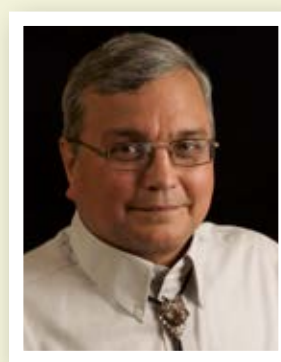
"This role is strong within me. It was passed on to me from past and present family members," says *Yám'kcen*. "And now more than ever do I see the importance of being involved in the decisions being made for my children and grandchildren."

In previous terms, she held the Governance Portfolio, working on putting the Nation's administration systems, policies, laws and codes in place. Today, *Yám'kcen* wants her work to focus on the bigger picture.

"This is where my passion lies: Self-government — Ntákmén! I would like to work on our Inherent Rights. Our Law is in our Oral Histories — let's bring it back to life. The Indian Act was there long before the first foreign contact in our territory. We did not agree to it or have any participation in its creation. With all the court cases we have won in BC, we have proven our right to put in place our own government."

"Lil'wat Rights can only be defined by Lil'wat People without negotiation!"

Yám'kcen is in her fourth term on council. She had not been assigned a portfolio or committees as of March 31, 2016.



Greg Bikadi

Occupation: Mechanical repair and metal fabrication

Greg Bikadi's journey to the council table has been a long one. It began when he was president and CEO of Lil'wat Business Corporation, a position he held leading up to the 2010 Olympic and Paralympic Winter Games. Realizing how council could effect real, positive change both inside and outside the community, he began to consider running. But at the time, it wasn't possible to hold a senior position within the Lil'wat Nation.

"I was going to run in the general election in March [2015], but that ended up being a missed opportunity," says Bikadi.

When the byelection was announced in the fall, he grabbed this second chance at being elected. In the few months that he's been a councillor he has come to a greater political understanding.

"I've learned how to be part of a governing body. I've also learned that the role of a councillor is to help create policies that contribute to the well-being of The People," says Bikadi.

Having been born in the Pemberton Valley, he forged a bond to the land and all that exists upon the land. The well-being of the Lil'wat Nation's Territory is of high importance to him as the impacts from human activity continue to increase.

Greg Bikadi is in his first term on council. He had not been assigned a portfolio or committees as of March 31, 2016.



Department Reports



CHILD CARE

Building Friendships And Creating A Love of Learning

The Úl'us Childcare Department, through the Ull'us Childcare Centre, provides a variety of programs to serve the needs of the community today and tomorrow. The centre's committed and caring staff delivers a curriculum that emphasizes respecting and nurturing each child's uniqueness. Children grow as they learn in a warm and culturally-vital environment.

The goal of the Childcare Department is to help all children reach their potential in all areas of development. With a capacity of 33 children, more than 100 families use Úl'us Childcare Centre services annually. In choosing to do so, they are deepening their children's connection to Lil'wat culture as traditional values inform both the content and style of teaching at the centre.

The centre's Early Childhood Education (ECE) certified 11-member staff delivers programming that applies the concept of Nlákmen (Our Way). The children receive quality care and early education designed to build self-esteem and teach skills that will help determine positive outcomes in elementary school.

The centre teaches Lil'wat culture and language by incorporating traditional games, arts and crafts and Lil'wat Ucwalmícwts (language) into all core curriculum.

By singing songs like "Twinkle, Twinkle, Little Star" translated into Lil'wat Ucwalmícwts, learning traditional stories and making small crafts, Lil'wat7úl children develop an appreciation for their culture.

The centre currently offers two pre-school programs, Tsúqum (Chickadee) for toddlers up to three years old and Tsvkatsvka (Blue jay) for three- to five-year-olds. Afterschool care is also available for children aged six to 12 years old. No matter the child's age, the childcare department staff is devoted to creating an environment that supports learning and creative play while fostering friendship.

Child development services are also available through Úl'us Childcare Centre, as is administrative support for parents seeking assistance with subsidy applications.

Achievements for 2015/16

STAFF TRAINING INCREASED

Úl'us Childcare Centre staff attended the 2015 BC Aboriginal Child Care (BCACC) Training Conference in November. Opportunities like this allow staff to earn their professional development hours while working full-time at the centre.

FORECAST MANAGEMENT IMPROVED

With the introduction of structural changes, the Childcare Department can better forecast management of the Úl'us Childcare Centre. This change has resulted in more effective controls over expenses and revenues.

EXTERNAL FUNDING FOR PLAYGROUND SECURED

The Whistler Blackcomb Foundation granted \$30,000 to enhance the Úl'us Childcare Centre playground. A second \$300 grant for this project came from the Pemberton Area Endowment Fund Grant.

BETTER FINANCIAL MANAGEMENT PRACTICES IMPLEMENTED

New policies and procedures were put in place to ensure better financial management of Úl'us Childcare Centre.

*Stsmalt
Children*

Plans and Projects for 2016/17

ÚLLUS PLAYGROUND PLANNING

The Childcare Department will begin working with Capital Projects this summer to develop a plan to enhance the playground attached to the Úllus Childcare Centre. As well, plans will be developed to create a “splash pad” in the land adjacent to the ball field in front of Úllus Community Complex at a later date.

NEW PROGRAMMING AT LÍLWAT HEALTH AND HEALING

The Aboriginal Infant Development Program (AIDP) and Aboriginal Supported Child Development Program (ASCDP) offerings will be available at Lílwat Health and Healing. Specific programs include “Mother Goose” and “Talk, Learn & Grow.” Playgroups that encourage family participation are also offered through the health centre.

PROFESSIONAL DEVELOPMENT OPPORTUNITIES

To further professional development for Úllus Childcare Centre staff, retreats are planned for 2016/17, as is participation in the 19th annual BCACC Training Conference in November 2016.



Some of the women who use creative play to help grow happy, healthy kids: Back row (left to right): Beverly Dan, Nadine Pascal, Elizabeth Bikadi and Leanne Pascal. Front row (left to right): Marion Green, Lois Andrews, Renee Wallace, Linda Dan and Donna Peters.

Three New Playgrounds For The Community To Enjoy

Childcare Manager Nadine Pascal is justifiably excited about moving into the planning stages for three new playgrounds including one aimed at the needs of kids five to 12 years old.

“We looked at our afterschool program and decided that building a playground space for this age group was a priority,” says Pascal.

To move the project from priority to reality, last year Pascal secured grants from Whistler Blackcomb and the Pemberton Area Endowment fund. Combined with deferred fund, this is enough money to move into the planning stages in 2016/17 with the Infrastructure Department and Murphy Construction.

The playground, to be built in front of the ball field at Úllus, will feature natural climbers made of wood and rope, a bike park and a grass maze as

to reflect the environment. This natural theme will also extend to enhancements planned for the Úllus Childcare Centre playground, where the play area will be expanded to include a hill the kids can use for sliding in the winter.

While the playgrounds will benefit the centre’s child care and afterschool programs, they will also benefit community members living around Úllus.

“There hasn’t been much for kids living in down in Mt Currie since the move to Xetólacw,” says Pascal. “My vision is to build community for the kids and for our future.”

COMMUNITY SOCIAL SERVICES

Realizing Greater Wellness In All Aspects Of Life For Children And Families

The Community Social Services Department is committed to building on the strengths of Lilwat7úl families. The department's programs and services encourage and support spiritual, mental, emotional and physical growth.

The Lilwat 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: Lilwat Wellness, Social Development, Band Membership and The Lilwat7úl Culture Centre.

Lilwat 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 Lilwat families with the Ministry of Children and Family Development. As well, the department offers capacity-building initiatives for families through family preservation programs, social support programs and FASD key worker programs.

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

S7átsxem
Caring

Band Membership issues status cards, maintains the band membership list, submits registrations to Indian Registry at Aboriginal Affairs (AANDC) for births, deaths, marriages, and band transfers into the Lilwat Nation. Reports of death are also sent to the estates unit at AANDC. 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 Lilwat7úl Culture Centre promotes the development, promotion, and understanding of traditional and modern Lilwat7úl values. The centre, which all are encouraged to visit at Úlús Community Complex, features cultural artifacts, carving, weaving and regalia displays and contemporary Lilwat7úl artwork. Centre staff also work in the area of Lilwat Ucwalmícwts (language) preservation and community cultural education by delivering workshops and classes.

The Community Social Services Department strives to improve the quality of life for every community member of the Lilwat Nation by delivering programs that are designed to help individuals achieve success, whatever their circumstances.

Achievements for 2015/16

CONNECT TRAINING

Wellness Department and Lilwat Health and Healing staff received Connect Training. Connect is an attachment-focused treatment group for parents and caregivers. The program focuses on the enhancement of the components of a secure attachment with children and youth.

HOMEcoming LUNCHEON FOR CHILDREN IN CARE

Fourteen children in care returned to the Lilwat Nation to meet their families — many for the first time. Culture Chief Leonard Andrew attended the luncheon to share his knowledge of the extended Lilwat family and he continues to assist in keeping this connection strong.

CELEBRATING OUR CHILDREN EVENT

In partnership with Lilwat Health and Healing, Lilwat Wellness held a very successful Celebrating Our Children event built around the theme of "Reconnecting with one another by disconnecting." The concept was to remove the distractions of technology in order to facilitate more discussion.

LILWAT7ÚL CULTURE CENTRE PARTICIPATION IN HOBIYÉÉ

The Lilwat7úl Culture Centre organized community participation in Hobiyeé (New Year's) celebrations in Vancouver in February. The event is an annual opportunity for the dancers, singers and drummers of the Lilwat Nation to showcase their talents, share their stories with other BC First Nations and make connections.

LILWAT7ÚL MOCCASIN MAKING CLASSES

Healing laughter and shared stories were an important part of this Lilwat7úl Culture Centre class that saw 15 community members making moccasins and mukluks. This class is ongoing.

CHILD AND FAMILY ADVOCACY

Lilwat Wellness continued to advocate for children and families in the community, providing referrals to services within the Lilwat 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.

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 TŚZIL AND SASET

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

LANGUAGE RECLAMATION

This year more than 1,000 Lilwat Ucwalmícwts words were reclaimed.



For reasons of confidentiality, the names of the family pictured above have not been included.

Bringing Our Children Home | Páñt.s Stum I Stsmáłłhkálha

The Community Social Services Department believes that all Lilwat7úl deserve a sense of identity and belonging, whether they live on- or off-reserve. One of the ways this is achieved is through "Bringing Our Children Home" events. Each year the number of children returning to the community to make important familial, social and cultural connections increases, creating lifelong memories for all those who participate.

"Lilwat Nation takes great pride in bringing our children home," says Community Social Services Director Debbie Alendal. "The partnerships between agencies, caregivers and Lilwat Nation make it possible for these children and youth to return to their home community to meet their family and extended family members, often for the first time."

The homecoming ceremonies put the children and youth at the centre of the circle. Culture Chief Taya Leonard Andrew, who has a wealth of information about family lineages, leads the ceremonies with warmth and compassion, sharing his knowledge about Lilwat7úl culture and traditions and how they pertain to family. The children and caregivers leave these events with a stronger sense of identity and the importance of families of origin.

"The Lilwat Wellness Centre team will continue every year to bring Lilwat children back home to ensure connection to culture and family," says Alendal. "Seeing families come together is a beautiful thing."

Plans and Projects for 2016/17

ANNUAL BRINGING OUR CHILDREN HOME EVENT

Lilwat Wellness will set a date for annual “Bringing Our Children Home” event to reunite children in care with their families. The department will work with the Lilwat7úl Culture Centre to incorporate cultural traditions and protocols into the homecoming event. Participation by the Culture Chief and Elders will ensure that families have all the genealogy of their families to share with those returning home.

REVIEW OF AANDC POLICY

AANDC policy will be reviewed to ensure that the Social Development Department is meeting all its financial obligations under the AANDC 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 T̓szil 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 orient all Lilwat Nation staff to the culture, language and traditions of the Nation.

CULTURAL CLASSES

Drum making and regalia making classes that emphasize how to honour and care for traditional attire and drums will continue to be offered through The Lilwat7úl Culture Centre.

ADVOCACY

Lilwat Wellness and Social Development departments will continue to work towards creating better lives for of all Lilwat Nation citizens. 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.



The Vancouver Aquarium's AquaVan brings hand-on learning to the students at Xetólacw Community School.



EDUCATION: PRIMARY, SECONDARY AND IMMERSION

Achieving Excellence In Education For Lilwat7úl Children And Youth

Traditional values, such as Ntákmén (Our Way), inform how Xetólacw Community School delivers education to the children and youth of the Lilwat Nation. The school provides a positive and empowering learning environment where Lilwat culture and traditional values are taught and celebrated.

Lilwat Nation students can receive quality pre-school, elementary, high school and post-secondary education without leaving the community. Xetólacw Community School (XCS) prepares students to meet today's challenges by delivering education grounded in Lilwat traditional ways. The school's educational model is built on Ntákmén and incorporates Lilwat cultural learning, traditional values and language into its strong academic curriculum.

Keeping Lilwat Ucwalmícwts (language) and traditions alive is an educational priority. From pre-school to Grade 12, students take part in Lilwat Ucwalmícwts classes and culture courses, learning to embrace and celebrate what it means to be Lilwat7úl.

More than 230 children attend XCS to take advantage of programs that include Ucwalmícwts Immersion for primary school-aged students and intensive cultural Super Courses for high school students. Support services such as special education, speech and language support, 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 hard to help students achieve their goals and prepare them for further education.

Achievements for 2015/16

SUCCESSFUL COMPLETION OF SCHOOL ASSESSMENT

Every five years, the XCS undergoes a school assessment lead by the First Nations School Association (FSNA). The purpose of the assessment is to make sure that the schools curriculum and programs are in place. The school's successes are celebrated and goals are created for three areas of improvement. XCS passed the 2016 school assessment and we are looking forward to implementing the growth plan goals.

DEVELOPMENT OF NTÁKMÉN SUPPORTS

XCS has developed a framework for a positive learning environment. The Ntákmén behavioural chart has been created to support students who may need more guidance by providing them supports to regulate their behaviour and to make more positive choices in school. Staff and community members also support the students.

HIGH SCHOOL RESPONSE TO INTERVENTION

Changes to the high school timetable created two hours of protected intervention time power week. With the assistance of education assistants, teachers are able to meet with small groups or individual students who need extra support with essential skills.

FOCUS ON STUDENT LEARNING: NUMERACY, LITERACY, LANGUAGE AND CULTURE LEARNING

XCS continued to focus on the three goals from its previous school assessment, applying steady and consistent effort to addressing numeracy, literacy, language and culture. The staff continues to focus their efforts on student learning in these areas. The First Nations Schools Association (FNSA), which supports our staff in the areas of Saxon Math and Reading Mastery, has advised the school that in the 2014/15 school year there was a six per cent growth in XCS students' literacy rates. The school has continued to show academic achievement growth this year and is looking forward to receiving its results for the 2015/2016 year.

INCREASED STAFF COLLABORATION AND PROFESSIONAL DEVELOPMENT

The majority of XCS elementary teaching staff 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. The primary education assistants received professional development this year through the FNSA where they received training in topics such as Reading Mastery and behavioural management.

Plans and Projects for 2016

INCREASE STUDENT ENROLMENT

The school is increasing student enrolment. As XCS continues to adopt best instructional practices, it's expected that student achievement will rise and will ensure that we increase our communication with the parents and community as to all of the excellent opportunities that the school provides.

SUPPORT FOR CONSISTENT ATTENDANCE

The principal and teachers will continue to have circle meetings with student and parents to solve attendance issues.

IMPROVE RECOGNITION AND CELEBRATION OF SUCCESS

The school has various celebrations and school awards to recognize student and peer success such as luncheons and award nights. XCS also has awards honouring those who display values such as cooperation, promoting language and culture, and ensuring student achievement. As well, the school holds graduation ceremonies for Year 4 Ucwalmícwts Immersion students, kindergarten and Grades 7 and 12.

IMPROVE ACHIEVEMENT TRACKING METHODS

XCS is a data-driven school that will continue tracking student achievement in the areas of numeracy, literacy, behaviour, and attendance. The data will inform teacher instruction and improvement plans.



Cultural learning at Xetólacw Community School builds pride in being Ucwalmícw.

Teaching That Instills Students Pride in Being St'át'imc

One of the most significant achievements of Xetólacw Community School is that students are able to come into the door as St'át'imc. Our students don't have to give up their identity to receive an education. Students are supported in an environment where culture and language are taught, life experiences are recognized, and student's unique needs are respected.

The teacher-student relationship is valued at XCS. Research indicates that teacher-student relationship is paramount to student achievement. The focus on student learning moves staff to examine instruction in a more magnified way. In order to ensure that all students learn, teaching focuses on what students know and are able to do. XCS wants to be able to measure that all students can demonstrate that they

understand what was taught. Can students show us or tell us that they learned? With this in mind, teachers carefully examine the intent of the lesson objective, and are able to move through the steps of the lesson more diligently, always with the goal in mind: Student learning. If students aren't able to learn the new skill right away, teachers or support staff support the student with additional interventions.

"When we focus on student learning and keep the end in mind, we produce young men and young women who are well grounded in St'át'imc culture, and who are confident in their ability to achieve their dreams after they graduate," says Education Director Verna Stager. "Our goal is to have our students entering the world both educated and grounded in their identity."

FINANCE AND ADMINISTRATION

Providing Sound Financial Management For Today and Tomorrow

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.

To help with service delivery and guarantee financial best practices, the Finance and Administration department develops and implements policies for its sub-departments.

Other services Finance and Administration provide include: income tax preparation, financial counselling and account payment processing for community members.

Achievements for 2015/16

FINANCIAL MANAGEMENT SYSTEMS (FMS) CERTIFICATION

Lílwat Nation completed the Financial Management Systems (FMS) Certification process through the First Nations Financial Management Board in March 2016. FMS certification validates the Nation's financial management practices and shows that the Lílwat Nation is financially stable. FMS Certification also provides the Lílwat Nation ongoing access to cheaper long-term debt as a borrowing member of the First Nations Financial Authority.

INCREASED FINANCIAL OVERSIGHT

To comply with the Lílwat Nation's Financial Administration Law (FAL) and to strengthen the overall financial oversight of Lílwat Government operations, the Finance and Audit Committee (FAC) has expanded to include a third member. The committee now consists of two councillors and one external member. The external member is a designated accountant that has extensive high-level financial experience in First Nations organizations.

POLICY DEVELOPMENT

To comply with the Lílwat Nation FAL, the Lílwat government developed new policies to ensure that all sections of the FAL and Financial Administration System have been addressed. Chiefs and Council approved additional policies in 2016 in the area of governance, document management, and IT.

CREATING GREATER FINANCIAL LITERACY

In 2016 Finance and Administration was successful in developing "Finance 101," a financial literacy workshop for program managers. The workshop was developed to help program managers increase their understanding of core accounting and finance concepts, including Lílwat's Financial Policy framework, financial statement concepts, accounting terminology, and the monthly financial variance analysis process.

*Wa7' tu7 xzúmslum l sk'wezusemhlkák7
We hold our duties up high*

Plans and Projects for 2016/17

INTRODUCE LIFE CYCLE MANAGEMENT SYSTEM

To comply with requirements of the FMS Certification obtained last year, Finance and Administration will develop of a Life Cycle Management system in order to assess, maintain, and plan for the replacement of physical assets required by the programs and services that support the community.

DEVELOP, TRACK AND REPORT ON PERFORMANCE MEASURES

A one-page Consolidated Financial Report will be developed to communicate on a quarterly basis to community members via the newsletter.

CONTINUE TO IMPROVE FINANCIAL LITERACY

Finance and Administration will continue to deliver the “Finance 101” financial literacy workshop that was developed for program managers in 2016. All program managers with budget responsibilities will be required to successfully complete this course.

IMPROVE MEMBER EXPERIENCE OF LÍLWAT GOVERNMENT SERVICES

A Community Services Advocate Program will be developed over the next year. The program will initially consist of an onsite resource to help access external programs (CPP, OAS, GIS, CPPD, Wills and Estates), employment and training, and navigate internal Lílwat Nation government programs and services.

ENHANCE DATA MANAGEMENT ACROSS LÍLWAT GOVERNMENT

The Lílwat Nation Human Resources Department will implement an HRIS (Human Resources Information System). The addition of an HRIS will create efficiencies in employee file management, recruitment, benefits management, and employee-related reporting.



Gary Nott, from the First Nations Financial Management Board, presents Chief Dean Nelson with Lílwat Nation's Financial Management Systems Certificate at the Squamish Lílwat Cultural Centre.

Lílwat Becomes The First First Nation In BC To Achieve FMS Certification

The Finance and Administration Department's most significant achievement in 2016 was the completion of the Financial Management Systems (FMS) Certification process through the First Nations Financial Management Board (FMFB). The Lílwat Nation is the first Nation in BC, and the second in Canada, to be issued the FMS Certification.

“This certification recognizes that Lílwat Nation is a financially responsible organization employing best practices,” says CFO Neil McInnes.

The standards that support the FMS Certification are comprised of the essential processes and procedures that facilitate compliance with the Lílwat Nation Financial Administration Law (FAL). The FMS provides the design and implementation requirements of sound financial practices for the operation, management, reporting and monitoring of the financial management systems of First Nations governments.

Since 2012, when Lílwat began the certification process, leadership and senior management have completed many initiatives that have resulted in a stronger financial administrative environment. Major initiatives have included the development of a FAL, updated finance, human resources, and IT policies, a new financial reporting system, and an annual planning and budgeting process. In addition, the Finance and Audit Committee has strengthened its financial oversight of the Lílwat Nation government programs and services by adding an additional member — a designated accountant who has extensive financial experience with First Nations organizations.

HEALTH AND HEALING

Providing Wellness Options That Support The Whole Person

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 health fairs 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 Níákmen (Our Way) the department integrates traditional values and culture into all of its practices. The incorporation of Níákmen is achieved through methods such as introducing Lílwat Ucwalmícwts (language) at parent-child programs and using traditional healing methods 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. Among the Maternal and Child Health programs are pre-natal care, a doula service and child development assessment. The newly re-named Home

Support program provides Elders with access to foot care, the United Way's "Better At Home" program and home care assessments.

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

One of Lílwat Health and Healing primary goals is to ensure that First Nations health is guided by First Nations.

Achievements for 2015/16

BABY CLINICS EXPANDED

Attendance at the centre's Wednesday Baby Clinics has continued to increase. The use of Lílwat Ucwalmícwts (language) is now part of the clinic's programming.

SECURITY IMPROVED

Health and Healing's external security camera was upgraded in 2015. This change resulted in charges being laid in connection with vandalism and loitering.

HOME CARE NAMED CHANGED

The Home Care Team has changed its name to the Home Support Team to reflect that its services are

supplementary and not primary to caring for the individual. The team has created a new vision statement and plan of action that outlines the scope of its work.

ELDERS ATTENDED BC-WIDE GATHERING

Health and Healing facilitated elders to attend the 39th Annual BC Elders Gathering held at Wśancé Nation on Vancouver Island in July. The three-day celebration of culture and heritage provided the opportunity for participants to meet others elders from across BC, share ideas, learn new crafts and enjoy each other's traditional languages, dances, and songs.

SUCCESSFUL HEALTH FAIR HOSTED

The centre hosted a very successful Health Fair in October 2016. The event, attended by more than 200 participants, received excellent feedback.

NURSING STAFF EXPANDED

Community Health Nurse, Christine Peters, was hired to enhance the nursing programs. Christine will also provide additional hours in the Home Support Program. She brings expertise in Acuity Assessments and Home Support nursing.

*Wa7 szuhmiñstúm I swá7sa I ucwalmícwkalha.
We protect the health of our people.*

Plans for 2016/17

INCREASING NUMBER OF HERB WALKS

Health and Healing will be offering more herb walks in Maternal and Child Health programs, including pre-natal care. This introduction to traditional medicine combines learning with exercise and stress reduction.

IMPROVING BUILDING ACCESSIBILITY

A wheelchair accessible automatic door will be installed to create greater access to the centre.

BUILDING FEASIBILITY STUDY

Lílwat Health and Healing will undertake a building feasibility study to determine the need for renovations and new offices.

FIRST NATIONS HEALTH AUTHORITY ASSESSMENT

As per the centre's agreement with the First Nations Health Authority, a third-party evaluation of Lílwat Health and Healing's programs will be conducted by Adrian Gibbs.



Cedar Circle counsellor Kahkakew Laroque's long-term goals are to continue as a practicing psychologist, conduct and publish research studies, and hopefully teach doctoral and graduate level courses in psychology part-time at the university level.

New Cedar Circle Counsellor Pursuing Doctorate In First Nations Psychology

Securing the services of mental health therapist Kahkakew Laroque last year was an important achievement for Lílwat Health and Healing.

Familiar with all areas of addictions and mental health treatment, Kahkakew started his career as an addictions counsellor in an Edmonton skid row detox nearly three decades ago. Today, he is pursuing his doctorate of clinical psychology degree, maintains a private practice serving First Nations in the Cariboo-Chilcotin area and works for Cedar Circle treating addictions, emotional and psychological issues in a straightforward, results-oriented style.

"Being raised with the Nehiyaw (Cree) culture, language and traditions, I am very straightforward, direct and even a lil' pushy," Kahkakew laughs. "I don't beat around the bush but in therapy many of our people require that approach to be honest and straightforward."

Although Laroque's role in the community is new, his association isn't. A Nehiyaw (Cree) man raised on an isolated reserve north of Edmonton, as a younger

man Laroque travelled to dance at Lílwat powwows. Later as a counsellor, he took positions with many BC First Nations in the areas of child welfare, social development, addictions and mental health. When the position for a mental health therapist became available at Lílwat Health and Healing, he jumped at the opportunity.

"I've been always really happy about how I and my family have been treated by members of the Lílwat Nation over the last 20 years," he says. "I've always felt welcome."

Specializing in addressing chronic trauma and violence issues, he works with all ages and is committed to the Lílwat Nation for the long run.

"Once I have my Psy.D. (Doctor of Clinical Psychology) degree I also want to do research of trauma treatment," says Laroque. "I see myself being here until I retire, which will be when I can no longer commit to this work."

INFRASTRUCTURE

Building Strong Infrastructure To Support A Safe And Healthy Community

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

Public Works and Capital Projects work closely together to create a healthy community with quality public infrastructure and housing that meets national standards for health and safety.

Public Works ensures the smooth 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 Aboriginal Affairs and Northern Development Canada (AANDC) programs, funding applications, and reporting.

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

In 2015, the Infrastructure Department played a key role in the Community Infrastructure Partnership Program (CIPP) between Lílwat Nation and the Village of Pemberton. A goal of this program is to discover where resources can best be shared.

Innovative programs like CIPP are making it possible for the department to broaden the scope of its work and consider new ways of delivering excellent service to the community.

Achievements for 2015/16

HOUSING STOCK IMPROVED

In 2015, six new housing units (three duplexes) were completed and two single-family homes that were lost to fire were replaced. While it worked to improve the Nation's housing stock, the Infrastructure Department also created employment opportunities for community members through a unique partnership with Murphy Construction. This relationship will continue to develop new tradespeople and provide new knowledge to improve skill sets throughout the community.

PUBLIC BUILDINGS UPGRADED FOR SAFETY

All of Lílwat Nation's institutional and commercial buildings are now compliant with national health and safety standards. All fire alarms, sprinkler systems, communications alarms, and backup light systems have been tested and verified to be in good working order. Infrastructure upgrades to achieve compliance and ensure community safety included updating Lílwat Health and Healings sprinkler system and installing a new fire panel at Xetólacw Community School.

SEWER SYSTEM REVIEWED

The sewer system and the effluent drain fields at Xetólacw have been field reviewed and corrective measures are being implemented to enhance and prolong the life of these systems. As well, the department is making remedial corrections to the IR 10 lagoon system with the idea of either renovating it or replacing it with a permanent connection to the Village of Pemberton's sewer system. This work will be facilitated through the renewed, and ongoing, CIPP between Lílwat Nation and the Village of Pemberton.

WATER SYSTEM STUDY APPROVED

A water system study was approved in the past year. This initiative will measure the capacity of the current system, determining whether the Nation can supply water to neighbouring communities.

SERVICES FOR VULNERABLE CITIZENS INTEGRATED

The department has undertaken a new initiative to address the needs of elders and people with disabilities. The strategy will integrate health care, home care, social assistance and housing services to better assess the needs of the community's most vulnerable citizens.

Plans and Projects for 2016/17

HOME INSPECTIONS FOR BAND-OWNED HOUSING

Home inspections for band-owned housing will begin. These inspections will provide information on the condition of the buildings and the required repairs. To prioritize this work, the department will be using a rating system, developed by a sub-committee of the Housing Board, to assess the condition of homes and the needs of the residents.

IMPROVING HOUSING STOCK

More new housing, including a multiplex building and three duplexes, is set to be completed in 2016 under the guidance of the Infrastructure Department. A fire-damaged home in Xetólacw will also be replaced.

INCREASING FIRE FIGHTING CAPACITY

A new firefighting response will be created this year. As well, further efforts will be applied to developing volunteer firefighting crews.

ENHANCING GRAVEL PIT REVENUES

The department will continue to develop Lilwat Nation's gravel pits to increase contract capacity to help finance public works initiatives.

INCREASED STAFF TRAINING

The department is working to reduce its reliance on outside contractors by ensuring its certified water and wastewater personnel have ongoing opportunities to upgrade their skills. The long-term goal of this training is to have staff capable of repairing and maintaining all of the Nation's water and sewer systems.

Uxwaláimen
Home



Meet the team who have made the Nation's buildings safer than ever: (from left to right) Elmer Gabriel, Garry Edmonds, Theodore Wallace, Calvin Jameson, Stan Lester, Murray Nelson and Darren Bikadi.

Public Buildings Now In Compliance With National Health And Safety Standards

The Infrastructure Department is extremely proud of what its sub-department, Public Works, has achieved this year. Thanks to improvements, repairs and continued maintenance, all community buildings including Xetólacw Community School, Lilwat Health and Healing and Úlús Community Complex, are now in compliance with national health and safety standards. This means that health threats, such as mould, are not in evidence; fire protection systems, such as sprinklers and alarms, are in good order; and heating and cooling systems are working efficiently.

"People hear 'public works' and they automatically think waterlines, sewers and roads but the department's role is also to maintain the Nation's

buildings, Flood Control Systems and waste stream operations," says Infrastructure Manager Alex Kleinman. "What the department does is so much more. In 2015/16, the Public Works crew really exceeded expectations by working tirelessly to make sure the Nation's buildings met national health and safety standards."

Other ways that Public Works ensures a safe and healthy community is through its monitoring and maintenance of all water and sewer systems, disposal of solid waste, flood and fire protection services and road maintenance. A department that's on call 24/7, Public Works is succeeding in helping to create a safe community for all.

LANDS AND RESOURCES

Protecting Lílwat Nation Interests In The Lands And Resources

The land is central to Lílwat culture and identity as expressed in the Lílwat Ucwalmícwts phrase “pal7míntwal i ucwalmícwa múta7 ti tmícwa” — “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 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, Lands and Resources 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 manages 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.

*Tmicw
Land*

Achievements for 2015/16

ARCHAEOLOGY STUDIES

Lands and Resources completed 19 archaeological assessments working with professional archaeologists, and seven in-house archaeology assessments conducted by the department's Cultural Technicians and field staff. The department's greatest discovery this year came from working with Douglas College on a carbon-dating project for an s7istken (pit house) depression discovered on the banks of the the Birkenhead River. Results revealed that the 300- to 1100-year-old s7istken was part of a 5,500-year-old Lílwat seasonal settlement.

ENHANCED COHO SALMON STOCK ASSESSMENTS

During the Fisheries Department annual stock assessment work for Coho salmon, fisheries technicians noted unusually low Coho in the spawning channels in the Upper and Lower Lillooet River tributaries. As a result, Lands and Resources worked with Department of Fisheries and Oceans (DFO) to enhance the Coho assessment and conducted a juvenile Coho salmon presence survey. The data will contribute to overall DFO salmon stock assessment information.

COMPLETED REGISTRATION OF 14 TRANSITIONAL LAND HOLDINGS ON-RESERVE

Traditional Land Holdings secure property on reserve for Lílwat citizens in accordance with Lílwat Land Law. Each

year the department is closer to achieving its Strategic Plan goal of registering all Traditional Land Holdings on reserve.

FOUR NEW FORESTRY AGREEMENTS SECURED

Lands and Resources executed four new Forestry Agreements with forestry companies operating within Lílwat Territory. These agreements provide revenue sharing and commitments to best practices in the consultation process.

NEW ENVIRONMENTAL ASSESSMENT SERVICE AGREEMENTS

The department signed three new Service Agreements with companies carrying out environmental assessment work within Lílwat Territory. The Service Agreements provide revenue for the department to carry out environmental assessment work and are instrumental in increasing Lílwat technicians' presence in the territory.

MORE LÍLWAT7ÚL TECHNICIANS ON THE LAND

Last year, up to 16 Lílwat7úl fisheries and environmental technicians could be found working on the land at any one time engaged in stewardship activities. Lands and Resources is very proud of this increased presence of Lílwat people on Lílwat Territory, and its progress toward maximizing Lílwat Nation's influence over land and resource management in its territory.

Plans and Projects for 2016/17

COMMUNITY LAND USE PLAN IMPLEMENTATION

The Community Land Use Plan outlines the following actions for the department to complete in year one:

- Mapping of cultural sites on reserve.
- Identifying water features, fish habitat and potentially degraded areas on Birkenhead River; and beginning restoration of degraded areas.
- Expanding aquatic resource education in the community with special focus on overfishing and respecting buffer zones.

SUPPORT FOR UPDATING LÍLWAT CITIZENS CERTIFICATE OF POSSESSION (CP) HOLDINGS

The on-reserve lands officer will provide support for community members interested in updating their CP holding.

LAND AND RESOURCES OFFICE MOVE

On June 1, the Corporations staff and Land and Resources staff will be switching office spaces. The department looks forward to opportunities arising from working more closely with the Lílwat7úl Culture Centre and administrative staff at Úlílus.

IMPLEMENTATION OF BOTANNICAL RESOURCES STRATEGY

The department's new Botanical Resources Strategy has been provided to forestry companies operating in Lílwat Territory. Those companies will be asked to follow the strategy's guidelines by carrying out botanical resources assessments of their cut blocks so the department knows if culturally important plants are within the proposed harvest area. Once Lands and Resources gathers this information, it will be working with the company to reduce impacts on the resources and, where appropriate, provide access for Lílwat people to gather resources before and after harvesting occurs.

INFORMATION SHARING WITH THE COMMUNITY

Land and Resources will continue to host "Tea and Talk" sessions and is also committed to holding at least two community sessions in 2016 to share information about ongoing research and projects staff.



Members of the Lands and Resources team (left to right) Johnny Jones, Wade Wallace, Casey Dick-Wyatt and Lex Joseph on the land the Lílwat7úl have called home since time immemorial.

We Are Lílwat7úl: The Stewards of The Land

In July 2015, radiocarbon dating revealed that the ruins of a Lílwat seasonal settlement found on the banks of the Birkenhead River were 5,500 years old. An s7ístken in the area was estimated to be between 300 and 1,100 years old. The Lands and Resources Department conducted the study.

Yaqalatqa7 (Weather Changer) Johnny Jones, a cultural technician with Lands and Resources, was part of the team that made the discovery. For Jones it was confirmation of what he had always known, "we are like the Srep7ul, [the] real original Douglas fir tree of this land, we are Lílwat7úl, [the] real original people of this land. We are the stewards of this land."

Over the course of his career, Jones has made many important cultural discoveries, including

stone tools estimated to be 7,500 years old, which prove Lílwat7úl presence on the land since time immemorial.

"As long as the grass grows, the sun shines and the rivers flow, we were always here. We are Lílwat7úl: the stewards of this land," says Jones.

Jones and anthropologist Dr. Bill Angelbeck presented the findings at an evening hosted by Culture Chief Taya Leonard Andrew. More than 80 community members attended the evening that included dancing, drumming and singing. Many members of council, including Political Chief *Skalúlmecw* Dean Nelson, took part in the celebration — a powerful affirmation that the land and people are indeed one.

Achieving Excellence In Training And Post-secondary Education Opportunities

The T̓szil 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, T̓szil Learning Centre provides an environment where all students can feel comfortable, safe and supported.

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

In the past, T̓szil Learning Centre has offered 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 T̓szil offers them whenever possible.

To get young people workforce ready BladeRunners offers academic upgrading, industry certification and job placement for youth up to age 30. In fall 2015, the Lílwat Nation introduced the Stó:lo Aboriginal Skills and Employment Training (SASET) program.

Tsunámen
To teach or advise

Achievements for 2015/16

\$1.5 MILLION IN NEW TRAINING

The learning centre was awarded funding for two three-year training programs worth \$1.5 million that will bring both trades training and jobs to Lílwat Nation. Of the 33 awards made by the Ministry of Jobs, Tourism and Skills Training, throughout the province, T̓szil received two.

LIVING IN NÍÁKMEN

Staff and students created the Níákmen Guidelines as a way to work together to make T̓szil a great place to learn, make friends and follow Lílwat traditions. Each month four students and/or staff are honoured with a feather for respecting the guidelines.

INCREASED STUDENT SUCCESS

Lílwat Nation sponsored a record-number of post-secondary students this year. A total of 31 students attended post-secondary institutes outside the community, a 24 per cent increase from 2014. Two students are working towards master's degrees, 19 students are earning bachelor's degrees, three are working on diplomas and one student is earning a certificate. Four students graduated with bachelor's degrees, one with a diploma, and five with certificates.

MORE STUDENTS PURSUING BACHELOR DEGREES

There was a 27 per cent increase in students pursuing their bachelor's degrees this year.

ADULT BASIC EDUCATION (ABE) PROGRAMMING SUSTAINED

Despite province-wide funding cuts to all ABE programs, T̓szil continues to be able to offer free ABE courses to the community.

STUDENT TRANSITION PLAN DEVELOPED

Working with Xeíólacw Community School and Pemberton Secondary School, T̓szil's Learning Facilitator and Education Coordinator engaged students, parents and teachers in developing an educational transition plan for Grade 12 students.

CARPENTRY PROGRAM INTRODUCED

The Intro to Trades/Carpentry training program was introduced in November.

Plans and Projects for 2016/17

EXPANDING TRAINING OPPORTUNITIES

The second year of the two multi-year training programs will continue to provide training opportunities to community members. Beginning in September 2016, Carpentry Level 1 and Retail Sales/Cashier Training will be offered. In spring 2017, the Building Service Worker (Janitorial) Training will be offered through the Industry Trades Training program.

LANGUAGE AND CULTURE DIPLOMA PROGRAM

The second cohort of the Líl'wat Nation Language and Culture (LNLC) program will continue. T̓s̓zil is a part of the Coastal Corridor Consortium that has put in a proposal to the Ministry of Advanced Education (AVED) to develop a two-year diploma for the LNLC program.

OFFER MORE BUSINESS CERTIFICATED COURSES

T̓s̓zil has put in a proposal to bring the Capilano University Business Fundamental Certificate to the learning centre. Many community members have taken some of the courses in this 15-credit certificate program. The program would give many community members an opportunity to take the courses they are missing so that they can earn a certificate.

CONTINUED DEVELOPMENT OF GRADE 12 TRANSITION PLAN

T̓s̓zil will continue to develop and strengthen a student transition plan that engages students, parents and secondary school teachers and increases student success in post-secondary education.



Members of the first carpentry cohort getting ready to swing their hammers: (left to right) Thunder Grandbois, Maline Henry, Mark "Elliot" Peters, Al Henry and Bobby Peters.

\$1.5 Million In Training Creates New Opportunities

In 2015, the T̓s̓zil Learning Centre secured \$1.5 million in funding for two three-year training projects.

"This funding has allowed us to diversify the types of programming that T̓s̓zil can offer in order to meet the changing needs of the Líl'wat Nation. And, because it is a multi-year program, we are able to offer more continuity and depth in developing the skill sets of the participants," says Manager of Advanced Education, Lisa Fisher.

The ten-week long Introduction to Construction Trades and Carpentry Level 1 Foundation program provides training to participants who use their skills to work on projects in the community. The participants assembled in the photo above, were part of this first group of students participating in the new program.

The Industry Training Program brings two short-term trainings per year to the Líl'wat Nation. The training offerings include: Retail Sales/Cashier Training, Building Service Worker (Janitorial) Training, Cashier and Customer Service Training and Camp Service Worker Training.

"The success of these two training programs stems from providing participants not only with academics and job training but with social, wellness and cultural supports. To date, out of the 37 students in both programs, 21 participants now are proudly employed in Mt. Currie, Pemberton and Whistler. The others are well on their way to gaining meaningful employment," says Barb Busalacchi, manager of Trades and Training.

Achieving New Economic Opportunities For The Community

The Lílwat Business Corporations generate revenue, creates employment and builds capacity for Lílwat Nation. This division operates existing businesses, explores new economic opportunities, manages partnerships and oversees the Nation’s corporations.

Lílwat Business Corporations (LBC) priority is to ensure they are generating revenues for reinvestment in the community while also creating employment opportunities and building employee capacity.

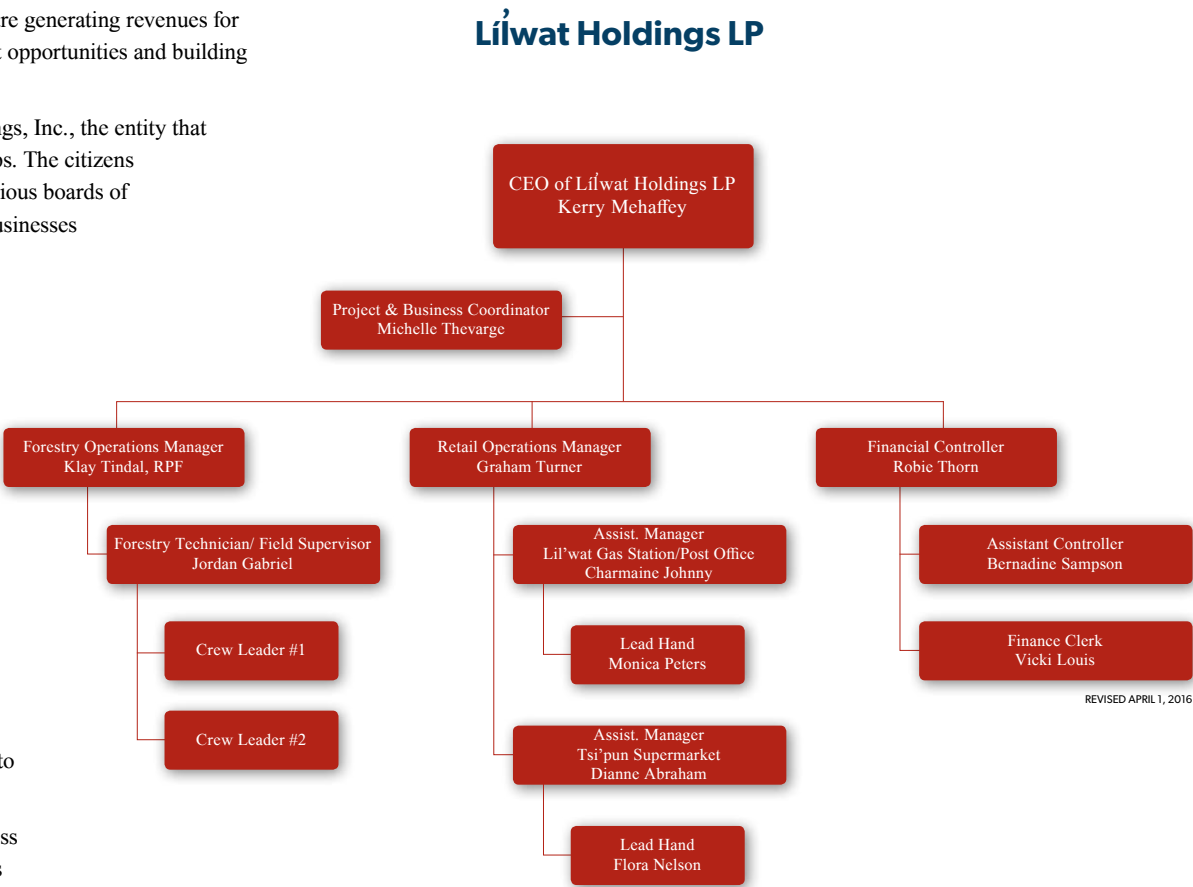
At the centre of the Nation’s business activities is Lílwat Holdings, Inc., the entity that connects all of the Nation’s corporations and limited partnerships. The citizens the Lílwat Nation, through the appointment of corporations’ various boards of directors, oversee all business activities and ensure that these businesses serve the Nation to maximum benefit.

Lílwat’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 Lílwat Holdings Board of Directors, which in turn, makes appointments to the boards of each of the Nation’s limited partnerships. The boards of Retail Operations, Forestry Ventures, Construction Enterprises, Management Services, and Capital Assets have the mandate to maximize profits while respecting the cultural, social and environmental priorities of the Nation.

The Lílwat Nation is in a period of economic growth. To develop Forestry Ventures, LBC continues to purchase tenure and invest in training and employment opportunity. And Retail Operations are regularly reviewed to create greater efficiencies to better respond to the community’s needs.

With strong partnerships and transparent, forward-facing business practices, corporations laying the foundation for Lílwat Nation’s economic success.

At right is an organization chart detailing the structure of Lílwat Holdings Inc.



Here is an overview of the three separate corporations that fall under the umbrella of Lilwat Holdings Inc.



Lilwat Retail Operations oversees all retail businesses of the Nation: Lilwat Gas Station (LGS) and Post Office, the Tsipun Supermarket at Xelólacw and Lilwat Broadband Services.

Retail Operations proudly provides employment for more than 25 community members and is committed to building the Nation's capacity in the retail and service sectors. To meet this commitment, Lilwat Retail Operations delivers staff training in customer service, loss prevention, and health and safety. The goal of the Nation's retail operations is to support the community economically and to provide a range of products and services right in the heart of Mount Currie.

Lilwat Forestry Ventures manages an Annual Allowable Cut (ACC) of 70,000 cubic M of timber, approximately one-third of the AAC in Lilwat Territory. The corporation divides its forestry operations into two key areas: contracting and harvesting.

Lilwat Forestry Ventures provides internal services to our harvesting division and sub-contracts for upwards of 15 clients each year. The corporation's work includes tree planting, spacing, brushing, slashing, falling, and road rehabilitation and construction. As well, Forestry Ventures is responsible for managing training initiatives directly related to forestry and contracting. The Lilwat Nation Referrals Committee approves all harvesting by Forestry Ventures.

Lilwat Construction Enterprises, in partnership with Lizzie Bay Logging Co., oversees Múhleqs Construction LP. Múhleqs' projects include: clearing a 72 km transmission line for the Upper Lillooet Hydro Project, road construction at the Wedge Creek IPP, and substantial land clearing on IR#2 for the Pemberton Music Festival. Some of these projects, like the Upper Lillooet Hydro Project, continue to provide employment for Nation members.



Achievements for 2015/16

CORPORATIONS DEBT REPAID

An aggressive four-year payback plan resulted in the LBC clearing its debt in early 2016.

STAFF PRIDE INCREASED

Instilling pride in retail staff has resulted in increased staff engagement and improved customer service and productivity. Staff turnover and absenteeism have been reduced and Lilwat Retail Operations is now considered to be a great place to work.

INCREASED SALES AT TSÍPUN SUPERMARKET

The renewed passion and determination of the Tsípun Supermarket staff has resulted in increased sales. The deli, formerly one of the worst performing departments, is now one of the most profitable departments in the store.

INCREASED STAFF TRAINING

Training retail staff to better utilize the back office to monitor the impact of product pricing and inventory control has led to increased profitability and more accurate reporting.

INCREASED NON-STATUS FUEL SALES

Non-status fuel sales at Lilwat Gas have increased by 19 per cent due to a fuel pricing strategy, friendly staff and the inviting environment.

GUIDING DOCUMENTS COMPLETED

LBC, with substantial community input, has completed an overall economic development strategy and a five-year strategic plan. These two documents provide a strong foundation for moving forward.

TRAINING FUNDING RECEIVED

Lilwat Forestry Ventures received a grant from BC-Canada Jobs Grant that allowed community members to be trained as heavy equipment operators (forestry-specific) and other jobs related to forestry management.

ADDITION TO RESERVE PACKAGE FORWARDED

Final documents for an Addition to Reserve package were forwarded to Aboriginal Affairs and Northern Development Canada (AANDC) in Ottawa for completion. An Addition to Reserve (ATR) is a parcel of land that is added to the existing reserve land base. This project has been in the works for 17 years.

Plans for 2016/17

LÍŁWAT'S OWN INDEPENDENT POWER PLANT (IPP)

The Lilwat Nation will move forward developing its own IPP at Wedge Creek. Construction could begin as early as 2017.

ENSURE LÍŁWAT GAS STATION STABILITY

Maintain net profit at Lilwat Gas Station by maintaining a fuel price strategy, increasing retail presence during the Pemberton Festival, and executing general repairs and improvements to increase curb appeal.

NEW GAS STATION AND COMMERCIAL CORE DEVELOPMENT

The department will move forward in developing a commercial core focusing on the Lilwat Gas Station 2.0 plan. This next stage of development will include completing an Addition to Reserve (ATR), as well as having site, architecture, environmental management, and spill planning in place. The new development could potentially break ground in the 2017 fiscal year.

SEEK RMOW DEVELOPMENT PERMIT

LBC will seek approval from the Resort Municipality of Whistler for a development permit for Nation-owned property in Function Junction. The permitting is for a gas station and light-industrial uses.

EXPLORE TOURISM OPPORTUNITIES

The department will host business development sessions focusing on developing tourism-based businesses for, and in, the Nation.

*I wa7 száytenminem
Our work.*



Dawn Wells, Lílwat Gas employee, watches as AC Petroleum's Tom Buschhaus checks the pumps. The "unofficial community centre," the gas station also features a convenience store, a Canada Post outlet and a large veranda perfect for catching up with friends and family.

Our Greatest Resource Is Our People

Lílwat Retail Operations is healthier than ever, staff members are more engaged and customers are receiving a higher level of service at all the Nation's retail businesses. Manager Graham Turner attributes improved customer service, decreased absenteeism and overall greater staff enthusiasm to the leadership provided by the department's assistant managers.

"Every day our assistant managers are providing leadership to frontline retail staff and creating an environment everyone can be proud of," says Turner. "I am extremely proud of our staff."

That shared sense of pride has resulted not only in a better experience for both staff and customers, it's also had a positive effect on Retail Operations' bottom line. In the past year, Lílwat Gas Station and Post Office, Tsipun Supermarket and Lílwat

Broadband Services have all become profitable. As well, there's been increase in non-First Nations use of the gas station.

"Our retail staff is friendly, our buildings are looking welcoming and we're providing good value to our customers," says Turner. "And at the heart of all of this positive change are 25 people working to make a difference and helping Retail Operations thrive."

Whether providing high-speed Internet services to the people of Xetólacw, making sure the deli items at Tsipun look inviting or filling the region's gas tanks, Retail Operations ensures that a wide range of products and services that support the community economically are available in Mount Currie.



From bone games and drumming to weaving and beading, the youth of the Lílwat Nation are learning traditional ways and moving towards living in Ntákmén.





Financial Reports

Financial Highlights

A Look At The Lílwat Nation's Financial Picture 2015/2016

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 Corporations
3. Squamish Lílwat Cultural Centre
4. Debt servicing and capital costs

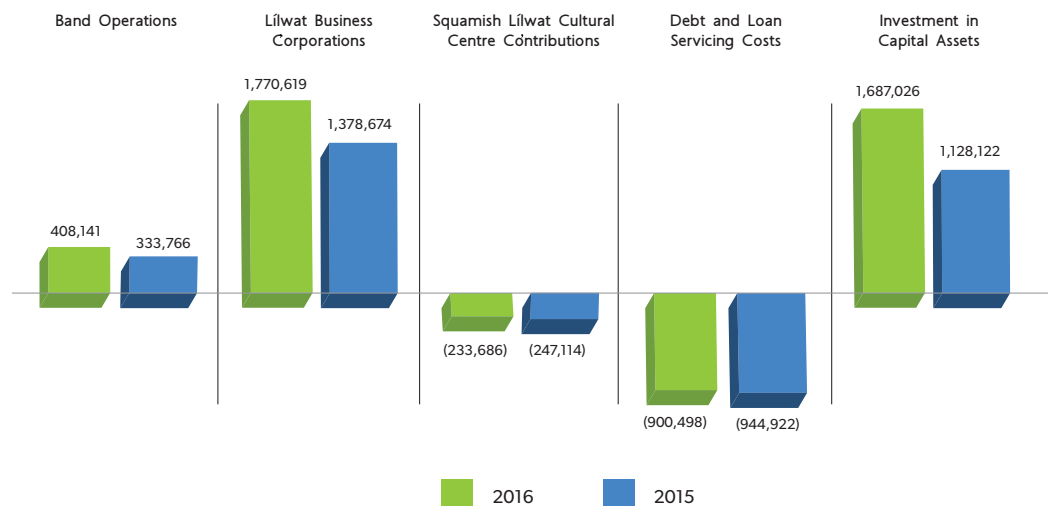
The following information is a snapshot of how these activities have affected the Lílwat Nation's financial situation as it launches into fiscal year 2016/2017.

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

Lílwat Nation remains in a strong financial position, reporting an overall consolidated Annual Surplus of \$951,000 for 2015/2016. Net Financial Assets, which indicates the Nation's overall ability to pay for all past spending, increased to \$3.89 million at the end of 2015/2016 from \$3.14 million at the end of the 2014/2015. Cash balances decreased slightly to \$9.4 million at the end of 2015/2016 from \$9.7 million at the end of 2014/2015. Restricted cash reserves decreased slightly as planned capital housing projects commenced in 2015/2016, and earned interest was transferred to operations during the year. \$9.4 million continues to be internally restricted for future investments.

Lílwat Business Corporations had another successful year reporting a combined Net Profit of \$1.77 million in 2015/2016 after distributions to partners, an increase of \$460,000 over the prior year. Lílwat Government programs had an overall annual surplus of funding, before amortization and other items and after estimated amounts to be recovered in 2016/17, of \$408,000 for 2015/2016, compared to a surplus of \$330,000 in the prior year. Lílwat's contribution to the Squamish Lílwat Cultural Centre operations decreased to \$233,000 in 2015/2016 from \$247,000 in the prior year. While the final result of financial activities for 2015/2016 was a surplus of \$951,000, this does not include \$1.68 million that was invested in Capital Assets during 2015/2016.



Where We Are Now

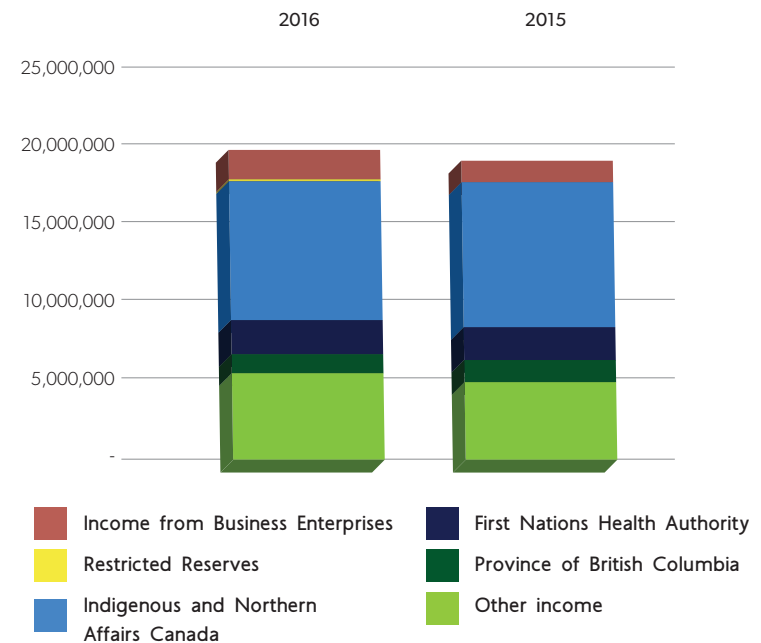
The following are some of the financial highlights for the year-ending March 31st, 2016.

1. Band Operations

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

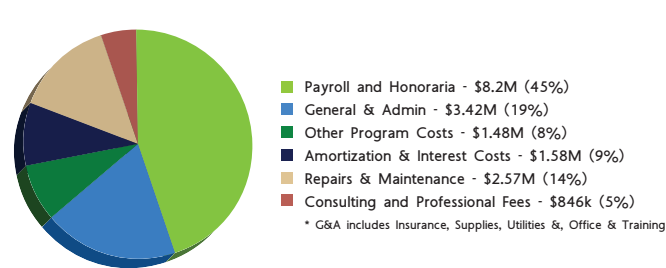
REVENUES AND SOURCES OF FUNDS

Revenue and Sources of Funds for 2015/2016 equaled \$19.29 million, an increase of \$840,000, or 4.5%, compared to \$18.45 million in 2014/2015. Indigenous and Northern Affairs Canada (INAC) funding decreased by \$190,000 to \$8.7 million compared to 2014/2015 primarily due to less funding requirements for the Social Development Program. First Nations Health Authority funding increased slightly in 2015/2016 to \$2.13 million. Funding from the Province of BC decreased from \$1.35 million to \$1.21 million in 2015/2016. The decrease in funding is primarily a result of a reduced daycare operational funding and lower funding received from the Province of BC Forestry & Range Consultation and Revenue Sharing Agreement (FCRSA) due to the transition to an activity based funding model. Other Income showed an increase of \$550,000 over the prior year partially due to distribution from Lilwat Business Corporations of \$280,000. Income from Business Enterprises was \$1.77 million, an increase of \$462,000 over the prior year.



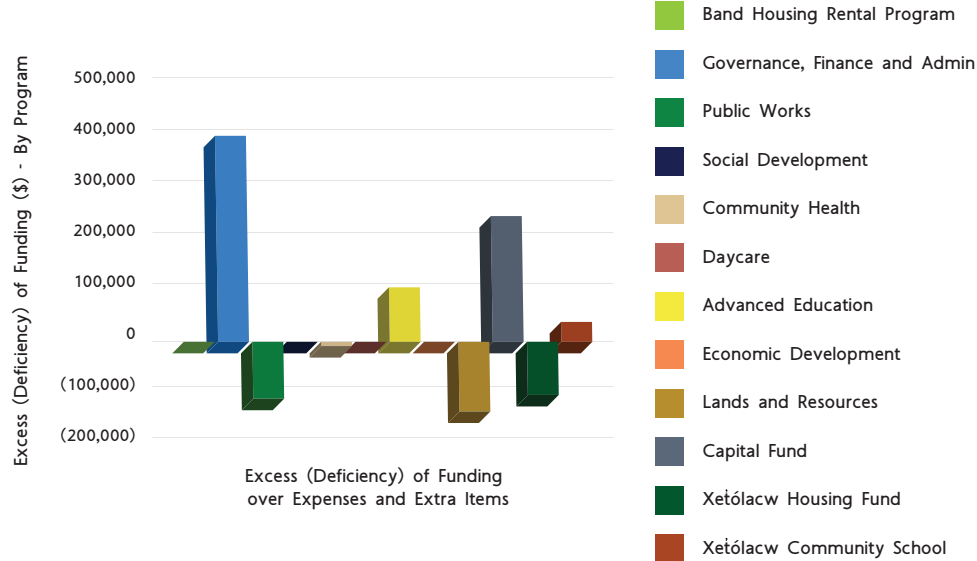
EXPENSES

Expenses totaled \$18.35 million in 2015/2016, which was an overall increase of \$590,000 or 3% compared to 2014/2015. The year-over-year increase is primarily related to a greater repairs and maintenance and other costs related to the construction of the CMHC Duplex projects during the year. These costs were offset by lower payroll and program costs. Significant Lilwat Government expenses in 2015/2016 included:



PROGRAM SURPLUS / DEFICIENCY

The following presents the Excess or Deficiency of Funding for each of the major areas of program services. The following results presented are a reflection of the operations of the individual programs before amortization and other items and after consideration of funding relating to 2015/2016 to be received in 2016/2017.



2. Lílwat Business Corporations

The Lílwat Business Corporations results remained strong in 2015/2016, reporting a combined Net Income of \$2.05 million before distributions to partners, an increase of \$740,000 over the prior year. During the year, the business corporations paid a distribution to the Nation in the amount of \$280,000. The increase in net profit year-over-year was the result of a number of factors. Lílwat Forestry LP had a Net Profit of \$1.6 million, an increase of \$1.14 million over the prior year. Múmhleqs, Lílwat Construction Enterprises LP's partnership with Lizzie Bay Logging Construction, continues to show strong results. Lílwat Retail Operations LP had a total combined net profit of \$81,000 in 2015/2016, a significant improvement over the prior year which reported a net loss of \$36,000. Revenues levels increased slightly over the prior year however Profit Margins were improved resulting in an increase in net profit. Management continues to focus on increasing profitability by maintaining profit margins, increasing inventory controls, and expanding product lines. Lílwat Retail Operations LP continues to provide a valuable services and employment to the community. The Net Profits generated by the Lílwat Business Corporations during the past two fiscal years resulting in the ability to settle outstanding debts with Band Operations.

3. Squamish Lílwat Cultural Centre Contributions

As an equal partner in the Squamish Lílwat Cultural Centre (SLCC) in Whistler, the Lílwat Nation is responsible for providing an annual contribution to fund one-half of any shortfall in the SLCC's operations budget. The \$233,000 required contribution for 2015/2016 was a decrease compared to the \$247,000 paid in 2014/2015. The Lílwat Nation does not receive any funding to offset this annual contribution. All SLCC contributions are funded through a reduction of government services, corporation profits, repurposing formerly restricted funds, or increased debt.

4. Debt servicing and capital costs

At the end of 2015/2016, the Lílwat Nation had a total of \$7.9 million in outstanding debt from loans, mortgages and capital leases. The total cost to service the debt during the year (including principle and interest payments) was \$900,000. Bank Indebtedness, which represents the amount owing on the organizations line of credit, totaled \$1.21 million. The Lílwat Nation does not receive any funding to offset the annual cost of servicing the debt.

A total of \$1.68 million was invested in capital assets during 2015/2016. Investment in tangible capital assets included \$94,000 for office and computer equipment, \$28,000 for pasture fencing, \$31,000 for design and preliminary work on the Sacred Fire project, multi-family housing construction, the Úllus playground design, and \$1.53 million on the completion of the construction of two Duplexes and commencement of the construction of the three duplex project as a part of the CMHC program. 2015/2016 capital investments were funded through contributions from INAC, and CMHC debt financing. At the end of 2015/2016, the Lílwat Government held capital assets worth a total of \$44.2 million. The amortization expense for 2015/2016 associated with these capital assets was \$1.36 million.

The Chiefs and Council appointed the accounting firm of BDO Canada LLP to conduct our Fiscal Year 2015/2016 financial statement audit. As a result of the audit, BDO expressed an unqualified or "clean" audit opinion which means BDO believes the consolidated financial statements fairly present the financial position of the Lílwat Government at March 31st, 2016, and the results of its operations and its cash flows. This information is presented in the pages that follow.

Report Of The Independent Auditor On The Financial Statements



Tel: 250 763 6700
Fax: 250 763 4457
Toll-free: 800 928 3307
www.bdo.ca

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

To the Members of the Lilwat Nation

We have audited the accompanying financial statements of the Lilwat Nation, which comprise the statement of financial position as at March 31, 2016, and the statement of financial activity, change in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Lilwat Nation as at March 31, 2016, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Other Matter

The Lilwat Nation has also prepared another set of financial statements for the the year ended March 31, 2016 in accordance with Canadian public sector accounting standards. However, these financial statements do not include unaudited supplementary schedules. Our audit report on the other set of financial statements was issued to the members of the Lilwat Nation and was dated July 26, 2016.

Unaudited Information

We have not audited, reviewed or otherwise attempted to verify the accuracy or completeness of the schedules on pages 33 through 54 of the Lilwat Nation's financial statements.

BDO Canada LLP

Chartered Professional Accountants

Kelowna, British Columbia

July 26, 2016

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company 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.

Lil'wat Nation Statement of Financial Position



Tel: 250 763 6700
Fax: 250 763 4457
Toll-free: 800 928 3307
www.bdo.ca
BDO Canada LLP

Landmark Technology Centre
300 - 1632 Dickson Avenue
Kelowna BC V1Y 7T2 Canada

March 31	2016	2015
Financial Assets		
Restricted cash (Note 1)	2,505,459	2,846,511
Restricted temporary investments (Note 2)	6,885,901	6,763,288
Accounts receivable (Note 3)	1,293,464	1,117,526
Due from related entities (Note 4)	222,514	535,688
Investment in business enterprises and partnerships (Note 5)	8,324,822	6,554,203
Ottawa Trust Funds	276,752	263,286
	19,508,912	18,080,502
Financial Liabilities		
Bank indebtedness (Note 6)	1,216,730	1,074,869
Accounts payable and accrued liabilities (Note 7)	2,184,553	1,605,327
Deferred revenue (Note 8)	3,767,187	3,611,371
Due to related entities (Note 4)	552,199	577,250
Obligation under capital lease (Note 9)	90,179	84,116
Long term debt (Note 10)	7,808,085	7,984,174
	15,618,933	14,937,107
Net Financial Assets	3,889,979	3,143,395
Non - Financial Assets		
Tangible capital assets (Note 11)	44,170,906	43,846,123
Prepaid expenses	114,677	234,475
	44,285,583	44,080,598
Accumulated Surplus (Note 12)	\$ 48,175,562	\$ 47,223,993

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

Lil'wat Nation Statement of Financial Position



Tel: 250 763 6700
Fax: 250 763 4457
Toll-free: 800 928 3307
www.bdo.ca

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

For the year ended March 31	Budget	2016	2015
Revenue			
Indigenous and Northern Affairs Canada	\$ 8,971,882	\$ 8,698,324	\$ 8,889,974
Canada Mortgage and Housing Corporation	195,582	157,396	162,514
Department of Fisheries and Oceans Canada	225,000	323,000	244,349
First Nations Education Steering Committee	314,385	370,464	387,388
First Nations Health Authority	2,296,060	2,129,396	2,050,938
Province of British Columbia	1,145,083	1,212,666	1,347,934
Rental income	871,600	806,333	848,687
Sto:Lo Aboriginal Skills Et Employment Training	253,500	344,871	292,533
Other income	7,167,855	3,460,552	2,907,080
Income from business enterprises and partnerships	-	1,770,619	1,307,753
Interest income	-	8,562	4,789
BC special grant	-	5,028	5,055
	21,440,947	19,287,211	18,448,994
Expenses (Note 18)			
Operations Fund	15,309,806	13,446,450	13,902,497
Capital Fund	2,854,039	684,265	24,117
Xetólaew Housing Fund	590,299	515,758	479,152
Xetólaew Community School Fund	3,766,421	3,625,052	3,339,166
Funding agency recoveries (repayments)	-	15,829	(13,811)
CMHC approved expenditures	-	48,288	10,500
	22,520,565	18,335,642	17,741,621
Annual surplus (deficit)	(1,079,618)	951,569	707,373
Accumulated surplus, beginning of year	47,223,993	47,223,993	46,516,620
Accumulated surplus (Note 12), end of year	\$ 46,144,375	\$ 48,175,562	\$ 47,223,993

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

Lil'wat Nation Note to Summary Financial Statements

March 31, 2016

1. Summary Financial Statements



Tel: 250 763 6700
Fax: 250 763 4457
Toll-free: 800 928 3307
www.bdo.ca

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

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, 2016.

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.



Editor
Cindy Filipenko

Photos
Simon Bedford

Design & Layout
Marcel Da Silva

Translations
Lilwat Culture Heritage Language
Authority

Special thanks to *Mámaya* Lois Joseph,
Kakúsa MaryElaine James, Sylvia Dan,
Lee-Anne Kauffman, and all the Lilwat
Nation staff who contributed to the
annual report.





Lil'wat Nation
P.O. Box 602
Mount Currie
British Columbia
V0N 2K0

Web: www.lilwat.ca
Email: info@lilwat.ca
Phone: 604.894.6115
Fax: 604.894.6841