



Emháka7: Change

Lílwat Nation ANNUAL REPORT 2018







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On the Cover

The Welcome Path To Knowledge

Artist Gélpcał R. Ashley Joseph's beautiful carving, The Welcome Path To Knowledge, greets students and staff at the new Ts'zil Learning Centre. To learn more, page 68.

Message From The Political Chief

The last year saw the refinement of Chiefs and Council's vision for the community. We did this by examining our collective vision through the lens of exercising our Inherent Right, the mechanism within the Canadian constitution that will allow us to become a self-governing Nation. For more than 150 years we have suffered under the constraints of The Indian Act, with our territory, language and culture taken from us. We are reclaiming our language and culture, and are ready to take control of our lands.

During the past year, we made significant progress in understanding how we could best exercise our Inherent Right by developing a strategy based on the input of community workshop participants.

We have established a Lilwat Governance Transition Team consisting of elected leaders and community members. We are beginning the process of Nation rebuilding and redefining our path forward. I believe that by understanding the way we lived and governed ourselves before European contact, and having those important conversations with our Elders and our families, we can find a path forward that is truly **Lilwat7úl** (The true Lilwat), whether it be a clan or family leadership system or a combination of the two.

The effect of colonialism continues to be a devastating exploit of the people of Lilwat Nation, as it has for many generations. The Indian Act was simply a plan to eradicate Indigenous people from Canada. More than 150 years later, we are still here, recognizing our right to the land and resources and are ready to take control of our territory. We are continuously exercising our Inherent Right by

strengthening our language and culture. We acknowledge our potential as an independent Nation. To accompany and support this vision for self-governance, we are beginning the process of developing a Comprehensive Community Plan. This plan will also come from **I Ucwalmicwa** (The People) and will determine Lilwat Nation's future.

Part of that future will be increased knowledge and usage of **Ucwalmicwts** (Our Language). In 2017/18, I saw the positive effects of Ucwalmicwts reclamation in our schools, our communications, and at the council table. Chiefs and councillors have reclaimed our Lilwat names and share them at meetings and gatherings. At Xeólacw Community School our children are learning our prayer in our language. And in the halls of Úllus, **Ucwalmicwts** words and phrases can be heard. It sounds beautiful. Language is key to who we are. It is the foundation of our culture. By learning our language we gain a greater understanding of **Nlákmen** (Our Way). Through understanding what **Nlákmen** and **Nxékmen** (Our Laws) were, we can better envision our future.

It is my deepest belief that our path forward can be found in the wisdom of our Ancestors, our cultural traditions and our spirituality revived through the practices of honour and gratitude.

The next year will be one of positive change for Lilwat as we continue to work towards self-governance, creating more understanding about the Inherent Rights process and envisioning its potential.

I am honoured to serve **I Ucwalmicwa** of Lilwat Nation,

Kúkwpí7 Skalúlmecw
Political Chief Dean Nelson



Message From The Cultural Chief

This year, I am proud to have played a small part in being part a team of committed women and men learning how Lilwat Nation can achieve self-governance through exercising our Inherent Rights. We are sharing this information with the community and will continue to do so as we continue to learn. We are also developing a Comprehensive Community Plan reflecting the wishes of the community as the Nation moves forward. This will help us set the path toward self-government and self-determination.

The revitalization of our language has long been a concern of mine and it is great to see this being addressed. I am exceptionally pleased to see the changes around the delivery of our language, with Xeólacw Community School's Ucwalmícwts (Our Language) Immersion Program extending to Grade 7, an increased Ucwalmícwts usage in our publications and in our daily interactions with each other. One of the places you will hear Ucwalmícwts being spoken is the new Tšzil Learning Centre. This beautiful new facility will bring education, training and culture together by including space for the Lilwat7úl (The true Lilwat) Culture Centre, using Ucwalmícwts in its signage, and offering programs such as the Capilano University accredited Lilwat Language and Culture Certificate.

It has also been exciting to see the completion of two major projects that serve the community: Tšzil Learning Centre and the Youth Centre. Those who wish to learn at home will have more opportunities and our youth will have somewhere to call their own.

This year, I continued my work with Ancestry and other research avenues regarding our family trees for our community. We will be making a presentation to the people in fall 2018.

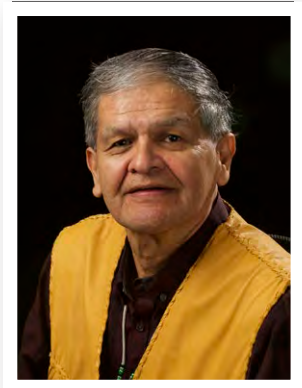
My hope for all Lilwat7úl is that we adopt Nłákmen (Our Way)—living our culture, traditions and values. I believe if this is achieved, Lilwat will be a healthy and prosperous Nation—the Nation we all deserve.

I want to thank all who helped clean our main graveyard this year and Lilwat Nation for providing much-needed funds to do most of the work. Thank you to Frank Lewis for cutting the grass and continuing to do so, and Public Work, for providing the machinery and driving Elmer and others to the site to do the heavy work required, especially the fixing of the fire pit, getting rid of garbage, and bringing in the soil and gravel. Thank you to the carpentry crew and Dale Dan for the boxes required for the wooden crosses. Also, thank you to all of the workers—including the cooks that worked under the leadership of Emháka Councillor Felicity Nelson—who showed up and got this work done.

I send my respect and love to you all.

Kukwstumckálap,
(Thank you to more than one)

Kúkwpi7 Táya
Chief Leonard Andrew



Messages From Councillors

Meet The Women And Men Who Represent The Lílwat Nation

The responsibilities of being on Chiefs and Council are many, the time commitment is considerable, and the challenges are often great. Representing one's community can also be an extremely rewarding experience.

The 11 women and men who, with the Political Chief and Cultural Chief, make up Lílwat Nation's Council have committed themselves to ensuring that governance reflects the needs **I Ucwalmicwa** (The People). 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.



Emháka
Felicity Nelson

Portfolio: Community Social Services (Housing)

Internal Committee: Housing Board and Board of Education

External Committee: Lower St'át'imc Tribal Council

Occupation: Retired educator

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

—Myles Munroe, *Pursuit of Purpose*

The standard of measuring success has been difficult for First Nations to break living under the sophisticated patterns of colonization and oppression. Thus, many live in a cycle of aimlessness, depression and poverty. In the past year, this has begun to change as we build the foundation for exercising our Inherent Right to self-government.

The Centre for First Nations Governance (CFNG) was contracted in November 2016 to deliver a series of workshops for elected and appointed leadership, staff, and the community to help set the path towards self-government. This represented an important step towards reaching the goals of self-government and self-determination for the Lílwat Nation. The CFNG worked with Chiefs and Council to create an understanding of what self-government would look like within the framework of Inherent Rights.

Taking the Inherent Rights information to the community was a critical move! This was accomplished through intense, two-day workshops held in January, February and March of 2017. The purpose of the workshops was to provide opportunities for the community to acquire a greater understanding of the role Inherent Rights would play in Lílwat Nation achieving self-governance.

As quoted from the 2017 Inherent Rights Workshop Summary:

"Discussions of Nation building and self-government were the issues that brought the subject of Inherent Rights to the forefront for Lílwat Nation leadership in 2017/18. The goal? Better lives for all **Lilwat7úl** (People of the land)."

My ideal vision for the community parallels what participants expressed in these workshops, such as taking pride **Ucwalmicwts** (Our Language,) knowing the values of what it means to be **Lilwat7úl** (The true Lílwat) with **Ucwalmicwa** (The People) living in **Nlákmen** (Our Way) and governed under **Nxékmen** (Our Laws).

Like many workshop participants, I believe that as we embrace living in **Nlákmen** we will learn to respect and trust each other.

Emháka has served on Council for more than 20 years.



Gig
Greg Bikadi

Occupation: Mechanical repair and metal fabrication

In 2017/18, Council set its focus firmly on Lílwat's future. For the past year, we have been learning more about exercising our Inherent Right to self-government as enshrined in Section 35 of the Canadian constitution. Although most of the work that will allow for this change, such as policy review, information gathering, and engaging with significant academic minds and institutions, is behind the scenes, it has started and is helping set the path forward. My ideal vision for Lílwat is that it become a balanced community that is not only prosperous but also collectively addresses issues that are most challenging to overcome—a community that re-establishes itself within its entire Traditional Territory. Exercising our Inherent Right will make this a reality.

There have been a number of positive changes within the community this year. Several construction projects have been completed including new housing units, a new Youth Centre building, and T̓szil Learning Centre, as well as renovations to several housing units (including the oldest townhouses) and to the ice rink. And the Nation continues to experience growth within the Lílwat Business Group in the areas of IT, Fire Suppression, IPPs, and aggregates sector developments.

As well, our relationships with the Village of Pemberton (VoP) and Squamish-Lillooet Regional District (SLRD) continue to positively develop through annual meetings that also include Lower St'at'imc communities. We now have a fire protection services agreement in place between the VoP and Lílwat that provides guidance and certainty for all parties and a Master Development Agreement (agreement between governments and the private sector) is now in place between the Province of BC, Squamish Nation, Resort Municipality of Whistler, Whistler Blackcomb, and Lílwat Nation.

Another great change is happening at Xelólacw Community School: Ucwalmícwts (Our Language) language revitalization and preservation is now at the forefront of the curriculum. This helps to fulfill one of Lílwat Nation's goals and reinforces that learning our language is key to fully understanding our culture, our values, and who we are. In the coming years, funding available through government programs will add much needed revenue to support Lílwat Nation's language retention efforts.

Moving into 2018/19, I am excited by the work we have undertaken this year and what it can mean for Lílwat's future.

Gig is in his first term on council.



Háma7
Alphonse Wallace

Portfolio: Community Services

Internal Committees: Community Services Board

Occupation: Recreation Manager, Lílwat Nation

In the past year, we have been learning about and planning how to exercise our Inherent Right to self-government. This work takes a lot of time and may not be moving as fast as some people want. It's not a matter of if it will happen; it's a matter of when.

Before we move towards self-government, we have to clean up our business stuff. We're straightening out a lot of policies that may be out of date, don't match up with other Lílwat policy, laws, and codes, or are incomplete.

Other important work that happened in the last fiscal year relates to my portfolio, Community Services. In 2017/18, the first annual homecoming event was held for Lílwat children living outside the community. This event had children and their foster parents coming to Lílwat to get to know their families, culture and strengthen their connection to their community. This event provided a valuable opportunity to see our kids face to face; to get to know them and see where they are at and how they are doing.

Another area where we made gains was language revitalization. I look at what Xelólacw Community School and T̓szil Learning Centre are doing to incorporate language, from the Ucwalmícwts Immersion Program to post-secondary education and training, and I am so impressed. I grew up hearing the language but because of the day school and residential school system that denied us our language, there was shame around speaking Ucwalmícwts and I was never taught it. We now know that knowing the language is a big part of knowing who we were before colonization.

Looking forward, as both the recreation coordinator and a father, I would like to see more emphasis on physical literacy in both the school and community, particularly when it comes to the younger ones. I would like to see more mental health services available to ensure our minds are as healthy and strong as our bodies. I would also like to see more events like Kúkwpi7 Skalúlmecw Chief Dean Nelson's great monthly drumming nights that address our spiritual needs.

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

The Nation is on track and has completed the first physical step to practicing and living our Inherent Rights: Chiefs and Council have passed the Inherent Rights Strategy (IRS) work plan. All of the meetings, travel, and homework required to develop this strategy will be put into action.

In the past year, there have been more occasions where we have seen and heard the language being used in print, events, community spaces and at General Assemblies. I also hear our Territory being acknowledged regularly within our Traditional Territory boundaries.

I look forward to **I Ucwalmícwa** (The People) truly being **Lilwat7úl** (The true Lilwat), living **Nlákmen** (Our Way) and seeing beyond where they are and looking to where they want to be. The IRS work plan is the first step to better prepare us for how we can help them achieve their visions. When they see where they want to be, we can ask them what they need to get there. No more handouts to stay at the meagre status quo. **I Ucwalmícwa** will be given the opportunity to reach full potential all on their own.

My personal vision for the community is to have Lilwat Nation members feeling their own **kamucwkalha**—the felt energy indicating group attunement—and the emergence of a common group purpose, that the group is ready to work together, to listen to one another, and speak without fear. I want us working together towards a self-achieved blissful place. I can envision word warriors, teachers outside the classrooms; youth empowered enough to share their knowledge beyond electronics, and Elders leading once again, with passion and hope.

Kík7ak is in her first term on Council.



Lhpatq Lilwatúllhkan, Stát'yemcIhkan

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

Maxine Joseph Bruce

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

Áma Sqít Nsnekwúkwá7,
(Good day my friends and family)

Going into the last year of this four-year term, the positive changes I have seen have been increased housing, employment and the use of good policies such as the financial administration law. I see **Lilwat7úl** (The true Lilwat) proudly embracing the culture and learning the traditions. I see investment in our youth. And I see our own source revenues growing.

Among many accomplishments, Lilwat Nation has built the Youth Centre and renovated the ice rink, these are efforts we need to acknowledge and be proud of. Another positive change that has taken place this year is that Lilwat is focused on **Ucwalmícwts** (Our Language), developing and implementing a language strategy. **Kela áma** (Very good).

Regarding the 2017/ 2018 fiscal year, there have been a number of changes that have taken place, the most significant change is that we, Lilwat Nation, have made the decision to move towards exercising our Inherent Right to self-government. Lilwat is looking at ways to release the grip of the Indian Act. A way to get there is through increased economic opportunities, building new businesses both off- and on-reserve. We are in exciting times!

My ideal vision for Lilwat is that as we move forward, we do so together and that we keep the next generations in our hearts. I hope that we continue to invest in our youth and education, and that we cherish our Elders, for they have given so much to us. I see a future where we continue to help one another, working and celebrating together to make new memories.

In closing, I would like to acknowledge and thank the staff as well as the boards and committees for their hard work and dedication to the Nation, and give my best to leadership and to Lilwat.

Kukwstumckálap. Nilh ti7.
(Thank you from one to many. End of story.)

Lhpatq is in her fifth term on Council.



Mámaya7 Lois Joseph

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

This last year on Council has been a time of change and renewal. One of the changes has been Chiefs and Council's renewed commitment to Inherent Rights and Lílwat Nation's path to self-governance. We have spent time in meetings and workshop both considering our past as **Lílwat7úl** (The true Lílwat) and envisioning a positive future lived without the Indian Act controlling our lives.

As I go into the last year of my 12th term on Council, I am very happy to see we are starting to "**Ka Cwakáñema ti Níakmenlhkalha wi snimulh Lílwat!**" (Awaken our Lílwat way of life). Our **Níakmen** (Our Way) is being discussed. We are talking about our traditional values and laws. And our language is being revived.

Ucwalmícwts (Our Language) is part of the curriculum at both Xetólacw Community School, which has expanded its Immersion Program to Grade 7 from Grade 3, and T̓s̓zil Learning Centre, where the university accredited Lílwat Language and Culture Certificate Program is offered. **Áma tí!** (That is good.)

This term, I have watched our culture grow during my time on Council and in the classroom. I could not be happier to see our language, the foundation of our culture, being reclaimed and spoken by **I Ucwalmícwa** (The People).

Every year there is more interest from our people to learn our stories, our traditions, and our arts. I see our youth learning to carve, weave and make regalia. I see our Elders sharing their stories and working to teach our children **Ucwalmícwts** from daycare throughout their education. And I see our **saqúta** — our drumming, dancing and singing—practiced by more people, more often.

We are now in the era of reconciliation and building a new relationship with Canada. Our future is ours to determine. It is my wish for Lílwat, and all other First Nations communities, to be living our cultures, practicing our traditions, and speaking our languages. Our future can be **Níakmen** (Our Way).

Mámaya7 is in her 12th term on Council.



Petsklh Vaughan Gabriel

Portfolio: Governance
Internal Committees: Governance, Personnel,
Finance and Audit committees
External Committee: First Nations Financial Authority

Some of the positive changes I have seen in the past three have been in the area of finance and budget, changes that have been made despite not having a Finance Director in place. Our Finance Manager and her team have done an awesome job. Our financial processes employ best practices and are well understood by both elected and appointed leadership.

One of the most significant changes in the past year that the Nation has experienced has been the building of the new T̓s̓zil Learning Centre, which will bring training, advanced education and culture together. In terms of culture we have made great strides in language preservation and teaching.

Xetólacw Community School is extending its Ucwalmícwts Immersion program from Grade 3 to Grade 7, and the language is more prevalent in all courses. We will be seeing our language in all our community signage and hear it more in daily usage. And our education system will continue to expand its efforts in language revitalization. Further supporting our language and culture revitalization will be the implementation of our language strategy.

Moving forward, I would like to see our families work together, not judge each other, and living in **Níakmen** (Our Way).

Petsklh is in his fourth term on Council.



Sawt Martina Pierre

Portfolios: Education

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

External Committee: Vancouver Coastal Health

Occupation: Professor, Capilano University

This year, Council began to focus on exercising our Aboriginal Rights and Title to our land. It has always been a focus of our movement. Our community has long been looking forward to having an Indigenous government, and now we are actively moving forward with the help of the Centre for First Nations Governance (CFNG).

We are gathering evidence of our life on the land and talking with **I Ucwalmícwa** (The People). We know that we have the big responsibility of organizing ourselves in our old ways, in our **Níákmen** (Our Way) and **Nxékmen** (Our Laws). These are the principles and values that will guide us. We have a responsibility to shift from a capitalist system to our own belief system, where we have jurisdiction over our own land. By taking ownership of our roots we honour our Ancestors.

Before we exercise our Inherent Right to self-government there has to be major healing in the community and this is beginning to happen. It's good to see our younger generations seeking our way by finding their identity and connection to the land.

This year, we have seen the construction of the new Tszil Learning Centre, housing units, and the Youth Centre. As well, the new gas station is underway and Úllus is now paid for.

This year, we continued to make our voices heard. The governments of Pemberton and Whistler now officially recognize that they are on our unceded territory.

Increased funding for language retention has resulted in Xetólacw Community School's **Ucwalmícwts** (Our Language) Immersion Program option now being available to students up to Grade 7. It is beautiful to hear people using their traditional names and **Ucwalmícwts** words at Council and in the community.

I believe that to find yourself you need to find the truth within your own land—no amount of money or programs will find it for you. I wish for Lílwat to once again become independent so we can pass on a good quality of life to our children, grandchildren, and future generations. To do so, we need to learn to respect Mother Earth, we can't just take and take and not be thankful. It's time to live **Níákmen**.

Sawt is in her fifth term on Council.



Sík Sik Joshua Anderson

Portfolio: Lands and Resources

Internal Committees: Land Management Board

Occupation: Cultural Delivery Leader, Skwxwú7mesh Lílwat7úl Cultural Centre (SLCC)

In the past year, Council has definitely felt more unified. We share the same vision for our community: strengthening our people as a whole. We have also realized that the Inherent Rights (IR) work we're doing now is to have us stop reacting to the Indian Act and hone in on our Lílwat government work. By exercising our Inherent Right to self-government, we will determine how we are governed, guided by **Níákmen** (Our Ways) and **Nxékmen** (Our Laws).

I am also pleased that we are investing in Comprehensive Community Planning (CPP). Both the IR and CPP processes are vital to our growing community and will give all **Lilwat7úl** (The True Lílwat) input into our future.

We want to ensure that our culture and language thrive—it's a big piece of the heart. Having monthly cultural nights at Úllus for everyone to come and drum and sing or just enjoy the **saqúta** has been great.

I take my hat off to Xetólacw Community School, which has really grown its language and culture curriculum. A new **Ucwalmícwts** Immersion Program building is being built to accommodate the program that now extends all the way to Grade 7. As young adults, I would like to see these students move into serious linguistics studies, become cultural role models, and eventually look at taking over my job at the SLCC. And the Lílwat7úl Culture Centre moving into the Tszil Learning Centre will be very good for both business and increased cultural education.

Financially, things have improved for Lílwat Nation. This is due to a number of projects being completed including: the Impact Benefits Agreement with Innergex, the Red Sky Development, the Master Development Agreement between Lílwat Nation, Whistler Blackcomb, Squamish Nation, the Province of BC and the Resort Municipality of Whistler, and the Addition to Reserve Lands.

We are also doing a lot on our own for our people through Lílwat Business Group's (LBG) corporations, providing both jobs and funds to support community programs. During this term, there has also been a steady increase if **Lilwat7úl** and members of other First Nations finding work with Lílwat Nation. We are truly building a Nation.

Sík 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

In 2017/18, I was proud to continue my work as part of the negotiating team for the Master Development Agreement with Whistler Blackcomb, the Province of BC, Squamish Nation and the Resort Municipality. From granting our children rights to freely use this land for recreation to being a full partner in development decisions affecting Whistler and Blackcomb mountains, this historic 60-year agreement will benefit generations of Lilwat7úl.

We started our last fiscal year by celebrating the signing of the MDA with an event on Whistler Mountain. From there, we moved into Phase II of the MDA process where we have made significant progress. A Memorandum of Understanding (MOU) between all parties involved in the MDA outlines the key issues we need to address. A committee has been established to carry out the work of Phase II, which includes establishing key interest priorities, developing works plans, and exploring options for reaching agreement on critical issues.

Another exciting piece of work I was involved with was the negotiation and ratification of a Protocol Agreement between Lilwat Nation, Squamish Nation and the RMOW. The agreement provides the framework for how all three governments will work together, sharing information and improving communications as we address our common issues and concerns. This unique tri-partite agreement focuses on the learning of, and respect for, our culture, traditions and governance structures.

The MDA, MOU and Protocol Agreement all affirm that Whistler is part of our Territory, land that we have used since time immemorial for food gathering, fishing and hunting. Affirmations like this will support us as we move into a position to exercise our Inherent Right to self-government. In doing so, we will gain jurisdiction over our land, our lives, and our destiny.

The work we have done to develop a greater understanding of Inherent Rights has been both challenging and rewarding. We are learning how we can get out from under the constraints of the Indian Act and return to a system of governance that reflects our **Nlákmen** (Our Way) and **Nxékmen** (Our Laws), honouring our culture and traditions and creating a clear path to a positive future for all Lilwat7úl.

Tsekonámus Losí is in her fifth term on council.



Yámkcen Tara Smith

Occupation: Accountant, Xa'xsta (Douglas First Nation)

This past year, Council assigned a Policy Committee Group that worked hard to master our Indian Act Policies to get us in position to exercise our Inherent Right (IR) to self-government. This meant starting to get our laws and policies to a place where INAC and government programs can run themselves with the help of administrative staff. Managing these programs takes 75 per cent of our time. We want this switched so that we can spend 75 per cent working with our Inherent Rights Strategy (IRS), which will allow us to put our energy into creating greater understanding of the IRS, what it means for **Tmicw** (Our Land), **Ucwalmicwts** (Our Language), **I Ucwalmicwa** (The People), and **Nlákmen** (Our Way).

Our mandate as an organization is to have a Transparent and Organized State of Affairs. Our review of existing policies, law and codes has found redundancies and gaps in key documents, particularly the Leadership Policy, Election Code, and Governance Policy. Other pieces of policy, such as the Financial Administration Law, require the introduction of new policy and/or the revision of existing policy.

My passion is our IRS work. I know it's difficult for some of us to understand where we are going with the IRS and to believe we can become self-governing. This is part of the decolonization work that will be the most challenging part of moving forward. What I know about this strategy is that it will not be taking anything we currently have away and it will be an important addition to what we already have in place. I think the IRS process will revitalize our language, traditions and culture, as it calls on us to incorporate **Nlákmen** and **Nxékmen** (Our Laws) into governance. We can't give up this time—we may not get there today but we need to keep this work alive.

It has also been exciting to see other foundational changes such as Lilwat signing a Master Development Agreement with the Province of BC, Whistler Blackcomb, Squamish Nation and the Resort Municipality of Whistler (RMOW), and a Protocol Agreement with the RMOW. The completion of more new housing, the beautiful new Tszil Learning Centre, and Youth Centre are tangible evidence of our Nation undergoing positive change.

The future is ours.

Kukwstuwckálap. Nilh ti7.

(Thank you to more than one. End of story.)

Yámkcen is in her fourth term on council.

Message From The Chief Operations Officer

The word that best defines the activity of Lilwat Nation's fiscal year 2017/18 is "change," the theme of this year's annual report. Chiefs and Council, and the Lilwat Governance Transition Team, have developed a plan, the Inherent Rights Strategy, for moving Lilwat Nation towards self-governance. Lilwat Nation administration is making changes to support this direction, addressing policy matters, improving internal relationships, establishing new external relationships, and building capacity in its information management and systems.

In the past year, the Senior Leadership Team has reached consensus that how it informs staff and the community members is a priority. We are building on this foundation by streamlining our existing website and introducing a Lilwat Nation community portal to aid in the delivery of both information and services.

Through our expanded communication efforts, Lilwat Nation has experienced an increase in positive news coverage. We have established strong relationships with both the Village of Pemberton and Squamish-Lillooet Regional District. These relationships will provide support for essential service delivery, such as transportation. Working with the two other regional governments will also allow us to explore and move forward other initiatives.

Another significant area of improvement has been the relationship with staff. We now enjoy a far more positive workplace where people are exploring pride of purpose and increased respect for each other.

We are achieving this through recognition, valuation, clarification of roles, development of position descriptions, and the hiring of a new HR manager.

Regarding operations, we are in the process of updating, enhancing, and implementing Lilwat Nation policies. This will increase the understanding of our processes and the efficiency of all of our governmental departments.

In 2017/18, we also improved our annual budgeting process by using strategic inputs to determine where we will be making our most significant investments. Through this enhanced budgeting process, undertaken with Chiefs and Council, a large number of key initiatives have been identified. Many of these initiatives, adequately funded, will begin roll out in the next year.

This coming year, elected and appointed leadership, and staff will focus on planning to ensure that these initiatives, which support the directives of Chiefs and Council, are fulfilled.


Kukwstumckálap

(Thank you to more than one),

Ernest Armann



Celebrating I Ucwalmícwa (The People)

A photograph of two women standing in a lush green forest. The woman on the left, Psil, is wearing a white long-sleeved shirt and blue jeans, and is holding a small woven basket filled with dark berries. The woman on the right, Blackcap Holly Joseph, is wearing a white long-sleeved shirt and khaki pants, and is holding a clipboard. They are surrounded by various green plants and trees, with some pink flowers visible in the foreground.

Psil (left) and her mum, Blackcap Holly Joseph, out on the land gathering berries.

Celebrating **I Ucwalmícwa** (The People)



In 2017/18, Lilwat Nation had many reasons to celebrate as **I Ucwalmícwa**, from youth to Elders, achieved great things both inside and outside of the community. This section of the annual report celebrates the boys, girls, women and men of Lilwat Nation who have experienced outstanding success in academics, athletics and the arts.

Lilwat Nation is entering a time of positive change. The achievements of I Ucwalmícwa, and other community members, help fuel this change, creating inspiration and a cause for celebration. It is with this spirit of celebration that we note the people whose accomplishments were captured on the lilwat.ca blog during the past fiscal year.



Lilwat Nation Celebrates:

Wanostsa7 Dr. Lorna Williams, Professor Emerita of Indigenous Education at the University of Victoria, was recognized for her excellent work in education with a 2018 Indspire Award presented to her in Winnipeg on March 23, 2018. “I am most pleased to have demonstrated that a university can create an open space for Indigenous knowledge learning and languages,” she was quoted as saying in a press release announcing the award.

Weavers **Antolia7** Vera Edmonds and **Hiroko Takaya** were featured in a *Pique Newsmagazine* article about traditional Lilwat basketry techniques and how they can influence modern basketry. Takaya, who is originally from Japan, learned **Lilwat7ul** (The true Lilwat) basketry techniques from Edmonds. The two women's work can be seen on display at the SLCC gift shop.

Kik7ak Councillor **Helena Edmonds** and **Lhpatq** Councillor **Maxine Bruce** graduated from the University of Victoria's Indigenous Community Development and Governance Diploma program.

A **Xetólacw Community School's** (XCS) High School Super Course project won the Global Competition for #YouthLed Projects: Flood & Drought Special for its “Preparing Our Home” project. The award was announced at the first session of the United Nation's Global Platform for Disaster Risk Reduction forum held in Geneva, Switzerland. At the session, eight XCS secondary students, from Grade 8 to 12, and three staff, were recognized for their first place winning *Flood and Drought Risk Management Project*. Three XCS staff, **Casey Gabriel**, **Sandy Henry** and **Brett Wallace**, delivered the Super Course. The participating students were: **Julz Anthony**, **Alex Douglas**, **Dakota Flynn**, **Luke Johnny**, **Kelsey Nelson**, **Eunice Smith**, **Malcolm Smith**, and **Johnny Thomas**.

Quinn Sam-Finlay, 17, received two Premier's Awards for Aboriginal Youth Excellence, in both Basketball and Soccer categories. “I am very proud of Quinn. He's a great player who loves those games and a very talented all-around athlete,” said **Háma7** Alphonse Wallace, Recreation Coordinator. “He's amazing.”

Painter and Emily Carr University student, **Levi Nelson**, won the 9th Annual IDEA Art Award. He won for his four-panel painting titled *Biology*, a fusion of contemporary and traditional First Nations art. His work will now be displayed at the Surgical Day Care Waiting Room at UBC Hospital.

And congratulations to all those whose achievements we were not made aware of in 2017/18.

Áma nscwákekwminsina!
(Congratulations!)

Governance



Kúkwpi7 Skalúlmecw Chief Dean Nelson Message To Lílwat Nation Citizens

In 2017/18, the meetings, workshops, and strategy development concerning the issue of Lílwat Nation exercising its Inherent Right to self-governance built momentum. Moving out from under the constraints of the Indian Act is a goal of Chiefs and Council. The following message was issued to all Lílwat Nation citizens by Kúkwpi7 Skalúlmecw Chief Dean Nelson and was unanimously endorsed by Council.

“We have lived under the Indian Act and an oppressive reserve system for over a century. It's time for change. For many years, I have had a vision where Lílwat Nation is in charge of our full territory and in control of our future. After I was elected as Chief, I approached our Councillors with my thoughts, and over many discussions, we have developed a common vision for a new future.

As leaders, we all want change for the betterment of our people. We see a future where Lílwat Nation stewards our territory and where our people share in the full benefit of development on it. We see a time when we have moved beyond the Indian Act to our own authority—a time where our leadership and administration are able to provide a higher level of service to our children, our elders and all of our people.

As leaders, we know that we cannot act independently without you. Lílwat Title and Rights belong to all of our citizens. Only our people can define our rights and title and decide what to do with these powers. What we can do as leaders is give everyone an opportunity

to understand Lílwat Title and Rights and provide opportunities for our people to come together and create a common vision for Lílwat Nation.

Although a vision looks forward to the future, before we can define our vision as a community, we need to make sure we all understand our history. Each and every one of us shares a responsibility to learn about who we were, who we are now and how the Indian Act has impacted our Nation. We need to understand how recent victories in the Supreme Court of Canada and the recognition and affirmation of Section 35 of the Constitution Act 1982 have provided us with the opportunity to regain control of Lílwat Title and Rights. Most importantly, we all need to recognize that we are the only ones who can take action to regain control and create a new future.

Chief and Council collectively share a commitment to moving beyond the Indian Act, and we agree on how to get this done. On the following page you can read our plan to guide our community to create a common vision and ready us for the work we have ahead.

This is a significant undertaking, and our success will depend on the trust that we have among ourselves. This trust will allow us to work together and give us the strength and power to work for change. Lílwat Nation's future depends on each of us coming together in trust and good faith to create a common vision for our people and define Lílwat Title and Rights to create a future where we control our territory and destiny.”

Inherent Rights

There are many views among First Nations about what Inherent Rights mean. For some, Inherent Rights refer to the gifts of The Creator. Others believe Inherent Rights refer simply to how **I Ucwalmicwa** (The People) lived and their relationship to the land before European contact.

And many consider Inherent Rights as a term that encompasses the Crown's commitment to Aboriginal rights as expressed in Section 35 of the 1982 Canadian Constitution Act. Inherent Rights are further entrenched in Section 25 of the Canadian Charter of Rights and Freedoms. That piece of legislation reads as follows:

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

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

Inherent Rights are not something granted by the Crown but rather a set of rights that are intrinsic to First Nations lives that must be respected. These rights have always been, always will be, and are the cornerstone of self-governance. Lilwat Nation is setting the groundwork for exercising this right.

Lilwat Nation's transition to self-governance will not happen overnight, but it will happen. Self-governance will mean that all Lilwat Nation citizens will have increased control over their lives and land. By using extensive community consultation to define and exercise Lilwat's Inherent Rights, leadership can continue to carve the path to self-governance with the assurances and support of **I Ucwalmicwa**.

Moving into 2018/19, the continued exploration of Inherent Rights will play an increasingly important role in governance activities.

Lilwat Governance Transition Team

To help ensure the forward motion of Lilwat Nation exercising its Inherent Right to self-governance, a Lilwat Governance Transition Team (LGTT) consisting of Lilwat Nation citizens, staff and Council members was established in 2017/18. The Band Council Resolution (BCR) directing **Kúkwpí7i Skálúlmecw** Chief Dean Nelson to take the lead in developing the LGTT was passed on September 2017. Below is the BCR:

WHEREAS: Lilwat Nation and its citizens have always had Aboriginal rights and title and the inherent right to selfgovernment and have exercised jurisdiction over its territories; and

WHEREAS: Lilwat Nation and its citizens are currently subject to and governed under the Indian Act, Section 91.24 of the Canadian Constitution; and

WHEREAS: We have successfully gained the recognition of aboriginal title and rights including the inherent right of self-government in the Supreme Court of Canada and in section 35 of the Canadian Constitution; and

WHEREAS: We now have the responsibility to rebuild our government and restore our rightful place and authority on our lands and create a sustainable future for generations of Lilwat people; and

WHEREAS: Lilwat Nation and its citizens are working together on transitioning to become fully self-governing and exercising their aboriginal rights and title to their lands with the full protection provided under Section 35 of the Canadian Constitution; and

WHEREAS: Lilwat Nation Chiefs and Council supports the transition process by creating an ad hoc committee of Council called the Lilwat Governance Transition Team (LGTT) made up of four Council

members, four community citizens and the Political Chief. The committee will be responsible for providing recommendations and direction to Chief and Council and will be supported in its administrative requirements by the Lilwat Nation Band Administration; and

WHEREAS: A draft Terms of Reference (TOR) will be developed to the LGTT which will set out in detail its roles and responsibilities. Amendments to the draft TOR and final approval will be made by the Lilwat Nation Chiefs and Council and the TOR will be distributed to all Lilwat Nation Citizens.

THEREFORE BE IT RESOLVED: that the Lilwat Nation Chiefs and Council hereby appoints Skálúlmecw Chief Dean Nelson to take the lead on the development of the LGTT and the work that needs to be done; and that the Lilwat Nation Chiefs and Council instruct the Chief Operations Officer (COO) to provide the resources required of the LGTT to undertake the necessary responsibilities to ensure a reasonable transition is undertaken with full participation of the Lilwat people.

Lilwat Governance Transition Team Members

Kúkwpí7 Skálúlmecw Chief Dean Nelson

Gig Councillor Greg Bikadi

Lhpatq Councillor Maxine Bruce

Kik7ak Councillor Helena Edmonds

Sík Sík Councillor Joshua Anderson

Lloyd Williams, Citizen, Elder fluent speaker

Q'yil Raymond Pierre, Citizen, Elder fluent speaker

Sawá7a Maureen Andy, Citizen, Traditional Knowledge Keeper

Mixálhítsa7 Alison Pascal, Citizen

Ernest Armann, Chief Operations Officer

Satsan Herb George, Centre for First Nations Governance

How Governance Operates

Governance serves the day-to-day operations of the Lílwat Nation, supporting Chiefs and Council, administration, legal, IT, human resources, communications, and special projects. The department also assists with the development of policy, codes and strategies.

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

Elected and appointed leadership serve Lílwat Nation by being responsive to the needs and concerns of the Nation's members. The government has created a transparent and accountable environment where members' input is respected, best practices are employed, and **I Ucwalmicwa** (The People) are always put first.

Governance believes that listening to the Nation's citizens is the best way to ensure effective and responsive government. 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.

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

The fulfillment of Lílwat Nation's activities relies on the efforts of more than 300 people working towards the common goal of creating a safe, sustainable and culturally aware community. Approximately half of the Nation's employees are full-time with the balance working on a part-time or seasonal basis.





Strategic Objectives And Goals

In 2017/18, the Lilwat Nation government embraced its ultimate goal: Lilwat Nation exercising its Inherent Right to self-government. While continuing to explore the path to becoming a self-governing Nation, elected and appointed leadership also applied its efforts to implement the *Lilwat Nation 2016-2023 Strategic Plan*, a roadmap for a sustainable and prosperous Lilwat Nation.

The *Lilwat Nation 2016-2023 Strategic Plan* outlines how to develop the community while adhering to cultural values. The plan identifies **Lilwat7úl** (The true Lilwat) values as respect, responsibility, **Úcwalmicw tmicw** (Our Land), honesty, living well, **Kúłtsam** (Take only what you need), **Ntákmén** (Our Way), integrity, and fairness. These values create the foundation for all of government activities, acting as a filter that governance uses when fulfilling the goals, plans and projects identified in the strategic plan. Over the next five years, government, with input from boards, committees and community members, will continue to meet the objectives of this plan, creating a stronger Lilwat Nation.

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

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

To meet these nine objectives, the strategic plan outlines 68 primary goals. The achievement of these goals, as noted in the successes reported by Lilwat Nation's government departments, is helping to set the course to self-governance.

Citizen Participation in Governance

To move policy forward, Lilwat Nation employs public engagement strategies such as community meetings and General Assemblies to allow community members to get involved in decision-making. Community members can become further involved with setting the Nation's direction through participation on boards and committees.

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

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

2017/18 Community Events And Projects Sponsored By Lilwat Nation

Student Bursaries:	
Elainah Andrew	\$500
Swuwa Patrick	\$500
Tsuqwana7 Ethan Pierre	\$500
Tess Wallace	\$500
First Nation Snowboard Association sponsorships	\$7,500
Lilwat Christmas Bureau	\$500
Total funding	\$10,000



Government Structure

The Lilwat Nation organizational structure chart has the I Ucwalmícwa at the top. This structure reflects the conviction of government to follow the direction set by the community.

I Ucwalmícwa

Chiefs and Council

Chief Operations Officer

Administration

Executive Assistant
to the Chief
Operating Officer

Executive Assistant to
Chiefs and Council

Úilus
Office Manager

Communications

Information
Technology

Health and
Safety Officer

Community Services
Advocate

Primary,
Secondary &
Immersion Education

Primary
Education

Secondary
Education

Immersion

Advanced
Education

Post Secondary
Education

T'szil Learning
Centre

Lands and
Resources

Referrals

Reserve Land
Management

Fisheries

Infrastructure

Public Works
and
Infrastructure

Capital
Projects

Housing

Finance

Financial
Services

Community
Social Services

Family Preservation
and Wellness
Services

Social
Development

Membership

Cultural
Services

Community
Health Services

Clinical Services

Community and
Traditional Health

Healthy Living
and Recreation

Daycare, Child
and Infant
Services

Economic
Development
& Training

Employment
and Training

Economic
Development

REVISED 2018

Working To Fulfill Lílwat Nation's Vision

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

2017/18 BOARD AND COMMITTEE MEMBERS

Board of Education

Sawt Councillor Martina Pierre
Mámaya7 Councillor Lois Joseph (Alternate)
Emháka Councillor Felicity Nelson
 Georgina Nelson
 Laverne Paul
 Dion Pierre
 Iris Pierre
 Loretta Stager
YámKcen Tara Smith

Community Services Committee

Háma7 Councillor Alphonse Wallace
Kík7ak Councillor Helena Edmonds (Alternate)
 Debbie Alendal

Finance and Audit Committee

Petsklh Councillor Vaughan Gabriel
Tsekomámus Losi Councillor Rosemary Stager (Alternate)
 COO Ernest Armann

Health Committee

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

Housing Board

Emháka Councillor Felicity Nelson
 Matilda Pascal
 Glenda Gabriel
 Kelly Andrews
 Elizabeth Dan

Housing Committee

Denise Leo
 Sharon Edmonds (Financial Assistance Rep)

Land Management Board

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

Land Use Referrals Committee

Tsekomámus Losi Councillor Rosemary Stager
Sík Sik Councillor Joshua Anderson (Alternate)
 Chris Irving
 Carl Wallace
 Jordon Gabriel

Lílwat Holdings Inc.

Board of Directors:
Mámaya7 Councillor Lois Joseph
 Chris Irving
 Samantha Wells
 Loretta Pascal
 Vanessa Dan

Lílwat Operating Boards

Lhpatq Councillor Maxine Joseph Bruce
 Jessica Frank
 Saad Hassan
 Chris Irving
 Sheldon Tetreault

Lower St'at'imc Tribal Council

Kúkwpí7 Skálúlmecw Chief Dean Nelson
Emháka Councillor Felicity Nelson

Recreation Committee

Craig Dan
 Casey Gabriel
 Irma Gabriel
 Jordon Gabriel
 Maxine Nelson
 Kyle Peters
 Deb Saul
 Nathan Saul
 Eleanor Wallace

Skwxwú7mesh Lílwat7úl (Squamish Lílwat) Cultural Centre

Kúkwpí7 Táya Chief Leonard Andrew
Mámaya7 Councillor Lois Joseph
Háma7 Councillor Alphonse Wallace
 COO Earnest Armann

St'at'imc Chiefs Council

Kúkwpí7 Skálúlmecw Chief Dean Nelson

Stl'At'l'mx Tribal Police Service

Kúkwpí7 Skálúlmecw Chief Dean Nelson
Háma7 Councillor Alphonse Wallace (Alternate)

T'szil Learning Centre School Board

Sawt Councillor Martina Pierre
Mámaya7 Councillor Lois Joseph
 Rosa Andrew
 Jeanette Green
Emháka Felicity Nelson
 R. Lucy Wallace

2017/18 Achievements At A Glance

- Lílwat Governance Transition Team was established to help set the path to Lílwat Nation exercising its Inherent Right to self-government.
- Lílwat Wellness held its 1st Annual **Lílwat7úl** Visit to celebrate children and youth who have been living outside of Lílwat Nation.
- Lílwat Wellness created its own template for developing Lílwat culture plans for children in care to connect them to the community, culture and genealogy.
- The Lílwat Women's Empowerment Group was established.
- Xetíolacw Community School (XCS) sent all Grade 11 students on a province-wide college tour where they had a chance to connect with other First Nations youth and explore post-secondary options.
- XCS worked with **Wanosta7** Dr. Lorna Williams and the Lílwat Nation Language Strategy to develop school-wide immersion sessions.
- The Finance Department implemented a new paperless absence management and time management tool within the current payroll system.
- Architectural drawings for the new Lílwat Health and Healing Centre, funded by the First Nations Health Authority, were completed by David Nairne & Associates.
- Six three-bedroom units became available to Lílwat Nation families through the completion of three CMHC funded rent-to-own duplexes.
- Significant improvements were made to the Mt. Currie pump house through the installation of two new well pumps, replacing pumps from the 1970s, and switching chlorination from a solid to a liquid delivery system.
- The Nation's oldest five row-house units received new windows, building wrap, fibre cement siding, new wood stoves, and other improvements that will extend the life and improve the liveability of these units.
- Lands and Resources, in partnership with the Province of BC and the Coast to Cascade Grizzly Bear Initiative, developed an Access Management Plan to protect Grizzly Bear Habitat in the Upper Lillooet watershed.
- Lílwat Nation Fisheries completed another year of salmon stock assessment for the entire the Lillooet River system, from the headwaters of Upper Lillooet River all the way to Harrison Lake.
- More than 20 archaeological sites within Lílwat Territory were registered. These sites are now protected under the BC Heritage Conservation Act.
- The new, \$7.2 million Tšzil Learning Centre, offering advanced education, training and cultural learning under one roof, was completed.
- 52 students attended post-secondary institutions outside of the community. An additional 32 Lílwat citizens enrolled at Tšzil Learning Centre.
- Lílwat Business Group (LBG) broke ground for a new mixed residential/commercial development on a 2.15 Ha (5.3 acre) parcel of land the Nation owns in Whistler's industrial neighbourhood.
- LBG broke ground for the new Lílwat Gas Station to be located at the corner of Main Street and Highway 99.
- The Churchlands North and Mount Currie Village Plan, designed to revitalize Lílwat's commercial core and increase economic opportunity, was completed.
- LBG returned \$600,000 to the Nation to support a variety of programs, including cultural programs, the ice rink upgrade, land purchases and other projects.
- Múmleqs Construction completed all site prep for Tšzil Learning Centre, Lílwat Gas 2.0, and the Function Junction development.
- LBG Construction Enterprises received an Economic Development Association of BC Award for its work with Pemberton-based Murphy Construction for community-based projects. The award was for *Bridging the Gap: Building Houses and Capacity in the Lílwat Nation*.
- Lílwat Retail Operations upgraded its broadband Internet speed for broadband customers living at Xetíolacw. The delivery speed increased from 100 Mbs to 1000 Mbs.
- The Xetíolacw **Tsípun** (root cellar) grocery store mortgage was retired.
- Lílwat Forestry Ventures (LFV) had an impeccable safety record with no major injuries in 2018.
- LFV contracted with 22 different clients in 2017/18 such as BC Hydro. Contracted services included significant amounts of firefighting and fuels management work.



Chiefs and Council



Departments



Supporting Lílwat Nation's Children And Families

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

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

The Lílwat Wellness Centre provides programs and services aimed to strengthen families and assist members in reaching their individual and collective goals. The centre has three main service areas: Family Support, Family Enhancement, and Advocacy. Family Support Services are voluntary, self-referred services with a focus on personal growth. Family Enhancement Services (also known as Family Preservation Services) are provided with a referral from the Ministry of Children and Family Development (MCFD). These services focus on increasing the safety and well being of children within their homes or in in order to return home. Advocacy Services focus on liaising with child protection services both on- and off-reserve either through the MCFD or a delegated Aboriginal organization. The emphasis with all our services is on keeping children with their parents. When this isn't possible, we advocate for placements within the Lílwat community and/or with extended family.

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

The Band Membership Department issues status cards, maintains the Band membership list, submits registrations to Indigenous and Northern Affairs

Canada (INAC) for births, deaths, marriages, and Band transfers into the Lílwat Nation. Reports of deaths are also sent to the estates unit at INAC. Other services offered by this department include the provision of a commissioner for taking affidavits for British Columbia and a marriage commissioner. Additionally, Band Membership issues tax exemption letters.

The Lílwat7úl Culture Centre promotes the development and understanding of **Lílwat7úl** (The True Lílwat) culture, language and values. The centre, which is relocating to the new Tszil Learning Centre, features cultural artifacts, carving, weaving and regalia displays and contemporary **Lílwat7úl** artwork. Centre staff also work in the area of **Ucwalmícwts** (Our Language) reclamation and preservation and community cultural education by delivering workshops and classes.

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

Nilh snekwnuk'wa7lhkálha wa7 ngelténlhkalh
Our families are our strength

Achievements For 2017/18

Due to the confidential nature of much of its work, the Community Social Services achievements list represents the program's over-arching advancements and plans.

1ST ANNUAL LÍLWAT7ÚL VISIT

The Lílwat Wellness Centre held its 1st Annual Lílwat7úl Visit to celebrate children and youth who have been living off-reserve. This was an opportunity for children and youth to experience a homecoming celebration and be introduced to the land and some cultural traditions. Children, youth and their caregivers from across BC and Alberta attended this event from across BC and Alberta.

PARTICIPATION IN HOBIYEÉ 2018

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

DEVELOPMENT OF CULTURE PLAN TEMPLATE

The Lílwat Wellness Department created its own template for developing Lílwat culture plans for children in care. This will help ensure the child or youth's connection to her or his community, culture and genealogy.

WOMEN'S EMPOWERMENT GROUP

The Lílwat Wellness Department helped establish the Lílwat Women's Empowerment Group

CHILD AND FAMILY ADVOCACY

The Lílwat Wellness Department continued to advocate for children and families in the community, providing referrals to services within the Lílwat Nation, assisting foster parents and providing support for families facing challenges.

Plans And Projects For 2018/19

2ND ANNUAL LÍLWAT7ÚL VISIT

The Lílwat Wellness Centre, in partnership with the Lílwat7úl Culture Centre, will host the 2nd Annual Lílwat7úl Visit event in July 2018. It is hoped that over time this event will grow into a larger community-wide event with the event growing from one day to two days. For now, the focus will remain on providing an opportunity for children and youth who have been living off-reserve (primarily in foster care or permanent placements) to experience the community and its culture.

MORE CULTURAL WORKSHOPS

The Lílwat7úl Culture Centre plans to hold various regalia-making sessions in the fall of 2018. Community members will be able to learn how to make moccasins and mukluks, vests and cedar hats. As well, the centre will be offering workshops on basket making. These workshops are designed to not only to create beautiful handcrafted items but to also provide participants with a chance to socialize.

WOMEN'S EMPOWERMENT GROUP

The Lílwat Wellness Center staff will continue to host a monthly Women's Empowerment Group at Úlílus.

FREE LEGAL WORKSHOP

Social Development will host a free, two-day Legal Services Society workshop in community to learn about family, child protection, and criminal law, and the services that help people with their legal issues. The workshop will also provide frontline workers, Lílwat leadership, and community members with knowledge and skills.

ADVOCACY

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



The Lílwat Culture Plan Template

The Lílwat Wellness Department has developed its own template for developing Lílwat culture plans for children in care. The positive impact for the community is that the Provincial Court is now accepting Lílwat Nation's cultural plans for its children instead of following plans developed by the MCFD or delegated agencies.

The Wellness Team ensures that all of the child's ties to community are expressed in their cultural plans. The culture plan supports the child in exploring what it means to be Lílwat7úl through awareness of the culture, language and history of Lílwat Nation. The new plan template emphasizes the child's connection to Lílwat Nation through her or his genealogy. This is to ensure that the child will know family living in community. The new cultural plans are thorough and are useful to any child in care when they want to make connections with their family living in community.

Learning From The Past, Teaching For Tomorrow

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

At Xetólacw Community School (XCS), Lílwat Nation students receive quality pre-school, elementary, high school and post-secondary education without leaving the community. The school's educational model is built on Níákmen and incorporates Lílwat cultural learning, traditional values and language into its strong academic curriculum. A team of 73 employees, including support workers, ensures that XCS delivers an excellent education to **Lílwat7úl** (The true Lílwat) children and youth.

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

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

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

Achievements For 2017/18

CONTINUED IMPLEMENTATION OF SCHOOL ASSESSMENT

Every five years, XCS undergoes a school assessment led by the First Nations School Association (FSNA). XCS received its certification in 2016 and in 2017/18 continued to implement changes to address areas the assessment revealed were in need of improvement: special needs education, school leadership, and Social Studies curriculum. The school has continued to show academic achievement growth and is looking forward to receiving its results for the 2017/2018 year.

NEW UCWALMÍCWTS IMMERSION PROGRAM BUILDING

XCS received funding from the American Friends of Whistler, Lílwat Business Group, and Lílwat Nation to cover the cost a new Ucwalmícwts Immersion program building. The new building will have two classrooms to house the expanded program that is now available to pre-K to Grade 7 students.

ADOPTION OF LÍLWAT NATION HUMAN RESOURCES POLICY MANUAL

XCS moved to adopt the new Lílwat Nation Human Resources Policy Manual, along with the XCS addendum. Plans have been made to introduce both prior to the start of the 2018/19 school year.

INCREASED STAFF COLLABORATION AND PROFESSIONAL DEVELOPMENT

The majority of the XCS teaching staff, including education assistants, and the administration team were involved in Professional Learning Community collaborative teams, working with colleagues throughout the province. Some examples of this continued professional development included courses on coding, reading programs, coaching sessions, trauma based workshops, literacy and technology programming, and the Annual FNSA Conference.

STUDENTS SUCCEEDING OUTSIDE OF XCS

Two students participated in a trip to the Yukon to engage with other youth from Carcross/Tagish First Nation in exploring careers in the tourism industry. Also, several students participated in film projects outside the school walls. And a number of XCS graduates went outside the community in 2017/18 to seek post-secondary education.

MORE STUDENTS PREPARED FOR POST-SECONDARY

The school sent all Grade 11 students on a province-wide college tour where they had a chance to connect with other First Nations youth and explore post-secondary education and training options. Also, nearly 25 students took cooperative education placements during the course of the school year. These five-day experiences allowed students to engage in placements throughout the Sea to Sky Corridor in a variety of roles within the trades, service industry, and education.

Stam' ku skúlmiñ nacw lhkúnsa?

What did you learn today?

INCREASED SPIRITUAL AND CULTURAL LEARNING

XCS continued to provide important spiritual and cultural hikes and learning experiences for their students. The school also worked with **Wanostsa7** Dr. Lorna Williams and the Lilwat Nation Language Strategy to develop school-wide immersion sessions where all students and staff will be immersed in **Ucwalmícwts** (dependent on funding). The language courses will be linked to the electives so students will have an opportunity to practice the language in a practical/cultural setting.

Plans And Projects For 2018/19

NEW SOCIALS STUDIES CURRICULUM

In 2018/2019, XCS will continue its work on new Social Studies curriculum. The goal is to complete modules in Lilwat history and Aboriginal history for 2019/20.

INHERENT RIGHTS CURRICULUM

XCS, with the guidance of **Kúkwpí7 Skálúmeew** Chief Dean Nelson and **Satsan** Herb George, will develop curriculum to support the Lilwat Nation Inherent Rights strategy. The Inherent Rights curriculum builds on the social studies curriculum work done by Cheryl Thomasson and Maxine Joe. XCS's Inherent Rights curriculum, along with teaching **Nlákmen** and **Nxékmen** (Our Laws), has been designed to decolonize Lilwat7úl thinking.

FURTHER LANGUAGE AND CURRICULUM DEVELOPMENT

Laverne Paul will continue to develop language and culture curriculum, while **Wanostsa7** Dr. Lorna Williams continues to work on language revitalization.

IMPROVING THE HIGH SCHOOL SCHEDULE

XCS's secondary school schedule has been changed in order to support the new language program, while offering more academic hours for Social Studies, Sciences, Career and Planning, and Physical Education. The change from a weekly schedule to a rotating day schedule aims to reduce absenteeism, give more academic hours for the four courses listed above, and allows for a comprehensive post-secondary preparatory course for all grades. High school students will attend daily from 9 am to 3:30 pm.



Ucwalmícwts Revitalization

Language reclamation has always been a key part of XCS's curriculum and opportunities to learn the language are growing. Starting in the 2018/19, there will be more **Ucwalmícwts** course offerings, thanks in part to an expanded **Ucwalmícwts** Immersion Program. As well, XCS will provide both staff and students with other opportunities to engage with the language.

Two big changes that were developed last year both pertain to the **Ucwalmícwts** Immersion Program. The program has grown to now include children from pre-K to Grade 7. Formerly, the program was only offered to children from pre-K to Grade 3. The other change to the program will be where it is offered. Thanks to funding obtained from the American Friends of Whistler, Lilwat Business Group, and Lilwat Nation, a new two-classroom has been built to house the program.

Ucwalmícwts is being revitalized. This past year the school worked with **Wanostsa7** Dr. Lorna Williams and the Lilwat Nation Language Strategy to develop school-wide immersion sessions where all students and staff can be immersed in **Ucwalmícwts**. New culture and language curriculum is also being developed by people like Cheryl Thomasson, Maxine Joe, and Laverne Paul, digital language content is being created with companies like Learning Bird, and funding for a new **Ucwalmícwts** Immersion Program has been secured. With increased federal funds for language retention projects XCS will not only remain committed to preserving **Ucwalmícwts** but will continue developing the resources to increase **Ucwalmícwts** usage and understanding.

Providing Sound Financial Management For A Sustainable Future

The Finance and Administration Department supports Lílwat Nation's goal to remain a financially healthy organization, acting in a transparent and accountable manner and supported by 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, facilities, and provides tech support to more than 190 staff members. And the Office Administrative Support Department ensures the smooth operation of the Úlús Community Complex.

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

Achievements For 2017/18

ENHANCED ABSENCE MANAGEMENT AND TIME MANAGEMENT REPORTING

Implementation of the absence management and time management tool within the current payroll system created improved efficiency at the payroll level. Absence management and time management reporting is now paperless, which saves time, reduces errors, and is better for the environment.

INCREASED TEAM COHESION

2017/18 was a challenging year for the Finance and Administration team. There was considerable instability at the management level. Without the leadership of a Director of Finance since June 2016, the staff had to roll up their sleeves to keep the department functioning.

Szúhmiints

To protect or keep safe

Plans For 2018/19

INVEST IN EMPLOYEE DEVELOPMENT AND GROWTH

Finance employees will be given opportunities to increase their accounting knowledge so they can grow and take on new challenges. In-house training in Excel will be provided to employees so they will have greater knowledge of this widely used accounting tool. Employees will also be encouraged to take external courses.

ENHANCE EMPLOYEE BENEFITS MANAGEMENT

The department will implement the benefits management tool in our current payroll system. This will enhance efficiency.

ENHANCE REPORTING AROUND LABOUR COSTS

The department will examine its current payroll system to see if the standard payroll reports could help the organization in having a better understanding of labour costs.

DOCUMENT PROECESSESS AND PROCEDURES

Finance processes and procedures will be documented to help with the training of new employees and to act as a reference tool within the department.

Providing Health And Wellness Services To Lílwat Nation

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

From hosting events that emphasize the management of chronic conditions to offering culturally-respectful counselling and addiction services, Lílwat Health and Healing addresses community members' needs throughout all stages of life, from infancy to the Elder years. Guided by the principals and values of **Nlákmen** (Our Way) the department integrates traditional values and culture into all of its practices. The health centre incorporates **Nlákmen** through methods such as introducing **Ucwalmícwts** (Our Language) at parent-child programs and using traditional healing methods such as herbology to treat health and wellness issues. For example, Cedar Circle Counselling may use **nq̓élza7ten** (sweat lodge) sessions, smudging and brushing to treat addictions.

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

Supporting families is an important part of Health and Healing's work. The Maternal and Child Health programs include prenatal care, a doula service, and child development assessments. The Home Support program provides Elders with access to foot care program and home care assessments. And both Community Health and Traditional Healing offer an array of services to meet the health needs of **I Ucwalmícwa** (The People).

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

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

Achievements For 2017/18

NEW HEALTH CENTRE DESIGN COMPLETED

David Nairne & Associates completed the architectural drawings for the new Lílwat Health and Healing Centre funded by the First Nations Health Authority.

NEW FOOT CARE EQUIPMENT PURCHASED

The Foot Care Program purchased a new rotary vacuum tool and a podiatry chair. These pieces of equipment will enhance the quality of foot care service due to increased comfort, less noise and a treatment chair that is ergonomically correct for the foot care provider.

NEW MENTAL HEALTH THERAPIST HIRED

A new Certified Mental Health Therapist was hired as a member of the Cedar Circle Counselling Team.

COMMUNITY LIVING COLLABORATION

Lílwat Health and Healing collaborated with Community Living BC to create a client-worker model of service that allows the family to employ a worker to oversee the care of their child at the Lílwat Health and Healing LEAP room.

SUCCESSFUL HEALTH FAIR HOSTED

The health centre hosted a very successful 2018 Health Fair at Úllus Community Complex. More than 200 participants attended the annual event promoting health services.

Wa7 szuhmiñstúm / swá7sa / ucwalmícwlhkalha
We protect the health of our people

Plans And Projects For 2018/19

GROUNDBREAKING FOR NEW HEALTH AND HEALING FACILITY

The new Health and Healing facility will break ground in August 2018 with construction starting shortly thereafter.

OPERATIONS MANUAL

A comprehensive Lilwat Health and Healing Operations Manual will be finalized in the upcoming fiscal year. The new manual will mean greater consistency and efficiency in service delivery.

ECE STRATEGY

Lilwat Health and Healing will develop an Early Childhood Education strategy inclusive of submitting an Aboriginal Head Start On-Reserve application.

YOUTH CENTRE OPENING

Health and Healing will host a Grand Opening for the Youth Centre.

ELECTRONIC MEDICAL REPORTING

Health and Healing will launch the Mustimuhw cEMR (Electronic Medical Report) program. The program, designed by First Nations for First Nations, makes reporting quicker, allowing for more time for patients. As well, the reporting program has mechanisms for patients, in collaboration with their health care providers, to set their own personal health care goals.



Staff Changes Created New Energy

Significant staff changes at Lilwat Health and Healing occurred mid-way through the year. Many team members took on "acting" roles, while other part- and full-time positions were posted.

These staff changes created new energy and fresh perspectives within the department providing numerous opportunities to enhance current programs and services. New ideas, such as holding a Working Staff Retreat were tabled and acted on. A plan was developed to hold the retreat with a goal of greater teamwork in setting goals and objectives by department, developing policy, and creating educational sessions around topics such as Trauma-informed Practice and Self-care.

Supporting A Safe And Healthy Community With Solid Infrastructure

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

Public Works ensures the safe and reliable operation of Lílwat Nation's water and wastewater facilities, 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 Department of Indigenous Services Canada (DISC) infrastructure programs, funding applications, and reporting.

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

The Housing branch plays a key role in managing the Nation's on-reserve housing stock, which includes both rental and rent-to-own properties and totals more than 275 units. These units include both new and older duplexes, trailers, and multi-unit townhouse developments. With the support and direction of the Housing Board, the Housing branch administers housing policies and procedures and oversees property management duties. Housing also works with key funders for renovation and new housing including Department of Indigenous Services (DISC), Canada Mortgage and Housing Corporation (CMHC), and the Nation itself, to meet the growing demand for housing.

Achievements For 2017/18

NEW HOUSING

In 2017/18, six three-bedroom units became available to Lílwat Nation families through completion of three duplexes. These rent-to-own units were funded with CMHC's Section 95 program and will be managed by the Housing Department as rental housing until the mortgage is paid off and the subsidy has expired.

WATER SYSTEM IMPROVEMENTS

Work continues to protect and improve the Nation's most precious asset: its water. Significant improvements were made to the Mount Currie pump house through the installation of two new well pumps, replacing pumps from the 1970s, and switching chlorination from a solid to a liquid delivery system. Together, the supply, consistent water quality, and taste have greatly improved.

IMPROVING LIVEABILITY OF OLDER HOMES

Also new for 2017, was the Nation's first attempt at improving the energy performance and liveability of its older row-house rental stock, primarily located along Istken Lane and Juniper Lane. This housing, constructed in the 1980s, was in need of building envelope improvements, including new windows and siding. With the financial support of DISC and the

Nation, five townhouse units received new windows, building wrap, fibre cement siding, new wood stoves, and other improvements that will extend the life and improve the liveability of these units.

PUBLIC WORKS CAPACITY TESTED

The knowledge and capacity of the Public Works team to deal with complex infrastructure challenges was clearly demonstrated this year with the repair of a ruptured main sewer line in the lower community. In a few short days, and with no help from outside contractors, the crew was able to locate and excavate the community's main sewer line in a very saturated field. The crew was then able to cut and replace the ruptured section, thus restoring sewer service without disruption.

TŚZIL LEARNING CENTRE

The Infrastructure Department provided project management services to the construction of the new Tśzil Learning Centre. The new, state-of-art post-secondary advanced education and training facility will open in fall 2018 and will also house the Lílwat7úl Culture Centre.

Plans And Projects For 2018/19

SOLID WASTE MANAGEMENT IMPROVEMENTS

A significant capital investment into the Nation's solid waste management will begin in summer 2018. Both the Xelólacw and Mount Currie transfer stations will be transformed to provide vastly improved recycling through better separation and less contamination. This will reduce the weight of household waste heading to the Whistler Waste Transfer Station in the Callaghan Valley. The new transfer stations will also allow the Nation to implement a community-wide composting program, which will address between 20 and 30 per cent of household waste. Composting is an action item outlined in the Nation's *Community Land Use Plan* (2015).

NEW HEALTH AND HEALING CENTRE

Work will begin on the new Health and Healing Centre in summer 2018. The First Nation Health Authority (FNHA) has approved more than \$4 million in capital funding for construction of the new 817.5 sq. m (8,800 sq. ft. building). To be built next to the existing health centre, the building will modernize and meet current building standards for the delivery of healthcare and healing within the community. The Infrastructure Department will provide project management during construction.

UCLWALMICWTS IMMERSION BUILDING

The Infrastructure Department will provide project management for the construction of Xelólacw Community School's new Ucwalmicwts Immersion building. The old portable currently housing the program will be removed and a new two-classroom building will take its place. Contributions from the American Friends of Whistler and Lil'wat Nation have made this new \$500,000 capital project possible.

SEPTIC TANK AND SEWER SYSTEM STUDY

In 2018/19, the Infrastructure Department will continue with capital improvements to the Nation's water and wastewater infrastructure. Public Works has received DISC funding to take the next step in the study of Xelólacw's community septic tank and sewer system. This work will include flow monitoring and targeted pumping of household septic tanks. The intention is to create a community-wide tank pump-out program in order to eliminate chronic sewer back ups.

Wa7 tu7 wa7 snilhmínem / tsuwa7lhkálha
We take care of our own



New Construction at Xelólacw

The year 2017/18 could be described as one with tangible improvements to Lil'wat Nation's infrastructure and housing. In terms of housing, six, three-bedroom, rent-to-own duplex units were added to the Nation's housing stock and a plan to improve the liveability of the old townhouse units located primarily along Istken Lane and Juniper Lane.

In many corners of the community new structures and buildings have popped up. Most notable are the renovated community ice rink and the new Youth Centre next store. The presence of these attractive facilities has changed the appearance of this area of the community for the better. An operation plan is in works for the Youth Centre and when the winter 2018/19 comes both of these community assets will be hubs of activity.

Protecting The Lands And Resources Of The Nation

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

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

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

Achievements For 2017/18

REGISTRATION OF KNOWN ARCHAEOLOGICAL SITES

More than 20 archaeological sites within Lílwat Territory were registered. These sites are now protected under the BC Heritage Conservation Act.

DRIFTWOOD BAY ARCHAEOLOGICAL DIG

Carbon dating for the archaeological site at Driftwood Bay showed dates from between 400 and 600 years ago. These dates match Lílwat's oral history of events. Both community members and members of the Lílwat Cultural Heritage Language Authority attended the archaeological dig.

SALMON STOCK ASSESSMENT

Fisheries completed another year of salmon stock assessment for the entire the Lillooet River system, from the headwaters of Upper Lillooet River all the way to Harrison Lake. Lílwat fisheries program and fisheries technicians have become role models for other fisheries programs in the province.

GRIZZLY HABITAT MANAGEMENT

2017/18 saw the completion of an Access Management Plan to protect grizzly bear habitat in the Upper Lillooet watershed. The Lands and Resources Department worked in partnership with the Province of BC and the Coast to Cascade Grizzly Bear Initiative to create an access management plan that will control public access to sensitive grizzly bear habitat sites.

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

Plans And Projects For 2018/19

REGISTRATION OF KNOWN ARCHAEOLOGICAL SITES

Department goals for 2018/19 include carbon dating at Birkenhead River Bailey Bridge and registering up to 20 more archaeological sites in Lílwat Territory. Funds have been allocated to register known archaeological sites throughout Lílwat Territory so they are protected under the Heritage Conservation Act. This ongoing project will ensure the long-term preservation of these sites, with the goal being the registration of 10 sites per year for the next three years.

PROTECTING ENVIROBMENTALLY SENSITIVE AREAS

An Environmental Sensitive Area Protection Plan for Reserve Lands will be developed in 2018/19. The project will provide training and capacity building for Environmental Technicians and will create a map of sensitive environmental sites on Reserve land with recommended protection measures.

CONSERVANCY MANAGEMENT PLAN FOR NLHÁXTEN/CERISE CREEK CONSERVANCY

The Nlháxten/Cerise Creek Conservancy was established in 2008 through the Lílwat Nation Land Use Planning Agreement with the Province of BC. In 2018/19, Lands and Resources will work to complete the Nlháxten/Cerise Creek Conservancy Management Plan for approval by Chiefs and Council, and the BC Ministry of Environment. The management plan examines developing strategies to protect Lílwat interests and values in this part of Lílwat Territory, furthering the *Lílwat Nation 2016-2023 Nation Strategic Plan* objective to “maximize control over Lílwat Traditional Territory.”

UPPER LILLOOET HYDRO PROJECT OPERATIONAL ENVIRONMENTAL MANAGEMENT PLAN

Lílwat environmental monitors will be working with EcoFish and Innergex to carry out the environmental monitoring requirements for the Upper Lillooet Hydro project.



Sharing the Knowledge

In 2017/18, Lands and Resources brought on two new Archaeological Field Technicians to learn from veteran technicians Johnny Jones and Lex Joseph, and to work with our archaeologist in the field. It was an opportunity for Jones and Joseph, who have extensive knowledge of the land and its gifts, to share their considerable skill and information, while increasing the Nation's resources to do this vital work.

The findings of Land and Resources' archaeological field technicians are applied to plans governing the use of land on Lílwat Territory. By uncovering areas of traditional use, whether a 5,500-year-old village or a food gathering area, the women and men who work in this field are protecting Lílwat Lands for future generations.

Last year, more than 20 archaeological sites within Lílwat Territory were registered. These sites are now protected under the BC Heritage Conservation Act.

Providing Post-secondary Education Opportunities At Home

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

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

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

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

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

Achievements for 2017/18

T̓ZIL LEARNING CENTRE MOVE PREPARATIONS

An important focus of T̓zil's work was preparing to move into the new building. The new 2,043 sq. m. (22,000 sq. ft.) space brings new opportunities to offer more comprehensive and unique programming. The Lílwat7úl Culture Centre is an integral part of the facility, giving students and staff access to traditional knowledge keepers and experts, Lílwat archival material and one of T̓zil's strongest advocates: **Mámaya7** Councillor Lois Joseph, manager of the culture centre.

MORE TRADITIONAL ACTIVITIES OFFERED

Guided by cultural experts, learners continue to be immersed in traditional Lílwat practices, including beading, drum making, carving, singing, story-telling and pine needle basketry.

INCREASED POST-SECONDARY STUDENTS

Lílwat Nation sponsored a record number of post-secondary students during 2017/18. A total of 52 students attended post-secondary institutes outside of the community, an 8.3 per cent increase over 2016/17, with an additional 32 Lílwat citizens enrolled at T̓zil in either the Business Fundamentals Certificate program or the Lílwat Nation Language and Culture Certificate offered in partnership with Capilano University.

STUDENT SUCCESS

In 2017/18, one student graduated with a master's degree, three obtained bachelor's degrees, four earned diplomas and two others completed certificate programs. Currently, 32 students are earning certificates, 14 are earning diplomas, 30 students are working towards bachelor's degrees, and three are attaining master's degrees.

FUNDING SECURED FOR A SECOND CARPENTRY LEVEL 1 COHORT

In partnership with Vancouver Island University, T̓zil was awarded \$956,330 in funding to run another carpentry cohort, which began in February 2018 and will complete in September 2019. Along with Carpentry Foundations training, participants will receive industry certificates, work gear, extensive supports and the opportunity to receive driving lessons to work towards their Class 7 driving license. The second year of the carpentry program attracted 17 students, 12 of whom completed the course, and 14 of the initial cohort found work with Pemberton companies Murphy Construction and Vidorra Construction.

Tsuná'men

To teach or give advice to someone

SUCCESSFUL INDUSTRY TRAINING PROGRAMS

Participation and completion in the Aboriginal Community-Based Training Partnerships Programs Industry Training exceeded all expectations. Twenty-six people received training in customer service training. Nineteen of those 26 participants completed the course, with 10 obtaining employment. The janitorial program served 23 members, with 18 completing the training. Seven people in the janitorial program gained employment and five enrolled in further education or training.

ELDER-IN-RESIDENCE PROGRAM ESTABLISHED

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

Plans And Projects For 2018/19

COMPLETION OF BUSINESS FUNDAMENTALS CERTIFICATE PROGRAM

Business Fundamentals Certificate Program students will graduate in April 2019. This program provides students with training skill such business math and accounting, and can ladder into a diploma or the bachelor's degree.

NEW FUNDING FOR THE EDUCATION ASSISTANT CERTIFICATE

T̓szil was awarded funding to run the much needed Education Assistant certificate program to begin in January 2019 in partnership with Capilano University. The program will be offered part-time, evenings and weekends, in order to accommodate those Nation members who are employed. Starting in September 2018, T̓szil will be offering upgrading to those people who need to acquire the pre-requisites to enter the program.

OPENING THE NEW T̓SZIL LEARNING CENTRE FACILITY

Moving in and settling into the new T̓szil Learning Centre space will be a focus of 2018/19. A priority for T̓szil's management is to build stronger relationships with local secondary schools, to strengthen student transition plans, and to work closely with the Liłwat7úl Culture Centre to develop curriculum that speaks to all **Liłwat7úl** and serves the Liłwat Nation by rising up to meet the high expectations and great opportunities that the new T̓szil represents.



Opening The Doors to Success

The new T̓szil Learning Centre is one of a handful of post-secondary institution in Canada that is run by First Nations. Located at Churchlands North, Liłwat's new commercial core, the new 2,043 sq. m. (22,000 sq. ft.) brings together advanced education, training and cultural learning under one roof. The inclusion of the Liłwat7úl Culture Centre in the building will ensure that students and staff have easy and ongoing access to cultural information and activities.

The new school design is spectacular, it's most defining features being the building's s7ístken-inspired focal point and the beautiful doors carved by artist **Gélpcał** R. Ashley Joseph titled the *The Welcome Path To Knowledge*, speak to culture being core to T̓szil's teaching philosophy. T̓szil Learning Centre's aim is to provide an environment where all students can feel comfortable, culturally safe and supported.

For more than 20 years, T̓szil operated in a warren of well-worn portable classrooms. Despite the modest facility, both Indigenous and non-Indigenous students from the region have achieved academic and career success as a result of the diversity of programs the centre has offered. The new, purpose-built T̓szil Learning Centre, airy, open and architecturally innovative, is sure to attract more students to its excellent academic and training programs.



**Business
Group**

**Supporting Nation Building
Through Business**

Message From The LBG CEO



Business
Group

Áma s̓qit!
(Good day!)

The Lilwat Business Group is pleased to have had another successful year. The highlight for the year was that we paid out more than \$2,000,000 in salaries (up from \$1,500,000 in the prior year) with the majority of that growth coming from our Forestry contracting division. We began physical works on two major projects, the new Lilwat Gas Station and our Function Junction development with two ground breaking ceremonies held in October before the snow fell. We hope to have our new Lilwat Gas Station up and running in Spring 2019, while construction on the commercial/residential buildings at Function should begin in Spring 2019 and continue for three years.

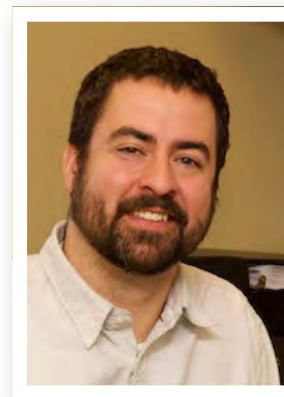
The Lilwat Business Group works closely with the Lilwat Nation to ensure that money generated from our activities is returned to the Nation and that money is spent on projects with wide community support. This year, we supported the renewal of the ice rink at Xetólacw, the Skwxwú7mesh Lilwat7úl Cultural Centre, Lilwat7úl Culture Centre, T̓szil Learning Centre and various other community projects. In addition to the \$6800,000 paid, our companies supported the community via travel costs and tournament entry fees for youth sports, firewood delivery to Elders, and leveraging our relationships for sponsorships for the Lillooet Lake Annual Rodeo.

Our office (across from Lilwat Gas Station) is always open if you'd like to drop in and get an update on our projects, if you have any questions, or if you just want to see where we work and what we do.

We look forward to our success continuing to serve the community through increasing our profits, employment opportunities, and being an integral part of this community.

Hú7wimalh!
(Goodbye to more than one)

Kerry Mehaffey





Building A Diversified And Sustainable Economy For Lilwat Nation

The Lilwat Business Group (LBG) operates existing businesses, explores new economic opportunities, manages partnerships and oversees the Nation's corporations.

The LBG's priority is to ensure its businesses are generating revenues for reinvestment in the community while also creating employment opportunities and building employee capacity. The LBG's corporations are structured according to best practices to reduce liabilities to the Nation and minimize taxes. This structure also defines the appropriate roles of business and politics.

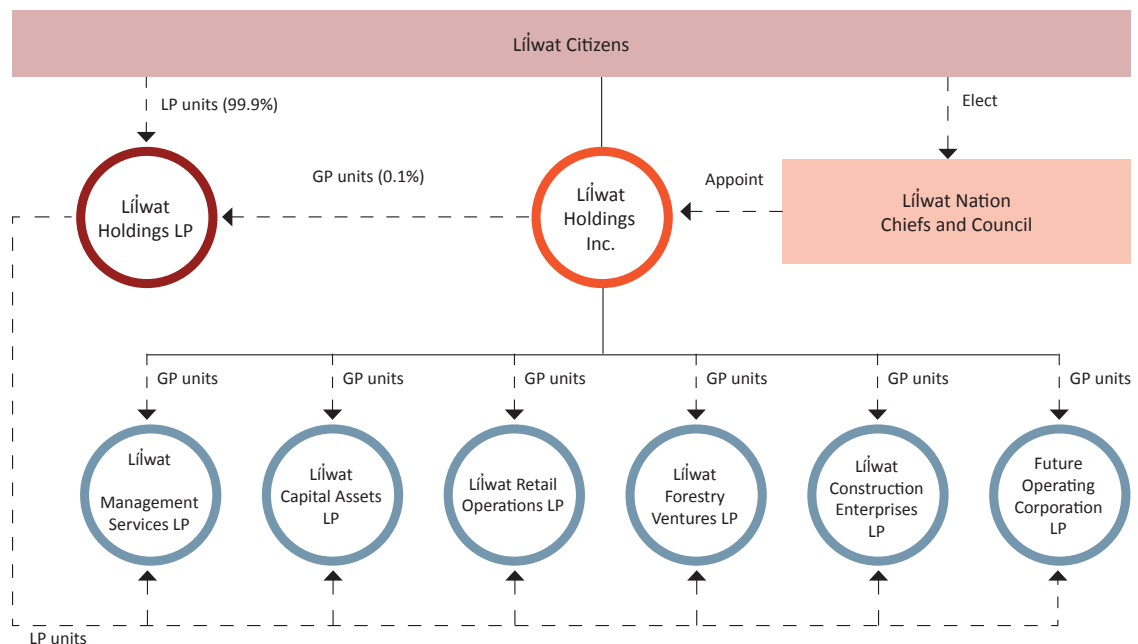
Chiefs and Council appoint the Lilwat Holdings Inc. LP's Board of Directors, which in turn, makes appointments to the boards of each of the operating limited partnerships. The boards of Retail Operations, Forestry Ventures, Construction Enterprises, Management Services, and Capital Assets each have the mandate to maximize profits while respecting the cultural, social and environmental priorities of the Nation. With strong partnerships and transparent, forward-facing business practices, LBG is laying the foundation for Lilwat Nation's economic success. To ensure best practices, LBG employs solid legal and management structures.

BUSINESS GOVERNANCE STRUCTURE

The following charts illustrate the legal structure and corresponding management structure that form the basis of Lilwat Nation business governance as outlined in the Lilwat Business Group Governance Guidebook, updated in 2017/18.

LEGAL STRUCTURE

The diagram below shows the legal structure of the Lilwat Nation businesses.

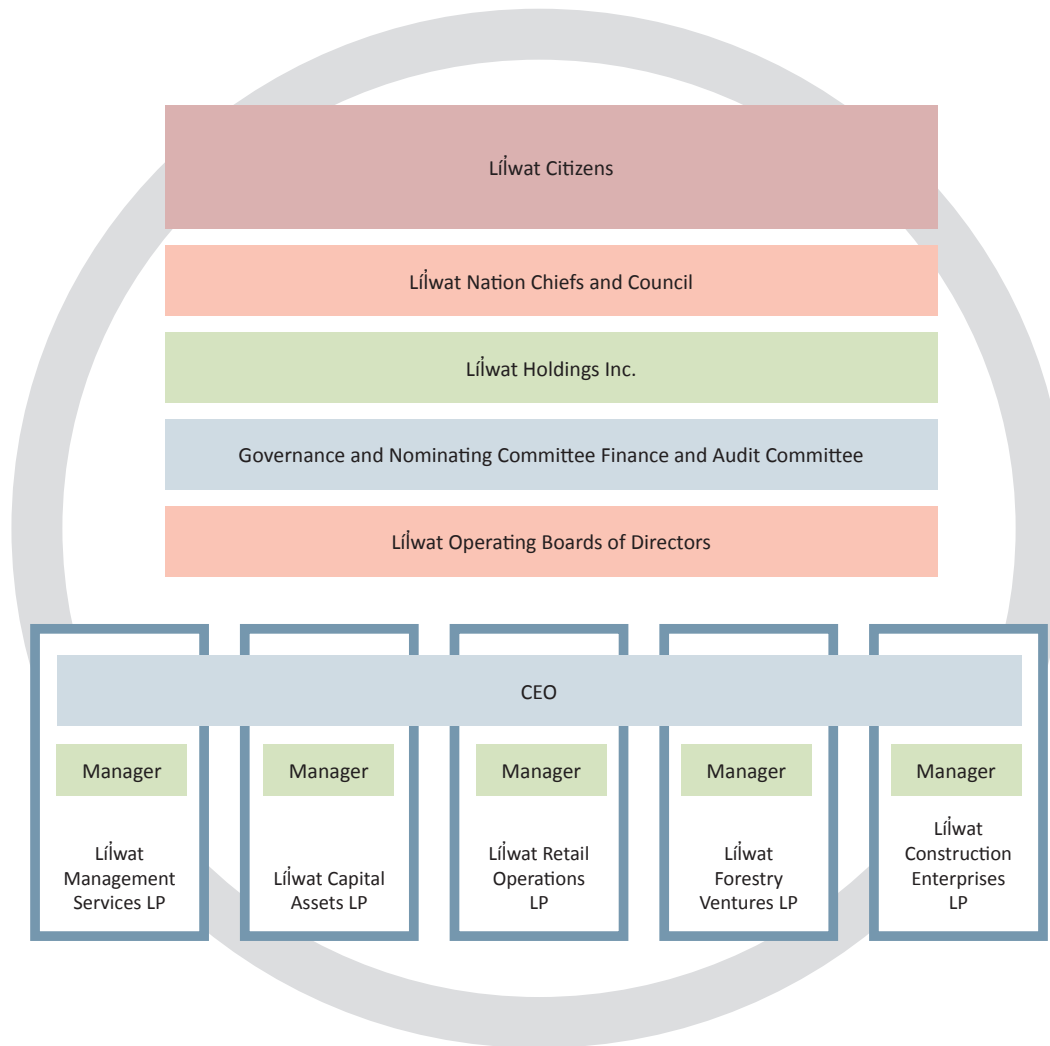




Business
Group

MANAGEMENT STRUCTURE

The diagram below depicts the management structure for Lilwat Nation's businesses. Each horizontal shape represents a specific position that exists within the management structure, and across Lilwat Nation's businesses.



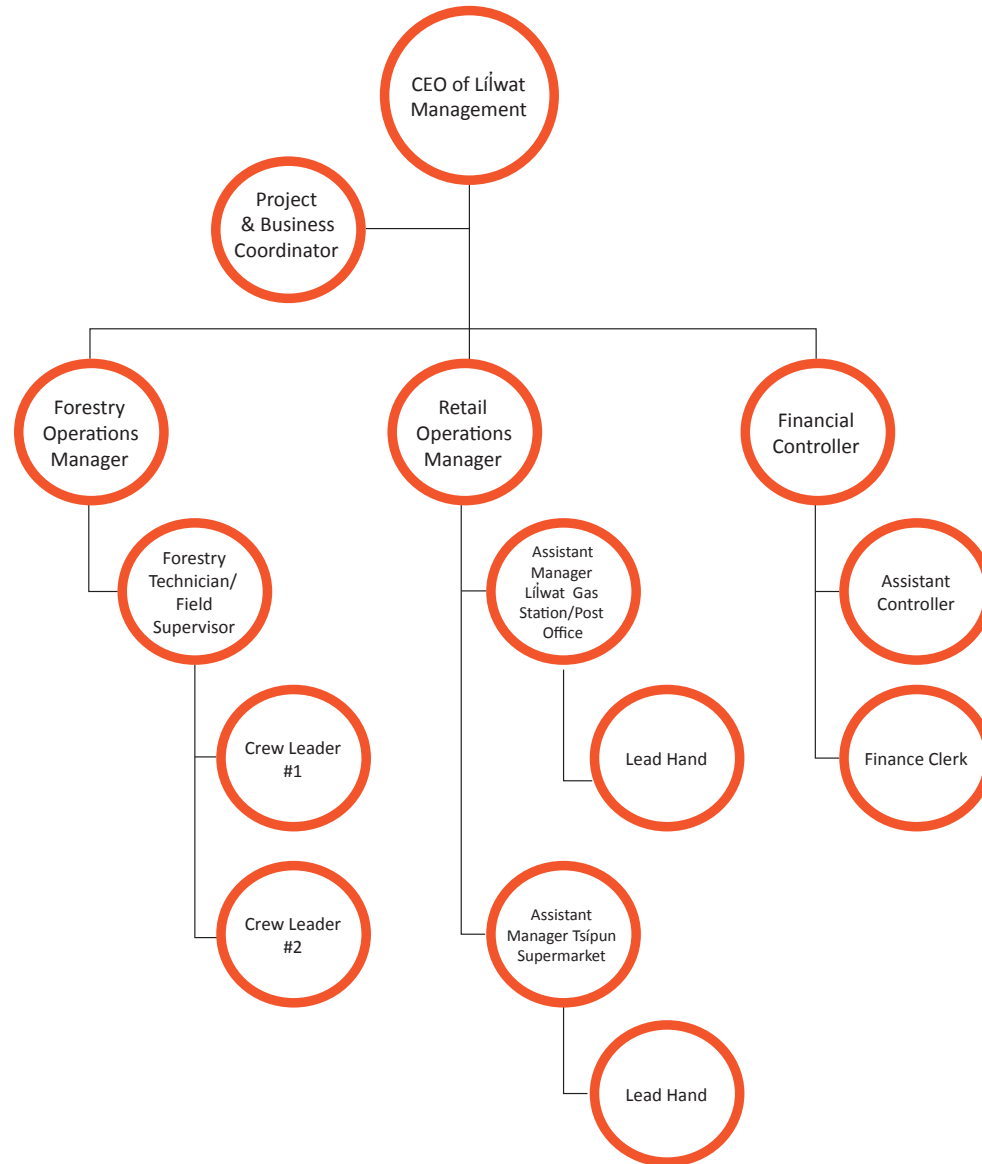


LBG ORGANIZATIONAL CHART

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

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

LBG ensures that all future projects will be assessed for impact on Aboriginal Title and Rights and the Lilwat Nation's Inherent Right to Self-Government. Projects should not negatively impact either of these processes.





Business
Group

Projects And Operations

LBG ENTERS 2018/19 WITH A SLATE OF PROJECTS, ACHIEVEMENTS AND PLANS

In 2017/18, Lilwat Business Group undertook a number of new development projects while continuing to operate profitable businesses that support Lilwat Nation's programs and services.

LBG's Retail Operations, Forestry Ventures, and Capital Assets and Land Development were extremely active in the past fiscal years. The three corporations explored and introduced new economic opportunities to Lilwat Nation. Moving into 2018/19, it's time to reflect on the achievements and growth of LBG.

Current Projects

FUNCTION JUNCTION DEVELOPMENT

The development of land the Nation owns in Whistler's Function Junction neighbourhood is an important part of LBG's *Economic Development Strategy 2016-2021*. In October 2017, Lilwat received its development permit for a new gas station and mixed residential/commercial building on the 2.15 ha (5.3 acre) parcel in Whistler's industrial neighbourhood. The build out of the gas station and four other buildings will be completed over the next three to four years.

HIGHWAYS YARD DEVELOPMENT

Another of the Nation's fee simple lands is the 3.9 ha (8.4 acre) parcel at the entrance to the Village of Pemberton at the juncture of Highway 99 and Portage Road. Capital Assets is exploring whether this property can be developed as a combination of rental housing and a hotel. Site plans have been completed. Moving this project forward will be a priority in 2018/19.

REVITALIZING LILWAT'S COMMERCIAL CORE

In early 2018, the Churchlands North and Mount Currie Village Plan, designed to revitalize Lilwat's commercial core and increase economic opportunity, was completed. The first phase of this development is the new, state-of-the-art T̓zil Learning Centre, a post-secondary education and training facility, completed in 2018. Ground has been broken for a new gas station and commercial complex on the 40-acre site. The Churchlands North and Mount Currie Village Plan focuses on three parcels of land, outlining potential usages for each site. These sites vary in size from .87 ha (2.15 acres) to 6.07 ha (15 acres) and are located off of Main Street and behind T̓zil Learning Centre at the Continental Pole Yard.

TSÍPUN GROCERY STORE RENEWAL

Lilwat Retail Operations' Tsípun Renewal Plan includes upgrading the kitchen and deli at to facilitate increased food offerings and the store's ability to provide food services to the new gas station.

Projects And Operations (con't)

Achievements For 2017/18

COMMERCIAL CORE PLAN COMPLETED

In early 2018, the Churchlands North and Mount Currie Village Plan, designed to revitalize Lílwat's commercial core and increase economic opportunity, was completed.

SUPPORTING COMMUNITY PROJECTS

LBG returned \$600,000 to the Nation to support a variety of programs, including cultural programs, 50 per cent of the ice rink upgrade, land purchases and other projects.

\$2 MILLION PAYROLL

LBG had a combined payroll of \$2 million, up from \$1.5 million, in part due to increased firefighting opportunities in 2017/18.

FUNCTION JUNCTION DEVELOPMENT GROUND BREAKING

A development permit was completed for the 2.9 ha (5.3 acre) parcel of land in Function Junction.

Site preparation was also finished in 2017/18. The project received \$477,000 in grants received from Community Opportunity Readiness Program through INAC.

SITE PREP FOR FUNCTION JUNCTION

Múrmleqs completed all site prep for the 2.9 ha (5.3 acre) Function Junction development. This included clearing the land and placing structural fill.

SITE PREP FOR THE NEW TŚZIL LEARNING CENTRE

Múrmleqs completed all site prep for Tśzil Learning Centre, a new 22,000 sq. ft., state-of the art, post-secondary advanced education and training centre.

LGS 2.0 GROUND BREAKING

A key part of the new Commercial Core Development is the new gas station. In fiscal 2017/18, LBG finalized the drawings and site plan for new Lílwat Gas Station, and broke ground for the project anticipated to be completed in 2019.

SITE PREP FOR LGS 2.0

Múrmleqs completed all site prep for the new Lílwat Gas Station being built at the corner of Main Street and Lillooet Lake Road.

NEW GOVERNANCE GUIDEBOOK AND AGREEMENT

LBG updated its Governance Guidebook and achieved its first Governance Agreement with the Nation.

EDABC AWARD

LBG Construction Enterprises received an Economic Development Association of BC award for its work with Pemberton-based Murphy Construction for community-based projects. The award was for Bridging the Gap: Building Houses and Capacity in the Lílwat Nation.

\$600,000 IN LRO WAGES

Lílwat Retail Operations employed 25 permanent full- and part-time staff along with eight casual part time staff and three summer student workers. The total payroll to Lílwat community members for 2017/18 was \$600,000.

LGS METRICS

Lílwat Gas Station had a slightly below budget year but was very happy with several key metrics. Fuel sales to non-status customers increased by eight per cent, contributing to an overall increase in fuel sales of five per cent. Net sales increased by eight per cent.

FASTER INTERNET

Lílwat Retail Operations upgraded its Internet speed for broadband customers living at Xetiólacw. The delivery speed increased from 100 Mbs to 1000 Mbs.

TSÍPUN MORTGAGE RETIRED

The Xetólacw **Tsípun** (root cellar) grocery store mortgage was paid off during 2017/18.

LOGO APPRAEL PROGRAM

The Logo Apparel Program, with items featuring **Ucwalmicwts**, was introduced this past fiscal year. Items for sale included T-shirts, caps and coffee tumblers. The program has been well received.

IMPECCABLE SAFETY RECORD

Lílwat Forestry Venture (LFV) is committed to providing its employees with a safe workplace and therefore had no major injuries in 2018. Safety protocols are continually being improved and will lead to LFV maintaining great safety records in 2019.

MEETING OVERALL BUDGETS

Due to increasing the diversity of LFV services, it was able to meet its financial goals. LFV experienced a significant reduction in harvest volume due to the greatly increased length of the 2017 fire season. However, rather than seeing major reductions in profits, LFV was able to capitalize on the fires by increasing firefighting revenues and profits. LFV will further be able to take advantage of forest fire management opportunities by increasing its fuels management contracts.

ENHANCED COMMUNITY SUPPORT FOR HARVESTING

LFV experienced less negativity from the community in regard to harvesting. Open houses, detailing LFV's operations, were well attended. Elders received more than 200 loads of firewood in fiscal 2017/18. Unfortunately, one block was protested and that had an enormous impact on LFV harvesting profits.

CONTINUED AREA-BASED TENURE

The last fiscal year saw the continuation of an area-based tenure, allowing LFV to manage a significant portion of Lílwat Nation Territory.

CONTRACTING INCREASED

LFV contracted with 22 different clients, such as BC Hydro, in 2017/18. Contracted services included significant amounts of firefighting and fuels management work.

Plans And Projects For 2018/2019

DEVELOPING FUNCTION JUNCTION SITE

LBG will continue to develop the Function Junction site.

BUILD NEW LÍLWAT GAS STATION

The new gas station will be built during the next fiscal year.

UPDATE FINANCE POLICY

The LBG's Finance Policy will be updated.

PLANNING FOR COMMERCIAL CORE

LBG will continue the planning process for Lílwat Nation's commercial core.

RETAIL OPERATIONS STAFF TRAINING

In 2018/19, there will be an emphasis on preparing staff, through training initiatives, to work at the new Lílwat Gas Station at Churchlands North scheduled to open in 2019.

COMPLETE LIDAR

Lílwat Forestry Venture (LFV) will complete Lidar (a surveying method using lasers) for FNWL, CFA, WLL1666/49 and IR6 available to use for engineering/harvesting to increase safety, increase Standing Timber Inventory and decrease engineering costs.

COMPLETE FNWL

LFV will complete the First Nations Woodland License (FNWL) negotiation with the province if an acceptable tenure is offered.

ACQUIRE NEW EXCAVATOR

Acquisition of 300-sized excavator from Múrhleq will add revenue into LFV's contracting.

BENEFIT FROM COMMUNITY FOREST

Speikumtn Community Forest (Lílwat Nation and Village of Pemberton) revenues and profits will be included in the budget.

MORE FUELS MANAGEMENT CONTRACTS

A successful 2018 fuels management contract for \$500,000 in Whistler will lead to future fuels management contracting opportunities. This will generate work for LFV employees and help protect communities from the threat of forest fires.



Retail
Operations LP

Businesses That Build Community, Capacity And Confidence

Lilwat Retail Operations (LRO) oversees the Nation's retail businesses: Lilwat Gas Station and Post Office, the Xeťólacw Tsípun grocery store, and Lilwat Broadband Services. LRO provides 25 permanent full- and part-time jobs as well as casual and summer employment.

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

LRO employees can build capacity through training in customer service, work place safety, food preparation, and management skills. Employees can also obtain certifications such as Food Safe. In 2017/18, LRO provided more than \$600,000 in wages to the community.

BUSINESSES AT A GLANCE

LÍLWAT GAS STATION

Lilwat Gas Station (LGS) is a gas station with an attached convenience store situated on IR10. The facility serves the needs of Lilwat Nation and the surrounding area, capitalizing on tourist and drive-through traffic. The store provides basic groceries and various sundries along with fuel, diesel and propane. LGS provides 18 people with full- and part-time, year-round employment. This gas station will become a card lock operation when the new Lilwat gas Station opens at Churchlands North in 2019.

MOUNT CURRIE POST OFFICE

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

XEŦÓLACW TSÍPUN (ROOT CELLAR) GROCERY STORE

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

LÍLWAT BROADBAND INTERNET SERVICES

Lilwat Broadband Internet Service operates under Lilwat Management Services, providing the Internet to the Xeťólacw site. It makes significant contributions to LBG's revenues stream.



Achievements For 2017/2018

\$600,000 IN WAGES

Lílwat Retail Operations employed 25 permanent full- and part-time staff along with eight casual part-time staff and three summer student workers. The total payroll to Lílwat community member for 2017/18 was \$600,000.

LGS METRICS

Lílwat Gas Station had a slightly below budget year but was very happy with several key metrics. Fuel sales to non-status customers increased by eight per cent contributing to an overall increase in fuel sales of five per cent. Net sales increased by eight per cent.

FASTER INTERNET

Lílwat Retail Operations upgraded its Internet speed for broadband customers living at Xetiólacw. The delivery speed increased from 100 MB to 1000 MB.

TSÍPUN MORTGAGE RETIRED

The Xetiólacw Tsípun grocery store mortgage was paid off during 2017/18.

LOGO APPRAEL PROGRAM

The Logo Apparel Program, with items featuring **Ucwalmícwts**, was introduced this past fiscal year. Items for sale included T-shirts, caps and coffee tumblers. The program has been well received.

Plans For 2018/2019

REINVESTING IN COMMUNITY

Lílwat Retail Operations will continue to generate stable profits in the current Lílwat Retail Business Units for Lílwat to reinvest in community projects and business opportunities.

TSÍPUN RENEWAL

The Tsípun Renewal plans include upgrading the kitchen and deli at to facilitate increased food offerings. This will increase sales and allow for the delivery of hot food to the new Lílwat Gas Station that is set to open in 2019. As well, the renewal plan will improve selection for the community by introducing a new grocery supplier.

STAFF TRAINING

In 2018/19, there will be an emphasis on preparing staff, through training initiatives, to work at the new Lílwat Gas Station at Churchlands North scheduled to open in 2019.

EXPANDED LOGO APPAREL PROGRAM

LRO plans to expand its Logo Apparel Program by incorporating a reduce-reuse-recycle message to decrease Retail Operations litter and carbon footprint in the community.

LÍLWAT GAS 2.0

In 2017/18, Lílwat Retail Operations spent a substantial amount of its time and focus on the planning and development of the new future Lílwat Gas Station and downtown core development. This work on what's affectionately known as Lílwat Gas 2.0 has set LRO on track to begin construction in summer of 2018 with a completion target date in 2019.

The existing gas station on Main Street, long a hub of the community, will transition to a card lock operation. The new gas station will not only provide a more attractive entrance to town, it will likely be more profitable than the older gas station due to it being the last stop for gas before crossing the Duffy Lake Road. With cultural journey kiosks and space for Lílwat Nation's vendors, the new station is sure to become a new hub for the community.



Forestry
Ventures LP

Managing Lilwat Nation's Forestry Resources For Future Generations

Lilwat Forestry Ventures LP (LFV) is an integrated forest management company that holds the rights to four forest licenses (a non-renewable forest license, a forest license, and two woodlot licenses) with a total annual allowable cut (AAC) of 70,000m³.

LFV participates in tree-planting, silviculture, logging management and other aspects of the forestry industry. LFV also subcontracts engineering, road building, and harvesting to outside companies. These outside companies are expected to hire and train **Lilwat7úl** (The true Lilwat) employees as part of fulfilling LBC's ongoing commitment to capacity building.

The forestry arm of LBG is currently negotiating a First Nations Woodland License (FNWL), an area-based tenure that will allow Nation-owned subsidiaries and partnerships to directly manage the AAC (Allowable Annual Cut) of 70,000m³ and exert control over 120,000m³ of AAC in Lilwat Territory. This work is being done with a set of guiding principles that was established to facilitate negotiations between LBG and the province.

LFV also has a growing contracting division that does a variety of jobs such as firefighting, field management work, brushing and slashing, and excavation work. LFV has more than 30 casual, full- and part-time employees engaging in a wide variety of forestry activities.

Achievements For 2017/2018

IMPECCABLE SAFETY RECORD

LFV is committed to providing its employees with a safe workplace and therefore had no major injuries in 2018. Safety protocols are continually being improved and will lead to LFV maintaining great safety records in 2019.

MEETING OVERALL BUDGETS

Due to increasing the diversity of LFV services, it was able to meet its financial goals. LFV experienced a significant reduction in harvest volume due to the greatly increased length of the 2017 fire season. However, rather than seeing major reductions in profits, LFV was able to capitalize on the fires by increasing firefighting revenues and profits. LFV will further be able to take advantage of forest fire management opportunities by increasing its fuels management contracts.

ENHANCED COMMUNITY SUPPORT FOR HARVESTING

LFV experienced less negativity from the community in regard to harvesting. Open houses, detailing LFV's operations, were well attended. Elders received more than 200 loads of firewood in 2017/18 fiscal. Unfortunately, one block was protested and that had an enormous impact on LFV harvesting profits.

CONTINUED AREA-BASED TENURE

The last fiscal year saw the continuation of an area-based tenure, allowing LFV to manage a significant portion of Lilwat Nation Territory.

CONTRACTING INCREASED

LFV contracted with 22 different clients, such as BC Hydro, in 2017/18. Contracted services included significant amounts of firefighting and fuels management work.

NEW FORESTRY CREW SUPERVISOR

A second Forestry Crew Supervisor has been added to the LFV team.

Plan For 2018/2019

COMPLETE LIDAR

Lílwat Forestry Ventures (LFV) will complete Lidar (a surveying method using lasers) for FNWL, CFA, WLL1666/49 and IR6 available to use for engineering/harvesting to increase safety, increase Standing Timber Inventory, and decrease engineering costs.

COMPLETE FNWL

LFV will complete the FNWL negotiation with the province if an acceptable tenure is offered.

STABILIZE OPERATING AREAS

Stabilization of operating areas through FNWL and Canadian Forestry Association (CFA) areas will allow for long-term tenure management and Lílwat Nation land management.

ACQUIRE NEW EXCAVATOR

Acquisition of 300-sized excavator from Múmléqs will add revenue into LFV's contracting.

BENEFIT FROM COMMUNITY FOREST

Speikumtn Community Forest (Lílwat Nation and Village of Pemberton) revenues and profits will be included in the budget.

MORE FUELS MANAGEMENT CONTRACT

A successful 2018 fuels management contract for \$500,000 in Whistler will lead to future fuels management contracting opportunities. This will generate work for LFV employees and help protect communities from the threat of forest fires.

STRENGTHENING COMMUNITY CONNECTION

In 2017/18, Lílwat Forestry Ventures experienced significant growth in contracting which meant more jobs for community members. Having 25 firefighters working the entire summer created a significant increase in revenues. LFV revenues allow it to support a variety of community initiatives including supplying jerseys for Lílwat youth athletics, assisting community members with firewood deliveries, and helping students access Skálúla Discovery Camp for cultural education. As well, LFV provides a High School Super Course in forestry education to Xetólacw Community School students.

The community can see evidence of the positive growth of LFV. The corporation is creating good paying jobs for community members and providing consistent profits that go directly back to the community. LFV is now seen to be more professional. The corporation's employees have excellent attitudes and many older fleet vehicles have been replaced.

LFV is currently working to establish the Lílwat First Nation Woodland License (FNWL) so that the Nation is able to manage significantly more forested area in its territory.





Construction
Enterprises LP

Building Quality Projects, Strong Partnerships and Capacity

Lilwat Construction Enterprises and its partners build quality residential and commercial construction projects. The construction arm of LBG also creates apprenticeship and employment opportunities for Lilwat citizens.

Lilwat Construction Enterprises (LCE) undertakes projects that are on Lilwat Nation Territory and other lands, such as the Olympic Legacy land at Whistler's Function Junction, belonging to the Nation. Current projects include the construction of a mixed residential/commercial building in Function and a new gas station in Mount Currie.

LCE is committed to building partnerships with other construction companies. Developing strong strategic partnerships will enable LCE to take on projects off-reserve and create greater employment opportunities for Lilwat citizens in all aspects of construction from carpentry to project management.

Pemberton-based Murphy Construction, a company the Nation has partnered with on many residential and community projects such as the new Tšzil Learning Centre, offers carpentry apprenticeship opportunities. Working with

Murphy Construction has proven to be a very positive experience. LBG will be establishing a formal partnership with the company in 2018/19 that will allow LCE to pursue interests off-reserve. LBG's successful Múmléqs Construction is the result of a formal partnership with Lizzie Bay Logging Ltd.

Múmléqs undertook considerable site preparation in 2017/18. The company completed all site prep for the 2.9 ha (5.3 acre) Function Junction development, the new Tšzil Learning Centre, and the new Lilwat Gas Station.





Capital Assets And Land Development

Ensuring Responsible And Beneficial Land Development

LBG's Capital Assets division manages the development of all of the Lílwat Nation's fee simple lands. These land parcels are in Mount Currie, Village of Pemberton and Whistler.

Currently, Capital Assets is undertaking three major projects, one in each community, and is managing a lease on the Rutherford lands with Sea to Sky Soils. The corporation's completed projects include the Red Sky townhouse development in Whistler.

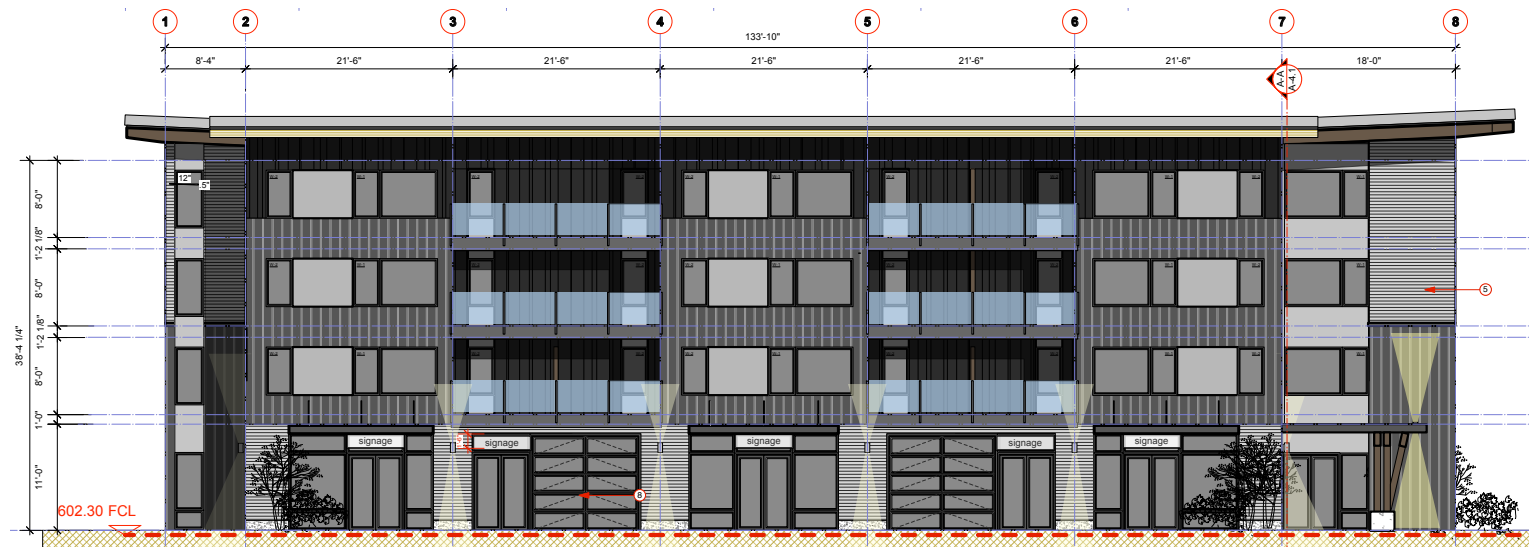
As part of its negotiations in its land development deals, Capital Assets ensures that every project includes employment opportunities for Lílwat citizens. Since the project's inception, six-to-eight Nation members have been working with Sea to Sky Soils.

CURRENT SLATE OF PROJECTS

Function Junction

The development of land the Nation owns in Whistler's Function Junction neighbourhood is an important part of LBG's Economic Development Strategy 2016-2021. Part of the Olympic Legacy, the 2.15 ha (5.3 acre) parcel has been part of Lílwat's holdings since 2007 and solely owned by the Nation since 2010.

In October 2017, Lílwat received its development permit for a new gas station and mixed residential/commercial building in Whistler's industrial neighbourhood. The project will provide 17 two-bedroom units and one one-bedroom unit. The gas station is a necessary amenity in Whistler's growing south end and will well serve visitors and locals alike. Múrmleqs has completed the site prep and building will begin in 2018/19. The build out of the gas station and four other buildings will be completed over the next three to four years.



A planned residential/commercial building at Tseqwtsúqum, Function Junction

Revitalizing Lílwat's Commercial Core

In early 2018, the Churchlands North and Mount Currie Village Plan, designed to revitalize Lílwat's commercial core and increase economic opportunity, was completed. Revitalizing Lílwat Nation's commercial core had long been entertained but wasn't acted on until the Addition-to-Reserve was granted in 2016, which freed up Churchlands North for development. The first phase of this development is the new, state-of-the-art T̓s̓zil Learning Centre, a post-secondary education and training facility, completed in 2018.

The Churchlands North and Mount Currie Village Plan outlines ideas for the development of Lílwat's commercial areas. The plan focuses on three parcels of land, outlining potential usages for each site. These sites vary in size from 1.07 ha (2.65 acres) to 6.07 ha (15 acres) in size and are located off of Main Street and behind T̓s̓zil Learning Centre at the Continental Pole Yard. Proposed uses vary from a low-rise mixed commercial/residential building to an RV Park.

Next steps include the continued engagement with Lílwat Nation members and the creation of detailed feasibility studies for each development.

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





The development concepts shown at left for each site represent a future, full-build out scenario that will take many years to realize.

Commercial Core Development

Lílwat Nation's New Commercial Core Is Underway

Lílwat's commercial core, which was based on Main Street, once consisted of a gas station and sporting goods store. LBG's Capital Assets and Development department has developed a plan that will see both the area of the commercial core and its offerings expand.

Long entertained by Lílwat Nation, revitalizing the community's commercial core became possible in 2016 when an Addition-to-Reserve for 16.18 ha (40 acres) at the juncture of Main Street and Highway 99 known as Churchlands North was granted. The new T̓szil Learning Centre is the first project in the revitalized commercial core on a 3.08 ha (7.63 acre) parcel of land. In fall 2017, ground was broken for the new Lílwat Gas Station and commercial business cluster that will share this parcel. These new facilities will not only improve Lílwat citizens retail and educational experiences, they will provide a defined and attractive gateway to the community encouraging visitors to stop for fuel, food, purchase traditional crafts and branded merchandise, and visit the Lílwat7úl Culture Centre in T̓szil Learning Centre.

Accessible via both Main Street and Highway 99, the site of the new gas station will service visitors travelling both the Lillooet Lake Road and Portage Road. The commercial spaces adjacent to the gas station would be mixed-use allowing retail space for both

Lílwat artisans and entrepreneur. Other considerations of the plan include having a park'n'ride for travellers to Joffre Lakes and other local recreational sites and developing a light industrial area.

The initial phase of shifting the location of Lílwat Nation's commercial core will be finished in 2019 when Lílwat Gas Station opens. Upon completion, phase one of the new commercial core will feature "cultural journey" kiosks and provide space for community vendors. The development of Churchlands North will not only provide new retail and commercial opportunities, it will also provide a new hub for the community. T̓szil, one of the few Indigenous led post-secondary education and training facilities in Canada, will open its doors in fall 2018.

A Plan For More Change

To fully revitalize the commercial core, the Churchlands North and Mount Currie Village Plan was developed in 2018 to examine the development of two other parcels of land, consisting of 1.07 ha (2.65 acres) on Main Street and the other consisting of 6.07 ha (15 acres) at the Continental Pole Yard.

For the second phase of the plan, a low-rise mixed residential/commercial building is being considered for the Main Street property. This building could address the community's housing needs, and could provide general rentals, Elders' housing, or housing for T̓szil students. Commercial tenants could include health, medical, and professional services.

Revitalizing downtown Mount Currie, and developing these three parcels of land, will create a number of positive spin-offs for the community. Some of the community benefits of the developments currently under consideration include increased traffic safety, economic and employment opportunities, increased revenue to support community services and programs, and new facilities for members and residents.

The Churchlands North and Mount Currie Village Plan provides for area-wide improvements. These improvements include cultural and environmental protections, showcasing Lílwat art and architecture, social and cultural space, and pedestrian and cyclist infrastructure such as sidewalks and paths.

Commercial Core (con't)

Moving Forward

Moving into 2017/18 Before any of the proposed developments move forward into design and construction a development planning process consisting of six steps must be followed.

1. CONTINUED ENGAGEMENT WITH MEMBERS

As plans progress members should continue to be consulted and informed.

2. FEASIBILITY STUDIES

A feasibility study detailing site plans and market trends, with a case study of pro forma, must be completed for each potential development.

3. REGIONAL DISTRICT POLICY APPEALS AND APPROVALS

The SLRD Zoning and Official Community Plan (OCP) and Zoning amendments will be necessary to proceed.

4. FINANCING, MANAGEMENT AND BUSINESS PLANS

The three sites include a mix of on- and off-reserve parcels that require appropriate financing and operating structures.

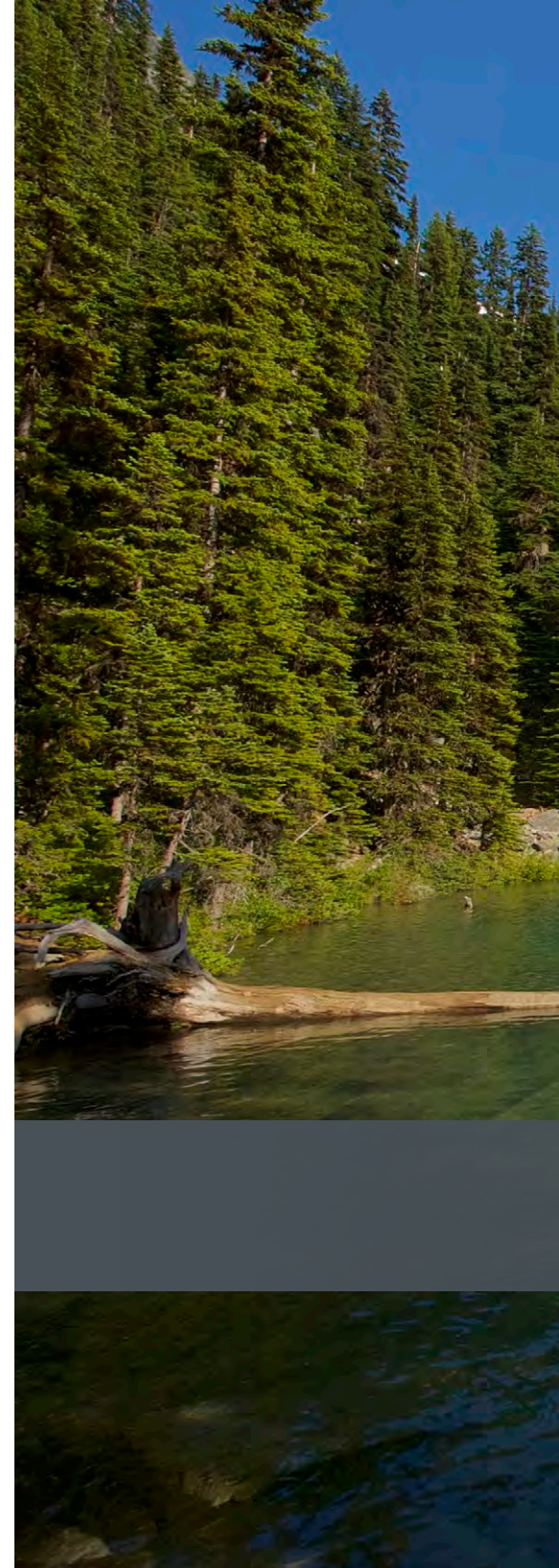
5. LÍLWAT POLICY DEVELOPMENT

Lílwat Nation policy will be developed needed to provide clear procedures, fair and equitable access, and to manage risk with regard to Lílwat entrepreneurs seeking to use any new commercial spaces.

6. ENGINEERING STUDIES AND SITE SURVEYS

Engineering studies and site survey will be conducted as required for more detailed site and building design. These studies and surveys would include assessing flood hazards and flood construction levels for structures, soil tests for servicing options and foundation design, archaeological surveys, and environmental impact assessments.

Building a new commercial core is part of building the Nation. Capital Assets and Land Development is proud to be part of this work that will benefit Lílwat Nation for generations to come.



A scenic landscape photograph of a turquoise lake with a snow-capped mountain in the background and a log floating in the water.

Financial Report

A Look At The Lílwat Nation's Financial Picture 2017/2018

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

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

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

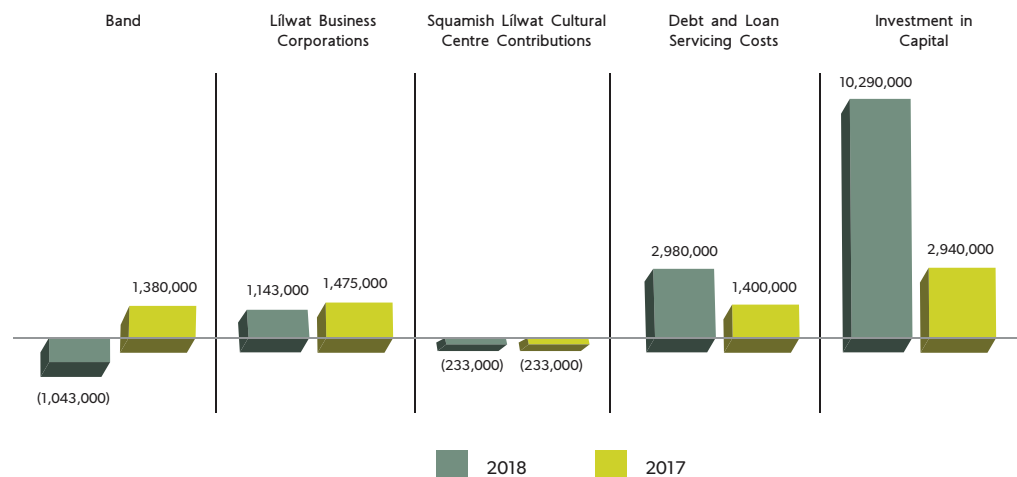
Members can obtain a copy of the complete audited financial statements and special purpose reports upon request at the Lílwat Nation Administration office during regular business hours.

Overall Summary

At March 31st, 2018, the Lílwat Nation remains in a strong financial position, reporting an overall consolidated surplus of **\$12.11 million**. Net Financial Assets, which indicates the organizations overall ability to pay for all past spending, increased to **\$20.89 million** at the end of 2017/2018 from **\$17.62 million** at the end of the prior year. Cash balances increased to **\$14.44 million** at the end of 2017/2018 from **\$9.31 million** at the end of 2016/2017. During the year changes to the restricted cash reserves included an amount of **\$4 million** from the sale of the investment in Baxter Creek Development as well as an amount of **\$1.7 million** from the Whistler Blackcomb Master Development Agreement. Lílwat Nation has internally restricted the monies received for future capital and economic development projects of the Lílwat Nation.

Lílwat Government program had an annual deficit of funding net of other items of **\$1.04 million** for 2017/2018, compared to a surplus of **\$1.38 million** in 2016/2017. The 2017/18 deficit is due to the capital fund that had a deficit of **\$1.76 million** in 2017/2018, which was primarily due to the assets under construction for which expenses were incurred and for which revenue will be received during the next fiscal year. Business Corporations results remained positive with an operating profit of **\$1.14 million**. This is a decrease of **\$332,000** compared to last year. It should be noted that the Log sales for the Lílwat Forestry Ventures Limited Partnership were heavily impacted by the forest fires in 2017/2018.

It should be noted that while the final result for 2017/2018 was an accounting profit of **\$12.11 million**, the total does not reflect **\$5.1 million** of transfers to our internally restricted reserves, or the **\$10.29 million** that was invested in capital assets during the year, due to accounting standards. The accounting profit does include non-cash items such as **\$1.5 million** amortization expense.



Where We Are Now

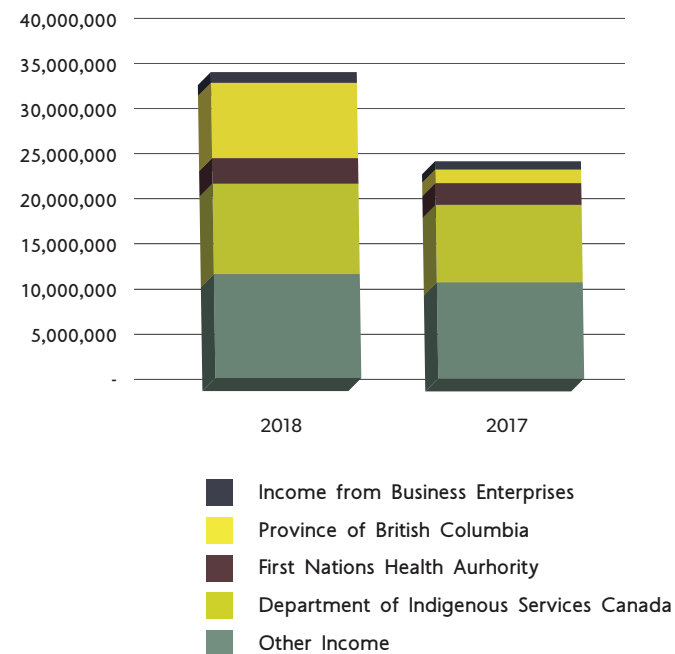
The following are some of the financial highlights for the year ending March 31st, 2018.

Band Operations

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

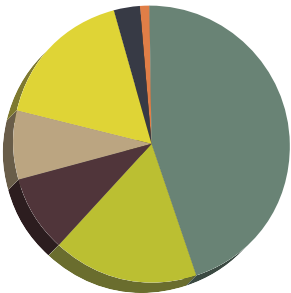
REVENUES AND SOURCES OF FUNDS

Total Revenue and Sources of Funds for 2017/2018 equaled **\$34.1 million**, an increase of **\$10 million**, or **42%**, compared to **\$24.1 million** in 2016/2017. A significant portion of the year-over-year increase is due to the **\$6.2 million** received from the Province of BC for the T̓szil project. The revenue from the Department of Indigenous Services Canada (DISC) increased by **\$1.4 million** to **\$10 million** compared to 2016/2017 primarily due to receiving additional funding for business development and cultural enrichment. The revenue of **\$2.9 million** recognized from the First Nations Health Authority increased by **23%** over last year, due to additional funding received for the new Health and Healing building. Other income showed an increase of **\$880,000** over last year. This increase is due to the return on investment on the sale of the Baxter Creek LP Developments. It is to be noted that last year, **\$1.4 million** in Legacy Housing revenue was part of the other income as a result of the construction of new Band Rental Housing units. The Income from Business Enterprises increased by **\$460,000** to **\$1.1 million** due to the 2018 revenue from Baxter Creek.



EXPENSES

Expenses totaled **\$22 million** in 2017/2018, which was an overall increase of **\$1.6 million** or **8%** compared to prior year. Significant year-over-year differences included a **\$9.8 million** Payroll and Honoraria expense, an increase of **\$811,000** compared to **\$9 million** in the prior year. The increase is explained by a combination of teacher wages adjustments at the community school and additional positions filled. Other significant differences in expenses included a **\$2 million** Program costs expense, an increase of **\$602,000** compared to 2016/2017, predominantly due social development program in which there was an increase in basic needs and shelter costs. The General and Administration fees decreased by **5%** or **\$208,000** compared to prior year, mainly due to a reduction of bad debt expenses. The organization made some progress in the collection of past arrears relating to rent and user fees. Miscellaneous expenses, which includes among others: Equipment, contract services, repairs and maintenance increased by **\$263,000** or **8%**. This increase is predominantly due to the purchase of a new Mobility Van for the Health program combined to an increase in contract services expenses related to Fire protection (new funding received in 2017/2018).

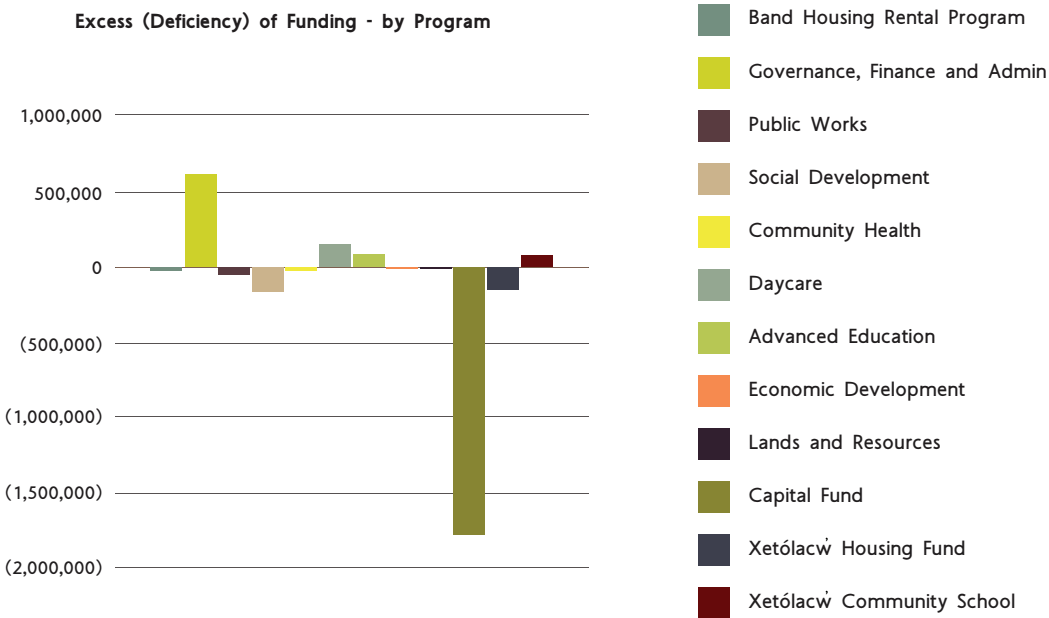


- Payroll and Honoraria - \$9.84M (45%)
 - General & Admin - \$3.74M (17%)
 - Other Program Costs - \$2.03M (9%)
 - Amortization & Interest Costs - \$1.76M (8%)
 - Miscellaneous - \$3.65M (17%)
 - Consulting and Professional Fees - \$748M (3%)
 - Contribution to Squamish Lílwat Cultural Centre - \$233K (1%)
- * G&A includes Insurance, supplies, utilities, office and training
- * Miscellaneous includes Equipment, contract services, repairs and maintenance

PROGRAM SURPLUS / DEFICIENCY

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

As mentioned in the Revenues and sources of funds section, the 2017/18 deficit in Capital Fund was primarily due to the assets under construction for which expenses were incurred and for which revenue will be received during the next fiscal year.



Lilwat Business Group

During the fiscal year ending March 31, 2018 the Lilwat Business Group reported a combined operating profit of **\$1.1 million**, on total revenue of **\$14.7 million**. The operating profit is a true reflection of the Corporations' success, and it provided the capital to repay all debt, provide **\$2.03 million** in wages and benefits largely to community members, and provide a contribution of **\$600,000** to the Nation.

Lilwat Forestry Ventures LP contributed heavily to the bottom line with success in both timber harvesting and contracting. Although timber prices remain very strong, harvesting revenues were less than expected due to the length of the shut down during the summer for fires. However, the contracting division more than made up the difference with firefighting revenues exceeding **\$900,000**. Combined profits for the two divisions was **\$1.017 million** for the year. **Lilwat Capital Assets LP's** profit of **\$127,112** on revenues from both property rentals and gravel sales. **Lilwat Construction Enterprises LP** reported a net profit of **\$62,814** from participation in the Mumleqs partnership with Lizzie Bay Logging and other projects. **Lilwat Retail Operations LP** while showing an 11% increase in revenues had a loss of **\$40,261**. The loss was a result of lower margins during the year due to the policy of maintaining competitive pricing with local competition and volatility in the fuel market. Work on the new gas station and renovations to the Tsipun supermarket are progressing well with construction to start during the current fiscal year.

Overall, the Lilwat Nation Business Group contributed greatly to the financial position of Lilwat Nation.

Squamish Lilwat Cultural Centre (SLCC) Contributions

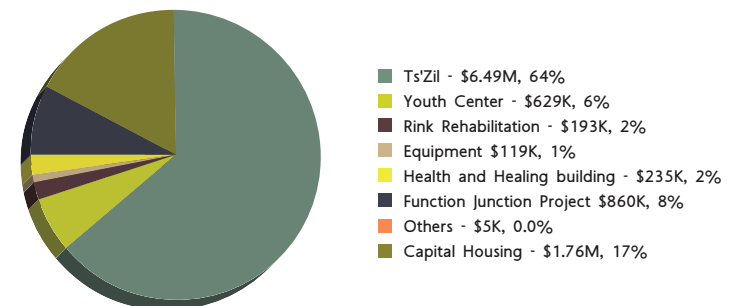
As an equal partner in the Squamish Lilwat Cultural Centre (SLCC) in Whistler, Lilwat Nation is responsible for providing an annual contribution to fund one-half of any shortfall in the SLCC's operations budget. Required SLCC funding continues to limit our ability to fund other Lilwat programs and services. The **\$233,000** required contribution for 2017/2018 was equal to what was paid in the prior year. Lilwat Nation does not receive any funding to offset this annual contribution. All SLCC contributions are funded from Band Governance through a reduction of services, corporation profits, repurposing formerly restricted funds, or increased debt.

Debt Servicing and Capital Costs

At the end of 2017/2018, the Lilwat Nation had a total of **\$9.6 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 **\$2.98 million**, which represents an increase of **\$1.6 million** compared to 2016/2017. This increase is primarily due to the repayment of the Ullus mortgage for a total amount of **\$2 million**. The Lilwat Nation does not receive any funding to offset the annual cost of servicing the debt.

A total of **\$10.29 million** was invested in capital assets during 2017/2018. These capital investments were funded through contributions from the Province of BC, CMHC, DISC, FNHA and internal restricted reserves. At the end of 2017/2018, the Lilwat Government held capital assets worth a total of **\$42.9 million**. The amortization expense for 2017/2018 associated with these capital assets was **\$1.5 million**.

Capital Expenses - \$10.29 Million



The Chief and Council appointed the accounting firm of BDO Canada LLP to conduct our fiscal year 2017/2018 financial statement audit. As a result of the audit, BDO expressed an unqualified or "clean" audit opinion which means BDO believes the consolidated financial statements fairly present the financial position of the Lilwat Government at March 31st, 2018, and the results of its operations and its cash flows. A summary of this information is presented in the pages that follow.

Report of the Independent Auditor on the Summary Financial Statements



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www.bdo.ca

BDO Canada LLP
1631 Dickson Avenue, Suite 400
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To the Members of the Lilwat Nation

The accompanying summary financial statements, which comprise the summary statement of financial position as at March 31, 2018, and the summary statement of financial activity for the year then ended, are derived from the audited consolidated financial statements of the Lilwat Nation for the year ended March 31, 2018. We expressed an unmodified audit opinion on those consolidated financial statements in our report dated July 17, 2018. Those consolidated financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those audited financial statements.

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

Management's Responsibility for the Summary Financial Statements

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

Auditor's Responsibility

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

Opinion

In our opinion, the summary financial statements derived from the audited consolidated financial statements of the Lilwat Nation for the year ended March 31, 2018 are a fair summary of those consolidated financial statements, in accordance with the basis described in Note 1.

A handwritten signature in black ink that reads 'BDO Canada LLP'.

Chartered Professional Accountants

Kelowna, British Columbia

August 3, 2018

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

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



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Lil'wat Nation Summary Statement of Financial Position

March 31	2018	2017
Financial Assets		
Restricted cash	\$ 7,341,668	\$ 2,295,633
Temporary investments	7,099,470	7,011,760
Accounts receivable	2,546,820	3,097,256
Due from related entities	237,119	171,428
Investment in business enterprises and partnerships	21,211,182	22,499,471
Ottawa Trust Funds	305,488	293,854
	<u>38,741,747</u>	<u>35,369,402</u>
Financial Liabilities		
Bank indebtedness	475,660	1,489,244
Accounts payable and accrued liabilities	5,031,711	2,000,846
Deferred revenue	2,430,260	2,454,414
Due to related entities	334,151	425,582
Obligation under capital lease	393,702	427,476
Long term debt	9,190,271	10,952,539
	<u>17,855,755</u>	<u>17,750,101</u>
Net Financial Assets	20,885,992	17,619,301
Non - Financial Assets		
Tangible capital assets	42,847,284	34,071,323
Prepaid expenses	203,272	137,212
	<u>43,050,556</u>	<u>34,208,535</u>
Accumulated Surplus	\$ 63,936,548	\$ 51,827,836

Líl'wat Nation

Summary Statement of Financial Activity



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For the year ended March 31	2018	2017
Revenue		
Department of Indigenous Services Canada	\$ 9,984,927	\$ 8,591,402
Canada Mortgage and Housing Corporation	226,388	198,227
Department of Fisheries and Oceans Canada	317,622	323,500
First Nations Education Steering Committee	1,112,272	1,016,833
First Nations Health Authority	2,934,796	2,387,986
Province of British Columbia	8,346,428	1,619,071
Rental income	891,697	840,907
Sto: Lo Aboriginal Skills & Employment Training	415,200	321,651
Other income	7,174,443	5,196,373
Income from business enterprises and partnerships	1,135,729	674,908
Royalty income	1,559,087	2,913,812
Ottawa Trust Fund	-	6,656
Interest income	7,203	5,599
BC special grant	5,014	5,059
	34,110,806	24,101,984
Expenses		
Band Housing Rentals	599,001	615,794
Governance, Finance and Administration	2,740,770	2,865,460
Public Works	2,894,387	2,824,382
Social Development	3,081,861	2,295,562
Community Health and Daycare	3,347,628	3,404,559
Advanced Education	1,363,933	1,470,684
Economic Development	270,191	424,868
Líl'wat Lands and Resources	855,939	924,351
Capital Fund	1,069,440	695,980
Xetólacw Housing Operations Fund	637,199	596,835
Xetólacw Community School Fund	4,792,013	4,295,479
Funding agency recoveries	310,601	-
CMHC approved expenditures	39,131	35,756
	22,002,094	20,449,710
Annual surplus	12,108,712	3,652,274
Accumulated surplus, beginning of year	51,827,836	48,175,562
Accumulated surplus, end of year	\$ 63,936,548	\$ 51,827,836

Lil'wat Nation

Note to Summary Financial Statements

March 31, 2018

1. Summary Financial Statements



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The summary financial statements are derived from the complete audited consolidated financial statements, prepared in accordance with Canadian public sector accounting standards as at March 31, 2018.

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.



Opening Doors To Tradition And Healing: Gélpcal R. Ashley Joseph

When people enter the new Tszil Learning Centre they will walk through doors carved by Lílwat7úl artist Gélpcal R. Ashley Joseph. The striking welcome figures, a man holding a drum ready to offer a song and a woman offering berries, that will greet students, staff and visitors are not only beautiful, they also reflect a theme that guides Gélpcal in life: balance.

Gélpcal, who prefers to go by his Lílwat7úl name, aims to live his life based on the medicine wheel addressing all aspects of his well-being in a balanced fashion.

“I spend much time checking that there is good balance,” he says. That balance applies to all aspects of his life, from his creative contributions to the community to his family life, and spirituality.

It is hard to believe that *The Welcome Path To Knowledge* is the work of a carver with three years experience. However, the level of mastery becomes completely understandable when Gélpcal’s more than three decades of artistic exploration that includes drawing, acrylic painting and pine needle weaving is considered.

“This is all merely a gift from The Creator and I am doing as I am supposed to,” he says modestly.

Part of how Gélpcal shares his gift is by teaching youth art techniques and then letting them go off in their own direction. He does this because it’s been the way that he has always learned best. He believes that success for his students is more easily found when they stick to what they are creatively passionate about. “Never fight your spirit, give your gift freedom and allow yourself to become who you where meant.”



Artist Statement

All time is precious, I spend it collecting stories and sharing them with all I create. Teaching only furthers my passion as I find security in knowing that I've guided becoming artists, and assuring our rich culture is to be shared always.

His artistic journey began when he was a youth, taking full advantage of what Pemberton Secondary School art teacher, Patty White, had to offer, focussing on drawing and painting. He switched schools in Grade 9 to learn what he could from Xc'ólacw Community School (XCS) teacher Johnny Abraham, a carver, printmaker and painter. Gélpcał also found his teachers outside the classroom, gathering inspiration and skills from his aunt, master cedar root weaver Antolia7 Vera Edmonds, and all other community Elders as well.

Gélpcał also participates in regular saqúta (drumming, singing and dancing), and is active in the SSHS Men's Group, and taking youth out to camp on the land with Kúkwpi7 Skalúlmecw Chief Dean Nelson. He received his traditional named three years ago, about the same time he picked up an old utility knife and tried "drawing on wood."

Gélpcał means "The One Who Brings Strength." He shares this strength with the youth he teaches art to at various schools in the area. While teaching any given medium, he listens carefully to what his students have to share.

For Gélpcał, art has always been a way to connect more deeply with his spirit, a spirit nourished by self-expression. That spirit is guiding his current project, a "reconciliation canoe," he is creating with the help of his cousin Q'awām (Wolf) Redmond Andrews.

"It's about trying to help bring healing to the people," he says about the canoe. "It will have four paddles with two of them intentionally broken. There will be holes made in the canoe and at each end there will hands carved in to represent both our political chief and cultural chief who are just trying to hold the vessel together until we all get to where we need to be, hopefully as a united people. On the outside of the canoe there will be varying sized salmon that represent all generations fighting the good fight with strength, and determination."

One of the things Gélpcał is determined to do: "Get our kids where they need to be. I want to die comfortably someday knowing I gave everything to the generations who will continue the Lílwat footsteps; mine included."



The Wolf And The Heron: Qawām Redmond Andrews

Qawām (Wolf) Redmond Andrews, 22, took up carving when he was 16 years old. It was then that he received his late father's tools, which were being held by carvers **Gélpcał** R. Ashley Joseph and Jonathan Joe. Andrews' father was master carver Bruce Edmonds who passed away in 2010.

Today, Andrews, who works at the Skwxwú7mesh Lílwat7úl Cultural Centre (SLCC) as a tour guide and cultural performer, regularly walks through centre's dramatic cedar doors, one side carved by his father, who also created with one of two beautiful spindles at the entrance to the SLCC's Great Hall.

As a child, Andrews remembers playing with his toy cars in the wood shavings that fell to the floor as his father carved. And while his father did not teach him to carve as a young boy, his father's work has influenced him, especially when it comes to his heron carvings.

"I like to think of the heron as my Dad," says Andrews, who is currently working on his first commission, a 90 cm x 45 cm (3 ft x 1.5 ft) piece that combines the heron and the wolf. "The heron was one of my dad's favourite things to carve. This carving is me learning from looking at my Dad's artwork."

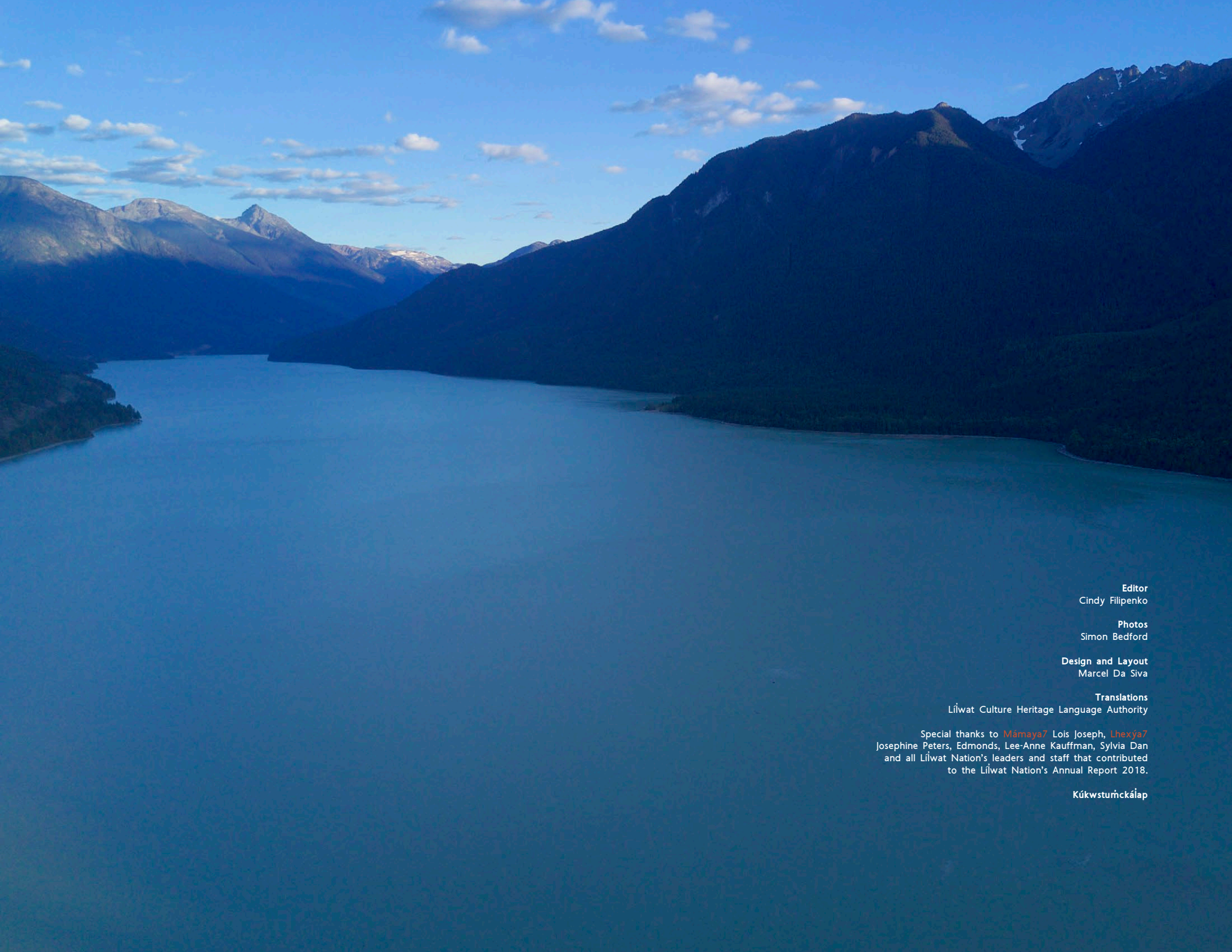
Andrews carved his first heron while sitting by the river contemplating a piece of cottonwood bark in his hand and gazing on a bird a few feet away. He spent two hours looking at the heron and another four hours carving its image into the bark.

"That heron taught me patience," he says. It also gave him a subject that has inspired an impressive amount of work.

When he first picked up his father's tools, he was producing up to three carvings week. Today, he manages about one a week. These carvings, now done on construction waste cedar cuts, almost always ends up for sale in the SLCC gift shop.

"When it comes to my carvings I don't really have a goal, I do it to pass time," says the accomplished young carver. "I like showing my work, but I don't care if it gets sold or not. As long as it's on display, I'm OK with it."





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Lílwat Culture Heritage Language Authority

Special thanks to **Mámayaʔ** Lois Joseph, **Lhexyaʔ** Josephine Peters, Edmonds, Lee-Anne Kauffman, Sylvia Dan and all Lílwat Nation's leaders and staff that contributed to the Lílwat Nation's Annual Report 2018.

Kúkwstumckálap

A photograph of white daisies in a field. The daisies are in the foreground, with some in focus and others blurred. The background is a soft, out-of-focus landscape with a rainbow visible in the upper left corner. The lighting is warm, suggesting a sunset or sunrise.

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