



# Gaw'ílc.wit i ucwalmícwa The people got together

Lílwat Nation ANNUAL REPORT 2021





“Moving forward, we need to remember that we always have the opportunity to reflect and adjust and make changes. The big question we have to ask is, ‘What is working and what is not?’”

Kúkwpi7 Skálúlmecw  
Political Chief Dean Nelson



“The People have found happiness, gratefulness and thankfulness as they’ve taken to the land in search of safe isolation for their families. Upon finding solace, they’ve found their way back to their roots by harvesting from the land and planting gardens. For this, I could not be more proud. We have all become the answer for ourselves.”

Kúkwpi7 Gélpcał  
Cultural Chief Ashley Joseph



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# Governance





# Message from the Political Chief

The theme of this year's annual report is Gawíl.wit i ucwalmícwa (The people got together). I think this is a good choice, as our community has repeatedly shown its strength and resilience in the face of the COVID-19 pandemic. We have come together when and how we could, whether on the phone, online or at a distance. We have supported, comforted and cared for each other the best we could, as we looked beyond to better days.

Despite the challenges of COVID-19, there have been lots of positive changes. Lílwat citizens are preparing themselves to take on higher-level responsibilities through academic and trades-based education. In 2021, six carpentry students obtained their Red Seal designation and more are awaiting their final test results.

Skilled tradespeople will be much in demand as our community continues to grow. This year, that growth has included the construction of new, energy-efficient housing and a 4,000 sq. ft. building leased on a long-term basis to Stl'atl'imx Tribal Police. More housing and the development of the former "blue motel site" are planned for next year. It is great to see these strides being taken and the excellent work that's being accomplished.

Community safety was at the forefront of our work this year. Major "thank yous" to those that continued to make our community safe, from our Public Works division that maintained our infrastructure to the Mount Currie Fire Department first responders that answered all calls, from chimney fires to medical aid. Also, at the direction of our Safety Officer, Lílwat Forestry Ventures did significant forest fire prevention work around the community.

In 2020, we initiated our Search and Rescue unit that we are continuing to develop. I encourage anyone with the skills or interest to volunteer with Search and Rescue or the fire department.

In the near future, community safety will be further improved with the implementation of a new major dike project and the undertaking of cottonwood tree removal. As well, fire prevention and fuels management work will continue.

I am thankful to all the frontline workers at Lílwat Gas and Tsípun Grocery Store, Xetólacw Community School, Tszil Learning Centre, Lílwat7úl Culture Centre, Lílwat Health & Healing and Úlús Community Complex that kept working amid the epidemic. I thank you all for your dedication to delivering services to our community.

And finally, thank you to all of you that remained within health guidelines and kept yourselves and your families safe.

Moving forward, we need to remember that we always have the opportunity to reflect and adjust and make changes. The big question we have to ask is, "What is working and what is not?"

I look forward to seeing everyone again as we return to the COVID-19-free normal life that we once enjoyed.

Kúkwstumckálap,  
(Thank you to all),

*Dean Nelson*  
Skalúlmecw

Kúkwpi7 Skalúlmecw  
Political Chief Dean Nelson





# Message from the Cultural Chief

Finding the good blessings during this pandemic has been hard, but Lilwat has always overcome. When COVID-19 came our way, we acted fast as a community and worked together. Our neighbouring villages were all amazed by the fine example of how we united and beat the odds.

We are, and have always been, a resilient people, consistently meeting the challenges that are presented to us. We have sacrificed much this year to keep safe. We have followed public health orders that have sometimes opposed what is in our hearts. Supporting each other in hard times has had to be from a distance. Celebrating has also been at a distance. And yet, we remain close, finding new ways to share our caring and love for each other.

If absence truly makes the heart grow fonder, then it will be all the better when we can once again come together in celebration. I look forward to the drums coming together and lifting the spirit of Lilwat. Soon we will gather in ceremony, as we all should.

The People have found happiness, gratefulness and thankfulness as they've taken to the land in search of safe isolation for their families. Upon finding solace, they've found their way back to their roots by harvesting from the land and planting gardens. For this, I could not be more proud. We have all become the answer for ourselves.

Continue to pray in your own way for yourselves, your families, your home, the village and the entire world. If we pray for everyone to be free of this illness, then we all can be.

Take care, be well and journey well.

You are loved,



**Kúkwpí7 Gélpcał**  
Cultural Chief Ashley Joseph





# Message from the Chief Administrative Officer

When I took on the role of Acting Chief Administrative Officer in February 2020, I had no idea what was in store! I thought I would be able to steer the budget process through to completion and manage the organization a couple of days a week while still fulfilling the role of CEO of the Lilwat Business Group. Then, COVID-19 hit.

Suddenly, everything was in flux. We cancelled or delayed scheduled meetings. We asked staff to work remotely. We adjusted our service delivery model again and again.

Throughout FY 2021, people worked with children at home, trying to support online learners for the first time while dealing with a heightened risk of themselves or family members getting sick from a virus that we knew

very little about. During this time, each staff member stepped up and did everything that was asked of them. They adjusted work arrangements, set up home offices, helped their kids and kept our community safe. While the past year hasn't been perfect, people have persevered. Work is getting done, and the community is being served.

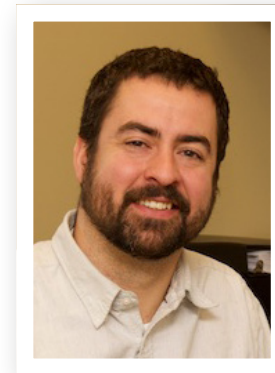
I took on the role of CAO permanently in October of 2020. A significant part of the reason for this decision came from watching the organization and community respond to such a challenging time so well. Despite being in the midst of a global pandemic, there was a strong desire to keep things going and to continue to serve.

I appreciate the extra effort it has taken everyone to do their jobs this year and have been amazed at the "adjustments", "pivots," and "changes" people have made. This commitment demonstrates the resilience of individuals, the community and the organization.

Like everyone, I look forward to a return to normal. In the meantime, I would like to say **kúkwstumčkálap** (thank you to all) to everyone for all the hard work and effort that went into this past year.



Kerry Mehaffey  
Chief Administrative Officer





# Meet the People that Represent the Líl'wat Nation





# Council

Lílwat Nation's elected leadership consists of a Political Chief, Cultural Chief and 11 councillors. Elections for Chiefs and Council are held every four years under the Lílwat Nation Election Code. The dedicated women and men elected to represent the nation commit themselves to ensure that governance reflects the community's needs and adheres to best practices.



## Emháka

**Felicity Nelson**

**Occupation: Retired educator**

### Committees or Boards:

- Lílwat Nation Community Services
- Policy Committee (Adhoc)
- Tšzil Learning Centre Advisory
- Lower Stl'atl'imx Tribal Council (LTSC)

*Emháka has served on council for more than 25 years.*



## Háma7

**Alphonse Wallace**

**Occupation: Recreation Coordinator**

### Committees or Boards:

- Policy Committee (Adhoc)
- Public Works
- Stl'atl'imx Tribal Police (Alternate)

*Háma7 is in his sixth term on council on Council.*



## Kík7ak

**Helena Edmonds**

**Occupation: Manager of Advanced Education**

### Committees or Boards:

- Land Management Board
- **Skel7áqsten** (Lílwat Governance Transition Team)
- Policy Committee (Adhoc)

*Kík7ak is in her second term on Council.*





## Lhpatq

**Maxine Joseph Bruce**  
**Lilwatúllhkan, Stát'yemcłhkan**

(Born and raised in Lilwat.  
 I am from the Stát'yeme territory.)

**Occupation: Fisheries Manager,  
 Lands and Resources**

### Committees or Boards:

- Bingo Committee
- Lilwat Operating Board of Directors
- Restorative Justice
- Skel7aqsten (Lilwat Governance Transition Team)
- St'at'imc Chiefs Council (SCC)

*Lhpatq is in her sixth term on Council.*



## Lucy Phillips

**Occupation: Executive Director for  
 Indigenous Zero Waste Technical Advisory  
 Group**

### Committees or Boards:

- Land Use Referral Committee
- Skel7aqsten (Lilwat Governance Transition Team)
- Cheakamus Community Forest

*Lucy Phillips is in her sixth term on Council.*



## Ma7yeqs

**Nadine Pascal**  
**Lilwatúllhkan**  
**Occupation: Caregiver**

### Committees or Boards:

- Aboriginal Council (School District #48)
- Lilwat Nation Community Services
- Governance Committee
- Lilwat Health and Healing Committee

*Ma7yeqs is in her third term on Council.*



## Mámaya7

**Lois Joseph**  
**Occupation: Lilwat7úl Culture Centre  
 Manager**

### Committees or Boards:

- Lilwat Health and Healing Committee (Vice-chair)
- Lilwat Holdings Inc. Board
- Skwxwú7mesh Lilwat7úl Cultural Centre (SLCC)

*Mámaya7 is in her 13th term on Council.*



## Sawt

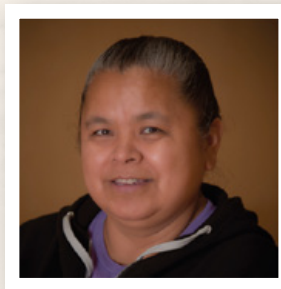
**Martina Pierre**  
**Occupation: Professor, Capilano University**

### Committees or Boards:

- Aboriginal Council (School District #48)
- Xetólacw Community School Board

*Sawt is in her sixth term on Council.*





## Snéqwema

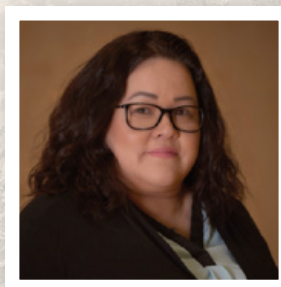
**Renee Wallace**

**Occupation: Education Assistant, Xe'tólacw Community School**

### Committees or Boards:

- Lilwat Nation Housing Board
- Agriculture

*Renee Wallace is in her first term on Council.*



## Tsekonámus Losí

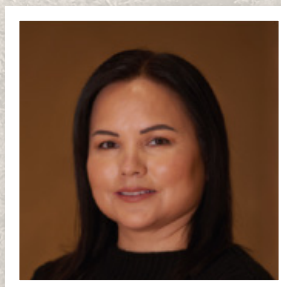
**Rosemary Stager**

**Occupation: Health Director, Southern Stl'atl'imx Health Society**

### Committees or Boards:

- Finance and Audit Committee
- Recreation Committee
- Whistler Sports Legacies Society

*Tsekonámus Losí is in her sixth term on Council.*



## Yám'ken

**Tara Smith**

**Occupation: Accountant, Douglas First Nation-Xa'xtsa**

### Committees or Boards:

- Finance and Audit Committee
- First Nations Finance Authority
- Governance Committee

*Yám'ken is in her fourth term on Council.*

## Kúkwpi7s

### Chiefs

Both the political and cultural chiefs are active participants on boards and committees.



## Kúkwpi7 Gélpcal

**Cultural Chief Ashley**

Joseph is active on the board of Skwxwú7mesh Lilwat7úl Cultural Centre (SLCC) and the Lilwat Culture Heritage Language Authority.

## Kúkwpi7 Skalúlmecw

Political Chief Dean Nelson sits on the Nukw7ántwal Intergovernmental Committee, Lower St'atl'imx Tribal Council (LTSC), Stl'Atl'Imx Tribal Police, Regional and Local Transit Committee, Skel7áqsten (Lilwat Governance Transition Team), and the Union of BC Indian Chiefs.



# Governance Working with Community

Lílwat Nation is a policy-driven government. Chiefs and Council, and the CAO, guide in developing policy, codes and strategies and ensure that all guiding documents are current and relevant.

Community is always top of mind as Lílwat Nation's government works to meet the goals of its strategic plan. Both elected and appointed leadership follow an overarching strategic plan outlining the nation's goals and the paths to meeting them. A new strategic plan is developed approximately every five years to address the community's shifting goals and changing realities.

Chiefs and Council support the Chief Administrative Officer (CAO) in meeting the strategic plan's objectives. The work outlined in the plan is carried out through seven governmental departments and the Lílwat Business Group (LBG). Nation staff fulfills day-to-day governance functions, from creating safe infrastructure to ensuring effective service delivery.

## Moving Towards Self-Determination

Lílwat Nation is a progressive community moving towards self-determination. The nation is exploring exercising its Inherent Right of Self-Government through the work of **Skel7áqsten**, the Lílwat Governance Transition Team, which consists of elected leaders, staff and community members.

## Citizen Participation in Governance

Lílwat Nation upholds the principles of transparency and open government. Lílwat Nation employs public engagement strategies such as community meetings and General Assemblies to allow its citizens to participate in decision-making. Citizens can become further involved with setting the nation's direction through participation on boards and committees.

## Serving a Nation

Lílwat Nation employs 336 people who share the common goal of creating a safe and sustainable nation. Fifty-nine percent of the nation's staff is employed full-time, with the balance working on a part-time, seasonal or casual basis.

## Strategic Objectives and Goals

The *Lílwat Nation 2016-2023 Strategic Plan* outlines how to develop the community while adhering to cultural values. The plan's nine key objectives are:

- Self-determination for and by Lílwat
- People living in **Ntákmen** (Our Way)
- Excellence in education
- Pride in a safe and secure community
- Maximum control over Lílwat territory
- Excellence in Lílwat government
- **Lílwat7úl** (The true Lílwat people) living a healthy lifestyle
- Strong families
- Maximum personal economic choice and opportunity

## Lilwat7úl Cultural Values

- Respect
- **Ucwalmícw tmícw** (Peoples' Land)
- Honesty
- Living well
- **Kúłtsam** (Take only what you need)
- **Nłákmen** (Our Way)
- Integrity
- Fairness







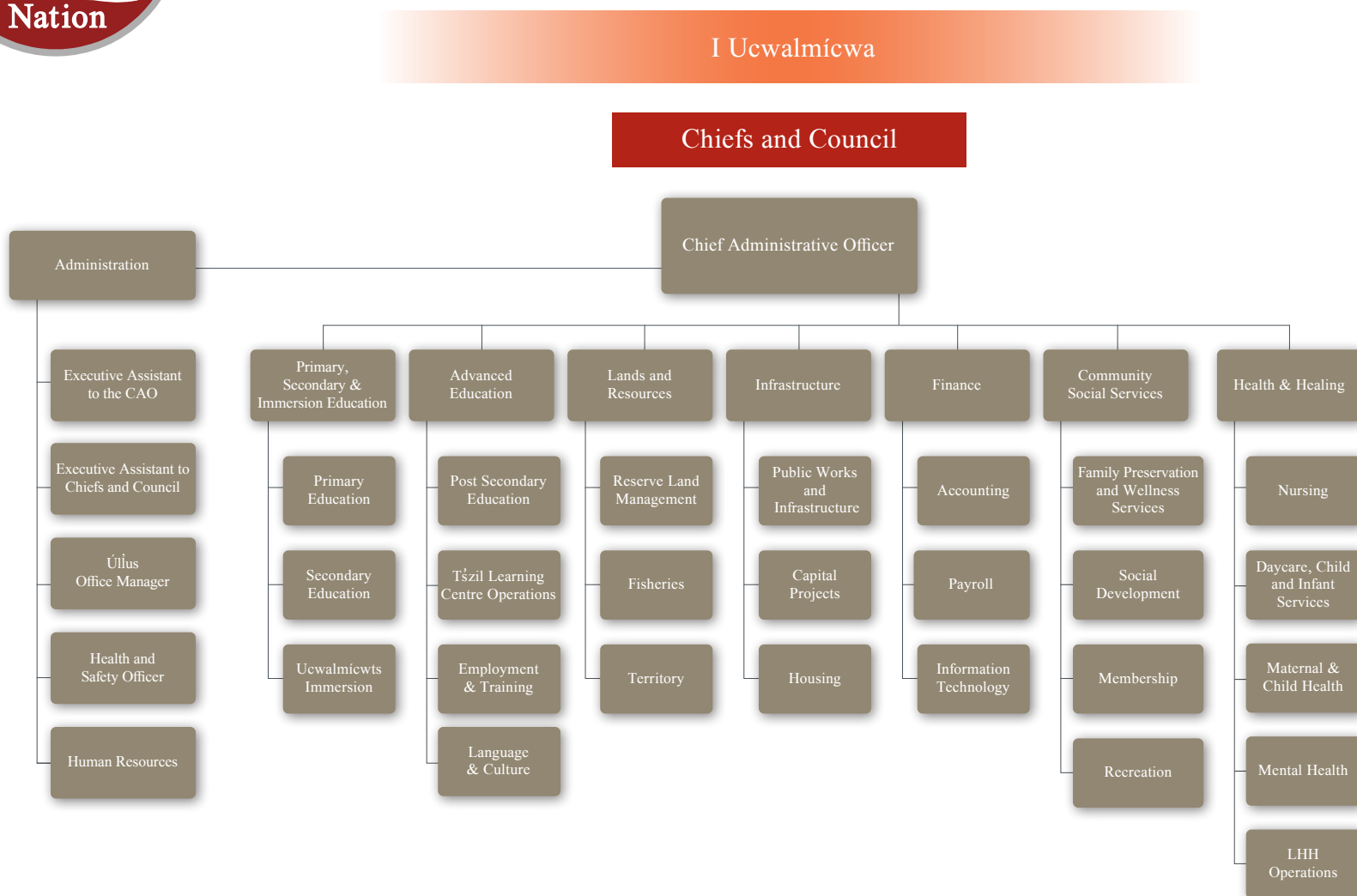




## ORGANIZATIONAL STRUCTURE

# A Government of The People

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



REVISED 2021







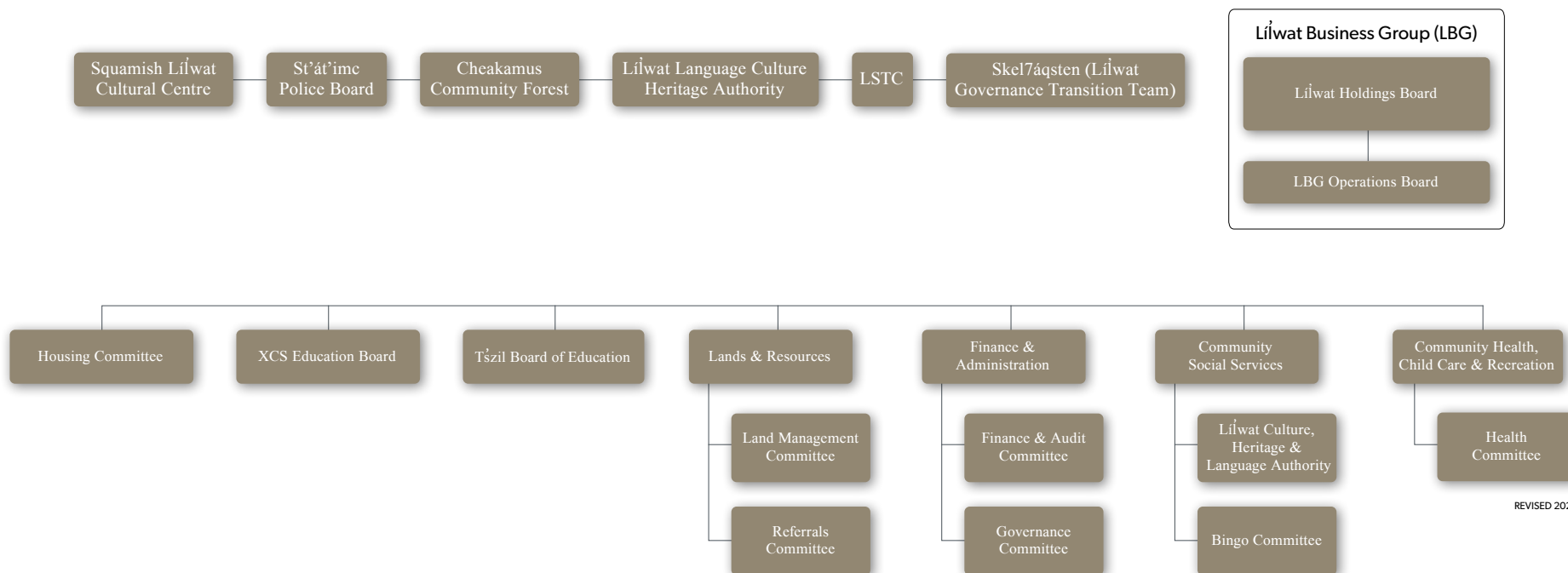
## COMMITTEE AND BOARD STRUCTURE

# Governance Working with Community

Leadership, staff and community members work together on a variety of committees and boards to advance the goals of the Lilwat Nation. These groups ensure that the nation's work is consistent with the *Lilwat Nation 2016-2023 Strategic Plan*.

I Ucwalmíewa

Chiefs and Council



REVISED 2021



## Achievements at a Glance for FY 2021

### NEW HEALTH AND HEALING CENTRE

Lilwat Health & Healing (LHH) moved into its new, energy-efficient, building. The new centre has space for all services and provides a more enjoyable contemporary environment for both staff and community members accessing services.

### CULTURAL JOURNEY KIOSKS

Two new information kiosks, part of The Cultural Journey that begins in Lion's Bay, were installed at Lilwat Gas and at Joffre Lakes Park parking lot.

### TIMELY FINANCIAL PROCESSES

The Finance Department was able to develop and present its FY 2022 budget and have it approved ahead of schedule. The nation's interim audit was also completed ahead of schedule.

### CHANGES TO SOCIAL SERVICE PROGRAMS

Due to the pandemic, the Community Social Services Department (CSS) had to revamp the way it delivered its services, from counselling to Income Assistance, to ensure the safety of staff and clients.

### SUCCESSFUL RECREATION PROGRAMMING

The Recreation division was able to safely deliver its Summer Work Experience Program for youth funded through First Nations Education Steering Committee (FNESC) and First Nations School Association (FNSEA).

### SUSTAINED WELLNESS TEAM SERVICES

The Lilwat Wellness Team ensured that all child protection matters were dealt with, with workers participating in a variety of different remote teams delivering Family Group Decision Making meetings.

### ONLINE PAYMENT PROCESSING

Finance adapted to strict on-line payment processing without sacrificing internal controls (review and approval).

### FUNDING FOR IMPROVED BIRKENHEAD DIKING

The Infrastructure Department secured \$1.5million in funding for improvements to the Birkenhead River dike that will help protect Mount Currie from flooding. The work will strengthen the dike to handle current projections for a 200-year flood.

### LHH EVALUATION COMPLETED

LHH completed the *Lilwat Health & Healing 4-Year Evaluation of Health Services*, a full review and analysis of its program and services. Fifty-five recommendations were identified and are being used to guide operational and strategic planning.

### MENTAL HEALTH & ADDICTIONS PLANNING

LHH completed its planning process for expanded mental health and addictions programming and services to create *Nilhmin—Taking Care of Ourselves: Mental Health and Addictions Wellness Plan*.



### **SIX NEW HOUSING UNITS**

Infrastructure completed a new energy-efficient, row-house development featuring six new one-bedroom units, including two that are fully wheelchair accessible, in the Xelólacw neighbourhood.

### **CARPENTRY 4 GRADUATES**

Six students engaged in the Lilwat Employment and Training's Carpentry Program completed their final year and graduated with Red Seal designations.

### **NEW POLICE STATION**

Infrastructure completed the construction of a new 4,000 sq. ft. Stl'Atl'Imx Tribal Police building.

### **NEW VISITOR USE MANAGEMENT STRATEGIES**

The Lands and Resources Department (L&R) finalized visitor use strategies for Joffre Lakes Park, Meager Hot Springs, Keyhole Hot Springs and Tenquille Lake. The strategies outline how to best protect the wildlife and ecology of these extraordinary places that are sacred to Lilwat Nation but are under increased pressure from visitors.

### **NEW TRANSFER STATIONS COMPLETED**

Infrastructure advanced Lilwat Nation's goal of a zero-waste future with the opening of two new transfer stations in Mount Currie and Xelólacw. The new facilities have vastly improved members' ability to recycle, leading to less landfill waste and tipping fees.

### **LÍLWAT OUTDOOR LAND SCHOOL DEVELOPMENT**

The Education Department continued the development of its outdoor education school at Lilwat Place. The outdoor school will offer significant support for Xelólacw Community School's (XCS) language and culture programs.

### **WATER SYSTEM MONITORING UPGRADE**

Infrastructure installed a new remote monitoring and computerized data collection on the water system.

### **LAND ALLOTMENT POLICY**

L&R developed a new Land Allotment Policy that will provide a fair and transparent process for Lilwat Nation citizens to access new land for residential and/or agricultural use within reserve lands.

### **BUILDING UPGRADES & PROGRAMMING FUNDING**

T̓szil Learning Centre secured federal COVID-19 relief funding for building upgrades and programming.

### **SKÉL7AWLH (STEWARDS) FUNDING**

L&R secured funding and finalized work plan to hire Lilwat and N'Quatqua Ské17awlh (Stewards) for monitoring of Joffre Lakes Park and Tenquille Lake recreation area.

### **SCHOOL ASSESSMENT COMPLETED**

XCS underwent a rigorous school assessment process to determine how best to serve student needs. Information gathered by the assessment will be used to create a School Improvement Plan.

### **STRATEGIC PLANNING**

New internal strategic plans were developed for both the Lilwat7úl Culture Centre and Lilwat Employment and Training.

### **ADAPTED SCHOOL EVENTS**

XCS worked to ensure that all school events could continue in COVID-19 regulation adapted forms. An example of this was a very successful Grad 2020 socially-distanced parade.

### **SENIOR NNADAP COUNSELLOR**

This year, LHH was proud to celebrate Cedar Circle's Cedric Jones' 25-year anniversary as a National Native Alcohol and Drug Abuse Program counsellor.





# Department Reports



## Services That Build Strong Lilwat7úl Families

The Community Social Services Department strives to improve the quality of life for Lilwat Nation citizens. The department delivers programs designed to help individuals achieve success, whatever their circumstances or place in life.

Community Social Services (CSS) consists of a staff of 13 in four separate divisions that work together to address community members' well-being: Lilwat Wellness, Social Development, Band Membership and the Lilwat7úl Culture Centre.

- Lilwat Wellness programs and services encourage and support spiritual, emotional and intellectual growth, building on the strengths of Lilwat7úl families.
- Social Development provides financial assistance for Lilwat 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, and submits registrations to Indigenous Services Canada (ISC) for births, deaths, marriage, and band transfers into the Lilwat Nation. Membership also assists community members in filling out birth registration forms.
- The Lilwat7úl Culture Centre focuses its work on the development and understanding of Lilwat7úl culture, language and values. The centre features cultural artifacts, carvings, weavings, regalia displays and contemporary Lilwat7úl artwork, and commercial products.

### COVID-19 Impacts

CSS staff found smarter ways of using technology to stay connected with each other and outside agencies. There were definitely negative impacts on workers, from having to maintain social distance to increased loneliness, stress and burnout. Staff that did not need to be in the office were asked to work from home, supported by the nation's IT department. Operations for the Lilwat Youth Centre and Recreation Department ceased. Unless deemed absolutely necessary, home visits ceased. Income Assistance intakes were conducted by phone or email and direct deposits were set up. CSS also established a physically-distanced system for citizens to pick up documents.

### Achievements for 2020/21

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

#### CHANGES TO PROGRAMS

Due to the pandemic, CSS had to revamp the way it delivered its services to ensure safety for staff and clients. COVID-19 safety protocols were quickly introduced to ensure no disruption to services such as Income Assistance. Counselling and probation services for adults were set-up to be delivered online.

#### SUCCESSFUL RECREATION PROGRAMMING

The Recreation division was able to safely deliver its Summer Work Experience Program for youth funded through First Nations Education Steering Committee (FNESC) and First Nations School Association (FNSA).

#### SUSTAINED WELLNESS TEAM SERVICES

The Lilwat Wellness Team ensured that all child protection matters were dealt with, with workers participating in a variety of different remote teams delivering Family Group Decision Making meetings, Family Enhancement programs, and assisting with court matters.

#### ANNUAL BRINGING OUR CHILDREN HOME EVENT

COVID-19 restrictions meant that CSS had to cancel its 4th Annual Bringing Our Children Home event for children in care living outside of the communities. However, families across BC and Alberta were contacted to see how they were doing and if they needed anything from Lilwat Nation.

#### CHILD AND FAMILY ADVOCACY

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

## Plans and Projects for 2021/22

### YOUTH CRIME PREVENTION PROGRAM

CSS will implement the new Youth Crime Prevention Program with two dedicated staff delivering the program with funding from Public Safety Canada. This program will be based out of the Lil'wat Youth Centre.

### EXPAND ONLINE PROGRAM DELIVERY

More programs will be set up virtually as CSS moves through the pandemic.

### ENSURE SERVICE DELIVERY

CSS will continue to work with outside agencies such as Community Living Services BC and the Ministry for Children and Family Development to ensure all required services are being implemented, whether online or in-person, depending on health orders.

### STAFF TRAINING

Staff training is being set up for online delivery so CSS can continue its capacity-building initiatives.

### SUMMER PROGRAMMING FOR YOUTH

CSS is working with Tšzil Learning Centre to provide capacity-building for teens through its summer programming.



*Nxweziltem*

Love one's children



“All departments took the COVID-19 pandemic seriously and continue to do so. Changes had to happen fast. We would not have been able to implement such immediate changes without good guidance from our leadership. We have gotten to the point of accepting what this pandemic has created and realize we will overcome this.”

Debbie Alendal

Director of Community Social Services





## Education Grounded in Liłwat7úl Language and Culture

Xełólacw Community School provides a positive and empowering learning environment where students learn Liłwat culture and celebrate traditional values and teachings. The school delivers education grounded in Nťákmen to 256 children and youth.

Xełólacw Community School (XCS), under the direction of the Liłwat Nation Board of Education and Chiefs and Council, provides quality pre-school, elementary and high school education. Through the work of its 82 staff members, the school strives to meet the goals of the nation's overarching strategic plan.

Keeping Liłwat Nation's language and culture alive has been a nation priority since it took over the operation of the Indian Day School in 1972. (XCS was established in 1986.) From K4 - Grade 12, students take part in Ucwalmícwts (language) classes and culture courses, learning to embrace and celebrate what it means to be Liłwat7úl. An Ucwalmícwts Immersion Program is available for students K4 – Grade 7.

XCS creates as many opportunities as it can for every student by providing excellent primary, intermediate and secondary education. XCS's services are enhanced holistically through collaboration with other departments.

### COVID-19 Impacts

XCS had to develop a plan for operating during the pandemic that included changing schedules, preparing the school to follow COVID-19 regulations, and adapting to online learning and online communications methods.

### Achievements for 2020/21

#### COVID-19 PLANNING

The team at XCS came together to make sure that a COVID-19 plan was developed and quickly implemented. This meant that students could continue their classes safely, whether online or in reduced-capacity classrooms.

#### SCHOOL ASSESSMENT COMPLETED

XCS underwent a rigorous school assessment process to determine how best to serve the student needs. Information gathered by the assessment will be used to create a School Improvement Plan.

#### ADAPTED SCHOOL EVENTS

Recognizing the important role XCS plays in the lives of its students and the greater Liłwat community, the school worked to ensure that all school events could continue in COVID-19 restriction-adapted forms. An example of this was a very successful Grad 2020 socially distanced parade.

#### LIŁWAT OUTDOOR LAND SCHOOL DEVELOPMENT

The Education Department continued the development of its outdoor education school at Liłwat Place. The outdoor school will offer significant support for the school's language and culture programs.

### Plans and Projects for 2021/22

#### SCHOOL IMPROVEMENT PLAN

XCS will develop and implement a School Improvement Plan based on the results of the School Assessment completed in FY 2021.

#### RENOVATION FEASIBILITY STUDY

The school will work with Infrastructure's Capital Projects division on a feasibility study for school renovations, including building an addition to the existing building.

#### STUDENT ACHIEVEMENT

XCS will continue to track student achievement and implement changes to improve student learning. This is an ongoing process at the school.

#### CONTINUE NEGOTIATIONS


The Education Department will continue negotiations with other education bodies to ensure students needs are being met.



*Paq*

Lesson



An aerial photograph of a coastline, showing a narrow strip of green water adjacent to a wide, light-colored sandy beach. The water has a textured, rippled appearance. The beach is mostly uniform in color, with some darker patches near the water's edge.

“Our resilience has been demonstrated by our ability to cope with the stress and changes that had to take place because of the COVID-19 pandemic. Our COVID-19 hero was Heather Shaffer. Heather willingly took the lead in developing our COVID-19 Plan to reopen the school. She worked tirelessly without a word of complaint while monitoring various aspects of the plan, such as food deliveries.

“The response from all our staff was nothing short of amazing. Everyone dug deep within their ability to be resilient and did the extra work necessary for the sake of the students’ learning. They too, worked tirelessly. I am so proud of the staff, and I hope the community is also very proud and grateful for what they have done for our children.”

Verna Stager  
Director of Education

## Sound Financial Management for a Sustainable Nation

The Finance and Administration Department strives to achieve the nation's financial goals by providing financial information and administrative support based in best practices and informed decision-making.

The nine-member Finance and Administration (F&A) Department delivers its various services in a friendly and approachable manner to all internal customers and external community members. The department has 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 guarantees financial best practices, including support for all the nation's financial transactions and the correct reporting of finds. The division also provides services to the community, including income tax preparation and financial counselling.
- The Information Technology (IT) develops and maintains IT infrastructure for all Lílwat Nation programs, services and facilities, and provides tech support to almost 200 staff members.
- Office Administrative Support ensures the smooth operation of the Úlús Community Complex and supports other departments as necessary.

### COVID-19 Impacts

The most significant undertaking the Finance Department had in FY 2021 was adapting and transitioning its pre-COVID-19 processes to paperless on-line processes. From processing batch entries to sharing financial information, new procedures had to be implemented swiftly. Working from home also presented its challenges. Discussing financial matters with other directors and managers was difficult due to the size of screens, as the worksheets can have multiple columns.

Staff had to address difficulties working from home, such as lack of private office space and children at home, and an absence of regular contact with coworkers. The team demonstrated its strength, adaptability, and creativity in addressing the obstacles the pandemic tried to put in its way.



*Xéken*  
Count it

### Achievements for 2020/21

#### ONLINE PAYMENT PROCESSING

Finance adapted to strict on-line payment processing without sacrificing internal controls (review and approval).

#### TIMELY BUDGET PROCESS

The department was able to develop and present its FY 2022 budget ahead of schedule.

#### CONTINUED SERVICE

Finance managed to continue to serve the needs of all programs and departments on a timely basis despite the challenges of office closures.

#### GREATER TEAM COHENSION

The Finance Team is stronger and more together today than it was before COVID-19.

#### TIMELY AUDIT

Finance completed Lílwat Nation's interim audit ahead of schedule.



## Plans for 2021/22

### COMMITMENT TO PROFESSIONAL DEVELOPMENT

Each member of the Finance Department has committed to accessing professional development training in FY 2022.

### IMPLEMENT RETURN TO WORK

The department has developed a staggered return-to-work schedule to be implemented post-pandemic.

### IMPROVE INTERNAL ACCESS TO FINANCIALS

The department plans to develop a shared folder of monthly financials that can be accessed by Lilwat Nation directors and managers at any time. Additionally, the department will work to make the financial reports more timely for the directors and managers.

### STREAMLINING BANKING

Finance will streamline how the department processes payments to save bank charges.



“The way the Finance Department was able to adapt its processes to the restrictions of office closures speak volume to the resiliency of the staff.”

Genny Boylos  
Director of Finance



# Working to Protect the Health and Wellness of the Lílwat Nation

Lílwat Health & Healing's 29 staff members deliver holistic community health services that address physical, emotional, mental and spiritual health. An additional nine staff members work at Úllus Daycare, an early childhood education facility located in the Úllus Community Complex.

Lílwat Health & Healing's (LHH) primary goal is to ensure that First Nations guide First Nations health. LHH offers a wide variety of services delivered through its divisions: Community Health, Home Support, Maternal and Child Health, and Traditional Healing.

LHH programs are designed to help community members manage their health through exercise, social support, and interactive learning. Meeting members where they are on their health journeys, LHH addresses community members' needs throughout all stages of life, from infancy to the Elder years.

The department's work is based in the principles and values of Níákmen, integrating traditional Lílwat7úl values and cultural practices into its services. These values enhance the department's activities, from events that emphasize managing chronic conditions to culturally respectful counselling and addiction services.

LHH programs are delivered by both staff and various contracted healthcare practitioners including dentists, audiologists, pharmacists, occupational therapists, optometrists, chiropractors and acupuncturists.

## COVID-19 Impacts

COVID-19 restrictions meant that only essential services were offered at LHH for much of FY 2021. Information, such as teaching videos, was created and posted to social media, while food and craft supplies were made available for pick up. The LHH team worked together to make all the necessary transitions.

## Achievements for 2020/21

### MOVED TO NEW HEALTH AND HEALING CENTRE

In FY 2021, LHH moved out of its aging health centre and into its new, energy-efficient, building. The new centre has space for all LHH services and provides a more enjoyable environment for both staff and community members accessing services.

### LHH EVALUATION COMPLETED

The department completed the Lílwat Health & Healing 4-Year Evaluation of Health Services, a full review and analysis of its program and services. The evaluation was informed by consultation with community members, other health agencies, partners and Lílwat Nation staff through surveys and focus groups. Fifty-five recommendations were identified and are being used to guide operational and strategic planning.

## MENTAL HEALTH & ADDICTIONS PLANNING

LHH completed its planning process for expanded mental health and addictions programming and services to create the *Nilhmiñ—Taking Care of Ourselves: Mental Health and Addictions Wellness Plan*. The draft document was created through consultation with community members, partners and staff. The plan will be presented to Chiefs and Council in summer 2021.

## DAYCARE RE-OPENING

Úllus Daycare, which was closed due to the pandemic, successfully re-opened and experienced no cases of COVID-19.

## TRADITIONAL MEDICINE WORKSHOPS

Sheila Bikadi, Cultural and Traditional Resources Worker/Birth Keeper, published the booklet titled *Traditional Medicine Workshops*. This booklet was developed in collaboration with UBC students.

## SENIOR NNADAP COUNSELLOR

This year, LHH was proud to celebrate Cedar Circle's Cedric Jones' 25-year anniversary as a National Native Alcohol and Drug Abuse Program counsellor.

## SUCCESSFUL 1ST DOSE VACCINATION CLINICS

LHH COVID-19 clinics were well attended by adult community members who received the Moderna COVID-19 vaccine at clinics held in January and March.





*Lhaxw*

To heal

## Plans and Projects for 2021/22

### IMPLEMENTING ASSISTED LIVING PROGRAM

Getting an Assisted Living Program up and running is an LHH priority for the next year. The program will benefit community members who need assistance with basic household chores and errands.

### 2ND DOSE COVID-19 VACCINATIONS

LHH will host clinics for people to receive their second dose of the Moderna COVID-19 vaccination. Vaccines will also be available for members that were not vaccinated at clinics held in FY 2021.

### COMMUNITY HEALTH PLAN

An 11-year community health plan will be developed through community consultation. The plan will be presented in FY 2022.



“This past year the entire LHH team has proven very resilient, working endless hours under the pressures of providing essential services and consultation during the COVID-19 pandemic. Only essential services were provided in the building with COVID-19 precautions in place. Other community events were delivered in ‘grab and go’ formats or via videos posted to social media.”

Jessica Frank  
Health Director



# Ensuring Strong Infrastructure to Support a Safe and Healthy Community

The Infrastructure Department consists of 20 staff members working in three divisions: Public Works, Capital Projects and Housing. Working collaboratively, these divisions work to maintain and develop the community's infrastructure.

The Infrastructure Department, through its three divisions, Public Works, Capital Projects and Housing, ensures that Lilwat Nation has a safe water system, well-maintained buildings, housing options and productive partnerships with companies such as Pemberton-based Murphy Construction. Infrastructure also manages the Lilwat Nation Fire Department, which employs a full-time fire chief.

- Public Works ensures the safe and reliable operation of Lilwat Nation's water and wastewater facilities and 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 Indigenous Services Canada (ISC) 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 community members with opportunities in building trades. The division also manages partnerships.

- Housing's mandate is to improve and increase the supply of rental and rent-to-own properties for nation members. This division plays a crucial role in managing on-reserve housing stock, which includes close to 500 housing units. These units include both new and older duplexes, trailers, single-family homes and multi-unit townhouse developments. With the Housing Board's support and direction, the division administers housing policies and procedures and oversees property management duties. Housing works with key funders, including ISC and Canada Mortgage and Housing Corporation (CMHC), to meet the growing demand for housing.

## COVID-19 Impacts

The Infrastructure Department's COVID-19 Personal Protective Equipment (PPE) protocol included modifying the interiors of Public Works vehicles to allow two staff to travel safely in one vehicle. Public Works also had to cancel entering homes for repairs unless they were deemed essential. Severe supply chain issues caused some members to be without washers, dryers, and other major appliances for some time. Like all Lilwat Nation departments, Infrastructure also had to transition administrative staff to work at home.

## Achievements for 2020/21

### FUNDING FOR IMPROVED BIRKENHEAD DIKING

Infrastructure secured \$1.5million in funding for improvements to the Birkenhead River dike that helps protect Mount Currie from flooding. The improvements will strengthen the dike to handle current projections for a 200-year flood.

### SIX NEW HOUSING UNITS

Construction of an energy-efficient rowhouse development featuring six new one-bedroom units, including two that are fully wheelchair accessible, was completed in the Xeíólacw neighbourhood. The building incorporates many design elements that improve energy efficiency, such as solar panels, and increase the residents' comfort, such as soundproofing.

### NEW HEALTH AND HEALING BUILDING

Construction of the nation's new health facility was completed. This new, energy-efficient building features triple-glazed windows and is built to passive house standards. The building will further modernize health services and create a better experience for both clients and staff.





### NEW POLICE STATION

Construction was completed on the new 4,000 sq. ft. Stl'Atl'Imx Tribal Police (STP) building. This building is leased to the STP on a long-term basis.

### NEW TRANSFER STATIONS COMPLETED

Infrastructure advanced Lílwat Nation's goal of a zero-waste future with the opening of two new transfer stations in Mount Currie and Xetólacw. The new facilities have vastly improved members' ability to recycle, leading to less landfill waste and lower tipping fees.

### TŚZIL ENERGY UPGRADE

Infrastructure installed a new emergency generator at Tśzil Learning Centre.

### WATER SYSTEM MONITORING UPGRADE

The department installed a new remote monitoring and computerized data collection system on the water system.



*Maysáits*

To build a house

## Plans and Projects for 2021/22

### NEW HOUSING

Housing will build three new duplexes on Lílwat Street in the Xetólacw neighbourhood. This will provide six, three-bedroom family homes.

### MAIN STREET REDEVELOPMENT REZONING

Infrastructure will complete the rezoning process with the Squamish Lillooet Regional District to redevelop Mount Currie's Main Street (former "blue motel" site) to secure funding from BC Housing for a new, 30-to-40-unit rental housing project.

### BIRKENHEAD DIKE IMPROVEMENTS

The first phase of the Birkenhead dike improvements will be completed.

### WATER AND WASTEWATER INFRASTRUCTURE UPGRADES

The water and wastewater infrastructure upgrade project will move into the design and construction phase.

### MEMBER LOANS

Infrastructure will formalize opportunities through the First Nations Market Housing Fund for member loans to renovate existing homes or build new housing.

### SEPTIC FIELD PROJECT

The department will address the failed septic field on Rancheree Street.

"Despite the lockdown and steps taken to prevent transmission of COVID-19, the department managed to keep construction going, providing continuity of employment for Lílwat members working at these sites. While the department was definitely impacted in its ability to deliver services in a timely way, thanks to the patience of community members we were able to ensure more than just essential services were being met."

Tom Laviolette

Director for Infrastructure

# Maximizing Lílwat Nation's Control over its Lands and Resources

**Pala7míntwał i Ucwalmícwa múta7 ti tmícwa** (The land and people are together as one) is a phrase central to Lílwat7úl identity and culture. This fundamental conviction is the foundation of the Lands and Resources Department's work to protect the nation's lands and resources.

Lands and Resources Department's (L&R) 11 permanent staff members, supported by 10 seasonal or on-call employees, work to protect and exercise Lílwat Nation's unique cultural, heritage, social and economic interests over its lands and resources. The *Lílwat Land Use Plan*, *Community Land Use Plan*, and *Lílwat Nation 2016-2023 Strategic Plan* guide the work carried out by L&R's three divisions: Traditional Territory Stewardship, Fisheries and On-Reserve Lands.

- Traditional Territory Stewardship works to ensure the appropriate use of the 781,131 ha of Lílwat traditional territory. The division employs a framework that considers the *Lílwat Land Use Plan* and archaeological, environmental and cultural impact assessments.
- Fisheries endeavours to protect the Lílwat Nation's fish stocks.
- On-Reserve Lands manage all on-reserve land issues, most significantly in the area of land registration.

## COVID-19 Impacts

The pandemic meant that community suppers and open houses were cancelled and information had to be shared through online resources. Some projects experienced delays or cancellation, as was the case of the department's annual carbon-dating archaeological fieldwork. Land registrations were temporarily suspended. Work moved increasingly online as the majority of staff worked remotely.

## Achievements for 2021/22

### FINALIZED VISITOR USE MANAGEMENT STRATEGIES

L&R finalized visitor use strategies for Joffre Lakes Park, Meager Hot Springs, Keyhole Hot Springs and Tenquille Lake. The strategies outline how to best protect the wildlife and ecology of these extraordinary places that are sacred to Lílwat Nation but are under increases pressure from visitors.

### LAND ALLOTMENT POLICY

A new Land Allotment Policy was developed. This new policy will provide a fair and transparent process for Lílwat Nation citizens to access new land for residential and/or agricultural use within reserve lands. The draft is pending Chiefs and Council approval.

## CULTURAL JOURNEY KIOSKS

Two new information kiosks, part of the Cultural Journey that begins in Lion's Bay, were installed at Lílwat Gas and at Joffre Lakes Park parking lot. Installation of the kiosk cultural information panels will coincide with the re-opening of Joffre Lake Parks in FY 2022.

## HYDRO PROJECT MONITORING

A five-year environmental monitoring plan for the Upper Lillooet and Boulder Creek hydro projects was completed.

## SKÉL7AWLH (STEWARDS) FUNDING

L&R secured funding and finalized work plan to hire Lílwat and N'Quatqua **Ské17awlh** (Stewards) for monitoring of Joffre Lakes Park and Tenquille Lake recreation area.







**Q̓ewq̓ewtsín**

Spawning ground

## Plans and Projects for 2021/22

### **FINALIZE NEW COMMUNITY LAND USE PLAN**

L&R will finalize Lílwat Nation's new *Community Land Use Plan* (CLUP) for on-reserve lands. The first priority will be to complete community engagement.

### **IMPLEMENT VISITOR USE MANAGEMENT STRATEGIES**

L&R will work to implement the visitor use management strategies that were finalized in FY 2021. The areas protected by these strategies are Joffre Lakes Park, Meager Hot Springs, Keyhole Hot Springs and Tenquille Lake.

### **ARCHAEOLOGICAL REGISTRATION**

L&R will register known archaeology sites in Lílwat Territory. The department will also conduct regular monitoring of all archaeology sites.

### **HYDRO PROJECT MONITORING**

The department will continue to conduct environmental monitoring at the Upper Lillooet and Boulder Creek hydro projects.

### **RIVER GAUGE INSTALLATION**

A river gauge will be installed on the Birkenhead River. Fisheries will conduct monitoring of the river to ascertain water levels and flow.

**“The Lands and Resources department demonstrates resilience by consistently asserting Lílwat title and governing rights over the entire Lílwat Territory and continuing to work to protect Lílwat archaeological, environmental, economic and cultural interests.”**

Harriet Van Wart

Director for Lands and Resources

## Post-secondary Education and Training Designed for Success

Based in Lilwat7úl culture, holistic learning, and personal growth, learning opportunities at T̓szil Learning Centre are delivered in an environment where all people feel comfortable, safe, and supported. The centre's courses are designed to expand employment, education and career choices.

T̓szil Learning Centre (TLC) is a state-of-the-art post-secondary education facility that shares space with the Lilwat7úl Culture Centre and Lilwat Employment and Training. With a staff of 24, TLC offers both career training and academic courses. Recent offerings have ranged from a Red Seal carpentry program to a Lilwat Nation Language and Culture Certificate, a two-year program delivered in partnership with Capilano University. To help more students succeed, TLC also offers Adult Basic Education (ABE) and University College Entrance Program (UCEP programs). As well, the centre provides employment services to Lilwat members seeking secure and sustainable employment and manages the Youth Centre, a safe space for Lilwat youth to gather and socialize.

### COVID-19 Impacts

Daily operations at TLC changed to accommodate provincial health orders and the evolving realities of working and attending classes during the COVID-19 pandemic. Staff were encouraged to work at home, but programs remained in session. Students and clients were able to meet for one-on-one meetings that complied with COVID-19 restrictions. Two managers, a receptionist, cleaning and maintenance staff were in the building from Monday to Friday.

### Achievements for 2020/21

#### CARPENTRY 4 GRADUATES

Six students engaged in the Lilwat Employment and Training's Carpentry Program completed their final year and graduated with Red Seal designations. More Red Seal designations are expected, as some of students final test results were pending as of the beginning of FY 2022.

#### HEALTH CARE ASSISTANT PROGRAM

In FY 2021, the Health Care Assistant (HCA) program was introduced at TLC. Currently, 12 students are enrolled in this course. Upon completing the program, students will be qualified to work in hospitals, extended care facilities, long-term care facilities, adult daycare, home support and respite care.

#### BUILDING UPGRADES & PROGRAMMING FUNDING

TLC secured federal COVID-19 relief funding for building upgrades and programming.

#### STRATEGIC PLANNING

New internal strategic plans were developed for both the Lilwat7úl Culture Centre and Lilwat Employment and Training.

#### CUSTOMER SERVICE GUIDELINES

New customer service guidelines were implemented to improve TLC client experience.

### Plans and Projects For 2021/22

#### ONBOARDING NEW DIRECTOR

In FY 2022, TLC staff will be engaged in onboarding and supporting the centre's new director.

#### NEGOTIATE LOCAL EDUCATION AGREEMENT

TLC will continue negotiations with School District #48 to reach a Local Education Agreement. The agreement will increase accountability, improve the working relationship between Lilwat Nation and the school district, and build collaborative support for First Nations students from K4 onward.

#### ONLINE COURSE DELIVERY

T̓szil will be adding a new staff position to help develop and deliver an online University College Entrance Program for remote communities.

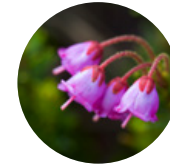
#### NEW PROGRAMS

In FY 2022, TLC will offer a variety of new programming that has yet to be confirmed as of March 2021.

#### CODE OF CONDUCT

A student code of conduct document, currently in development, will be implemented in FY 2022.





*Tsunámstañ*

To teach someone a language



“Despite the pandemic, Liłwat businesses and schools are still thriving. We’ve adapted and have had to adapt again due to the COVID-19 restraints. We managed to find the resources to plan for the next year to respond to COVID-19 and keep everyone safe by offering programs online. We see more and more virtual tours, guides, meetings, and education.”

Roxann Wallace

Operations Manager for Ts̓zil Learning Centre



**Business  
Group**

**Supporting Nation Building  
Through Business**



# Message from the President and CEO



Business  
Group

**ṭu7 wa7kálap áma, snuláp nsnenukwa7a,**  
(Hello my friends, I hope you're all well),

The Lílwat Business Group (LBG) is very proud of the work accomplished in FY 2021 during the COVID-19 pandemic. The resilience of the 58 women and men on staff who continuously adapted to changing protocols to keep the community safe while ensuring the delivery of services was impressive and greatly appreciated.

In FY 2021, LBG continued the development of Lílwat's new commercial core, demolishing "blue motel" on Main Street in preparation for a new mixed residential/retail building. We also explored options for Lílwat Marketplace, a new community business area proposed for the land between Lílwat Station and T̓szil Learning Centre.

In September 2020, LBG saw the realization of Spelkúmt̓n Community Forest, a partnership between the Lílwat Nation and the Village of Pemberton. This partnership is designed to promote reconciliation, increase community benefits and provide a local voice in the management of the surrounding forest.

In the past year, LBG moved several key projects forward, including the development of the new gas station and mixed-use residential/commercial building in Whistler's Function Junction, improved Internet offerings from Lílwat Broadband, and the rezoning of the Pemberton Benchlands.

We also had to make the tough decision to suspend our annual \$600,000 contribution to fund community initiatives due to a reduction in business activity. As we recover from the COVID-19 economic slowdown, we are planning on making a contribution of \$400,000 in FY 2022.

We would like to thank all of the staff, board members and Lílwat Nation leadership for their support and hard work getting LBG through the COVID-19 pandemic.

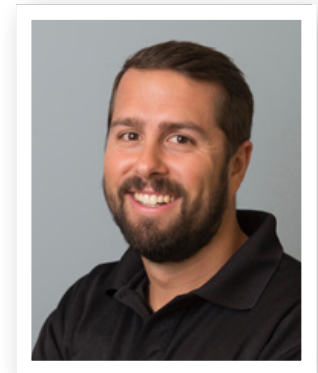
**Kukwsturnúlhkaḷap** (Thank you from a group to a group), **niḷh ti7** (End of story),

**Lhpatq** Maxine Bruce  
President

Dwayne Stanshall  
Interim Chief Executive Officer/  
Chief Financial Officer



**Lhpatq** Maxine Bruce  
President



Dwayne Stanshall  
Interim Chief Executive Officer/  
Chief Financial Officer



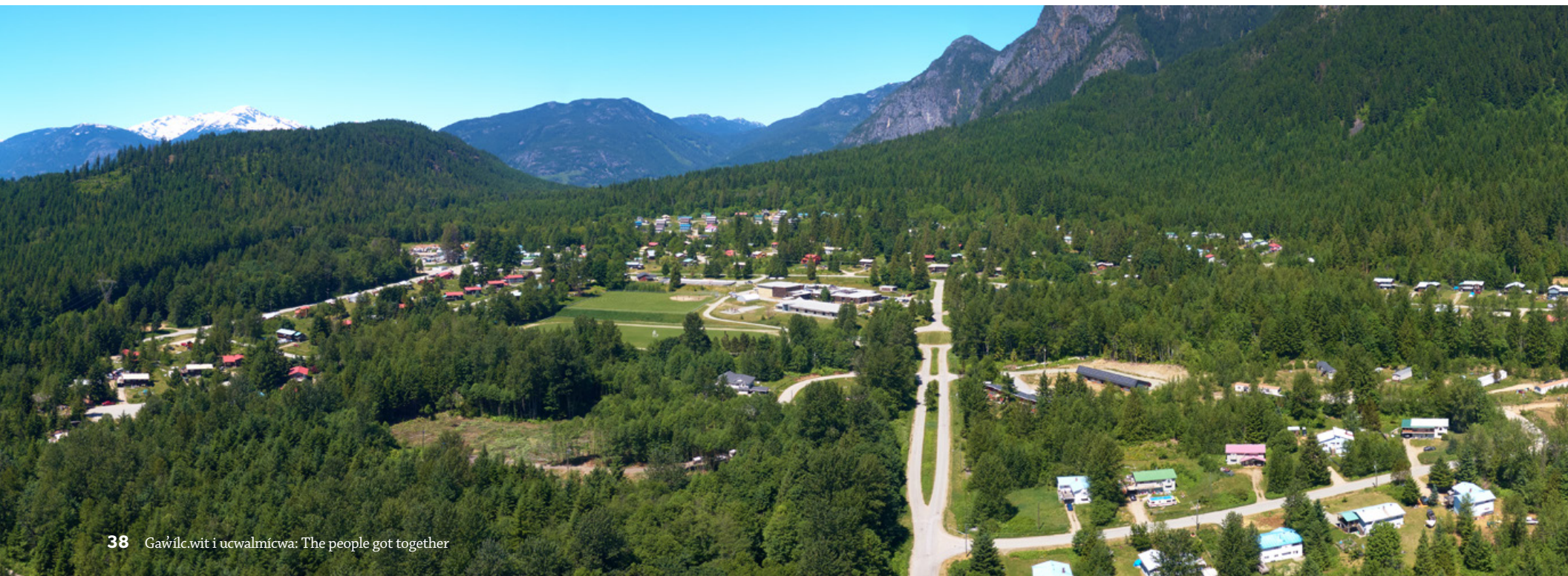
Business  
Group

# Building a Sustainable Economy for the Lílwat Nation

Forward facing, transparent and collaborative, the Lílwat Business Group (LBG) is committed to building a sustainable economy for Lílwat Nation. LBG employs 58 people in its five limited partnerships (LPs) and annually contributes up to \$600,000 to fund community initiatives.

Operating profitable businesses that allow for significant reinvestment in the community is the LBG's mandate and is entrenched in its Ucwalmícwts mission statement: *Wa7 qwézneml wa7kwánem lhti7 tmicwalhkálha*. (A diversified and sustainable economy, for, in, and by, the Lílwat Nation for all time.)

LBG 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.



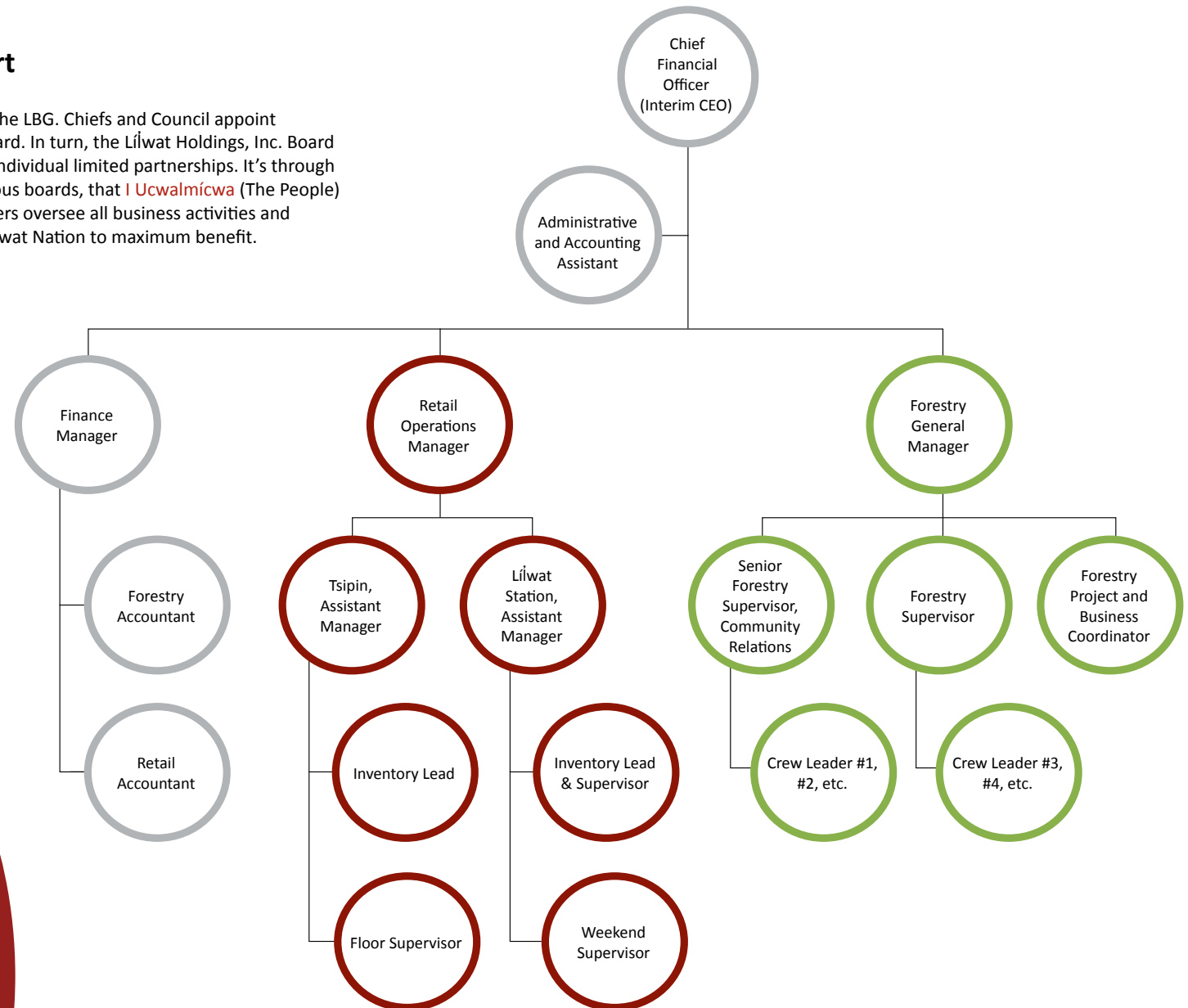




Business  
Group

## LBG Organizational Chart

This chart illustrates the structure of the LBG. Chiefs and Council appoint people to the Lilwat Holdings, Inc. Board. In turn, the Lilwat Holdings, Inc. Board appoints others to the boards of the individual limited partnerships. It's through participation of the corporations various boards, that **I Ucwalmicwa** (The People) are involved in the LBG. Board members oversee all business activities and ensure that these businesses serve Lilwat Nation to maximum benefit.





# FY 2021: Key Achievements

## COVID-19 MANAGEMENT

Managing the impacts of the COVID-19 pandemic was the top priority for LBG in FY 2021. LBG kept its employees safe and able to continue working during the pandemic, whether at home, at a retail business or in the field. COVID-19 safety protocols were introduced swiftly and were strictly adhered to by all divisions. Lilwat Station's focus on complying with COVID-19 health and safety guidelines helped to protect the community and staff while dealing with locals and out of town visitors on a daily basis. Tsipun was able to pivot from a busy kitchen with seating and catering to providing food hampers, Food Bank supplies and community support. Lilwat Forestry Ventures modified their vehicles, adding in partitions to allow two workers to travel together. And the Post Office workers consistently managed "Christmas-levels" of parcels.

## INCREASED VALUE OF HYDRO WORK

Lilwat Forestry Ventures (LFV) increased the value of its brushing and slashing contract work with BC Hydro by having staff achieve Certified Utility Arborist and Apprentice Utility Arborist designations.

## SPELKÚMTN COMMUNITY FOREST ESTABLISHED

The Spelkúmtn Community Forest Agreement between the Province, Lilwat Nation and Village of Pemberton, was signed in September 2020. The community forest partnership between the Lilwat Nation and the Village of Pemberton is designed to promote reconciliation, increase community benefits from local resources and provides a local voice in the management of the surrounding forest.

## PROJECT MANAGEMENT SOFTWARE

LFV continued to increase its use of technology for project management, utilizing both Basecamp and Harvest software packages.

## UPGRADED BROADBAND

Lilwat Broadband launched new, upgraded Broadband Internet packages for existing and new customers.







Business  
Group

# Projects Moving Forward

## FUNCTION JUNCTION DEVELOPMENT

The development of 2.5 ha (5.3 ac) the nation owns in Whistler's Function Junction will continue to move forward. The project, which includes a gas station and mixed residential/commercial, broke ground in FY 2019.

## BENCHLANDS RE-ZONING

The re-zoning process for the Pemberton Benchlands continues to move forward.

## DOWNTOWN MOUNT CURRIE REVITALIZATION

Capital Assets will continue to develop a multi-unit mixed residential/retail building on the "blue motel" site on Main Street. Lilwat Marketplace, a community business area proposed for the land between Lilwat Station and Tszil Learning Centre, will be developed by Lilwat Retail Operations in consultation with the community. Breaking ground for Lilwat Marketplace is planned for FY 2022.

## HIGHWAYS YARD DEVELOPMENT

Capital Assets will continue exploring options for developing a combination of rental housing and a hotel on land the entrance to the Village of Pemberton.

## PROFESSIONAL DEVELOPMENT AND TRAINING

Staff in all of LBG divisions will continue to be provided with ongoing training and professional development. Staff will also have opportunities to earn professional certifications.





Retail  
Operations LP

# Businesses Building Community

Lilwat Retail Operations LP (LRO) is committed to providing excellent retail services to the community. Lilwat Retail Operations employs 38 people and generates stable profits for Lilwat Nation to reinvest in community projects and business opportunities.

LRO businesses ensure that the community has access to quality, essential retail and services close to home including a grocery store, gas station with an attached convenience store, post office, and Internet service. This division of LBG has an annual payroll of \$865,000. LRO typically returns profits to the people, with an annual dividend of approximately \$600,000 going to community programs and initiatives. In 2021, LBG took a pause on its dividend payments to Lilwat Nation as a result in the decline in business activity due to COVID-19. However, investments in capital projects continued during this time.

LRO offers employees opportunities to advance to managerial positions within its businesses. These opportunities will continue to grow as LRO expands to include businesses such as a new gas station scheduled to break ground in FY 2022 in Whistler's Function Junction.

## Achievements in 2020/21

### STAFF RESILIENCE

Retail frontline essential staff was an example of resilience. Through staff efforts and commitment, all of Lilwat Retail Operations were able to stay open to serve the community throughout the COVID-19 pandemic.

### TSÍPUN MARKET PIVOT

Tsipun was able to pivot from a busy kitchen with seating and catering to providing food hampers, Food Bank supplies and community support.

### LÍLWAT GAS SAFETY PROTOCOLS

Lilwat Station's focus on strict adherence to COVID-19 health and safety guidelines helped to protect the community and staff while dealing with locals and out of town visitors on a daily basis.

### POST OFFICE PERFORMANCE

The COVID-19 pandemic saw the Mount Currie Post Office staff handling "Christmas level" parcel deliveries beginning at the start of FY 2020/21. Staff handled the pressure of this massive increase in parcels that quickly became the new norm.

### UPGRADED BROADBAND

Lilwat Broadband launched new, upgraded Broadband Internet packages for existing and new customers.

## Plans and Projects for 2021/22

### FUNCTION JUNCTION GAS STATION

LBG will break ground on the new Lilwat Gas Station in Whistler's Function Junction.

### LÍLWAT MARKETPLACE

LRO will work to develop concepts for Lilwat Marketplace in consultation with the community and break ground on this community business area located between Lilwat Station and Tszil Learning Centre.

### TSÍPUN MARKET CHANGES

LRO will renew its supplier partnership with Loblaws to ensure that Tsipun Market has the best products available. Tsipun will also re-start its catering and home-cooked dinner programs.

### LÍLWAT STATION

LRO will prepare Lilwat Station staff for travel restrictions to be lifted and to safely handle increased traffic with COVID-19 protocols in place.

### LEADERSHIP DEVELOPMENT

Lilwat Retail Leadership Development Training will provide relevant knowledge and skills required to develop and further enhance leadership skills into the future.



“Over the past year, LRO staff have come together, showing incredible resilience through not only the pandemic, but also through tragedy and loss in the community. This has come at a cost, with increased customer complaints, increased stress on our staff and in some cases a decline in customer service smiles due to exhaustion.

“Lilwat Retail recognizes these concerns and strives to ensure staff needs are met, as this too will pass. LRO will continue to grow generating increased revenues for reinvestment in the community, creating more employment opportunities and building capacity within the Nation.”

Kukwstum'ckálap

Lilwat Retail Operations





Forestry  
Ventures LP

# Sustainably Managing Lílwat Nation's Forestry Resources

Lílwat Forestry Ventures LP (LFV) is an integrated forest management company engaged in tree-planting, silviculture, logging management, fuels management, forest fighting and other aspects of the forestry industry. LFV has more than 30 casual, full- and part-time employees carrying out these activities.

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 70,000 m<sup>3</sup> and exerts control over 120,000 m<sup>3</sup> of AAC on Lílwat territory. LFV shares an additional ACC of 11,000 m<sup>3</sup> with Pemberton as part of the Spelkúmtn Community Forest Agreement.

LFV has a growing contracting division that does various jobs such as firefighting, field management work, brushing and slashing, and excavation work. It also subcontracts engineering, road building, and harvesting services to outside companies. Contracting companies are expected to hire and train Lílwat Nation members as part of fulfilling LBG's ongoing commitment to capacity building.

## Achievements for 2020/21

### COVID-19 MANAGEMENT

LFV kept its employees safe and able to continue working during the pandemic. While some staff was able to work from home, others worked in the field in vehicles that were modified with to allow two people to travel safely together.

### INCREASED VALUE OF HYDRO WORK

LFV was able to increase the value of its brushing and slashing contract work with BC Hydro by having staff achieve Certified Utility Arborist and Apprentice Utility Arborist designations.

### SPELKÚMTN COMMUNITY FOREST ESTABLISHED

The Spelkúmtn Community Forest Agreement between the Province, Lílwat Nation and Village of Pemberton, was signed in September 2020. The community forest partnership between the Lílwat Nation and the Village of Pemberton is designed to promote reconciliation, increase community benefits from local resources and provide a local voice in the management of the surrounding forest. The community forest's land base encompasses 17, 727 ha of land within the Lílwat Nation's Unceded Traditional Territory and has an AAC of 11,000 m<sup>3</sup>, which equates to about 20 to 22 ha per year.

### PROJECT MANAGEMENT SOFTWARE

LFV continued to increase its use of technology for project management, utilizing both Basecamp and Harvest software packages.

### FIRE WOOD EQUIPMENT

LFV purchased additional fire wood equipment to support the increased need. More than 228 truckloads of firewood were delivered to community members on social assistance and 165 loads were delivered to Elders.

## Plans and Projects for 2021/22

### ESTABLISH FNWL

LFV will continue to work to establish a Lílwat First Nations Woodland License (FNWL) that will allow Lílwat to manage a large portion of Lílwat traditional territory.

### PUCHASING ADDITIONAL TENURE

LFV will purchase additional tenure from Squamish Mills Ltd. in FY 2022.

### TRAINING YOUTH

LFV will maintain its current staffing levels while investing in training in youth.

### CULTURAL BURNS

Two previously harvested blocks in Skelúlatkwa (Owl Creek Cultural Education area) will be burned to reduce fire hazards and increase berry growth.





# Financial Report

# A Look at The Lílwat Nation's Financial Picture for FY 2021

Lílwat Nation commits to using financial best practices and adheres to complete financial transparency. The nation is accountable to its members and funders, including the 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 and Lílwat Construction Enterprises. These diverse and profitable businesses offer employment for members and annually provides up to \$600,000 to community programming.

## 3. Skwxwú7mesh Lílwat7úl 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.

## 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 2021 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, 2021, 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 moves into FY 2022.

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



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# Report of the Independent Auditor on the Summary Consolidated Financial Statements

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## To the Members of the Lílwat Nation

### Opinion

The summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at March 31, 2021 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 Lílwat Nation (the "First Nation") for the year ended March 31, 2021.

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 accounts 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 August 3, 2021.

### 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

August 3, 2021

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.

## Lil'wat Nation

### Summary Consolidated Statement of Financial Position



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March 31	2021	2020
<b>Financial Assets</b>		
Cash	\$ 6,132,400	\$ 3,627,621
Restricted cash	9,116,171	5,254,662
Temporary investments	7,634,559	7,460,695
Accounts receivable	3,090,996	1,767,045
Due from related entities	295,003	279,035
Investment in business enterprises and partnerships	21,837,408	21,663,315
Ottawa Trust Funds	430,093	420,161
	<u>48,536,630</u>	<u>40,472,534</u>
<b>Financial Liabilities</b>		
Accounts payable and accrued liabilities	3,199,415	2,793,064
Deferred revenue	9,661,255	4,404,249
Due to related entities	65,321	3,854,224
Obligation under capital lease	180,466	294,137
Long term debt	10,024,324	9,276,403
	<u>23,130,781</u>	<u>20,622,077</u>
<b>Net Financial Assets</b>	<u>25,405,849</u>	<u>19,850,457</u>
<b>Non - Financial Assets</b>		
Tangible capital assets	52,228,114	52,443,113
Prepaid expenses	248,190	218,465
	<u>52,476,304</u>	<u>52,661,578</u>
<b>Accumulated Surplus</b>	<u>\$ 77,882,153</u>	<u>\$ 72,512,035</u>



## Lil'wat Nation

### Summary Consolidated Statement of Financial Activity



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For the year ended March 31	2021	2020
<b>Revenue</b>		
Indigenous Services Canada	\$12,978,452	\$ 11,190,488
Canada Mortgage and Housing Corporation	288,940	276,407
Department of Fisheries and Oceans Canada	490,133	347,500
First Nations Education Steering Committee	1,520,768	1,663,807
First Nations Health Authority	4,093,048	6,558,264
BC First Nations Gaming	843,812	786,751
Province of British Columbia	4,071,457	2,066,826
Rental income	927,698	885,769
Skills & Employment Training income	1,288,114	1,319,917
Other income	4,746,776	4,365,781
Royalty income	1,435,774	1,663,663
Income from business enterprises and partnerships	174,093	534,057
	<b>32,859,065</b>	<b>31,659,230</b>
<b>Expenses</b>		
Band Housing Rentals	717,775	692,429
Governance, Finance and Administration	4,925,794	4,647,331
Public Works	2,664,422	2,596,231
Social Development	3,645,878	3,394,050
Community Health and Daycare	3,178,431	3,519,861
Advanced Education	3,425,199	2,969,295
Economic Development	715,745	391,374
Lil'wat Lands and Resources	1,075,860	1,002,440
Capital Fund	456,081	851,130
Xetólacw Housing Fund	795,438	745,385
Xetólacw Community School Fund	5,806,675	5,760,042
Funding agency recoveries	1,045	4,514
CMHC approved expenditures	80,604	148,896
	<b>27,488,947</b>	<b>26,722,978</b>
<b>Annual surplus</b>	<b>5,370,118</b>	<b>4,936,252</b>
<b>Accumulated surplus, beginning of year</b>	<b>72,512,035</b>	<b>67,575,783</b>
<b>Accumulated surplus, end of year</b>	<b>\$77,882,153</b>	<b>\$ 72,512,035</b>

## **Lil'wat Nation**

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

**March 31, 2021**

#### **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, 2021.

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.





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Lilwat Culture Heritage Language  
Authority

Special thanks to Lee-Anne Kauffman,  
Sylvia Dan and all Lilwat Nation's  
leaders and staff that contribute to  
Lilwat Annual Report 2021.

Kukwstumhkalap





An aerial photograph showing a large, irregular pile of cut wood or debris floating in a body of water. The pile is dark brown and composed of many thin, needle-like pieces of wood. The water is a light blue-green color. The pile is located in the center-right of the frame.

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