



Kelh ťu7 wa7 kéntsa: We are still here

Líİwat Nation Annual Report FY 2023

"The goal the Indian Act, the elimination of Indigenous people, our languages, and cultures, has failed. We are working our way out from under these destructive policies. We are still intact. Our hearts are strong as individuals and as a Nation. We, the Lílwat, continue to gather strength from within, which is apparent in the strides we are making. As we gather strength, we are holding accountable those that took advantage."

Kúkwpi7 Skalúlmecw Political Chief Dean Nelson

"Our Nłákmen (Our Way) has been what has kept us all true and steady in a changing world. We are not debating a right way, a wrong way, an old way, or a new way. We are simply following our way as gifted through Our Creator. Change in the world, does not change who we are, or whom we were meant to be—Lilwat7úl (The True Lílwat)."

Kúkwpi7 Gélpcal Cultural Chief Ashley Joseph



kwaozáńtsut spiritual training



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Lílwat Nation Annual Report FY 2023



4 Governance

- 5 Lílwat By The Numbers
- 9 Message from the Political Chief
- **10** Message from the Cultural Chief
- 11 Message from the Chief Administrative Officer
- 12 Council
- **16** Governance Committed to Community
- 17 Organizational Structure
- 19 Committee and Board Structure
- 20 Meeting the Goals of the 2016-2023 Strategic Plan

24 Departments

- 25 Community Social Services
- 28 Education: Primary, Intermediate, Secondary, and Immersion
- 32 Finance and IT
- 34 Health & Healing
- 36 Infrastructure
- 38 Lands and Resources
- 40 Tszil, Language and Culture

42 Lílwat Business Group

- 43 Message from the President & Chief Executive Officer
- 46 Key Achievements
- 47 Projects Moving Forward
- 48 Forestry Ventures
- 50 Retail Operations
- 52 Financial Report

gelgeliwáň strength

Lílwat Nation by the Numbers

Lílwat Nation is the third largest First Nation in British Columbia. The Lilwat7úl have lived on this land for at least 5,500, as confirmed by carbon-dating of artifacts found in village sites. Lílwat is a separate and distinct Nation with cultural to and kinship ties to the Sťáťýemc Nation.

Nation members who live within their territory enjoy a stunning and dramatic landscape with a rich biodiversity—a mysterious place of towering mountains, ice fields, alpine meadows, white-water rivers, and braided river valleys.

From first European contact in the late 18th century to today, the Liİwat7úl have worked to preserve their land, language, and culture. Today, these values inform the work of elected and appointed leadership. By creating greater education and training opportunities and developing a strong economy through the Liİwat Business Group, the Nation is achieving positive growth.

Here is a look at Lílwat by the numbers, accurate as of March 31, 2023.

PEOPLE

Nation Members: 2,273 Members living in Lílwat Nation 1,491 Non-member residents: 225

EDUCATION AND TRAINING

Students attending Xeťólacw Community School:

278

Adult students attending Tszil Learning Centre:

210

External post-secondary sponsored students: **26**

Lílwat Education and Training students:

200

WorkBC: 20+ clients at all times

COMMUNITY INFRASTRUCTURE

Homes: **465**

Housing in development:

Community Buildings:

Buildings include: Úlİus Community Complex Líİwat Health& Healing Líİwat Station Tsípun Market The Youth Centre Xeṫólacw Community School Tšzil Learning Centre Stqaka7stúmc Transition House

GOVERNMENT

Chiefs:

Councillors:

11

Boards & Committees:

20

Government Departments:

Employees: **330**

Employees: **100**

Operating Companies:

5 Capital Assets Construction Enterprises Lílwat Forestry Ventures Lílwat Management Services Retail Operations

Businesses in development:

6 Current land development projects: 4



THE LAND

Líİwat Traditional Territory: **781,131** ha

Reservation land: **2,773** ha

Number of reserves: **10**

Smallest reserve: 6.92 ha

Largest reserve: 436.75 ha

Watersheds: 13 Rivers: 13 Creeks: 95+ Coldest month:

January (-2°C average)

Warmest month: July (20°C average)

Wettest month: October (71mm)

Yearly rainfall: **395**mm

Salmon species: 5

Sockeye count: **128,861**

Coho count: **41,604**

Chinook count: **1,020** (estimate)

Pink: **No data, too few fish** Chum: **No data, too few fish**





Message from the Political Chief

Kelh tu7 wa7 kéntsa (We are still here). That says it all. With everything that has been inflicted upon Lil'wat and indigenous people in general, kelh tu7 wa7 kéntsa7.

In the political struggles that have occurred, none are more damaging than the Indian Reservation system and the Indian Act. The goal the act, the elimination of Indigenous people, our languages, and cultures, has failed. We are working our way out from under these destructive policies. We are still intact. Our hearts are strong as individuals and as a Nation. We, the LlÍwat, continue to gather strength from within, which is apparent in the strides we are making. As we gather strength, we are holding accountable those that took advantage.

There are some policies that need to be done away with. The Indian Act is so wrong yet remains in place in its damaging entirety. Conditioning, brought about by the abuses the act sanctioned, has played a major role in our demise. We continue to motivate justice through reconciliation gestures. We cannot maintain the status quo, as we are impacted by industry, recreation, and a prospering, profit-driven society impacting our rights.

We are the ones finding answers for ourselves. Truth of the injustices perpetuated upon us has already established with the revelations of residential school burials.

AND we are still here. We stand steadfast in our truth and our worth through our ancestors. We have not, and will not, give up.

Kelh tu7 wa7 kéntsa7.

Kúkwstumckálap, (Thank you to all),

Dean Nelson Skalúlmech

Kúkwpi7 Skalúlmecw Political Chief Dean Nelson





Message from the Cultural Chief

Since long ago, there has been a way gifted to the Líİwat. Our Ntákmen (Our Way) has been what has kept us all true and steady in a changing world. We are not debating a right way, a wrong way, an old way, or a new way. We are simply following our way as gifted through Our Creator. Change in the world, does not change who we are, or whom we were meant to be—Liİwat7úl (The True Líİwat).

We are still here (Kelh ťu7 wa7 kéntsa) due to the strong belief in our way, all the while maintaining the fine path to all that is good.

Our Grandmother Grizzly (talhálem) has also kept true to her footsteps, leading her young to the good water, hunting grounds, berries, and fishing spots. This sacred way of walking is a teaching we are all grateful and thankful for. We continue in our way as we lead our children to the good water, hunting grounds, berries, and fishing. This assures a future for our way of life for our children, that will carry on through all generations.

Kúkwstumckálap (Thank you to all),

Kúkwpi7 Gélpcal Cultural Chief Ashley Joseph







Message from the Chief Administrative Officer

This year's theme—Kelh tu7 wa7 kéntsa (We are still here)—reflects not only the long-term presence of the Nation but also that we, as staff, are still here to serve the interests of the community.

This year saw continued changes to our programs and services with Chiefs and Council approving several new senior positions, the near completion of construction of the Stqaka7stúmc Transition Home, approval of the construction of various new facilities, progress on engagement and design of an Elders' gathering place and so much more.

The highlight of the year was the completion of the re-acquisition of the Coast Mountain Outdoor School Lands (New name to be determined!) from School District #48 with the support of the Ministry of Indigenous Recognition and Reconciliation. This work culminated in a fall ceremony to reconnect with the land and celebrate. This parcel will serve as a focal point for further programs focused on community health, culture, and youth, and will expand to encompass anymore. These foundational projects will serve the community while maintaining the goals of increasing jurisdiction over lands.

The Lílwat Nation continues to advocate for its title and rights through legal processes, challenging the Province's approval of a water license for bulk water extraction for sales of bottled water. In addition, the Nation was party to two Class Action Lawsuit Settlements concerning drinking water on-reserve and loss of language and culture. The Nation is also the beneficiary of a Human Rights Tribunal case that found the government chronically underfunding child and family services in communities such as Lílwat.



Looking forward, the *Lilwat Nation Strategic Plan* 2016-2023 will expire this year. We look forward to launching an updated process in Fall 2023 to learn and listen about what the community values and wants to achieve in the future.

Kúkwstumckálap (Thank you to all),

KORRY MEMPIFEY

Áts'xsas Kerry Mehaffey Chief Administrative Officer

Meet the People that Represent the Lilwat 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 Stl'atl'imx Tribal Council (LTSC)
- Governance Committee (Appointed November 2022.)

Emháka has served on council for more than 26 years.

Háma7

Alphonse Wallace Occupation: Recreation Coordinator for Lílwat Nation

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 at Tszil Learning Centre

Committees or Boards:

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

Kík7ak is in her second term on Council.

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Lhpatq

Maxine Joseph Bruce Lilwatúllhkan, Sťáťýemclhkan (Born and raised in Lílwat. I am from the Státýemc territory.)

Occupation: Fisheries Manager for Lílwat Nation 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.



Wenacwúl

Advisory Group

Lucinda Phillips Occupation: Executive Director for Indigenous Zero Waste Technical

Committees or Boards:

- Land Use Referral Committee
- Skel7áqsten (Lílwat Governance Transition Team)
- Cheakamus Community Forest
- Governance Committee (Alternate. Appointed November 2022.)

Wenacwúl is in her sixth term on Council.



Ma7yeqs

Nadine Pascal Lilwatúllhkan Occupation: Director of Tszil Learning Centre

Committees or Boards:

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

Ma7yeqs resigned from her third term on Council in November 2022 when she was appointed Director of Tśzil Learning Centre.

Mámaya7

Lois Joseph Occupation: Lílwat7úl Culture Centre Manager

Committees or Boards:

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

Mámaya7 is in her 13th term on Council.

Sawt

Martina Pierre Occupation: Professor Emeritus, 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, Xełólacw Community School

Committees or Boards:

- Lílwat Nation Housing Board
- Agriculture

Snéqwema is in her first term on Council.



Tsekonámus Losí

Rosemary Stager Occupation: Executive Director, Vancouver Aboriginal Health Society

Committees or Boards:

- Lílwat Health & Healing Committee (Appointed March 2022.)
- Recreation Committee
- Whistler Sports Legacies Society
- Governance Committee (Alternate. Appointed November 2022.)

Tsekonámus Losí is in her sixth term on Council.

Yámkcen

Tara Smith

Occupation: Accountant, Douglas First Nation-Xa'xtsa

Committees or Boards:

- Finance and Audit Committee (Appointed March 2022.)
- First Nations Finance Authority
- Governance Committee

Yámkcen is in her fourth term on Council.

Kúkwpi7s

Chiefs

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



Kúkwpi7 Skalúlmecw

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

Kúkwpi7 Gélpcal

Cultural Chief Ashley Joseph is active on the board of Skwxwú7mesh Liİwat7úl Cultural Centre (SLCC) and the Liİwat Culture Heritage Language Authority (LCHLA).



Governance Committed to Community

As a policy-driven government, Chiefs and Council, and the Chief Administrative Officer (CAO), guide the development of policy, codes and strategies ensuring that all of these documents are current and relevant to the Lílwat Nation. 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 carried out by six governmental departments (prior to restructure adopted on April 1, 2023) and the Lílwat Business Group (LBG). Nation staff fulfill day-to-day governance functions, ensuring safe infrastructure and effective delivery of services.

Governance adheres to the following Lilwat7úl values established in the *Lilwat Nation 2010-2015 Strategic Plan*:

- Respect
- Ucwalmicw tmicw (The people and the land are one)
- Honesty
- Living well
- Kúltsam (Take only what you need)
- Ntákmen (Our Way)
- Integrity
- Fairness

Líİwat Nation has long been committed to moving towards self--determination. The Nation is exploring exercising its Inherent Right of Self-Government through the work of Skel7áqsten, the Líİwat Governance Transition Team, which consists of elected leaders and community members, supported by staff. 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 encourages them to become further involved in setting the Nation's direction through participation on boards and committees.

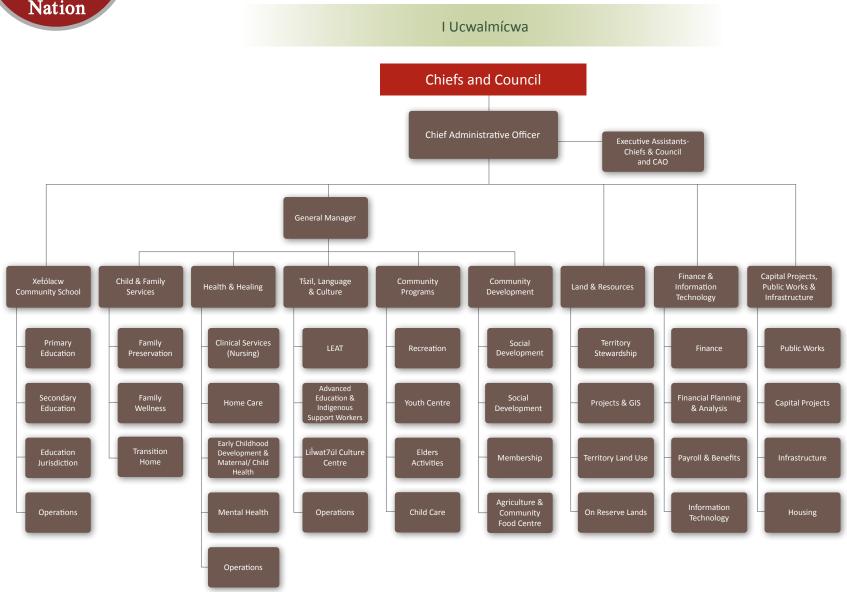




ORGANIZATIONAL STRUCTURE

A Government of The People

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



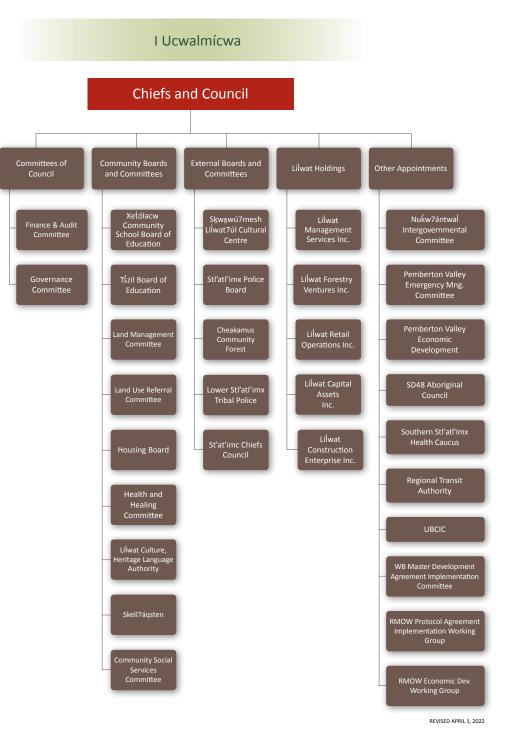




COM MITTEE AND BOARD STRUCTURE

Governance Working with Community

Leadership, staff, and community members work together on a variety of committees and boards to further the goals of the Lĺ wat Nation. These groups ensure that the Nation's work is consistent with its overarching strategic plan.



Meeting the Objectives and Goals of 2016-2023 Strategic Plan

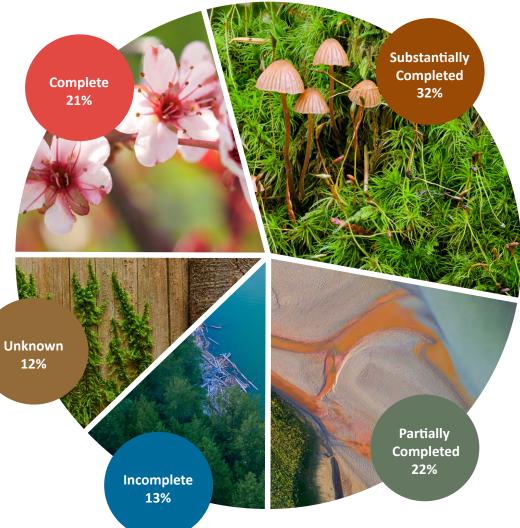
The *Lílwat Nation 2016-2023 Strategic Plan* came to its conclusion at the end of FY 2023. On the following pages, the fulfillment of that plan, which outlined how to develop the community while adhering to cultural values, is detailed. Consultations to develop a new strategic plan will begin in Fall 2023.

The Lílwat Nation 2016-2023 Strategic Plan nine goals were:

- 1. Self-determination for and by Lílwat
- 2. People living in Ntákmen (Our Way)
- 3. Excellence in education
- 4. Pride in a safe and secure community
- 5. Maximum control over Lílwat territory
- 6. Excellence in Lílwat government
- 7. Lilwat7úl (The True Lílwat) living a healthy lifestyle
- 8. Strong families
- 9. Maximum personal economic choice and opportunity

Five to nine objectives were attached to each of these nine goals, making for a total of 68 objectives.

Overall Strategic Plan Status Report



Three-quarters of the *Lilwat Nation 2016-2023 Strategic Plan* objectives have, at minimum, been partially completed, with 21% fully completed and an additional 32% substantially completed. The chart above shows that 25% of the objectives outlined in the Lilwat Nation 2016-2023 Strategic Plan were not met. The incomplete and unknown portions of the objectives are mainly related to not tracking the data for the past seven years, and the turnover of key staff and leadership positions during that time. The reason for the low completion status of the objectives is due to the way that some of the objectives were written and the lack of key performance indicators.

Completed or substantially completed objectives include:

- 1. Open a Youth Centre
- 2. Sign a Local Education Agreement (LEA) with School District #48
- Work with Ministry of Children and Family Development (MFCD) to increase the number of foster homes in the community
- Increase the number of visits to Skalúla7 Rediscovery Camp
- 5. Increase Lílwat Nation's natural resource monitoring and guardianship capacity
- Strengthen council capacity to fulfill its political, functional, and legal responsibilities
- 7. Increase Own Source Revenues
- 8. Support the expansion of First Nations Education Jurisdiction in BC
- 9. Increase the number of language and culture opportunities to the community and students
- 10. Develop an Ucwalmícwts retention strategy
- 11. Build on Truth and Reconciliation Committee recommendation by increasing understand of residential schools and Lílwat history
- 12. Increase food security by promoting gardens, hunting, fishing, and gathering
- 13. Increase community recycling and reduce water consumption rates
- 14. Develop a social well-being strategy or plan that connects health, Xeṫólacw Community School, Social Development, Tṡzil Learning Centre, and Stl'atl'imx Tribal Police

- 15. Renovate and expand facilities for health care, Xetólacw Community School, and post-secondary programs
- Develop a housing strategy that provides a plan to increase the number and diversity of housing units on reserve
- 17. Improve access to mental health and addictions information and support services
- Increase culturally appropriate health services in the Sea-to-Sky Corridor
- 19. Increase student knowledge of Lílwat history and culture
- 20. Increase the number of Lílwat students receiving life skills and career planning advice and guidance
- 21. Increase registration and completion of Tszil Learning Centre programs and courses
- 22. Increase the number of Lilwat post-secondary students graduating with diplomas or degrees
- 23. Increase the number of Lílwat students in trades training and apprenticeships
- 24. Increase the number of Lílwat citizens on economic development projects receiving career planning and job transition guidance
- 25. Facilitate the growth of arts & crafts markets for community artisans
- 26. Increase the number of Lílwat participants in education and health related academic programs
- 27. Increase the visibility of Stl'atl'imx Tribal Police in the community and at community events
- 28. Increase protections for community aquifer
- 29. Develop a 20-year community plan: requirements and location of infrastructure, public and residential buildings

- 30. Protect the community from natural disaster such as fire and flood
- 31. Actively work to protect threatened species, including salmon
- 32. Implement Community Land Use Plan
- 33. Increase financial stability of Lílwat Nation government
- 34. Protect and renew existing community assets including water, sewer, social housing, and community buildings

Incomplete objectives include:

- 1. Initiate a Lílwat constitution development process
- 2. Formalize the political relationship with St'at'imc Government
- 3. Develop a formal protocol agreement with MCFD
- 4. Decrease the number of people on income assistance
- 5. Develop formal protocol agreements with First Nations that claim interests within Lílwat territory
- 6. In partnership with Stl'atl'imx Tribal Police and courts, develop Lílwat restorative justice program
- 7. Develop and implement a strategy for the full expression of Lílwat title
- 8. Develop, track, and report on performance measures to the community

Achievements at a Glance for FY 2023

COMMUNITY WELL-BEING AND JURISDICTION INITIATIVES FUNDING

Funding was secured through Indigenous Services Canada's (ISC) Community Well-being and Jurisdiction that will allow Lilwat Wellness to expand its services within the community, with a specific focus on child and family services.

LÍĽWAT GOVERNMENT RESTRUCTURE

In FY 2023, the Nation underwent a significant restructuring process, to be fully implemented in FY 2024, adding new key positions and departments to create greater efficiencies in service delivery.

ENROLLMENT GROWTH AT XCS

Enrollment numbers reached an all-time high at Xeṫólacw Community School with 278 students attending in FY 2023. This reflects the growing interest in, and recognition of, the quality education offered at XCS.

SUCCESSFUL "BRINGING HOME OUR CHILDREN" EVENT

"Bringing Home Our Children," a heartwarming event for children in care and their families, saw the participation of more than 150 children and families. The main event, held at the Squamish Lílwat Cultural Centre (SLCC), provided an opportunity for families to connect with their Lílwat Nation heritage.

CONSTRUCTION OF STQAKA7STÚMC TRANSITION HOUSE

Infrastructure completed the construction a purpose-built transition house for women and children fleeing domestic violence. Stqaka7stúmc, which is Ucwalmícwts for "hold my hand," offers four, fully contained family units, and three, single occupancy units, that can house up to 23 people and is set to be fully operational in FY 2024.

YOUTH CRIME PREVENTION PROGRAM

The Youth Crime Prevention Program is now fully staffed, with successful recruitment and training processes underway. The program operates on a monthly basis, delivering essential crime prevention initiatives.

EDUCATION JURISDICTION AGREEMENT

On July 1, 2022, Lílwat signed its Canada-First Nations Education Jurisdiction Agreement, marking a significant milestone in the Nation's autonomy and decision-making authority regarding the education of its children.

NEW CHILD AND FAMILY SERVICES COMPLEX

Plans are underway for the design and development of a larger complex for Child and Family Services in Xitolacw on Eagle Drive. This project aims to provide an expanded and improved space for Child and Family Services, enhancing the department's capacity to meet the needs of children, youth, and families within the Lílwat Nation.

DEVELOPMENT OF LAND SCHOOL AND TRADES TRAINING SKILLS

The development of the Land School was undertaken in collaboration with students at Xetólacw Community School (XCS) and the Construction Foundation of BC. Students learned essential skills using various hand tools and power tools, providing them with a foundational understanding of trades training.

HOSTING A RETURN TO DRUMMING

Líİwat Health & Healing hosted the first community Drum Event after three years of as social distancing. This event was organized to celebrate and honour Líİwat children who were born in 2019, 2020, and 2021.

EXPANSION OF CEDAR CIRCLE TEAM

The Cedar Circle team substantially grew in FY 2023, bringing together various professionals to provide a wider range of services. The team now includes a National Native Alcohol and Drug Abuse Program (NNADAP) Worker, Traditional Resource Worker/Birth Keeper, Intake Coordinator, Mental Health Outreach Counsellor, Cedar Circle Manager, and Clinical Counsellor.

FINANCE STAFF TRANSITION AND GROWTH

Throughout FY 2023, Finance witnessed staff members transitioning to other business areas within the Lílwat Nation. This growth within the department demonstrates the effectiveness of its financial training program and the positive impact it has on the overall development of staff members within the Lílwat Nation.

FIRST NATIONS-LED PRIMARY CARE INITIATIVE

The Southern Stl'atl'imx Sub-region, including Líl wat 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.

TRANSISTION OF DAYCARE TO AHSOR

Lílwat Daycare successfully transitioned into the Aboriginal Head Start On Reserve program (AHSOR) in March 2022. This transition eliminated fees for parents, alleviating a financial burden. The AHSOR program prioritizes incorporating Lílwat tradition, culture, and Ucwalmícwts into its programming.

CAPACITY BUILDING IN THE AMAWÍLC ASSISTED LIVING PROGRAM

The Amawilc program, which provides assisted living services to Elders and adults living with disabilities, increased its capacity to serve more clients. In FY 2023, the program provided services to a range of 16 to 37 clients throughout the year.

JUNIPER AND ISTKEN LANE TOWNHOUSES RENOVATION

Built in the 1980s, the townhouses at Juniper and Istken Lanes, underwent a building envelope upgrade that will extend the life expectancy and livability of 23 units of affordable rental housing.

POLEYARD DYKE IMPROVEMENT

Infrastructure started a multi-million-dollar project to extend and raise the existing dyke along the Birkenhead River in order to provide improved flood protection, in the face of rising flood levels and climate change, to the Mount Currie community.

DATA MANAGEMENT PLAN IMPLEMENTATION AND HIRING

Lands and Resources successfully implemented a data management plan which involved hiring a full-time Cultural Research and Data Technician. This achievement ensures the effective collection, organization, and management of cultural and environmental data.

FINALIZATION OF UPDATED COMMUNITY LAND USE PLAN

The updated Community Land Use Plan for Lílwat Nation reserve lands was finalized in FY 2023. The updated plan provides a comprehensive framework for land use decisions, ensuring the sustainable and responsible management of the reserve lands.

NEW LÍĽWAT STREET DUPLEXES

Six, three-bedroom housing units for Líl wat families were built in FY 2023. 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.

RECRUITMENT AND TRAINING OF NEW SKEL7ÁWLH

Lands and Resources successfully recruited new Líl wat Skel7áwlh, who serve as Field Technicians for environmental monitoring, archaeological assessments, and fisheries work. These technicians undergo comprehensive training to ensure their proficiency in carrying out crucial tasks related to monitoring and assessing environmental impacts, preserving cultural heritage, and supporting fisheries management.

PQÚSNALHCW RENOVATION

In FY 2023, a renovation of the Pqúsnalhcw Health Centre (the former location of LHH) that included a new roof and skylight, exterior repairs, and landscape improvements was completed. The renovation also included a new heating and ventilation system that now provides air conditioning and a community kitchen where the new Community Food Centre is operating.

EXCEPTIONAL GROWTH AT TLC

Tszil, Language and Culture (TLC) filled nearly all vacant positions, except for one. By having a complete team, TLC strengthened its capacity to deliver services effectively and efficiently to the Lílwat Nation community. In FY 2023, the team made significant progress in establishing more stable funding and building positive relationships with funders.

STATE-OF-THE-ART SCIENCE LAB

A new state-of-the-art science lab was established at Tszil Learning Centre, providing students with a modern and well-equipped facility. In Fall 2022, students had the opportunity to utilize the lab for a new course offered in partnership with Capilano University.

Department Reports

s7ístken permanent village

Services That Build Strong Lilwat7úl Families

The Community Social Services (CSS) Department supports Lílwat Nation members by administering and implementing a range of community social and community services. The department aims to enhance well-being by providing programs that support individuals in achieving success, regardless of their circumstances.

CSS plays a vital role in supporting Lilwat Nation members by providing essential community services, advocating for their rights and needs, and fostering the well-being and development of individuals and families within the community. The department through it provides various programs and services that cater to the needs of the community, including:

- Income Assistance: Offers support and assistance to community members in need through income assistance programs. This includes providing financial aid, guidance, and resources to help individuals and families meet their basic needs.
- Membership: Manages and oversees the membership process for Lilwat Nation, ensuring that individuals who meet the eligibility criteria are enrolled as official members of the Nation. This includes maintaining accurate records, handling inquiries, and facilitating membershiprelated services.
- Band Representative/Advocacy: Act as advocates for community members, particularly in matters related to child welfare, family support services, and other advocacy needs. CSS represents the Nation's interests and provides support to individuals and families navigating these systems.
- Recreation and Youth Services: Organizes and facilitates recreational activities and youth programs to promote physical and mental well-being among community members. These services, including Youth Crime Prevention aim to engage and empower

youth, providing them with positive outlets and opportunities for growth.

 Counselling: Offers counselling services to address the emotional, mental, and social well-being of community members. The counseling programs provide support, guidance, and resources to help individuals and families navigate challenges and enhance their overall quality of life.

Achievements for 2022/23

COMMUNITY WELL-BEING AND JURISDICTION INITIATIVES FUNDING

CSS's most significant achievement in FY 2023 was securing funding through Indigenous Services Canada's (ISC) Community Well-being and Jurisdiction initiatives from Indigenous Services Canada (ISC). This funding allowed CSS's Lilwat Wellness division to expand its services within the community, with a specific focus on child and family services.

To meet the increased demand for services and provide comprehensive support to Lílwat children and families, it was essential to secure additional office space and employ more staff. As a result, Lílwat Nation leased an Atco trailer located on Eagle Drive at Xitolacw on a temporary basis. This temporary facility accommodates 11 employees and includes a boardroom for program activities significantly contributes to expanding the reach and impact of CSS's child and family services. A permanent facility is in the planning stages. As a result of this funding, CSS was able to enhance prevention activities and services, provide support to youth transitioning out of care into adulthood, and extend assistance to young adults up to age 25 who were formerly in care. Additionally, the establishment of a First Nations representative service strengthens the representation and support provided to community members.

This achievement represents a significant step forward in supporting the well-being and development of Líİwat Nation members, particularly in ensuring the provision of vital services to children, youth, and families in the community.

"BRINGING HOME OUR CHILDREN" EVENT

The heart-warming "Bringing Home Our Children" event saw the participation of more than 150 children in care and their families. The main event, held at the Squamish Líİwat Cultural Centre (SLCC), provided an opportunity for families to connect with their Líİwat Nation heritage. The event featured a traditional feast, drumming, dancing, and meaningful interactions. Each child and youth in attendance received a traditional blanket, symbolizing their connection to Líİwat culture, traditions, land, and family. The event spanned multiple locations, including Squamish and the local community, and was made possible through the collaborative efforts of various Líİwat Nation departments.

RECREATION PROGRAMS RESUMED

The Recreation Department resumed its programs in FY 2023, experiencing increased participation following the easing of COVID-19 restrictions. With fewer limitations, more community members engaged in recreational activities, resulting in a livelier and more vibrant program environment. Furthermore, the department experienced an increase in student summer employment opportunities, collaborating with Tszil Learning Centre to provide students with various work experiences within the community. This achievement highlights CSS's commitment to promoting active lifestyles, community involvement, and youth empowerment.

YOUTH CRIME PREVENTION PROGRAM

The Youth Crime Prevention Program became fully staffed in FY 2023. The program operates on a monthly basis, delivering essential crime prevention initiatives. Based out of the Youth Centre, the program focuses on creating a safe and supportive environment for youth. By addressing the root causes of youth crime and engaging in proactive strategies, this program demonstrates CSS's dedication to nurturing a positive future for youth within the Lilwat Nation.

CONSTRUCTION OF STQAKA7STÚMC TRANSITION HOUSE

In FY 2023, construction was completed on a purposebuilt transition home for women and children fleeing domestic violence. Stqaka7stúmc, which is Ucwalmícwts for "hold my hand," offers four, fully contained, family units, and three, single occupancy units, that can house up to 23 people. Stqaka7stúmc is set to be fully operational in FY 2024.

Plans and Projects for 2023/24

RELOCATION OF LÍĽWAT CHILD AND FAMILY SERVICES

Líİwat Child and Family Services will be relocated to Xiṫolacw before Fall 2023, with its own dedicated facility to deliver programs for children, youth, and families. This move aims to improve accessibility to services and address transportation issues, ensuring that families have better access to the support and resources provided by the department. Collectively, these achievements highlight CSS's dedication to organizational growth, financial stability, and collaboration with external stakeholders.

RESTRUCTURING OF COMMUNITY SOCIAL SERVICES

CSS will implement its new organizational structure in FY 2024, with the introduction of three separate departments: Community Development, Community Programs, and Lílwat Child and Family Services/Transition Home. Each department will have its own directors and managers. The Director of Community Social Services will transition to become the Director of Lílwat Child and Family Services/Transition Home. This restructuring aims to enhance the effectiveness and focus of each department, streamlining operations and improving service delivery to the community.

IMPLEMENTATION OF BILL C-92

The Lílwat Child and Family Services department will work in collaboration with the Community Social Services committee, consisting of four council and community members, to understand and implement the provisions of Bill C-92, "an Act respecting First Nations, Inuit and Métis Children, Youth and Families." This process acknowledges the universal right of Indigenous self-governance in relation to child and family services. The department will undergo training to develop nation-based and community-driven processes aligning with Lílwat Nation laws. The committee will address not only child and family services but also other services falling under Community Programs and Community Development Services, affirming the rights and jurisdiction of Indigenous peoples.

NEW CHILD AND FAMILY SERVICES COMPLEX

In collaboration with Infrastructure and Public, plans are underway for the design and development of a larger complex for Child and Family Services at the Xitolacw site on Eagle Drive. This project aims to provide an expanded and improved space for Child and Family Services, enhancing the department's capacity to meet the needs of children, youth, and families within the Lílwat Nation. "COVID-19 had serious impacts on the Community Social Services Department, especially with the restrictions in place for two years. Our whole workplace changed. We had to rethink on how to do our day-today business to meet the needs of community. Our meetings changed to using technology only, no travelling, events stopped, face-to-face meetings were not occurring, policies had to change, work-life balance changed for employees because most of the employees worked from home. It was hard when your whole family was home— meeting the demands of work from home setting was tough. Your home became your office. After COVID-19 restrictions lifted, it took time to resume the normal work week.

"COVID-19 was also an opportunity to make changes to our services for Lílwat community. We had to switch from being in the office every day to using technology to do the required work. It was also a lesson in how to save costs, and many meetings, conferences, and seminars are still being done online today. With this option you still can attend and still be home with your family every night.

"Community members missed coming to Úllus for the service. It was the day-to-day interaction with other people they missed. It wasn't a change that anyone asked for, it was a change that assisted us in creating more flexible, sustainable service to Lílwat Nation members."

Debbie Alendal Director of Community Social Services

Education Grounded in Lilwat7úl Identity

Through its commitment to excellence in education, immersion language programming, and alignment with the Lílwat Nation's strategy, the Education Department (ED) plays a crucial role in supporting the educational, linguistic, and cultural needs of Lílwat Nation members. Since 1972, the department has been producing leaders and nurturing positive Lílwat self-identity.

Xetólacw Community School (XCS), under the direction of the Lílwat Nation Board of Education, and Chiefs and Council, provides excellent primary, intermediate, secondary and immersion education. Through the work of its 82 staff members, the school strives to meet the goals of the nation's overarching strategic plan. Keeping Lílwat Nation's language and culture alive has been a priority since the Nation 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 Liĺwat7úl. An Ucwalmícwts Immersion Program is available for students K4 - Grade 7. XCS's services are enhanced holistically through collaboration with other departments.

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 teacher certification, curriculum development and graduation requirements.

The ED also supports Lílwat Nation students who are attending the public school system through a Local Education Agreement (LEA) that was signed November 19, 2021. The department provides ongoing support in the implementation of the LEA. The ED supports Líİwat members in several ways, including:

- **Excellence in Education:** The department strives to provide excellence in education from N-12, ensuring that students receive a high-quality education that prepares them for future success. The focus is on creating a supportive and engaging learning environment, offering relevant and culturally responsive curriculum, and promoting academic achievement.
- Immersion Language Programming: XCS offers immersion language programming from K4 - Grade 7, allowing students to learn and engage with the Lílwat language in an immersive and interactive setting. This helps preserve and revitalize the language, ensuring that future generations are proficient in their ancestral language and fosters a strong sense of cultural identity.
- Support for Lilwat Nation Strategy: The ED actively supports the Lilwat Nation's strategy pertaining to language and culture. The department aligns its programs and initiatives with the Nation's goals and objectives, working collaboratively to promote language revitalization, cultural preservation, and the overall well-being of Lilwat Nation members.

Achievements for 2022/23

HIRING EXCEPTIONAL STAFF MEMBERS

The ED has assembled a team of exceptional staff members who are dedicated to fulfilling the department's goals. Their expertise, commitment, and passion have contributed to the success of the programs and initiatives, ensuring the provision quality education and support to the community.

ENROLLMENT GROWTH AND INCREASED INTEREST IN IMMERSION PROGRAM

XCS enrollment numbers reached an all-time high, with 278 students enrolled in FY 2023. This achievement reflects the growing interest in, and recognition of, the quality education offered at XCS. In particular, the Immersion program continues to attract increased interest, highlighting the value and importance placed on language revitalization and cultural immersion.

DEVELOPMENT OF LAND SCHOOL AND TRADES TRAINING SKILLS

The department made significant progress in the further development of the Land School in collaboration with Construction Foundation of BC. This gave XCS students the opportunity to learn essential skills using various hand tools and power tools, providing them with a foundational understanding of trades training. This achievement emphasizes the department's commitment to holistic education and equipping students with practical skills for future success.

CONSTRUCTION OF NEW MUSIC ROOM AND SPECIAL NEEDS BUILDING

The ED completed the construction of XCS's new music room and special needs building. The dedicated music room provides a soundproofed environment where students can learn multiple instruments simultaneously, enhancing their musical education. The special needs room features a full-sized kitchen, facilitating life skills training and promoting independence.

EDUCATION JURISDICTION AGREEMENT AND APPOINTMENTS TO FNEA

Lílwat Nation's Canada-First Nations Education Jurisdiction Agreement was signed on July 1, 2022, marking a significant milestone in the department's autonomy and decision-making authority. As part of this agreement, Verna Stager and Yvonne Wallace have been appointed to the First Nations Education Authority (FNEA) for a two-year period, with Yvonne Wallace serving as Vice-President. These appointments signify the recognition of the Education department's expertise and contributions to Indigenous education at a broader level.

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.

Plans and Projects for 2023/24

FEASIBILITY STUDY FOR SCHOOL RENOVATION OR EXPANSION

The department is actively engaged in conducting a feasibility study to assess the potential renovation or expansion of the school. This ongoing project aims to evaluate the current infrastructure and determine the viability of enhancing the school facilities to better meet the needs of students and staff.

SCHOOL IMPROVEMENT PLAN

XCS is continuously working on its school improvement plan, focusing on language and culture enhancement, as well as creating a nurturing and safe school environment and climate. This initiative includes fostering positive staff team dynamics, promoting positive staff-student relationships, and providing support through initiatives such as the after-school homework club, which offers a safe space for high school students to complete their work.

PLAYGROUND ENHANCEMENT

Improvements to the XCS playground are anticipated to be completed in FY 2024. This project, which will benefit both the school and community, aims to create a more engaging and inclusive outdoor space that promotes physical activity, social interaction, and overall well-being.

ENHANCED UCWALMÍCWTS DELIVERY

The ED is planning to create three groups to develop an enhanced delivery of Ucwalmícwts. These groups will collaborate on strategies to enhance the teaching and learning of the language, ensuring its preservation and revitalization. Additionally, a classroom at the Land School is being renovated to provide additional space for the Ucwalmícwts Immersion program, further supporting language immersion and cultural education.

PARTNERSHIP WITH CONSTRUCTION FOUNDATIONS BC

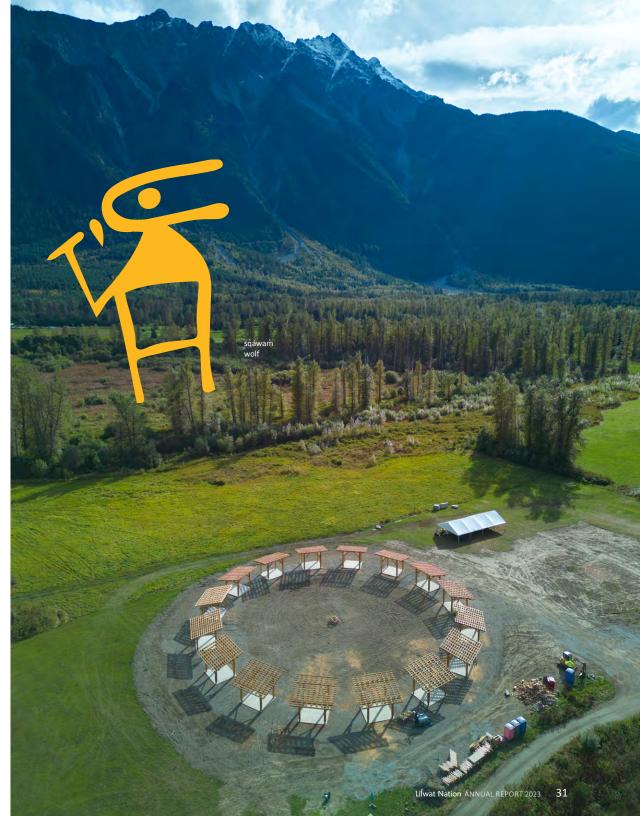
The department will continue its partnership with Construction Foundation of BC, which combines trades training with cultural experiences. Through this collaboration, participants engage in hands-on activities such as totem pole carving while building skills in cultural acknowledgment, trades training, and cultural preservation. This initiative offers a unique and enriching learning experience that integrates both practical skills and cultural knowledge. "In FY 2023, our staff returned to a full-time work week. It is true that we were still dealing with COVID-19 as staff members and students were contracting the virus. There was still some fear of COVID-19 among staff and families, however, we did enjoy the increased student participation at school.

"Our events and programming were no longer modified. Attendance provided a challenge. Habits developed during COVID-19 have not been completely overcome. I appreciate efforts of our staff who have been extremely dedicated and provided extra support and guidance in helping students to improve their attendance and achieve their goals. Their dedication has been a great asset to the school and our Nation. Staff and families have recognized COVID-19 as a fact of life and are finding ways to cope. Overall, COVID-19 is no longer front and centre of the decisions we make."

Verna Stager Director of Education







Financial Management and IT Solutions for a Growing Nation

The Finance and IT (Information Technology) Department plays a critical role in supporting the Lílwat Nation by providing financial information, administrative support, and maintaining the necessary IT infrastructure. The department's efforts contribute to the Nation's financial stability, informed decision-making, and the smooth operation of programs and services.

Serving two distinct functions, this department performs a number of vital services to the Nation, its employees, and members. The department supports the Lílwat Nation in the following ways:

- Financial Management: Finance works diligently to achieve the Nation's financial goals. The department provides accurate and timely financial information, ensuring transparency and accountability in the management of funds. By adhering to best practices, the department assists in maintaining the financial health of the Nation.
- Administrative Support: Finance offers administrative support to various programs and services within Lílwat Nation. This support includes budgeting, financial planning, financial reporting, and record-keeping. By providing these services, the department enables effective decision-making and resource allocation within the Nation.

- IT Infrastructure Development and Maintenance: IT is responsible for developing and maintaining the information technology infrastructure that supports all Líİwat Nation programs, services, and facilities. This includes networks, servers, databases, and other technological systems. By ensuring that the IT infrastructure is reliable, secure, and up to date, the department facilitates the smooth functioning of daily operations.
- Tech Support: IT provides technical support to nearly 200 staff members across the Lilwat Nation, assisting with troubleshooting software and hardware issues, resolving technical problems, and providing guidance on the use of technology. By offering reliable tech support, the department enables staff members to perform their duties efficiently and effectively.

Achievements for 2022/23

NEW FINANCE MANAGER HIRED

Darlene Leo, a highly experienced and dedicated member of the Finance team, was hired for the role of Finance Manager. With her extensive knowledge and expertise, she brings valuable leadership and guidance to the department, ensuring effective financial management for the Lilwat Nation.

STAFF TRANSITION AND GROWTH

In FY 2023, Finance witnessed staff members transitioning to other business areas within the Lílwat Nation. This growth within the department demonstrates the effectiveness of its financial training program and the positive impact it has on the overall development of Nation staff members.

NEW IT TICKET SYSTEM AND PROCESS IMPROVEMENT

IT installed a new ticket system, which allows staff members to submit and track their IT-related requests and issues more efficiently. Alongside the installation, the department focused on encouraging staff members to follow proper processes when utilizing the ticket system. This development demonstrates the department's dedication to improving technology support services and ensuring streamlined workflows for Nation staff members.

Plans for 2023/24

PROCESS ASSESSMENT AND STREAMLINING

Finance aims to conduct a thorough assessment of the current processes in place to identify areas where efficiencies can be gained. By analyzing existing procedures, the department seeks to streamline workflows and improve productivity. Opportunities for automation to enhance efficiency further and reduce manual efforts will also be explored.

DATA CONSOLIDATION AND FILE SYSTEM RESTRUCTURING

Finance and IT plans to consolidate and restructure the existing file system to ensure data is appropriately secured and handled. This initiative aims to establish the correct security measures, making data more secure and preventing unauthorized access. Furthermore, the restructured file system will improve data organization, making it easier to locate and access information as needed.

FINANCIAL LITERACY TRAINING FOR OTHER DEPARTMENTS

Finance is committed to providing ongoing training sessions on financial literacy to staff members in other departments. The objective is to ensure that everyone within the Lílwat Nation comprehends their significant role in maintaining the financial health of the Nation. By enhancing financial literacy, employees will gain a better understanding of financial management principles, fostering responsible decision-making and accountability across the Nation. "This past year saw a return to the office for our teams. This was a challenging step to take after two years away from the office as we had all adapted to our 'new normals.' We have continued with many of the same processes we had in place while working from home, and we are now working on adapting those to new technologies. Despite the challenges, we have enjoyed being together again and finding strength in each other as a team."

Karen Mallon Director of Finance

Supporting the Health and Wellness of the Lilwat Nation

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 four divisions: Community Health, Home Support, Maternal and Child Health, and Traditional Healing. LHH programs are designed to help community members manage their health through movement, social support, wellness, and interactive learning to manage their health. 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 Ntakmen, integrating traditional Lilwat7úl 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 contracted healthcare practitioners including dentists, audiologists, pharmacists, occupational therapists, optometrists, chiropractors, and acupuncturists.

LHH supports Lílwat Nation members in the following ways:

- Holistic Approach: LHH takes a holistic approach to health and healing, addressing physical, mental, emotional, and spiritual well-being. They recognize that each individual's health needs are unique, and their services are designed to encompass the full spectrum of care required for optimal health.
- **Comprehensive Services:** LHH offers a wide range of services that support community members throughout their entire lifespan, starting from infancy to the Elder years. This includes prenatal and postnatal care, child and adolescent health services, adult health services, and specialized care for Elders. By providing a continuum of care, they aim to ensure that community members receive the necessary support at every stage of their life.

- Culturally Appropriate Care: LHH is committed to providing culturally appropriate care that respects and honors Lílwat traditions, values, and practices. They recognize the importance of cultural identity and integrate cultural teachings and practices into their health services. This approach helps community members feel connected to their cultural heritage and promotes overall well-being.
- Accessibility and Outreach: LHH strives to meet community members "where they are at" by ensuring accessibility to health services. They provide outreach programs, community-based clinics, and home visits to make health services more accessible to those who may face barriers to accessing care. The goal is to ensure that all Lilwat Nation members have equal opportunities to receive the health support they need.

Achievements for 2022/23

HOSTING A RETURN TO DRUMMING

LHH's most significant achievement in FY 2023 was hosting the first Drum Event after three years of social distancing. This event was organized to celebrate and honour the Lílwat children who were born in 2019, 2020, and 2021. The celebration included a catered dinner, professional photographs, and gift bags for the children. Additionally, each child was gifted with their own drum, symbolizing their connection to their cultural heritage and traditions. The event not only brought joy and celebration to the families and children but also served as a meaningful milestone in reuniting the community after a period of separation.

TRANSISTION OF DAYCARE TO AHSOR

Lílwat Daycare successfully transitioned into the Aboriginal Head Start On Reserve (AHSOR) Program in March 2022. This transition eliminated fees for parents, alleviating a financial burden. The new program prioritizes incorporating Lílwat tradition, culture, and Ucwalmícwts into its programming, ensuring that children receive a culturally rich educational experience.

HIRING OF PROJECT MANAGER

A Project Manager was hired to oversee and implement various projects and initiatives within LHH. One notable initiative was the Hunting License Course, which received significant interest from 53 applicants for only 12 available spots. With the support of the Project Manager, additional funding was secured to offer a second cohort of the course, allowing more community members to participate and benefit.

EXPANSION OF CEDAR CIRCLE TEAM

The Cedar Circle team has grown in size, bringing together various professionals to provide a range of services. The team now includes a National Native Alcohol and Drug Abuse Program (NNADAP) Worker, Traditional Resource Worker/ Birth Keeper, Intake Coordinator, Mental Health Outreach Counsellor, Cedar Circle Manager, and Clinical Counsellor. This expansion enhances the team's ability to address the diverse needs of the community and provide comprehensive support to individuals accessing Cedar Circle services.

BUILDING UPGRADES TO ENHANCE SERVICE DELIVERY

Several building upgrades have been completed to enhance and expand health and wellness service delivery within the Líİwat Nation. These upgrades include renovations to the Pqúsnalhcw Health Centre and Pqúsnalcw Child Care Centre, acoustic soundproofing of the Cedar Circle office area, and the renovation of the Maternal & Child Health space with the addition of a new playground. These upgrades improve the facilities and create more welcoming and functional spaces for service delivery.

CAPACITY BUILDING IN THE AMAWÍLC ASSISTED LIVING PROGRAM

The Amawilc program, which provides assisted living services to Elders and adults living with disabilities, has increased its capacity to serve more clients. This year, the program provided services to a range of 16 to 37 clients throughout the year, demonstrating the program's ability to meet the growing demand and support a larger number of individuals in need of assisted living services.

FIRST NATIONS-LED PRIMARY CARE INITIATIVE

The Southern Stl'atl'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 Stl'atl'imx Health Society (SSHS).

Plans and Projects for 2023/24

PQÚSNALHCW HEALTH CENTRE

With the major renovations nearing completion, LHH aims to fully operationalize the Pqúsnalhcw Health Centre in FY 2024. Oversight of the building will be provided by LHH.

LHH TO EXPLORE ACCREDITATION

Many B.C. First Nations Health Centre have become "accredited," meaning the organization has demonstrated that it meets the national standards for health centres in Canada. LHH will start exploring what the accreditation journey might look like for its team.

ELDERS' NEEDS ASSESSMENT

LHH has received an Age-Friendly Grant from the Ministry of Health that will be used to conduct a Lílwat Nation Elders' Needs Assessment and create an Age-Friendly Action Plan. The findings will be shared with all levels of Lílwat Nation to support age-friendly planning and service delivery.

FIRST NATIONS-LED PRIMARY CARE CLINIC

Significant progress has been made to secure a First Nations-Led Primary Care Clinic in the Southern Stl'atl'imx region. Discussions are underway with the Ministry of Health and will continue to move forward with the other Southern Stl'atl'imx communities—N'Quatqua, Samahquam, Skatin and Xa'xtsa as partners.

STAFF DEVELOPMENT AND RECOGNITION

LHH will continue to provide opportunities to develop the LHH staff through continuing education opportunities and by acknowledging and celebrating the contributions of each LHH team member.

Director's Statement

"In FY 2023, LHH continued to offer vaccination clinics, provide education, and distribute testing kits to minimize COVID-19 transmission in community. LHH's in-person programming gradually allowed for larger group gatherings. Provincial mandates required masks to be worn at LHH."

Jessica Frank, Health Director

Supporting a Safe and Healthy Community with Strong Infrastructure

The Infrastructure Department's three divisions—Public Works, Housing, and Capital Projects— actively contribute to the well-being and quality of life for Lílwat Nation members. Through its efforts in maintaining infrastructure, expanding housing options, and creating employment opportunities, the department supports the community's development and ensure the needs of the Lílwat Nation citizens are met.

Through these three divisions, 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.

The department, through its three divisions, provides support to Lílwat Nation members in the following ways:

- Public Works: Public Works ensures the safe and reliable operation of essential infrastructure facilities such as water, wastewater, and recycling facilities. By maintaining and repairing roads, bridges, and community buildings, they contribute to the overall well-being and safety of community members. Additionally, Public Works provides fire and flood protection to the community, prioritizing the protection of lives and property. This division also address home repairs reported through the community work order system, ensuring that residents' housing needs are met.
- Housing: The Housing division plays a vital role in improving and expanding the housing supply for Lílwat Nation members. Housing manages the on-reserve housing stock, including approximately 550 housing units of various types. Through the administration of housing policies and procedures, as well as property management duties, the division ensures that residents have

access to safe, affordable, and well-maintained housing. Housing works closely with key funders to meet the increasing demand for housing and collaborate with the Housing Board to guide their initiatives effectively.

 Capital Projects: The Capital Projects division oversees significant construction projects, including the construction of new housing and community buildings. From the initial design phase to project completion, Capital Projects ensures the successful execution of these projects. Furthermore, Capital Projects is committed to building capacity within the community by providing opportunities in the building trades for Lílwat Nation members. This focus on procurement and construction partnerships creates employment and skill development prospects, empowering community members to participate in, and benefit from, construction projects.

Achievements for 2022/23

COMPLETION OF STQAKA7STÚMC TRANSITION HOME

The Infrastructure Department's most significant achievement was the successful completion of the new Stqa7stúmc Women and Children's Transition Home in Mount Currie. After more than a year of construction, they were able to provide women and children in need of emergency housing due to domestic violence with a safe and secure transitional housing facility. Stqa7stúmc consists of four apartment-style units, three sleeping units, and operates with 24/7 staffing and programming. Additionally, the facility is wheelchair accessible and incorporates design features that prioritize the safety and comfort of its residents. This achievement is a significant milestone in efforts to support and protect vulnerable community members during challenging times.

JUNIPER AND ISTKEN LANE TOWNHOUSE RENOVATION

Built in the 1980s, the townhouses at Juniper and Istken Lane, underwent a building envelope upgrade that will extend the life expectancy and livability of 23 units of affordable rental housing.

POLEYARD DYKE IMPROVEMENT

Infrastructure started a multimillion-dollar project to extend and raise the existing dike along the Birkenhead River in order to provide improved flood protection, in the face of rising flood levels and climate change, to the Mount Currie community.

LÍĽWAT STREET DUPLEXES

The department 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.

PQÚSNALHCW RENOVATION

In FY 2023, the department completed a renovation to the Pqúsnalhcw Health Centre (the former location of LHH) that included a new roof and skylight, exterior repairs, and landscape improvements. The renovation also included a new heating and ventilation system that now provides air conditioning and a new community kitchen where the new Food Centre is operating.

NEW CLASSROOM AT XCS

Infrastructure replaced a very old portable at Xetólacw Community School with a two-classroom, purpose-built building that provides a new home for the music program and an additional extra classroom to add some additional space to a very full main building.

Plans and Projects for 2023/24

CHILD AND FAMILY SERVICES BUILDING

The construction of a new facility for the Community Social Services Department on Eagle Drive in Xitolacw is planned for FY 2024. This project aims to address the need for additional office space and essential family program and amenity spaces, providing improved resources and services for the community.

TRIPLEX DEVELOPMENT

This housing development project, supported by funding from Lílwat Nation and Indigenous Services Canada (ISC), focuses on constructing new two- and three-bedroom rental units. The triplex development aims to increase the availability of affordable housing options for community members, contributing to the ongoing effort to meet the community's housing needs.

ELDERS' CENTRE DESIGN PROCESS

Following an updated needs assessment and location study, Infrastructure is moving forward with the conceptual design phase of an Elders' Centre. The design will be reviewed by Elders, and Chiefs and Council, marking a significant step toward the construction of a dedicated facility that meets the specific requirements and preferences of the Elder community.

XITOLACW SEPTIC TANK RENEWAL PROJECT

This long-awaited project focuses on the repair and servicing of septic tanks integral to the community's sewer and treatment system. This project aims to ensure the functionality and efficiency of the septic tanks, contributing to the overall infrastructure and environmental health of Lílwat Nation.

ÚLĽUS SPRAY PARK

This project involves the construction of a small spray park designed for toddlers and young children, adjacent to the playground area next to the baseball field in front of Úllus. The completion of the Úllus Spray Park aligns with the original design features proposed during the creation of the park and field in 2012, enhancing the recreational amenities available for Lílwat Nation families and children. "Supply chain and labour disruptions caused by COVID-19 continued to cause challenges for the department in FY 2023. While we were able to complete projects and maintain services, schedules and deadlines were difficult to meet. However, department staff remained consistent and dedicated to getting the job done despite these difficulties brought on by COVID-19."

Tom Laviolette Director for Infrastructure

Lands and Resources

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 department's work is carried out by its three divisions: Traditional Territory Stewardship, Fisheries and On-Reserve Lands.

By safeguarding Lilwat7úl cultural heritage, monitoring and assessing environmental impacts, facilitating land use consultations, and managing land registrations on-reserve, L&R aims to protect Lílwat title and rights, preserve the integrity of the territory, and contribute to the sustainable development and well-being of Lílwat Nation.

L&R plays a crucial role in supporting Lílwat Nation members through various activities and initiatives, including:

- Fieldwork and Data Management: L&R manages fieldwork related to cultural sites, environmental monitoring, and fisheries habitat and stock assessment. Technicians collect and organize data to ensure accurate information is available for decision-making processes. They utilize a Geographic Information System (GIS) to store cultural, archaeological, and environmental data collected and assessed by Lílwat Nation Skel7áwlh (Field Technicians).
- Land Use Consultations and Planning: The department engages in land use consultations with other governing bodies and companies regarding proposed new land use developments and activities within the territory. They work closely with the community-based Land Use Referral Committee to ensure that these activities align with Lílwat title and rights. L&R participates in land use planning processes and contribute to the development of land use policies to protect and preserve the interests of Lílwat Nation.

 On-Reserve Land Registrations: L&R collaborates with the Land Management Board to manage the registration of lands on-reserve for Lílwat Nation members. This involves overseeing the process of registering and documenting land ownership and tenure rights, ensuring that Nation members have secure and recognized ownership of their on-reserve lands.

Achievements for 2022/23

DATA MANAGEMENT PLAN IMPLEMENTATION AND HIRING

L&R successfully implemented a data management plan which involved hiring a full-time Cultural Research and Data Technician. This achievement ensures the effective collection, organization, and management of cultural and environmental data. The Cultural Research and Data Technician plays a vital role in maintaining accurate and accessible data, facilitating informed decision-making processes within the department.

FINALIZATION OF UPDATED COMMUNITY LAND USE PLAN

The department finalized the updated Community Land Use Plan for Lílwat Nation reserve lands. This achievement involved extensive consultations and collaborative efforts with community members and stakeholders. The updated plan provides a comprehensive framework for land use decisions, ensuring the sustainable and responsible management of the reserve lands. Additionally, the plan includes a new five-year implementation plan, outlining specific actions and strategies to guide future land use activities.

INVASIVE PLANT SPECIES REMOVAL EFFORTS

L&R identified and continued the efforts to remove invasive species along IR 3 and IR 8 roads. Building upon previous years' initiatives, this achievement demonstrates the department's commitment to environmental preservation and the protection of native species. By addressing the issue of invasive species, the department contributes to maintaining the ecological balance and health of the region.

RECRUITMENT OF NEW SKEL7ÁWLH AND TRAINING

The department successfully recruited new Lílwat Skel7áwlh, who serve as Field Technicians for environmental monitoring, archaeological assessments, and fisheries work. These technicians undergo comprehensive training to ensure their proficiency in carrying out crucial tasks related to monitoring and assessing environmental impacts, preserving cultural heritage, and supporting fisheries management. This enhances the department's capacity to collect accurate data and make informed decisions regarding land and resource management.

Plans and Projects for 2023/24

INVASIVE PLANT SPECIES REMOVAL

L&R will continue with efforts to remove invasive plant species removal along IR 3 and IR 8 roads. Building upon previous work, this project aims to address the presence of invasive species within Lílwat territory. By conducting removal sessions, the department aims to mitigate the negative impacts of invasive plants on the ecosystem, protect native flora and fauna, and preserve the overall ecological balance of the region.

LÍĽWAT SKEL7ÁWLH PROGRAM

L&R will continue to develop its Skel7áwlh program to enable more Lilwat7úl to actively participate in activities on Lílwat's traditional territory. The Skel7áwlh, who serve as field technicians, contribute to environmental monitoring, archaeological assessments, and fisheries work. This project strengthens the connection between Lilwat7úl and their territory, enhancing cultural preservation, knowledge transmission, and stewardship of the land.

UPDATE LANDS AND RESOURCES POLICIES

The department aims to update the Lands and Resources Policies to align with recent changes in provincial and federal policies, specifically incorporating the principles and guidelines of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Declaration on the Rights of Indigenous Peoples Act (DRIPA). This initiative ensures that Lílwat Nation's policies reflect the evolving legal and policy landscape, affirming the rights and jurisdiction of Lílwat Nation over its lands and resources.

ARCHAEOLOGICAL SITE REGISTRATION

L&R plans to register five additional archaeological sites within Lílwat traditional territory. By officially registering these sites, the department seeks to ensure their recognition and protection. This project contributes to the preservation of cultural heritage, as well as the documentation and understanding of Lílwat Nation's historical and archaeological significance. Registering these sites emphasizes L&R's commitment to safeguarding the cultural integrity and ancestral connections within the territory. "We are in an era of reconciliation. The Federal and Provincial governments are moving towards more meaningful engagement and acknowledgment of our inherent title and rights. Nations are holding these levels of government accountable to their commitment of UNDRIP and DRIPA. We are asserting ourselves at these tables, we are asserting our rights within our territory. They are finally seeing who we are and what we want."

Casey Dick-Wyatt Director for Lands and Resources

Tszil, Language and Culture

Providing Holistic, Culturally Vibrant Post-Secondary Education and Training

Tszil, Language and Culture (TLC) delivers a variety of learning opportunities at Tszil Learning Centre (Tszil) 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.

In addition to operating the Nation's postsecondary education facility, TLC provides oversight to the Lilwat7úl Culture Centre, Lílwat Employment and Training (LEAT) and Indigenous Support Workers. At Tszil Learning Centre, education is supported by Lilwat7úl culture and a commitment to holistic learning with the goal of personal growth for every student. From academic upgrading to trades training, all of its programs adhere to this philosophy, with staff working to ensure positive experience and positive outcomes for those choosing Tszil as part of their educational or career paths.

TLC is dedicated to organizational growth, financial stability, and collaboration with external stakeholders. The department remains committed to serving the Lílwat Nation community with excellence and integrity.



Achievements for 2022/23

EXCEPTIONAL ORGANIZATIONAL GROWTH

TLC's most significant achievement in FY2023 was the successful filling of nearly all vacant positions, except for one. By having a complete team, TLC strengthened its capacity to deliver services effectively and efficiently to the Líl wat Nation community. The team has made significant progress in establishing more stable funding and building positive relationships with funders. This ensures they have the necessary financial resources to sustain programs and initiatives, enabling them to better serve the needs of our community.

TLC DIRECTOR ELECTED TO IAHLA

In FY 2023, TLC Director Nadine Pascal was elected to the board of the Indigenous Adult Higher Learning Association (IAHLA). This position allows TLC to contribute to important discussions and decisions at the provincial level, advocating for the interests of the Líl wat Nation and promoting access to higher education for Indigenous adults.

STATE-OF-THE-ART SCIENCE LAB

Tsizil established a new state-of-the-art science lab, providing students with a modern and well-equipped facility. In Fall 2022, students had the opportunity to utilize the lab for a new course offered in partnership with Capilano University. This enhances the learning experience and allows students to engage in hands-on scientific exploration and discovery.

NEW VISUAL AMENITIES

Core and COVID-19 funding made it possible to add three smartboards for learning spaces at Tszil, and a display screen located at the building's entrance for program updates.

COMPLETION OF AUDITS AND BUDGET AMENDMENTS

TLC completed audits for three years of programs using the LEAT (Land, Economic, and Activity Tracker) system. The manager dedicated significant time and effort, collaborating with ISC (Indigenous Services Canada), to prepare reports on two years of budget amendments and report writing. This accomplishment required teamwide involvement and demonstrates the department's commitment to accountability and financial transparency.

RECONNECTION WITH STUDENTS

Following the period of COVID-19-related restrictions, Tszil successfully reopened its doors and resumed in-person classes in FY 2023. This allowed for the reconnection with students, providing them with the opportunity to engage in face-to-face learning. The return of community members to the facility was an uplifting experience and marked a significant milestone in overcoming the challenges posed by the pandemic.

NEW STAFF ADDITIONS

TLC welcomed several new additions to the team, including a new Director, Administrative Assistant to Operations and LEAT, LEAT Manager, Digital Support Staff, Indigenous Advocate, and Cultural Chef. These new hires were made in accordance with the Local Education Agreement (LEA) and brought fresh perspectives and expertise to the department. This has strengthened the team's capacity to deliver quality services and support the educational and cultural needs of the Líl wat Nation.

CULTURE TEAM'S MEDICINAL HARVESTING TRAINING

The Culture Team underwent training in harvesting medicinal plants, roots, bark, and other traditional materials. This training equips them with the knowledge and skills necessary to deliver meaningful cultural programs for the Nation. With the establishment of a new culture room, the team can now facilitate workshops and share traditional practices, promoting cultural revitalization and connection to traditional knowledge.

Plans and Projects For 2023/24

FIREPIT AND COVERED SHELTER FOR CULTURE PROGRAMS AND CEREMONIES

There are plans to construct a new firepit and covered shelter behind Tšzil, which will serve as a dedicated space for culture programs and ceremonies. The project aims to be completed by the end of summer 2023, providing a safe and inviting environment for students to engage in cultural practices. The space will facilitate learning about traditional food harvesting and create opportunities for cultural exploration and ceremony.

EXPANDING CULTURE PROGRAMS THROUGH COLLABORATION

TLC is exploring the expansion of culture programs in collaboration with Cultural Chief Gélpcal, the Lilwat7úl Culture Centre team, and Nation members. This initiative seeks to introduce diverse cultural programs, activities, and experiences. By partnering with Capilano University and leveraging the expertise of community members, TLC aims to provide enriching and immersive cultural programming for students and the community.

CLASSROOM ALLOCATIONS AND SPACE OPTIMIZATION

Plans are underway to optimize classroom allocations at Tszil to enhance program delivery and accommodate growing needs. Capilano University programs will be allocated to the front part of Tszil, while trades training will be situated in the back of the facility. This reorganization will allow for improved utilization of space, enabling TLC to offer a greater variety of programs and accommodate larger groups for activities such as regalia making and language classes.

INCREASING POST-SECONDARY ENROLMENT

TLC aims to increase the number of post-secondary students following the challenges posed by the COVID-19 pandemic. Recognizing that post-COVID-19 uncertainty may have impacted student enrollment, Tsil is focused on rebuilding and restoring student numbers to prepandemic levels. Efforts will be made to provide reassurance, support, and outreach to prospective students, encouraging them to join programs and pursue their educational goals within a supportive and culturally rich environment. "I joined Tszil in July 2022, I honestly cannot determine the effects of COVID-19 and return to work; we have measures still in place. If you're not well remain home, hands free water and paper towel dispensers and sanitization stations. The team is all back in the office, and it is honestly amazing to hear the laughter and to see the staff gathering to have lunch or go for walks on breaks. I'm proud of the work I do and proud of my amazing staff for consistently going above and beyond their roles."

Nadine Pascal Director of Tszil, Language and Culture





Business Group

Supporting Nation Building Through Business

Message from the President and CEO



Business Group

Ťu7 wa7kálap áma, snuláp nsnenukwa7a, (Hello my friends, I hope you're all well),

We are pleased to report that Líİwat Business Group (LBG) returned to normal operations with the lifting of COVID-19 restrictions in FY 2023. We are proud of what the 100 people who work for LBG and its five limited partnerships (LPs) achieved in FY 2023.

Significant strides were made by Capital Assets, Lĺwat Retail Operations (LRO), and Lĺwat Forestry Ventures (LFV) last year. These advancements included entering into a land development partnership to build a mixeduse (residential and commercial) development on 2.5 ha (5.3 ac) Lílwat Nation owns in Whistler's Function Junction; extensive renovations to food services were completed at both Tsípun Market and Lílwat Station; site prep has been completed for Lílwat Marketplace, an amenity that will provide opportunities for Lilwat7úl artisans and entrepreneurs; significant staff growth at LFV; and the creation of a video illustrating the process and benefits of cultural burns, a traditional Lílwat practice to maintain the health the territory's forests. Moving into FY 2024, we are preparing for civil services to be put in at Nkwúkwma, the 31 ha residential development on land in Pemberton; the start of construction at Function Junction development; cultural burns in Tenquille and other areas of Lílwat territory; continued negotiations to acquire a 51% interest in the Brandywine run-of-river independent power project, and the ongoing exploration of projects and partnerships in development or under consideration. We are also actively recruiting for a Chief Executive Officer, a position we hope to fill by the second quarter of FY 2024.

We would like to thank all of LBG staff, board members and Lílwat Nation leadership for their support.

Kukwstuṁúlhkalap (Thank you from a group to a group), nilh ti7 (End of story),

Lhpatq Maxine Bruce President

LOURN

Áts'xsas Kerry Mehaffey Interim Chief Executive Officer/ Líİwat Nation Chief Administrative Officer



Lhpatq Maxine Bruce President



Áts'xsas Kerry Mehaffey Interim Chief Executive Officer/ Lílwat Nation Chief Administrative Officer



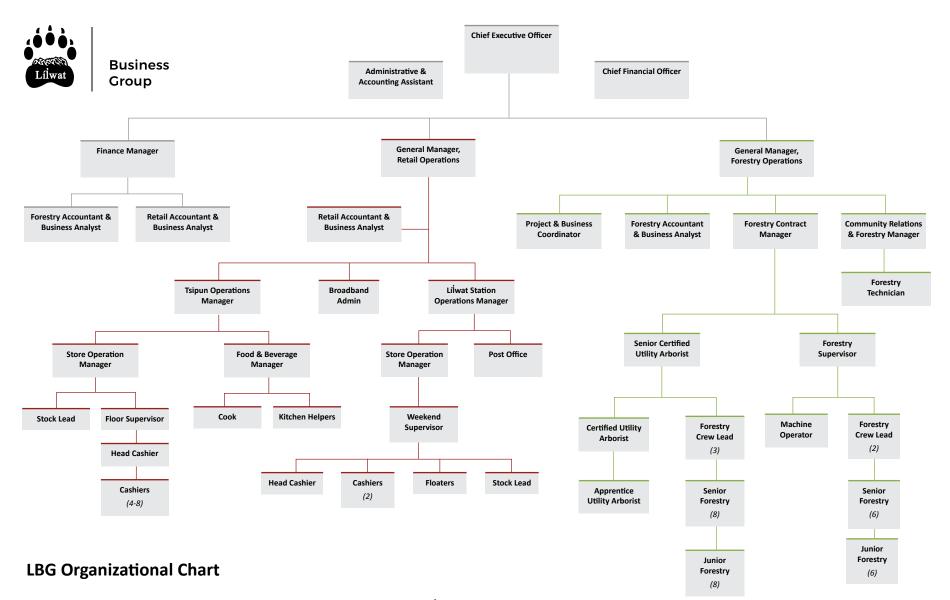
Building an Economy to Sustain a Nation

The Lílwat Business Group (LBG) is committed to building a sustainable economy for Lílwat Nation that respects Lílwat culture and values. LBG takes a collaborative, transparent and forward-facing approach to its endeavours.

LBG's mandate is to operate profitable businesses that allow for significant reinvestment in the community, through financial contributions that support Nation initiatives, and employment and training opportunities for Lílwat citizens. This mandate is entrenched in its mission statement: Wa7 qwéznemI wa7kwánem Ihti7 tmicwalhkálha. (A diversified and sustainable economy, for, in, and by, the Lílwat Nation for all time.) Currently, Lílwat Nation's arms-length business group, employs more than 100 women and men across its five limited partnerships (LPs) and annually contributes up to \$600,000 to fund community initiatives.

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





This chart illustrates the structure of the LBG. Chiefs and Council appoint people to the Lílwat Holdings, Inc. Board. In turn, the Lílwat 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 Lílwat Nation to maximum benefit.



FY 2023: Key Achievements

PARTNERSHIP AGREEMENT FOR FUNCTION DEVELOPMENT

LBG entered into a land development partnership with Bethel Lands Corporation Ltd. to develop a mixed residential and commercial development on of 2.5 ha (5.3 ac) LlÍwat Nation owns in Whistler's Function Junction. Construction is anticipated to begin in early 2024.

NKWÚKWMA DEVELOPMENT ADVANCED

In FY 2023, LBG continued to advance Nkwúkwma, a development situated in Pemberton's Benchlands. Rezoning from the Village of Pemberton to allow for the construction of mixed residential including condos and townhouses on 31 ha of the 60 ha parcel, was completed and initial public engagements were held.

Nkwúkwma will be developed over a 20- to 25-year period with approximately 450 homes being built. Civil systems—water, roads, and sewer—will be put in place in FY 2024.

TRANSFER STATION

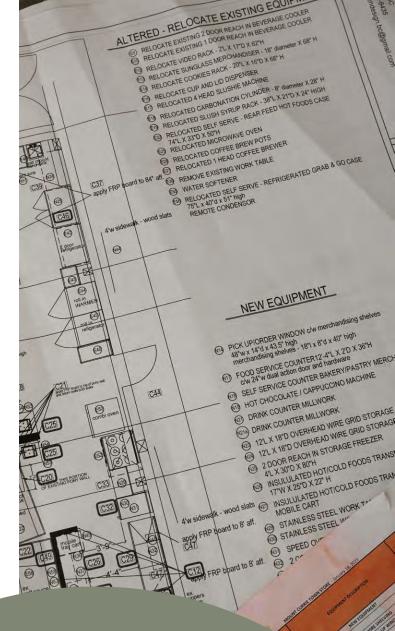
In FY 2023, LBG took over the management and operation of the Pemberton Transfer Station from the Squamish-Lillooet Regional District. This resulted in new employment opportunities for Nation citizens, with the creation of five new jobs.

RENOVATIONS SUPPORTING FOOD SERVICES

Renovations to improve food services at Tsípun Market and Lílwat Station, made possible by \$540,000 in federal Adaptation Funding secured by LRO, were completed in early 2023. The kitchen at Tsípun Market received a makeover for greater efficiency and capacity. Lílwat Station food service area also received a makeover, including the installation of a counter and new equipment.

LÍĽWAT MARKETPLACE

Site prep and community consultation for Lílwat Marketplace were completed in FY 2023. Developed by Lílwat Retail Operations the new facility will feature space for Lilwat7úl artisans and entrepreneurs, additional space for the Lilwat7úl Culture Centre, food services, and community and a community members and visitors area featuring an s7ístken. Construction of this development, located between Lílwat Station and Tszil Learning Centre, will begin in 2024



C43



Projects Moving Forward

FUNCTION JUNCTION DEVELOPMENT

The development of 2.5 ha (5.3 ac) Lílwat Nation owns in Whistler's Function Junction continues to move forward. Construction of three buildings offering a mix of employee housing, retail space, including a gas station and convenience store, and warehouse space is planned to get underway in early 2024.

NKWÚKWMA DEVELOPMENT

With re-zoning completed to allow for the development of 31 ha of the 60 ha parcel located in Pemberton's Benchlands, Nkwúkwma is now ready to enter its next phase. Civil systems—water, roads, and sewer—will be put in place in 2024.

LÍĽWAT MARKETPLACE

Lílwat Marketplace, proposed for the land between Lílwat Station and Tszil Learning Centre continues its developed by LRO in consultation with the community, will start construction in FY 2024. If economically feasible, Lílwat Marketplace will feature two, two-storey buildings that will provide additional space for the Lilwat7úl Culture Centre, retail space for local small businesses, office space, food services, and a community members and visitors area featuring an s7ístken.

BRANDYWINE IPP ACQUISITION

LBG continues negotiations to acquire a 51% interest in the Brandywine run-of-river independent power project. The 7.6 megawatt (MW) hydroelectric plant south of Whistler, annually generates 35,000 MW—enough electricity to power approximately 3,500 homes.

PROFESSIONAL DEVELOPMENT AND TRAINING

Staff in all of LBG divisions will continue to be provided with ongoing training and professional development, with opportunities to acquire professional designations.





Managing Lílwat Nation's Forestry Resources for the Future

Lílwat Forestry Ventures LP (LFV) is an integrated forest management company engaged in a variety of forestry disciplines including logging management, wildland firefighting and fuels management, silviculture and specialized tasks like BC Hydro slashing and tree climbing (arborist). The work of LFV's 40 employees showcases safety, skills, experience, and proficiency.

LFV holds the rights to five forest licenses (Forestry License A19214m, Woodlot 49, Woodlot 1666, First Nations Woodland License N2V, and harvesting on IR 6/7) with a total annual allowable cut (AAC) of 100,000 m3. LFV also exerts control over 120,000 m3 of AAC on Lilwat traditional territory. Additionally, LFV supports the Nation's Community Forest Partnerships, an ACC of 11,000 m3 with Pemberton as part of the Spelkúmtn Community Forest Agreement. and a 21,000 m3 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.

Cultural and community values drive LFV's work, and therefore it considers all the resources that forests on Líİwat lands (on-reserve and in traditional territory) provide, such as food and medicine plants, wildlife habitat and culturally significant areas, as having as high of a value as timber.

Achievements for 2022/23

CULTURAL BURNS AND VIDEO

In FY 2023, two previously harvests blocks in Skelúlatkwa (Owl Creek cultural education area) were burned to reduce fire hazards and increase berry growth. This activity was captured in a compelling, five-minute video titled "Owl Creek Cultural Burn Study," which can be viewed online through Vimeo.

EXPANDED OVERSIGHT ON TRADITIONAL TERRITORY

In FY 2023, LFV increased its oversight to 75% of the forested lands within Líl wat traditional territory. This was the result of a First Nations Woodland License (FNWL) established in FY 2022 that gave Líl wat Nation the right to manage a large portion of its traditional territory.

SUPPORTING LÍĽWAT CITIZENS

LFV continued its dedication to community well-being by providing more than 200 loads of firewood to Líl wat Nation citizens, with a focus on Elders and people with disabilities, reaffirming its values on community and forest stewardship.

CAPACITY BUILDING

LFV exercised its ongoing commitment to build capacity by providing staff with professional development opportunities to expand forestry career options and investing in training youth.

STAFF GROWTH

LFV increased its staff in FY 2023 to 40 highly skilled people.

Plans and Projects for 2023/24

CULTURAL BURNS

LFV is planning cultural burns in Tenquille, near Pemberton, and in other areas throughout the Líİwat Nation's traditional territory in FY 2024.

INVESTIGATE PUCRCHASE OF CARBONIZER

LFV will explore purchasing a mobile carbonizer to dispose of wood debris in an environmentally friendly, cost-effective way. Using pre-combustion heat levels in a closed system, carbonizers reduce wood waste to biochar, a by-product that can be reintroduced into the forest to support future growth or used in various agricultural applications. "Lílwat Forestry Ventures (LFV) is dedicated to forest management for the benefit of the Lílwat community and is responsible for actively overseeing 75% of the forested lands within Lílwat traditional territory. LFV expertly manages and balances an array of forest values on various forest licenses, including a First Nations Woodland License, a purchased forest license, two woodlots, and on-reserve forest management.

"LFV also plays pivotal roles in managing the Spelkúmtn Community Forest and assisting the Cheakamus Community Forest. LFV's perspective extends to looking at all the resource values of the forest including botanical resources such as berries and mushrooms, culturally important areas, and supporting habitat for wildlife like deer, bears, and mountain goats, and aquatic habitat for fish and salmon. All of these resources are looked at with as having as high of a value as timber.

"LFV is deeply committed to cultural and community values and initiatives, including engaging in cultural burns in collaboration with BC Wildfire. LFV was involved in a cultural burn in Skelulátkwa (Owl Creek cultural education area) in 2022 and is planning future cultural burns in Tenquille and other areas throughout Lílwat Nation's traditional territory."

Klay Tindall General Manager of Líİwat Forestry Ventures





Businesses Building Community

Lílwat Retail Operations LP (LRO) is committed to providing excellent retail services to the community. LRO employs more than 40 people and generates stable profits for Lílwat Nation to reinvest in community projects and business opportunities.

LRO businesses ensure that the community has access to quality, essential retail services at home. Current businesses LRO operating in Lílwat Nation include a grocery store, a gas station with an attached convenience store, and Internet service.

Capacity building is a key component of LRO's management practice, providing employees with opportunities to advance to managerial positions within its businesses. These opportunities will continue to grow as LRO expands its portfolio to include businesses such as a new gas station in Whistler's Function Junction and Líİwat Marketplace.



Achievements in 2022/23

LEADERSHIP TRAINING

LÍ wat Retail Leadership Development Training was held in Fall 2022. This training provided the relevant knowledge and skills required to develop and further enhance staff leadership skills into the future.

CAPITALIZING ON FUNDING

Renovations to improve food services at Tsípun Market and Lílwat Station, made possible by \$540,000 in federal Adaptation Funding secured by LRO, were completed in early 2023.

PRODUCT MIX AND MERCHANDISING IMPROVED

In FY 2023, LRO created new Merchandising & Stock Lead positions in both locations focused on maintaining stock levels and keeping the shelves and coolers looking fresh for our customers.

COMMUNITY SUPPORT

Last year, LRO supported Líl wat Nation's Food Bank and Christmas Hamper programs with food supplies and gift cards to its retail businesses, which were also used to support other programs.

ORGANIZATIONAL RESTRUCTURE

In FY 2023, LRO completed an organizational restructure, elevating Store Assistant Managers to Store Operation Managers and elevating the Tsípun Market Kitchen Supervisor to Food & Beverage (F&B) Manager. This organizational structure has allowed LRO to build capacity within each of its retail locations.

LÍĽWAT MARKETPLACE

LRO continued its work on Lílwat Marketplace, planning for a development that will include artisan retail space, food services, LRO offices, and EV charging on the land located between Lílwat Station and Tszil Learning Centre.

REDUCTION IN PLASTIC USAGE

Both Lílwat Station and Tsípun Market stopped supplying plastic shopping bags in FY2023 as part of LRO's ongoing environmental strategy. LRO continued working with its suppliers to transition all plastic food packaging to compostable and recycled packaging. To support this initiative, LRO has applied to the Plastics Action Fund Indigenous Funding Pilot Program.

Plans and Projects for 2023/2024

INTRODUCE NEW PRICING STRATEGY

LRO plans to leverage the kitchen renovations at Tsípun Market to improve F&B services at both Tsípun and Líl wat Station with new pricing strategy.

EXPAND F&B OPPORTUNITIES

In FY 2024, LRO plans to launch new menus, full-service food counters, and take out windows at Líl wat Station and Tsípun Market.

INTRODUCE SHELF PRICING PROJECT

LRO will introduce a retail shelf pricing project at Ll wat Station in the coming year to ensure customers can see the price prior to purchasing.

IMPROVE COMPENSATION AND RECOGNITION

LRO will provide competitive compensation packages aligned with the Nation's fair compensation strategy and develop a strategy and budget for regular staff recognition and staff events.

SUPPORTING LÍĽWAT MARKETPLACE

LRO will provide the planning and time required to advance the development of Líl wat Marketplace, an initiative that will support community entrepreneurs and create a unique retail experience on the land between Tszil Learning Centre and Líl wat Station.

PROMOTE ENVIRONMENTAL INITIATIVES

LRO will communicate its environmental focus through new enviro packaging to reduce single use plastics.

"Going into FY 2024, for the first time Lílwat Retail will have a solid benchmark of what is possible after finally coming out of a somewhat normal year of traffic without COVID-19 restrictions or major highway closures due to weather events. Lílwat Retail has some lofty goals around Food & Beverage and has the opportunity to create something special for the community and visitors alike. Strong leadership and the passion to move these essential service businesses ahead in a professional manner will continue to support own source revenues for the Lílwat Nation, 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 Manger of Lílwat Retail Operations



Financial Report

A DER REPERTING

Financial Highlights

A Look at The Lilwat Nation's Financial Picture FY 2023

Líl wat 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

Líİwat Business Group consists of five limited partnerships: Líİwat Management Services LP, Líİwat Capital Assets LP, Líİwat Forestry Ventures, and Líİwat Construction Enterprises.

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 20223 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 2024.

^{*} 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 Lílwat Nation

Opinion

The summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at March 31, 2023 and the summary consolidated statement of financial activity for the year then ended, and related note, is derived from the audited consolidated financial statements of the Lil'wat Nation (the "First Nation") for the year ended March 31, 2023.

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 October 24, 2023.

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 October 24, 2023

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.



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

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

Lílwat Nation Summary Consolidated Statement of Financial Position



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

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

March 31	2023	2022
Financial Assets		
Cash	\$ 10,592,776	\$ 11,591,883
Restricted cash	13,516,428	11,068,609
Temporary investments	21,117,498	7,669,388
Accounts receivable	6,051,405	5,620,930
Due from related entities	8,001,581	7,369,603
Investment in business enterprises and partnerships	20,094,344	22,834,578
Ottawa Trust Funds	471,580	452,632
	79,845,612	66,607,623
Financial Liabilities		
Accounts payable and accrued liabilities	3,817,363	4,015,275
Deferred revenue	12,543,067	14,811,185
Due to related entities	278,307	80,779
Obligation under capital lease	19,732	79,038
Long term debt	18,229,101	17,847,168
Asset retirement obligation	190,754	180,253
	35,078,324	37,013,698
Net Financial Assets	44,767,288	29,593,925
Non - Financial Assets		
Tangible capital assets	61,567,224	55,417,244
Prepaid expenses	561,243	493,398
	62,128,467	55,910,642
Accumulated Surplus	\$ 106,895,755	\$ 85,504,567

Lílwat Nation Summary Consolidated Statement of Financial Activity

For the year ended March 31	2023	2022
Revenue		
Indigenous Services Canada	\$ 26,835,146	\$ 16,435,02
Canada Mortgage and Housing Corporation	837,721	315,26
Department of Fisheries and Oceans Canada	518,206	662,06
First Nations Education Steering Committee	3,409,393	2,009,31
Education Jurisdiction funding (CIRNAC)	3,752,500	
First Nations Health Authority	3,589,616	2,912,78
BC First Nations Gaming	1,113,490	479,37
Province of British Columbia	4,362,604	5,320,17
Rental income	995,380	953,17
Skills & Employment Training income	1,276,179	1,976,71
Other income	7,639,981	4,805,85
Royalty income	1,941,056	1,310,88
Income from business enterprises and partnerships	-	1,397,17
	56,271,272	38,577,79
Expenses		
Band Housing Rentals	1,028,139	911,12
Governance, Finance and Administration	4,935,877	4,430,58
Public Works	3,390,503	2,501,79
Social Development	3,889,335	3,668,51
Community Health and Daycare	4,136,450	3,485,09
Advanced Education	4,385,403	4,529,97
Economic Development	1,061,553	2,927,12
Lílwat Lands and Resources	1,293,384	1,289,72
Capital Fund	409,961	290,61
Xet'olacw Housing Fund	1,036,366	866,23
Xet'olacw Community School Fund	7,122,670	5,907,13
Loss from business enterprises and partnerships	2,140,234	0,007,120
Funding agency recoveries	2,354	
CMHC approved expenditures	47,855	38,15
	34,880,084	30,846,07
Annual surplus	21,391,188	7,731,72
Accumulated surplus, beginning of year	85,504,567	77,882,15
Change in accounting policy	-	(109,306
Accumulated surplus, end of year	\$ 106,895,755	\$ 85,504,56



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Lílwat Nation Note to Summary Consolidated Financial Statements

March 31, 2023

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, 2023.

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.

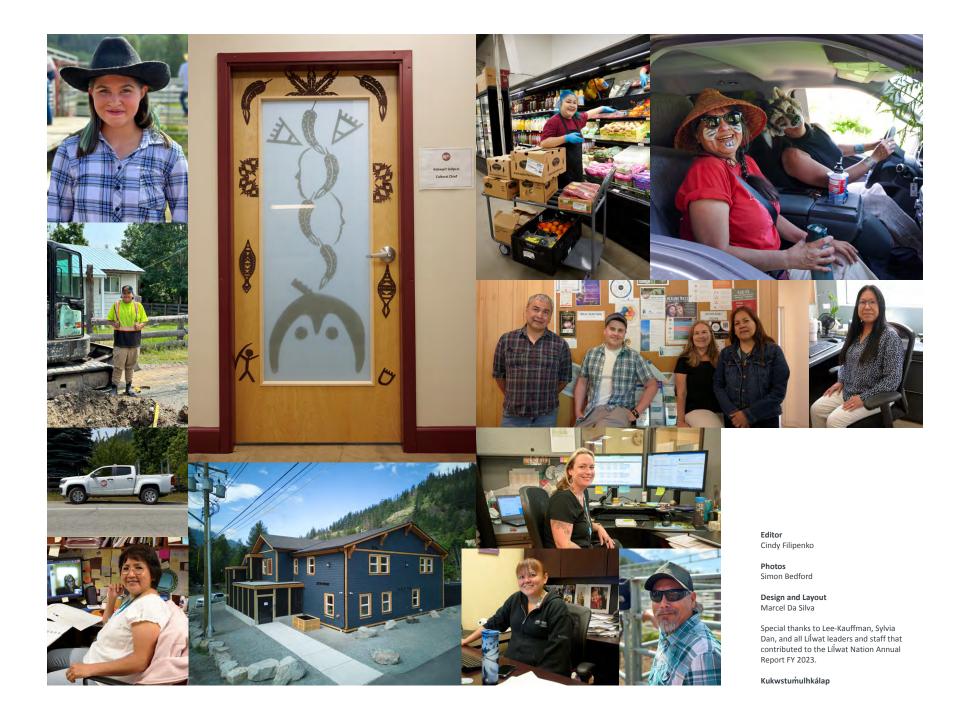
The complete audited consolidated financial statements of the Lílwat Nation are available upon request by contacting the management of the Lílwat Nation.



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