



Nek'kwwezúsem: To work together

Lilwat Nation Annual Report FY 2024



gelgeliwán
strength

“I am very proud to see more Lílwat members taking on employment, including upper-level management positions, with the Nation. Having our appointed leaders come from within makes us much stronger. We have asserted ourselves politically, taking our place and showing our presence on our lands.”

Kúkwpí7 Skalúlmecw
Political Chief Dean Nelson

“Colonialism tried to destroy our spirits through atrocities such as the Indian Residential School system, the theft and unbridled exploitation of our land, and legislated exclusion. We all carry the burden of this painful legacy and continue to experience the devastating impacts of systemic racism. That said, we are gaining strength and achieving greater healing as we explore who we are, who we have been and who we can become.”

Kúkwpí7 Gélpcał
Cultural Chief Ashley Joseph



kukwsemtáxen
thunderbird



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Lilwat Nation Annual Report FY 2024



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Governance

gelgelwa
strength

Lílwat Nation by the Numbers

With almost 2,300 members, Lílwat Nation is the third largest First Nation in British Columbia. The Lílwat7úl have called this land home for more than 5,500 years. Thousands of years of Lílwat7úl presence in this valley has been confirmed by carbon-dating of artefacts, such as an ancient Twin Fish Bowl, found in village sites.

Lílwat is a separate and distinct Nation with close cultural to and kinship ties to the Státýmec Nation, an affiliation of 10 Interior Salish First Nations. Nation members living on Territory in the communities of Mount Currie, Xetólacw and the surrounding areas enjoy a stunning and dramatic landscape with a rich biodiversity. Lílwat's almost 800,000 ha of Traditional Territory is a mysterious place of dramatic mountains, ice fields, alpine meadows, white-water rivers, glacial streams and braided river valleys.

From first European contact in the late-1700s to today, the Lílwat7úl have worked to preserve their land, language, and culture while fighting a system of legislated oppression. Today, this commitment to land, language and culture continues to inform leadership's work.

In FY 2024, the face of the Nation's appointed leadership changed dramatically. As of March 31, 2024, the majority of the Nation's nine departments were led by Lílwat7úl women, as was the Nation's arms-length business entity, the Lílwat Business Group (LBG). This change saw a number of long-term council members either resign or not seek re-election to move into directors' roles. Many more Nation members are now engaged in managerial and supervisory positions throughout the organization and at LBG businesses.

The Council elected in FY2020 came to the end of its term in FY 2024, having realized a number of projects including acquiring the Outdoor School at the end of the Pemberton Valley, undertaking *Lílwat 2030*, the Nation's new strategic plan, and moving significant community infrastructure forward.

Here is a look at Lílwat by the numbers, accurate as of March 31, 2024.



PEOPLE

Nation Members registered:

2,293

Members living in Lílwat Nation:

1,494

Non-member residents:

250-300

EDUCATION AND TRAINING

Students attending Xetólacw Community School:

281

Adult students attending T'szil Learning Centre:

76

External post-secondary sponsored students:

29

(LEAT) Employment and Training students:

200

WorkBC:

20+
clients at all times

COMMUNITY INFRASTRUCTURE

Homes:
465

Housing in development:
12 units

Community Buildings:
13

- Buildings include:
- Úlús Community Complex
 - Lílwat Health& Healing
 - Lílwat Station
 - Fire Hall
 - St'at'imx Tribal Police Building
 - Tsípun Market
 - The Youth Centre
 - Xetólacw Community School
 - Tszil Learning Centre
 - Stqaka7stúmc Transition House

GOVERNMENT

Chiefs:
2

Councillors:
11

Boards & Committees:
20

Appointments to Regional Organizations:
10

Government Departments:
9

Employees:
405
(including Lílwat Business Group)

LÍLWAT BUSINESS GROUP

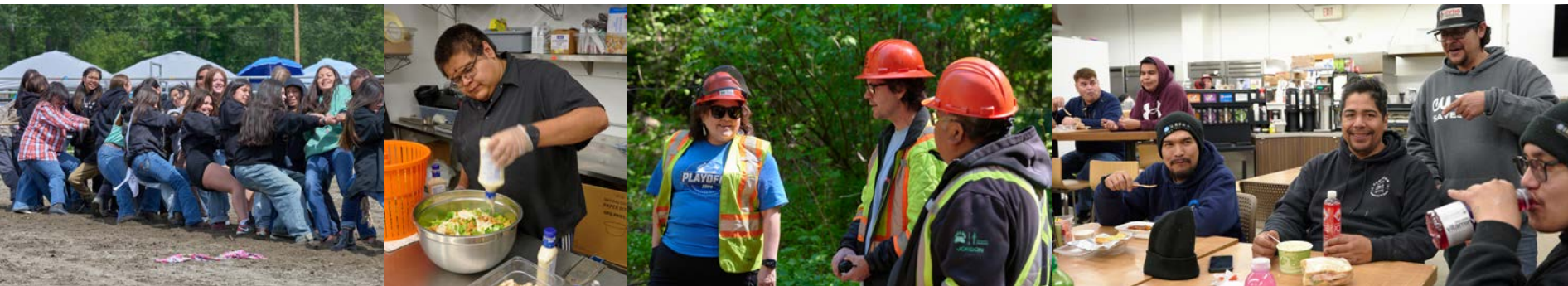
Employees:
100

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

Lilwat 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:

395mm

Salmon species:

5

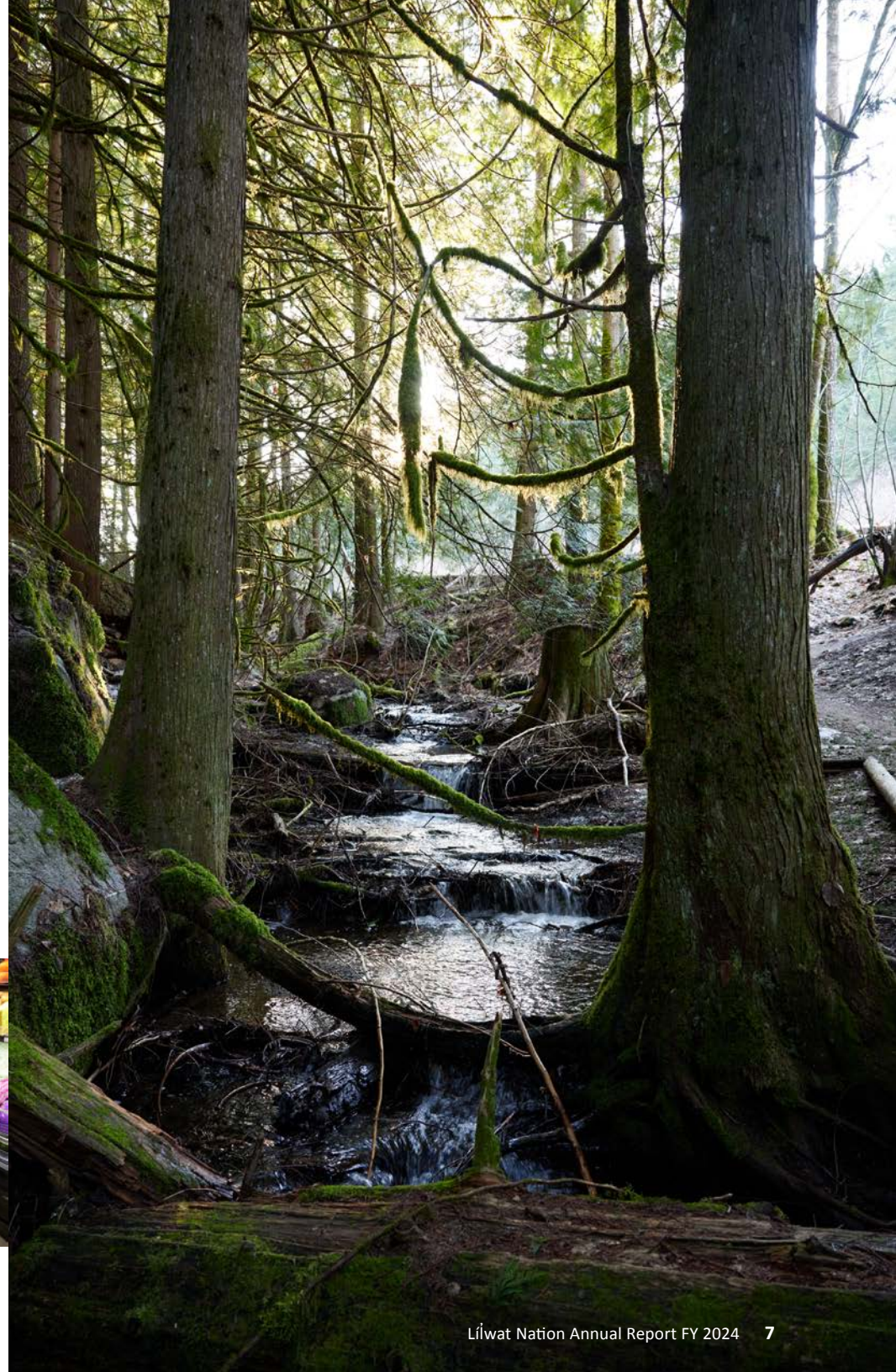
Sockeye

Coho

Chinook

Pink

Chum





Message from the Political Chief

I am honored to be acclaimed as the Political Chief of Lílwat Nation, working for another term in leadership.

Reflecting upon what has happened over the past year, I realize we've faced some challenging times, but we have also experienced successes. It's very uplifting to see the positive growth the Nation has achieved in a number of areas.

We have completed the majority of milestones. As we reached the plan's goals, we updated the plan accordingly, which has resulted in the development of *Lílwat 2030*, the Nation's new strategic plan for FY2025 to FY2030. I look forward to completing many more strategic plan milestones in my next term as Political Chief.

I am very proud to see more Lílwat members taking on employment, including upper-level management positions, with the Nation. Having our appointed leaders come from within makes us much stronger.

We have asserted ourselves politically, taking our place and showing our presence on our lands.

We've also acquired some parcels of land, which is vital to our continued path to success. The former outdoor school located in the upper Pemberton Valley is one parcel that was given back to Lílwat Nation. We have also purchased lands to guarantee that those lands will be kept for our future. We continue to push politically for reparation of the lands we purchased.

My goals for the next while are to obtain more land back, to establish an ongoing summer camp program for all ages that will include an Outward Bound-model for youth and adults; and to gain greater understanding of trauma and undertake efforts to remove it from our lives.

Kúkwstuwíckálap,
(Thank you from one to many)

Dean Nelson
Skalúlmecw

Kúkwpi7 Skalúlmecw
Political Chief Dean Nelson



Message from the Cultural Chief

Reflecting on March 31, 2023, to March 31, 2024, I was reminded of the many positive changes that occurred during FY2024 and also the challenges we faced as a community.

I am happy to see more people engaging in cultural programming that embraces Ntákmen (The Ways of Our Ancestors). It is heartening to see youth learning our language through Xetólacw Community School's Immersion Program, adults experiencing ceremonies that are new to them, and the Elders coming together to share their stories. It is also great to see Lílwat Nation's departments incorporating cultural elements into their services, using imagery specific to our Territory, and supporting the Lílwat7úl core belief that the people and the land are one.

Colonialism tried to destroy our spirits through atrocities such as the Indian Residential School system, the theft and unbridled exploitation of our land, and legislated exclusion. We all carry the burden of this painful legacy and continue to experience the devastating impacts of systemic racism. That said, we are gaining strength and achieving greater healing as we explore who we are, who we have been and who we can become.

The mission statement of the Nation's new strategic plan, *Lílwat 2030*, is: "Our culture, language and values lead the people to kamúcwkalha."

Kamúcwkalha refers to the energy of group attunement, a place where feel safe and free to express their views. If we can achieve kamúcwkalha, I believe we will be unstoppable on our path to self-determination, creating lives of purpose that resonate with the traits of our Ancestors.

Kúkwstuńckálap,
(Thank you from one to many)



Kúkwpi7 Gélpcal
Cultural Chief Ashley Joseph



Message from the Chief Administrative Officer

Writing this message for the Nation's FY2024 annual report is very bittersweet for me as I wind down my role in the organization.

I have worked for your community since 2007, starting in the Lands and Resources Department and later moving into the Economic Development Department and the Lílwat Business Group, culminating in my time as Chief Administrative Officer for the Nation.

The time I have spent in this organization and in this community has been an incredible experience and I struggle to know that I have had the most meaningful job that I will likely ever have.

Over the past five years, the organization has seen incredible growth, with budgets growing from \$20 million to more than \$60 million. We have seen new buildings, new housing, new programs and new staff.

In FY2024, we hired for 193 positions (including new positions, replacements, summer students and others) marking a period of significant change and growth. We also re-structured operations and created two new Directors to reflect increasing responsibilities and new funding programs.

As I reflect on my time with the Nation, I feel incredibly proud to have been a small part of the Nation's successes. Looking forward, I see so much potential and amazing things in your future!

Kúkwsturnckálap for all of the teachings, conversations, support and kind words over the years.

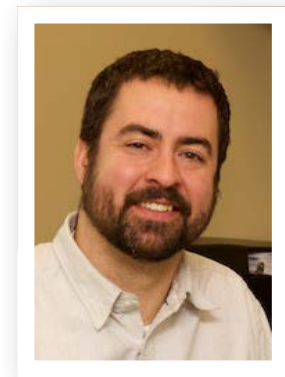
Kúkwsturnckálap,

(Thank you from one to many)



Áts'xsas Kerry Mehaffey

Chief Administrative Officer



Meet the People that Represent the Lílwat Nation





Lilwat 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 Lilwat Nation Election Code. Lilwat Nation's FY2024 election saw substantial turnover of council, as many long-term councillors did not seek re-election, with some choosing to take on directors' roles within the Nation.

The Council elected in FY2024 has a strong mix of experienced and first time council members who share a passion for creating positive change for the people of Lilwat Nation. These committed people elected to represent the Nation ensure that governance reflects the community's needs and adheres to best practices. They work closely with the CAO to support meeting the goals of the Nation's overarching strategic plan.



Háma7

Alphonse Wallace

Portfolio: Health and Wellness

Committees or Boards:

- Community Social Services Committee
- Lilwat Health and Healing Health Committee (Vice-chair)

Háma7 is now in his seventh term on Council.



Kík7ak

Helena Edmonds

Portfolio: Lands and Resources, Traditional Territory

Committees or Boards:

- Land Use Referral Committee
- Cheakamus Community Forest Board
- Skel7áqsten (Lilwat Governance Transition Team)
- Village of Pemberton Protocol Agreement Table

Kík7ak is in her third term on Council.



Lhpatq

Maxine Joseph Bruce

Liíwatúllhkan, Stát'yemclhkan

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

Portfolio: Business and Economic Development, Operating Boards

Committees or Boards:

- Lilwat Operating Board of Directors
- Spelkúmtn Community Forest
- Skel7áqsten (Lilwat Governance Transition Team)
- Bingo Committee
- Pemberton Economic Development Collaborative

Lhpatq is in her seventh term on Council.



Nímtsvq

James Williams

Portfolio: Governance, Economic Development

Committees or Boards:

- Governance and Nominating Committee
- Finance and Audit Committee
- Lílwat Holdings Board of Directors

Nímtsvq is in his first term on Council.



Sawt

Martina Pierre

Portfolio: Education, Primary and Secondary Education

Committees or Boards:

- Xetólacw Community School Board
- Skel7áqsten (Lílwat Governance Transition Team)
- Governance and Nominating Committee (Alternate)
- School District # 48 Aboriginal Council

Sawt is in her seventh term on Council.



Nteqwk

Troy Bikadi

Portfolio: Lands and Resources, On-Reserve Lands

Committees or Boards:

- Land Management Board
- IR #10 Road Negotiating Team
- St'at'imx Tribal Police

Nteqwk is in his first term on Council.



Sík Sík

Joshua Anderson

Portfolio: Health and Wellness

Committees or Boards:

- Lílwat Health and Healing Health Committee
- Governance and Nominating Committee (Alternate)
- Skwxwú7mesh Lílwat7úl Cultural Centre Board

Sík Sík is in his fourth term on Council.



Qaqawam

Christopher Wells

Portfolio: Governance

Committees or Boards:

- Governance and Nominating Committee
- Skel7áqsten (Lílwat Governance Transition Team)

Qaqawam is in his first term on Council.



Snéqwema

Renee Wallace

Portfolio: Housing

Committees or Boards:

- Lílwat Nation Housing Board
- Lower St'at'imx Tribal Council

Snéqwema is in her second term on Council.



Tsámam

Rilla Sampson

Portfolio: Education, Adult Education and Culture

Committees or Boards:

- T̓szil Advisory Committee
- Liłwat Culture Heritage Language Authority
- Skwxwú7mesh Liłwat7úl Cultural Centre Board

Tsámam is in her first term on Council.



Xzúmalus

Roxanne Joe

Portfolio: Health and Wellness

Committees or Boards:

- Community Social Services Committee
- Recreation Committee
- Liłwat Culture Heritage Language Authority
- Skwxwú7mesh Liłwat7úl Cultural Centre Board

Xzúmalus is in her first term on Council.

Kúkwpi7s

Chiefs

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

Kúkwpi7 Gélpcał

Cultural Chief Ashley Joseph is actively involved in the following three internal and external committees and boards: Skwxwú7mesh Liłwat7úl Cultural Centre Board, Liłwat Culture Heritage Language Authority and the Liłwat Cultural Lands Society.



Kúkwpi7 Skalúlmecw

Political Chief Dean Nelson is actively involved in the following eight internal and external committees and boards: Governance and Nominating Committee, Finance and Audit Committee, Liłwat Cultural Lands Society, St'at'imx Chiefs Council, BC Assembly of First Nations, Assembly of First Nations, Union of BC Indian Chief and the Nukw7ántwai Intergovernmental Relations Committee.

A Government of the People

Leading a policy-driven government committed to transparency and open government, Chiefs and Council, and the Chief Administrative Officer (CAO), guide the development of policy, codes and strategies. Elected and appointed leadership are tasked with fulfilling the Nation's overarching strategic plan and ensuring documents are updated as needed.

Chiefs and Council support the CAO to meet the objectives of the strategic plan through work carried out by nine governmental departments. Nation staff fulfill day-to-day governance functions, ensuring effective delivery of services.

LÍLWAT 2030

Governance completed, published and launched *Lílwat 2030*, the update of the Lílwat Nation's strategic plan that will guide the Nation's work from FY2025 to FY2030.

LANDBACK

Governance purchased several parcels of land adjacent to the Mount Currie reservation for future development, including the Spirit Circle, Higgins and Spetch properties.

ORGANIZATIONAL RESTRUCTURE

In FY2024, Governance completed an organizational restructure to better serve the community. As a result, two new Director positions and a General Manager position were created.



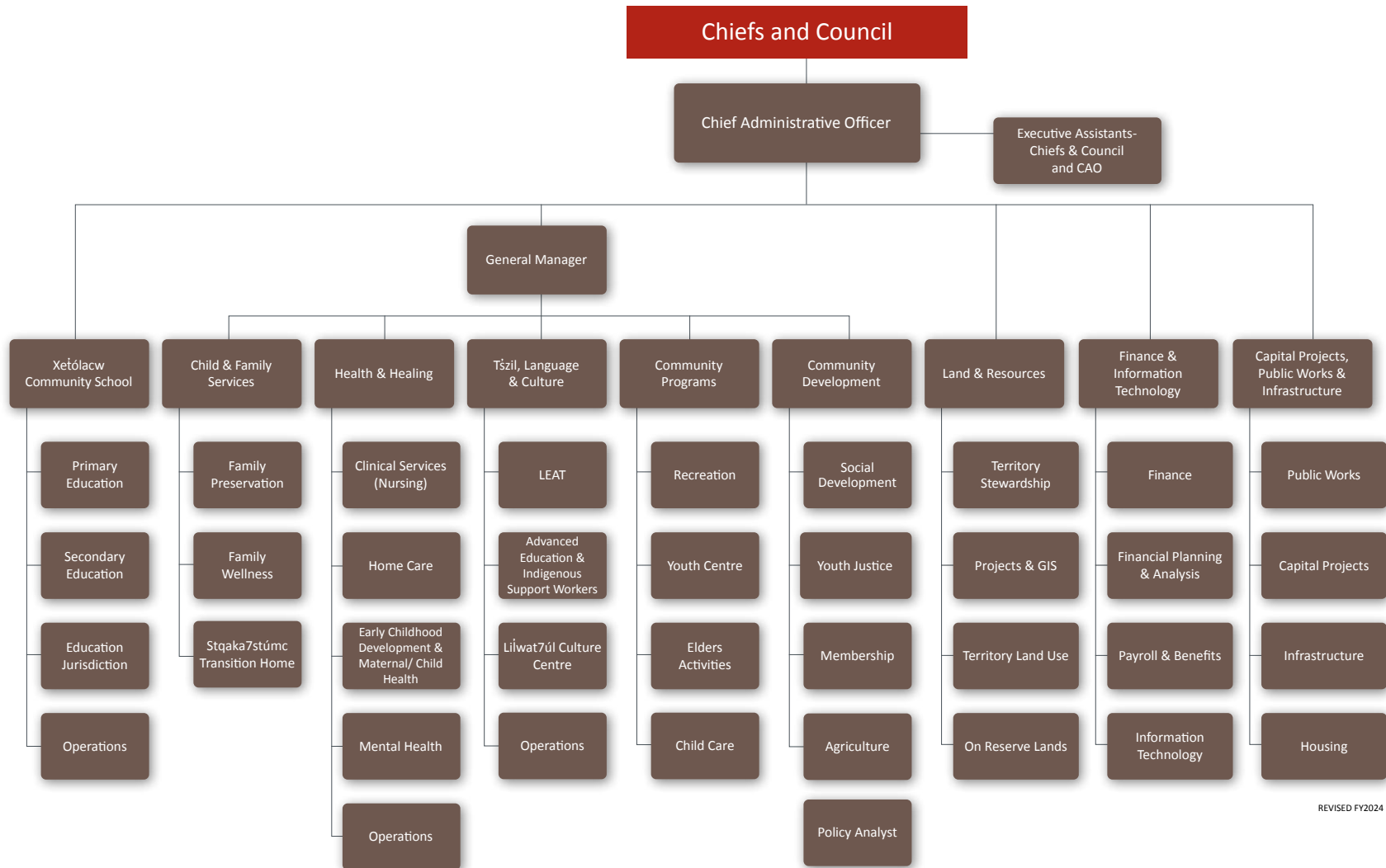


ORGANIZATIONAL STRUCTURE

A Government of The People

The Lilwat Nation organizational chart, with **I Ucwalmícwa** (The People) at the top, reflects the conviction of the government to follow the direction set by the community. In addition to the nine departments noted on the chart below, the CAO also oversees Human Resources and Úlúus Front Office.

I Ucwalmícwa



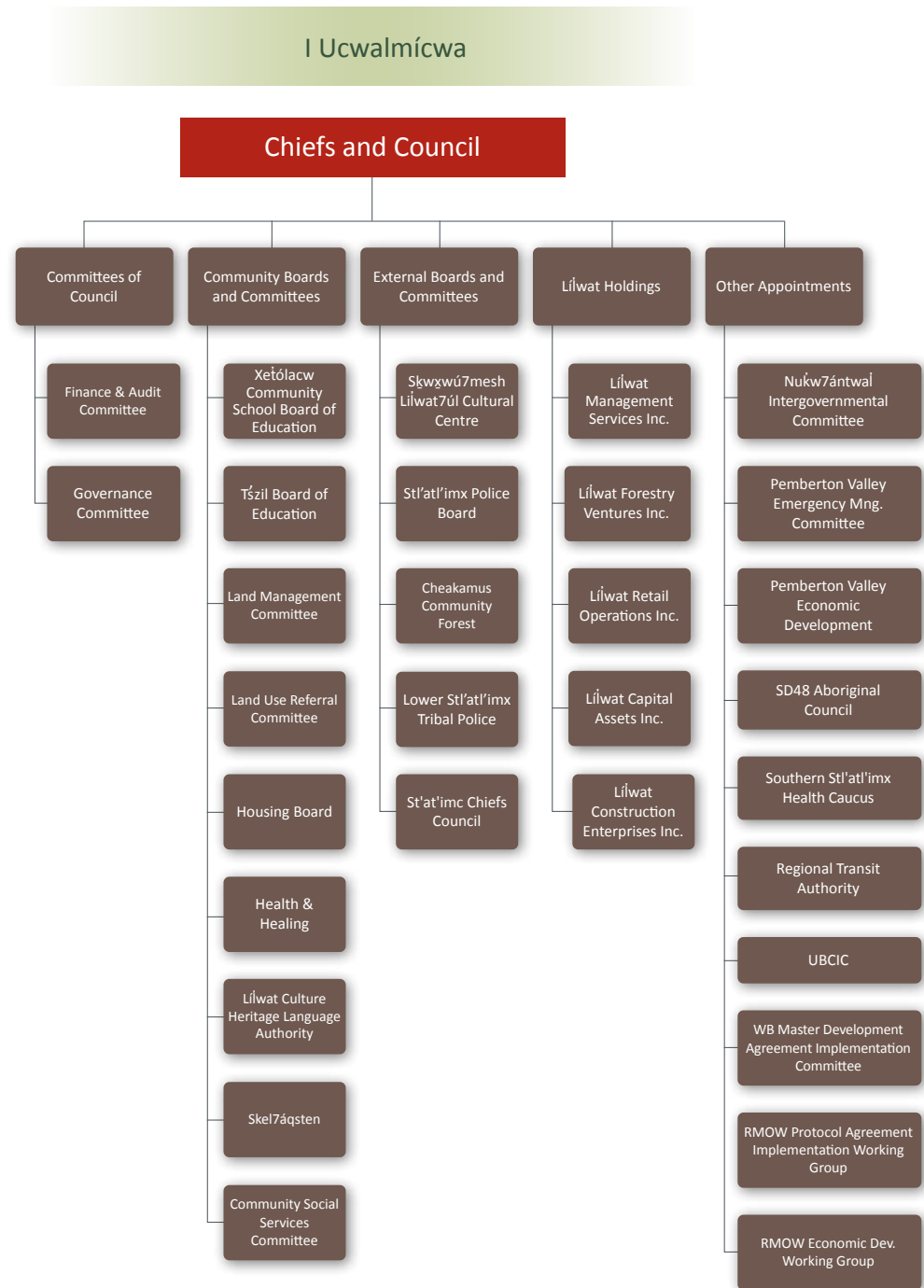
REVISED FY2024





Boards and Committees

Leadership, staff, and community members work together on a variety of committees and boards to further the goals of the Lilwat Nation.



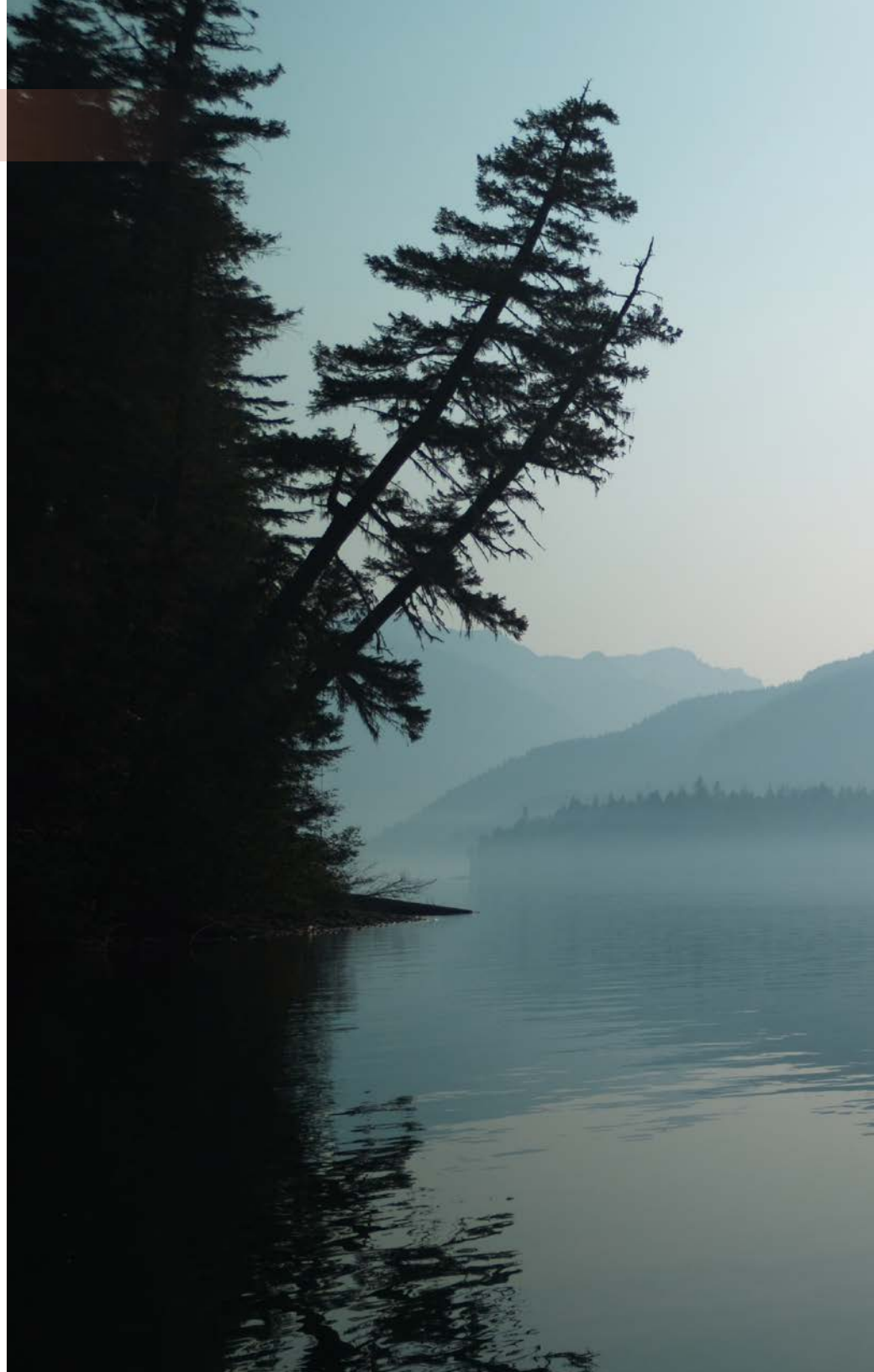
Revised FY2024

A New Strategic Plan

In FY2024, Lílwat Nation undertook a strategic planning process led by Nation First Consulting. The resulting document, *Lílwat 2030*, was prepared for distribution in the summer of FY2024. *Lílwat 2030* marks the fourth strategic plan that the Nation has adopted since 2005.

Lílwat 2030 builds on previous plans but also reflects significant changes that have taken place since the previous plan came into effect in 2016. Locally, those changes include the construction of T̓szil Learning Centre, a new Health & Healing building, Lílwat Station, and new housing. During that time, advancements were realized in legal concepts like Aboriginal title, the adoption of the United Nations Declaration of the Rights of Indigenous People (UNDRIP) by British Columbia and Canada, and the approval of the Whistler Blackcomb Master Development Agreement.

In the final years of the previous strategic plan, Lílwat endured a global pandemic, the discovery of unmarked graves at the Kamloops Indian Residential School and accelerating climate change. *Lílwat 2030* considers the impacts of uncertainties like these and illustrates a path forward.



Lilwat Nation Strategic Plan

Lilwat 2030

Vision Statement

Lilwat to flourish with full autonomy of our territory, preserving our language and culture, by cultivating a prosperous, healthy and harmonious community for all.

Mission Statement

Our culture, language, and values lead the people to **kamúcwkalha** (acknowledging the felt energy indicating group attunement and the emergence of a common group purpose, individuals feel safe and free to express their views)

Values

Xzums | Responsibility | Úcwalmicw Tmicw
 Honesty | Living Well | Kúitsam
 Ntákmén | Integrity | Fairness
 Health and Safety



People and Families

Caring for our Families

- Decrease the number of apprehended Lilwat Nation children by strengthening family support and responsibility
- Increase the number of foster homes in community
- Provide knowledge and support services that empower our people to have their voices heard in child welfare processes
- Have Lilwat Nation's jurisdiction over our children and families recognized through Bill C-92

Caring for our Elders

- Improve transportation options for Elders through the purchase of an Elders' bus and/or other vehicles
- Provide emergency staff numbers to Elders
- Create an Elders' mentorship program by 2024/2025

Caring for our Children and Youth

- Build a pool and hockey arena by 2030
- More youth activity opportunities including summer camps
- Offer more youth employment opportunities
- Offer school supplies allowances for all students

Ntákmén and Nxékmén

People Living Ntákmén

- Increase number of Language and Culture training opportunities made available to the community and staff
- Increase food security by promoting gardens, hunting, fishing and gathering
- Host 10 groups of students at the new outdoor school on an annual basis
- Host a volunteer dinner twice a year to celebrate our people

Fluency in Ucwalmicwts

- Develop a language retention strategy
- Five people become fluent in Ucwalmicwts by 2030
- Build our own curriculum to produce fluent Ucwalmicwts speakers
- Expand our Ucwalmicwts immersion program to go to Grade 12

People Following Nxékmén

- Write a law and approve by community consensus by 2027
- Establish clear guidelines for the community and organization during Gatherings
- Ensure community-based decision making in Bill C92, an act respecting, First Nations, Métis and Inuit children, youth and families
- Write policies that align with UNDRIP by 2030
- Designated Lilwat members speak for Lilwat and its territory

Community

Lilwat7úl Living a Healthy Lifestyle

- Reduce diabetes and other chronic diseases
- Increase the number of Lilwat Nation people participating in physical exercise and recreation programs
- Improve access to mental health and addictions information and support services
- Increase supports for individuals with special needs and their families
- Build a soccer field in the lower community
- Build a First Nations-led Primary Care Health Care Centre

Excellence in Education

- Increase knowledge of Lilwat Nation history and culture
- Implement Lilwat Nation Education Jurisdiction Agreement
- Ensure K4-Grade 12 students have adequate learning space by pursuing XCS renovations and/or new building
- Increase academic standing of all Lilwat Nation graduates
- Lilwat Nation students receive life skills and career planning advice and guidance
- Support Lilwat Nation entrepreneurs by providing training and infrastructure that supports small business development

Pride in a Safe and Secure Community

- Increase supports for 2SLGBTQIA+ community members
- Protect the community from natural disasters and mitigate risks associated with climate change
- Address drug and alcohol offences in community
- Address domestic violence in community
- Develop a Lilwat Nation justice program by 2025

Housing and Infrastructure

- Open a cultural community facility by 2026
- Open an Elders' gathering place by 2026
- Lobby for long-term funding for long-term care facility and Lilwat treatment centre
- Build student rental homes by 2030
- Increase personal awareness, skill and responsibility for home maintenance and repairs
- Set up lights at the Xelólacw fields by 2026
- Increase community recycling and reduce water consumption
- Pursue new housing projects and programs

Lilwat7úl Government

Excellence In Lilwat Government

- Pursue the development of a Lilwat Nation Constitution
- Consider new forms of Reconciliation with various levels of government
- Strengthen leadership's capacity to fulfill its responsibilities
- Protect and renew existing community assets
- To provide support in the workplace and community to address trauma
- Maintain Lilwat Nation's Financial Administration Law compliance
- Each age group demographic has a strategic plan
- Increase and facilitate collaboration among departments
- Improve data management and collection

Clear Community Communication

- Host general assemblies to provide a platform for community to build trust
- Communicate to a greater number of people
- Send mail and letters regarding what's going on in Lilwat
- Involve community in decision-making in a better way
- Share minutes from meetings

Mentorship and Succession Planning

- Increase promotions and opportunities for our people
- Get our educated people to come back home to work
- Incorporate succession planning into the organization
- Improve employment outcomes by including people on Social Assistance (SA) in the workplace

Tmicw

Maximum Control Over Lilwat Traditional Territory

- Increase knowledge and awareness of Lilwat's Traditional Territory
- Actively seek to protect threatened species
- Create healthy relationships with First Nations whose territorial claims overlap the Lilwat Nation's territory
- Host a community road trip to one of Lilwat's Traditional Territory boundaries once a year
- Gather and organize evidence of Lilwat's Title
- Develop an Addition to Reserve strategy to prioritize the addition of land to the reserve land base

¹ Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, and the plus reflects the countless affirmative ways in which people choose to self-identify.

Capital Projects

The annual budgeting process helps to determine how capital projects move forward at Lílwat Nation. These projects demonstrate both community growth and the Nation’s commitment to providing the infrastructure to support a growing community. Capital projects have traditionally been developed and delivered through the Capital Projects, Public Works and Infrastructure department. As Lílwat Constructions Enterprises, a division of the Lílwat Business Group—the Nation’s arms-length business development—continues to expand its capacity, it will also be involved in the development and delivery of capital projects.

The following is a list of the Capital Projects that will be moving forward or being completed in FY2025, many featuring significant investment from Lílwat Nation.

Projects Under Construction

CHILD AND FAMILY SERVICES BUILDING

Budget: \$9 million
Funding: CHRT 41 Lump Sum Payment. Capital funding completed.
Completion date: January 2025

This new building, located in the Xetólacw community, will be a service hub for Child and Family Services with easy access to other amenities such as Xetólacw Community School, Lílwat Health & Healing, and the Pqusnalhcw building.

LÍLWAT STREET TRIPLEXES

Budget: \$3.3 million
Funding: ISC: \$1.5 million and Lílwat Nation: \$1.8 million
Completion date: Late 2024

Six new housing units, suitable for families, will be constructed in the Xetólacw community in FY2025.

LÍLWAT STREET FOSTER HOME

Budget: \$1.3 Million
Funding: CHRT 41 Lump Sum Payment. Application completed. Funding to be completed.
Completion date: December 2024

To support Child and Family Services, a new foster home will be built in the Xetólacw community, helping to ensure kids in care and their caretakers live in safe and healthy housing.

MAIN STREET SMALL HOMES

Budget: \$1.7
Funding: ISC: \$1.5 million and Lílwat Nation: \$200,000
Completion date: November 2025

Six new, one-bedroom small homes, approximately 500sq. ft. in size, will be built at the south entrance to the community in Mount Currie. Designed for maximum privacy and street appeal, these homes will provide ideal housing for couples and singles.

Projects in Design Phase

ELDERS’ GATHERING PLACE

Budget: \$90,000
Funding: Lílwat Nation
Completion date: July 2024

COMMUNITY CULTURAL CENTRE

Budget: \$100,000
Funding: Lílwat Nation investment
Completion date: December 2024

TEACHERAGE CRESCENT FOSTER HOMES (2)

Budget: TBD
Funding: CHRT 41 Lump Sum Payment
Completion date: August 2024

XETÓLACW SOCCER FIELD LIGHTS

Budget: \$40,000
Funding: Spelkúmtn Community Forest Distribution
Completion date: Fall 2024

MOUNT CURRIE FIRE HALL

Budget: \$70,000
Funding: Lílwat Nation
Completion date: Fall 2024

Community Infrastructure Projects

XEȚÓLACW ROAD RESURFACING

Budget: \$2.7 million

Funding: ISC Infrastructure funding

Completion date: Fall 2025

ÚLÍUS SPRAY PARK

Budget: \$350,000

Funding: Own Source Revenue and grants

Completion date: June 2024



Department Reports

Supporting a Safe and Healthy Community with Strong Infrastructure

The Capital Projects, Public Works and Infrastructure Department consists of the three divisions named in its title and the Housing Department. By developing and providing oversight to significant construction projects, maintaining safe infrastructure, and expanding housing options, the department supports the community's development and ensures the needs of Lílwat Nation citizens are met.

The department guarantees 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.

Capital Projects, Public Works and Infrastructure

Achievements for FY2024

JUNIPER/ISTKEN TOWNHOUSE RENOVATIONS

In FY2024, the department completed an exterior building envelope renovation of 23 rental units owned and managed by the Housing Department. Work included installing new roofs, triple-pane windows, and front entry doors, breathing new life into this valuable source of affordable rental housing for Lílwat citizens. This renovation has extended the life and improved the livability of these units.

CONSTRUCTION STARTED ON TRIPLEX DEVELOPMENT

Construction began on the Lílwat Street Triplexes, six new three- and two-bedroom homes built in two triplex buildings along Lílwat Street. These units will be for rent and managed by the Housing Department. Each unit is constructed with additional insulation and heat pumps for heating and cooling. As well, each unit has solar panels that are part of BC Hydro Net Meter program. The electricity generated by these panels reduce the electrical demand from Hydro needed to run the home. These savings are passed onto the home's occupant. This project would not have been possible without a significant financial contribution by Lílwat Council.

CONSTRUCTION STARTED ON CHILD AND FAMILY SERVICES BUILDING

Construction began on the new Child and Family Services Building located in Xetólacw. The new building is expected to be ready for occupancy in early 2025.

PQUSNALHCW CENTRE RENOVATION

Work, including the development of age appropriate outdoor play areas and the installation of new furniture, was completed on the activation of three new childcare spaces within the Pqusnalhcw building to support the Skwalx, Tsepalin and Memxal childcare programs that address the needs of children of different ages. These programs, combined with the pre-existing Sñanatcw after-school care program, have made Pqusnalhcw a significant centre of support for Lílwat families.

PHASE 1 OF SEPTIC TANK REPAIR PROGRAM

In FY2024, work was completed on the repair and renewal of household septic tanks within the Xetólacw community. Under the supervision and support of the Capital Projects Manager, Public Works located, dug up, and repaired or replaced, 30 septic tanks at homes along Xetólacw Road and Daisyview Drive. Many more tanks need to be repaired or replaced and will be part of future phases of the program once funding is secured.

MAIN STREET HOUSING DEVELOPMENT MOVES FORWARD

A capital funding application for the Main Street housing development was submitted to BC Housing. Lílwat Nation is one more step closer towards the development of two commercial/residential buildings that will provide an additional 52 units of affordable, rental housing. For a number of years now, with funding support from BC Housing, Lílwat has been working on predevelopment tasks that have led to a submission for capital funding under BC Housing's Indigenous Housing Fund. The department is hopeful that the funding application will be successful, and that construction of the new development can begin in 2025.

Strengthening Lílwat7úl Families

Originally a collection of services addressed through the now defunct Community Social Services, Child and Family Services is a new department that was put in place as a result of the FY2024 reorganization.

Lílwat Child and Family Services administers and implements a range of services designed to support and strengthen Lílwat7úl families. The department provides family support services, family preservation services, and advocacy services to assist families through difficult times. The department carries out its work through three distinct divisions: Family Preservation, Family Wellness, and the **Stqaka7stúmc** (Hold my Hand) Transition Home.

A primary goal of Child and Family Services is to gain jurisdiction over the care of Lílwat children and families, which is being realized with the implementation of Bill C-92.

Child and Family Services

Achievements for FY2024

NEW STRUCTURE IMPLEMENTED

Child and Family Services (CFS) implemented its new organizational structure in FY 2024, with the introduction of three separate departments: Family Preservation, Family Wellness and the **Stqaka7stúmc** Transition Home. This restructuring aims to enhance the effectiveness and focus of each department, streamlining operations and improving service delivery to the community.

TRANSITION HOME OPENING

In July 2023, the **Stqaka7stúmc** (Hold my hand) Transition Home opened its doors to women and their children needing to make the difficult transition from an abusive and/or violent environment to leading a positive, independent lifestyle. **Stqaka7stúmc** has seven housing units, three of which are single occupancy with access to shared/communal kitchen and bathrooms. The upstairs of the home features four family units that are fully self-contained and can be configured to accommodate larger families. The capacity of the building is 18-23.

Lílwat Nation members were instrumental in creating **Stqaka7stúmc**'s brand identity, **Rechenta Jones** designed the transition home's hope-inspiring logo and **Andrea Jones** came up with the name. Their efforts truly reflect what **Stqaka7stúmc** is about: holding someone's hand as they take the steps the need to take.

MOVE TO XE7ÓLACW

In November 2023, CFS relocated from **Úlús** Community Complex into its own temporary building at 203 Eagle Drive in the **Xe7ólacw** community. A permanent building is scheduled to be completed in early 2025.

With the move, Child and Family Services introduced a cultural components to its services to support the continued development of Lílwat7úl identity, language and culture. This program will continue to grow as the department, and its physical space, expands.

A purpose-built building with greater space will also give the department the ability to continue to expand its services to include services to foster parents in the community including recruitment, training and quarterly support groups.

HISTORY IN THE MAKING BILL C-92 IMPLEMENTATION

The implementation of Bill C-92, through CFS, began at Lílwat Nation in FY2024. To help guide this work, a nine-person C-92 Working Group, consisting of Lílwat Nation members (eight living on reserve, one living off reserve) was developed. The aim of the C-92 Working Group is to capture and reflect the unique history and ways Lílwat7úl have cared for their children, young adults and families. This will help develop the overarching, paramount law that will govern how child and family services are delivered to Lílwat Nation members. This new law will replace services offered by the BC Government through the Ministry for Children and Family Development. To assist in the development of this governing law, the Nation has retained the services of **Fasken Law**, experts in Indigenous Law.



What is Bill C-92?

Bill C-92 is defined as “an act respecting First Nations, Inuit, and Metis children, youth and families.” This federal act provides Indigenous communities with a pathway to apply their inherent jurisdiction over the care of their own children and families in ways that follows their own traditional laws and values. Bill C-92 also affirms the rights of Indigenous communities to develop policies, laws, and practices based on their particular histories, cultures and circumstances. Communities can choose their own solutions for their children and families, implementing and enforcing policies and laws at their own pace.

Making Wellness a Community Priority

A department redeveloped in the FY2024 Lílwat Nation organizational restructure, Community Development oversees four separate divisions: Social Development, Membership, Youth Justice and Agriculture. The four divisions work together to make wellness—emotional, spiritual, mental and physical—a shared priority. The department advocates for families, promotes Lílwat7úl culture, and strives to improve the quality of life for every Lílwat Nation citizen.

With programs designed to encourage and support spiritual, mental, emotional and physical growth, Community Development, through its divisions, works to help individuals succeed in meeting their life goals.

Community Development

Achievements for FY2024

INCREASED COMMUNICATION

To improve Lílwat Nation members experience of Lílwat Government Services, Community Development increased its communication with community members. The department also committed to responding to requests to provide fair service and promoting substantively fair practices to respect rights-based approaches. Information sharing and transparency in services is meant to promote empowerment and inclusion of individuals in decisions that impact their lived outcomes. This includes addressing maximum personal economic choice and opportunity by developing a wrap-around and strength-based approach to service delivery.

NO “WRONG DOOR” APPROACH

With a goal of empowering community members to take steps towards independence at any stage in their wellness, Community Services began working towards a no-wrong door approach. This means if the department cannot help, staff will try to refer and connect individuals to the right person or place that will provide the service they need.

SERVICES FOR SPECIAL NEEDS ASSESSMENT

In FY2024, Community Development began community engagements to determine what should be considered if Lílwat Nation is to take over administering services for people who are currently eligible for Community Living BC support services. The outcome of these engagements will influence what supports, including skills development and employment training, the department needs to plan for and develop.

YOUTH JUSTICE INITIATIVE

The Youth Justice division developed an engagement plan that will be rolled out in FY2025 and is designed to identify service gaps, in justice and other social service sectors, that impact the safety of Lílwat Nation’s young community members.

QWAÍMAK NLEPĆÁLTEN FARM SUCCESSFUL SEASON

In FY2024, Qwaíimak Nlepcáalten Farm sold produce at both the Pemberton and Whistler Farmers’ Markets, creating a presence and visibility of Lílwat Nation in the wider community. Harvest bags were delivered weekly for 16 weeks through the heart of the growing season to more than 60 houses within the community. Additionally, the farm supplied the Community Food Centre with produce for the meals it provided. The Community Food Centre served more than a 100 people a day, three days a week, over the course of the summer.

KITCHEN FUNDING SECURED

The Lílwat Community Food Centre Kitchen located in Pqusnalhcw is graduating to full affiliate status with Community Food Centres Canada, which will secure three years of operational funding.



Programs Supporting Children, Families, Youth, and Elders

A new department created in the FY2024 Lílwat Nation organizational restructure, Community Programs oversees four separate divisions: Childcare Services, Elders' Activities, Youth Centre and Recreation. The four departments work together to ensure the needs of families, children, youth and Elders are addressed through engaging programming that supports health and well-being.

Community Programs is committed to promoting inclusion, belonging and unity through employing a kind and responsive approach to the delivery of its diversity of programming. Programs are designed to enhance quality of life, promote traditional Lílwat7úl values, Ucwalmícwts, and cultural learning, and build strong intergenerational relationships.

Community Programs

Achievements for FY2024

NEW DEPARTMENT FORMED

The Director of Community Programs was hired in June 2023 to develop the new department. Her first tasks were to recruit team members for the Youth Centre and the Elders' Activities; develop the Elders' Activities program; open the Youth Centre; and most importantly, establish positive relationships in the community. The director also worked alongside the Recreation Manager in setting goals to expand recreation opportunities for all ages and specifically increase outdoor activities.

CHILDCARE PROGRAM TRANSITIONS TO AHSOR

In FY2024, the Childcare program transitioned to an Aboriginal Head Start On Reserve (AHSOR) program offering childcare at no cost. The Reawaken Pqusnalhcw Childcare Centre project was also completed and childcare services were moved from Úílus to the Pqusnalhcw (Eagle's Nest) building in Xetólacw. This newly renovated facility will allow for significant expansion of childcare services, offering more spaces to Lílwat Nation's children and more employment opportunities to ECE workers. The AHSOR framework focuses on developing six areas: Ucwalmícwts & Culture, Education, Health Promotion, Nutrition, Social Supports; and Parental and Family involvement. The Manager of Childcare Services focused on recruitment and provided more training and development to staff that attended training workshops and a conference for the AHSOR program with the FNHA.

COLLABORATIVE PLANNING

During the last fiscal year, Community Programs began actively collaborating with Community Development to offer a variety of programs and services including cultural camps and a new recreation sponsorship program. Community Programs also collaborated with the Amawilc Program to bring Elders to the 2023 Annual BC Elders' Gathering in Vancouver. Another area of successful collaboration was inter-departmental, with Recreation and Elders' Activities sharing the use of a van to transport participants to activities and events.

YOUTH CENTRE OPENED

The Youth Centre staff developed and planned programs and events to support youth (13-30) in their personal, social, and emotional development, while providing a safe space to hang out with a fully-stocked food pantry. By providing consistency, the Youth Centre Coordinator gained the trust of the youth, and the numbers of participants grew. To deal with staffing shortages, on-call staff were added to ensure the centre could be open to deliver services like daily warm meals for youth and monthly Friday Feasts that were open to everyone. The Youth Centre's look was also updated with fresh paint and new furniture, making for a more comfortable and inviting space.

RECREATIONAL OPPORTUNITIES IN WHISTLER EXPANDED

In FY2024, Community Programs met with Whistler Blackcomb to discuss the Youth Partnership Pass program, requesting to expand the eligibility criteria to get more families out skiing. This request was supported and approved. The Recreation Manager and Recreation Committee are working on a plan to execute a new and improved ski program open to all ages. Community Programs also invested in family swim passes for the pool at Meadow Park to increase winter recreation options.

RECREATION FUNDING INCREASED

The Recreation Program provided year-round opportunities for Lílwat Nation children, youth, adults, and Elders to engage in sport and recreation to help improve the overall health and well-being. Increased program funding allowed the Recreation Manager to hire a Recreation Assistant to help develop and deliver programs for youth and keep the Úllus gymnasium open for activities. This addition to the recreation team provided the manager more time to work on outdoor recreation programs such as mountain biking and skiing.

LIVING WITH LOSS WORKSHOP

Through Elders Activities, Community Programs delivered a workshop titled “The New Way of Living with Loss” delivered by Dr. Rubi Helen Shirley. The workshop was attended by 23 Elders, many of whom expressed that they enjoyed this type of workshop, as it made them feel connected and supported in their healing journeys.

ELDERS’ ACTIVITIES PROGRAM TAKES ROOT

In FY2024, the Elders’ Activities Program began to take root, guided by the Elders’ Needs Assessment and the development of the Lílwat Nation Age-Friendly Action Plan. Tasked with creating more organized activities for Elders, Community Programs launched the program by taking 89 Elders and 12 helpers to the Annual BC Elders’ Gathering 2023 in Vancouver. Post-event, Community Programs hired an Elders’ Activity Coordinator who developed Orange Shirt Day/Truth and Reconciliation Day activities and feast in September 2023.

The Elders’ Activities Program also held a self-care day with two Lílwat hair stylists offering haircuts to 37 Elders, hosted 18 Tea Socials and 18 craft days, coordinated 12 visits to Hilltop House long-term care facility in Squamish, and a trip for 31 Elders to attend the National Wellness Gathering for Indian Residential School Survivors in Vancouver. The highlight of the first year of programming was an evening event that included an Elvis impersonator, traditional feast, and hand-drumming for the community to enjoy with the Elders.

In Honour of Cina Gabriel

We would personally like to acknowledge the late Cina Gabriel for the caring and nurturing atmosphere she created at the Youth Centre. We are doing our best to keep up the momentum of her hard work and to follow her vision for the youth centre. As Youth Centre Coordinator, Cina provided seasonal celebrations, weekly activities, and a safe place for the youth to hang out. She is greatly missed and fondly remembered.

Community Programs

Financial Management for a Strong Nation

The Finance and IT Department plays a critical role in supporting the Lílwat Nation by providing financial information, financial planning 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.

The Finance Department provides financial services and financial planning support for Lílwat Nation's programs and services for the organization and its members included financial planning and tax return preparation.

The department, which serves three distinct functions, supports the Lílwat Nation in the following ways:

- **Financial Management:** Finance works diligently to achieve the Lílwat 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 Lílwat 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.

IT provides technical support to the more than 400 staff members across the Lílwat 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.

Finance & IT

Achievements for FY2024

DATA CONSOLIDATION AND FILE SYSTEM RESTRUCTURING

Finance and IT continued working to consolidate and restructure the existing file system to ensure data is appropriately secured and handled. This ongoing 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 remains 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.



s7istken
permanent village

Supporting the Health and Wellness of the Lílwat Nation

Lílwat Health & Healing's primary goal is to ensure that First Nations guide First Nations health. Lílwat Health & Healing offers a wide variety of services delivered through its four divisions: Community Health, Home Support, Maternal and Child Health, and Traditional Healing. The department's programs are designed to help community members manage their health through movement, social support, wellness, and interactive learning. Meeting members where they are on their health journeys, Lílwat Health & Healing addresses community members' needs throughout all stages of life, from infancy to the Elder years with comprehensive services, a holistic approach to health, and a commitment to culturally appropriate care.

The department's work is based in the principles and values of Ntákmen, integrating traditional Lílwat7úl values and cultural practices into its services. Lílwat Health & Healing programs are delivered by both staff and contracted healthcare practitioners including dentists, audiologists, pharmacists, occupational therapists, optometrists, chiropractors, and acupuncturists.

Lílwat Health & Healing

Achievements for FY2024

HARM REDUCTION AWARENESS

In FY2024, Lílwat Health & Healing supported harm reduction awareness throughout various approaches including information pop-ups, community and staff training, and a Harm Reduction Dance. To further support harm reduction awareness, Lílwat Health & Healing received a grant from First Nations Health Authority (FNHA) to develop a harm reduction cabinet and vending machine.

ELDERS' NEEDS ASSESSMENT & ACTION PLAN

Ninety-two Elders participated with a community-wide Lílwat Nation Elders Needs Assessment hosted by Lílwat Health & Healing. The information gathered informed the development of the Lílwat Nation Age-Friendly Action Plan. Funding to support this work came in-part from a BC Healthy Communities Society Age Friendly Communities Grant funded by the BC Ministry of Health.

LIBRARY OF BOOKS & RESOURCES

During the last fiscal year, Lílwat Health & Healing began developing a library of books and resources related to trauma and healing from trauma that community members can access to support their wellness journeys.

LÍLWAT WAYS OF HEALING FROM TRAUMA

Lílwat Nation was selected as a Healing Modalities-Ways of Healing site for the Vancouver Coastal Region of First Nations Health Authority (FNHA). The initiative offers healing from trauma services to Lílwat Nation members and other First Nations people seeking support. Lílwat Ways of Healing from Trauma services will be developed with oversight from the Lílwat Health & Healing Health Committee and through engagement with community members, Knowledge Keepers, and mental health and trauma specialists.



ES ZÚMIN' PRITIMARY HEALTH CLINIC MOVES FORWARD

As part of the First Nations-Led Primary Care Initiative, Lílwat Nation together with N'Quatqua, Samahquam, Skatin, Xa'xtsa, and the First Nations Health Authority (FNHA), have been working towards finalizing the es zúmin Primary Care Centre Service Plan.

The es zúmin Primary Care Centre Interim Governance Board has been established through joint Band Council Resolutions by Lílwat, N'Quatqua, Samahquam, Skatin and Xa'xtsa Nations. The Interim Governance Board has been given the authority by the respective five Nations to advise, support and implement of the FNLPCI and to develop an autonomous legally constituted Society to govern the es zúmin Primary Care Centre. Healthcare Excellence Canada-Strengthening Primary Care funding has been secured to support the development of the es zúmin Primary Care Centre governance structure.

Es zúmiñ will initially be located in Xeṭólacw, it will eventually move to a permanent location in Mount Currie. The new primary care facility is expected to open its doors in early 2025.

Maximizing Lílwat Nation's Control Over its Lands and Resources

The Lands and Resources Department 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 Lílwat7úl cultural heritage, monitoring and assessing environmental impacts, facilitating land use consultations, and managing land registrations on-reserve, Lands and Resources aims to protect Lílwat title and rights, preserve the integrity of Lílwat Territory, and contribute to the sustainable development and well-being of Lílwat Nation.

Lands and Resources plays a crucial role in supporting Lílwat Nation members through various activities and initiatives, including:

- **Fieldwork and Data Management:** Lands and Resources 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 rights and title. Lands and Resources 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:** Lands and Resources 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.

Lands and Resources

Achievements for FY2024

PIPI7ÍKEW CLOSURES

In the 2023 season, there were 23 days of closure at Pipí7iyekw (Joffre Lakes Park) to facilitate Lílwat Nation members traditional use of this land. On September 30th, 2023, the Lands and Resources Department staff hosted a ceremony to honour Lílwat7úl presence back on the land and the successful first annual closure. A positive consequence of Lílwat taking control of this part of its Territory, was that Lands and Resources staff were able to coordinate closures for the 2024 season with Province of BC staff. As a result of this collaboration, there are 58 days of closure planned for 2024 season. This develop will allow all departments within the Nation more time to plan trips to Pipí7iyekw.

LAND USE PLAN UPDATE

The forestry section of the Land Use Plan was updated in FY2024. This update was funded by the Provincial government as part of its Old Growth Strategy and included engagement with Lands and Resources staff, other departments within Lílwat Nation, and community members. This update will provide more detailed guidance for the Land Use Referral Committee in future decision-making regarding all forestry usage throughout Lílwat Territory.

NEW LÍLWAT SKEL7ÁWLH PROGRAM FUNDING

The Skel7áwlh Program secured \$275,000 through Lands and Resources collaborative working relationship with Province of BC's Visitor Use Management Strategy for four key areas located on Lílwat Territory. This funding helped support further training for Lílwat Skel7awlh to complete a five-week, online Land Guardian Program through the Natural Resources Training Group. This program will increase the land stewards' skills in observing, recording, reporting and protecting Lílwat Territory.

Providing Holistic, Culturally Vibrant, Post-Secondary Education and Training

T̓zil, Language and Culture delivers a variety of learning opportunities at the T̓zil Learning Centre 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 post-secondary education facility, T̓zil Language and Culture provides oversight to the Lílwat7úl Culture Centre, Lílwat Employment and Training (LEAT) and Indigenous Support Workers. At T̓zil Learning Centre, education is supported by Lílwat7úl culture and a commitment to holistic learning with the goal of personal growth for every student. From academic upgrading to trades training, all of its programs adhere to this philosophy, with staff working to ensure positive experiences and positive outcomes for those choosing T̓zil as part of their educational or career paths.

T̓zil, Language and Culture 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 and meeting the goals of the Nation's strategic plan.

T̓zil, Language and Culture Achievements for FY2024

LANGUAGE AND CULTURE REVITALIZATION STRATEGIC PLAN

In FY2024, T̓zil, Language and Culture developed the *2024 -2030 Language and Culture Revitalization Strategic Plan*, an important step towards securing core funding, something the department has never had. Access to core funding will allow the department to increase programming and training offerings.

RE-ESTABLISHMENT SASET PARTNERSHIP

InbFY2024, a working partnership with Sto:lo Aboriginal Skills and Training (SASET) was re-established after the contract with SASET was lost in 2021. This new relationship will allow for more programming to be offered to Lílwat Nation members and members of surrounding Nations, as SASET is also the holder of Indigenous Skills and Training (ISET). This change will facilitate an increase in services and expansion of our clientele base, bridging communities and families in a positive, healthy way.

ADVANCED EDUCATION INCREASES OUTREACH

During the last fiscal year, the Advanced Education division of T̓zil continued to experience increased enrollment. This is due to the Advanced Education team increasing its outreach efforts to reach new clientele and offering more assistance due to having the resources of a complete Administration team.

CLASSROOM ALLOCATIONS AND SPACE OPTIMIZATION

Increased core funding allowed T̓zil to increase and improve signage and upgrade its HVAC and alarm systems, creating a safe and inviting space for all community members.

INCREASING POST-SECONDARY ENROLMENT

T̓zil, Language and Culture negotiated the Local Education Agreement (LEA) between the Nation, School District 48 (SD48) and families that was established in 2022 and will be in place until 2027. The agreement will ensure the public education system is meeting the educational needs of the Nation's children. Terms of Reference (TOR) were completed for the LEA Oversight Team (LOT), strengthening the Nation's stance, opportunities and communication with SD48.

Education That Embraces and Celebrates Liłwat7úl Identity

Committed to excellence in education, Xełólacw Community School (XCS) supports the educational, linguistic, and cultural needs of Liłwat Nation's pre-school and school-aged children. Since 1986, XCS has provided primary, intermediate, secondary and Ucwalmícwts (colloquial name for Státimcets language) immersion education to the community, producing leaders and nurturing positive Liłwat7úl self-identity. Through the work of its more than 90 staff members, XCS strives to meet the goals of the Nation's overarching strategic plan, specifically as it pertains to language and culture.

Keeping Liłwat Nation's language and culture alive has been a priority since Liłwat Nation took over the operation of the Indian Day School in 1972. Today, as then, all grades take part in Ucwalmícwts language classes and culture courses, learning to embrace and celebrate what it means to be Liłwat7úl. Secondary students also take part in intensive "super courses" that are one to two weeks in duration with a focus on developing strong cultural skills and understanding.

At XCS the focus is on creating a supportive and engaging learning environment, offering relevant and culturally responsive curriculum, and promoting academic achievement to help ensure future success.

The Ucwalmícwts Immersion program, available to students from K4 to Grade 7, helps ensure that future generations are proficient in their ancestral language and fosters a strong sense of cultural identity. And cultural learning for all grades imparts not only knowledge and practical skills, but it also creates the foundation for positive self-identity.

XCS, in conjunction with Tszil Learning Centre, also supports Liłwat Nation students attending the public school system through a Local Education Agreement (LEA) that was signed November 19, 2021.

In December 2021, XCS became one of the first First Nations schools in the country to enter into a Canada-First Nations Education Jurisdiction Agreement. When fully implemented, this agreement will give XCS full control over educational issues such as teacher certification, curriculum development and graduation requirements.

Xełólacw Community School Achievements for FY2024

EDUCATION JURISDICTION AGREEMENT IMPLEMENTATION

XCS continued the multi-year process of implementing its Canada-First Nations Education Jurisdiction Agreement, adopting Terms of Reference with Governance, and working towards the development of its Education Law and all necessary policy to bring the agreement into effect. Additional agreements must also be negotiated with the federal and provincial governments and the BC Teachers Regulation Branch before the Education Jurisdiction Agreement comes into full force.

PLAYGROUND ENHANCED

In FY 2024, approximately \$300,000 of combined funding was received from Liłwat Nation and the Whistler Blackcomb Foundation to enhance XCS's two playgrounds. The goal of the enhancement was to ensure there are safe structures for different age groups to enjoy in both the primary and intermediate playgrounds. XCS provides the only playgrounds in the Xełólacw community, and they are essential to children's recreation and well-used outside of school hours. Habitat Systems, the vendor for the new playground equipment, installed this equipment in advance of the September 2024 school opening. This project benefits both the school and the community as it has created a more engaging and inclusive outdoor space that promotes physical activity, social interaction, and overall wellbeing.

INCREASED OUTDOOR EDUCATION

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. In FY 2024, the transfer of Kłháka7min, the old Meagre Outdoor School and Liłwat Tsitcw (Liłwat House), at the end of the Pemberton Valley have increased opportunities for outdoor education and provided a forum for students to learn new skills like basic carpentry. (Liłwat Place is another deeply value area that has increasingly been used by XCS for the delivery of cultural curriculum.)

GROWTH OF FLUENT UCWALMÍCWTS SPEAKERS

In FY 2024, XCS introduced a strategy to support the growth of fluent Ucwalmícwts speakers. Semi-fluent instructional staff were paired with fluent speakers for an hour a day for conversation and learning to increase their language skills. An immediate success, this strategy will continue in FY 2025 to help ensure language retention.

NEW UCWALMÍCWTS IMMERSION CLASSROOM

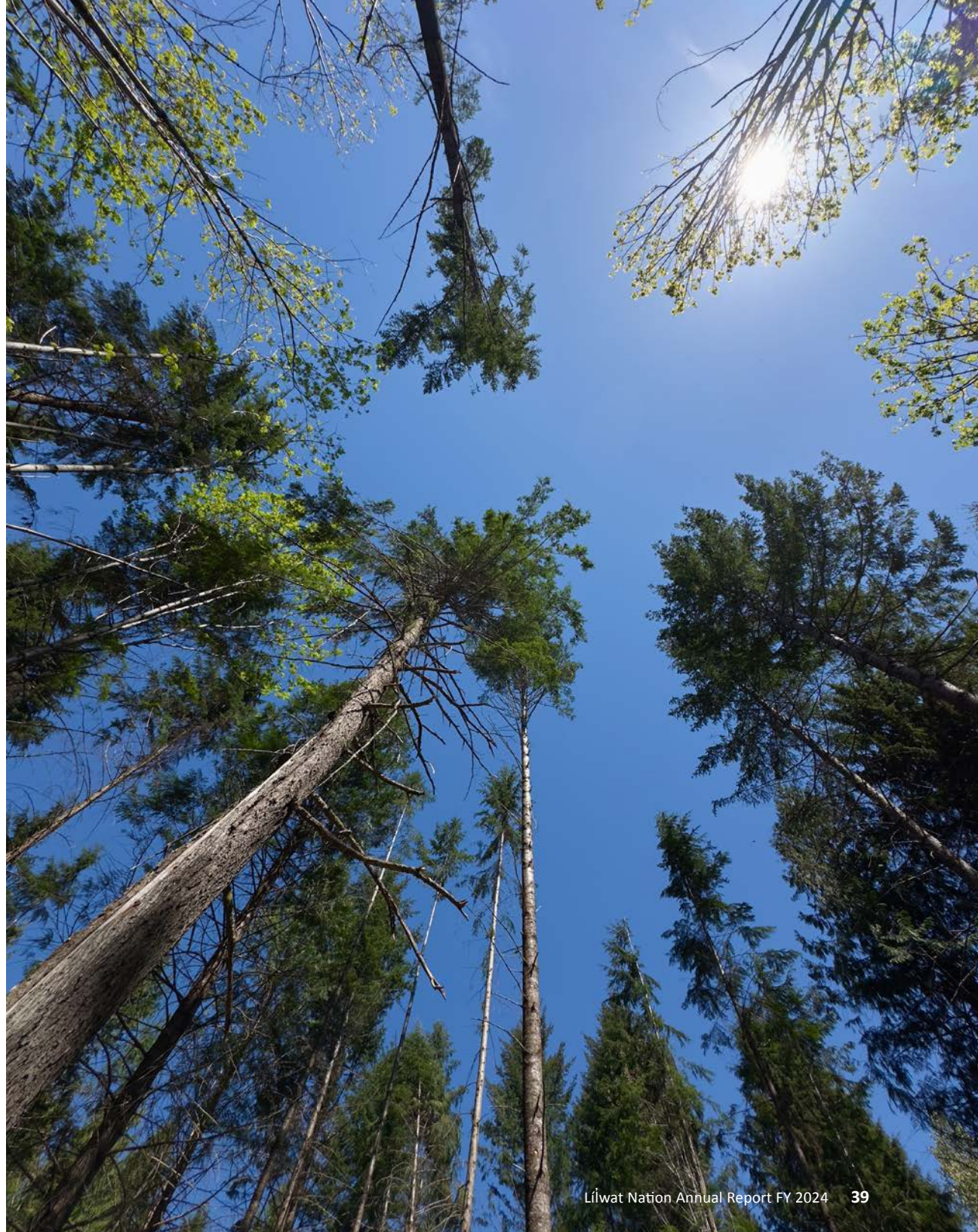
Renovations began in FY 2024 to a classroom at the Land School to provide additional space for the Ucwalmícwts Immersion program, further supporting language and cultural education.

LEADERSHIP DEVELOPMENT

The development and renovation of cabins at Klháka7min by XCS students positively impacted the whole integrated cultural experience, creating amazing transformation in students who were not at ease in the classroom. As a result of this hands-on work, many students enjoyed considerable success, a sense of ownership and emerged as leaders among their peers.

ENSURING SUPPORT FOR STUDENTS ATTENDING PUBLIC SCHOOL

In FY 2024, XCS continued to work closely with T̓szil Learning Centre last year to ensure that the Local Education Agreement (LEA) with School District #48 was serving the needs of Lílwat7úl students attending the public school system.





**Business
Group**

**Supporting Nation Building
Through Business**

Message from the President and CEO



Business Group

Tu7 wa7kálap áma, snuláp nsnenukwa7a,
(Hello my friends, I hope you're all well),

The last year was one of positive change and growth at the Lilwat Business Group (LBG). We hired a new permanent Chief Executive Officer (CEO), Rosemary Stager-Wallace, who is experienced in leading large organizations and a member of Lilwat Nation. Raised in Lilwat, and a member of council for nearly 20 years prior to stepping down to take on the CEO role, she knows the community intimately, has its best interests at heart and is a passionate about Lilwat taking its rightful place in the economy.

Taking our rightful place in the economy is both the LBG's tagline and its vision, entrenched in the LBG's new five-year strategic plan that was completed in late spring. This new plan is a roadmap to the LBG's success, showing the best path forward to ensure our businesses are not only profitable, but operate in line with our mission of creating a diverse, sustainable economy that respects our people, our Territory, and our values.

Last year, Lilwat Construction Enterprises (LCE) hired its first ever GM, Jason Andrew, a red seal carpenter and certified construction project manager. A Nation member, Jason brings more than 15 years of experience in the construction sector, having spent the majority of his career with Graham Construction. LCE also added Mines Manager Nathan Saul to its team last year to manage our aggregate operations and work with Pemberton Concrete, a new partnership we entered into in late spring 2024.

LCE will be taking a significant role in our off-reserve projects in development, such as the Pemberton Highway Yards and Function Junction projects. This division will also take on some on-reserve projects such as the Spirit

Circle renovations that will provide the community with more land-based learning opportunities, and the development of Lilwat Marketplace, a hub for Lilwat entrepreneurs and artisans that will be located between the Lilwat Gas Chevron and Tszil Learning Centre.

Last year, Lilwat Forestry Ventures (LFV) undertook massive three-phase fuels thinning project to help keep the Xetólacw neighbourhood, also known as New Site, safe from wildfire. This work, coupled with cultural burns, has helped maintain the health of our Territory's forests.

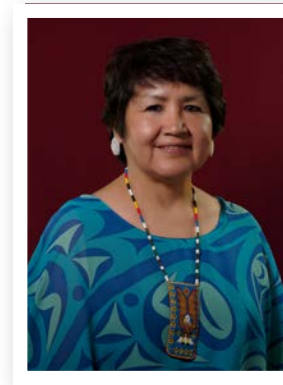
Our retail division, Lilwat Retail Operations (LRO) significantly upgraded its food bars at both Tsiipun Market and Lilwat Station, increasing healthy grab and go meal options. LRO is also exploring new retail that could be part of Lilwat Marketplace.

Other advancements in FY2024 included revisiting a land development partnership to build a mixed-use (residential and commercial) development on 2.5 ha (5.3 ac) at Whistler's Function Junction. This project is now 100% LBG-owned. Construction is slated to begin in 2025.

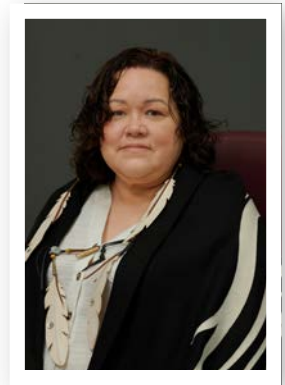
As the arms-length economic development entity of the Lilwat Nation, we completed a number of projects to support that relationship and provide a sense of separateness, including a rebrand that included a new website and video, the hiring of a Human Resource Generalist and another accountant.

And, after extensive consultation, the Village of Pemberton approved Nkwúkwa, the 66 ha residential development on land in the Pemberton Benchlands.

We feel both proud and fortunate to have many exciting projects in the works and 100 dedicated people to help deliver them.



Lhpatq Maxine Bruce
President



Tsekonámus Rosemary Stager-Wallace
Chief Executive Officer

We would like to thank all LBG staff, board members and Lilwat Nation leadership for their support as we enter another year of taking our rightful place in the economy.

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

Lhpatq Maxine Bruce
President

Tsekonámus Rosemary Stager-Wallace
Chief Executive Officer



Taking Our Rightful Place in the Economy

The Lilwat Business Group (LBG) is committed to building a sustainable economy for Lilwat Nation that respects Lilwat7úl lands, culture and values. The economy LBG is building is one that Lilwat7úl can fully participate in, a right that racist legislation, such as the Indian Act, long denied Indigenous people.

LBG's goal 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 Lilwat citizens. Reinvestment in community will continue to grow as the LBGs five limited partnerships continue to grow and thrive and new sectors, such as agriculture and tourism, are developed.

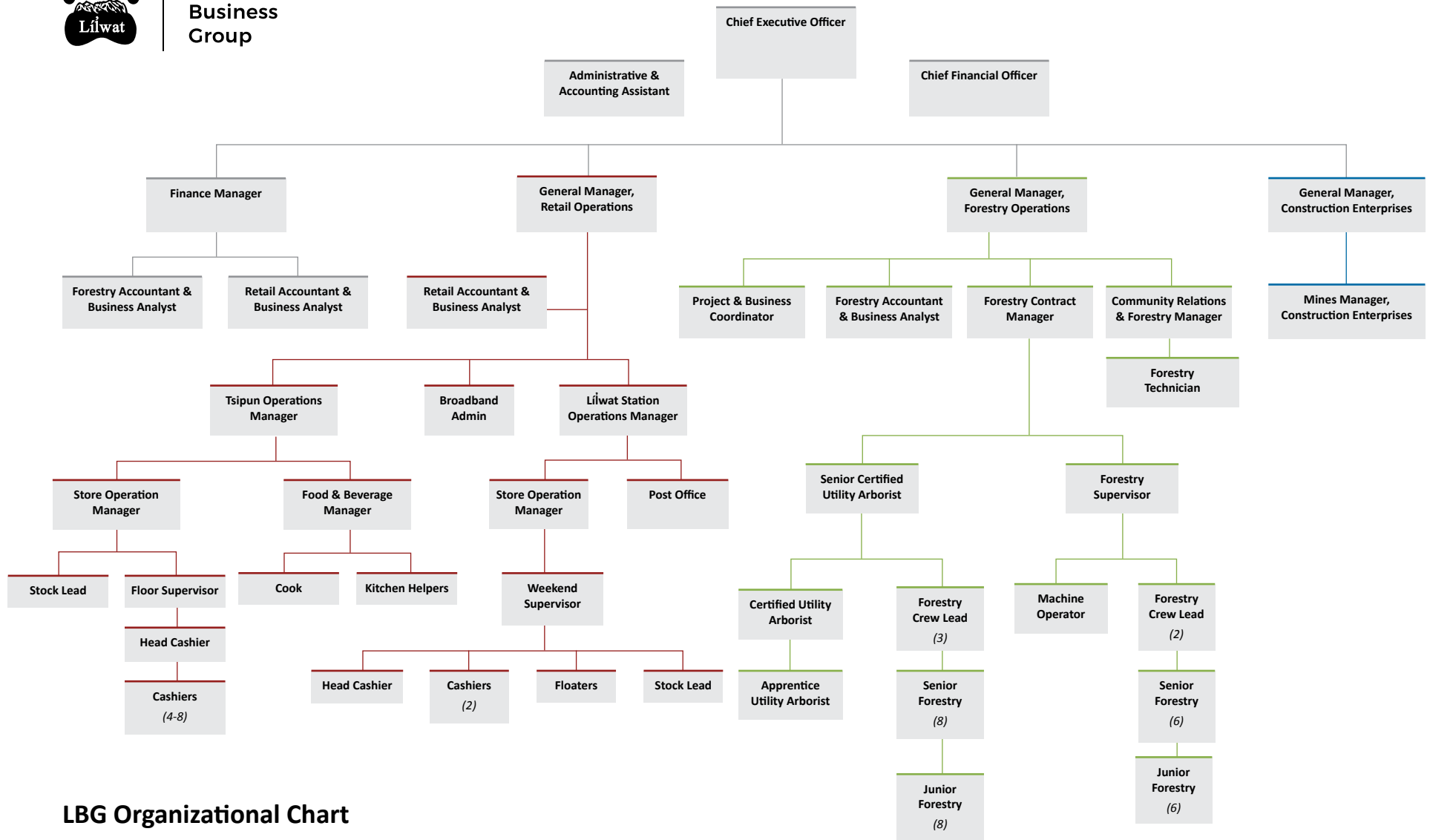
LBG's mission is the creation of a diverse, sustainable economy that respects our people, our Territory, and our values. In working towards this goal, LBG will ensure that the businesses serving Lilwat Nation meet its strategic goals as outlined in *Lilwat 2030*, the Nation's new five-year plan.

Every LBG project is assessed to ensure that Aboriginal Title and Rights and the Lilwat Nation's Inherent Right to Self-Government are not negatively impacted. At LBG, we are building an economy for today and tomorrow that our people can truly benefit from.





Business Group



LBG Organizational Chart

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



FY 2024: Key Achievements

NEW STRATEGIC PLAN COMPLETED

In FY 2024, LBG adopted a new five-year strategic business plan that will guide the organization's activities until 2029. This comprehensive plan anticipates the introduction of new LPs, growth of existing divisions, and the continued exploration of new opportunities.

FUNCTION JUNCTION PARTNERSHIP AGREEMENT REVISITED

LBG reconsidered its land development partnership for a mixed residential and commercial project on of 2.5 ha (5.3 ac) Lilwat Nation owns in Whistler's Function Junction. As a result, the project, which focuses on long-term workforce housing, is now 100 per cent LBG-owned.

REINVIORATION OF CONSTRUCTION ENTERPRISES

In FY2024, Lilwat Construction Enterprises underwent reinvigoration with the hires of key managerial staff and shifting its focus towards land development.

NKWÚKWMA DEVELOPMENT ADVANCED

In FY 2024, the Village of Pemberton held a number of community engagements regarding Nkwúkwma, a housing development LBG is a partner in, situated in Pemberton's Benchlands. VoP council voted to approve the project in June 2024. Nkwúkwma will see 31 ha of the 66 ha parcel above the village site developed to accommodate 450 homes to be built over a 20- to 25-year period.

LÍLWAT MEMBERS HIRED FOR KEY LBG ROLES

Last year, three Lilwat Nation members were hired for senior positions at LBG. Rosemary Stager-Wallace was hired as CEO, Jason Andrew as the GM for Lilwat Construction Enterprises, and Nathan Saul was hired as Mines Manager.

ENHANCED FOODS SERVICES

An investment of \$1.1 million in kitchen renovations at Tsípun Market and Lilwat Station were completed in FY 2024. The improvements to these facilities has resulted in both retail location being able to offer a greater variety of healthy and hot food choices.





Projects Moving Forward

FUNCTION JUNCTION DEVELOPMENT

The development of 2.5 ha (5.3 ac) in Whistler's Function Junction continues to move forward. The project includes three buildings that offer a mix of sustainable workforce housing and retail/commercial space. Lilwat Construction Enterprises will be guiding this 100 per cent LBG-owned project due to begin construction in 2025.

NKWÚKWMA DEVELOPMENT

Having received approval from the Village of Pemberton, the development of 31 ha of the 60 ha parcel located in Pemberton's Benchlands, Nkwúkwma, is now ready to enter its next phase. Putting in place civil systems—water, roads, and sewer—will be the next phase of this project, which aims to provide 450 homes over the next 20 to 25 years.

LÍLWAT MARKETPLACE

Lilwat Marketplace, proposed for the land between Lilwat Station and Tšzil Learning Centre, continues its development by LRO in consultation with the community and is anticipated to start construction in FY 2025. If economically feasible, Lilwat 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.

POWER PROJECTS

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.

Additionally, the benefits and impacts of a geothermal energy project at Mount Meager, on Lilwat Territory, will also be explored in FY2025.

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.





Construction
Enterprises

Building Unity, Structuring Success

In FY2024, Lilwat Construction Enterprises (LCE), which began as the entity managing the Pemberton Transfer Station, entered a new stage of development with the hiring of a General Manager and Mines Manager. To capitalize on opportunities and skills, LCE is strategically placing itself as a land development company. The team at LCE is essentially building a new division that has a strong basic structure supported by LBG's infrastructure including services like payroll and human resources.

Lilwat Construction Enterprises (LCE) is committed to building quality residential and commercial construction projects throughout Lilwat Nation's Territory, including in Pemberton, Whistler and the Lilwat Nation community sites of Mount Currie and Xeťólacw. Additionally, LCE manages two gravel pits, the Pemberton Transfer Station, and a partnership with Pemberton Concrete.

To increase capacity for Nation members interested in careers in the building trades, Construction Enterprises facilitates apprenticeship and job opportunities through its long-term partnership with Pemberton-based Murphy Construction. Other valued partners that offer employment options for Lilwat7úl include the Pemberton Transfer Station and Pemberton Concrete. These relationships help make it possible for Construction Enterprises to take on larger projects outside of the community.

Construction Enterprise's enduring commitment is to building community one quality construction project at a time.

Lilwat Construction Enterprises

Achievements in FY 2024

HIRING OF KEY ROLES

In FY2024, a General Manager and a Mines Manager were hired for LCE. These hires represent the start of a well-structured, dynamic construction company that will be well-poised to take on projects throughout Lilwat Territory, both off- and on-reserve.

PARTNERSHIP RENEGOTIATION

Construction Enterprises was engaged in the renegotiation of a land development partnership pertaining to a mixed residential/commercial development at Function Junction in Whistler. The result of those negotiations is that the project is now 100 per cent owned by LBG.

SPIRIT CIRCLE RENOVATION

In FY2024, Construction Enterprises undertook the renovation of the Spirit Circle building. The space was originally developed as a restaurant and was later used for office space. The renovation is creating a new cultural amenity for the community where land-based healing activities can take place in the building and on its adjacent lands.

PLANNING FOR UPCOMING PROJECTS

Supporting its strategic goal of becoming a land development company, LCE took a lead role in the planning for upcoming LBG projects last year. These projects include the Pemberton Highway Yards mixed-residential/commercial development and Lilwat Marketplace, a dynamic Lilwat7úl entrepreneurial project to be located between Lilwat Station and Tszil Learning Centre.

At Lílwat Construction Enterprises we envision a future where our commitment to excellence in construction is matched only by our dedication to promote unity and prosperity within our communities. With “Building Unity, Structuring success” as our guiding motto, we strive to be a recognized construction company that not only constructs exceptional buildings and infrastructure but also builds enduring relationships, strengthens communities and lays the foundations for shared success.

Lílwat Construction Enterprises



qul tánañten
full moon



Managing Lilwat Nation's Forestry Resources for the Future

Lilwat Forestry Ventures LP (LFV) is an integrated forest management company engaged in a diversity of forestry disciplines including fuels thinning, logging management, wildland firefighting, silviculture and specialized tasks such as cultural burns, BC Hydro slashing, and tree climbing. LFV's 42 forestry professionals' work showcases safety, skills, experience, and proficiency.

LFV's growing contracting division offers firefighting, field management work, brushing and slashing, and excavation work. This division of LBG also subcontracts engineering, road building, and harvesting services to outside companies. These companies are expected to hire and train Lilwat 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 Lilwat lands province, both on-reserve and Traditional Territory, such as food and medicine plants, wildlife habitat and culturally significant areas, as having as high of a value as timber.

LFV holds the rights to five forest licenses (a non-renewable forest license, two forest licenses, a woodlot license, and a First Nations Woodland License) 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. LFV also supports the Nation's Community Forest Partnerships, an ACC of 11,000 m³ with Pemberton as part of the Speikúmtn 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, fuels management, 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 Lilwat Nation members as part of fulfilling LBG's ongoing commitment to capacity building.

LFV's current roster of services includes

- Wildland firefighting
- Silviculture: Brushing, Planting and Surveys
- BC Hydro transmission slashing and CUA climbing
- Fuels management, manual and mechanical
- BC Timber Sales (BCTS) Timber Sale contracts
- Residential tree removals, climbing and bucket truck work
- Contract management
- Slash pile chipping/ burning
- Danger tree assessing and removal
- Excavator clearing

Lilwat Forestry Ventures Achievements in FY 2024

FIREFIGHTING SUPPORTS

In FY2024, LFV provided significant forest firefighting support throughout the province with two Type 2 and three Type 3 fire crews.

MEAGER REFORESTATION

Last year, LFV administered reforestation of the Meager slide area. Additional planting will take place in FY2025.

CULTURAL BURN COMPLETED

A cultural burn was completed in the Tenquille area in FY2024. Additional cultural burns are planned for fall 2024 and spring 2025.

COMPLETED SIGNIFICANT FUEL THINNING PROJECTS

In the past year, major fuel thinning projects were completed in Lílwat, Pemberton and Whistler. Sites of these were the water tower unit near the LfV office, TU1 and TU2 in Whistler near the Alpine and Rainbow neighbourhoods for the Resort Municipality of Whistler (RMOW), the One Mile Lake fuel management area, and in Wedge for the Cheakamus Community Forest.

COMMUNITY FUELS MANAGEMENT PROJECT

A three-phase fuels management project was undertaken around the Xe'tólacw community site, with 70ha completed. Fuels management is planned for an additional 50ha in the area.

NEW LOG BROKER SELECTED

LfV, with the help of Public Works Canada (PWC) completed the selection process for new log broker, to ensure profitable forest management activities.

COMMUNITY SUPPORT

In FY2024, LfV continued its dedication to community well-being by providing more than 200 loads of firewood to Lílwat 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 building capacity by providing staff with professional development opportunities to expand forestry career options and investing in training youth.

Moving into FY 2025, Forestry Ventures has a number of projects in the works that will help keep the community safe and its forests healthy. Through working with a dedicated communications team specializing in forestry, LfV has been able to more effectively get its message and information about its activities out to the community, region, and Province of BC. In addition to raising the company's profile, it has increased community understanding of LfV's activities.

Currently, a forestry stewardship project that looks into old growth, cultural and wildlife values at a variety of Lílwat Nation locations is underway. (Eight trained staff members, four from LfV and four from Lílwat Nation will be collecting this data.) And forest firefighter training, which will increase LfV's forest fighting capacity, is slated to be completed by the end of winter. LfV is also working with 2 Billion Trees (2BT) to acquire funding for a greenhouse to grow seedlings and/or culturally important plants to reforest areas that are being burned by wildfire around Lílwat. The 2BT program is a tree planting initiative in Canada that aims to plant two billion trees over the next decade.

In FY 2024, LfV will also be focussing on increasing the number of trained Certified Utility Arborists (CUAs) and equipment operators to ensure future success in contracting.

In all of our activities, our commitment to Lílwat Nation remains the same: protecting forestry resources for future generations.

Lílwat Forestry Ventures



Building Community Through Operating Strong Retail Businesses

Lilwat Retail Operations LP works to ensure that the community has access to quality retail services at home. This division of the Lilwat Business Group is also a significant employer, providing jobs to between 40 and 50 people annually.

In addition to supporting the employment by providing essential services and jobs, Lilwat Retail Operations (LRO) generates stable profits to reinvest in community projects and business opportunities. Businesses Lilwat Retail currently operates are Tsípun Supermarket, a full-service grocery store, Lilwat Station Chevron, a gas station with an attached convenience store, and Lilwat Broadband Internet service.

Capacity building is foundational to LRO's management practice, providing employees with opportunities to advance into managerial roles within its businesses. These opportunities will continue to expand as LRO expands its portfolio to include new businesses and opportunities such as the much anticipated Lilwat Artisan Marketplace, a Lilwat7úl entrepreneurial venture project that will support local artisans. This new project, to be located on the property between Lilwat Station Chevron and Tszil Learning, represents a great new opportunity for Lilwat Retail and the community.

Lilwat Retail Operations

Achievements in FY 2024

FOOD AND BEVERAGE KITCHENS UPGRADE

In FY2024, Retail Operations undertook substantial renovations to increase the efficiency of the kitchens at Tsípun Supermarket and Lilwat Station Chevron. This \$ 1.1 million investment has increased both stores capacity to provide quality food to the community and visitors alike.

REFRIGERATION UPGRADE PROJECT

Last year's investment of \$450,000 into additional refrigeration equipment for Tsípun Supermarket will help safeguard the store's refrigeration units from future shutdowns, protecting stock from spoilage and ensuring customer safety. This expansion will allow LRO to deliver an increased variety of products and services to all of our customers.

CLEAN-BC PLASTIC PROJECT

Introduced in FY 2024, this project has supported LRO stores to transition from plastic food packaging to compostable and recycled/recyclable packaging while motivating others to do the same through its messaging. Implementing this new program required a \$31,000 investment.

LÍLWAT MARKETPLACE

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

Lílwat Retail Operations leadership is focused on maximizing its current operations to ensure the community has everything they need within the community. Through service, selection, quality, and value; there should be no need to drive to out of the community to get the basics, at the gas station for the grocery store. Staff strive to achieve this, through excellence service every day at both Tsípun Supermarket and Lílwat Station Chevron.

For LRO, it's a priority to fully utilize and monitor all inventory management and financial reporting functions in order to monitor and ensure profitability for future expansion. Future expansion to current operations includes the development and operations of the Lílwat Marketplace, to be located between Lílwat Station Chevron and T'szil Learning Centre. Other possible expansions may include new retail opportunities within other mixed commercial/residential developments such as the Lílwat Business Group's new Function Junction development in Whistler, the Highways Yard project in Pemberton and the Lílwat Nation's Churchland development. It is important to note that each prospective business opportunity would need to be assessed through a business case and business plan before moving forward.

LRO is proud to support community initiatives and events through sponsorships and the support of events like the Lílwat May Day Rodeo, the annual 4X4 Rally, baseball Tournaments, the Unity Cup Ball Hockey Tournament and to individuals seeking support for a good cause.

See you in the stores!

Lílwat Retail Operations



Financial Report

A Look at The Lílwat Nation's Financial Picture FY 2024

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

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

1. Band Operations

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

2. Lílwat Business Group

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

3. S̓kw̓xwú7mesh 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 2024 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, 2024, 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 2025.

* 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, 2024 and the summary consolidated statement of financial activity for the year then ended, and related note, is derived from the audited consolidated financial statements of the Lílwat Nation (the "First Nation") for the year ended March 31, 2024.

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 July 30, 2024.

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
July 30, 2024



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

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

Lilwat Nation Summary Consolidated Statement of Financial Position



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March 31	2024	2023
Financial Assets		
Cash	\$ 16,105,331	\$ 10,592,776
Restricted cash	14,031,022	13,516,428
Temporary investments	22,082,091	21,117,498
Accounts receivable	6,808,909	6,051,405
Due from related entities	8,729,409	8,001,581
Investment in business enterprises and partnerships	22,899,199	20,094,344
Ottawa Trust Funds	496,745	471,580
	<u>91,152,706</u>	<u>79,845,612</u>
Financial Liabilities		
Accounts payable and accrued liabilities	7,103,041	3,817,363
Deferred revenue	18,727,613	12,543,067
Due to related entities	271,750	278,307
Obligation under capital lease	-	19,732
Long term debt	17,515,009	18,229,101
Asset retirement obligation	195,904	190,754
	<u>43,813,317</u>	<u>35,078,324</u>
Net Financial Assets	47,339,389	44,767,288
Non - Financial Assets		
Tangible capital assets	69,657,221	61,567,224
Prepaid expenses	659,846	561,243
	<u>70,317,067</u>	<u>62,128,467</u>
Accumulated Surplus	\$ 117,656,456	\$ 106,895,755

Lilwat Nation Summary Consolidated Statement of Financial Activity

For the year ended March 31	2024	2023
Revenue		
Indigenous Services Canada	\$ 18,034,150	\$ 26,835,146
Canada Mortgage and Housing Corporation	389,223	837,721
Department of Fisheries and Oceans Canada	696,804	518,206
First Nations Education Steering Committee	2,817,189	3,409,393
Education Jurisdiction funding (CIRNAC)	7,361,441	3,752,500
First Nations Health Authority	4,208,983	3,589,616
BC First Nations Gaming	1,019,815	1,113,490
Province of British Columbia	4,622,134	4,362,604
Rental income	1,003,234	995,380
Skills & Employment Training income	1,384,842	1,276,179
Other income	7,630,706	7,639,981
Royalty income	2,256,929	1,941,056
	51,425,450	56,271,272
Expenses		
Band Housing Rentals	939,729	1,028,139
Governance, Finance and Administration	7,234,937	4,935,877
Public Works	3,565,456	3,390,503
Social Development	1,615,922	3,889,335
Community Health and Daycare	4,405,503	4,136,450
Advanced Education	4,546,519	4,385,403
Economic Development	(298,780)	1,061,553
Lilwat Lands and Resources	1,730,266	1,293,384
Community Programs	1,565,833	-
Community Development	4,112,744	-
Capital Fund	1,703,055	409,961
Xet'olacw Housing Fund	1,045,419	1,036,366
Xet'olacw Community School Fund	7,984,017	7,122,670
Business enterprises and partnerships	(64,214)	2,140,234
Funding agency recoveries	-	2,354
CMHC approved expenditures	578,343	47,855
	40,664,749	34,880,084
Annual surplus	10,760,701	21,391,188
Accumulated surplus, beginning of year	106,895,755	85,504,567
Accumulated surplus, end of year	\$ 117,656,456	\$ 106,895,755



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Lil'wat Nation

Note to Summary Consolidated Financial Statements

March 31, 2024

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, 2024.

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

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

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

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



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Special thanks to Lee-Kauffman, Sylvia Dan, Lílwat leaders and staff that contributed to the Lílwat Nation Annual Report FY2024.

Kukwsturnulhkálap

An aerial photograph of a wide, calm river flowing through a valley. The river is flanked by dense evergreen forests on both sides. In the background, misty mountains rise under a clear blue sky. The water reflects the surrounding greenery and the distant peaks.

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