



t'ákałh áta7 kél7a: We Are Moving Ahead

Lilwat Nation ANNUAL REPORT 2022

gelgeliwán
strength





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“We are in an exciting time here in Lílwat Nation. We have the representation of both political and cultural leadership. The balance between the two positions carries endless possibility. I know that any strength to be had, will be found right here at home. We can easily transfer cultural, traditional, spiritual and ceremonial values to bring balance to all decision-making on behalf of our nation.”

Kúkwpí7 Gélpcał
Cultural Chief Ashley Joseph





“Over the years, my values have not changed. I still cherish time spent with our children and youth on our lands in a cultural and educational context. I continue to look forward to the pursuit of political justice for the Lílwat Nation within our territory. I would like to thank all those that continue to bring positive change to Lílwat Nation in your work and caring.”

Kúkwpi7 Skalúlmecw
Political Chief Dean Nelson



s7istken
permanent village

Message from the Political Chief

In reflection of the past year, the second year of the pandemic, I realize how well that we have endured this trying time together. We have undertaken and completed some positive projects while simultaneously experiencing a great deal of loss in our community. In celebrating our accomplishments, we also keep in our hearts and share our sincerest condolences to all family and friends.

We give thanks for the absence of floods and forest fires within our lands. We also give thanks for the return of the salmon to our waterways.

Throughout our activities on the land, we need to maintain our Indigenous laws to protect our habitat and the environment for our future generations. As we move forward, we focus on opportunities on our lands, opportunity in qwítéma7, (Whistler) nqékma7 (Pemberton) and here, in Lííwat. I look forward to celebrating the land transfer and reconnection ceremony to the land and our ancestors at the former outdoor school in the upper Lííwat Valley.

I truly feel that our history must be told explicitly without exception, from first contact to present where all events pertaining to our treatment are communicated. I have had the opportunity to enjoy the company of community youth and Xeťólacw Community School students at Skálula7 camps this summer. I also had the chance to share time with a men's gathering and youth camps at the former outdoor school in the upper Lííwat Valley.

Over the years, my values have not changed. I still cherish time spent with our children and youth on our lands in a cultural and educational context. I continue to look forward to the pursuit of political justice for the Lííwat Nation within our territory. I would like to thank all those that continue to bring positive change to Lííwat Nation in your work and caring. These are the people that do when they see something that needs doing, we thank you and we value you.

I look forward to the future opportunities to create positive change for our people.

Kúkwstuñckálap, (Thank you to all),

*Dean Nelson
Skalúlmeew*

Kúkwpi7 Skalúlmeew
Political Chief Dean Nelson



Message from the Cultural Chief

My name is *Gélpca* (The One Who Gives Strength). Let me begin first by thanking all of you for the trust you have placed in me and having me be right where I am today. I feel mighty honoured to be in your service as Cultural Chief for this term of Líwat Leadership.

I look forward to a strong future where we can all come together in full cultural immersion to figure out the direction we will take for all present and future generations. This will require the full knowledge of our Elders, Knowledge Keepers and Cultural Mentors. I believe we all have some understanding of who we are as Líwat7úl, therefore, we all have knowledge that needs to be passed in trust to another. Following in the footsteps of our Ancestors will help us figure out protocols that will make way for our true identities as a distinct first nation people. This truth must make its way into our everyday life so that no generation feels lost in any manner.

Right now, the welcoming protocol needs to be exercised throughout our nation. Stewardship to our lands must be taken seriously and our presence be known.

We are in an exciting time here in Líwat Nation. We have the representation of both Political and Cultural Leadership. The balance between the two positions carries endless possibility. I know that any strength to be had, will be found right here at home. We can easily transfer cultural, traditional, spiritual and ceremonial values to bring balance to all decision-making on behalf of our nation.

I am proud of the great cultural steps being taken within our nation. There is so much interest in learning our language, sharing our stories, regalia making, drumming, dancing and singing. This will surely make way to creating solid foundations for our precious children. I am happy that our community school places just as much importance into cultural identity as it does with academics.

I can say that my door is always open, but the fact is that it is our collective door. The success of our nation has come through your trust in the people that work for all of us. You have my love, trust and respect, as those are values that you have instilled in me as a community.

Pala7míntwaí i Ucwalmícwa múta7 ti Tmícwa
(The land and the people are together as one.)
Takemlhcálh tu7 pála7 (We are one.)

Journey well, be well.

Kúkwstunckálap (Thank you to all),



Kúkwpi7 Gélpca
Cultural Chief Ashley Joseph





Message from the Chief Administrative Officer

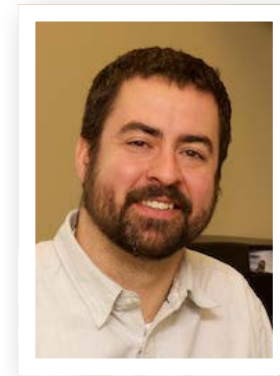
This past fiscal year, 2021/22, was full of challenges and opportunities for Lílwat Nation. We saw the signing of an MOU to consider the first ever Indigenous-led bid for an Olympic Games, and the launch of several key capital projects for the nation, such as the construction of a Transition Home and an expansion of the dike along the Birkenhead River. We also saw the roll out of the COVID-19 vaccination program, which has proven to be a great success. Lílwat Nation has also received increased levels of funding and is working on several plans to improve service to the community.

Lílwat Nation entered into a new partnership agreement with the Village of Pemberton and successfully acquired new forest tenure in the area around Pemberton, Mount Currie and Xetólacw.

We have missed our face-to-face meetings, having our doors open and listening to what you have to say about our work. Please keep your eyes open for ways to engage with the work we do. We are looking forward to sharing all of the amazing work that has been completed by Lílwat Nation and Lílwat Business Group teams in this report, and we are excited to re-engage with the community in a meaningful way in the coming year.

Kúkwsturnckálap (Thank you to all),

Kerry Mehaffey
Chief Administrative Officer

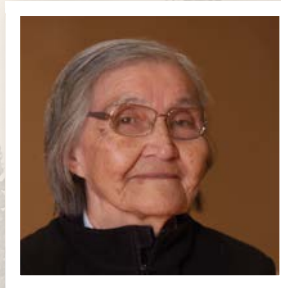


Meet the People that Represent the Lílwat Nation



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)
- Tszil Learning Centre Advisory
- Lower St'atl'imx Tribal Council (LTSC)

Emháka has served on council for more than 25 years.



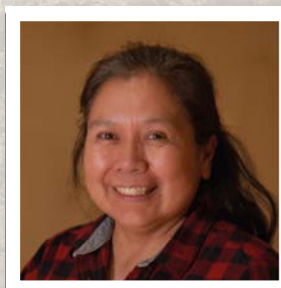
Háma7

Alphonse Wallace
Occupation: Recreation Manager

Committees or Boards:

- Policy Committee (Adhoc)
- Public Works
- St'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

Lílwatúllhkan, Stát'yemcIhkan

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

**Occupation: Territory Stewardship
Manager, Lands and Resources**

Committees or Boards:

- Bingo Committee
- Lílwat Operating Board of Directors
- Restorative Justice
- Skel7áqsten (Lílwat Governance Transition Team)
- St'at'imc Chiefs Council (SCC)

Lhpatq is in her sixth term on Council.



Ma7yeqs

Nadine Pascal

Lílwatúllhkan

Occupation: Caregiver

Committees or Boards:

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

Ma7yeqs is in her third on Council.



Wenacwúl

Lucinda Phillips

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

Committees or Boards:

- Land Use Referral Committee
- Skel7áqsten (Lílwat Governance Transition Team)
- Cheakamus Community Forest

Wenacwúl is in her sixth term on Council.



Mámaya7

Lois Joseph

Occupation: Lílwat7úl Culture Centre Manager

Committees or Boards:

- Lílwat Health and Healing Committee (Vice-chair)
- Lílwat Holdings Inc. Board
- Skwxwú7mesh Lílwat7úl Cultural Centre (SLCC)

Mámaya7 is in her 13th term on Council.



Sawt

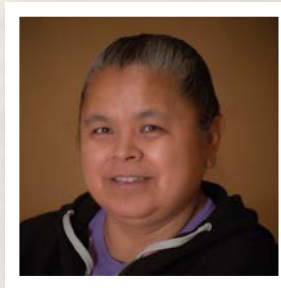
Martina Pierre

Occupation: Professor, Capilano University

Committees or Boards:

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

Sawt is in her sixth term on Council.



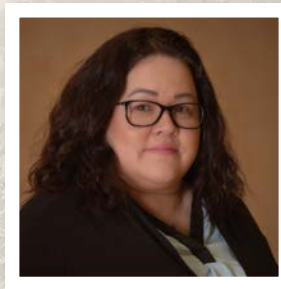
Snéqwema

Renee Wallace
**Occupation: Education Assistant,
Xeťólacw Community School**

Committees or Boards:

- Lílwat Nation Housing Board
- Agriculture

Renee Wallace is in her first term on Council.



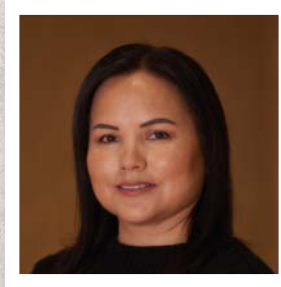
Tsekonámus Losí

Rosemary Stager
**Occupation: Executive Director, Vancouver
Aboriginal Health Society**

Committees or Boards:

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

Tsekonámus Losí is in her sixth term on Council.



Yámk̓cen

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

Committees or Boards:

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

Yámk̓cen is in her fourth term on Council.

Kúkwpí7s

Chiefs

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



Kúkwpí7 Géłpcal

Cultural Chief Ashley Joseph is active on the board of Skwxwú7mesh Lílwat7úl Cultural Centre (SLCC) and the Lílwat Culture Heritage Language Authority (LCHLA).

Kúkwpí7 Skalúlmecw

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



Governance

Governance Committed to Community

As a policy-driven government, Chiefs and Council, and the Chief Administrative Officer (CAO), guide in developing policy, codes and strategies ensuring that all guiding documents are current and relevant to the Lílwat Nation.

Keeping the importance of community at the forefront, the Lílwat Nation's government aims to meet the goals of its strategic plan. Approximately every five years a new strategic plan is developed to address the changing needs and realities of the community. Elected and appointed leadership are guided by an overarching strategic plan outlining the nation's goals and the path to meeting them.

Chiefs and Council support the CAO to meet the objectives of the strategic plan. Seven governmental departments and the Lílwat Business Group (LBG) carry out the work as outlined in the plan. Nation staff fulfills day-to-day governance functions, from creating safe infrastructure to ensuring effective service delivery.

Exercising the Inherent Right to Self-Government

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.



How Citizens can Participate in Governance

Lílwat Nation upholds the values and principles of transparency and open government. Public engagement strategies like community meetings and General Assemblies allow Lílwat Nation citizens to participate in decision-making and encourage them to become further involved in setting the nation's direction through participation on boards and committees.

Serving a Nation

More than 300 people work for the Lílwat Nation, with the common goal of creating a safe and sustainable nation. Approximately half of the nation's staff is employed full-time, with the rest working on a part-time or seasonal 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

Lílwat7úl Cultural Values

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



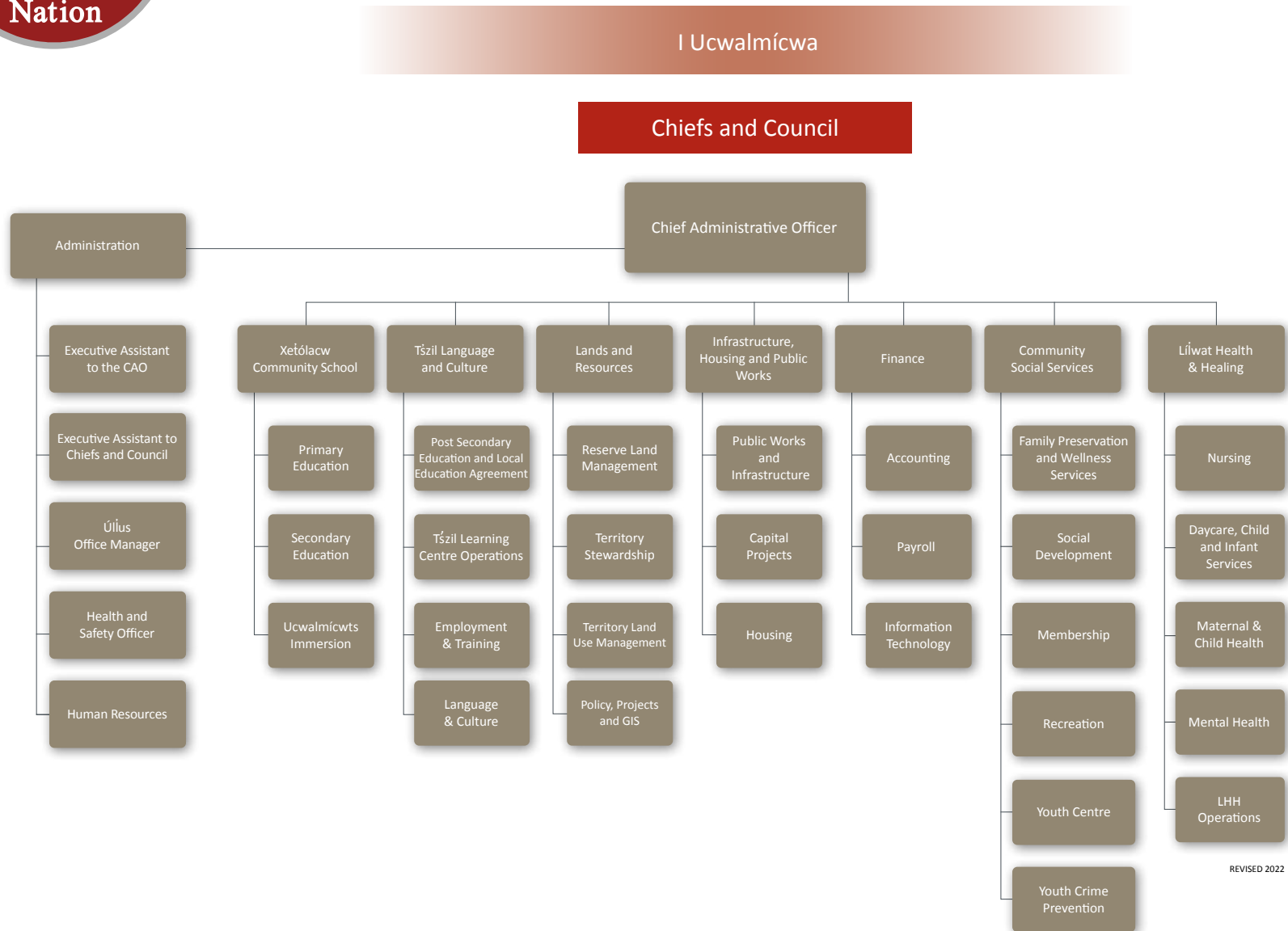




ORGANIZATIONAL STRUCTURE

A Government of The People

The Lilwat Nation organizational structure chart holds the **I Ucwalmícwa** (The People) at the top. This structure echoes the commitment of the government to follow the direction set by the community.



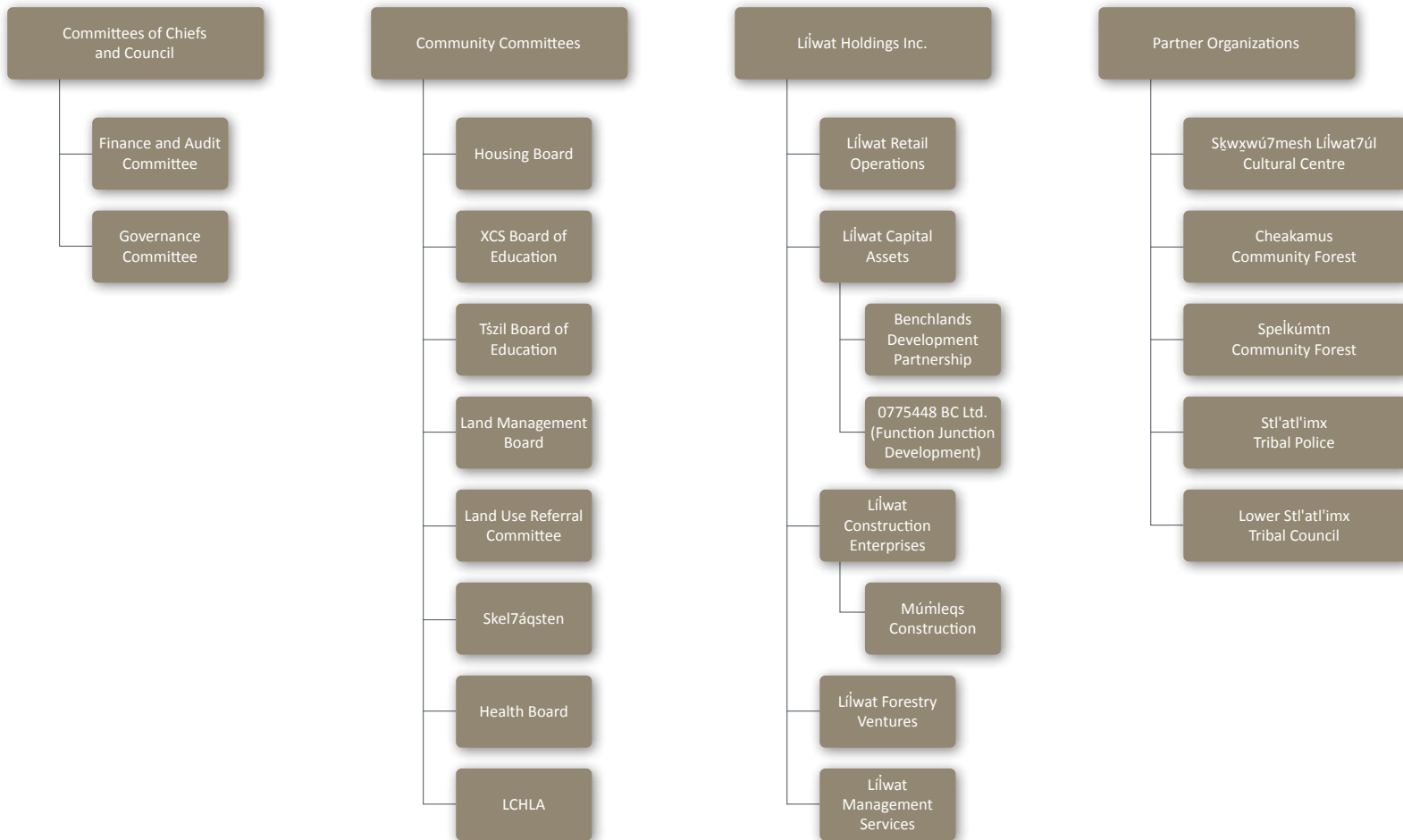
REVISED 2022



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 Lílwat Nation. These groups ensure that the nation's work is consistent with the *Lílwat Nation 2016-2023 Strategic Plan*.



Achievements at a Glance for FY 2022

EMERGENCY SHELTER

The Infrastructure Department was awarded capital funding to build an emergency shelter for Indigenous women and children and 2SLGBTQQA+ people fleeing violence. This project is now under construction in Mount Currie and will be completed in FY 2023.

BRINGING HOME OUR CHILDREN EVENT IN WHISTLER

The Lílwat Wellness Department started planning for the 2023 “Bringing Home Our Children” event to be held in Whistler. This two-day event will be held in Whistler at SLCC and in Lílwat Nation. The event has been cancelled the past two years due to COVID-19.

ABORIGINAL HEAD START ON RESERVE FUNDING

Lílwat Nation was successful in acquiring Aboriginal Head Start on Reserve (AHSOR) Funding. This funding will go to support the establishment of a Head Start program at the Úlús Daycare, providing an additional 27 childcare spaces (12 for infants-toddlers and 15 for children aged 3-to-5 years old).

ARCHEOLOGICAL DIGITIZATION

The Lands and Resources Department (L&R) finalized the digitization of more than 300 archaeology studies. This allows the GIS mapping to show the locations of all the archaeological assessments conducted throughout Lílwat Territory.

EDUCATION AGREEMENT

T̓zil Learning Centre (TLC) completed negotiations with School District 48 to reach a Local Education Agreement. The agreement, signed on November 18, 2021, will increase accountability, improve the working relationship between Lílwat Nation and the school district, and build collaborative support for First Nations students from K4 onward.

ISC 10-YEAR GRANT

The Finance Department completed its first full year operating under the Indigenous Services Canada (ISC) 10-Year Grant and continues to ensure that reporting and the administering of these funds is being done accurately.

INCREASE IN LAND-BASED LEARNING

Xeťólacw Community School (XCS) increased land-based learning opportunities and provided important outdoor educational experiences to students.

YOUTH CENTRE REOPENED

After COVID-19 restrictions were loosened, the Youth Centre was fully reopened. Youth were excited to finally have their own facility back again to reestablish their sense of community and to provide a place to hang out, use the WIFI, watch TV, and participate in activities and programming.

EDUCATION JURISDICTION AGREEMENT

Lílwat became one of the first First Nations to enter a Canada-First Nations Education Jurisdiction Agreement in December 2021, giving Lílwat greater control over the education of children from K4 to Grade 12 attending XCS.

ISC CONFERENCE PRESENTATION

Based on the success of the Finance’s Professional & Institutional Development funding projects over the last two years, the team was given the opportunity to speak at an ISC conference showing their leadership and expertise on the subject.

AMAWÍLC PRORGAM (ASSISTED LIVING)

The amawílc program was put into place by Lílwat Health & Healing in FY 2022. The program provides non-medical homemaking support for community members in need, to help them maintain their independence for as long as possible in the community.

COMMUNITY HEALTH PLANNING

In consultation with community members, partners, and staff, LHH completed the *10-Year Lílwat Nation Community Health Plan (2022/23 - 2031/32)*. As with previous versions, this health plan builds on the strengths and assets of Lílwat Nation and aims to meet the nation’s changing healthcare needs.

TRADES EDUCATION PREPAREDNESS

In collaboration with the Construction Foundation of BC, XCS committed to providing more hands-on education to prepare students for work in the trades.

FIRST NATIONS-LED PRIMARY CARE INITIATIVE

The Southern Stl'at'imx Sub-region First Nations communities—including Lílwat Nation—was selected as one of 15 First Nations-Led Primary Care Initiative sites in BC in 2021/22. Initial steps have been taken to start designing a primary care clinic and services that meet the needs of the community.

ENERGY EFFICIENT FAMILY HOUSING

Infrastructure completed six, three-bedroom units for Lílwat families. These duplexes were built to a very high standard of the BC Building code with improved energy efficiency and incorporated net meter solar panels for even greater energy cost savings.

RENOVATION AND NEW HOME FINANCING

Infrastructure completed a review by the First Nation Market Housing Fund that now allows Lílwat Nation homeowners to pursue creative finance models that can help members access financing for home renovations and new home purchase on reserve.

FUNDING FOR NEW FIRE TRUCKS

Infrastructure secured ISC funding to purchase two new fire trucks for the Fire Department, which will be delivered in 2023.

DATA MANAGEMENT PLAN

L&R completed a Data Management Plan to help guide the organization and management of cultural data.

TŚZIL BUILDING IMPROVEMENTS

Tśzil's Operations Department installed a new washer and dryer to meet maintenance and janitorial needs, initiated and oversaw the installation of touchless taps in all of washrooms, and installed new storage shelving throughout the entire building.

YOUTH CRIME PREVENTION PROGRAM

Community Social Services (CSS) initiated a Youth Crime Prevention Program funded by Public Safety Canada. This program is designed to provide a variety of services for youth focused on crime prevention, life skills, and job readiness.

ARCHEOLOGICAL STUDIES

L&R conducted 14 archaeological studies resulting in the discovery of a new archeological site, and identifying many areas of potential that were set aside for protection.

DEGREE AND CERTIFICATION ACHIEVEMENTS

In FY 2022, five Lílwat Nation funded students achieved advanced degrees (1 PhD, 4 master's degrees), and 25 achieved bachelor's degrees. This represents an increase of 60 per cent for advanced degrees and a 35 per cent increase in bachelor's degrees awarded over FY 2021. A further seven students received diplomas and four received certificates.

kukwsemtáxen
thunderbird



skalúla7
owl



Department Reports

Services That Build Strong Liłwat7úl Families

The Community Social Services Department strives to improve the quality of life for Liłwat Nation citizens. The department delivers a wide variety of programs designed to help individuals achieve success, whatever their circumstances.

Community Social Services consists of four separate divisions that work together to address community members' wellbeing: Liłwat Wellness, Social Development, Band Membership and the Tszil Learning Centre.

- Liłwat Community Social Services (CSS) encourages and supports spiritual, emotional and intellectual growth, building on the strengths of Liłwat7úl families.
- Social Development provides financial assistance for Liłwat 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 Liłwat Nation. Membership also assists community members in filling out birth registration forms.
- Tszil Learning Centre (TLC) offers a variety of post-secondary educational options to Liłwat Nation and surrounding communities. Tszil students are engaged in both academic and trades education. Tszil shares its space with the Liłwat7úl Culture Centre and Liłwat Education and Training (LEAT).

COVID-19 Impacts

The ongoing COVID-19 pandemic continued to impact our service delivery in FY 2022. Program delivery fell short due to the Public Health regulations. The transition back to working in the office was fairly smooth and allowed for greater development of programs. Recruitment of staff slowed down until COVID-19 restrictions were lifted.

Achievements for 2021/22

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

STRATEGY NEW FUNDING

As a result of the Canadian Human Rights Tribunal on First Nations Child Welfare, CSS's funding increased from \$350,000 to \$1.5 million per year. In FY 2022, the department developed a strategy for the application of this new money, which includes the development of a new building.

YOUTH CRIME PREVENTION PROGRAM

CSS started a Youth Crime Prevention Program funded by Public Safety Canada. This program is designed to provide a variety of services for youth on crime prevention, life skills, job readiness, and more.

OFFICES MORE ACCESSIBLE

Social Development offices were open more often for clients to come into Úlilus to seek financial assistance in FY 2022. With pandemic restrictions loosened, there could have more face-to-face meetings, which was better for both staff and Liłwat Nation citizens.

RECREATION

The gym at Úlilus Community Complex reopened up to staff and public and indoor sports resumed. Initially, there was a limit on the number of people allowed in the indoor facilities due to the pandemic. That changed later in the year, and both day and evening programs were back to operating as usual. Even with the challenge of having some restrictions in place, the Recreation Department ran its summer programs successfully and abided by all the Public Health orders.

BRINGING HOME OUR CHILDREN EVENT IN WHISTLER

The Liłwat Wellness Department started planning for the 2023 "Bringing Home Our Children" event to be held Whistler next year. This huge two-day event will be held in Whistler at SLCC and in Liłwat Nation. This is an exciting time for the Wellness team as the event had to be cancelled the past two years due to COVID-19.

YOUTH CENTRE REOPENED

After COVID-19 restrictions were loosened, the Youth Centre was fully reopened. Youth were excited to finally have their own facility back again to reestablish their sense of community and to provide a place to hang out, use the WIFI, watch TV, and participate in activities and programming.

FUNDING FOR PREVENTION PROGRAMS

The Wellness Department received federal funding to develop new prevention programs.

Plans and Projects for 2022/23

NEW CSS BUILDING

A new building for Community Social Services is currently in the works and expected to break ground in FY 2023.

LÍLWAT TRANSITION HOME PROGRAM

The new Lílwat Transition Home program will provide vital services to Indigenous women, children, families, and 2SLGBTQQIA+ people facing violent situations. The program will also fund activities and key supports to help prevent future violence. New staff will also be hired to operate this home.

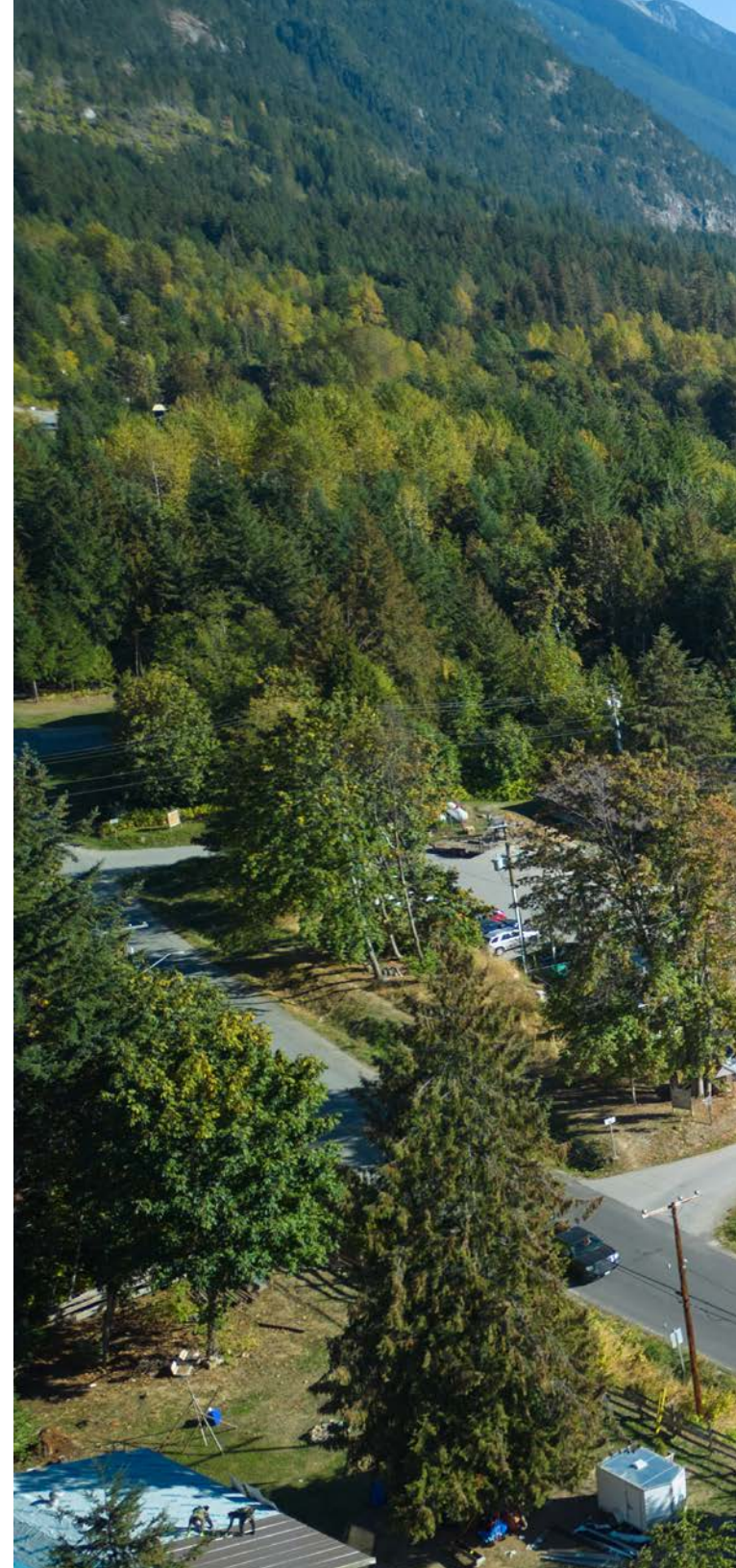


n̓sáytken

Relatives and friends, family

“We all did the best we could and as teams, we were successful.”

Debbie Alendal
Director of Community Social Services





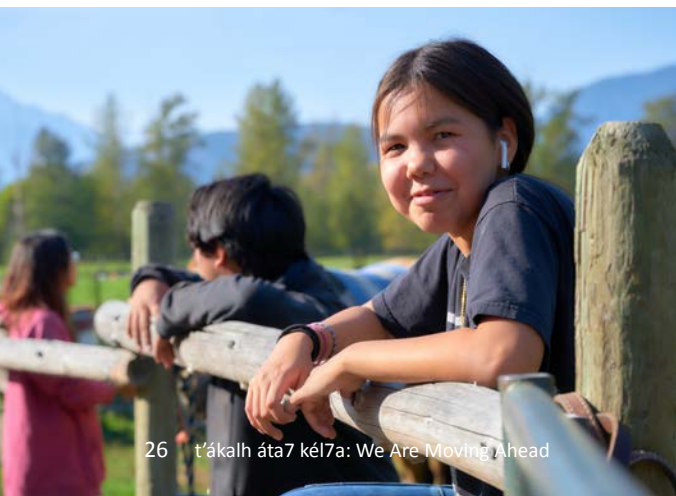
Education Grounded in Lílwat7úl Language and Culture

Xetólacw Community School (XCS) provides a positive and empowering learning environment where student learn Lílwat culture and celebrate traditional values and teachings. The school delivers education grounded in Ntákmen (Our Way) to K4 - Grade 12 students.

The Education Department provides the nation with excellent elementary, secondary and immersion education systems that produces capable graduates who have served on Council, Boards, and Committees and who go on to lead successful lives in fulfilling careers. The school offers an exceptional program for Special Needs students and provides excellent support for the student body as a whole so they can build the academic and innovative skills necessary for their future.

In December 2021, XCS became one of a handful of First Nations schools in Canada that have entered into a Canada-First Nations Education Jurisdiction Agreement. This agreement gives XCS control over educational issues such as curriculum, teacher certification and Elder and Knowledge Keeper compensation.

The Xetólacw Community School building serves as a local hub and is an important resource for the community.



COVID-19 Impacts

XCS continued to follow pandemic protocol and made adjustments to online and in-class learning as needed. Many students adapted very well to the necessary changes and through determination and self-adjustment made the most of their learning opportunities. Staff members were exceptional in covering other positions when needed and keeping all special events going with some alterations to comply with provincial health orders. XCS staff members deserve praise and credit for how well the school was able to operate under continuing pandemic challenges.

Achievements for 2021/22

INCREASE IN LAND-BASED LEARNING

The department increased XCS' land-based learning opportunities and provided important outdoor educational experiences to students.

STAFF CREATIVITY FLOURISHED

Staff showed great flexibility and were able to think outside the box to make many events successful despite the limitations of COVID-19 restrictions. Recognizing the important role XCS plays in the lives of its students and the greater Lílwat community, the school worked to ensure that all school events could continue in adapted forms.

SCHOOL ASSESSMENT COMPLETED

XCS completed its school assessment process. The school also completed Year One of the assessment, making improvements to its language and cultural programs.

EDUCATION JURISDICTION AGREEMENT

Lílwat became one of the first First Nations to enter a Canada-First Nations Education Jurisdiction Agreement in December 2021, giving Lílwat greater control over the education of its children from K4 to Grade 12.

LOCAL EDUCATION AGREEMENT

XCS completed a Local Education Agreement with School District #48. This agreement will start being implemented in the 2022/2023 school year.

TRADES EDUCATION PREPARATIONS

In collaboration with the Construction Foundation of BC, XCS committed to providing more hands-on education to prepare students for work in the trades.



zewátet.s

Learned/To know something



Plans and Projects for 2022/23

LANGUAGE AND CULTURAL PLAN IMPLEMENTATION

XCS will continue to implement the *Language and Culture Improvement Plan* developed from the School Assessment.

SCHOOL CLIMATE AND SAFETY PLAN

XCS will continue to implement the *School Climate and Safety* plan as outlined in the School Assessment.

ORGANIZATIONAL RESTRUCTURE

XCS will complete an organizational restructuring to improve school operations and staff workloads.

NEW CLASSROOMS FOR XEŦÓLACW COMMUNITY SCHOOL

XCS will acquire two new portable classrooms and move the existing music program portable to the Outdoor School land.

FEASIBILITY PLAN FOR SCHOOL RENOVATIONS

XCS will continue work on a feasibility study to determine whether renovations or additions should be made to the school.

IMPLEMENTATION OF EDUCATION AGREEMENTS

XCS will work to implement its new Canada-First Nations Education Jurisdiction Agreement with the development of an Education Law. The Local Education Agreement will also be implemented in FY 2023.



“It took a team to make it to the mountain top. There were many obstacles along the way. As a team we overcame the obstacles. Good work team, good work! Then you realize just how high the mountain is and you swell with pride and think to yourself—job well done, team! Job well done!”

Verna Stager
Director of Education



Responsible Financial Management for a Sustainable Nation

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

The Finance and IT Department is split into three divisions:

- Finance is responsible for all accounting functions of the Lílwat Nation. Its various services include organizing budgets, timely monitoring of results, and preparing year-end working papers to support the annual audit. The department's accounting functions include proper record maintenance for cash, banking, accounts receivable, revenue, , and accounts payable.
- Payroll is responsible for the accurate payment of all staff.
- IT develops and maintains IT infrastructure for all Lílwat Nation programs, services, and facilities, and provides tech support to almost 200 staff members.

By providing sound financial management and administrative and IT support, the Finance and IT Department can deliver the information needed for best practices and informed decision-making for Lílwat Nation.

COVID-19 Impacts

After adapting and transitioning to paperless online-processes last year, Finance continues to perform all processes remotely. They created and helped facilitate a remote platform to allow staff to work from home and increased IT security measures to protect against potential cyber threats. Finance changed approval processes, invoices, and payment systems to remove the need for paper or in-person visits to the building.

By allowing members to pay rent by e-transfer and working with suppliers to have all invoices emailed, the team demonstrated strength, adaptability, and versatility in addressing continued pandemic obstacles.

Achievements for 2021/22

PROFESSIONAL DEVELOPMENT

Staff enrolled in courses to further their professional development and, in turn, build capacity within the team.

ADAPTABILITY AND RESILIENCE

The team has showed impressive adaptability and agility in executing their roles throughout all stages of the pandemic, ensuring continued service.

ISC 10-YEAR GRANT

The department completed its first full year under the Indigenous Services Canada 10-Year Grant and continues to ensure that reporting and the administering of these funds is being done accurately.

ISC CONFERENCE PRESENTATION

Based on the success of the department's Professional & Institutional Development funding projects over the last two years, the team was given the opportunity to speak at an ISC conference showing their leadership and expertise on the subject.

Plans for 2022/23

PROFESSIONAL DEVELOPMENT

The department will work towards creating greater financial literacy for managers. They would like to facilitate training courses on all aspects of finance from reading monthly financials to preparing reports for funders.

UPDATE FINANCIAL ADMINISTRATION LAW

Finance will work with the First Nations Financial Management Board (FMB) to update its Financial Administration Law (FAL) and bring it into line with their current practices.

ONLINE SECURITY

The team will continue to strengthen its IT security policies as processes continue to move online.



xekkáitsem

To count money

“The Finance team has continued to operate and provide services throughout these last two challenging years of the pandemic. They have worked hard to learn new processes and find new ways to ensure the department kept functioning through such a turbulent time. The commitment they have shown to their work and each other reflects the strong spirit of teamwork within the department.”

Karen Mallon
Director of Finance



Protecting the Health and Wellness of the Lílwat Nation

Lílwat Health & Healing (LHH) delivers holistic family-based health services that 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 the needs of community members throughout all stages of life, from infancy to the Elder years.

Health programs and services offered include Community Health Nursing, Home & Community Care, amawíl (Assisted Living), Maternal & Child Health, Daycare, Lílwat Early Childhood Development Management Services, Cedar Circle, Health Centre Operations and contracted services as needed.

The department's work is based in the principles and values of Ntákmén, integrating traditional Lílwat7úl values and cultural practices into all of 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 and services are delivered by both staff and various contracted healthcare practitioners including dentists, nurse practitioners, audiologists, pharmacists, occupational therapists, physiotherapists, speech-language pathologists, optometrists, chiropractors, and acupuncturists. The team has worked hard to incorporate more traditional and cultural practices into their programs and services and is exploring opportunities to incorporate more land-based health and wellness activities.

COVID-19 Impacts

Nursing staff were kept busy administering COVID-19 vaccinations (and boosters) and switched over from COVID-19 swab testing to distributing rapid antigen tests to Lílwat community members. LHH programming slowly started to be offered in-person again. Provincial mandates required the continued practice of social distancing and wearing masks at LHH.

Achievements for 2021/22

GROWING THE DEPARTMENT

LHH saw the addition of six new staff members over this past year: one amawíl Supervisor, three amawíl homemakers, a contract manager, and one receptionist.

AMAWÍLC PRORGAM (ASSISTED LIVING)

The amawíl program was put into place in FY 2022. The program provides non-medical homemaking support for community members in need, to help them maintain their independence for as long as possible in the community. Services may include: home management, meal planning and preparation, social support, non-medical transportation, attendant services, chopping and carrying wood, minor home repairs, day programs, group care, short-term respite care, and pet therapy.

COMMUNITY HEALTH PLANNING

In consultation with community members, partners, and staff, LHH completed the 10-Year Lílwat Nation Community Health Plan (2022/23 - 2031/32). As with previous versions, this health plan builds on the strengths and assets of Lílwat Nation and aims to meet the nation's changing healthcare needs.

CLIMATE CHANGE AND EXTREME WEATHER

Extreme heat and air quality issues caused by climate change have started to affect community members. LHH continues to work with First Nations Health Authority (FNHA) to develop supportive measures for community members affected by these and other extreme weather conditions.

NEW CEDAR CIRCLE MENTAL HEALTH MANAGER

LHH hired a new Mental Health Manager who is an experienced mental health clinician and has worked with Lílwat Nation for many years. With this position filled, the Cedar Circle Counselling team can build greater capacity to help meet the mental health and addictions wellness needs of the community.

ABORIGINAL HEAD START ON RESERVE FUNDING

Lílwat Nation was successful in acquiring Aboriginal Head Start on Reserve (AHSOR) Funding. This funding will go to support the establishment of a Head Start program at the Úlúus Daycare, providing an additional 27 childcare spaces (12 for infants-toddlers and 15 for children aged 3-to-5 years old).



FIRST NATIONS-LED PRIMARY CARE INITIATIVE

The Southern St'at'imx Sub-region, including Lílwat Nation, was selected as one of 15 First Nations-Led Primary Care Initiative sites in BC in 2021/22. Initial steps have been taken to design a primary care clinic and services that meet the needs of the community. This initiative is supported by the FNHA and the BC Ministry of Health and led by Lílwat Health & Healing and Southern St'at'imx Health Society.

Plans and Projects for 2022/23

STAFF RECRUITMENT

Recruitment for vacant positions is an ongoing challenge for Lílwat Health & Healing. Factors such as lack of affordable housing, the provincial shortage of qualified prospective employees, and non-competitive wages impact the ability to recruit qualified candidates for vacancies.

FIRST NATIONS-LED PRIMARY CARE CLINIC

In collaboration with Southern St'at'imx Health Society (SSHS), LHH will work to establish a culturally safe, independently operated primary care clinic that will service the Southern St'at'imx geographic region. Services are expected to start being offered under a separate society starting next fiscal year.

NURSING REVIEW

LHH will conduct a review of the scope of practice of the clinical nursing staff to ensure that all nurses are working to their full scope of nursing practice.

PQÚSNALHCW HEALTH CENTRE

The team will work to re-activate Pqúsnalhcw Health Centre (the old Health Centre) once the renovations are completed.

POLICIES AND PROCEDURES

LHH will continue working to review, revise, and develop policies and procedures as required to inform operations and carry out a planned approach for spending the accumulated LHH surplus.



plan wa7 qíp

It is healed already

“On April 1, 2002, Lílwat Nation entered into a health transfer agreement with Health Canada and legally took over responsibility for administering our Lílwat Nation community health services. We are in our 20th year of administering our own health services and Lílwat Health & Healing is thriving. We look forward to continuing to provide health and wellness services that support our community health vision of ‘Healthy Lílwat7úl living Ntákmen’.”

Jessica Frank, Health Director

Supporting a Safe and Healthy Community with Strong Infrastructure

The Infrastructure Department consists of three divisions: Public Works, Capital Projects and Housing. Working collaboratively, these divisions maintain and develop the community's infrastructure.

Through these three divisions, the Infrastructure Department ensures that Lílwat Nation has a safe water system, well-maintained buildings, housing options and productive partnerships with local companies. Infrastructure also manages the Lílwat Nation Fire Department, which employs a full-time fire chief.

- Public Works ensures the safe and reliable operation of Lílwat 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 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 housing 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

COVID-19 restricted building maintenance workers from accessing homes for repairs and maintenance. Pandemic protocols meant that the Public Works crews needed to maintain physical distance between each other. They also installed plexiglass dividers in crew trucks.



Achievements for 2021/22

NEW FIRE SMART COORDINATOR

This year, the Infrastructure Department created a new Fire Smart Coordinator position to help educate and enforce safe fire prevention practices.

ENERGY EFFICIENT FAMILY HOUSING

Infrastructure completed six, three-bedroom units for Lílwat families. These duplexes were built to a very high standard of the BC Building code with improved energy efficiency, incorporating net meter solar panels for even greater energy cost savings.

EMERGENCY SHELTER

The Infrastructure Department was awarded capital funding to build an emergency shelter for Indigenous women, children and 2SLGBTQQIA+ people fleeing violence. This project is now under construction in Mount Currie and will be completed in 2023.

RENOVATION AND NEW HOME FINANCING

Infrastructure completed a review by the First Nation Market Housing Fund that now allows Lílwat Nation homeowners to pursue creative finance models that can help members access financing for home renovations and new home purchase on reserve.

FUNDING FOR NEW FIRE TRUCKS

In FY 2022, Infrastructure secured ISC funding to purchase two new fire trucks for the Fire Department, which will be delivered in 2023.



Plans and Projects for 2022/23

BUILDING ENVELOPMENT RENOVATION

Infrastructure will undertake a building envelopment renovation of Lílwat’s oldest townhouses. This work, which includes installing new roofs, windows, doors, balconies and wood stoves, will extend the building life, and improve energy efficiency and livability of these valuable rental units.

ROAD PAVING ALONG BLACK BEAR ROAD AND EAGLE DRIVE

The department plans to do new paving on some of Xetólacw’s worst sections of road along Black Bear Road and Eagle Drive.

NEW CLASSROOMS FOR XCS

The XCS music portable will be relocated to Lílwat Place and two new classrooms will be constructed in its place.

PQÚSNALCW RENOVATION

Renovations will be made to the old LHH building, now called Pqúsnalcw, that will extend the life of the building and improve the interior space to accommodate new programming.

SITE PLANNING FOR SOCIAL DEVELOPMENT AND ELDER CARE

Infrastructure will initiate site planning and building options for Social Development and Elder Care on lands near LHH. As well, for the Main Street lands, the department will advance the drawings and site planning to development permit stage and prepare for a funding call from BC Housing under its Indigenous Housing Fund in 2023.

WATER AND WASTE SYSTEM PLANNING

The department will continue to move forward on infrastructure planning and capital improvements to Lílwat Nation’s water and waste water systems.



maysálts

To build a house

“Due to the dedication of department staff we managed to keep the momentum going on infrastructure improvements that have improved community pride and self-sufficiency.”

Tom Laviolette
Director for Infrastructure

Maximizing Lílwat Nation's Control Over its Lands and Resources

The Lands and Resources Department (L&R) works 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* guide the work carried out by L&R's three divisions: Traditional Territory Stewardship, Fisheries and On-Reserve Lands.

The Lands and Resources Department asserts and exercises Lílwat inherent rights to govern its territory and works hard to give Lílwat Nation a voice and presence regarding the use and management of Lílwat Territory.

- The team ensures appropriate use of the Lílwat Territory through archeological, environmental, and cultural impact assessments.
- L&R manages all fieldwork, data collection/organization, and land use consultations to help inform policy development.
- The Skél7awlh (Field Technicians) conduct fisheries, environmental and archeological field work throughout Lílwat Territory, almost 800,000 hectares land.
- The department works closely with the Land Management Board to manage the registration of lands on-reserve for Lílwat citizens.

COVID-19 Impacts

The Land and Resources Department continued to show flexibility and agility in managing ongoing obstacles presented by the pandemic. The team continued to work remotely, moving the majority of their work online, all while still keeping up with operations.

Achievements for 2021/22

ARCHEOLOGICAL DIGITIZATION

L&R finalized the digitization of over 300 archaeology studies. This allows the GIS mapping to show the locations of all the archaeological assessments conducted throughout Lílwat Territory.

SKÉL7AWLH STEWARDSHIP PROGRAM

L&R secured funding to expand the 2022 Skél7awlh Stewardship program to monitor visitor use at Joffre Lakes Park, Tenquille Lake, Keyhole Hot Springs, and Meager Hot Springs. The department grew, with new Lílwat Skél7awlh recruited and trained in environmental monitoring, archaeological assessments, and fisheries work.

UPPER LILLOOET HYDRO PROJECT

The department completed year one of a five-year environmental monitoring program for the Upper Lillooet Hydro Project.

DATA MANAGEMENT PLAN

L&R completed a Data Management Plan to help guide the organization and management of cultural data.

ARCHEOLOGICAL STUDIES

L&R conducted 14 archaeological studies resulting in the discovery of a new archeological site and identifying many areas of potential that were set aside for protection.

Plans and Projects for 2022/23

IMPLEMENT DATA MANAGEMENT PLAN

The department will focus on implementation of the new Data Management Plan so cultural information can be better accessed and utilized.

ONLINE MAPPING TOOL

L&R will utilize a web-based mapping tool to assess land use referrals and help inform land use decisions. The web-based mapping tool shows locations of place names, traditional uses, cultural sites, archaeological sites and other interests and values that have been recorded.

PROPOSED DEVELOPMENT AT MEAGER MOUNTAIN

L&R will complete the Traditional Use Study, Socio-Economic Study, and Environmental Assessment and engage with the community regarding the proposed new geothermal project development at Meager Mountain.



tmicw

Land

COMMUNITY ENGAGEMENT REGARDING MAIN STREET

The department aims to complete community engagement on Main Street road issues and begin negotiations with the Province to achieve desired outcomes.

COMMUNITY LAND USE PLAN

L&R will finalize the Community Land Use Plan, outlining a five-year vision and plan for the use of Lílwat Nation Reserve Lands.

BIRKENHEAD RIVER HABITAT RESTORATION

The Fisheries team aims to implement fish habitat restoration plans for the Birkenhead River.

“A major achievement last year was to accept and embrace a big change for the Lands and Resources Department. Our two long-standing Cultural Technicians, Johnny Jones and Lex Joseph, retired. Both men worked for the department since its creation and dedicated their time to sharing their immense knowledge about Lílwat Territory, history and culture. We have always relied heavily on their knowledge and guidance, and it was very difficult to see them go. However, we have adapted by bringing on new staff that are eager to learn and carry on with this important work. We are also making great strides toward preserving and organizing the many research documents Lex and Johnny left behind. I am so proud of our team and how we are all committed to honouring Lex and Johnny's legacy and protecting Lílwat cultural sites and values in Lílwat Territory.”

Harriet Van Wart
Director for Lands and Resources

Post-secondary Education and Training That Expands Choices

Learning opportunities at T̓zil Learning Centre are delivered in an environment where all people feel comfortable, safe, and supported. Both academic and training courses are designed to expand employment, education and career choices for students from Lílwat Nation and neighbouring communities.

T̓zil Learning Centre (TLC) is a state-of-the-art post-secondary facility where education is supported by Lílwat7úl culture and a commitment to holistic learning with the goal of personal growth for every student.

From academic upgrading to trades training, TLC programs adhere to this philosophy, with staff working to ensure positive experience and positive outcomes for those choosing T̓zil as part of their educational or career paths.

TLC's activities are supported by the following four division that report to the Director of T̓zil:

- The Post-Secondary Support Program. This program provides financial assistance to Lílwat7úl students studying at T̓zil or external post-secondary institutions.
- Lílwat Employment and Training (LEAT). LEAT provides job opportunities for community members, researching opportunities and creating vibrant partnerships to support its goals.
- Language and Culture. The Language and Culture division oversees all language and cultural programming at T̓zil and the operations of the Lílwat7úl Culture Centre.
- Building Operations. Building Operations is responsible for the maintenance of all building systems and developing policy that relates to building usage.

COVID-19 Impacts

Increased digital connections gave staff more ways to reach students not living in Lílwat. However, by not being in class, students who learn by hearing, seeing and doing, did not get the full scope of lessons. Mental wellness was an increasing concern in the second year of the pandemic. COVID-19 created many challenges for T̓zil's Operations Department. There was a constant necessity to balance the in-person learning and working environment at T̓zil with people's safety. Safety was addressed through constant sanitization, ensuring social distancing, and providing and enforcing the use of personal protective equipment.

Achievements for 2021/22

NEGOTIATED LOCAL EDUCATION AGREEMENT

TLC completed negotiations with School District 48 to reach a Local Education Agreement. The agreement, signed on November 18, 2021, will increase accountability, improve the working relationship between Lílwat Nation and the school district, and build collaborative support for First Nations students from K4 onward.

DEGREE AND CERTIFICATION ACHIEVEMENTS

In FY 2022, five Lílwat Nation funded students completed advanced degrees (1 PhD, 4 master's degrees), and 25 received Bachelor's Degrees. This represents an increase of 60 per cent for advanced

degrees and a 35 per cent increase in bachelor's degrees awarded over FY 2021. A further seven students received diplomas and four received certificates.

COMMUNICATION PLAN

TLC created and implemented a consistent communication plan with local secondary and elementary schools to ensure student and worker safety and wellbeing.

BUSINESS FUNDAMENTALS PROGRAM

T̓zil offered a BCIT business fundamentals program to 20 students. Students completed first section of the program and have started on the second section. Students will receive a certificate after successful completion of both sections.

ACCOUNTING ASSISTANT PROGRAM

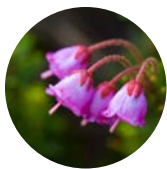
An Accounting Assistant Program offered through Capilano University saw 17 students engaged in the course at TLC. The 15-month certificate program started in March 2022.

FACILITY IMPROVEMENTS

T̓zil's Operations Department installed a new washer and dryer to meet maintenance and janitorial needs, initiated and oversaw the installation of touchless taps in all of washrooms, installed new storage shelving throughout the entire building.

NEW RENTAL POLICY

T̓zil's Operations Department developed new policies and guidelines for room rentals and special events held at the facility.



Skúlmiñ

To learn about

Plans and Projects For 2022/23

RECONNECT WITH STUDENTS

Reconnecting with students is a priority for FY 2023. With many COVID-19 restrictions lifted and safety plans in place staff is looking forward to seeing students in our building once again. This includes students from Xetólacw Community School and Pemberton Secondary, as well as T̓szil's University and College Entrance Preparation Program (UCEPP) and Adult Basic Education (ABE) students.

INDIGENOUS ADVOCATE

TLC is planning to hire an Indigenous Advocate to ensure the Local Education Agreement is adhered to by all parties.

UNIVERSITY ONE PROGRAM

University One (UONE) for Indigenous Learners Certificate Program offered through Capilano University, will be available at T̓szil. UONE is a community-based program that enables students to complete their first year of University at home. Language, culture and land-based learning will be woven throughout the program.

ONLINE LEARNING

Online learning will continue, creating more opportunities for learners to access programs while also offering safety for those still worried about effects of COVID-19.

UCEPP EXPANSION

The FY 2023 UCEPP students will be the first cohort to experience a curriculum that includes language, culture and land-based learning to help them get ready to reach their next goal.

SCIENCE LAB

A science lab will be installed at T̓szil to allow ABE, UCEPP and UONE to access biology courses. TLC is also working towards establishing chemistry lab.

NEW GREEN SPACE

T̓szil's Operations Department will begin developing a healthy green space surrounding the exterior of T̓szil for all to enjoy.

“After a very challenging past few years, the dedicated T̓szil Operations Department will continue striving to help provide the best learning and working environment for all.”

Robert Andrew
Operations Manager for T̓szil Learning Centre



**Business
Group**

**Supporting Nation Building
Through Business**

Message from the President and CEO



Business Group

Tu7 wa7kaálap áma, snuláp nsnenukwa7a,
(Hello my friends, I hope you're all well),

The Lilwat Business Group (LBG) entered the second year of the COVID-19 pandemic unsure of what was ahead. FY 2022 proved to be a success across our organization. We are very proud of what the more than 60 women and men who work at LBG achieved in FY 2022.

Several major projects were realized or moved forward during this uncertain time. In FY 2022, LBG acquired the 60 ha Benchlands Nkwúkwmá land in Pemberton, located on the hill above the town's commercial core. This is the beginning of a long-term project that will see approximately 450 homes on 31 ha built over the next 20 to 25 years. LBG was also successful in securing \$1 million in federal Investment Readiness Funding. These funds will assist with re-opening demands, such as renovations to Tsípun Market and Lilwat Station and forestry equipment acquisitions. Construction of the first phase of the Function Junction development, a mixed residential/commercial building, is set to begin and the feasibility of the second phase is under review. The necessary assessments have been completed to support the rezoning process for the on the Highways Yard Development and the rezoning application is with by the Village of Pemberton.

In FY 2022, LBG also entered new partnerships, experienced substantial staff growth at Forestry Ventures and Retail Operations, and continued to move projects such as Lilwat Marketplace forward.

Performance in of all of our LPs exceeded expectations this year. Firefighting opportunities strong retail sector, and increased gravel sales allowed us to return to funding community programs and projects. After suspending this initiative in FY 2021 in reaction to the COVID-19 economic slowdown, we were able to contribute \$400,000 in FY 2022 and plan to return to the pre-pandemic level of \$600,000 in FY 2023.

It has been both an exciting and challenging time at LBG. We have emerged stronger, with a full slate of dynamic projects and a proven resiliency.

We would like to thank all of the staff, board members and Lilwat Nation leadership for their support and during the second year COVID-19 pandemic.

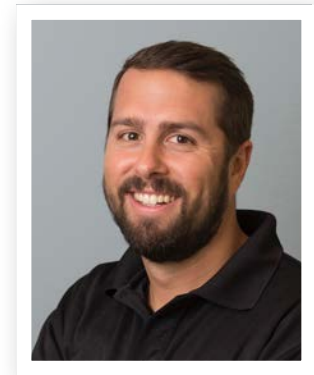
Kukwstumúhkaálap (Thank you from a group to a group),
niih ti7 (End of story),

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

Creating a Sustainable Economy for Lílwat Nation

Collaborative, transparent and forward facing, the Lílwat Business Group (LBG) is committed to building a sustainable economy for Lílwat Nation that respects Lílwat culture and values. LBG employs more than 60 women and men across its five limited partnerships (LPs) and annually contributes up to \$600,000 to fund community initiatives.

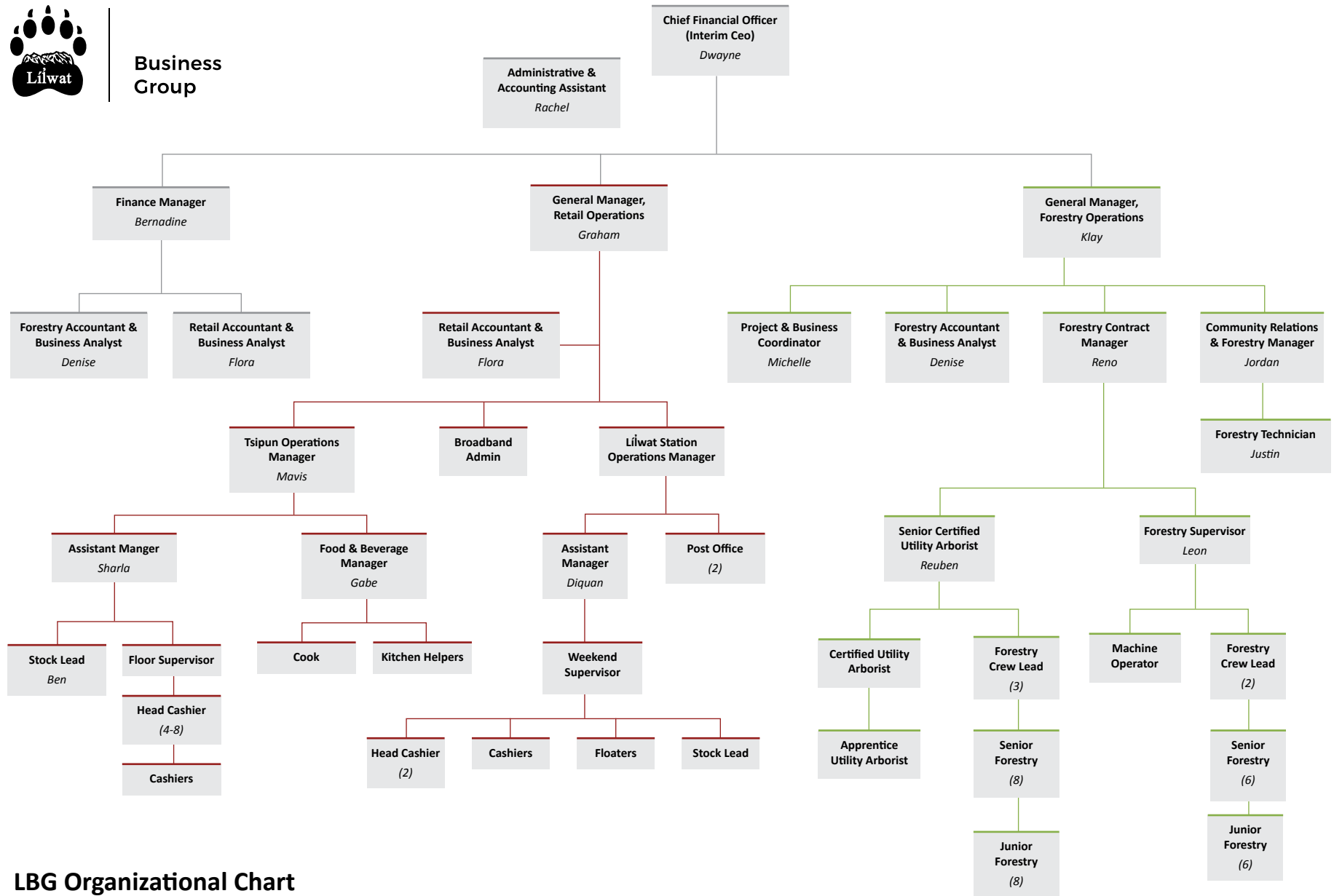
Operating profitable businesses that allow for significant reinvestment in the community is the LBG's mandate. This mandate is entrenched in its mission statement written in Lílwat Ucwalmícwts: **Wa7 qwézneml wa7kwánem lhti7 tmicwalhkálha**. (A diversified and sustainable economy, for, in, and by, the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

LBG projects are assessed to ensure on Aboriginal Title and Rights and the Lílwat Nation's Inherent Right to Self-Government are not negatively impacted.





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 Ucwalmícwa** (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

INVESTMENT READINESS FUNDING

LBG secured \$1 million in federal Investment Readiness funding. The funds will be applied equally to Tsipun Market, Lilwat Gas, LBG Management Operations and Lilwat Forestry Ventures (LFV) to assist with re-opening demands, such as renovations and equipment acquisitions.

BENCHLANDS NKWÚKWMA AQUISITION

IN FY 2021, LBG acquired the Benchlands Nkwúkwma land in Pemberton. A rezoning application, to allow the construction of mixed residential including condos and townhouses, is currently with the Village of Pemberton. The rezoning application contemplates 31 ha of the 60 ha land holding being developed over a 20- to 25-year period with approximately 450 homes being built. Lilwat Capital Assets has formed Skénkenam Development LP in partnership with the Pemberton Benchlands Development Corporation to carry out this work.

FORESTRY VENTURES GROWTH

LFV underwent substantial growth in FY 2021, increasing forestry tenure and doubling staff size. This growth was facilitated, in part, by an unprecedented fire season that saw Lilwat firefighters deployed throughout the province and a successful first contract with Whistler Blackcomb removing trees that could come into conflict with gondolas and chairlifts. LFV expanded its forestry tenure with the purchase a forestry license from Squamish Mills with an AAC of 37,620 m3. Additionally, LFV realized an increase in log sales and general contracting work.

REINVIGORATION OF THE GRAVEL PITS

High demand for gravel and structural fill in the area as a result of new development, saw the reinvigoration of Lilwat Nation's gravel pits (Rutherford and Lilwat). This resulted in higher than budgeted sales and the training of two staff members to assist with the operations. A five-year contract was signed at the end of 2021, creating a partnership between LBG and Pemberton Concrete to help ensure further growth of this sector.

COMMUNITY CONTRIBUTION RESTORED

After suspending its annual \$600,000 contribution to community initiatives in FY 2021, LBG was able to restore funding to \$400,000 in FY 2022. LBG plans to increase its contribution to pre-pandemic levels in FY 2023.

STAFF GROWTH AND TRAINING

Last year, LFV staff increased from 12 to 24 people and Lilwat Retail Operations (LRO) grew from a staff of 38 to 44 strong. Staff across the organization took part in professional development opportunities as they became available, with some staff earning professional designations.

NEW LFV EQUIPMENT

IN FY 2021, LFV purchased a bucket truck and side-by-side. Acquisition of this equipment will allow the department to expand the work that it does with BC Hydro. Additionally, LFV bought two Emergency Transport Vehicles (ETVs) that can be loaded on the back of pickups to be used as ambulances in the event of an emergency.

MANAGING PANDEMIC IMPACTS

LBG was able to keep all of its sectors operational while adhering to health orders during the second year of the COVID-19 pandemic. COVID-19 management was easier in FY 2021, due to the lessons learned in the first year of the pandemic. However, there was not the same level of funding for PPE and cleaning supplies. These additional costs had to be absorbed by LBG.



Projects Moving Forward

FUNCTION JUNCTION DEVELOPMENT

The development of 2.5 ha (5.3 ac) the nation owns in Whistler's Function Junction continues to move forward, with the first phase, a mixed commercial residential development, expected to start construction in FY 2023. The second phase of the project, a gas station and convenience store, is currently undergoing a feasibility study and review of its business plan.

BENCHLANDS RE-ZONING

The re-zoning process for the Benchlands Nkwúkwma land will continue to move forward as LBG works with VOP to assess their civil systems capacity.

LÍLWAT MARKETPLACE

Lilwat Marketplace, a community business area proposed for the land between Lilwat Station and Tszil Learning Centre being developed by Lilwat Retail Operations in consultation with the community, will break ground in FY 2023. If economically feasible, Lilwat Marketplace will feature two, two-storey buildings that propose additional space for the Lilwat7úl Culture centre, retail space for local small businesses, second storey office space, and a community area featuring an s7ístken.

HIGHWAYS YARD DEVELOPMENT

Capital Assets will continue moving forward with its rezoning application for a mixed-purpose building on the land at entrance to the Village of Pemberton. To date, the site has been surveyed, and environmental and geotechnical assessments have been completed, as has a financial feasibility study. Architects have also been engaged to determine what type of residential building, including condos and townhouses, might work best for the site.

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.





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 100,000 m³ and exerts control over 1,000 m³ of AAC on Lílwat territory. LFV shares an ACC of 11,000 m³ with Pemberton as part of the Spelkúmtn Community Forest Agreement. They also share 25,000m³ AAC with the Resort Municipality of Whistler and Squamish Nation in the Cheakamus Community Forest.

LFV's growing contracting division offers firefighting, field management work, brushing and slashing, and excavation work. This division also subcontracts engineering, road building, and harvesting services to outside companies. These companies are expected to hire and train Lílwat Nation members as part of fulfilling LBG's ongoing commitment to capacity building.

COVID-19 Impacts

In the second year of the pandemic, LFV benefitted from its experience of the first year. The division adhered to ever-changing protocols, implementing changes as needed, with the consistent goal being staff safety.

Achievements for 2021/22

ADDITIONAL TENURE PURCHASED

In FY 2022, Lílwat Forestry Ventures (LFV) purchased a forestry license from Squamish Mills with an AAC of 37,620 m³.

FNWL ESTABLISHED

In FY 2022, a Lílwat First Nations Woodland License (FNWL) was established. This will allow Lílwat Nation to manage a large portion Traditional Territory.

SUCCESSFUL WHISTLER BLACKCOMB CONTRACT

LFV successfully fulfilled its first contract with Whistler Blackcomb. The work entailed removal of trees in danger of impacting gondola and chairlift safety.

STAFFING INCREASED

In FY 2022, LFV doubled its year-round staff from 12 employees to 24. LFV also continued to build capacity by investing in training youth.

FIREFIGHTING OPPORTUNITIES

The unprecedented fire season in BC in FY 2022, created significant employment opportunities for LFV as division employees helped fight fires throughout the province.

ETVS PURCHASED

LFV purchased two ETVs to go in the back of pickup trucks to be used as ambulances in the case of an emergency.

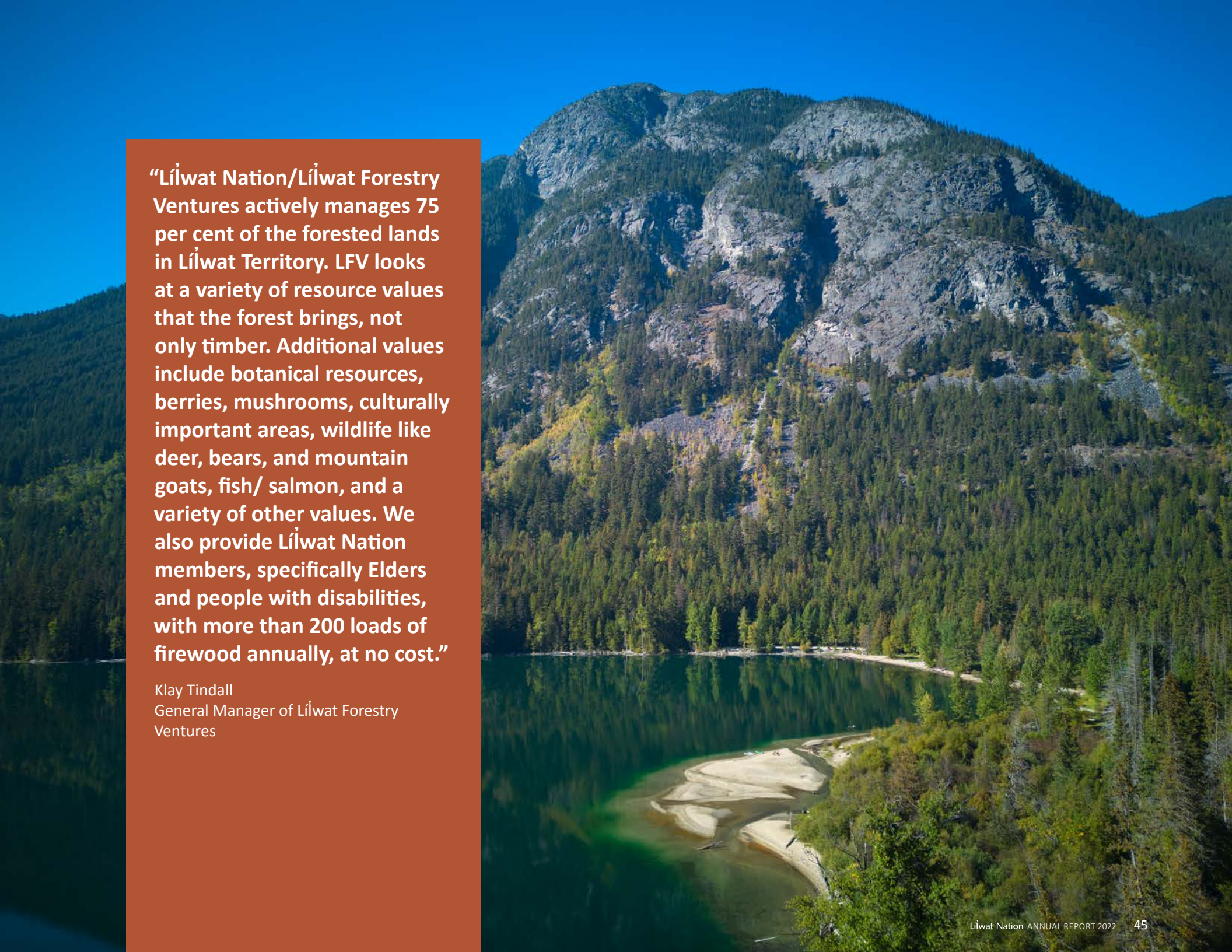
PURCHASES TO ENHANCE HYDRO WORK

A side-by-side (off road vehicle) and a bucket truck were purchased in FY 2022 to increase working capacity, specifically allowing LFV to do more Hydro work.

Plans and Projects for 2022/23

CULTURAL BURNS

In FY 2023, two previously harvested blocks in Skelúlatkwa (Owl Creek Cultural Education area) will be burned to reduce fire hazards and increase berry growth.



“Lílwat Nation/Lílwat Forestry Ventures actively manages 75 per cent of the forested lands in Lílwat Territory. LFV looks at a variety of resource values that the forest brings, not only timber. Additional values include botanical resources, berries, mushrooms, culturally important areas, wildlife like deer, bears, and mountain goats, fish/ salmon, and a variety of other values. We also provide Lílwat Nation members, specifically Elders and people with disabilities, with more than 200 loads of firewood annually, at no cost.”

Klay Tindall
General Manager of Lílwat Forestry
Ventures



Businesses Building Community

Lilwat Retail Operations LP (LRO) is committed to providing excellent retail services to the community. LRO employs 44 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 at home including as grocery store, a gas station with an attached convenience store, and Internet service. This division of LBG has an annual payroll, inclusive of benefits, of \$1,027,000. LRO typically returns profits to the people, with an annual dividend of approximately \$600,000 going to community programs and initiatives.

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 in Whistler's Function Junction.

COVID-19 Impacts

Supply chain interruptions for retail goods presented a huge challenge for staff to keep essential items on the shelves. Labour shortages created staffing challenges when current staff members were off sick. Mental health issues, including burnout, have been a serious challenge, particularly with stores being essential services that present no opportunity for a break.

Achievements in 2021/22

STAFF RESILIENCE

Retail staff was an example of resilience during the second year of the pandemic. Through staff efforts and commitment, all of Lilwat Retail Operations were able to stay open to serve the community throughout the COVID-19 pandemic without closing once. COVID-19 adaptation strategies at Lilwat Station and Tsipun continued to drive new standards of operating procedures and training.

CAPITALIZING ON FUNDING

In FY 2022, LRO capitalized on funding opportunities for continuous improvements to the businesses and preparedness for future challenges. LRO secured \$540,000 in federal Adaptation Funding for renovations to improve services at Tsipun Market and Lilwat Station

VENDOR RELATIONSHIPS IMPROVED

In FY 2022, LRO built its relationships with vendors such as Loblaw's and Chevron to improve core business and food security for the community.

TSÍPUN MARKET PRODUCT MIX

Tsipun made some substantial changes to its product mix through its new relationship with Loblaw's, increasing the amount of everyday low-priced brands on the shelf such as Presidents Choice and No Name Brand.

TSÍPUN CATERING GROWTH

In FY 2022, Tsipun hired a new Food and Beverage Manager and has been successful in delivering some of the best Meals on the Go for the gas station, in-house sales and catering in the community.

COMMUNITY SUPPORT

Last year, LRO supported Lilwat Nations Food Bank and Christmas Hamper programs with food supplies and Retail Operations gift cards, which were also used to support other programs.

LÍLWAT STATION EXCEEDS EXPECTATIONS

Lilwat Station was much busier than expected last year. The gas station continued to serve all customers with the highest level of safety protocols in place and experienced no closures.



Plans and Projects for 2022/2023

LEADERSHIP DEVELOPMENT

Lílwat Retail Leadership Development Training was put on hold last year, and will now be held in fall 2022. Training will provide relevant knowledge and skills required to develop and further enhance leadership skills into the future.

RETAIL RENOVATIONS

Renovations to improve food services at Tsípun Market and Lílwat Station, made possible by a federal Adaptation Funding, will be completed in fall 2022.

FUNCTION JUNCTION DEVELOPMENT

LBG will continue to work on the two-phase development in Function Junction, breaking ground on first phase mixed retail/residential development and exploring gas station feasibility and adopting a business plan for this new venture.

LÍLWAT MARKETPLACE

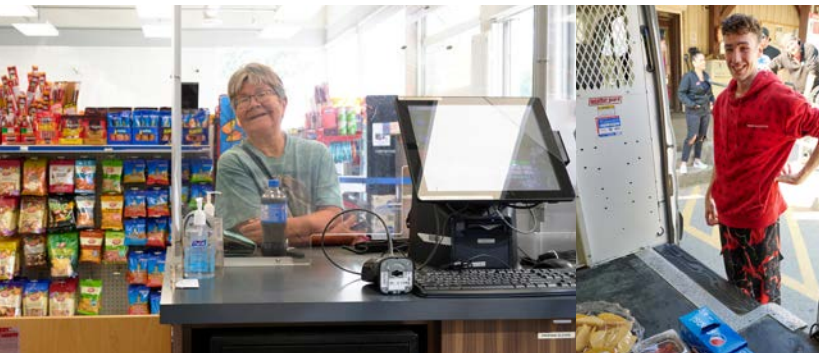
LRO will work to develop Lílwat Marketplace, building the necessary infrastructure, including parking and EV charging stations, on the land located between Lílwat Station and Tszil Learning Centre.

ORGANIZATIONAL RESTRUCTURE

In FY 2023, LRO will undertake an organizational re-structure elevating the Store Assistant Managers to Store Operation Managers and elevating the Tsípun Market Kitchen Supervisor to Food & Beverage Manager.

ENVIRONMENTAL STRATEGY

An environmental strategy will be developed that focuses on moving towards banning single-use bags and the reduction of plastic in LRO stores.



“Over the past two years, Lílwat Retail staff has come together showing incredible resilience in operating these essential services for the community. Going into FY 2023, Lílwat Retail is making some bold moves and investments in its people to get the stores to a new level of service and leadership. Lílwat Retail has recognized that some of the businesses, such as the Post Office and Tsípun Market are essential services that may be considered cost centers rather than revenue generators at this time. With that said, these locations are essential to the community and provide more than 40 jobs in the community and service various community providers such as the Food Bank, School Lunch Programs and Health Centre Programs.”

Graham Turner
General Manager of Lílwat Retail
Operations





nsnekwúkwá7
family and friends

Financial Report

A Look at The Lílwat Nation's Financial Picture FY 2022

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 provide \$600,000 to community programming.

3. S̓kw̓wú7mesh Lílwat7úl Cultural Centre

As an equal partner in the SLCC, Lílwat Nation is responsible for half of any annual budget shortfalls. The SLCC provides employment and training to Nation citizens and provides a presence in our territory.

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 2022 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, 2022, and the results of its operations and its cash flows.

The following pages provide a snapshot of the Lílwat Nation's financial situation as moves into FY 2023.

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

Report of the Independent Auditor on the Summary Consolidated Financial Statements

To the Members of the Líl'wat Nation

Opinion

The summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at March 31, 2022 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 Líl'wat Nation (the "First Nation") for the year ended March 31, 2022.

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 September 13th, 2022.

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 13th, 2022



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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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 BDO Canada LLP

Landmark Technology Centre
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 Kelowna BC V1Y 7T2 Canada

March 31	2022	2021
Financial Assets		
Cash	\$ 11,591,883	\$ 6,132,400
Restricted cash	11,068,609	9,116,171
Temporary investments	7,669,388	7,634,559
Accounts receivable	5,620,930	3,090,996
Due from related entities	7,369,603	295,003
Investment in business enterprises and partnerships	22,834,578	21,837,408
Ottawa Trust Funds	452,632	430,093
	<u>66,607,623</u>	<u>48,536,630</u>
Financial Liabilities		
Accounts payable and accrued liabilities	4,015,275	3,199,415
Deferred revenue	14,811,185	9,661,255
Due to related entities	80,779	65,321
Obligation under capital lease	79,038	180,466
Long term debt	17,847,168	10,024,324
	<u>36,833,445</u>	<u>23,130,781</u>
Net Financial Assets	29,774,178	25,405,849
Non - Financial Assets		
Tangible capital assets	55,346,297	52,228,114
Prepaid expenses	493,398	248,190
	<u>55,839,695</u>	<u>52,476,304</u>
Accumulated Surplus	\$ 85,613,873	\$ 77,882,153

Lílwat Nation

Summary Consolidated Statement of Financial Activity



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BDO Canada LLP
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For the year ended March 31	2022	2021
Revenue		
Indigenous Services Canada	\$ 16,435,023	\$ 12,978,452
Canada Mortgage and Housing Corporation	315,267	288,940
Department of Fisheries and Oceans Canada	662,067	490,133
First Nations Education Steering Committee	2,009,312	1,520,768
First Nations Health Authority	2,912,781	4,093,048
BC First Nations Gaming	479,377	843,812
Province of British Columbia	5,320,173	4,071,457
Rental income	953,171	927,698
Skills & Employment Training income	1,976,716	1,288,114
Other income	4,805,854	4,746,776
Royalty income	1,310,881	1,435,774
Income from business enterprises and partnerships	1,397,170	174,093
	38,577,792	32,859,065
Expenses		
Band Housing Rentals	911,124	717,775
Governance, Finance and Administration	4,430,588	4,925,794
Public Works	2,501,795	2,664,422
Social Development	3,668,515	3,645,878
Community Health and Daycare	3,485,098	3,178,431
Advanced Education	4,529,972	3,425,199
Economic Development	2,927,125	715,745
Lílwat Lands and Resources	1,289,728	1,075,860
Capital Fund	290,612	456,081
Xetólacw Housing Fund	866,230	795,438
Xetólacw Community School Fund	5,907,133	5,806,675
Funding agency recoveries	-	1,045
CMHC approved expenditures	38,152	80,604
	30,846,072	27,488,947
Annual surplus	7,731,720	5,370,118
Accumulated surplus, beginning of year	77,882,153	72,512,035
Accumulated surplus, end of year	\$85,613,873	\$ 77,882,153

Lil'wat Nation

Note to Summary Consolidated Financial Statements

March 31, 2022

1. Summary Consolidated Financial Statements

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, 2022.

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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Special thanks to Lee-Anne Kauffman, Sylvia Dan and all Lilwat Nation's leaders and staff that contributed to Lilwat Annual Report 2022.

Kukwsturnhkalap





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qul tánaríten
full moon