



Maymáysen kwes ka útsa ti nwá7tenlhkalha: Getting Organized

Lílwat Nation ANNUAL REPORT 2019

An aerial photograph showing a large outdoor event at a Líl'wat Nation site. The event is held on a grassy field with a large parking lot filled with cars and several small buildings. A river flows along the right side of the field, and a dense forest of green trees surrounds the area. In the background, there are large, rugged mountains with patches of snow under a blue sky with scattered clouds.

“The work that's been done over the last year lays down what our community is going to look like in the future. It's all for us, the Líl'wats.”

— Kúkwpi7 Táya
Cultural Chief Leonard Andrew
Líl'wat Elder

“Líl'wat Nation is getting organized to become a more efficient and responsive organization. As we introduce changes, we do so to be a government that balances language and cultural reclamation with delivering services to the people.”

— Kúkwpi7 Skalúlmecw
Political Chief Dean Nelson



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Governance



Message from the Political Chief

Welcome to the Lilwat Nation Annual Report: *Maymáysen kwes ka útsa ti nwá7tenlhalha: Getting Organized*. The direct translation of the Ucwalmíewts is 'Fix it so that the state of "our way of life" is better'. This theme reflects the work undertaken by elected and appointed leadership in FY 2019.

I see getting organized as being all about recognizing things that are not working, removing them and replacing them with what is required. The nation is getting organized to become a more efficient and responsive organization. As we introduce changes, we do so to be a government that balances language and cultural reclamation with delivering services to the people.

A key component of getting organized and providing better services to the people is policy review. Council has made it a priority to organize, sort through, and recognize those that are out-dated and no longer serve their purpose.

Highlights for me in FY 2019 were the new facilities that we opened, namely T̓zil Learning Centre and The Youth Centre. Providing positive social experiences and educational resources will have a powerful impact on our youth and our community. But the ultimate highlight for me was seeing the people that are running these operations. I am proud to see we have many Lilwat citizens in senior roles that are positively impacting the nation.

We go into 2019/20 with a variety of projects underway, from a new health centre to the mixed residential/retail building and gas station in Function Junction. As we

explore the needs of the people through public engagements such as General Assemblies and issue-specific meetings, we continue to adapt existing programming and create new programming to address the needs of our people.

I see a future for the Lilwat Nation that is brighter and offers more opportunity. The leadership that I see strengthening every day will help make this future a reality.

I also wish for our people to take responsibility for themselves, their family, and their community. In this way, we will further our goals and create a more powerful tomorrow.

It is an honour to serve I Ucwalmíewa (The People) of Lilwat Nation.

Kúkwstumckálap
(Thank you to more than one),

Kúkwpi7 Skalúlmecw
Political Chief Dean Nelson



Message from the Cultural Chief

Getting organized—the theme of this annual report—means a lot, and we have been doing it for a while now. The *2017-2022 Lilwat Nation Strategic Plan* explains most of that. We must review that plan annually for our people, as we are working for them, and for audits required by our funding sources.

The work that's been done over the last year lays the foundation for what our community is going to look like in the future. That future is for all for us, the Lilwats. We are growing rapidly, so we must keep up with the needs of our community. We have only begun to build our community for what it can be for tomorrow.

The work on our genealogy, of who we are, is just a start. We must continue this work so that we don't forget who we are. Our culture and language are essential and we must preserve them.

Plan, plan, plan. We must never stop doing that because we are not only dealing with our reserve lands today but also our territory. Policy reviews are a continuation of our plans. Change is upon us, so we cannot forget whom we are here for. Our primary funding source, Indigenous and Northern Affairs Canada (INAC), has not been overseeing their fiduciary responsibility, so we must find ways other ways to deal with it. Our territory and our resources seem to

be a very large part of that. Unfortunately, we are getting very municipalized as a community, and we must change that. That is my wish for the future of our people and our nation.

The highlights for me in the last couple of fiscal years were the opening of our new gas station and Tšzil Learning Centre, as well as seeing and hearing the 2018 Grads up on top of Mount Currie. Never thought I'd see that day.

I have a lot of other ideas and comments but will save those for another time.

I send my respect and love to you all.

Kúkwstunckálap,

Kúkwpi7 Táya

Chief Leonard Andrew



Council

Meet the People who Represent the Lílwat Nation

Along with the Political Chief and Cultural Chief, 11 councillors make up Lílwat Nation's Chief and Council. These following dedicated women and men have committed themselves to ensuring that governance reflects the needs I Ucwalmicwa. Fiscal 2018/19 was the end of term for the first Council elected to a four-year term per the Lílwat Nation Election Code.



Emháka
Felicity Nelson

Portfolio: Community Social Services (Housing)
Internal Committees: Polidy, Housing Board and Board of Education
External Committees: Lower St'átimc Tribal Council
Occupation: Retired educator
Emháka has served on Council for more than 24 years.



Gig
Greg Bikadi

Occupation: Mechanical repair and metal fabrication
Lílwat Governance Transition Team
Gig has served one term on Council.



Háma7
Alphonse Wallace

Portfolio: Community Social Services
Internal Committees: Policy and Community Social Services Board
Occupation: Recreation Manager, Lílwat Nation
Háma7 has served five terms on Council.



Kík7ak

Helena Edmonds

Portfolio: Community Social Services, Public Works
Internal Committees: Public Works, Infrastructure and Capital Projects, Lilwat Transitional Governance Team

Occupation: Indigenous Support Worker, Pemberton Secondary School

Kík7ak has served one term on Council.



Petsklh

Vaughan Gabriel

Portfolio: Governance

Internal Committees: Governance, Personnel, Finance, Audit and Policy

External Committee: First Nations Financial Authority

Petsklh has served four terms 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 Committees: Operating Board of Directors, Lilwat Governance Transition Team

Occupation: Fisheries Manager, Lands and Resources

Other: President of Lilwat Business Group

Lhpatq has served five terms on Council.



Sawt

Martina Pierre

Portfolio: Education

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

External Committees: Vancouver Coastal Health

Occupation: Professor, Capilano University

Sawt has served five terms on Council.



Mámaya7

Lois Joseph

Portfolios: Education and Economic Development

Internal Committees: T'szil Learning Centre Board and Lilwat Holdings Board

External Committees: Skwxwú7mesh Lilwat7úl Cultural Centre

Occupation: Lilwat7úl Culture Centre Manager

Mámaya7 has served 12 terms on Council.



Sík Sík

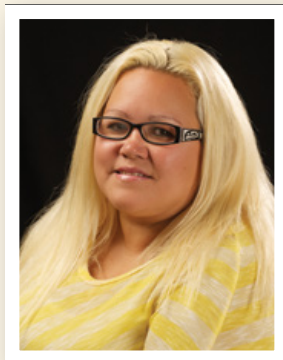
Joshua Anderson

Portfolio: Lands and Resources

Internal Committees: Land Management Board, Lilwat Governance Transition Team

Occupation: Cultural Delivery Leader, Skwxwú7mesh Lilwat7úl Cultural Centre (SLCC)

Sík Sík has served three terms on Council.



Tsekonámus Losí
Rosemary Stager

Portfolio: Governance, Lands and Resources

Internal Committees: Governance and Personnel

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

Tsekonámus Losí has served five terms on Council.



Yámkcen
Tara Smith

Internal Committees: Governance, Policy,
Finance and Audit

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

Yámkcen has served three terms on Council.



How Governance Works

I Ucwalmicwa come first when it comes to Lílwat Nation's governance. Every four years, the community elects a Political Chief, Cultural Chief, and 11 council members. With community consultation and staff input, every five years, governance creates a new strategic plan. This living document sets the course for the nation's work. The current plan spans seven years and will come to the end of its cycle in 2023.

Chiefs and Council support the Chief Administrative Officer (CAO) in fulfilling the objectives of the strategic plan through the work of seven governmental departments and the Lílwat Business Group (LBG). Staff fulfills the day-to-day functions of governance, from the operation of Úlilus (Where people gather)—the nation's joint government, recreation and community building—to maintaining and creating safe infrastructure.

Departments and divisions overseen explicitly by the CAO include Finance and Administration and Human Resources. The CAO also leads communications and emergency planning, as well as the Senior Leadership Team.

Lílwat Nation is increasingly becoming a policy-driven government. Elected leadership and the CAO provide oversight and guidance in the development and review of policy, codes and strategies. Governance applies ongoing efforts to keep these guiding documents current and relevant in all areas of Lílwat Nation's government.

Moving Towards Self-Determination


An underpinning to governance in the past term has been getting organized to accelerate moving towards self-determination. In 2018/19, Lílwat Nation continued exploring exercising its Inherent Right of Self-Government. The Canadian Charter of Rights and Freedoms guarantees this right to all Indigenous communities.

Inherent rights are not something granted by the federal government but rather are 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. Lílwat Nation is setting the groundwork for exercising this right.

Lílwat Nation's transition to self-governance will not happen overnight, but it will happen. Self-governance will mean that all Lílwat Nation citizens will have increased control over their lives and land.

Citizen Participation in Governance

Lílwat Nation upholds the principles of transparency and open government. To move policy forward, Lílwat 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.



Strategic Objectives And Goals

In 2018/19, the Lílwat Nation government continued to work on the goal of Lílwat Nation exercising its inherent right to self-determination, the number one objective of the *Lílwat Nation 2016-2023 Strategic Plan*. The plan outlines how to develop the community while adhering to cultural values.

The nine key objectives of the plan are as follows:

- 1** Self-determination for and by Lílwat
- 2** People living in Nłákmen (Our Way)
- 3** Excellence in education
- 4** Pride in a safe and secure community
- 5** Maximum control over Lílwat territory
- 6** Excellence in Lílwat government
- 7** Lílwat7úl (The true Lílwat people) living a healthy lifestyle
- 8** Strong families
- 9** Maximum personal economic choice and opportunity

Sixty-eight primary goals support the Lílwat Nation 2016-2023 Strategic Plan's nine objectives.

SERVING A NATION

The fulfillment of Líl'wat Nation's activities relies on the efforts of more than 300 people working toward 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.

LÍL'WAT7ÚL CULTURAL VALUES

Respect

Úcwalmicw tmicw (Our Land)

Honesty

Living well

Kúłtsam̓ (Take only what you need)

Ntákmen

Integrity

Fairness



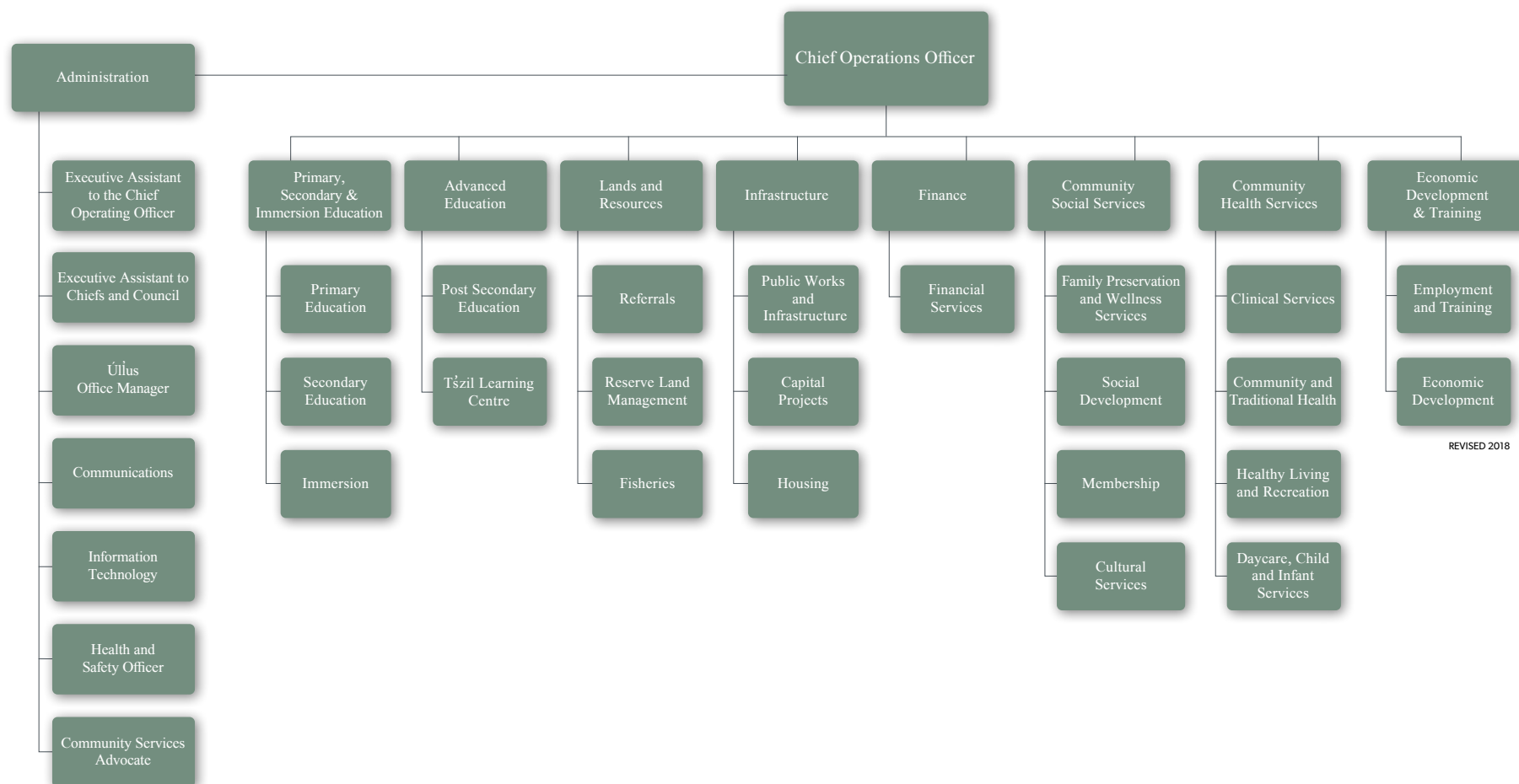
ORGANIZATIONAL STRUCTURE

A Government of The People

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

I Ucwalmicwa

Chiefs and Council



REVISED 2018



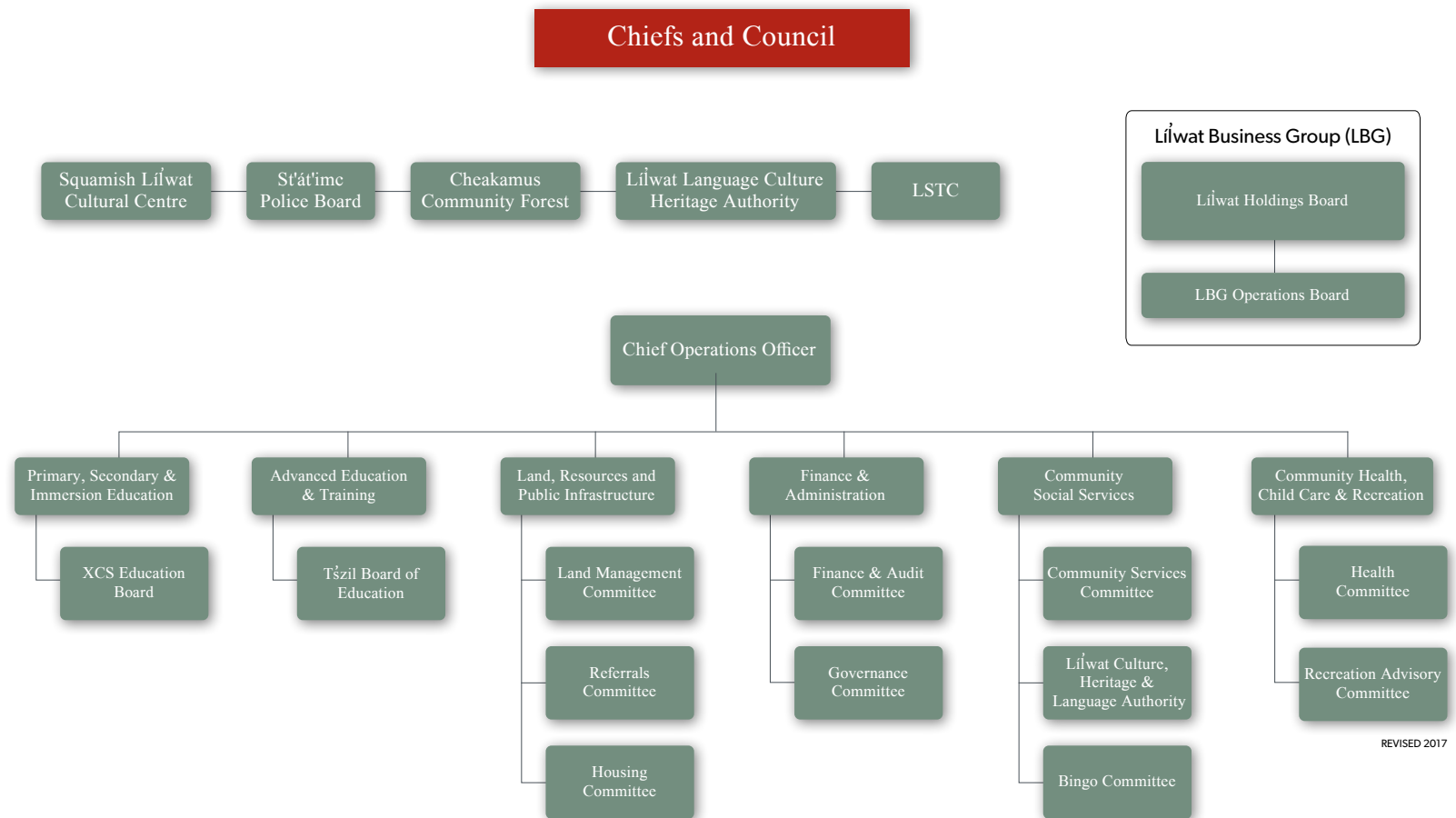


COMMITTEE AND BOARD STRUCTURE

Governance and Community Working Together

Lilwat Nation's committees and boards ensure that the nation's work is consistent with its overall vision. Using the *Lilwat Nation 2016-2023 Strategic Plan* as a foundation, these dedicated individuals who come from leadership, staff, and the community work together to advance the goals of the Lilwat Nation.


I Ucwalmícwa



REVISED 2017

FY 2019 Achievements at a Glance

- Community Social Services Department (CSS) started developing in-house programs to deliver cultural components in its services.
- The new Lílwat Health and Healing (LLH) Centre broke ground in August 2018 with construction starting shortly after that.
- Xetólacw Community School (XCS) opened its new Language Immersion Program building to accommodate the expanded program that now serves intermediate as well as primary students.
- The Land and Resources Department (L&R), in collaboration with BC Parks, finalized the Nlháxten Cerise Creek Conservancy Plan.
- In August 2019, the new \$8.1 million Tšzil Learning Centre (TLC) opened its doors. The 2,043 sq. m. (22,000 sq. ft.) building replaces a collection of ageing portable classrooms that had come to the end of their usefulness.
- The Infrastructure Department (ID) oversaw the site preparation and construction of six, and one-bedroom units (two units to be fully wheelchair accessible).
- The Women's Empowerment Group, a project of CSS's Lílwat Wellness division and area, has continued to grow throughout its first year.
- XCS began planning for the development of an outdoor education school at Lílwat Place.
- LLH led the development of the Lílwat Early Childhood Development (ECD) Strategy developed in collaboration with LHH Maternal Child Health staff, XCS, Community Social Services and Úllus Child Care Centre.
- During summer 2018, 11 archaeological sites within Lílwat territory were located, mapped and registered by L&R.
- CSS introduced Right to Play's Promoting Life-skills in Aboriginal Youth (PLAY). Right to Play, a global organization, partners with Indigenous organizations to deliver this program designed to empower children/youth with resiliency, teamwork and inclusive skills.
- LHH adopted the Mustimuhw cEMR (Electronic Medical Report) program to replace paper charts, improve data collection and enhance internal communication.

- 
- ID completed significant upgrades to the nation's two transfer stations were completed, which will improve the separation process and reduce the contamination of recyclables.
 - XCS was able to expand its language and culture curriculum through language grant monies. As a result of this work, XCS has developed a stronger working relationship with the Lilwat7úl Cultural Center staff to help coordinate its work.
 - A 980 ha parcel of land covering “Morgan's Garden,” and area near the Nlháxten Cerise Conservancy, is now near finalization for protection.
 - Radiocarbon-dating was completed at the village site on the Birkenhead River for four different s7ískten sites (pit houses) and revealed the site age to be between 1,745 and 2,459 years old.
 - In March 2019, TLC received a \$300,000 contribution from Capilano University to furnish and acquire equipment for the new learning centre.
 - TLC engaged with the Lilwat7úl to create a five-year strategic plan for the Tšzil Learning Centre.
 - ID completed a 15-year housing plan that demonstrates that future growth can be accommodated primarily on existing serviced lots within the Xetólaew neighbourhood was developed.
 - **DEVELOPMENT OF FUNCTION JUNCTION SITE**
Capital Assets continued work on the Function Junction site prep as per its development permit, anticipating breaking ground for a mixed residential/commercial project in early FY 2020.
 - **NEW GAS STATION CONSTRUCTION STARTS**
Twenty years after acquiring the Churchlands, the construction of the new Lilwat Gas Station on the Churchlands North parcel started in FY 2019.
 - **TSÍPUN GROCERY STORE RENEWAL**
Lilwat Retail Operations (LRO) executed its Renewal Plan, upgrading the kitchen and deli to facilitate increased food offerings and the grocery store's ability to provide food services to the new gas station.

Department Reports



Supporting Lílwat Nation's Children and Families

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

Community Social Services (CSS) oversees four separate divisions that work together to make all aspects of wellness a shared priority: Lílwat Wellness, Social Development, Band Membership and the Lílwat7úl Culture Centre.

- Lílwat Wellness builds on the strengths of Lílwat7úl families. The division's programs and services encourage and support spiritual, emotional and intellectual growth.
- Social Development provides financial assistance for Lílwat community members and delivers inter-departmental advocacy for families. The division's focus is on family preservation.
- Band Membership issues status cards, maintains the band membership list, submits registrations to Indigenous Services Canada (ISC) for births, deaths, marriages, and band transfers into the Lílwat Nation. Membership also assists community members in filling out birth registration forms that are lengthy and complicated.
- The Lílwat7úl Culture Centre focuses its work on development and understanding of Lílwat7úl culture, language and values. The centre features cultural artifacts, carvings, weavings, regalia displays and contemporary Lílwat7úl artwork, as well as commercial products.

Achievements for 2018/19

Due to the confidential nature of much of its work, the CSS achievements list represents the department's over-arching advancements and plans.

WOMEN'S EMPOWERMENT GROUP

The Women's Empowerment Group, a project of Lílwat Wellness, has continued to grow throughout its first year. The program is designed to include cultural components and provides both daytime and evening workshops to increase accessibility.

2ND ANNUAL BRINGING OUR CHILDREN HOME EVENT

In July 2019, Lílwat Wellness held its 2nd Annual Lílwat7úl Visit to celebrate children and youth who have been living off reserve. The visit was an opportunity to introduce children and youth to their families, land and cultural traditions. Children, youth and their caregivers from across BC and Alberta attended this event.

RIGHT TO PLAY

In FY 2019, CSS introduced Right to Play's Promoting Life-skills in Aboriginal Youth (PLAY). Right to Play, a global organization, partners with Indigenous organizations to deliver this program designed to empower children/youth with resiliency, teamwork and inclusive skills. To deliver PLAY, Right to Play trains and supports community mentors who then create weekly play-based programs that promote healthy living. PLAY is open to supporting many types of programming, not only recreation.

PARTICIPATION IN HOBIYÉÉ 2019

The Lílwat7úl Culture Centre organized the community's 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 B.C. First Nations and make connections.

CHILD AND FAMILY ADVOCACY

The Lílwat Wellness division 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.

“Our mission is to protect the rights of children, youth and families by ensuring their safety and maintaining their connection to family, culture and community.”

Most Significant Achievement of FY 2019

In FY 2019, CSS started developing in-house programs to deliver cultural components in its services. Moving away from mainstream programming to programs structured on a more traditional model marks a significant change within the department. To make these changes, CSS is emphasizing capacity building, as well as working with other departments and the community to gather input on implementing new, culturally-enhanced programming. This work has started on developing this program to preserve, develop, promote and revitalize Lílwat culture, language and heritage.



S7atśxs

Care for someone else

Plans and Projects for 2019/20

PREPARING FOR BILL C-92

Lílwat Wellness is anticipating the adoption of Bill C-92, a new piece of federal legislation introduced in February 2019. The proposed legislation affirms the jurisdiction of all Indigenous Peoples with regards to child and family services. This legislation was co-developed with Indigenous, provincial and territorial partners to keep Indigenous children and youth connected to their families, communities and culture.

INDIGENOUS SERVICES CANADA FUNDING AGREEMENTS

CSS will continue to follow Indigenous Service Canada's plan for the 10-year funding agreements and explore any other funding opportunities offered in this agreement. The department is identifying how this will impact income assistance programs, National Child Benefit Supplement reinvestment and family violence funding agreements.

3RD ANNUAL BRINGING OUR CHILDREN HOME EVENT

Lílwat Wellness is planning its 3rd Annual Lílwat7úl Visit for July 8 and 9, 2020. The event will be held in two locations, Tśzil Learning Centre in Mount Currie, B.C. and the Skwxú7mesh Lílwat7úl (Squamish Lílwat Cultural Centre). As in previous years, children and youth from Alberta and across B.C. will attend this event.

CAPACITY BUILDING

CSS is committed to building capacity within other departments concerning significant provincial and federal changes in child welfare. Changes that will impact other departments will be discussed at quarterly meetings, ultimately enhancing service delivery to meet community needs.

Learning from the Past, Teaching for Tomorrow

Xełólacw Community School delivers education grounded in Níákmen to more than 240 children and youth. The school provides a positive and empowering learning environment where students learn Lílwat culture and celebrate traditional values and teachings.

At Xełólacw Community School (XCS), Lílwat Nation students receive quality pre-school, elementary, high school and post-secondary education. Keeping the Nation's language and culture alive is an XCS priority. From pre-school to Grade 12, students take part in Ucwalmicwts classes and culture courses, learning to embrace and celebrate what it means to be Lílwat7úl (The true Lílwat).

Achievements for 2018/19

LANGUAGE AND CULTURE CURRICULUM DEVELOPMENT

The school was able to expand its language and culture curriculum through language grant monies. Laverne Paul and Wanostša7 Dr. Lorna Williams have been instrumental in this process. As a result of this work, XCS has developed a stronger working relationship with the Lílwat7úl Cultural Center staff to help coordinate its work.

IMPROVED LANGUAGE AND CULTURE SCOPE AND SEQUENCING

To address the scope and sequencing of language and culture delivery, during the past year XCS focused on creating language and culture resource materials.

INCREASED ENROLMENT

FY 2019 saw an increase in enrolment at XCS, continuing a trend that the school has seen in the past several years.

IMPROVED EDUCATIONAL OUTCOMES

Continuous coaching and professional development for teachers and education assistants has resulted in improved academic outcomes for XCS student at all points in their educational journeys.

NEW IMMERSION EDUCATION BUILDING

In FY 2019, XCS was proud to open its new Language Immersion Program building. The new space was essential, as the program, once available to only Pre-K to Grade 3 students, has been expanded to include students up to Grade 7.

IMPROVED INTERVENTIONS

XCS improved its intervention procedures to help students better fill gaps in their academic achievement.

Most Significant Achievement of FY 2019

LÍLWAT OUTDOOR LAND SCHOOL

In 2018/19, planning began for the development of an outdoor education school at Lílwat Place. Administration and staff at XCS are excited by the possibility of the school becoming an interdepartmental project within the community.

The outdoor school will provide significant support for the school's language and culture programs, and offer opportunities for cross-curriculum projects. By fostering a grounding in culture and creating a spiritual connection to the land, the outdoor school will help students cope with various situations in their lives.

“Learning from the past and present to create pride and strength for our future.”

Plans and Projects for 2019/20

XCS EXPANSION AND RENOVATION

Ageing infrastructure and the pressure of increased enrolment will be addressed in 2019/20 with the expansion and renovation of XCS.

LOCAL EDUCATION AGREEMENT

XCS will be working on completing a Local Education Agreement with BC School District #48.

EDUCATION JURISDICTION

XCS will be preparing for a community decision on education jurisdiction and developing an education law.



Tsunámetsañ

To teach someone a language

Providing Sound Financial Management for a Sustainable Future

The Finance and Administration department strives to achieve the Nation's financial goals by providing financial information and administrative support that enables best practices and informed decision-making.

Finance and Administration (F&A) 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 divisions: Finance, Information Technology (IT) and Office Administrative Support.

- The Finance division provides financial services and financial planning support for the Lílwat Nation's programs and services. The division develops and implements policies to help with service delivery and guarantee financial best practices. The division also provides services to the community, including income tax preparation and financial counselling.
- The Information Technology (IT) division develops and maintains IT infrastructure for all Lílwat Nation programs, services and facilities, and provides tech support to more than 190 staff members.
- The Office Administrative Support division ensures the smooth operation of the Úlús Community Complex and supports other departments as necessary.

Achievements for 2018/19

CONTINUED INCREASE IN TEAM COHESION

FY 2019 was challenging for the F&A team as it functioned without a Finance Director for much of the year. The team rose to the challenge and was able to operate at a high level.

Plans for 2019/20

UPDATE FINANCIAL ADMINISTRATION LAW

Finance will update the Financial Administration Law to bring it in line with the nation's current realities, including replacing all references to Mount Currie Band with Lílwat Nation and adding information about Internet banking.

UPGRADE SOFTWARE

Finance will upgrade Accpac 6 (ERP 500), as the accounting program is no longer supported.

UPDATE FINANCIAL POLICY MANUAL

The Financial Policy Manual will be carefully reviewed to ensure existing policies are consistent with the department's goals and are revised if they are not. As well, new policies, such as a policy defining what constitutes an emergency in terms of pay advances, will be developed.



Szúhmiñts

To protect or keep safe

LONG-TERM PLANNING

Finance will develop a 20-year plan that focuses on asset management.

INCREASED COMMUNITY INVOLVEMENT

Finance is committed to more community involvement, such as assisting with the annual Lillooet Lake Rodeo.

CULTURAL TEAM BUILDING

The department will hold team-building exercises that will include visits to Skálúla7 Rediscovery Camp.

“Our goal is to remain a financial healthy organization, acting in a transparent and accountable manner and supported by an effective financial administration.”



Providing Health and Wellness Services to I Ucwalmícwa

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 divisions: 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 (LHH) addresses community members' needs throughout all stages of life, from infancy to the Elder years. Guided by the principals and values of Níákmen (Our Way), the department integrates traditional values and culture into all of its practices.

LHH programs empower individuals to more fully engage in their healthcare with programs designed to help community members achieve physical health and social wellness through exercise, social support and interactive learning. Programs and services are delivered by LHH staff and contracted healthcare practitioners. This enables Lílwat Nation citizens to access dentists, audiologists, pharmacists, optometrists, chiropractors and acupuncturists without leaving the community.

LHH's primary goal is to ensure that First Nations guide First Nations health.



*Wa7 szuhmínstúm I swá7sa
I ucwalmícwlhkalha*

We protect the health of our people

Achievements for 2018/19

GROUND-BREAKING FOR NEW HEALTH AND HEALING CENTRE

The new Health and Healing Centre broke ground in August 2018 with construction starting shortly after that.

LHH OPERATIONS MANUAL

The LHH Operations Manual was developed through extensive consultation with LHH staff. Each program within LHH reviewed its operational practices and identified additional policies that were required. The new operations manual includes general policies for all LHH staff and specific policies for each program within LHH. (Note: The LHH Operations Manual was finalized in April 2019.)

EARLY CHILDHOOD DEVELOPMENT STRATEGY

LHH led the development of the Lílwat Early Childhood Development (ECD) Strategy. The strategy was developed through collaboration with LHH Maternal Child Health staff, LHH Health Director, XCS, CSS and Úlílus Child Care Centre. Parents and caregivers provided their input through a questionnaire. (Note: The Lílwat ECD Strategy was finalized in September 2019.)

IMPLEMENTATION OF MUSTIMUHW CEMR (ELECTRONIC MEDICAL REPORT)

LHH adopted the Mustimuhw cEMR (Electronic Medical Report) program. This system replaces paper charts, supports better data collection and improves internal communication. The program can aggregate data to provide valuable data on specific programs regarding participation and community demographics.

Most Significant Achievement of FY 2019

BREAKING GROUND FOR NEW HEALTH AND HEALING CENTRE

The ground-breaking for the new LHH Centre represented the department's most significant achievement. This project has been in the works for many years and has come to fruition through the efforts of many people across Lílwat Nation departments.

Plans and Projects for 2019/20

MOVE TO NEW HEALTH CENTRE

The services at LHH will move to the new health centre upon completion of the building in early 2020.

IMPLEMENTATION OF THE LHH OPERATIONS MANUAL

The LHH Operations Manual will be implemented in FY 2020. All staff will receive an orientation to the manual and systems in place to monitor the implementation.

DEVELOP AND IMPROVE COMMUNICATION STRATEGIES AND TOOLS


LHH will focus time and energy on developing stronger communication with the community to create greater awareness and understanding of LHH programs and services. The department will explore and implement a community feedback process.

HOME CARE SERVICES RESTRUCTURING

Home Care services will transition into two distinct in-home services: Personal Care (funded by First Nations Health Authority) and Assisted Living (funded by Indigenous Services Canada). Personal Care refers to services provided by a licensed personal care aide that assists clients with their self-care. Assisted Living includes housework and transportation assistance. An assessment by a medical professional determines eligibility for both services. Assisted Living services also require an assessment of financial resources.

IMPLEMENTATION OF LILWAT ECD STRATEGY

The Health Director will lead the initial steps to implement the Lilwat ECD Strategy. When LHH hires a new ECD manager, the lead role in implementing the strategy will transition to the ECD manager.



“We strive to create healthy relationships with others and ourselves, therefore promoting a healing environment for the higher good of all.”

Creating and Maintaining Solid Infrastructure for a Safe and Healthy Community

The Infrastructure Department ensures that the community has a strong foundation on which to continue its development, from safe and secure housing to excellent quality drinking water. The department achieves this goal through the work of its three divisions: Public Works, Capital Projects and Housing. The divisions work collaboratively to develop and maintain the community's infrastructure.

- Public Works ensures the safe and reliable operation of Lilwat Nation's water and wastewater facilities as well as solid waste disposal, and maintains and repairs roads, bridges, and community buildings. The division also provides fire and flood protection to the community and manages the Department of Indigenous Services Canada (DISC) infrastructure programs, funding applications, and reporting.
- Capital Projects oversees all significant projects, such as the construction of new housing and community buildings. The division works on projects from the initial design phase through to completion. Committed to building capacity within the community, Capital Projects provides I Ucwalmiewa with opportunities in the building trades. The division also manages partnerships that the Lilwat Nation enjoys with companies such as Pemberton-based Murphy Construction.
- Housing plays a crucial role in managing the nation's on-reserve housing stock, which includes more than 275 rental and rent-to-own properties. 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 division administers housing policies and procedures and oversees property management duties. Housing also works with key funders, including DISC and Canada Mortgage and Housing Corporation (CMHC), to meet the growing demand for housing.

“Working to create a healthy community with public infrastructure and housing that meets national standards for safety and quality.”



Kulún

To make

Achievements for 2018/19

CONSTRUCTION STARTS ON SIX-UNIT ROWHOUSE PROJECT

Site preparation and construction has begun on six, one-bedroom units (two units to be fully wheelchair accessible). This project will be the first housing project to incorporate a net-meter and a solar panel system to reduce utility costs.

XEŦÓLACW COMMUNITY SCHOOL IMMERSION BUILDING

In fall 2019, the doors opened on a two-room classroom for language immersion. This new building replaced some very old pre-fab portables.

NEW UPPER AND LOWER TRANSFER STATIONS

In FY 2019, significant upgrades to the nation's two transfer stations were completed. The purpose of these improvements is to enhance the separation process and reduce the contamination of recyclables. More effective recycling will lead to less landfill waste and costly tipping fees associated with household waste. The intent is also to implement a community-wide composting program as part of a zero-waste initiative.

WATER AND WASTEWATER SYSTEM IMPROVEMENTS

Starting in 2018, the department moved from performance assessments to receiving funding from DISC for capital improvements to the nation's drinking water and wastewater systems. This work will continue over the next several years.

HOUSING PLAN: GOALS FOR THE NEXT 15 YEARS

There now exists a clearer understanding of the number and types of housing units the nation will need over the next 15 years. The plan demonstrates that future growth can be accommodated primarily on existing serviced lots within the XeŦólacw neighbourhood if building multi-unit housing.

BC HOUSING BLUE MOTEL SITE PREDEVELOPMENT FUNDING

Lilwat Nation, for the first time, has partnered with BC Housing to prepare a development proposal that could lead to capital funding from BC Housing to build a multi-unit, low-income rental housing project on the Blue Motel site in Mt. Currie.

Most Significant Achievement of 2018/19

Three achievements are tied for being most significant in FY 2019. They are the modernization of our transfer stations, the completion of a community process to develop the Housing Plan, and our success is partnering with BC Housing and the move toward the development of Mt. Currie Village low-income rental housing project. In different ways, these three projects collectively advance the community's capital assets and services today and into the future.

Plans and Projects for 2019/20

NEW WORK ORDER SYSTEM

Lilwat Nation's existing paper-based work order system has severely compromised the department's ability to maintain a satisfactory level of service. The goal is to install a computer-based work order system that will improve the creation, tracking and completion of work orders.

COMPLETION OF THE NEW HEALTH AND HEALING BUILDING

Construction work will be completed in 2020, modernizing health services within a very high performing, energy-efficient building that will improve air quality and temperature control while at the same time reducing operating costs.

FIRE DEPARTMENT CAPITAL IMPROVEMENTS

The Fire Department's two fire trucks are far too old to adequately service the nation's fire protection needs. The goal is to have these two vehicles replaced by 2021. Infrastructure will continue seeking capital funding for a new fire hall for Mt. Currie.

OPPORTUNITIES FOR NEW HOUSING AND RENOVATION PROJECTS

The Housing division will continue to seek opportunities for funding both for new construction and renovation of Lilwat Nation-owned and homeowner-owned houses.

CAPITAL IMPROVEMENTS TO XEŦÓLACW COMMUNITY SCHOOL

As a significant asset of the nation, the school has reached an age where planning for capital improvement is needed. Capital Project's goal is to secure funding from DISC to carry out a feasibility study on capital improvements.

Protecting the Lands and Resources of Lílwat Nation

Pal7míntwał i Ucwalmícwa múta7 ti tmićwa (The land and people are together as one) is a phrase that is central to Lílwat7úl identity and culture. This fundamental belief is the foundation of the Lands and Resources Department's work. The department's overarching goal is to maximize Lílwat Nation's control over its lands and resources.

The Lands and Resources Department (L&R) endeavours to protect and exercise Lílwat Nation's unique cultural, heritage, social and economic interests over its lands and resources. The *Lílwat Land Use Plan*, the *Community Land Use Plan*, and the *Lílwat Nation 2016-2023 Strategic Plan* guides L&R's work that is carried out by three divisions: Traditional Territory Stewardship, Fisheries and On-Reserve Lands.

- Traditional Territory Stewardship 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 Lílwat traditional territory.
- Fisheries works to protect one of the Lílwat Nation's most valuable resources: its fish stocks.
- On-Reserve Lands manages all on-reserve land issues, most significantly in the area of land registration.

Achievements for 2018/19

THE NĪHÁXTEN CERISE CREEK CONSERVANCY MANAGEMENT PLAN

A collaborative project with BC Parks resulted in the finalization of a conservancy management plan to guide land use decisions in the NĪháxten Cerise Creek Conservancy. Management strategies include restrictions where people can camp, conducting archaeological and environmental baseline studies and monitoring impacts, and keeping the access trail rugged and out of sight from the highway to avoid over-use.

NEW PROTECTED AREA WITHIN A LÍLWAT LAND USE PLAN NĪÁKMEN AREA

In 2006, Cayoosh/NĪháxten was identified as a NĪákmen area in the *Lílwat Land Use Plan*. A portion of this NĪákmen area was subsequently protected as a provincial conservancy (the NĪháxten Cerise Conservancy). However, the Conservancy boundary did not extend far enough to include a vital gathering place known as "Morgan's Garden." Through the implementation of L&R's Land Use Planning Agreement with the province, a 980 ha parcel of land covering Morgan's Garden is now near finalization for protection. The area has been given the Ucwalmícwts name *Pipi7iyekw* in honour of the traditional place name for that area.

ELEVEN NEW ARCHAEOLOGICAL SITES RECORDED

During summer 2018, L&R Archaeological Field Technicians worked with Arrowstone Archaeological Research and Consulting to successfully locate, map and register 11 archaeological sites within Lílwat territory. The sites were known by Cultural Technician Johnny Jones but had not been fully mapped or registered for protection. FY 2019 marked the second year of this three-year initiative to register known archaeological sites for protection. L&R expects to register 40 sites by the end of year three. Examples of archaeological sites include pictographs (rock art), culturally modified trees, and pit house (s7ískten) depressions in the ground.

“Our goal is self-determination for and by Lílwat over its traditional land and resources.”

RADIOCARBON-DATING OF A LÍLWAT VILLAGE SITE

The village site on the Birkenhead River, at the Baily Bridge, was initially registered as an archaeological site in 2000. The area includes several cultural depressions, evidence of where s7ísktens (pit houses) once were. In summer 2018, L&R worked with Douglas College to excavate the site to retrieve materials for radiocarbon-dating. Radiocarbon-dating was completed for four different s7ískten sites and revealed the site ages to be between 1,745 and 2,459 years old. During the excavation, eight different arrowheads and stone tools were discovered. L&R hosted a community supper in February 2019 to share the results and findings.

ENVIRONMENTAL PROTECTION REPORT AND RECOMMENDATION FOR ON-RESERVE LANDS

This report includes mapping of sensitive ecosystems on reserve lands, such as habitat for species-at-risk and sensitive riparian and watercourse areas. The report also provides management recommendations to protect these vulnerable sites. The purpose of the report is to assist the nation when making land use decisions on-reserve so that the impacts can be avoided or reduced.

Most Significant Achievement of FY 2019

OVERALL INCREASING PRESENCE OF LÍLWAT NATION THROUGHOUT LÍLWAT TERRITORY

L&R was engaged in land management planning, environmental monitoring, grizzly bear research and habitat protection, archaeological fieldwork, and salmon stock data collection throughout Lílwat territory. Field technicians now have Lílwat Nation L&R uniforms, so that they can be identified when conducting this critical work. We have also included the Lílwat Nation logo and Ucwalmícwts on signs on the Upper Lillooet and Birkenhead Forest Service roads to inform people of access closures to protect grizzly bear habitat.

Plans and Projects for 2019/20

PEMBERTON VALLEY TRAILS MASTER PLAN

L&R has been working collaboratively with the Squamish-Lillooet Regional District to finalize a trails master plan for the Pemberton area. The hope is to complete the plan this year. The plan will include an overview of the existing recreational trails for hiking, mountain biking, and horse riding. It will identify trails that should be removed, no-longer-used trails that should be properly maintained, and plans for new trail development. The purpose is to manage better the spider-web of trails in the Pemberton area and ensure that all trails are reviewed and approved by the Lílwat Nation.

CARBON-DATING AT THE SIGNAL HILL VILLAGE SITE

Similar to previous years, this is a cooperative project with Douglas College to identify the age of the village site at Signal Hill through a carbon-dating process. Results will be presented at a community dinner.

DEVELOPMENT OF AN ON-RESERVE LAND ALLOTMENT POLICY

The On-Reserve Lands division has received several applications from community members seeking an allotment of land on reserve for their residential use. The Lílwat Land Law states, "requests for land will be dealt with according to policy created after this Land Law comes into force." On-Reserve Lands will be engaging with the community to develop this policy. The objective is to have a fair, transparent and consistent process that takes into consideration overall community needs.

MANAGEMENT PLANNING FOR MEAGER AND KEYHOLE HOT SPRINGS

Both of these hot springs are accessible by forestry roads. Although they are officially closed to the public, there has been an increase in people visiting. L&R is working with the province to determine the best way to protect these extraordinary places that are sacred to Lílwat Nation.

LONG-TERM STRATEGY FOR JOFFRE LAKES PARK

L&R is working collaboratively with BC Parks and N̓quatqua to develop a long-term Visitor Use Management Strategy for Joffre Lakes Park. Actions already taken include better signage and enforcement to keep people from parking along the highway and the expansion and improved layout of the parking areas. As well, two First Nations Stewards (one from Lílwat and one from N̓quatqua) have been hired to educate visitors that they are on unceded Lílwat and N̓quatqua territory, and to be respectful to the land, water and wildlife.



I wa7 nilhmin tal ti tmicwa

The ones that look after the land

Post-secondary Education and Training at Home

The T̓szil Learning Centre, now housed in its new \$8.1 million purpose-built facility, provides excellent learning and training opportunities for the Lílwat Nation and its neighbouring communities. The centre's variety of academic and vocational programs are designed to expand employment, education and career choices.

T̓szil Learning Centre (TLC) offers both career training and academic courses in a variety of programs, including Lílwat Nation Language and Culture. TLC offers upgrading opportunities such as Adult Basic Education (ABE) and a University College Entrance Program (UCEP) to help students achieve post-secondary success.

TLC operates under a set of principles known as the N̓lákmen Guidelines. These guidelines were created by staff and students as a way of working together to make T̓szil a great place to learn, make social connections and incorporate Lílwat7úl culture into one's everyday life.

Achievements for 2018/19

NEW T̓SZIL LEARNING CENTRE OPENS

In August 2019, the new \$8.1 million TLC opened its doors. The 2,043 sq. m. (22,000 sq. ft.) building replaces a collection of ageing portable classrooms that had come to the end of their usefulness. The new learning centre features classrooms, the Lílwat7úl Culture Centre and community spaces such as the Grand Hall that takes its design from the s7istken.

CAPILANO COLLEGE GRANT

In March 2019, T̓szil received a \$300,000 contribution from Capilano University to furnish the new TLC. This grant from T̓szil long-established learning partner allowed for a substantial upgrading of furnishings and equipment.

T̓SZIL STRATEGIC PLAN

TLC engaged with the Lílwat7úl to create a five-year strategic plan for the learning centre. The resulting plan will be in effect until 2024.

AFFILIATION AGREEMENT REACHED

TLC negotiated an Affiliation Agreement regarding post-secondary opportunities between Lílwat Nation and Capilano University. This agreement further strengthens the relationship between the organizations.

YOUTH CENTRE MANAGEMENT

TLC assumed responsibility for the operation of the new Youth Centre at Xeíólacw. The centre opened to the community in December 2019.

Most Significant Achievement of FY 2019

OPENING THE DOOR TO EDUCATION AND TRAINING OPPORTUNITIES

The most significant achievement for TLC was moving into the new building after being based in old portables for more than 20 years. The grand opening ceremony was well attended by the Lílwat7úl and the media. The opening of this new building was symbolic of a fresh start for Lílwat Nation, taking back the ownership of its education.



Wá7lhkan xátmin̓ kwen lhíkeks ku tsumámcal

I want to learn to be someone that teaches

“A learning centre that is based on Lílwat cultural renewal, holistic learning, and personal growth where all people feel comfortable, safe, and supported, with a community-driven range of high-quality services that provide a positive experience and outcome for all students.”

Plans and Projects For 2019/20

YOUTH CENTRE FUNDING

TLC will be applying for multi-year funding for the Youth Centre to ensure sustained operations.

LOCAL EDUCATION AGREEMENT

TLC will enter negotiations with School District 48 to reach a Local Education Agreement. The agreement will increase accountability, improve the working relationship between Lílwat Nation and the school district, and build collaborative support for First Nations students from Pre-K onward.

NEW STRATEGIC PLANS

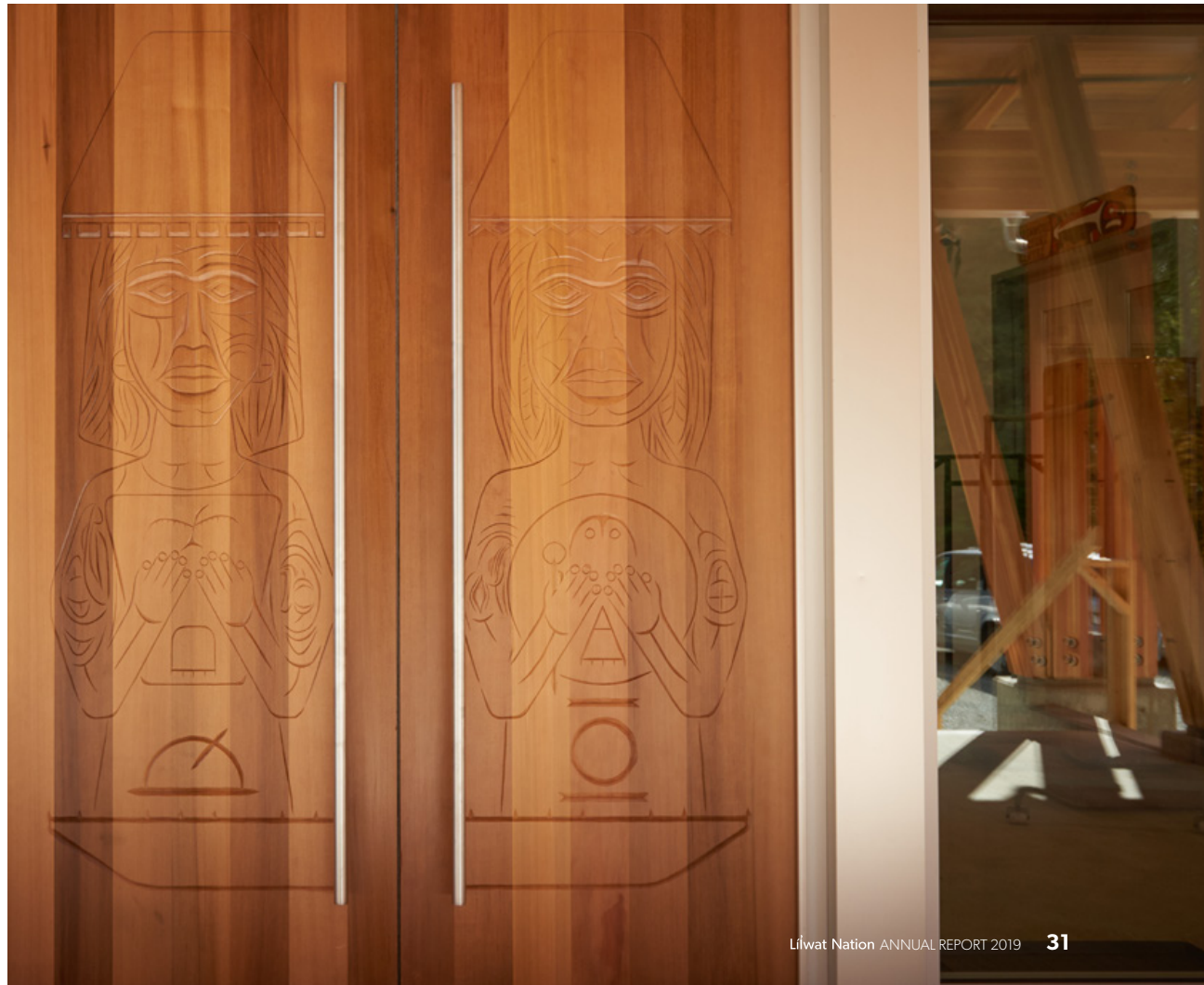
TLC will create strategic plans for both the Youth Centre and the Lílwat Employment and Training Department.

COMMUNITY-CENTRED BUSINESS PROGRAM

TLC will approach British Columbia Institute of Technology to deliver a business program at the learning centre designed to meet community needs.

EMPLOYMENT AND TRAINING DEPARTMENT POLICES

TLC will create a set of policies for the Lílwat Employment and Training Department that will reflect and address Lílwat Nation's needs.







Business Group

Supporting Nation Building
Through Business

Message from the President and CEO



Business
Group

Áma s̓q̓it!
(Good day!)

IN FY2019, the Lilwat Business Group (LBG) set the foundation for sustainable growth. As part of that foundation, LBG developed a Governance Agreement with Lilwat Nation. This agreement determines how individual decisions are made and clearly outlines each group's roles and responsibilities. As well, a Governance Manual is now in place to support the implementation of the agreement. Using these tools, LBG has worked with Lilwat Nation to jointly make investments into its operating divisions such as Retail Operations, which oversees the Tsípun Grocery and the soon to be opened Lilwat Station, a gas station and convenience store.

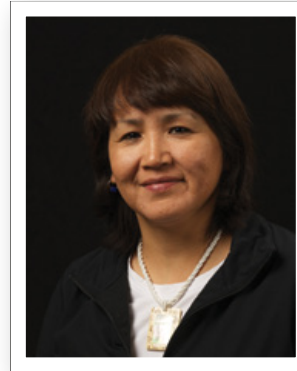
Leaving FY2019, LBG embarks upon its next phase of growth through the development of Function Junction in Whistler, the Pemberton Benchlands and various other projects. The work we have done in the past year will help ensure that we maximize the benefits that go back to all community members. Our various divisions payout \$2 million a year in wages and we annually give \$600,00 to support the nation's various initiatives.

LBG is committed to complete financial and decision-making transparency and is always open to community input. We will soon be reviewing and updating our strategic plan, so please look for opportunities to provide feedback and be a part of our success.

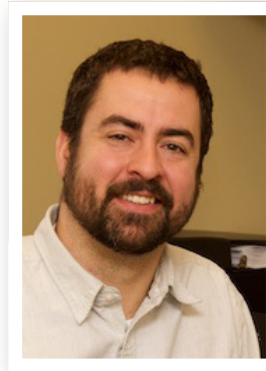
Kúkwsturnúlhkacw,

Maxine Bruce
President

Kerry Mehaffey
Chief Executive Officer



Maxine Bruce
President



Kerry Mehaffey
Chief Executive Officer



Business
Group

Developing a Sustainable Economy for the Lílwat Nation

With strong partnerships and transparent, forward-facing business practices, the Lílwat Business Group (LBG) is building a sustainable economy for Lílwat Nation. LBG and its five LPS employ 70 people and annually gives back approximately \$600,000 to fund community initiatives.

Operating profitable businesses that allow for significant reinvestment in the community is the LBG's priority. LBG also ensures that all of its projects are assessed for impact on Aboriginal Title and Rights and the Lílwat Nation's Inherent Right to Self-Government. Projects should not negatively impact either of these processes.

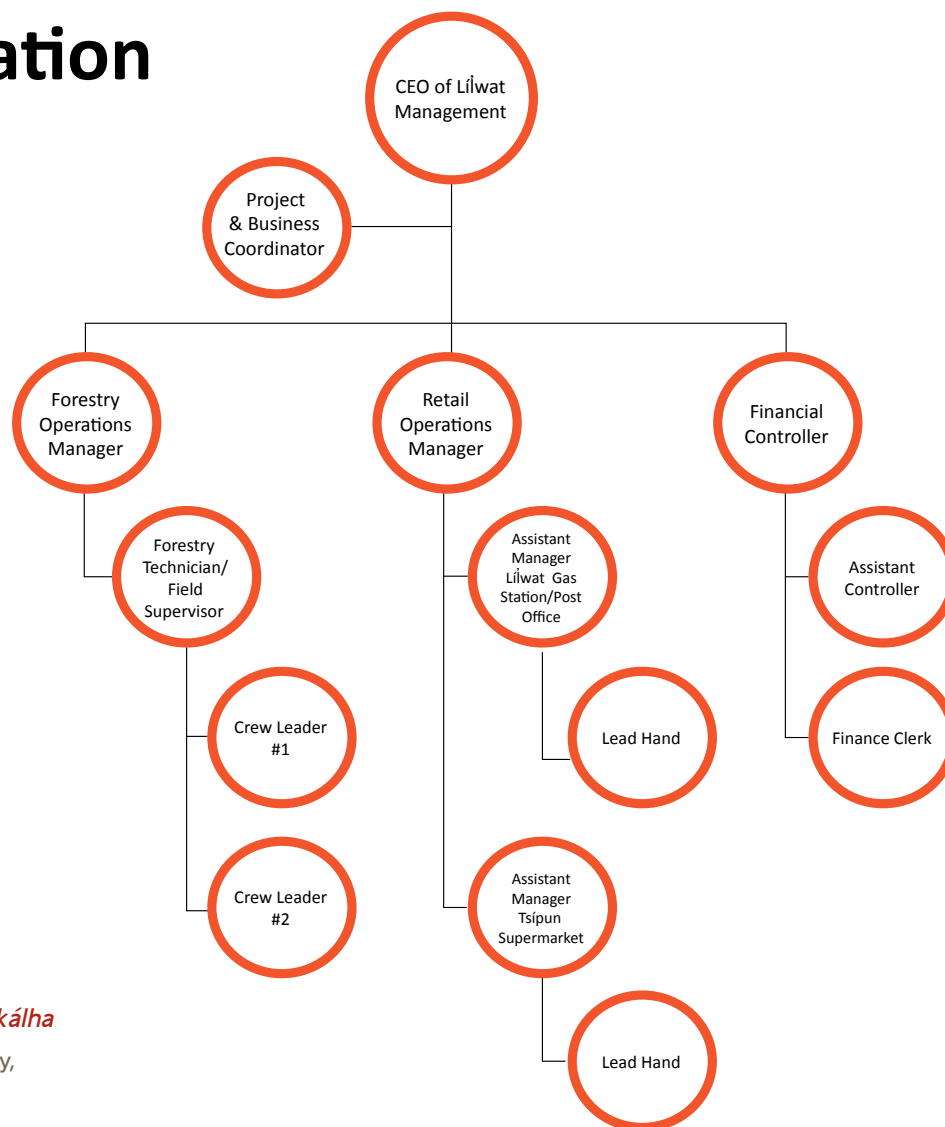
LBG Organizational Chart

The LBG organizational chart illustrates the structure of the business group. Chiefs and Council appoint people to Lílwat Holdings, Inc. Board, who in turn appoint others to the boards of the individual operating limited partnerships. I Ucwalmícwa (The People) are involved in the LBG through the appointment of the corporation's various boards of directors. Their role is to oversee all business activities and ensure that these businesses serve the nation to maximum benefit.



Wa7 qwézneml wa7kwánem lhti7 tmicwalhkálha

A diversified and sustainable economy, for, in, and by,
the Lílwat Nation for all time





FY 2019: Key Achievements

DEVELOPMENT OF FUNCTION JUNCTION SITE

Capital Assets continued work on the Function Junction site prep as per its development permit, anticipating breaking ground in early FY 2020. At build-out, the new development will feature a mixed residential/commercial building with up to 48 housing units. The project will also include a gas station, a much-needed amenity in Whistler's south end.

NEW GAS STATION CONSTRUCTION

Twenty years after acquiring the Churchlands, the construction of the new Lilwat Gas Station on the Churchlands North parcel started in FY 2019. The station's design will incorporate Lilwat elements and iconography, and provide the most modern facilities in the region.

TSÍPUN GROCERY STORE RENEWAL

Lilwat Retail Operations (LRO) executed its Renewal Plan, upgrading the kitchen and deli to facilitate increased food offerings and Tsípun's grocery store's ability to provide food services to the new gas station.

FIGHTING WORST FOREST FIRES

Lilwat Forestry Ventures' (LFV) fire fighting crews (up to 25 people) participated in fighting fires during British Columbia's worst fire seas.

BENCHLANDS DEVELOPMENT

LBG signed partnership agreements with Bethel Land Development to acquire future phases of the Pemberton Benchlands development.

\$2 MILLION PAYROLL

LBG paid out \$2 million in payroll in FY 2019.

NEW GOVERNANCE GUIDEBOOK AND AGREEMENT

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

UPDATED FINANCIAL POLICY

LBG's Finance Policy was updated to reflect current realities and ensure best practices.

PLANNING FOR NEW COMMERCIAL CORE

LBG continued with the planning process for Lilwat Nation's new commercial core.

RETAIL OPERATIONS STAFF TRAINING

Retail Operations worked to prepare its staff, through a variety of training initiatives, to work at the new Lilwat Gas Station at Churchlands North scheduled to open in fall 2019.

COMPLETED FNWL

LFV completed its First Nations Woodland License (FNWL) negotiation with the province.

ACQUISITION OF NEW EXCAVATOR

A 300-sized excavator was acquired for Múmléqs. This new piece of equipment will add revenue by increasing LFV's contracting opportunities.



Business
Group

Projects Moving Forward

FUNCTION JUNCTION

Development of 2.5 ha (5.3 acres) the nation owns in Whistler's Function Junction neighbourhood is an essential part of LBG's *Economic Development Strategy 2016-2021*. The project, which includes a gas station and mixed residential/commercial, broke ground in FY 2019. The Function Junction project is slated for completion within the next three years. Upon build-out, there will be a gas station and four other buildings allowing up to 48 residential units.

PEMBERTON BENCHLANDS RE-ZONING

LBG is applying to the Village of Pemberton to re-zone future phases of Pemberton Benchlands for development.

DOWNTOWN MOUNT CURRIE REVITALIZATION

In partnership with Lilwat Nation, LBG will continue to look at ways to re-develop "downtown Mount Currie." Current plans for the area that spans several blocks of Main Street include the development of new housing, commercial opportunities, an RV park, and address other community priorities. This project focuses on three parcels of land varying in size from 1.02 ha (2.65 acres) to 6.07 ha (15 acres).

NEW CARDLOCK

The existing Lilwat Gas Station located on IR 10, will be converted to a cardlock operation to serve large commercial projects in the area.

HIGHWAYS YARD DEVELOPMENT

LBG will continue to work on at the entrance to the Village of Pemberton. Capital Assets LP is exploring options for the development of a combination of rental housing and a hotel. Moving this project forward will be a priority in 2021/2022.



Forestry
Ventures LP

Managing Lilwat Nation's Forestry Resources for Future Generations

An integrated forest management company, Lilwat Forestry Ventures LP (LFV), is engaged in tree-planting, silviculture, logging management, fuels management, forest fighting and other aspects of the forestry industry.

The forestry arm of LBG provides employment to 26 people. LFV 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 and exerts control over 120,000 m³ of AAC on Lilwat territory. This business 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 working in a wide variety of forestry activities.

LFV also subcontracts engineering, road building, and harvesting to outside companies that are expected to hire and train Lilwat Nation members as part of fulfilling LBG's ongoing commitment to capacity building.

Achievements For 2018/19

FIGHTING WORST FOREST FIRES

Lilwat Forestry Ventures' (LFV) fire fighting crews (up to 25 people) participated in fighting fires during British Columbia's worst fire season.

COMPLETED FNWL

LFV completed its First Nations Woodland License (FNWL) negotiation with the province.

COMPLETED LIDAR

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

CONTINUED AREA-BASED TENURE

FY 2019 saw the continuation of an area-based tenure, allowing LFV to manage a significant portion of Lilwat Nation territory.

SUCCESSFUL CONTRACTING

In FY 2019, LRV contracted with 25 different clients. These contracted services focussed on firefighting and fuels management work.



Businesses that Serve the Community

Lilwat Retail Operations LP (LRO) is committed to providing excellent service and services to the community. LRO employs 32 people and generates stable profits for Lilwat Nation to reinvest in community projects and business opportunities.

LRO's total payroll in FY 2019 was \$600,000 to staff a grocery store in one of the nation's two primary residential communities, a gas station with a convenience store attached in the new commercial core, and Internet service. These key businesses ensure that community members can access quality retail and services at home.

LRO offers employees opportunities to advance to managerial positions within its businesses. These opportunities will continue to grow as LRO adds more businesses, including the gas station, to be built in Whistler's Function Junction area.

Moving into 2019/2020, LRO is preparing for the opening of the new Lilwat Gas Station at the Churchlands property at the corner of Main Street and Highway 99, which will employ 15 people. An additional three to five part-time staff members may be added during the busy summer season. The new Chevron gas station will open in fall 2019.

Achievements in 2018/19

NEW LÍŁWAT GAS STATION CONSTRUCTION

The new Lilwat Gas Station construction began in FY 2019. The new gas station will feature a convenience store with unique offerings such as Lilwat-branded apparel. Increased staff training, to prepare people for the new work environment and its systems, has been a critical part of LRO's work in the past year.

TSÍPUN GROCERY STORE RENEWAL

LRO executed its Tsípun Renewal plan. Upgrading the kitchen and deli has allowed Tsípun to expand its food options. While the profitability of the grocery store remains a challenge, these changes have increased sales. The renovations will also allow for the delivery of hot food and other grab-and-go items to the new Lilwat Gas Station when its doors opens in fall 2019.

NEW FOOD SUPPLIERS

To increase consumer choice of quality value brands, Tsípun has contracted with Loblaw's as its food supplier. The store now offers both President's Choice and No Name products and is the exclusive dealer of those brands in the Pemberton-Mount Currie area.

EXPANDED APPAREL PROGRAM

LRO's new branded apparel was introduced. A second T-shirt line, featuring stylized pictographs is in development. These designs will be sold at the Lilwat Station.



An aerial photograph of a dense forest covered in a thick layer of snow. The evergreen trees are dark green and stand out against the white snow. The perspective is from directly above, looking down on the forest canopy.

Financial Report

A Look at The Lílwat Nation's Financial Picture FY 2019

Lílwat Nation commits to using financial best practices and adheres to complete financial transparency. The nation is accountable to its members and funders that include the Department of Indigenous Services Canada, the Province of British Columbia, the First Nations Health Authority and the First Nations Education Steering Committee.

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

1. Band Operations

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

2. Lílwat Business Group

Lílwat Business Group consists of five limited partnerships: Lílwat Management Services LP, Lílwat Capital Assets LP, Lílwat Forestry Ventures, Lílwat Retail Operations, and Lílwat Construction Enterprises. These diverse and profitable businesses offer employment for members and annually provide \$600,000 to community programming.

3. Squamish Lílwat Cultural Centre

As an equal partner in the SLCC, Lílwat Nation is responsible for half of any annual budget shortfalls. These funds come from Band Governance funding through a reduction of services, corporation profits, repurposing formerly restricted funds or increased debt. In FY 2019, the nation paid out \$200,000 to cover the SLCC's deficit. This amount is the same as what the Lílwat Nation paid out in FY 2018.

4. Debt servicing and capital costs

As in previous years, Chiefs and Council appointed the accounting firm of BDO Canada L.L.P. to conduct Lílwat Nation's FY 2019 financial statement audit. As a result of the audit, BDO expressed an unqualified or "clean" audit opinion, which means BDO believes the consolidated financial statements* fairly present the financial position of the Lílwat Nation government as of March 31, 2019, and the results of its operations and its cash flows.

The following pages provide a snapshot of the Lílwat Nation's financial situation as it launches into FY2020.

* 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.

Report of the Independent Auditor on the Summary Consolidated Financial Statements

To the Members of the Lil'wat Nation

Opinion

The summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at March 31, 2019 and the summary consolidated statement of financial activity for the year then ended, and related note, is derived from the audited consolidated financial statements of the Lil'wat Nation (the "First Nation") for the year ended March 31, 2019.

In our opinion, the accompanying summary consolidated financial statements are consistent, in all material aspects with the audited consolidated financial statements, in accordance with the criteria disclosed in Note 1.

Summary Consolidated Financial Statements

The summary consolidated financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the First Nation's audited consolidated financial statements and the auditor's report thereon.

The Audited Consolidated Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited consolidated financial statements in our report dated July 16, 2019.

Management's Responsibility for the Summary Consolidated Financial Statements

Management is responsible for the preparation of the summary consolidated financial statements in accordance with the criteria disclosed in Note 1.

Auditor's Responsibility

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

BDO Canada LLP

Chartered Professional Accountants

Kelowna, British Columbia

September 26, 2019



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Lil'wat Nation

Summary Consolidated Statement of Financial Position

March 31	2019	2018
Financial Assets		
Cash	\$ 259,064	\$ -
Restricted cash	4,978,262	\$ 7,341,668
Temporary investments	7,280,424	7,099,470
Accounts receivable	3,975,565	2,546,820
Due from related entities	205,939	237,119
Investment in business enterprises and partnerships	20,729,809	21,004,122
Ottawa Trust Funds	408,533	305,488
	37,837,596	38,534,687
Financial Liabilities		
Bank indebtedness	-	475,660
Accounts payable and accrued liabilities	2,963,063	5,031,711
Deferred revenue	3,749,587	2,430,260
Due to related entities	1,872,585	334,151
Obligation under capital lease	404,490	393,702
Long term debt	9,526,808	9,190,271
	18,516,533	17,855,755
Net Financial Assets	19,321,063	20,678,932
Non - Financial Assets		
Tangible capital assets	48,012,854	42,847,284
Prepaid expenses	241,866	203,272
	48,254,720	43,050,556
Accumulated Surplus	67,575,783	\$ 63,729,488

Líl'wat Nation

Summary Consolidated Statement of Financial Activity



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For the year ended March 31	2019	2018
Revenue		
Department of Indigenous Services Canada	\$10,314,800	\$ 9,984,927
Canada Mortgage and Housing Corporation	268,089	226,388
Department of Fisheries and Oceans Canada	321,154	317,622
First Nations Education Steering Committee	1,332,210	1,112,272
First Nations Health Authority	3,461,423	2,934,796
Province of British Columbia	3,871,261	8,346,428
Rental income	909,624	891,697
Sto: Lo Aboriginal Skills & Employment Training	690,724	415,200
Other income	5,722,904	9,674,443
Income from business enterprises and partnerships	1,530,330	1,135,729
Royalty income	1,559,087	1,559,087
Ottawa Trust Fund	89,280	-
Interest income	11,402	7,203
BC special grant	5,015	5,014
	28,528,216	35,475,077
Expenses		
Operations Fund	17,829,299	15,153,710
Capital Fund	538,277	1,069,440
Xetólacw Housing Fund	716,210	637,199
Xetólacw Community School Fund	5,246,761	4,792,013
Loss from business enterprises and partnerships	274,313	3,586,467
Funding agency recoveries	52,628	310,601
CMHC approved expenditures	24,433	39,131
	24,681,921	25,588,561
Annual surplus	3,846,295	9,886,516
Accumulated surplus, beginning of year	63,729,488	53,842,972
Accumulated surplus, end of year	\$67,575,783	\$ 63,729,488

Lil'wat Nation

Note to Summary Consolidated Financial Statements

March 31, 2019

1. Summary Consolidated Financial Statements



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The summary consolidated financial statements are derived from the complete audited consolidated financial statements, prepared in accordance with Canadian public sector accounting standards as at March 31, 2019.

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

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

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

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



An aerial photograph of a river with rapids, surrounded by a dense forest. The water is a vibrant turquoise color, churning with white foam as it flows over large, dark rocks. The forest is a lush green, with trees of varying heights and densities. The river flows from the top left towards the bottom right of the frame.

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Lilwat Culture Heritage Language Authority

Special thanks to Lee-Anne Kauffman,
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Annual Report 2019.

Kúkwstumckálap

A photograph of a dense forest. In the foreground, a large, moss-covered log lies horizontally across the frame. A small stream flows from the right side of the log towards the bottom left. The water is slightly blurred, suggesting movement. The forest floor is covered in moss and ferns. Tall, thin trees are visible in the background, their trunks forming a vertical pattern. The overall color palette is dominated by various shades of green, from bright lime to deep forest green.

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