

TSLEIL-WAUTUTH NATION ANNUAL REPORT 2019-2020



"Our holistic vision seeks to balance ethical growth with Tsleil-Waututh"



Tsleil-Waututh Nation
PEOPLE OF THE INLET

3178 Alder Court, North Vancouver, BC, V7H 2V | 604-929-3454

The Orca Whales Returned to Tsleil-Waututh June, 2019



Table of Contents

..... 1

About Us 4

Message from Chief Administrative Officer 6

Letter from the Chief..... 6

Organizational Chart 8

Community Development 9

Economic Development..... 13

Health and Wellness..... 19

Public Works..... 24

Treaty, Lands, and Resources..... 27

Sacred Trust 32

CONSOLIDATED FINANCIAL STATEMENTS..... 44



ABOUT US

We are the Tsleil-Waututh Nation, “People of the Inlet.” According to archaeological evidence and our oral history, Tsleil-Waututh people have lived in this traditional territory for thousands of years.

Burrard Inlet sustains us with food, a place to live, spectacular natural beauty. Our ancestors traveled throughout the territory, keeping villages in different locations to live wherever seasonal resources were plentiful. Our lands and waters have shaped our culture and will be central to our way of life for generations to come.

We will continue to put the face of the Tsleil-Waututh Nation back on our traditional territory, build capacity within our community, and participate on all levels—social, ecological, cultural, economic—in decision making within our lands. We welcome you to learn more about us.

Our Vision

ʔi ct kʷəriet kʷə xʷəlməxʷəʔl štəhi:m ʔiʔ həli ct wə niʔ ʔəw taʔaltaxʷ ʔ syəwenəl ct

To maintain our identity as Tsleil-Wautt people, respecting our past and being mindful of our future, sharing a collective vision for a healthy, holistic community in harmony with our surroundings; guided by our spiritual, emotional, mental and physical teachings, thriving in our cultural excellence.

Our Mission

The mission of the Tsleil-Waututh Chief and Council is to provide strong leadership, guidance and support for the greater good of our nation.

Our territory

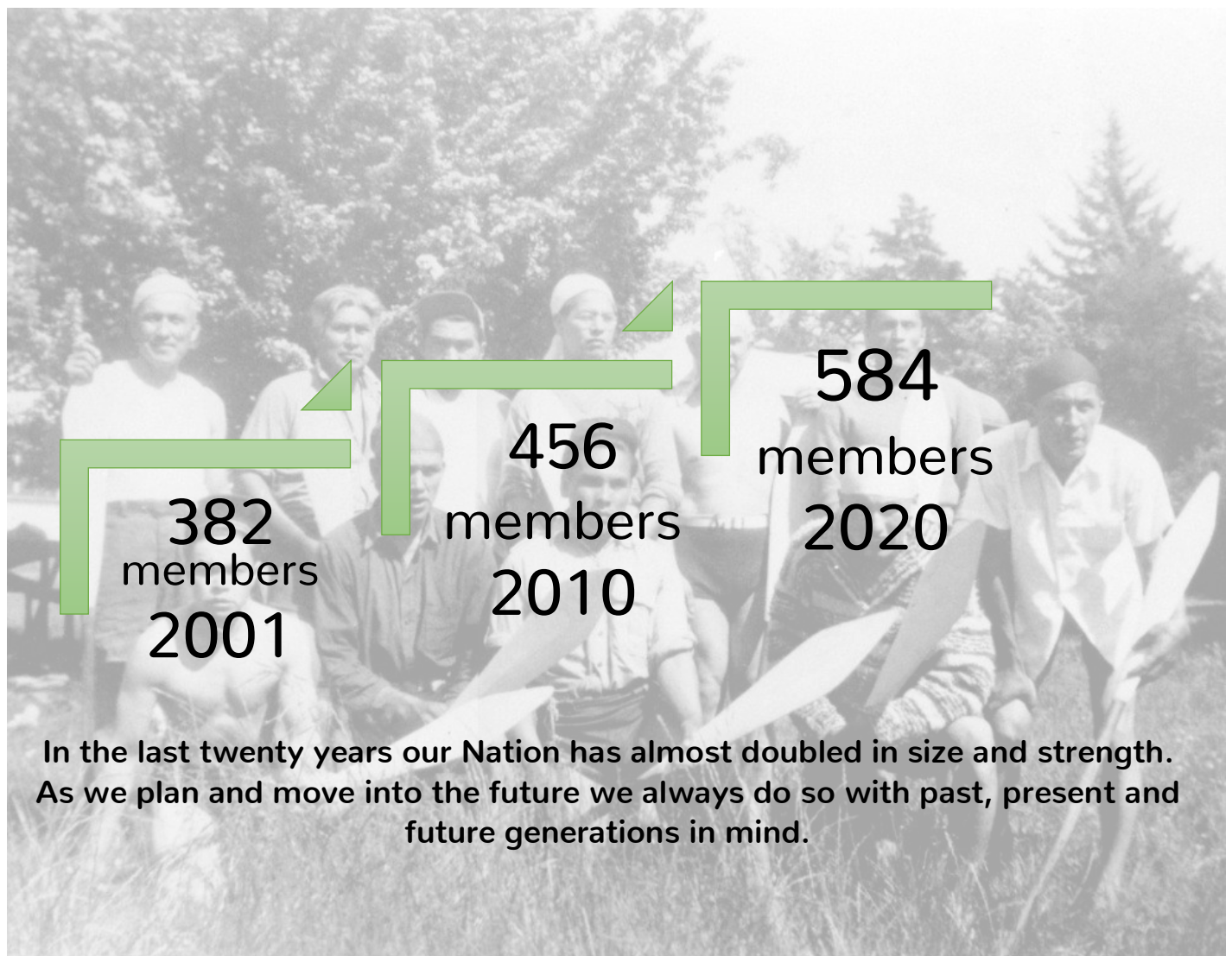
“When the tide went out, the table was set.”

The heart of our community is now centred on Burrard Inlet, between Maplewood Flats and Deep Cove in North Vancouver. But traditional use studies and archaeological evidence show our ancestors occupied a vast area, about 1,865 square kilometres (190,000 hectares). Our traditional territory encompasses wilderness watersheds northwards to Mount Garibaldi, Coquitlam Lake in the east, and Howe Sound to the west.

This territory was a land of plenty, with abundant fish and game to sustain the Tsleil-Waututh and our neighbours, other First Nations we partnered with through marriage or protocol. We shared resources to provide for all and maintain the area’s abundance.

Our birthright and obligation as Tsleil-Waututh people is to care for the lands and waters of our territory to ensure future generations can thrive here

POPULATION CHANGES SINCE 2001



LETTER FROM THE CHIEF

It gives me great pleasure to present the Annual Report for Tsleil-Waututh Nation (TWN) for the 2019-2020 fiscal year. This past year we saw our Nation grow substantially, in membership, staff and opportunities, and set the framework for more robust growth in the years ahead.

Among many great accomplishments of this year, two of our proudest have been the recruitment of Tsleil-Waututh Nation members Ernie George, as Chief Administration Officer, and Andrea Aleck, as Health Director. Our community has seen vast improvements across all areas by having our own people in these senior level positions, making decisions in the best interest of TWN. We are committed to continuing to build the capacity of and opportunities for our members.

In addition to internal successes, we have strengthened partnerships outside of our community. We solidified our partnership with the FNHA, with the community voting in support of the Referendum, and we signed our first parks agreement with Metro Vancouver, the *Belcarra Regional Park Cultural Planning and Co-Operation Agreement*, to take care of təmtəmíx^wtən.

These projects, along with others that are in the works, will contribute to our prosperity and provide our people with greater opportunities.

The end of this term also saw the beginning of our response to the COVID19 Pandemic. Our immediate reaction proved to be key in the protection of our community against this virus. Our hands are up to the staff in providing expertise and support as well as to our people for continuing to keep TWN safe.

The road ahead includes improving housing policies and conditions, youth engagement and securing feedback on key projects like Cannabis, Election Code and By-law Enforcement.

On behalf of TWN Council, we are proud to serve our people and look forward to continuing this good work.

Respectfully,



Chief Leah George-Wilson

MESSAGE FROM CHIEF ADMINISTRATIVE OFFICER

In January 2020, I began my new position as Chief Administrative Officer for Tsleil-Waututh. It was my honour to serve as Director of Treaty, Lands, and Resources since 2011 and I am equally honoured and excited to serve as the organization's CAO. As a Tsleil-Waututh Nation Member and someone who has worked for the organization for since 2005, I plan to bring my experience and holistic approach forward to benefit the entire organization and begin to make more positive changes.

The 2019/2020 fiscal year had many great successes for both the community and the organization. In October we hired a new Health Director, Andrea Aleck, who has brought back a Primary Care and Community focus to the Health Department. In the 2020/21 fiscal year I plan to hire two more directors to fill existing gaps and round out the leadership team. Amanda King also moved from TLR to the Administration Team in her new role as Relationships Manager where she will continue to work with external government and organizations on a full time basis.

Other work that was completed, the temtemlxwten (Belcarra) Signing Ceremony where we signed our first Co-Management Agreement with Metro Vancouver. This agreement is a positive step towards relationship building and putting the Tsleil-Waututh face back on our territory. The Tsleil-Waututh Nation Sacred Trust Initiative went to the Federal Court of Appeal in December to once again speak against the Trans Mountain Pipeline Expansion Project (TMX); but, unfortunately in February, we found out that leave to appeal was not granted. Internally, we have been working on re-structuring our Human Resources policies to make sure TWN continues to be an excellent place to work.

There are various projects that will continue into the 2020-2021 fiscal year including the First Nation's Elections Act, Cannabis Project, Maplewood Lands Project, Seymour Village, Apex Village and more that will continue to bring positive changes and prosperity forward for both Tsleil-Waututh Nation and the surrounding community.

The COVID-19 Pandemic has changed our lives and how we act. This has brought many challenges to Administration operations and how we conduct business with outside entities. Chief and Council made it clear that we need to protect our Community from potential contact of the COVID-19 virus so we closed the offices and started the TWN Official program to support these goals. This pandemic is new to everyone and we are learning together. Thank you for your patience as we move through this pandemic together

Take care and be safe.

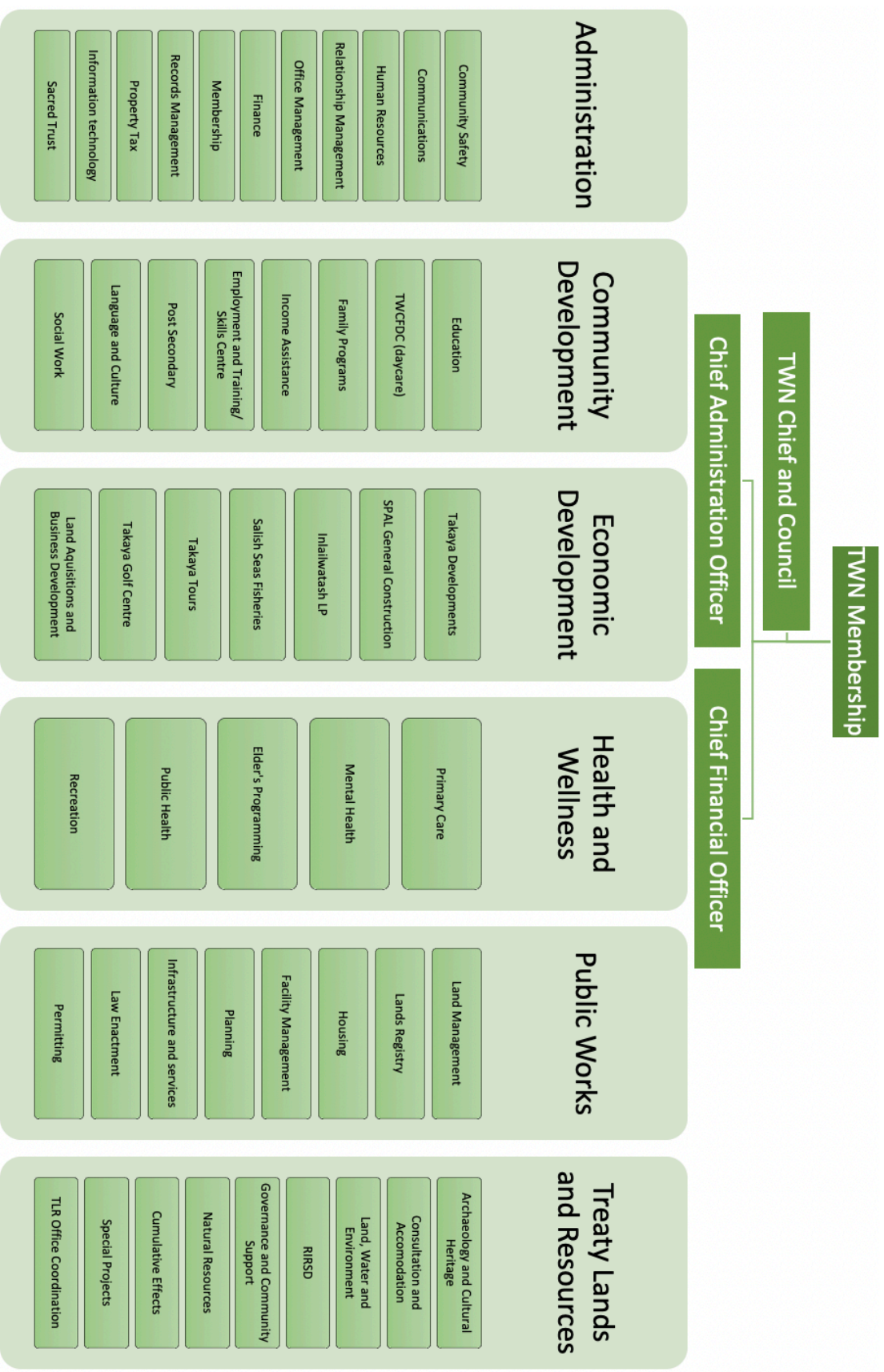
I look forward to another successful year for the Tsleil-Waututh Nation.

hay čx^w qə siʔem'

Ernie "Bones" George
Chief Administrative Officer



ORGANIZATIONAL CHART



COMMUNITY DEVELOPMENT

The Community Development Department's primary goal is to provide capacity-building opportunities to community members while creating reconnection and continuity to our traditional practices. Community needs drive our Community Development work; empowering and educating children, youth and families and building cultural capacity at every level are integral to our department's approach to community service delivery.

The 2019-20 fiscal year was exciting and productive for all Community Development Department. There was continued growth within our organization and the community. Some of the highlights include: Education, which includes: Daycare, Kindergarten through grade 12, Post-Secondary and our Skills Centre, our community programming, language and culture, income assistance and family programs.



Aerial view of the Community Development Building

Education

Our Child and Family Development Centre had the new playground installed. We were approved for a three-year funding agreement with Indigenous HIPPY, an organization that works with Indigenous families and communities to build positive experiences in education and to strengthen capacity to support learning. We continued to provide an in-demand service, with the centre at capacity with a large waitlist.

We saw tremendous growth within all the students this year, and we anticipate that the number will continue to grow annually. We hosted a number of community events, including Back to School Barbeque with SD#44 and a large TWN Graduation Ceremony in 2019, which honors all TWN graduates, from Preschool to Post-Secondary.

A Local Education Agreement (LEA) project was launched to review education services provided in the public school system and ensure that TWN is actively involved and responding to specific needs of TWN students, while ensuring all education funding is being allocated appropriately. We are responding to gaps in services and will continue to work with our students, parents and community to ensure we reach an agreement to best suit our current and future students' needs.

For the 2019-2020 Budget, Chief & Council continue to prioritize Education. Community Development Team has continued strategic planning to ensure students are supported and provided opportunities to build capacity and be set up to succeed.



Daycare kids out for a walk

Language and Culture

Language and Culture continues to be foundational to our department's capacity building priorities. The Language team continued to build fluency and language curriculum in fun and innovative learning approaches that are proven highly effective in language revitalization. There is a tool that the team uses to measure language acquisition/fluency called the

Fluency Freeway. Our team is meeting and surpassing goals set and exploring ways to share language with students and community in a way that does not interrupt the continued language fluency and curriculum development work, which is vital to language revitalization.

Cultural programming included continued ceremonies and sharing of traditional knowledge. Important protocol work and restoration of ancient traditional laws and knowledge continues to be a priority and efforts are being made to build capacity to allow for important sharing of culture to build connection to our history, land and ancestors.

Community and Social Programs

Our Community programming includes: Social Worker, Family Program Coordinator and Income Assistance Worker. Community Development saw a lot of successful initiatives that took place for those who participated within our community programming. Highlights include: Family Camp, Kids Culture Camp, Food preservation, Hunting/Wild Meat traditional practices, Traditional Foods and Medicine workshops and classes. Participants had opportunities to understand connection to the land and waters, food sovereignty, cultural teachings, and traditional practices. These programs create awareness of the impacts of residential schools and imposed systems of colonization, and provide opportunities to reconnect participants to family and social systems of our ancestors, and build a sense of identity and self-esteem. This is responding to community-driven needs for capacity-building through healing and cultural re-connection.

Income Assistance

Our goals are to increase the number of IA clients in the work force and education attainment is one of the goals towards reducing dependency on Income Assistance. We want to continue to create opportunities through the TWN Education and Skills Centre to encourage people to pursue further education for high school equivalent or employment specific. We continue to focus on capacity building with cultural assets within the community to empower our members through provision of healing, training and educational opportunities to help achieve self-sufficiency.

Skills Centre:

The səliłwətaʔl Tsleil-Waututh Nation Skills Centre's mission is to:

- Ensure people have the information and supports necessary to set and achieve their career goals;
- Ensure people have employability and occupational skills, which allow them to participate fully in the labour market;
- Strengthen employer engagement and investment in human resource development opportunities;
- Support Aboriginal engagement in entrepreneurship; and
- Facilitate access to employment, including work experience opportunities.

Located in North Vancouver, the səłilwətaʔl Tsleil-Waututh Nation Skills Centre facilities include two classrooms and a computer lab, and is staffed by an employment and training manager, job coach and receptionist.

MST Employment and Training Society secured funding from the Indigenous Skills and Employment Training (ISET) Agreement.

The Skills Centre was also able to run Enhanced Security and Security Supervisor programs thanks to the funding secured by the MST Society. Funding has empowered the Skills Centre to support their community members in gaining access to eight training programs in technology, business and trades sectors encompassing computer coding, project management and construction safety. Wrap-around services are offered with each program including resume and cover letter writing, financial aid for transportation, living allowances and work gear, a lunch program, one-on-one job coaching and regular assessments. After completing the program, graduates are offered ongoing support for a minimum of six months. Cultural components and Traditional Teachings are also included in the training such as drum making.

Programs:

- Computer Coding provided through First Nations Technology Council:
- total clients served 15, completed
- 12, employed 3, returned for further
- education 5.
- Youth Entrepreneurship provided through RAVEN (Canadian Armed Forces: total clients served 20, completed 8, employed 4.
- Aboriginal Tourism, Enhanced Basic Security Training, Security
- Supervisor, Project Management, MS Office Data Entry, and Construction Safety Office provided through
- Primitive: total clients served 38, completed 25, employed 14, returned for further education 11.



Canoe Races, 2019

ECONOMIC DEVELOPMENT

In the early 1990's the Tsleil-Waututh Nation embarked on an ambitious journey to pursue economic independence by developing its most valuable asset and leveraging its relationships created over decades, all led by the late Chief Leonard George and current Director Matt Thomas. Today, the community is a lead in Indigenous engagement, procurement and negotiations and is noted as one of the largest land developers in British Columbia.



Real Estate Holdings Division

Takaya Developments was initially created with a non-Indigenous partner, the Kuok Family. This partnership created the successful developments in the Raven Woods community. This initial partnership was later replaced by a new partnership with the Aquilini Family, another prominent local developer and business owner, more known for owning and operating the Vancouver Canucks hockey team. This Tsleil-Waututh and Aquilini partnership have created the multi-phase Seymour Village developments since 2014.

In 2019-20 the highlighted achievements were:

- Began the Additions to Reserve (ATR) process with TWN legal team to add Maplewood North lands to reserve. This ATR will allow TWN to develop the Lands under the TWN processes and will give the project a distinct character reflective of the TWN culture and values.

- Distribution of profits to TWN from the completion of the Phase 2 and 3 townhome projects at Seymour Village and securing the Building Permits to construct Phases 4 and 5 townhomes.
- Having MST Development being recognized as No. 1 in Vancouver Magazine's "Power List" of the most influential entities in the City as a result of the scale and number of significant developments being pursued by MST.

In addition, there exists four other real estate partnerships:

- i. TWN/Darwin Partnership which manages land holdings at Maplewood North along Dollarton Highway;
- ii. TWN/Musqueam/Squamish (MST) and Canada Lands Corporation Partnership which participates in negotiated agreements for a 21-acre project called the Heather Fairmont Lands and a 90-acre parcel referred to as Jericho East and Jericho West Lands;
- iii. TWN/Musqueam/Aquilini Partnership which manages land loans for a 40-acre property called the Willingdon Lands and a 9.2-acre project within the City of Vancouver called the Liquor Distribution Board Lands;
- iv. TWN/Musqueam/Squamish (MST) operating solely to manage 4.3 acres of purchased property called the West Vancouver Lands.

Staff working in the real estate area also play active roles in many other areas within the TWN Administration including:

- TWN Financial Audit Committee
- Hiring Committee for senior positions
- TWN administration building maintenance feedback and investigative work
- Close out of TWN Administration Building construction contracts and obtaining occupancy
- Assistance in leading the negotiations with the DNV Service Agreement and providing historical and technical background
- Providing construction and civil infrastructure expertise to the Housing Committee
- Attendance at meetings to provide real estate knowledge related to Rights and Title related Properties

Business Contracting and Procurement

SPAL General Constructors Ltd. is a wholly-owned company of the Tsleil-Waututh Nation. **SPAL** has been a leader in Indigenous engagement in the area of construction procurement since 2012, negotiating local involvement and successfully securing multimillion-dollar contracts throughout British Columbia through the development of over 30 partnerships with prime bidders in industry. **SPAL's** mandate is to help generate revenues and economic opportunities for the Nation. Additionally, to help the Nation be an active and meaningful

player in the Lower Mainland economy as it was historically. SPAL activities have resulted in the creation of over 90 direct job opportunities aimed at TWN community members in the last fiscal, and includes agreements with partner companies for direct job, training and/or internships for TWN membership. Income for SPAL exceeded \$680k, an increase of 42% over last year. Further successes for 2019-20 include:

- Completion of a project specific joint venture project for Public Works and Government Services Canada in Esquimalt Harbour. The contract value was approximately \$50 million and was administered under the federal governments Procurement Strategy for Aboriginal Business (PSAB) program which requires that the joint venture be 51% owned by the First Nations partner, which was managed and developed successfully.
- Secured and negotiated active contender and subcontractor involvement in the massive Centerm Expansion and South Shore Access project for the Vancouver Port Authority which will help meet near-term demand for containers shipped through Vancouver's port
- Successfully developed a strong working relationship with Fraser Crossing Partners, the winning contenders for the Pattullo Bridge, that will aim to leverage increased work capacities for SPAL partners.



Renewable Resource Businesses

Inlailawatash LP is a TWN wholly owned company that provides a variety of cultural and renewable resource management services. With over 20 staff, Inlailawatash is one of TWN's largest business employers providing a range of employment opportunities within and outside the TWN community. Inlailawatash had another record setting year in 2019-20 with gross revenues exceeding \$5.0 mil. Specific achievements include:

- The Inlailawatash vegetation management crew securing a 3-year contract renewal with BC Hydro as the prime contractor for the North Shore-Pemberton region. To help our amazing community-based crew succeed and be safe, ILP has invested in a new fleet of trucks and established a new crew workshop in the community.
- Inlailawatash archaeology welcomed Karen Rose Thomas to the team in the fall of 2019. Karen has just finished her master's degree in Archaeology and ILP is very grateful to have her on board!

Salish Seas Fisheries LP is a unique equal partnership between TWN, Musqueam and the Tla'amin Nations that oversees a variety of commercial fishing opportunities for community members. In 2019-20 Salish Seas had the following achievements:

- Successfully secured federal government funding to purchase new Halibut and Black Cod quotas.
- Successfully leased out all commercial fishing licences. All but one of our licences were leased to community members from the TWN, Musqueam and the Tla'amin Nations.

Economic Accommodation Negotiations

The economic accommodation team serves to negotiate agreements for TWN Council or community approval with crown governments, agencies and proponents that are proposing projects within TWN territory. Operating under the foundation that TWN title, rights and interests must be addressed in every aspect of a project in TWN territory, economic accommodation agreements provide a way for TWN to receive a direct share in economic benefits. These benefits generally include project ownership/equity options, financial transfers, procurement for TWN businesses and employment/career opportunities for TWN members. In 2019-20 the following key achievements were noted:

- Pavco/BC Place Accommodation Agreement: Receipt of the final payment of \$2.83 mil.
- Woodfibre LNG/Fortis Project: Finalize draft term sheets for agreements related to the proposed project and the creation of a TWN Community Engagement Process to be launched in 2020-21.
- Strategic Lands: Confirmation via a meeting with Premier John Horgan, that the Musqueam, Squamish, Tsleil-Waututh (MST) land file would have a renewed mandate in 2020.
- Ministry of Transportation and Infrastructure: Progress was made on drafting agreement terms for the Pattullo Bridge Replacement Project, commenced discussions on the Broadway Subway Project.
- Huron Clean Energy – TWN signed a Memorandum of Understanding with Huron Clean Energy to investigate the possibility of creating a carbon capture facility within TWN territory.

Staff working in business contracting/procurement and accommodation negotiations also play active roles in many other areas to support the TWN Administration including:

- Port Relationship Working Group
- Economic Partnerships North Shore Committee
- BC Hydro Relationship Working Group and Contracting Committee
- MOTI Relationship Working Group
- CLC Contracting Committee -Provincial Contract Contender Meetings
- Fortis Relationship Working Group

Tourism Sector Businesses

Takaya Tours Tsleil-Waututh Nation's (TWN) Takaya Tours is an award winning tourism business in operation since 1999. Its goals are to share history and promote cultural understanding, train and employ community members, and to continue TWN land use in the important historical cultural village sites within the Nation's traditional territory. Takaya Tours employs two full time and 20 part time staff seasonally, including five TWN community members and eight additional Indigenous staff. Takaya Tours is a well-known Indigenous tourism operation in British Columbia and is admired for its positive reputation in the industry. Revenues exceeded \$232K in 2019-2020, a 49% increase over the previous year. Major achievements in 2019-20 include:

- Over 100 canoe tours/1800 guests
- Purchase of a more stable canoe that allowed to more safely increase client capacity on the water from 40 people to 60 people on the water at one time;
- Building upgrades and significant improvements in the appearance and functionality of both the Belcarra Paddling Centre and Cates Park Paddling Centre;
- Feature in the launch of the new branding for Vancouver's North Shore Tourism Association.

Takaya Golf Center is The Takaya Golf Centre is owned by the Tsleil-Waututh First Nation. The Takaya Golf Centre provides driving range services and various other special services, professional golf pros are on hand for private or group lessons. Revenues were \$366K last fiscal a little below with the previous year. Major achievements in 2019-20 include:

- Takaya Golf Centre employs 11 TWN community members and 1 Indigenous employee, 2 of which are full time and 10 part-time

Business Opportunity Development

TWN Solar Project-this project is to elevate TWN to the forefront of Renewable Energy. The Administration building would be an inspiration to achieve NetZero, with the goal of all its energy consumed balanced with the energy created on site. The aims of this project are to provide a source of energy and inspiration. To inspire the Nations members and provide a path of guidance of other Nations to follow on the journey of decarbonization. This will be the largest Solar Array project on the North Shore and the largest ground mount Solar Array project in the Lower Mainland. The main 2019-20 achievement was securing over \$221K in funding from three different grants for this innovative project.

TWN Cannabis Retail and Micro Grow Facility- this foray into the cannabis industry was to meet the TWN community request to see if there are viable business options at play given the current structures and policies being developed by government. The main 2019-20 success was the planning of TWN first virtual Cannabis information meeting which included a cannabis expert to help with content and direct questions.

TWN Economic Development staff also serve many roles in board and committees in the larger BC area to provide feedback and represent the interests of TWN. Staff also provide TWN cultural feedback, when requested, to partnerships such as MST and companies such as Polygon and in presentations to the community and local government that are relative to work that are in project development.

If any community members are interested in jobs or training in the construction industry at any level please reach out to Lori Simcox at lori@twnecddev.com to discuss opportunities.



Rendering of the solar project

HEALTH AND WELLNESS

Mental Wellness:

- Our Mental Wellness team (Mental Wellness Counsellor, Art Therapist and supporting clinicians) provided over 900 counselling sessions for community members during 2019 – 2020.
- We developed our Mental Wellness Strategy and actions going forward.
- The First Nations Health Authority approved the funding for our Mental Wellness Cultural Framework, and we are excited on how this will contribute to our Mental Wellness Strategy.
- We continue to contract our Art Therapist, Laura Avery who is doing wonderful work in the community and with our youth. She is currently in the process of obtaining her Masters – Good luck Laura.
- Our Mental Wellness team benefitted from the services of Traditional Counsellor Mahara Allbrett who provided very valued family constellation counselling.
- Our Peer Support Workers have been working with the Men's, Boys, Women's and Girls groups. There are such wonderful people in attendance who gather monthly to share stories and talk in circle while strengthening resilience and identity with each other. There are some amazing mentors in the community!



Indigenous Peoples' Day Celebration, June 2019

Primary Care Medical Clinic:

Our Primary Care Clinic continues to grow to meet the demands of our community with the great work of Dr Ray Chaboyer, Eliza Henshaw our Nurse Practitioner and the rest of the amazing team at the clinic. This year the team conducted 1,768 clinic consultations. With the expansion of hours of our Nurse Practitioner, the number of new clients has increased. This year the clinic enrolled 249 new clients.

Between January and June 2019, we (with Squamish Nation) collaborated with the North Shore Division of Family Practice and Vancouver Coastal Health to develop a service plan to apply for more primary care resources to expand the hours of our clinic. The plan drew on the feedback from the community that our Health department received during community consultations and feedback forums. The proposal was approved by the Ministry of Health which means we can increase our clinic's services! Watch this space.

In October 2019, during our health fair, we reached out to the community to review what the top 3 health priorities were. They included:

1. Recruit a Traditional Healer and / or Naturopath
2. Increase Doctor's time and increase clinic hours
3. Increased access to Dental Care

Through the new funding we hope to recruit some of these positions in 2020. We are excited that more services will be available on-reserve.

Recreation:

In the 2019-2020 year, the Recreation Department was merged with the Health Department to form the new "Health and Wellness Department" acknowledging that physical wellbeing is very important to overall wellness. This year several programs were implemented:

- Chill Program: Tsleil-Waututh Nation and Chill Vancouver operate a 3- signature Positive at-risk youth (10- 18y) development program
- The Youth Exchanges Canada program for groups of 10 to 30 participants (ag 12-17)
- Gathering Our Voices and Indigenous Bootcamps
- Aboriginal Run/Walk program
- Basketball and Soccer program
- Boys and Girls groups

Medical Transportation:

- This year the Health Department supported 66 individuals with medical transportation support – valued at \$19,147.07 (compared to \$19,892 the previous year)
- The 66 individuals who were supported (compared to 61 clients last year) – undertook a total of 950 trips to access health care and specialists. Last year there were 931 trips. The top 10 reasons for travel are shown below. By increasing access to more services on-reserve, we hope this will help reduce the need to go off-reserve.
- The main mode of transport costs which were covered were taxi's, followed by bus

Elders:

Thanks to the coordination of our Elders Coordinator, there were numerous Elders activities held in the past year including:

- 27 Arts & Crafts twice weekly workshops (approximately 14 Elders per session). This included the learning and creating cedar hats – see picture
- Elders Gathering – 40 TWN Elders joined 1,800 Elders from across the province
- White Rock Sea Festival day trip
- Lummi Tribal Canoe Journey – 35 TWN Elders joined 10,000 people in Bellingham for 5 days witnessing over 100 ocean canoes
- Other activities: Squamish Elders lunch and Capilano party; RCMP Fraud Prevention lunch; Grandchildren Pumpkin carving ; Traditional plants and herbal medicine workshop; Xmas craft fair and dinner events.



Elders' Conference at the Convention Centre, July 2019

New Health Centre:

In 2018-2019 the Health Department moved into the new Tsleil-Waututh administration building. Since then we have continued to grow the team and services and update equipment. We now operate our primary care clinic from the site, along with other programs and services. With our own patient entrance, the health centre is a welcome addition and it is wonderful to be co-located with our Nation's other programs.

Home and Community Care:

Home Care includes undertaking assessments to determine eligibility for Home Care, developing Care Plans, In-Home Respite Care and follow up for Home Care services by home care workers. This program is provided with the additional support of Vancouver Coastal Health's home health team. The home care team also helps community members to access medical equipment (e.g. wheelchairs, walking aids, oxygen) and other things they need to manage chronic conditions or disabilities.

This year the Home Care team undertook 287 consultations with clients in the community who need support in the home.

Public Health:

- A Community Health Fair was held on 28 October 2019 with very good attendance. Thanks go to all
- our partners in particular the Community Health team from Vancouver Coastal Health
- Barbara Nahanee has been undertaking the daily breakfast club for children and this has been deemed a great success. It is great to see our children going to school on a full stomach.
- The Community Garden is still active and has been producing some amazing products for our local families including beets, lettuce, carrots, tomatoes, zucchini, cabbage, radishes, kale, green onions, tubers and dill

Sibylle Tinsel, our Community Health Nurse covered while Heather Gagnon was on maternity leave and was kept very busy. The CH Nurse focuses on communicable disease control including, but not limited to, a focus on influenza, HIV, Hepatitis A, B and C, Sexually Transmitted Infections, Tuberculosis (TB) and vaccine preventable diseases. The CH Nurse also provides maternal and Newborn Health including prenatal and postnatal and newborn education and support programs, as well as immunizations. Other work includes screening aimed at early intervention for vision, hearing, speech and language development and physical growth, as well as education and support for parents.



Aerial view of the TWN garden



Community Trip up Indian Arm, September 2019

PUBLIC WORKS

1. Land Tenure Project

- The Land Tenure Project started in May 2019 and involves three distinct Parts. Part 1 of the Land Tenure Project started with the formation of a Land Tenure Working Group comprised of TWN Members. This Part is anticipated to complete in December 2020 and has included significant community engagement and education on the Land Code and the past, present and future of land tenure on reserve. Part 2 of this Project will begin in November 2020.
- The overall purpose of this project is to develop land tenure laws and policies on reserve land that are clear, accessible and reflective of the needs, values, history and culture of the TWN.

2. First Nations Health Authority (FNHA) Project

- On October 24, 2019, the TWN Membership approved the issuance of a 75-year lease to FNHA by referendum. The lease is for 1-acre site south of the Takaya Driving Range for the a six-storey FNHA Office Building.
- On December 17, 2019, Council approved an amendment to the TWN Land Use Plan Law change the land use designation of the FNHA Site from *tə təməxʷs ʔ sməne:m* (The Land for the Descendants) Land Use to Neighbourhood Commercial Land Use. Council also approved an amendment to the TWN Zoning Bylaw to rezone the FNHA site for the construction and operation of a 6-storey office building.
- This project opens up additional areas of economic development on reserve for the Nation. It provides a local source of employment opportunities for Membership and the building and landscape design will reflect TWN culture and identity.



Submitted rendering of the FNHA Office Building designed by DIALOG.

3. Apex Segment 1 Connector Road Project

- The Apex Segment 1 Connector Road Project is located between Apex Avenue on District of North Vancouver land and the FNHA site. This project will provide access and services to the future FNHA office building and the surrounding area. The TWN Land Use Plan informed the design and location of this project. Construction of the road started in March 2020 and is anticipated to be complete by December 2020.
- The Apex Segment 1 Connector Road Project forms part of the larger Apex Connector Road Project. The Apex Connector Road Project will provide access from Mt Seymour Parkway to the Raven Woods/Seymour Village communities. It is anticipated that this new connector road will reduce traffic along Dollarton Highway through the TWN community and open up areas of the reserve for future economic development. The construction schedule for the project is under ongoing review.

4. Apex Lands

- The Apex Lands is a strip of land that was taken from TWN by BC in the early 20th century to construct a road that would link the foreshore of Burrard Inlet to the District of North Vancouver (DNV) lands to the north. Ultimately, the road was never built but the DNV installed a sewer line in the Apex Lands. After 20+ years of negotiations, the DNV returned the Apex Lands to TWN on the condition that it could keep the sewer line in place.
- TWN Public Works has submitted an application to Indigenous Services Canada (ISC) to add the Apex Lands back to TWN reserve land. The application is currently under review by ISC.



Location of the Apex Lands

5. Seymour Village

- Seymour Village is a 25-acre, seven-phase residential development that was approved by Membership by referendum in 2013. In October 2019, Public Works issued a building permit for Phase 5 of the Seymour Village project. Construction of this phase is anticipated to be complete in November 2020.

6. Public Works New Positions

the Department of Public Works added two new positions in the 2019/2020 fiscal year:

1. Community Planner
2. Operations Supervisor
3. Research Assistant – Land Tenure Project

7. TWN Laws and Bylaws

The following Tsleil-Waututh Nation Laws and Bylaws were enacted by Chief and Council in the 2019/20 fiscal year:

	Came into effect on:
Rezoning of Phase 3 and 5 of Seymour Village	16-Apr-19
Rezoning of Phase 4 of Seymour Village	29-Apr-19
Tsleil-Waututh Nation Property Transfer Tax Law, 2019	26-Jun-19
Building Bylaw – Amendment to add the Certified Professional Program to large buildings	03-Sep-19
Land Use Plan Law Map Amendment for FNHA building	17-Dec-19
Rezoning of the FNHA Site	17-Dec-19

8. Administration Centre and Housing

The Occupancy Permit for this Health & Administration Centre was issued in April 2020. Daycare renovation completed along with com dev kitchen and COVID-19 renovations needed.

TREATY, LANDS, AND RESOURCES

Archaeology and Cultural Heritage:

- Created a Repatriation initiative and hired a Repatriation and Collections Specialist to create a repatriation plan to return Tsleil-Waututh ancestors and belongings (artifacts) that are currently stored in museums and institutions throughout the territory.
- Tripled the size of our Archaeology and Environmental Monitoring initiative, which provided four new jobs for TWN Community members (six in total).
- TWN and Inlailawatash Archaeology teams co-hosted the annual Archaeology Forum Conference on November 16, 2019, which was attended by over 200 archaeologists, including several local First Nations. The conference focused on ways to decolonize archaeology practice, and received rave reviews by all who attended.
- On-going collaboration with other First Nations, and local government on collaborative and respectful heritage management plans. Some examples include the Locarno Management Plan (with Musqueam, Squamish, City of Vancouver, and Provincial Archaeology Branch), and Pattullo Bridge Technical Heritage Committee (with Katzie, Kwantlen, Kwikwetlem, Musqueam, Squamish, Tsawwassen, and Ministry of Transportation and Infrastructure).
- Conducted archaeological research of the TWN IR3 reserve shoreline to understand erosion impacts to archaeological sites along the shore. Our research shows that some archaeological materials on the Reserve are 3500 years old, and that the shoreline has eroded up to 16m in some areas. Ongoing collaborative work with TLR Environmental Programs aims to protect the shoreline from future impacts.



Consultation and Accommodation:

The Consultation and Accommodation (CA) Program continued through the 2019/2020 fiscal year with an ever-expanding workload as we increased our engagement with not only Proponents, other TWN departments, but both Provincial and Federal Government bodies. Our mandate is to uphold the rights, title and interests of Tsleil-Waututh Nation, utilizing the 2009 Stewardship Policy to guide us in this mandate. The CA Program continued to foster and support the collaborative work that TLR is so well known for, taking advantage of the varied expertise within the team to provide more accurate and holistic feedback and dialogue when discussing the impacts of development within the TWN Consultation Area.



The CA Program is made up of two teams: the Referrals team looked over 500+ referrals last year, including projects as small as a personal sized dock, to a large Port project, and; the Environmental Assessment team who oversaw approx. 11 large scale development projects, including LNG, Port, and Bridge projects, going through the provincial and/or federal environmental assessment certificate process. Through this work the CA program is proud to say that we had an accomplished year; to highlight a few of these accomplishments, we:

- participated in both a private and public hearing with a government appointed panel for the Roberts Bank Terminal 2 Project, sharing environmental, social and cultural impacts that would infringe upon TWN rights; of note we strongly presented and upheld the connection to the project area and TWN intangible cultural heritage (sacred tunnels), after which was not only recognized but accepted by the government panel. This was a precedent to have intangible cultural heritage acknowledged within such a western governmental assessment;
- participated in numerous opportunities to review and inform policy in both BC and Canada last year, by sitting on the Indigenous Implementation Committee for the new BC EA Act, and working with the Department of Fisheries and Oceans to inform the new Fisheries Act;

- increased our CA staff team and thus our capacity from 4 (2 CA Managers and 2 Referrals Analysts) to 10 (2 CA Managers, 1 Sr. Referrals Analyst, and 7 Referrals Analysts);
- continue to be 100% externally funded by building partnerships and relationships that culminate into *in-progress* Consultation Protocols and agreements, and leading strong negotiations in regards to capacity funding;
- began collaborative work with the TWN Lands department to not only help build a TWN specific Development Permit process as a self-governing body, but began the process of ensuring that any internal TWN projects from Lands and/or other bodies were equally processed through the CA program as projects off-reserve; this has allowed on-reserve projects to start to set environmental stewardship precedents in green infrastructure, safe salmon standards, and storm water run-off.
- received federal funding to create a TWN specific Indigenous Led Assessment that can be utilized within the new legislation that we helped to inform with both the Province and the Government of Canada.

We already see the fruition of these accomplishments and the overall good work that the CA Program is doing on the ground by the ever increasing opportunities that are brought to us and/or the impacts of our review showcasing how industry can “do better”, looking towards sustainable development and improving environmental assessment policy overall. The CA Program continues to also work closely with the Economic Development team to foster stronger working relationships and outcomes with our external parties, and to be contacted by other Indigenous groups interested to learn from us. We had a successful year, and look forward to continue making change and being stewards of the land that we need to protect.

Environmental Stewardship:

- Completed a variety of habitat restoration projects, including collaborations with SeaChange and Inlailawatash to clear away creosote pilings and marine debris that were impacting important salmon habitat.
- Planned and coordinated the 4th shellfish harvest, and collaborated with the TWN school for the second year in a row to bring students out on the land and harvest clams. Clams were cooked by community caterers and served at various TWN events, including Chief and council meetings.
- Organized and ran the 4th annual TWN science symposium with a focus on solutions and concerns about stormwater pollution. This provided a valuable platform to showcase TWN’s environmental work, as well as to network and relationship build with other organizations.
- Substantially completed Phase 2 of the TWN Climate Change Resilience Plan (CCRP) project which identifies a set of climate change actions to protect and prepare the TWN community from the impacts of climate change, and to work towards becoming a low carbon resilient community. This work continues to be guided by input from an

inter-departmental TWN staff working group and a community based Climate Change Advisory Committee.

- In partnership with Public Works and Economic Development, TLR staff substantially completed the TWN's first Greenhouse Gas (GHG) Baseline Inventory and Forecast report that provides estimated GHG emissions arising from TWN buildings, transportation and waste. The report suggests a community GHG reduction target and recommended actions to achieve that target. Key actions from this report will be integrated into the CCRP.
- Progressed on the Burrard Inlet Water Quality Objectives (WQO) update project by completing the next series of contaminant reports that are major influencers of water quality in Burrard Inlet. Embarked on a process with the Province to develop the first TWN/Provincial contaminant WQO short-form or policy report that will be used by the Province in decisions affecting water quality in Burrard Inlet.
- Continued progress on the Reserve Creek Water Quality Improvement project, co-managed by TLR (lead) and Public Works, and in collaboration with the District of North Vancouver and Metro Vancouver Regional District. In the summer of 2019, elevated levels of coliform bacteria at a site sampled by TWN Field Technicians led to the discovery of a cross-connected pipe that was contributing to contamination of Big John Creek. This connection was remediated in the Fall of 2019. Water quality monitoring of on reserve creeks will continue in 2020.
- TLR field crews continued collecting data on many parts of the Burrard Inlet ecosystem, including clam surveys, habitat mapping, juvenile salmon surveys, monitoring vessel-generated waves, and underwater noise. This information will help us better understand the current health of the inlet and identify key stressors and management priorities.
- We are also developing a pre-contact ecosystem baseline of Burrard Inlet from the archaeological record, archival materials, and TWN knowledge. We will compare this to the current conditions of the inlet to understand total changes over the last 200 years in order to manage the entire ecosystem's health, based in TWN law.
- In April 2019, the TLR field crew noticed a herring spawn in Indian Arm. This was the first recorded herring spawn there since the late 1800s. A few days later, orcas came back up Indian Arm following the herring and seals. We did a dive survey of the herring spawn and estimated there were up to 6 billion eggs from a school of up to 600,000 herring.

Special Projects

- The 2019/2020 fiscal year saw a lot of meetings for the Indigenous Advisory Monitoring Committee for the Trans Mountain Expansion project.
 - Burrard Inlet/Lower Fraser representative
 - Chaired the Engagement Subcommittee (12 participants from across the line)
- Member of a few subcommittees: Marine Shipping (20); Indigenous Monitoring (15); Grants & Contributions (Indigenous Chairs of all subcommittees – Monitoring, Marine Shipping, Socio-Economic, and Engagement)
- Also, continued to provide support in building relationships with:
 - North Vancouver Museum & Archives
- Upcoming Grand Opening of new Museum facilities
- Continued input on TWN display alongside Squamish
- Continued input on Memorandum of Understanding
 - Museum of Vancouver
- Current/upcoming exhibits
 - Indigenous Design Advisory Committee
- for Vancouver Coastal Health
 - South Shore Community Liaison Committee
- Provided support for:
 - First Nations Fisheries Legacy Fund
 - Lower Fraser Fisheries Alliance
 - First Nations Summit
 - Various events with other TLR teams to provide/build awareness about Tsleil-Waututh – past, present, and future



SACRED TRUST

The Sacred Trust Program works to protect and assert Tsleil-Waututh rights, title, and interests, to advance Tsleil-Waututh law, governance and jurisdiction, and to implement the mandate to stop the proposed Trans Mountain Expansion Project (“TMX”) and related tanker traffic in Burrard Inlet.

The Program’s strategy includes four key elements: 1) Crown Engagement, 2) Legal strategy including litigation, 3) Public outreach, including media and communications, and 4) financial pressure. Sacred Trust has been busy on all four fronts, but engagement in consultation as well as litigation with the federal government dominated the team’s agenda for the entire year.

Crown Engagement: Trans Mountain Reconsideration Process (April– June 2019)

This year, the Sacred Trust team was deeply engaged in “Phase III” consultation with the federal government on the Trans Mountain pipeline. The federal government was required to re-consult TWN following our successful Federal Court of Appeal victory in 2018 (*Tsleil-Waututh v. Canada*) in what was called “the reconsideration process.” This process provided another forum in which TWN could put forward our concerns about TMX, including expert evidence on the risk of spills, on the outdated and flawed economic justification for the project, concerns on climate change, and impacts from marine shipping to TWN rights, title and interests including cultural activities and TWN’s deep and sacred relationship with Southern Resident Killer Whales. The Sacred Trust consultation team met with federal representatives regularly from March to June to ensure TWN’s concerns were heard.





In May 2019, Chief Leah and Sacred Trust staff travelled to Ottawa to meet directly with federal ministers to share TWN's concerns about the project and explain why Canada must not approve the TMX pipeline.

Despite this renewed consultation process, the federal government yet again failed to address TWN's concerns and re-approved the pipeline in June 2019.

Since the pipeline re-approval, the Sacred Trust team continues to respond to the

numerous consultation requests we receive from Crown agencies seeking to consult TWN on permits related to the pipeline. TWN continues to fight to ensure our concerns are heard and addressed. TWN is also currently in discussion with the BC Environmental Assessment Office (BCEAO) regarding the project's Environmental Assessment Certificate conditions.

Litigation: TWN Takes Canada to Court over the Pipeline Re-Approval (June 2019 – July 2020)

On June 18th 2019, Canada re-approved the pipeline project and shortly after, TWN again challenged the decision at the Federal Court of Appeal. TWN argued to the Federal Court of Appeal that, despite the renewed federal consultation process, consultation remained insufficient, TWN's concerns remained unaddressed, the National Energy Board (NEB) erred in law in their assessment, and Canada's approval of TMX ultimately could not be justified. On September 4th, 2019, the Federal Court of Appeal allowed TWN's appeal but on a very limited scope of issues. (TWN would later appeal the court's limited scoping at the Supreme Court, but our case was not accepted.) In November 2019, Sacred Trust team members Ernie George and Erin Hanson were cross-examined by Canada's lawyers about the consultation process. In December 2019, lawyers for Tsleil-Waututh Nation, Squamish Nation and Coldwater Indian Band conducted oral arguments before of the Federal Court of Appeal. On February 4th, 2020, the Federal Court of Appeal issued their decision that Canada's approval of the pipeline was reasonable despite arguments from TWN and others regarding significant flaws in the process.

TWN appealed this decision at the Supreme Court (what is known as "granting leave") in April 2020. On July 2nd 2020, Tsleil-Waututh Nation, the Squamish Nation, and Coldwater Indian Band were denied this leave to appeal by the Supreme Court of Canada. After two significant legal challenges of the federal government approval of the pipeline project, this particular pathway of challenging the pipeline project through the courts ended.



Chief Leah George-Wilson speaks at a press conference as Federal Court of Appeal hearings begin, with Squamish & Coldwater December 2019



The whales returned to Burrard Inlet

The “Yes” Agenda: Saying YES to a healthy Burrard Inlet

Sacred Trust has always been about more than saying “no” to one pipeline project, but rather, supporting what we are saying “yes” to: A healthy Burrard Inlet, where Tsleil-Waututh people can practice their culture and exercise their rights in a healthy territory.

In April 2019, killer whales return to the Inlet past Second Narrows for the first time since the 1990s. That same week, TWN field crews discovered the first herring spawn in 130 years in Indian Arm. We are witnessing the ecosystem returning to Burrard Inlet and Indian Arm. This new ecological knowledge informs Sacred Trust response to referrals and engagement with government agencies; we are bearing witness to the ecosystem returning, and what we can achieve together.

In October 2019, TWN premiered “When the Tide Goes Out” at the Vancouver International Film Festival, a film about the return of TWN’s clam harvest. The film was jointly screened with the Heiltsuk Nation and their film “Raven People Rising,” and hosted by Pull Together, a campaign that fundraises to offset costs from TWN’s litigation.



Climate Change

The Climate Change Program continues to build relationships and work with various levels of government (federal, provincial, international and Indigenous) for TWN to provide critical input on climate policy. This year, part of our program included a six-week TWN Climate Change Seminar Series, available to staff and community members to learn from professionals in the field about various ways to address climate change and its impacts. We hope to continue these seminars in the future.

In October 2019, TWN members spoke at a Climate Strike Rally in Vancouver, and Sacred Trust team members, along with UBCIC and Squamish Nation representatives, met with internationally-renowned climate activist Greta Thunberg. TWN welcomed her to the territory, shared with her TWN's work to date on climate change and TMX, emphasized the importance of Indigenous voices in climate work, and provided her with a "Warrior Up!" t-shirt.

Representatives from Tsleil-Waututh, Squamish, and UBCIC meet with Greta Thunberg, October 2019



In early March 2020, TWN sent a delegation to the Assembly of First Nations National Climate Gathering in Whitehorse, Yukon. TWN presented on our climate work to an audience of Indigenous community members and leaders from across Canada. TWN also met and learned from other attendees from First Nations across Canada about how they are responding to climate change. This knowledge and new relationships helps inform our climate work here at home.

Rights Recognition with Canada

The Sacred Trust Program also works to advance Tsleil-Waututh's Aboriginal rights, title, and interests more broadly through strategic government-to-government negotiations. The team continues to meet with the federal government on how to recognize TWN rights and advance TWN priorities at our Recognition of Indigenous Rights and Self-Determination ("RIRSD") Table. We are working towards joint decision-making in the territory, to ensure TWN has a seat at the table as a decision-maker over various matters First Nations have been historically excluded from off-reserve. As directed by Council, we began with a focus on environmental stewardship and joint decision-making. This year, we continued to make good progress on our "pilot" project, our Disposal at Sea Co-Management agreement with Environment and Climate Change Canada. This year, TWN also successfully negotiated and secured a ten-year funding agreement to support TWN's environmental stewardship initiatives. This provides TWN with certainty and the stability to pursue our environmental work over the long-term.

ADMINISTRATION

Relationships:

The TWN Relationships Program is a new Program within the Administration Department which was established halfway through the 2019/2020 fiscal year. This program is currently staffed with a Relationship Manager position, with another staff position to be hired within 2020/2021. This Program grew out of the need for TWN, across all Departments, to manage and strengthen relationships with a wide range of external entities.

The TWN Relationship Program aims to seek and connect TWN with opportunities that are aligned with its values of cultural and environmental stewardship, health and well-being, community and business development, for the benefit of TWN's past, present and future members.

Overall purpose of the TWN Relationships Program:

- Create, build and maintain relationships with external entities on behalf of TWN in collaboration with all TWN Departments
- Develop relationship, protocol and co-operation agreements with other external governments and organizations such as First Nations, crown and local governments, private sector and non-governmental organizations
- Establish relationships and draft agreements to maximize collaborative opportunities that advance TWN's goals for the benefit of TWN members

In 2019/2020, a selection of key relationships that were advanced for TWN include:

- BC Hydro
- VFPA (Port of Vancouver)
- BC Ministry of Transportation and Infrastructure
- Metro Vancouver
- District of North Vancouver
- City of Vancouver
- Village of Belcarra
- Burnaby Village Museum
- North Vancouver Museum and Archives
- Vancouver Museum
- Western Stevedoring and G3 (Lynnterm)
- Parkland
- Microsoft
- Arc'teryx

Office Management:

The Tsleil-Waututh Nation Administrative Support Team includes the Office Manager and permanent and casual front-line Administrative staff who efficiently support the evolving needs of TWN staff, community members and visitors to the Nation.

In 2019 our team helped coordinate the logistics for the move to the new TWN administration building and ensured a smooth transition for all involved. Since then, the Administrative Support Team has been very active in streamlining ongoing processes in the following areas:

- *TWN Welcome Center* - consistently provides exceptional customer service and administrative support to TWN community members, staff and visitors.
- *Health and Safety* - actively participates in creating a safe and healthy working environment for staff and visitors
- *Special events* - help plan and coordinate small and large internal meetings, staff appreciation events, external meetings and community events.



Orange Shirt Day, 2019

Communications:

At the beginning of the 2019-20 fiscal year the Communication Department hired new staff and started a positive shift in process and direction. The goals of this change were to improve communication practices at Tsleil-Waututh both internally and externally, work with all TWN departments, and be proactive with communication.

The guiding principles the communication team works from to ensure success in all projects are:

- Provide information that is timely, accurate, clear, accessible and responsive.
- Consider the range of communication tools at their disposal and use those most appropriate to address the needs associated with each circumstance.
- Work collaboratively across the organization to ensure that information is thorough, factual and timely.
- Respect the access to information and privacy rights of citizens and employees.
- Support opportunities for engagement to inform public policy.
- Strive to achieve a culture of two-way communication and “communications excellence” practices.
- Prioritize TWN Community needs and cultural practices



Weaving Governance Ceremony, 2019

The Communication Team worked on many projects throughout the 2019-2020 fiscal year. Project Highlights from last year:

- The TWN Community Newsletter is produced bi-monthly on a consistent schedule
- Employment and Training Newsletter Coordination
- Improving internal communications to provide quality updates to community (supporting community events, attending departmental meetings)
- Consistent posting through Facebook on TW Nation
- Assisted departments in updating twnation.ca website
- Provide media support to various projects (Sacred Trust/ Trans Mountain Expansion, Apex Road Project)
- Chief and Council and Chief Administrative Officer support
- Annual report creation
- Speaker and protocol requests coordination
- Facilitate departmental surveys

The 2019-20 year included many exciting projects and tool implementations with the overall goal being improved communication from TWN Staff to TWN Community and strengthen interdepartmental communications. We always welcome feedback from community and staff so please do not hesitate to email communications@twnation.ca with any comments or questions.

Human Resources:

The Human Resources team will continue to support TWN's vision, mission, and organizational goals. HR works closely with all departments in order to deliver excellent shared services to the employees and members of TWN.

Human Resources touches upon every department within an organization. The HR department strives to be a champion of the employees and represent any concerns they have; at the same time increase their contribution to TWN in order to achieve organizational excellence. To achieve this, we will focus on culture, learning, equality, and teamwork and ensure that we are aligned with the TWN strategic priorities.

Main strategic goals for 2019/2020:

HR Planning:

- Vacation Leave Entitlements; Organizational Charts review per department
- Employee file update/cleanup

Compensation and Benefits:

- Compensation Clarity Workshop for Chief and Council
- Total Compensation Review for TWN

Training & Development:

- Determine mandatory training for all new employees and current employees (Respect in the Workplace, Cultural Training (ICS), OH&S)
- Develop and implement Occupational Health & Safety (OH&S) program

Technology:

- Source Human Resources Information Systems (HRIS) that align with Payroll systems
- Implementation and maintenance of HRIS

Results for 2019/2020

HR Planning

All vacation leave entitlements established and updated accordingly into new ADP systems. Organizational charts are reviewed and updated accordingly as new hires come in and employees move on from TWN. The employee file update is underway and employee files are being updated and completed adequately.

Compensation and Benefits

Compensation Clarity Workshop implemented and successful. Western Compensation & Benefits Consultants ("WCBC") chosen to complete overall compensation review for TWN.

Training and Development

Mandatory training incorporated for all current and new employees and OH&S program implemented.

Technology

ADP Workforce now implemented over 3 quarters with a Go Live for payroll effective February 2020. All employee information and leave tracking information for vacation, sick, and overtime was effectively input into new systems which will allow for statistics and reporting efficiencies in all areas of HR.



Photo sharing for the Takaya Project, April 2019

FINANCE



Information Technology, Finance, Property Taxation and Records Management

- Successfully implemented a TWN wide Wi-Fi expansion at the AHC building extending the use of Wi-Fi access to identified dead zones. This service is intended for TWN employee and guest's use.
- Successfully deployed a TV, internet connection, and wireless access point at the Multi-Purpose Hall. This is intended for community use.
- Successfully decommissioned the old and traditional remote terminal server and implemented a newer VPN (remote) appliance allowing more reliable connection for remote users while still providing security and seamless connections to TWN shared file and folder resources. It has significantly improved remote access network traffic and has increased security by 100%.
- In collaboration with Bell, IT assisted in the implementation of Bell's Cellular Voice LTE. The installation increased the mobile connectivity coverage from zero to 99.5%. Intended beneficiaries are TWN employees and guests.
- 100% upgrade completion of all Windows 7 based computers to Windows 10 systems ensuring the re-usability and compatibility of the old machines to the latest updates and features of W10 while safeguarding its vulnerability against ransomware attacks.
- Continuously maintained support for computer laboratory for the students, TWN staff and community use.
- Successfully deployed the use of a 75" smart board for the student's classroom use.
- In collaboration with Recreational Department, IT has successfully implemented a full turnkey IT solution at the Helping House (CCTV system, LAN networking, Wi-Fi system, TV, and gaming system with a fast internet connection). This is especially intended for use by the community youth.
- Registered liens on the interests in land to which unpaid taxes pertain and sent out demand letters for payment. This resulted in collection of close to \$100,000 in delinquent taxes from many years ago.
- Implemented online Home Owner Grant application submission for eligible taxpayers which resulted in improved service delivery to the taxpayers.
- The Records Management program completed the project planning stages for the implementation of a Microsoft SharePoint system for managing information. Together with Collabware CLM, an automatic filing and retention software, SharePoint will roll out during the 2020-2021 fiscal year and will improve the centralized and efficient management of records and information for the TWN Administration. The SharePoint/Collabware system will help TWN staff and Council collaborate, communicate and use information to its full potential.

**TSLEIL-WAUTUTH
NATION CONSOLIDATED
FINANCIAL STATEMENTS
March 31, 2020**

TSLEIL-WAUTUTH NATION

CONSOLIDATED FINANCIAL STATEMENTS

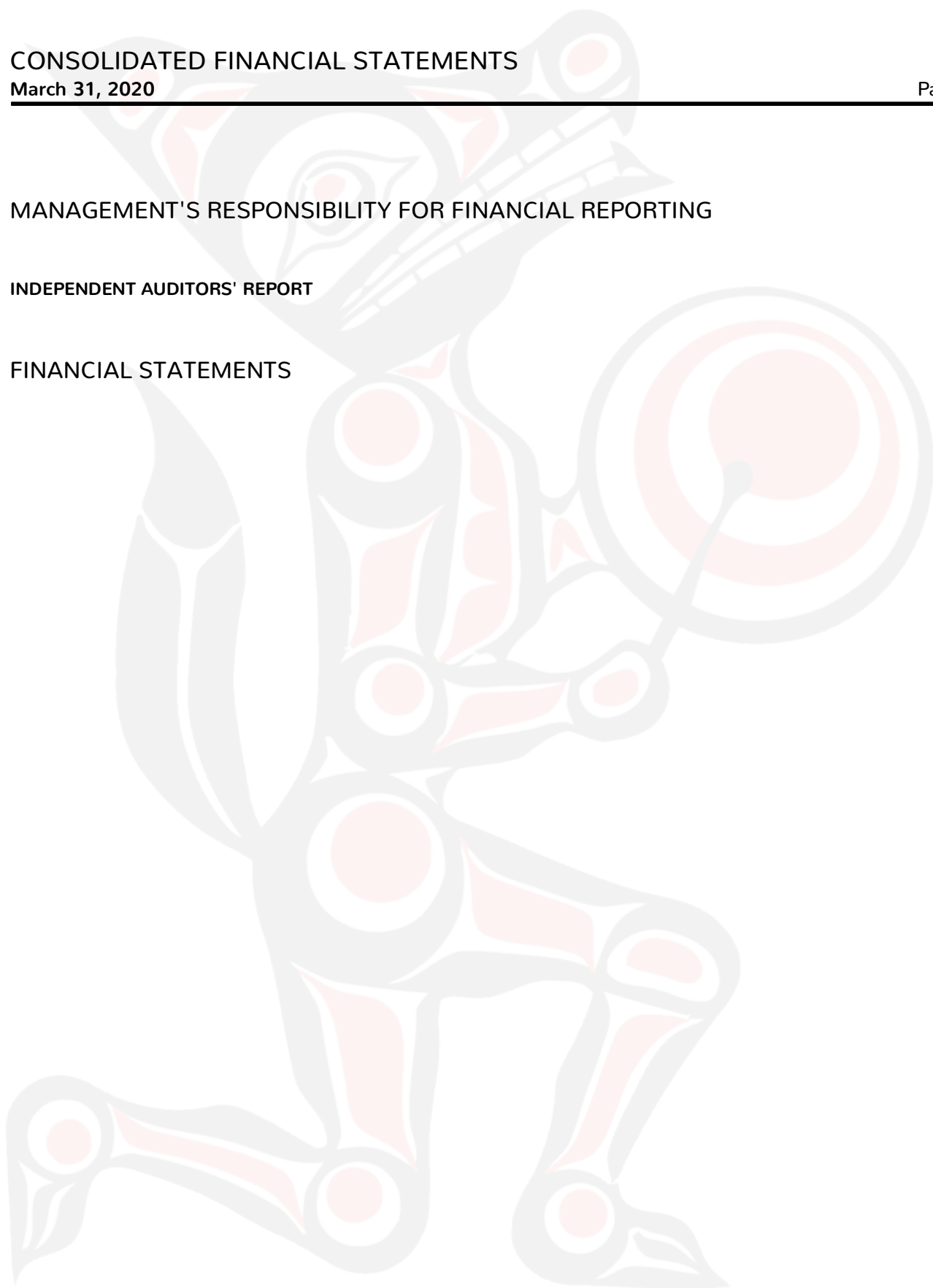
March 31, 2020

Page

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

INDEPENDENT AUDITORS' REPORT

FINANCIAL STATEMENTS



TSLEIL-WAUTUTH NATION

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

March 31 2020

The accompanying coordinated financial statements of Tsleil-Waututh Nation and all the information in this annual report for the year end arch 31, 2020 are the responsibility of management and have been approved by the Chief and Council.

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards. Financial statements are not precise since they include certain amounts based on estimates and judgement. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

The Tsleil-Waututh Nation maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the Nation's assets are appropriately accounted for and adequately safeguarded.

The Council is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the consolidated financial statements.

The Chief and Council review the Nation's financial statements and recommend their approval. The Chief and Council meet periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues to satisfy themselves that each party is properly discharging their responsibilities, and to review the annual report, the consolidated financial statements and the external auditor's report. The Chief and Council take this information into consideration when approving the consolidated financial statements for issuance to the Members. The Chief and Council also consider the engagement of the external auditors.

The consolidated financial statements have been audited by Reid Hurst Nagy Inc. in accordance with Canadian generally accepted auditing standards on behalf of their members. Reid Hurst Nagy Inc. has full access to the books and records of the Nation. Reid Hurst Nagy Inc. have full and free access to the council for information purposes.


Chief

AUG 06 2020

Date


Chief Administrative Officer

AUG 06 2020

Date

Independent Auditors' Report

To the Members of
Tsleil-Waututh Nation

Opinion

We have audited the consolidated financial statements of Tsleil-Waututh Nation, which comprise the consolidated statement of financial position as at March 31, 2020, and the consolidated statements of operations, accumulated surplus, remeasurement gains and losses, change in net financial assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the First Nation as at March 31, 2020, and the results of its consolidated operations, its remeasurement gains and losses, its changes in its consolidated net debt, and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the First Nation in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

Our audit was conducted for the purpose of forming an opinion on the basic financial statements of First Nation taken as a whole. The supplementary information included on the schedules on pages 26 is presented for the purposes of additional analysis and is not a required part of the basic financial statements. Such supplementary information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the First Nation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the First Nation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the First Nation's financial reporting process.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- w Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- w Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the First Nation's internal control.
- w Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- w Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the First Nation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the First Nation to cease to continue as a going concern.
- w Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- w Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



REID HURST NAGY INC.
CHARTERED PROFESSIONAL ACCOUNTANTS



RICHMOND, BC
AUGUST 6, 2020

TSLEIL-WAUTUTH NATION

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31	2020	2019
FINANCIAL ASSETS		
Cash	\$ 15,603,304	\$ 20,414,551
Restricted cash (Note 5)	536,985	517,211
Accounts receivable (Note 6)	1,480,541	2,525,199
Loans receivable (Note 7)	49,390,828	50,544,036
Rents receivable	540,169	528,153
Funds held in trust - Olympic Legacy Trust (Note 8)	24,330,805	25,595,154
Investments in First Nation controlled entities (Note 9)	53,670,547	49,961,744
Deferred Treaty Commission expenses		8,044,028
Trust funds	467,184	267,643
	146,020,363	158,397,719
LIABILITIES		
Accounts payable (Note 11)	2,866,880	3,310,816
Damage deposits	23,135	23,603
Trust liability to band members	467,184	267,643
Deferred revenue (Note 12)	162,766	218,924
Long-term debt (Note 13)	22,597	21,576,898
Replacement Reserve Fund (Note 14)	364,132	345,205
CMHC Mortgages (Note 15)	4,188,755	4,400,104
	8,095,449	30,143,193
NET FINANCIAL ASSETS	137,924,914	128,254,526
NON-FINANCIAL ASSETS		
Prepaid expenses	80,277	53
Tangible capital assets (Note 16)	41,242,699	43,003,629
	41,322,976	43,003,682
ACCUMULATED SURPLUS (Note 17)	\$ 179,247,880	\$ 171,258,208
ACCUMULATED SURPLUS CONSISTS OF		
Accumulated operating surplus	180,039,401	169,802,572
Accumulated remeasurement gains and (losses) at end of year	(791,521)	1,455,636
ACCUMULATED SURPLUS	179,247,880	171,258,208

APPROVED ON BEHALF OF THE TSLEIL-WAUTUTH NATION

 Chief
 Chief Administrative Officer

The accompanying notes are an integral part of the financial statements

CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES

For the year ended March 31	2020	2019
ACCUMULATED REMEASUREMENT GAINS AT BEGINNING OF YEAR	\$ 1,455,636	\$ 2,146,453
UNREALIZED LOSSES ATTRIBUTABLE TO: Change in market value of portfolio investments	(2,247,157)	(690,817)
NET REMEASUREMENT LOSSES	(2,247,157)	(690,817)
ACCUMULATED REMEASUREMENT GAINS AND (LOSSES) AT END OF YEAR	\$ (791,521)	\$ 1,455,636

CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

For the year ended March 31	2020	2019
ANNUAL SURPLUS	\$ 7,989,671	\$ 37,102,329
Acquisition of tangible capital assets	(1,323,446)	(9,354,192)
Amortization of tangible capital assets	3,084,376	1,109,898
	1,760,930	(8,244,294)
Acquisition of prepaid asset	(80,266)	(53)
Use of prepaid asset	53	163,048
	(80,213)	162,995
Acquisition of inventory	-	(23,037)
Use of inventory	-	23,037
	-	-
INCREASE IN NET FINANCIAL ASSETS	9,670,388	29,021,030
NET FINANCIAL ASSETS AT BEGINNING OF YEAR	128,254,526	99,233,496
NET FINANCIAL ASSETS AT END OF YEAR	\$ 137,924,914	\$ 128,254,526

CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended March 31

	2020 Budget	2020 Actual	2019 Actual
REVENUE			
Indigenous Services Canada	\$ 2,975,694	\$ 3,197,865	\$ 3,668,075
ACCESS	594,291	584,368	475,879
Administration fee	450,683	237,500	288,553
BC Hydro	143,400	16,378	36,378
BCFN Gaming	-	381,039	-
Canada Mortgage and Housing Corporation	194,868	213,445	193,673
Daycare	223,370	122,217	188,255
Department of Fisheries and Oceans	281,312	293,019	437,900
Environment Canada	210,000	-	110,000
First Nations Education Steering Committee	151,500	188,353	186,164
First Nations Goods and Services Tax	2,265,000	2,569,614	2,316,463
First Nations Health Authority	1,591,109	3,212,904	2,011,268
Government of Canada	200,000	8,813,607	22,807,714
Interest	251,020	434,222	881,450
Investment revenue (loss) (net of unrealized gains and losses)	-	(838,551)	1,246,392
New Relationship Trust	10,000	2,900	231,500
Other	30,622,527	11,848,855	4,992,944
Permits and land registration fees	200,000	80,551	632,983
Property tax assessed	4,000,000	4,881,738	5,010,627
Province of BC	3,507,772	3,952,513	6,467,428
Rental	428,670	509,837	604,655
Share of income (loss) from First Nation controlled entities	-	1,227,202	1,992,989
Vancouver Coastal Health	-	-	39,940
	48,301,216	41,929,576	54,821,230
EXPENSES			
Administration	4,509,720	4,565,427	4,893,257
Community Development - Education	3,993,411	3,532,087	2,857,861
Community Development - Health	84,164	80,478	65,794
Community Development - General	1,313,188	1,209,814	1,115,728
Community Development - Social Development	543,787	695,386	582,383
Treaty, Lands and Resources	4,044,917	4,318,770	2,308,991
Public Works	12,130,773	8,513,912	4,558,280
Economic Development	737,852	737,223	563,010
Social Housing Fund	509,837	188,351	151,979
Capital Fund	-	1,756,696	928,973
Trust Funds	-	125,798	122,883
Enterprise Fund	-	(40,578)	(729,438)
Negotiation Support Agreement Fund	-	8,045,193	1,192
	27,867,649	33,728,557	17,420,893
ANNUAL SURPLUS	\$ 20,475,649	\$ 7,989,671	\$ 37,102,329

CONSOLIDATED STATEMENT OF ACCUMULATED SURPLUS

For the year ended March 31

2020

2019

ACCUMULATED SURPLUS AT BEGINNING OF YEAR

\$ 171,258,209

\$ 134,155,880

ANNUAL SURPLUS

7,989,671

37,102,329

ACCUMULATED SURPLUS AT END OF YEAR

\$ 179,247,880

\$ 171,258,209

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended March 31, 2020	2020	2019
OPERATING ACTIVITIES		
ANNUAL SURPLUS	\$ 7,989,671	\$ 37,102,329
Items not affecting cash		
Amortization, net of disposal	3,084,376	1,109,898
Share of income (loss) of First Nation controlled entities - Enterprise Fund	(1,227,202)	(1,992,989)
	9,846,845	36,219,238
Change in non-cash operating working capital		
Accounts receivable	1,044,658	1,400,794
Prepaid expenses	(80,223)	162,994
Accounts payable	(443,895)	(359,066)
Deferred revenue	(56,158)	91,734
Rents receivable	(12,016)	(210,904)
Loans receivable	1,153,208	(34,720,299)
Damage deposits	(462)	525
Replacement Reserve Fund	18,927	50,554
	11,470,884	2,635,570
CAPITAL ACTIVITIES		
Purchase of tangible capital assets in the Capital Fund	(1,755,749)	(9,393,153)
Disposal of tangible capital assets in the Capital Fund	432,303	38,960
	(1,323,446)	(9,354,193)
FINANCING ACTIVITIES		
Treaty loan forgiveness	8,044,028	-
Repayment of long-term debt	(21,554,301)	(11,154,777)
Repayment of Social Housing long-term debt	(211,349)	(219,885)
	(13,721,622)	(11,374,662)
INVESTING ACTIVITIES		
Net investment in Enterprise Fund investments	(2,481,639)	35,741,558
INCREASE IN CASH AND CASH EQUIVALENTS	(6,055,823)	17,648,273
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	46,526,916	28,878,643
CASH AND CASH EQUIVALENTS, END OF YEAR	\$ 40,471,093	\$ 46,526,916
CASH AND CASH EQUIVALENTS ARE REPRESENTED BY:		
Cash	\$ 15,603,304	\$ 20,414,551
Restricted cash	536,985	517,211
Funds held in trust - Olympic Legacy Trust	24,330,804	25,595,154
	\$ 40,471,093	\$ 46,526,916

ANNEX B

Schedule of Remuneration and Expenses (Chiefs and Councillors)

Name of Recipient Tsleil-Waututh Nation for the Year Ended March 31, 2020

Name of Individual	Position Title	Number of Months [Note 1]	Remuneration [Note 2] - Gross Pay, Wages, Fees	Remuneration [Note 2] - EI, CPP, Private Pension, Group Insurance	Remuneration [Note 2] - Honoraria	Expenses [Note 3]
Leah George-Wilson	Chief	12	0	0	48,000	1,687
Deanna George	Councillor	12	47,475	8,874	38,006	3,036
Jennifer Thomas	Councillor	12	31,668	4,347	39,000	783
Curtis Thomas	Councillor	12	0	0	29,400	42
Vanessa Gonzalez	Councillor	12	39,346	6,439	28,050	424
Justin George	Councillor	12	0	0	20,600	0

- The number of months during the fiscal year that the individual was a chief or councillor.*
- As per the First Nations Financial Transparency Act:*

"remuneration" means any salaries, wages, commissions, bonuses, fees, honoraria and dividends and any other monetary benefits

- other than the reimbursement of expenses - and non-monetary benefits.

Examples are provided in the supporting document which accompanies this document on AANDC's Internet site entitled: "Supplementary Information" .

- As per the First Nations Financial Transparency Act:*

"expenses" includes the costs of transportation, accommodation, meals, hospitality and incidental expenses.



| 3178 Alder Court, North Vancouver, BC, V7H 2V | 604-929-3454 |