

# səlilwətaɬ



## Tsleil-Waututh Nation Annual Report 2023-24









**ǰpeýǽp**

cedar

- strength -

**yǽx<sup>w</sup>ǽθǽt**

untie, unwind, heal



**sme:nt**

mountain



**tǽmǽx<sup>w</sup>**

land

- comes from  
within -

**hǽńǧǽmińǽń**

traditional language

**snǽx<sup>w</sup>ǽt**

canoe

- paddling  
together  
with one  
heart, one  
mind, one  
spirit -

**snǽwǽyǽt**

teachings



**sce:tǽn**

salmon



**k<sup>w</sup>aǰk<sup>w</sup>a**

ocean

- sacred trust -

**xǽtǽmǽt**

protect



**sǽlilwǽt**

Burrard Inlet

origin -

**k<sup>w</sup>θǽ syǽwǽńǽtǽt**

our Ancestors

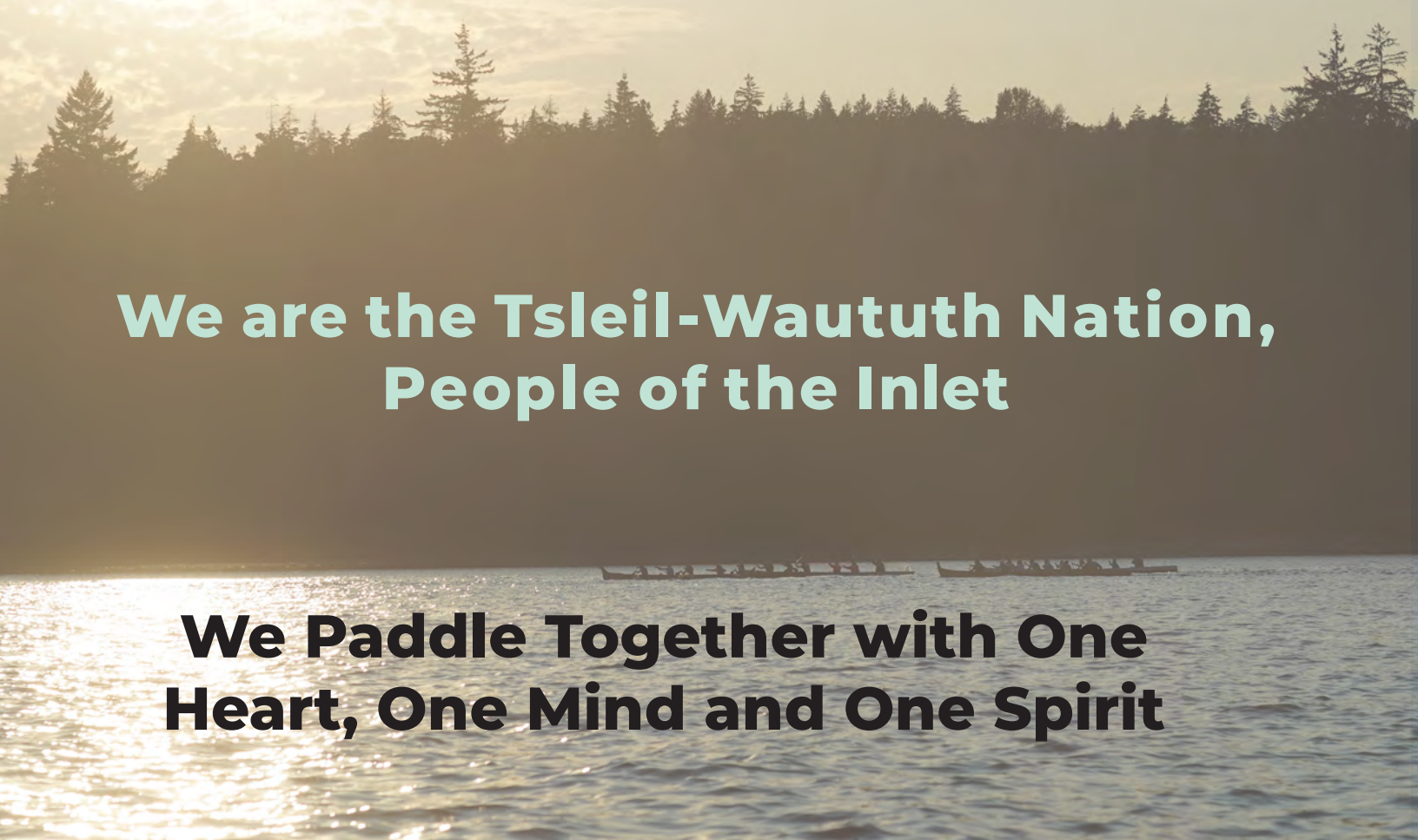


**stǽqaye?**

wolf







**We are the Tsleil-Waututh Nation,  
People of the Inlet**

**We Paddle Together with One  
Heart, One Mind and One Spirit**







**ᑭᐱᑦ ᓂᓖᓐᓂᓐᓂᓐ**  
**good feelings**



# Table of Contents

About Us	6
Our Vision, Mission, Vivid Description, Core Values	7
TWN Chief & Council	10
A Message From Chief & Council	11
A Message From The CAO	14
Organizational Chart	16
TWN Membership	18
Operational Highlights	20
Administration	22
Community Development	29
Economic Development	36
Health and Wellness	44
Public Works	62
Treaty, Lands and Resources	72
Financials	82

photos (top to bottom):  
National Day of Truth and Reconciliation,  
Elders' Engagement Gathering,  
and Women's Group





# About Us

We are **səlilwətał** (Tsleil-Waututh Nation), People of the Inlet. **səlilwət** (Burrard Inlet) sustains us with food, forests, and water. Many generations of Tsleil-Wautt people have lived and thrived in our traditional territory, due in no small part to this abundance.

Our Ancestors traveled throughout our territory, keeping villages in many locations, living wherever seasonal resources were plentiful. Our lands and waters have shaped our culture and will continue to be central to our way of life. We maintain a sacred



photo: **səlilwətał** youth, Elders, community, and staff gathering to participate in stewardship of the shoreline

trust, a responsibility to care for and restore our traditional territory to its former state. Our stewardship of the land, air, and water is deeply ingrained in our culture because we understand that the health of our people is interconnected with our environment.

Today, our Nation operates multiple successful businesses, which generate own source revenue, build our capacity for economic growth, provide employment opportunities for our people, and create wealth for current and future generations.

We deliver culturally-safe programs for our community members in education, health and wellness, child and family development, and training and employment. We are committed to continue putting the face of the Tsleil-Waututh Nation back on our traditional territory through our work and to collaborate with partners who share common goals.

We will continue mentoring our youth, passing on our history and cultural knowledge to the next generations, and participating on social, ecological, cultural, economic levels in decision-making within our lands, for the benefit for the next seven generations.





## Our Mission

**ʔəxʔixəltəl** [paddling together], our Mission is to uphold the **snəwəyət** [teachings and ways of being] and the **ʔəy sqweləwən** [good feelings] of Sleil-Wautt people, we will **siʔámθət** [become rich] in our teachings, culture and inherent rights – we thrive in our social and economic excellence.

## Our Vision

**ʔi ct kwə́net k'wə**  
**xwəlməxwaʔt štəhi:m**  
**ʔiʔ həli ct wə niʔ ʔəw**  
**taʔəltəlxw ʔ syəwə́nət ct**

Our Vision is to live and celebrate our identity as Sleil-Wautt people, fluently speaking **hə́nqəmínə́m**, asserting our inherent rights with full jurisdiction over our traditional lands and people, living in harmony, inspiring collaboration and unity.





# Vivid Description

We walk in the footprints of our Ancestors, breathing life into our language, stories, and history, hearing our language and songs, seeing our language, arts and culture on our signs, crosswalks, buildings and businesses.

We have shed colonial ways – walking to the water, stepping into the canoe, picking up the paddle, seeing our people harvesting shellfish, connecting to the land, water and our ancestral ways.

Knowledge Keepers transfer the wealth of our history, legends, songs, and ways of being to the next generations.

hə́ŋqəmiŋə́m is spoken to the point that students, partners, and neighbours will know how to greet us.

Our stories are accessible online, in books and in our school curriculum.

We assert our Indigenous laws by sitting at all levels of government and organizations that span our territory.



photo: səliłwətał youth canoe pullers at Whey-ah-Wichen Canoe Festival 2023



photo: səliłwətał youth learning about land stewardship with Treaty, Lands and Resources and siǰámθət School staff



photo: səliłwətał drummers at Indigenous Veterans Day 2023 at Whey-ah-Wichen



# səlilwətał Core Values

## siʔámθət become rich

**Generosity** - We are generous in sharing what we know. We are generous in our support and promotion of others, and we are generous with kindness, encouragement, and love.

## snəwəyət teachings

**Integrity** - We are committed to honesty, trust, and transparency. We do the right thing — even when no one is watching.

## snəwəyət teachings

**Reciprocity** - We share with others, take turns, and engage in reciprocal actions.

## ʔəxʔixəltəl paddling together

**Unity** - We paddle together as one, working in unison to deliver on our Mission and achieve our Vision of the future.

## ʔəy sqʷeləwən good feelings

**Family** - We recognize that each of us has gifts to share, and we are committed to caring for one another, treating our people with the dignity and respect they deserve as human beings.

photo: Deidre Thomas, Lands Officer staff and səlilwətał Member, actioning core values in her work with community



# TWN Chief & Council

Meet the  
Tsleil-Waututh Nation  
Chief and Council. Their  
term runs from July 1,  
2021 to June 30, 2025.



**Chief Jen Thomas**



**Councillor Deanna George**



**Councillor Charlene Aleck**



**Councillor Curtis Thomas**



**Councillor Liana Martin**



**Councillor Dennis Thomas**



**Councillor Kevin O'Neill**



# A Message From Chief & Council

hay čx<sup>w</sup> qə for another successful year for səliłwətał. We raise our hands with gratitude to our Membership, staff, and partners for their continued hard work and ongoing support. We are pleased to present the 2023/2024 Tsleil-Waututh Annual Report on our operations, activities, and financial performance during the past fiscal year.

We are here to listen to our People, address community concerns as they arise, from housing needs to health. We try our very best to provide supports for all of community's needs.

Following our 2022 to 2025 Strategic Plan ʔəxʔixəltəł [Paddling Together], we are pleased to share a few of our success stories for this fiscal year.

- Housing: We continue to ensure our Members living on reserve have safe and healthy homes. This is a major project and we are committed to continuing this for the next fiscal year.
- Building relationships: We are always ensuring Tsleil-Waututh Nation is included in important decisions that happen in our territory. Fostering new relationships with partners to expand our network of allies and continuing to honour our ongoing partnerships with ones like MST Development are a priority for us. We are proud to achieve significant milestones for our Jericho Lands and Heather Street projects.

We continued to deliver wraparound health and wellness programs, offer

employment and capacity-building opportunities, earn revenues from TWN businesses to reinvest in our community, support **siʔámθət** School students as they engage in culturally-rich, land-based learning and **hə́ŋqəmiḥəm** learning, and protect and restore our territory where our Ancestors once thrived, defining our footprint as active stewards of these lands and waters.

Our strategic pillars reflect our shared values and teachings from our Elders, which guide us to embed cultural practices in our work and ways of life. Elders are our priority and we continued to support programming to meet their needs and come together to connect. We also empowered

Tsleil-Waututh youth through continued arts and sport funding, cultural exchanges, summer movie nights, and shared meals.

As we continue to grow our Membership and core staff, we are pleased with the hiring of our new CAO Robert Bartlett, who brings a wealth of knowledge and experience leading teams and supporting First Nations communities.

**səlilwətaʔ** is lifting our spirits and empowering our People to be proud of our history and connection to the lands and waters. We are guided by our laws, priorities, and mandates, to build a thriving future for the next seven generations.

**hay ce:p' qə**

## Chief & Council

**səlilwətaʔ**

Tsleil-Waututh Nation

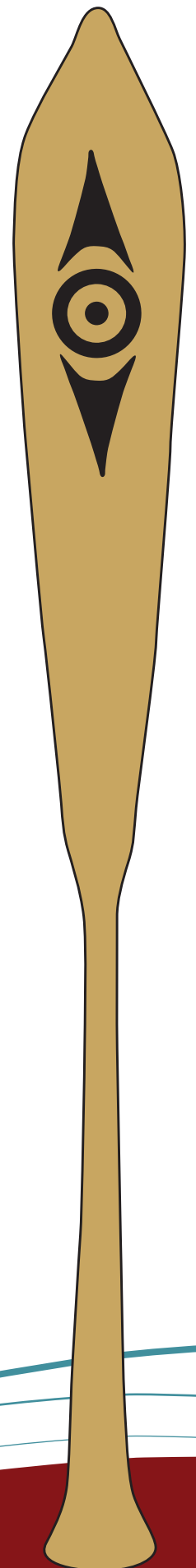
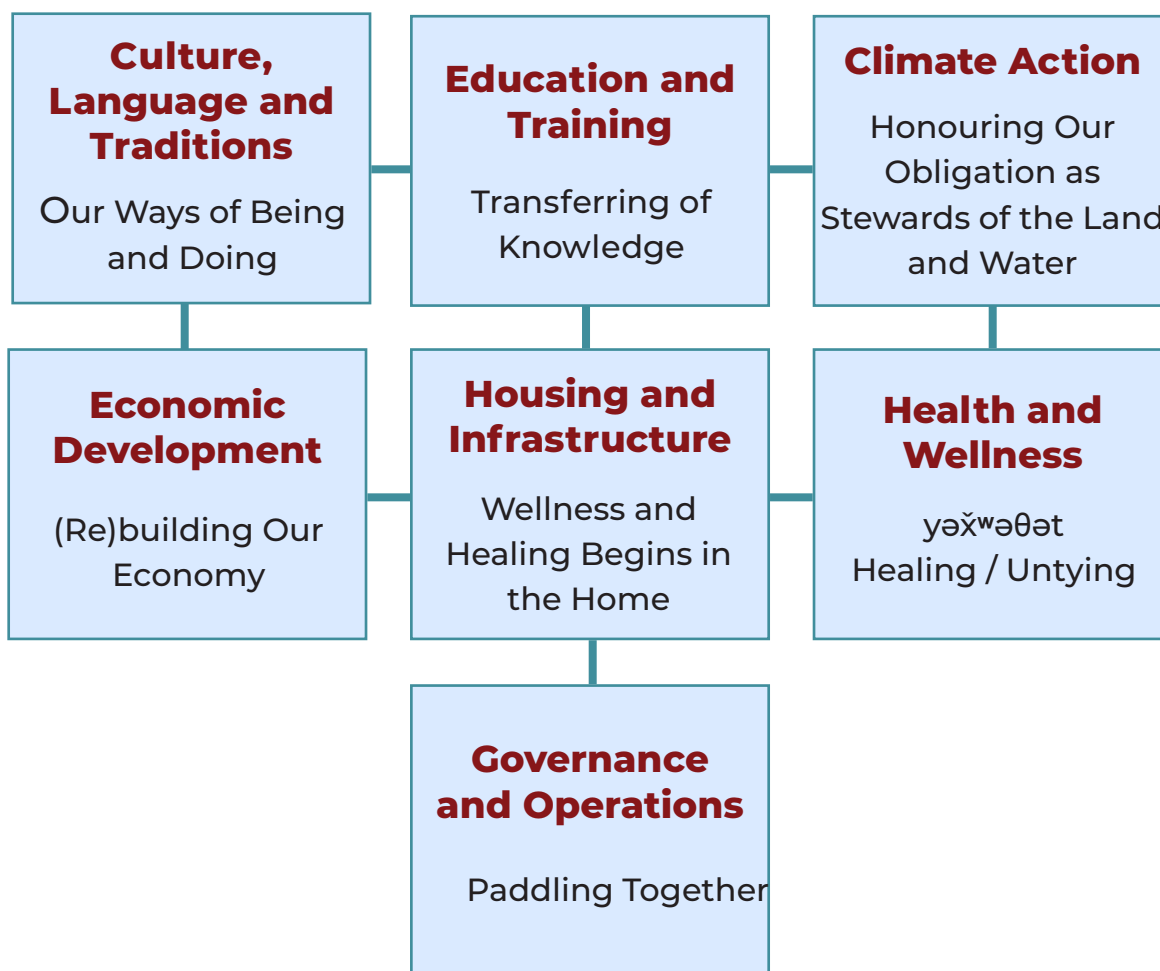




# TWN Strategic Pillars

Strategic Priorities or Pillars are high-level initiatives arising from the Strategic Vision and serve to guide the Action Plans towards some overarching Goals.

## Our Strategic Pillars



# A Message From The CAO

I stepped into the role of Chief Administrative Officer (CAO) at **səlilwətał** (Tsleil-Waututh Nation) near the end of the 2023-2024 fiscal year. I wish to extend my gratitude to Ernie “Bones” George for his unwavering leadership as CAO until his departure in October 2023.

I am honoured to support Chief & Council in their desire to sustain and improve the quality of life in the community. Based upon their Strategic Plan **ʔəxʔixəltəł** [Paddling Together], I have worked towards implementing actions for achieving social, cultural, health, and economic excellence based on **snəwəyətł** [teachings and ways of being].

I am proud to report that Directors and staff across our

seven departments effectively implemented a range of programs and services that are culturally safe and responsive to Members’ needs.

I applaud the **ćećəwət leləm** Helping House for keeping our Members healthy and safe by providing holistic, culturally relevant, wrap-around health and wellness services and programs, including 1,350 counselling sessions for children, teens, adults, and Elders, an incredible array of Recreation programs, and the Community Garden’s expansion. Elders participated in regular arts and crafts, field trips, and canning, while youth have enjoyed many sports programs, summer daycamp, and the breakfast club.

Elders have benefitted from supports from the Indigenous Residential School Survivors discovery project with individualized wellness plans. We also heard from Residential School and Day School Survivors on how best we could contribute to their healing journey.

In Treaty, Lands and Resources, staff continued to consult with more than 600 proponents in our consultation area. Notably, we gained status as an official Archaeological Repository, restored salmon habitat in **xʔəlilwətaʔł** (the Indian River Watershed), and launched a shoreline adaptation





and restoration project in Whey-ah-Wichen. Meanwhile, the Sacred Trust Initiative continued with its mandate to protect TWN from the risks of the Trans Mountain Pipeline Expansion.

In Public Works, the Lands team issued 114 permits, supported three laws and policies, and were involved in 26 ongoing projects while hosting various community events and focus groups. The challenging work continued with the Home Renovations Project with 23 homes now fully renovated. In addition to facilitating the implementation of the TWN climate change resilience action plan, the Climate Action and Energy Management team supported the completion of energy retrofits in homes and secured energy rebates to help support the Home Renovation program.

We were thrilled to welcome Coreen Paul as Director of the Community Development Department. The Cultural team continued their important work with improving students' cultural literacy and **hən̓q̓əmi̓n̓əm̓** immersion through traditional songs and dances, while the TWN Skills Centre delivered relevant training opportunities and career preparation to Members and other clients. At the 2023 **siʔám̓θət** School graduation, we celebrated 60 community graduates from pre-school to post-secondary.

Thanks to the leadership of the Economic Development Department, the Nation's major project agreements amounted to \$4.75 million in net income to TWN.

The team also continued to develop meaningful external partnerships and contribute to employment and training for Members. The Takaya Golf Centre closed its doors but we're thrilled to develop a multi-use sports field for the entire community in its place. We also celebrated with Squamish and Musqueam when Vancouver City Council unanimously approved the Jericho Lands Policy Statement.

Within the Administration Department, the Relationships Team helped finalize a relationship protocol agreement with Simon Fraser University while our Community Safety team launched our first Speed Watch program. We held many celebratory community events, our Office Management team ensured the Gathering Space reflects Tsleil-Waututh culture, and our Grant Writer secured a dozen grants to move the good work forward.

Thank you to Chief & Council for your leadership, to Membership for your guidance, and to our hard-working staff for your dedication to Tsleil-Waututh Nation. I wish to recognize the deep contributions of the Members who have passed on this year. Please continue to connect, rest, reflect, and remain in touch with us so we can best understand and respond to your needs.

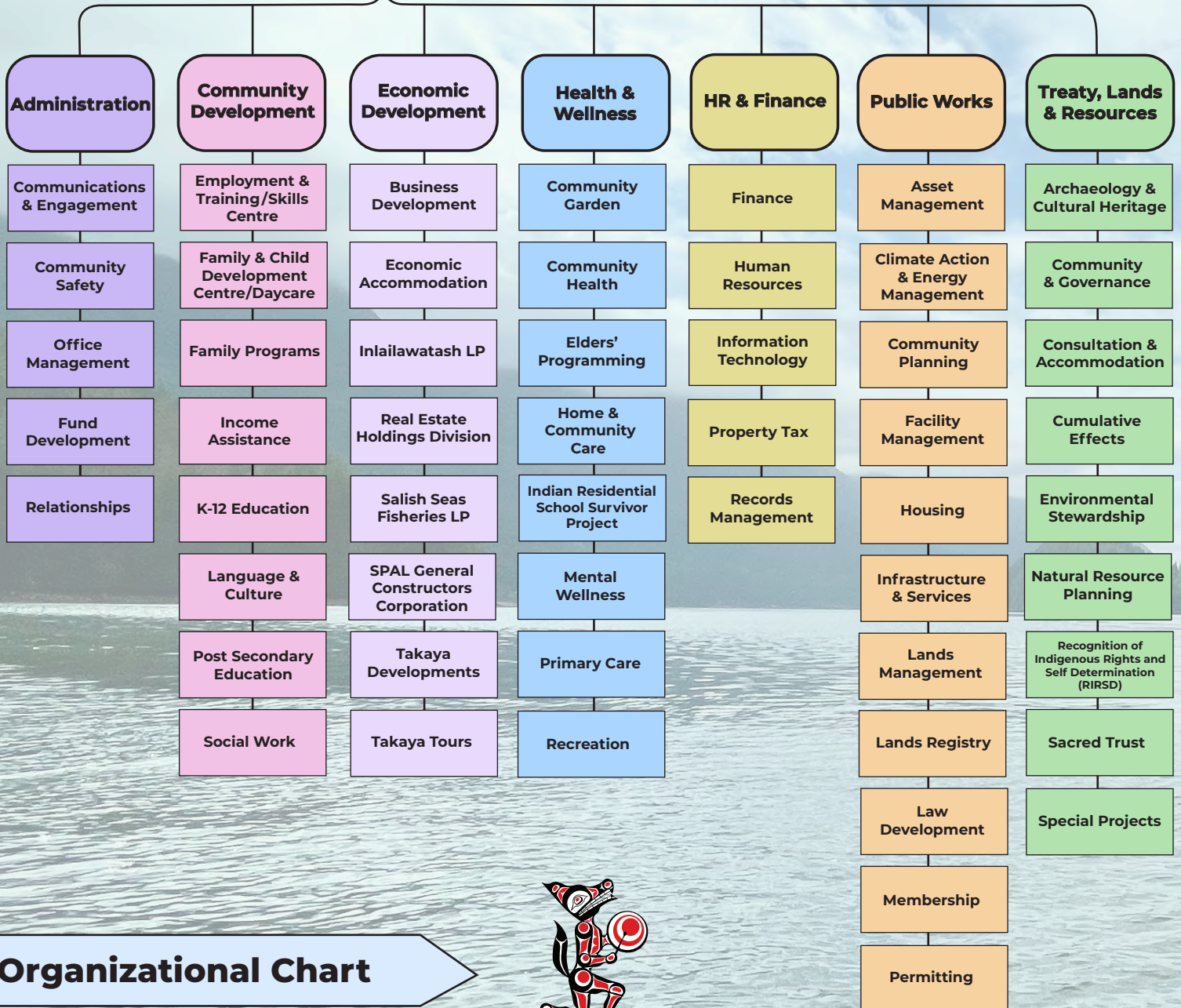
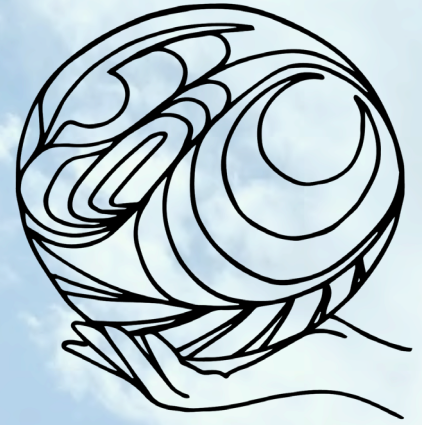
**hay ce:p ǵə**

**Robert Bartlett**  
Chief Administrative Officer

# səlilwətał Members

**Chief & Council**

**Chief Administrative Officer**



**Organizational Chart**



Tsleil-Waututh Nation  
PEOPLE OF THE INLET





Jordan Baker



Rachelle George



TWN Communications



Jeff Sisson

## səlilwətał Artists

Coast Salish Design Style



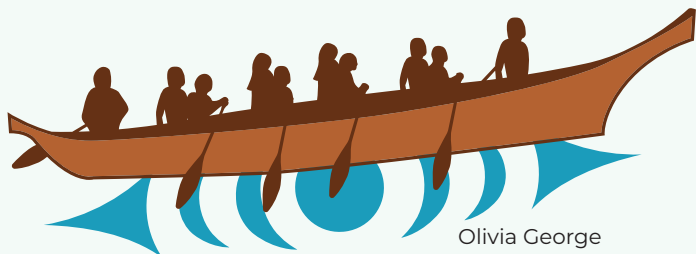
Jordan Gallie

**Jordan Gallie** Icon Illustrations

**Pages:** cover, 3, 16, 17, back cover

**Olivia George** Artwork Graphics

**Pages:** cover, 3, 17, 19, 72, 79



Olivia George

## səlilwətał Photographers

**Jordan Baker** Community & Portrait Photography

**Pages:** cover, 5, 6, 17, 20, 24, 29, 31, 32, 33, 58, 59, 60, 61, 71

**Jeff Sisson** Drone Photography

**Pages:** cover, 6, 7, 17, 70, 71, back cover

**Rachelle George** Canoe Festival Photography

**Pages:** 4, 8, 17

**TWN Communications** Event Photos

**Pages:** 3, 8, 9, 10, 12, 14, 16, 17, 27, 30, 33, 49, 51, 70, 71, 73, 76, 79, 83, 85

# səlilwətat

## Membership 2024

**609**  
Members

**285**  
On Reserve

**324**  
Off Reserve



Age  
Groups

Number of  
Members

0-4

**13**

5-17

**110**

18-25

**66**

26-54

**253**

55-64

**81**

65 +

**86**

**327**

**282**

**Female**

**Male**



Note: TWN recognizes and respects all genders, including those Members who identify as two-spirit and non-binary.



# Off Reserve Locations

## Domestic

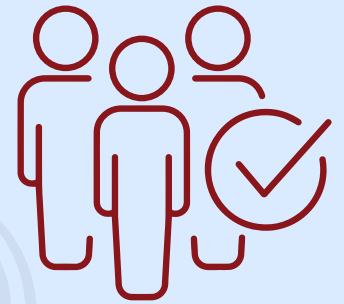
- 141** live in Metro Vancouver & the Fraser Valley
- 55** live elsewhere in BC (Interior & Vancouver Island)
- 29** live in other locations in Canada

## International

- 13** live internationally (USA and abroad)

Note: Many members live elsewhere & several are unknown.

Disclaimer: The information being displayed is based upon our TWN Membership database.



# Operational Highlights

The HR team has made remarkable strides in enhancing TWN's workplace practices and fostering a more inclusive and dynamic environment.

## Employee Engagement

2023 year has been a foundational year. We completed our employee engagement survey, gaining valuable insights into our staff experiences and needs. In response, we implemented targeted actions to address key areas for improvement, which are already enhancing employee satisfaction and fostering a more supportive work environment. The survey results were a mix of encouraging and insightful feedback, with 75% employee engagement and 67% endorsement of the likelihood to recommend TWN's programs and services. We also identified the three (3) top strengths of the Nation and three (3) areas to improve:

### Three Best Things about TWN

**45% Nature of Work**  
**37% Co-workers**  
**31% Benefits**

### Three Things to Improve about TWN

**8% Pay**  
**12% Job Security**  
**11% Growth and Opportunities**

## Commitment to Building TWN Capacity

TWN is proud to showcase a strong representation with 47% Indigenous employees and 53% non-Indigenous employees, including 31% TWN Members. This milestone highlights our commitment to attracting, training, and engaging more TWN Members to further contribute to TWN's success.

## Tsleil-Waututh Nation Employees

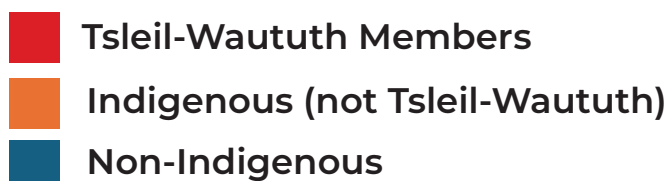
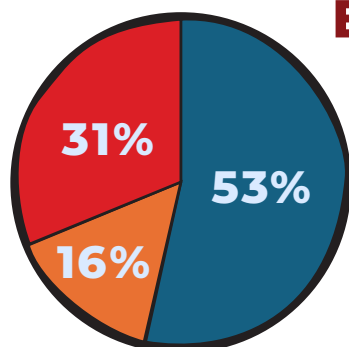


photo: Human Resources staff at the TWN Annual General Meeting 2023



photo: TWN Skills Centre staff at the TWN Annual General Meeting 2023



## Recruitment and Onboarding

Recognizing the need to enhance our recruitment and onboarding processes, we revamped our strategy to attract and integrate top talent more effectively. As of March 31, 2023, the total employee count was 199. Throughout the period, 100 new hires were made, and 73 employees exited, resulting in a year-end total of 223 employees. The employee retention rate is 35%, reflecting the impact of the driving range closure and departmental transfers on employee numbers.

2023-2024 has been a transformative year for TWN. We have made significant strides in enhancing employee engagement, improving recruitment and onboarding, assessing our policies, and planning for a more equitable compensation approach. These achievements have laid the foundation for a stronger, more inclusive organization as we move forward.

### 2023-2024 TWN Employee Turnover

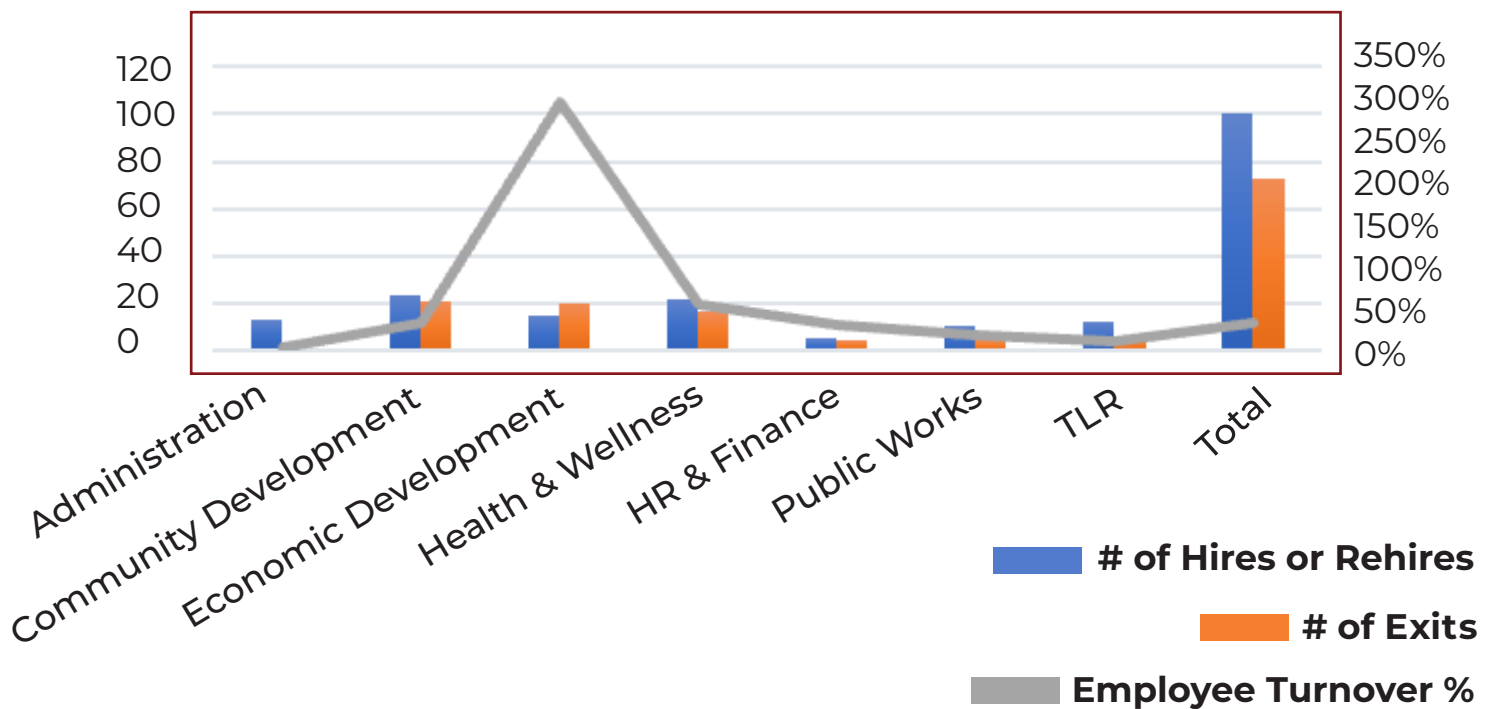


photo: TWN staff gathering to celebrate the work of TWN and CAO Ernie 'Bones' George



# Administration

## Department

### Director's Message

I was thrilled to join as the Nation's first Administration Director in September 2023. The Administration Department upholds the strategic direction for the Nation, to best serve the needs of Membership. The teams provide services in the following key areas: Communications and Engagement, Community Safety, Office Management, Relationships, and Proposal Writing.

Administration staff provide operational, engagement, and communications support and guidance to all departments, as well as to Chief and Council, with both internal and external initiatives. We engage regularly with Membership on emerging needs and build external partners to advance Tsleil-Waututh values and goals. I welcome you to review highlights in each area from this past year below.

Our work throughout the year has been guided by feedback from you, the community, and we thank you all for sharing your deep knowledge and insights.

With gratitude,

**John Aleck**

Director, Administration



## Relationships Team

Tsleil-Waututh Nation's Relationships Program continued to grow in 2023-2024, which resulted in new agreements and relationships with different partners and many exciting opportunities. The Relationships team continued to build and maintain strong relationships on behalf of the Nation.

The team connects TWN with opportunities that are aligned with the Nation's values of cultural and environmental stewardship, health and well-being, and community and business development, ensuring all partnerships work to benefit TWN.

Connecting with all Departments, the team develops protocol and co-operation agreements with other external governments and organizations such as Indigenous Nations, Crown and local governments, private sector, and educational institutions. The team drafts agreements to maximize collaborative opportunities that advance the objectives of the Nation, in alignment with the Strategic Plan, for the benefit of all Members.

Relationship Protocol Agreements were in progress between TWN Council and three local municipalities. The team continued to work on key relationships between TWN and external partners, such as BC Hydro,



the Vancouver Fraser Port Authority, Metro Vancouver, Parkland, Seaspan, North Shore and Metro Vancouver municipalities, Simon Fraser University (SFU), and Arc'teryx.

The team was a part of developing and implementing the innovative City of Vancouver's United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) Strategy, alongside staff representatives from Musqueam, Squamish, and the City of Vancouver. We have been further advancing this work with TWN staff attending workshops on key action areas and developing an action plan for 2024-2028 to implement UNDRIP within the City of Vancouver.

The Relationships Team also helped lead the negotiation and finalization of a Relationship Protocol Agreement with SFU, signed in September 2023. The agreement marks a formal commitment from both parties to work together, strengthen their relationship, and advance reconciliation. SFU commits to promoting success and achievement of Tsleil-Waututh Nation learners and supporting the Nation's cultural, economic, social, environmental, health, and community priorities.



photo: Tsleil-Waututh and Simon Fraser University leadership sign a Relationship Protocol Agreement

## Communications and Engagement

The Communications and Engagement team regularly shared updates, stories, and achievements from all departments and the community, highlighting the values, culture, and voice of the Nation. By posting timely and relevant content from the Nation, we experienced a steady increase in media engagement, website traffic, and engagement on both internal and external social media channels.

Most notably, the team launched a TWN Communications App (by Hawk Communications) to consolidate information in one place. By onboarding over 200 Members and continuing to engage them on the app with daily updates, polls, an Events Calendar, resources, and safety advisories, the team strives to keep our community well informed with simple and accessible content.



image: TWN Communications App with home screen menu on mobile device, and app icon

Engagement and Events colleagues hosted various opportunities throughout the year for the community to gather, connect, and celebrate at events and engagements, while also listening and learning from Members' feedback on TWN initiatives.

**Some notable examples include:**

- National Indigenous People's Day with a cultural welcome, lunch, a dunk tank, and games for youth.
- National Day for Truth and Reconciliation, where TWN Survivors were blanketed in cultural work and provided an open floor for sharing.
- A first-ever New Year's Eve Dry Dance.
- A spring Elders Engagement Session, where we heard from TWN Elders on our communications and how they'd like to be engaged.

The team also hosted an all staff luncheon in January to celebrate the beginning of the New Year, learn, and plan for the work ahead in a collaborative way.



photo: March 2024 Elders Engagement Session



photo: Elders blanketed for cultural work at National Day of Truth and Reconciliation event

## Community Safety

The Community Safety team consists of a Community Safety Manager and an Emergency Program Coordinator. Together, this team looks after policing, criminal justice, emergency program coordination and preparedness, and other community and staff safety initiatives.

### Emergency Preparedness

**A new Emergency Program Coordinator was hired at the start of 2024 and in the first three months completed:**

- A successful grant application for Emergency Support Services (ESS) Equipment and Training Grant (~\$15,500) to increase supplies in TWN's emergency container and overall post-disaster supplies, and to build and host training for an Emergency Support Services team.
- A successful grant application for Emergency Operation Centre (EOC) Equipment and Training Grant (~\$29,800) to support EOC training for staff, host an EOC exercise, and purchase additional key EOC equipment.
- Developed and printed a TWN Personal Preparedness Guide for distribution to the community.
- Participated in a Heat Mapping Project with Squamish Nation and three North Shore municipalities that explores the impacts of extreme heat to the communities from the previous heat dome.



- Participated in a regional exercise with Parkland Refinery to support regional relationship building and preparedness with local industry.
- Participated with other TWN staff in a Cultural Safety and Humility Training hosted by North Shore Emergency Management and led by the Squamish Ocean Going Canoe Family and TWN Knowledge Keepers. All participants carved a paddle and paddled in Burrard Inlet via a Takaya Tours canoe.



photo: Grace Timney, Emergency Program Coordinator, carving her paddle as part of the Cultural Safety and Humility training with NSEM



photo: Andrew Van Eden, Community Safety Manager, Grace Timney, Emergency Program Coordinator, North Shore Emergency Management, and Squamish Nation staff

## Road Safety

- In October 2023 we launched our very first TWN Speed Watch program with trained TWN Members collecting vehicle speed data on Dollarton Highway and providing an educational awareness of speed to all motorists who pass by.

## TWN SPEED WATCH STATISTICS



TWN Community Safety

**Number of Activations**

**16**



**Total Number of Minutes**

**1,065**



**43**

**Total Number of Volunteer Hours**



**6,892**

**Total Number of Vehicles Counted**



## Police and Justice

- Restarted negotiations with the provincial government on the renewal of the Integrated First Nations Unit (IFNU) policing agreement.
- Celebrated 12 years of the Indigenous Sentencing Court at the North Vancouver Provincial Court,

and welcomed a new Indigenous Judge who will preside.

- Began initial conversations with the provincial government, First Nations, and Indigenous organizations in establishing an Indigenous Court for youth in Vancouver.
- TWN continues to be underrepresented in the justice system with no known Members incarcerated, no known Members on federal parole, and less than five known Members who are actively before the court or on provincial probation conditions.

## Grant Writing

The grant writing program was launched in 2023 to build the Nation's capacity to increase revenue from external sources. The first year of operations has been a time of learning about the donor and grant landscape for the Nation, the priorities and challenges facing staff in sourcing and managing grant funding, how various activities can benefit from building relationships with donors, and how these relationships can help advance the Nation's goal of putting our face back on the territory.

During 2023/24, the Grant Writer applied for 18 grants for programs in the departments of Health, Administration, Public Works, Community Development and TLR, 12 of which were successful. This funding supported a variety of activities including estate planning, archaeological collections, and Indigenous Veterans and

Remembrance Day events, with the majority of successful applications focusing on the community garden and related food sovereignty work.

In this area, donor funding enabled the food sovereignty team to fence the community garden, build an outdoor kitchen, raised beds, and a smokehouse, plant an orchard, berries, and a medicinal plants garden, upgrade the hydroponics unit and install a new 40' unit that can provide fresh produce for the entire Nation year-round, as well as host events ranging from community BBQs to land-based healing workshops.

In terms of other grant writing activities, donor funding for the Whey-ah-Wichen Canoe Festival more than doubled in the past two years to about \$115,000, and the Community Society is building a new relationship with Artists in Reconciliation, a group of local artists and musicians who pay rent to the Society for all events staged on the Nation's territory.

## TWN Community Society

Between January and April, a small team consisting of the three Board members and the Grant Writer conducted a "mid-mortem" to evaluate the Society's operations since it was established

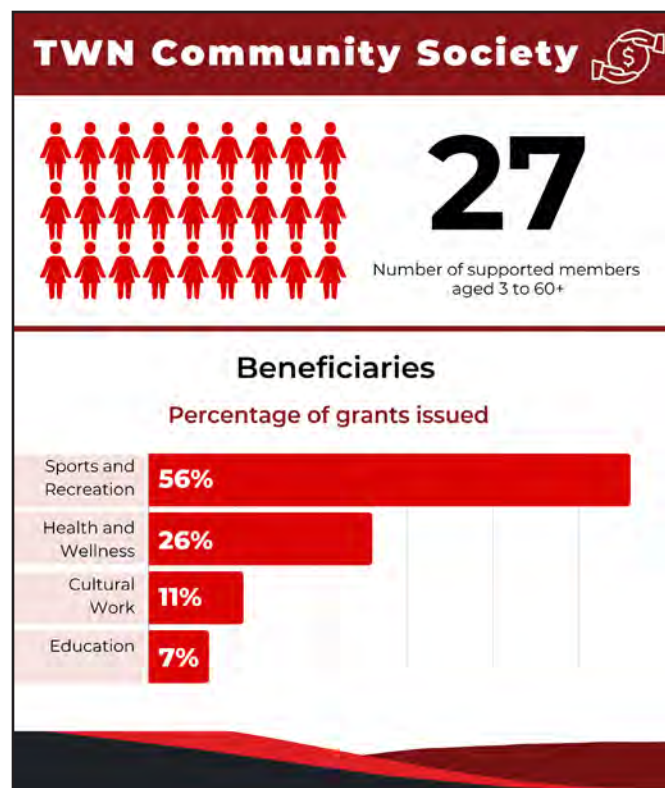




in 2012 and identify ways to help it meet its goal: supporting the well-being of Members. The team removed barriers to access, revised the application guidelines and form, streamlined procedures, and began to promote the relaunched Society with community. We added five new Board members, each with a different skill set that will strengthen the Society and enable it to continue its good work, and secured annual funding from TWN leadership to guarantee the sustainability of the Society.

The Society was relaunched in May 2023, and by the end of the fiscal year it had supported 27 Members aged 3 to 60+ with activities they imagined, organized, and implemented. The majority of beneficiaries were children and youth (30% each of all grants), followed by adults (26%) and Elders (11%), with one grant supporting team sports.

The majority of grants (56%) were issued for sports and recreation, followed by health and wellness (26%), cultural work (11%), and education (7%). During this very busy period, our team has been hard at work, listening and learning from Members and leadership about how to make the Society work better for the community. In addition to providing guidance and insight, this feedback and reporting show how the Society has benefitted individual Members and their families in areas that are important to them, and to the community.



## Office Management

The Office Management team is responsible for overseeing a variety of tasks, which include, but are not limited to, maintaining office equipment, organizing meetings and conferences, ordering supplies, taking inventory, and coordinating work of other staff and community members to sustain and improve the efficiency and productivity of the Tsleil-Waututh Nation Administration Building.



photo: The Gathering Space sitting area in the TWN Administration Building

The team has experienced some growth in personnel to help with providing optimal service to Nation and community members, visitors, and staff. The team comprises an Office Manager, two Administrative Assistants, a Facilities Assistant (permanent staff), and three casual front-line Administration staff.

**The following are highlights for the 2023/24 fiscal year:**

## Administration and Strategic Support

- Provided onboarding support to the Human Resources team by providing walkaround orientation to new hires.
- Worked with the Emergency Management team and the Operation Superintendent to maintain security in the Administration Building.
- Provided first aid support to community members, visitors, and staff.
- Provided support functions to community members: photocopying, postage, and routing feedback to the Chief Administrative Officer.

## Event Support

- Managed and coordinated layouts for events in the Administration Building.
- Oversaw boardroom bookings for meetings hosted by various teams and for community events.
- Provided support to community member caterers through effective

community kitchen management and provision of relevant utensils.

- Collaborated with the Engagement Specialist and Events Coordinator from the Communications Team for event set up, including aesthetics.

## Administration Building Management

- Maintained a professional outlook to the office area, while also reflecting Tsleil-Waututh culture in the Gathering Space.
- Daily and weekly assessments of the internal and external areas of the Administration Building to eliminate safety hazards.
- Managed all vendors related to supporting office management functions: fire safety, building maintenance, office furnishings, and supplies.
- Led the front desk functions for the Administration Building to ensure front-line Reception staff create a positive first impression to community members and all guests.
- Scheduled package pick-ups; UPS, FedEx, Canada Post mail and deliveries; orders and supplies.



photo: TWN Administration Building



# Community Development

## Department

### Director's Message

The Community Development Department's mission has always been rooted in fostering growth, empowerment, and prosperity within our Tsleil-Waututh community. We are committed to creating wraparound supports where every community member has the opportunity to thrive, where no one is left behind, and where our shared vision for a brighter future is realized.

During the last fiscal year, we continued our focus on the areas of education, training and employment, language, culture, social development, early childhood education and children, youth, and family programs.

A draft 2023-2025 Community Development strategy was analyzed and submitted by Kahui Tautoko Consulting in November 2023. This was informed by the amazing contributions and insights that the Community Development team collectively provided at a workshop in November 2022 as well as TWN's Comprehensive Community Plan.

I am thankful for the past leadership of Michelle George, Jessica Pan, Angela Paul (George), and Victor Guerin. I'm profoundly grateful for the ongoing dedication and passion of

our team. Their commitment to our community is unwavering, and I am confident that they will continue to work tirelessly on Members' behalf.

With gratitude,

**Coreen Paul**

Director, Community Development

### Education & Post Secondary (Off Reserve)

At the 2023 TWN Community Graduation ceremony, we celebrated 60 community graduates from pre-school to post-secondary, a mix of both Band Members and community members.



photo: [səlilwətał](#) Graduation ceremony



photo: [səlilwətał](#) graduate preparing for the ceremony

During 2023, we supported 21 post-secondary graduates across diverse fields.

We celebrated three graduates from the SFU Language certificate program, along with students graduating with certificates in Education, Healthcare, Fashion, and Environmental Technician programs. Some other areas of interest for current students include Indigenous studies, Biomedical studies, Arts degrees, Law, and Holistic Wellness.



photo: **səlilwətał** graduates, celebrating class of 2023

The Education team hosted a Back to School BBQ for students and families of all ages and provided backpacks and supply packages to all students. We continued to offer support and advocacy for families and students and provide regular opportunities for youth to visit Post-secondary institutions or explore options for life after high school including our TWN Youth Internship program.

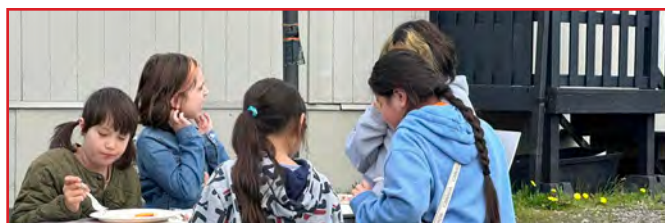


photo: **siʔámθəʔ** School salmon feast with students

## siʔámθəʔ School



photo: **siʔámθəʔ** School salmon feast with students



photos: **siʔámθəʔ** School pink shirt day to raise awareness on anti-bullying, with Acting Principal Carleen Thomas giving opening remarks, alongside the Cultural Team, staff and students



photo: Kitauna, **səlilwətał** Youth and graduate of **siʔámθəʔ** School, receives a certificate for academic achievement, and continues her work in Community Development from being a youth intern to working with the Language team as staff



# Youth Capacity Building

In keeping with our capacity building vision and mandate, our team brought in four community members as youth interns who gained experience in a variety of diverse areas including Administration, Daycare, communications and engagement, Treaty Lands and Resources field work, education, language, culture, family programs and working with youth of all ages in workshops and events. Two of our youth interns have continued with their work in the Language team and are now supporting the community by growing language capacity.



photo: TLR **səlilwətał** Youth Intern, Darius, working on a project at the Museum of Anthropology



photo: TLR **səlilwətał** Youth Intern, Roderick, working on a project at the Museum of Anthropology

# Children, Youth, and Family Services

We continued our jurisdiction capacity building work, which will culminate to TWN assuming jurisdiction over children, youth and family services and hired a new Social Worker.



photo: Children playing at the **səlilwətał** Community Christmas celebration, hosted by Community Development and Events staff

## Social Assistance

The Social Assistance team continued to support those needing income supports. The Income Assistance Program assists Tsleil-Waututh Band and community members in maintaining a basic standard of living by providing income support to qualifying individuals on reserve. The Income Assistance Program (IAP) provided funds for Basic Needs, such as food, clothing, shelter, and utilities allowances on a month-to-month basis.

IAP has also provided for those qualifying individuals with Special Needs for emergency needs, with a one-time payment to prevent imminent hardship.

IAP also offered pre-employment support to help some of our clients become self-sufficient and access services to enhance their ability to assume responsibility of their own financial affairs. This team is always looking to connect with clients on a personal level to provide passionate, confidential, and caring assistance.

## The Community Food Pantry

The Community Pantry receives funding from the Indigenous Services Canada for First Nations Child and Family Services Program – Prevention for basic supplies. Each week, we ordered food supplies such as milk, eggs, cheese, margarine, frozen fruit and fresh vegetables, bread, and pasta. There are also some basic necessities available for those in need. We ask that you only “take what you need”, so that others may benefit as well.



photos: **səlilwətał** youth learning to cook

## The Cultural Team

This past year, the Cultural team continued their good work with **siᑭámθəł** School to develop students' cultural literacy through connections with Knowledge Keepers. Through learning our traditional songs and dances, many students are growing more comfortable performing our dances in front of the community at various events. The students also have learned their lineage in their family tree projects connecting many of them with their family bloodlines.

The Culture team has ensured our culture and protocol flourishes in various events like: Truth and Reconciliation Day, Remembrance Day, Graduation, Baby Ceremony, and helping brush off and cleanse various departments that have heavy and busy workloads. The Culture team has added another Cultural Worker to the team, building the capacity of the Culture Team.



photo: The Baby Celebration was well supported by the Cultural Team





photo: A ceremony to honour Elders' at the TWN National Day for Truth and Reconciliation event, with cultural work led by the Cultural team and youth



photos: **səlilwətał** at the Pride Parade 2023, organized by Community Development staff



photo: William George-Thomas, Cultural Manager and **səlilwətał** Member, speaking to recognize and honour past and present community Veterans on Indigenous Veterans' Day 2023 at Whey-ah-Wichen



photo: The Culture Team preparing to drum at the TWN Graduation Celebration for the Class of 2023

## Language

The Language team continued progress on language revitalization and has been working on building fluency and revitalizing **hən̓qəmiṇəm** and Squamish Snichim. Through the “Where Are Your Keys” methodology we have been doing land-based language work where we learn to converse about wildlife and our territories. We have also been creating immersion language games. We are now a team of four full-time and one part-time staff members. We have been working towards transferring our Squamish language knowledge and materials to eventually build **hən̓qəmiṇəm** fluency.

**ḡpeyət̚p**

cedar

**snəxʷət**

canoe

**sme:nt**

mountain

**kʷaʕkʷa**

ocean

image: Culturally-relevant words in **hən̓qəmiṇəm**

# The TWN Skills Centre

The Tsleil-Waututh Nation Skills Centre facilities include two classrooms and a computer lab, and two staff positions funded by Indigenous Skills and Employment Training (ISET): employment and training manager and job coach.

## The Tsleil-Waututh Nation (TWN) 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.

With the funding MST Employment and Training Society secured from the ISET Agreement, the TWN Skills Centre delivered blended programming to both community members and Indigenous clients outside the Nation in administration, human resources, food safety, driver's training, and first-aid. For example, all 16 participants in the Peter Lee Food Safety course completed the program and were added to Tsleil-Waututh

Nation catering pool for events in the community.

Online education continued to draw many clients both locally and throughout the province. Including Tsleil-Waututh Nation, 15 Nations accessed the Skills Centre's online programs in 2023-2024, a 350% increase from 2022-2023, including Tl'Kemsin Lytton, Huu-ay-aht, and Secwepemc First Nations.

Individual seat purchases were increased from six to eight this year. Three of the eight clients successfully completed the Indigenous Community Development program provided by Transglobal Business Group Inc. One client completed the Home Inspection Communication and Professional Practice course at the Southern Alberta Institute of Technology and returned to work with Service Canada. Another completed his Plumbing Level 4 apprenticeship at Pacific Vocational College.

The Skills Centre organized a Career and Education Fair, which saw 63 attendees and featured 45 vendors from multiple industries such as recreation and tourism (Takaya Tours), renewable resource services and ecosystem restoration (Inlailawatash), finance, human resources, public works, and land-based learning.

ISET also funds wrap-around services for Skills Centre clients including living allowances, a lunch program, work gear, one-on-one job coaching, regular assessments, and mental



health supports. After completing a program, all graduates were offered ongoing support for a minimum of six months. Cultural components and traditional teachings such as drum-making and drawing were also included in the training.

The TWN Skills Centre acknowledges training, employer, and additional funding partners.



## TSLEIL- WAUTUTH

### Programming

- First Aid Level 1 provided by First Aid Pro: 21 served, 21 completed.
- Food Safe provided by Peter Lee: 16 clients served, 16 completed, 16 employed.
- Individual Seat Purchases: 8 served, 3 completed.
- Executive Administration provided by Prime Learning Group (PLG): 10 served, 7 completed, 2 employed.
- Intro to Paralegal provided by PLG: 7 served, 1 completed, 1 returned for further education.
- Intro to HR provided by PLG: 5 served, 5 completed, 5 returned for further education.
- Foundations to HR provided by PLG: 7 served, 5 completed, 1 employed.
- Intro to Piping provided by Squamish Nation NTTC: 5 served, 5 completed, 4 employed.
- Drivers' Training Class 4 provided by NOC: 4 served, 4 completed, 4 employed.



Total Clients Served

83



Completed program

67



Returned for further education

6



Employed

27

## Success Stories

"This course laid the foundation for my next career goals in project management. It was fun and engaging to be a part of, and a very personable learning environment. I would highly recommend this program to anyone wanting to start in the project management field. PLG and TWN are great partners and have done an amazing job putting this together. kwukwstemc"

- Sq'a'wm "Kyle" Minnabarriet

# Economic Development

## Department

### Director's Message

I am pleased to present this summary for the Economic Development Department, highlighting our achievements and progress over the past year. Despite the challenges posed by the global economic landscape, our dedicated team has worked tirelessly to drive growth, foster innovation, and create opportunities for our community.

By fostering collaboration between government, industry, and community businesses, we have been able to create new real estate development opportunities, support the development of new community industry partners, and increase revenues to community businesses all to facilitate economic growth and jobs for the Tsleil-Waututh community now and for future generations.

I am proud of the partnerships we have forged, businesses we have grown, and the positive impact we have had on the economic well-being of our community.

As we look forward to this upcoming year, we remain committed to advancing economic development for TWN, building on our achievements, and addressing new challenges. I am confident that we

can continue to build a resilient economy that benefits all of us together.

**Matt Thomas**

Director, Economic Development

### Procurement and Contracting Division

Industry partnerships are key to economic longevity for the Nation. By leveraging TWN's relationships, we actively participate in the industry of the Lower Mainland. In addition, this division takes lead in helping develop Indigenous procurement policy at the federal, provincial, municipal, and private sector levels so that all Indigenous business, including Indigenous entrepreneurs, can benefit off reserve through a preference and priority when they are sourcing their own works.



photos: Procurement and Contracting, Pattullo Bridge construction, June 2023





# SPAL GENERAL CONSTRUCTORS

2023-2024

**100%**

Tsleil-Waututh  
Nation Owned

**2010**

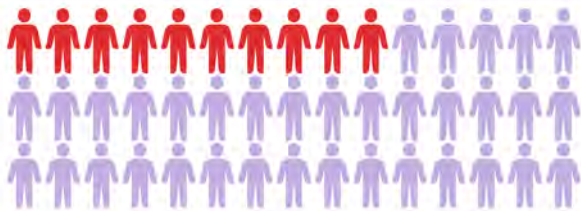
Year Established

**10**

New Partners

**45**

Industry Affiliated  
Partners



**52**

Number of Projects

**\$780,932**

Net Revenues

**100+**

Job opportunities  
created for TWN

**45**

Training  
opportunities

**3**

Industry Events  
Held

**10**

Industry Events  
Attended

**\$30,000**

Donations for Community Initiatives



photos: SPAL Christmas Networking Event





## SALISH SEAS LP 2023-2024

**33%**

Tsleil-Waututh  
Nation Owned

**2012**

Year Established

**2**

Industry Affiliated  
Partners:  
Tla'amin Nation &  
Musqueam Nation

**\$295,000**

Net Income

**20**

Job opportunities  
created for TWN

**4**

TWN Members  
Employed

### Achievements:

Successfully leased out all available  
licences to Nation members.



**Inlailawatash**  
2023-2024

**100%**

Tsleil-Waututh  
Nation Owned

**2004**

Year Established

**\$1.9 Million**

Net Income  
2023-2024

**\$19.5 Million**

Gross Revenues  
2023-2024

**37**

Employees

**5**

Number of TWN  
Community  
Members Employed



**2**

Number of job  
opportunities  
created for TWN



**\$600**

Donations for Community Soccer

### Business Highlights

- **Ernie George (Bones)** was appointed as new **CEO** in October 2023.
- Inlailawatash **acknowledged the outstanding work** by **Jason Forsyth** as CEO over the previous 10 years.
- Inlailawatash LP recorded its **best ever financial results**.
- Contract work carried out by Inlailawatash LP on the **FortisBC-Woodfibre Eagle Mountain Gas Pipeline Project** contributed gross revenue of approximately **\$11m** and net profit of approximately **\$1.5m**.



## Inlailawatash CEO

"I am very excited to be a part of Inlailawatash (ILP) and look forward to working with all the staff. ILP is a progressive company and thinks outside the box. I have been involved with ILP since 2010 as a Board member and watched the company grow to what it is today. The leadership has always had clear strategic direction and I am so happy to be a part of the team and the growth of our company."

- Ernie "Bones" George

## Strategic Lands and Project Agreements

### What We Do:

- We secure real estate and economic benefits for Tsleil-Waututh Nation from "Crown" land transfers and major projects occurring in TWN territory.

### Who Benefits:

- All real estate and financial benefits flow directly to TWN Council to support TWN Membership's goals and activities.
- Employment and business contracting opportunities flow directly to TWN Members and TWN businesses (including Member-owned businesses).

### Who We Are:

- Team of six includes: three part-time Senior Negotiators, one full-time Senior Manager, a part-time Manager, and full-time Coordinator.

## 2023-24 Results

### Major Project Agreements

**Net Income to TWN = \$4.75 million**

- In April 2023, a Project Benefit Agreement was concluded for the Broadway Subway Project. The Agreement provided a total of \$1.0 million to TWN. Additionally, the Agreement provided \$350,000 for cultural recognition/art and \$200,000 for ongoing project consultation.

- Following over eight years of negotiation and TWN Member engagement, in June 2023 TWN Council approved the Project Benefit Agreements associated with the Woodfibre LNG/FortisBC Project. The project consists for constructing a new gas pipeline through TWN territory and a Liquefied Nature Gas (LNG) facility on the west side of Howe Sound. The Benefit Agreements are estimated to provide TWN with ~ \$110 million over the next 45 years (excluding TWN Business revenues). In 2023-24, the first payments of \$3.75 million were received and TWN businesses (including Member-owned) were successful in securing several million dollars worth of contracting opportunities.

- The TWN Major Project Negotiations team advanced discussions on several active files with the Vancouver Fraser Port Authority, FortisBC (Tilbury LNG), Seaspam, Parkland, and Mt. Seymour Resort.

### **Strategic Lands (MST Protocol Working Group)**

- In October 2023, an Acting MST Coordinator role was established, on behalf of the MST Protocol Working Group, for up to a year term.
- In early 2024, the MST Nations finalized a Grant Letter Agreement and Joint Terms Sheet for an Attainable Housing Initiative (AHI) with the Province of British Columbia. The Agreement provided the MST Nations with \$105 million (\$35 million per Nation) in funding to kick-start an attainable housing project at the MST Heather Street property.
- TWN and the MST Working Group also advanced land transfer and partnerships discussions with the federal and provincial governments on several new significant properties.

### **Intergovernmental Negotiating Table**

- TWN Economic Development maintains a negotiating table with the Province of BC and the federal government to acquire available core lands within our territory. TWN leadership and the Economic Development team are regularly looking to expand land base and

business opportunities for today and for future generations.

### **Mt. Seymour Expansion Plan**

- Treaty, Lands and Resources staff are conducting a review of the Mt Seymour Expansion Plan. Economic Development staff are conducting an economic review and exploring potential opportunities.

### **The 2024 Grey Cup**

The 2024 Grey Cup will be hosted in Vancouver this year. Tsleil-Waututh Nation, along with Musqueam Indian Band and Squamish Nation, have been in discussions with the Vancouver Grey Cup Host Committee to participate in a variety of special events leading up to and during the games in our territory.

### **Major League Baseball Bid**

A local Vancouver business group approached Tsleil-Waututh Nation to aid in the development of a bid package to bring Major League Baseball to our territory. Their studies show that three out of five British Columbians are supportive; population, pay scale, economics, and social impacts all rank high and support the notion to bring Major League Baseball to Vancouver.

### **FIFA 2026**

Vancouver will host seven games at BC Place Stadium during the FIFA 2026 World Cup of Soccer, the largest soccer sporting event in the world. As the Indigenous Host Nations, Tsleil-Waututh Nation, alongside Musqueam and Squamish, have been



true partners in negotiations with the City of Vancouver, Province of BC, federal government, and FIFA. We are in discussions to celebrate and share our rich history and culture in many ways throughout the games hosted in our territories. We have also looked to solidify further cultural, social, economic, and legacy opportunities during the 2026 FIFA World Cup and beyond.



photos: U5, U10, and U13 Tsleil-Waututh youth soccer teams all took third place at Sts'ailes in May 2023 tournaments

## Real Estate Holdings Division

The Real Estate holdings of Tsleil-Waututh Nation achieved significant milestones in the 2023-2024 fiscal year. Notably, the off-reserve projects in Partnership with Musqueam, Squamish and Canada Lands Corporation are steps closer to breaking ground after many years of going through the public processes in their respective municipal jurisdictions. These large multi-phase projects are all opportunities to create long-term own-source revenues for Tsleil-Waututh Nation.

In addition, these MST projects provide opportunities to rebuild the Indigenous economy, and create new spaces for MST Nations' cultural activities and celebrations.

### 2023-2024 Highlighted Achievements:

- Lupine Walk (Phase 1 and 2) are well under construction after achieving 80% pre-sales.
- Work to comply with re-zoning



enactment requirements for Heather Lands were active and demolition / abatement work of certain buildings commenced.



photo: Lupine Walk Phase 1 and 2

- On January 2024, Vancouver City Council unanimously approved the Jericho Lands Policy Statement which sets the direction for the redevelopment of the Jericho Lands.



image: Jericho Lands development illustration

## Tsleil-Waututh Nation Businesses

### Takaya Golf Centre

This iconic business in the local community officially ceased operations on September 30, 2023 after three decades. The business

provided both short and long-term employment for many TWN Members. However, the site now paves the way for the all-weather sports field to be constructed that will accommodate soccer, rugby, football, and field lacrosse for TWN Members and the broader community.

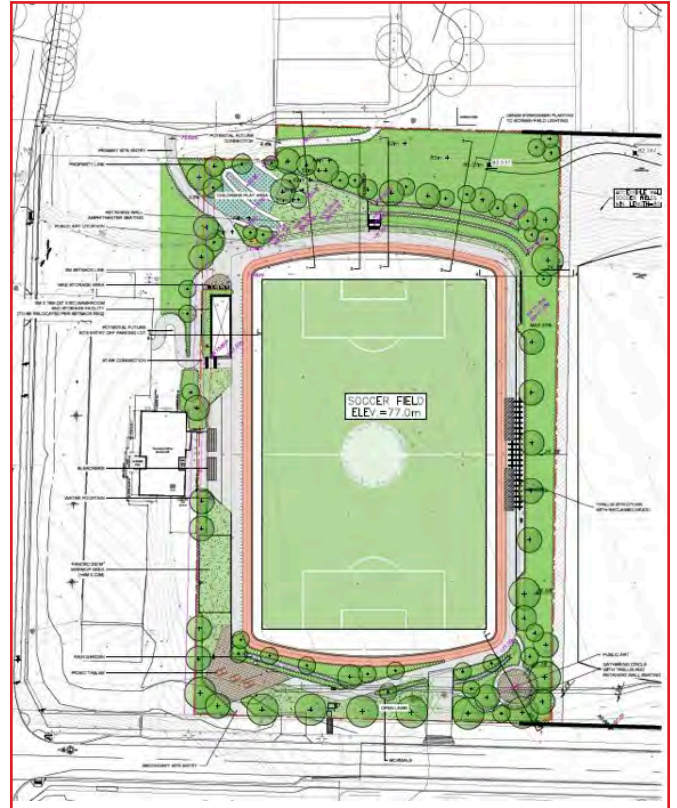


image: Takaya Golf Centre and Sports Field

### Takaya Tours



photo: Takaya Tours canoe paddle with drumming





**TAKAYA**

## TAKAYA TOURS

2023-2024

**5**

Industry Events  
Attended

**\$299,872**

Net Revenue

**100%**

Tsleil-Waututh Nation  
Owned

**2000**

Year Established

**18**

Job opportunities  
created for TWN

**6**

TWN Members  
Employed P/T

**120**

Number of people in  
the largest tour  
group hosted



### Achievement:

Winner of "Leading the Way in  
Sustainability Award," presented at the  
International Indigenous Tourism  
Conference in Ottawa



photo: Takaya Tours paddles



photo: səlilwətał youth on the canoe with Takaya Tours



photo: Takaya Tours with Economic Development staff  
preparing to go out on a team-building paddle



photo: Takaya Tours receives the 'Leading the Way in  
Sustainability Award 2024'



photo: Takaya Tours staff at the TWN Annual General  
Meeting 2023

# Health & Wellness

## Department

### Director's Message

As the Director for the Health & Wellness Department, namely the **ćecəwəṭ leləm** Helping House, it has been an



honour to lead the team and serve the Tsleil-Waututh community for another year. The Department has continued to grow its programming over the past year to better serve the Tsleil-Waututh community through various following services.

Our **ᖃpeᖃᖃ** (cedar tree) cultural framework continues to guide and overlay **ćecəwəṭ leləm** Helping House programs and services as it symbolizes the Tree of Life, bringing balance spiritually, emotionally, physically, and mentally.

With the introduction of our refreshed **ćecəwəṭ leləm** Helping House Strategic Plan in 2023, we placed a strong emphasis on bringing this to reality through the development of program and service strategies, and the implementation of action plans and priorities – all of which are guided by the community's voice and developed through staff strategic planning days. We are confident we have a strong

foundation and path ahead for the community, however we realize that our strategies will evolve as the environment changes and as the community informs us where our priorities should be.

### Our Vision

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

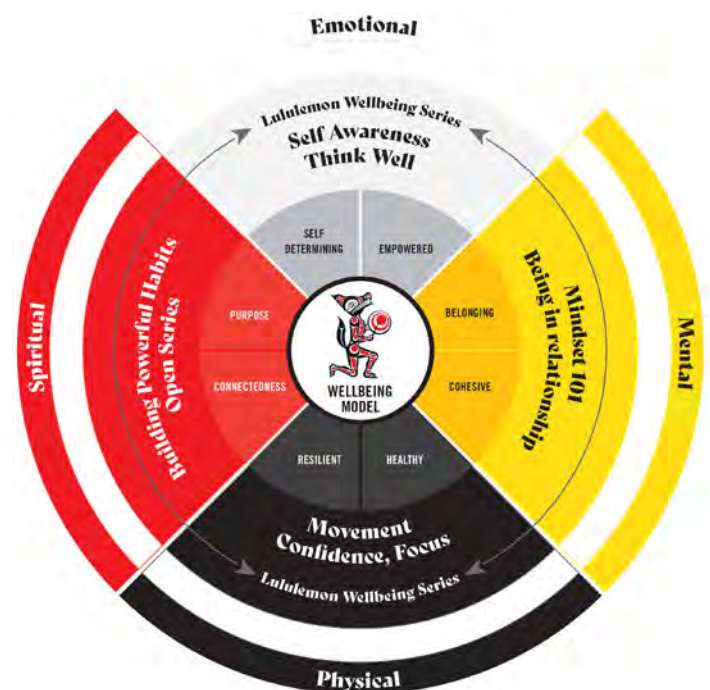


image: Wellness Wheel infographic



We focused this year on ‘actioning’ upon what we heard. We heard from our Elders that they wanted more involvement in the wellbeing of the community and therefore we established an Elders Health Advisory Group. We wish to acknowledge these group members for providing your guidance and wisdom across a breadth of health topics. We have brought forward many challenges and opportunities and we are in awe of how your experience and correlation to the traditional ways of being is provided, regardless of the scenarios submitted to you for guidance.

We also heard from our resilient Residential School and Day School Survivors who informed us on how best we could honour their historic strength and contribute to their healing journey. This guided our planning work to establish a healing garden, which is in progress, along with other healing initiatives.

In 2023, also informed by the Survivors, the **ᑭᑭᑭᑭᑭ** Project – Healing Together guide was created to listen to Survivors and to identify how we can continue to heal together. This work is being done with the utmost care, as the stories are gathered. We pay respect for the guidance by the Elders, Survivors, cultural advisors, steering committee, project team, staff, and all those who supported the work. Thank you also to Tsleil-Waututh digital artist Ocean Hyland for the interpretive design of the guide.

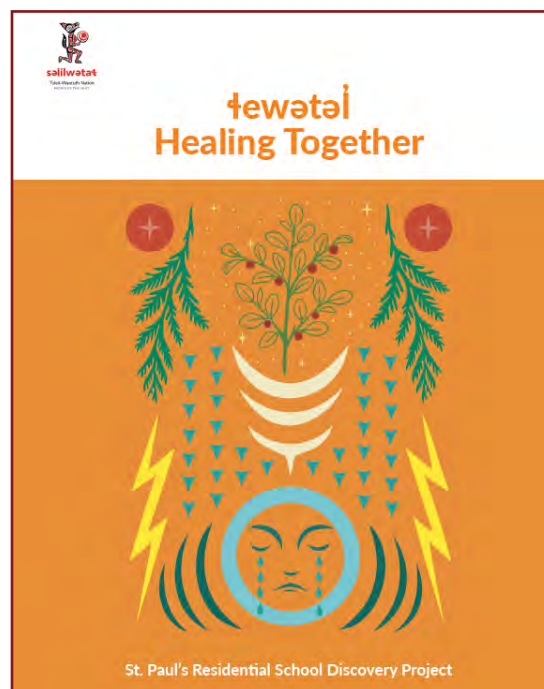


image: **ᑭᑭᑭᑭᑭ** Project – Healing Together artwork design by Ocean Hyland (**ᑭᑭᑭᑭᑭ** artist)

Another priority area identified was the support to build strong and confident youth in the community. We partnered with lululemon to create a youth Wellness Plan and youth resilience workshop series. Youth participated in activities that looked at all aspects of their wellbeing such as self-awareness, being in relationship, confident and focus movement, and powerful habits. All activities aligned with the emotional, physical, mental, and spiritual elements, bringing balance in youth to live fruitful lives.



photo: TWN featured at Four-Directions Yoga Flow at BC Place

To develop a sustainable service model, we advocated extensively with our funding partners both provincially (with the First Nations Health Authority, Ministry of Health BC, and Vancouver Coastal Health Authority) and federally (with Indigenous Services Canada) to secure programming and funding for longer than just one year. Being a member of the First Nations Aboriginal Primary Care Network has resulted in significant funding and growth within our Primary Care team to better serve our community.

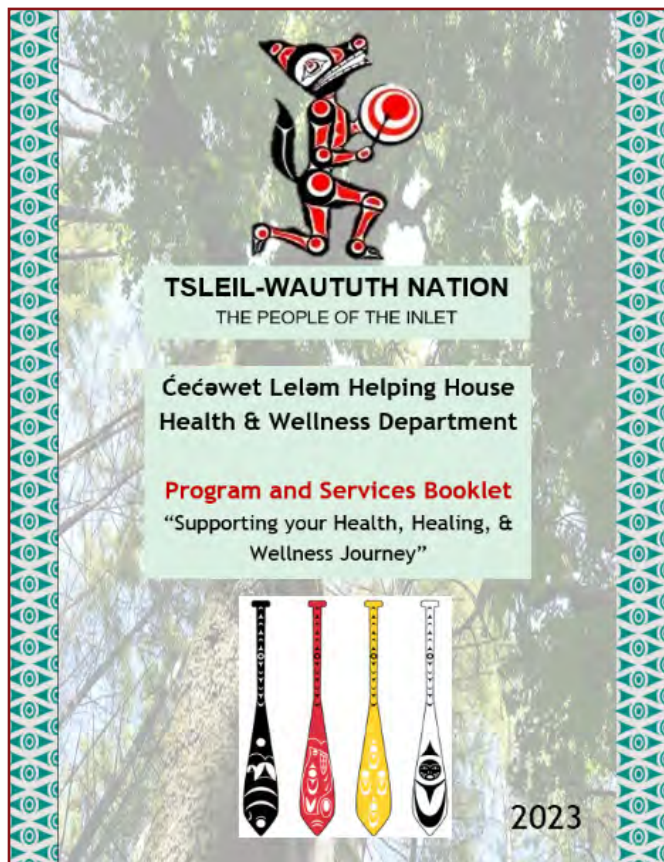


image: Health & Wellness Program and Services

In addition to the projects we undertook over the year, we also continued to deliver services with a focus on high-quality and culturally-safe care that responds to community

need. We listened to community members' guidance and created a **Ćećawet Leləm** Helping House booklet to explain our programs and services in more detail. Highlights from each of our programs are included below. It has been a year of creativity, acknowledgement, and innovation with an emphasis on bringing our traditional ways back and taking ownership of what is rightfully ours. Much of the year has been guided by community and we thank you all for sharing your wisdom. We understand that much of this legacy is not only attributed to those in community today but also to our Ancestors and those who may have sadly passed on. Thank you for allowing us to support you through your times of need and with your own healing and wellness journeys.

With gratitude,

**Andrea Aleck**  
Director, Health & Wellness

## Mental Wellness

We have continued putting our energy into growing the team in new and exciting ways. We created a new role of Wholistic Counsellor to encourage more Indigenous therapists to join our team. This proved to be a positive step and the person we hired brings with them traditional ways of knowing and seeing, body work practices, and energy healing offerings.



The Clinical Lead role was shifted to focus on clinical work only and allowed us to create a new role of Mental Wellness Manager to be the administrative lead steering strategy, programming, and oversight of the ever-burgeoning team. We began the recruitment and hiring process for this role. Additionally, with extra Canadian Mental Health Association (CMHA) funding, we were able to hire a Peer Support Lead to manage the peer program and create a crisis response plan for the community.

Our team held steady at seven staff with one Elder, three registered clinical counsellors: one addictions counsellor, wholistic counsellor, and peer support worker. We celebrated our team and the work of addictions with a summer BBQ for International Opioid Awareness Day with over 60 community members in attendance.

With additional funding from the First Nations Health Authority (FNHA) for Trauma Supports for front line workers, we offered several clinical trainings to boost our team's abilities and skills to further support community. Many of our team trained in Core Self Reclamation Therapy, a way to work with trauma, and EMDR, an integrative approach to heal trauma. We also trained our team in Eagle Wings Flapping Protocol, an EMDR intervention to help build and expand peoples' circle of capacity within themselves and assist with trauma stabilization, as well as the Hakomi Method, a somatic based therapy approach, and sand tray training for those working with children and youth.

We launched our fall programming with an emphasis on trauma healing with a Compassionate Communication for Trauma workshop series led by Elder Mahara and a guest facilitator. We offered a two-day trauma workshop Finding your Spirit with guest leaders Phillip Johnson and Jim Aleck, which was steeped in culture and an Indigenous understanding of healing trauma.

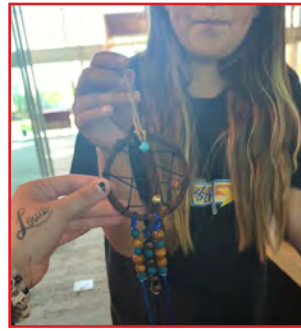
We then sharpened our lens towards supporting grief and loss with the Compassionate Communication for Grief workshop series and our annual event, Honouring Lives with Don Burnstick. This last event was a huge success, with 120 attendees, as we honoured lives lost to addiction and celebrated resilience and the power of laughter as medicine. Elder Mahara ran two consecutive groups for adults and Elders on journal writing and poetry that allowed participants to go deeper in their own narratives and explore aspects of their history and selves.

In gathering feedback from community, it became clear that some Members didn't feel comfortable accessing Mental Wellness services from our team situated in the Administrative Building, so we offered an open access, low-barrier space in the Elders Lounge for a Mental Wellness Drop-in. Members popped by in a relaxed way to gain resources, talk to the new Wholistic Wellness Nurse from the Primary Care team, and our Addictions Counsellor in a space that felt safe and welcoming.

Our counselling program was strengthened, and community members were able to access a wide range of therapy services, from anxiety stabilization to deep trauma processing therapy; body energy healing to cultural and spiritual brushing off. We held 1,350 counselling sessions for children, teens, adults, and Elders. Not only does individual therapy impact the person, but their healing ripples out to positively affect whole families and change legacy patterns stemming from colonization and the harms of residential school. We also supported many community members to find external therapy supports and shared a list of FNHA and other free counseling resources.

We continued to support younger generations, working closely with the TWN School and offering counselling supports with our therapists. We collaborated with the Recreation team and offered our therapists to run groups for summer daycamp, offering art therapy practices and land-based healing workshops.

We also shone a spotlight on our youth by continuing our Creative Youth Group facilitated by a TWN Language Officer who offered activities that were art and culture based. We initiated the process of engaging with the spirit of suicide work, as well as applying for funding through the YMCA's for their Mind Medicine program to help teens deal with their anxiety and stress.



photos: Mental Wellness Creative Youth Group  
dreamcatcher and art

Adults have benefited from group programs like Compassionate Communication and Finding Your Spirit groups. These workshops focus on trauma and grief, how it impacts our body, mind and spirit and how to approach its healing from a multiplicity of ways, and supported community members in their journey from breaking free of their trauma.

Elders have benefited from supports from the Indigenous Residential School Survivors (IRSS) discovery project with individualized wellness plans, as well as joining our groups and having our therapists offer specific care. As a team, we continued to be present at TWN events like the Elder's honouring ceremony, where we were introduced to community and offered our supports.

This past year saw the continued success of our peer support program, t'soutin with our Peer Support Worker role supporting community and coordinating group programming with Women's Group, Men's Club, Wellbriety Group, and Creative Youth Group. With the continued funding through Provincial Health Services Authority (PHSA), the group peers continued in their roles supporting



group programs and community members who attend. They were able to access training, retreats, and learning about facilitation through the wider peer program, Skookum Hi-Ya'Ko-Pet.



photos: Mental Wellness art and Women's Group drum making

Women's Group was packed with fun and uplifting practices like karaoke and traditional beading, as well as targeted projects like Mother's Day, celebrating TWN matriarchs.

**"Therapy has given me the opportunity to look at the inner parts within myself, and to have the coping and healing skills to be present today."**

**- TWN Member**

## Home Care and Community Health

Our Community Health program includes Public Health, Home and Community Care services, as well as medical transportation and Health Benefits advocacy.



photo: TWN Community Garden

## Home and Community Care

Our Home and Community Care program provided home support and professional nursing services to a total 50 Members, including 28 who needed long-term support. Specifically, our programs provide wellness check-ins and chronic disease support, palliative symptom management, post-op and hospital discharge follow-up, wound care, mobility assistance, and homemaker services. Our Home Care Nurse, on average, met with 25 clients each week. In addition, weekly, bi-weekly, and daily home support was provided to 13 clients by our team of 1 full-time and 2 part-time home support worker and the team from Home Instead. The total cost for outsourced home care services with Home Instead was \$20,339.36.

The team collaborated with other Health programs, in particular the Garden and the Elders group. Outside the TWN care team, collaboration was strengthened with external providers, including the VCH Palliative Care Team – and a surprise win of the BC Quality Care Award -, and an occupational therapist, to ensure the ongoing housing renovations follow accessibility guidelines to allow Elders to age in their own homes.



photo: Health & Wellness staff accept a BC Quality Care Award

## Community Health

With the pandemic declared over in May 2023, the Community Health team moved into regular programming. While the Public Health Nurse position continues to be unfilled, routine and catch-up immunizations resumed with the assistance of VCH nursing staff. We advocated for a school nurse and a Speech Language Therapist, and now the students at the *siʔármə̌t* School can receive their school vaccinations right at the school and the daycare children benefit from early detection of and interventions for speech delays.

## Other health and wellness programs, services, and events under the Community Health umbrella included:

- 19 onsite foot care clinics (up from 12 clinics annually) for Elders, people with diabetes, and those experiencing difficulties with their feet (10-12 attendees at each session).
- Quarterly onsite Diabetes and Nutrition clinics (6-8 clients per session).
- Onsite annual Mobile Mammography van (13 clients).
- New onsite Orthotics Clinic (June 2023 – 10 clients; and March 2024 – 8 clients).
- Better and Home Light Yard Work provided during growing season (25 Elders).
- Biannual Wellness Fair (about 100 attendees at each).
- Routine vaccinations for infants, children, and youth as well as adults and Elders by appointment at the *cé̌cəwət* leləm Helping House.



photo: Health clinic at the TWN Gym

## Immunization clinics:

- Two mass COVID-19 and influenza clinics provided in the fall.
- Several “mini” clinics provided during spring and summer.



- COVID-19 vaccination provided as needed at the Helping House for those who missed dedicated clinics.
- 150 influenza and 150 COVID-19 vaccines administered.
- Shingrix vaccination series provided to 18 clients 50 years and older.



photo: A healer practitioner at the Wellness Fair brushes a **səlilwətał** member to cleanse for spiritual well-being

## Health Benefits

The Primary Care and Home and Community Care teams continued to collaborate to anticipate needs and provide wraparound services for more complex or vulnerable clients. The Medical Transportation program facilitated 245 trips to specialist appointments at a total cost of \$10707.89 (for North Shore Taxi and Quant Care excluding trips with a TWN driver).

Benefits provided over 300 Members with medication, vitamins, nutritional supplements, and medical supplies & equipment for a total of \$32,516.77. In addition, the program supported the vision needs of eight Members for a total of \$4481.98; and dental needs for

eight Members for a total of \$7558.80. Of the 16 survey respondents for the 2023 Fall Wellness Fair, all 16 would attend the Wellness Fair again, and all but one provider were rated 5/5 (remaining one received a 4/5).

**“Thank you for all the great services, much appreciated!”**

**- TWN Member,  
Wellness Fair attendee**



photo: A TWN Elder receiving a health check-up from a nurse practitioner at the Wellness Fair



photo: A TWN Elder receiving traditional medicine of cedar for strength at the Wellness Fair

## Primary Care

### The role of Clinic Coordinator:

- Engages with community members in a manner which fosters cultural safety, as well as a sense of belonging at **ćećawəł leləm** Helping House.

- Oversees and coordinates all clinical and administrative aspects of the primary care clinic.
- Helps reduce the administrative functions of the family physicians and nurse practitioners, so they can focus their time on clinical care.
- Provides support in helping community members navigate care across the health teams, ensuring TWN Members are connected to the appropriate Health team staff when needed.

### **The role of Wholistic Wellness Nurse:**

- Provides outreach support and helps meet the immediate needs of individuals during moments of crises.
- Bridging care across the various health teams, including primary care, mental wellness, and home community care; thereby helping integrate various services with each other to help provide wraparound care and support for individuals and families.
- Wholistic care planning using a trauma-informed approach to help ensure cultural safety and client directed care to support all aspects of one's health and wellbeing, including the spiritual, the emotional, the physical, and the mental.
- Provides essential support to ensure continuity of care across transition points such as admission to, and discharge from, treatment centers and acute care hospitals.

### **Successful engagement with the Minister of Health (MoH):**

- We offer gratitude to TWN Chief and Council for their political

advocacy and support in bringing forward the challenges we face in delivering primary care services on reserve.

- The MoH announced formal recognition of the First Nations Aboriginal Primary Care Network (FNAPCN) as an Indigenous population-based primary care network.
- A big step towards decolonizing primary care by offering respect to the traditional territories of the Coast Salish peoples (which extend well beyond the colonial geographical boundaries).
- In addition to being of support to the First Nations' rights to self-governance and self-determination, this recognition will help streamline funding for sustainable primary care.
- The MoH became aware of the difficulty in recruiting family physicians into Indigenous clinics and is willing to address this issue by way of financially incentivizing recruitment and retention initiatives.

### **Strengthening team-based care in the spirit of naut'sa mawt:**

- Elder Wa7tsek, from the TWN Elders Health Advisory, shared cultural teachings with our team in speaking to the guiding principles of the Health and Wellness Department's Cultural Framework, namely Relationships, Reciprocity, Honesty, Belonging, Respect, Integrity, Humility, and Stewardship.
- As the roots of the cedar tree, these principles help our team stay grounded in our work, while



connecting to each other and Mother Earth, and help us work together with one heart and mind.

- Given the challenges we have been facing in the recruitment of physicians and nurse practitioners, it has been essential to maximize the role and capacity of every team member to help support interdisciplinary collaboration and a shared care approach to delivering team-based care.



photo: The Minister of Health visited TWN

## Elders Program

Tsleil-Waututh Nation Elders are our Knowledge Holders, cultural experts, and oral historians. In keeping with the traditions, the Elder's activity program serves to improve their overall health and wellness. It promotes positive interactions and relationships, along with an improved immune system.

### Some highlights from 2023 to 2024 include:

- Summer cedar harvesting and preparation of the cedar;
- Alaskan Cruise for a week;

- A 4-day National Gatherings of Elders in Edmonton;
- Arts and crafts two days a week;
- Attending Health and Wellness Fairs;
- Cultural outings and gatherings such as Semiahmoo Pow Wow, a visit with Squamish and Musqueam Elders, and food harvest and jarring of peaches plus other fruit;
- Health events and workshops including: Vaccination clinic; fall prevention workshop, Meet the Doctors gathering, Palliative Care Culture Sharing, Elders haircuts (North Shore Keep Well Society), wellbeing and healthy aging once a week;
- National Day for Truth and Reconciliation – Lifting our Spirits through Culture
- Arts and sports outings, including the BC Lions game and Canucks Game.



photo: Elders' Trip to Penticton



photo: Elders' canning at the TWN Community Centre



photos: Elders' cruise to Alaska



photo: Elders' Christmas Dinner with Santa



photo: Elders group

## Recreation

The Recreation team's goal is to create an active community of Tsleil-Waututh Nation Members of all ages through opportunities to participate in sports, recreation, and physical activity. We know that physical activity is a key preventative intervention in the overall health and wellness of our community and dramatically reduces instances of diabetes, cardiovascular disease, cancer, and other diseases.

**Some of our key highlights in getting our community more active and engaged in leading healthier lives in 2023/24 included:**

- Hip Hop classes with Thayio Seo for ages 5-12.
- Youth Lacrosse Program ages 5-18 in partnership with Fusion Spirit Foundation.
- Breakfast Club providing school breakfast 5 days a week with John Lessard (42 registered youth).
- Vancouver Warriors Lacrosse Game with 10 youth for Indigenous Night.

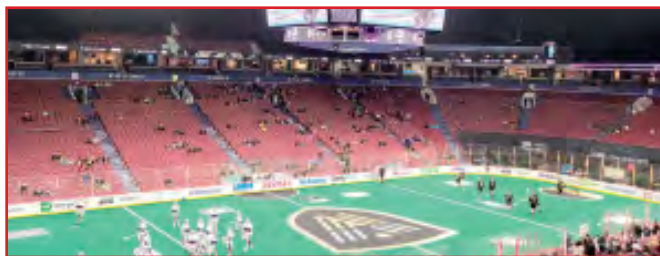


photo: Vancouver Warriors Lacrosse Game

- Weight Room Orientation Training Program for 10 youth aged 13-15.
- TWN Youth Summer Day Camp – partnership with lululemon on the 3-week Wellness Series.



- YMCA Youth Exchange Program with TWN and Nipissing First Nation in North Bay, Ontario.



photos: YMCA Youth Exchange Program

- Co-ed Basketball Program for ages 16 and up.
- Elder's Walking Club.
- Adult Lunch Fitness Bootcamp.
- Youth Rock Climbing Program in partnership with "The Hive".
- Youth multi-sport in partnership with Private Coaching Co.
- Physical Literacy Program for TWN Daycare youth in partnership with Private Coaching Co.
- Afterschool Science Program in partnership with UBC Geering Up ages 5-18.
- Film Club in partnership with Cinematheque for ages 9 and up.
- Indoor Tennis Program for all ages in partnership with Smash Tennis Program.

- Youth Boxing Program in partnership with Griffins Boxing Gym.



photos: Youth Boxing Program, Griffins Boxing Gym

- Chess for Life Program for all ages in partnership with Chess Canada.
- Baby Beats Music.
- Parent Participation Program for ages 1-3.
- Kids & Coffee Parent Participation Program for ages 6 months -3 years.
- Drama & Improv Acting Program for ages 9 and up.
- Arts & Craft Program with Lisa for ages 4 and up.
- Water Skiing Introduction Program in partnership with Vancouver Water Ski Club.



photos: YMCA Youth Exchange Program

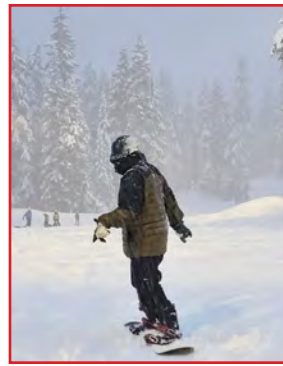


- Elder's Yoga for ages 55 and up.
- Jui Jitsu for youth ages 5-12 and for 13 years and up.
- Youth gymnastics for ages 5- 8 with Flicka Gymnastics.
- Pow-Wow Dancing for all ages.
- Youth Fencing Program for ages 5-18 in partnership with Dynamo Fencing.
- Tap and Body Percussion Dance for ages 9 and up in partnership with Alexander Gill.



photo: Youth Fencing Program with Dynamo Fencing

- Mothers Fitness Program, Adult Group Fitness and Deep Stretch Recovery Program in partnership with Kristian Stevens.
- Youth Lacrosse Program ages 5-18 in partnership with Fusion Spirit Foundation.



photos: Youth snowboarding at Mount Seymour and ice skating at the Shipyards as part of Winter Holiday Recreation Programs



photos: Youth attending sports games



photos: Recreation at the 2023 Annual General Meeting



# Community Garden

The Community Garden team continued to be guided by the Food Sovereignty Vision to create community and generational connection through growing, gathering, hunting, preserving, and preparing foods and medicines which are healthy and honour TWN traditional culture and Mother Earth.



photo: səlilwətał Members selecting herbs, vegetable plants, and flowers to plant for spring

We continued to grow and distribute thousands of pounds of produce to Elders, youth, and community members. We have also added an orchard area to the community garden and launched community food sovereignty knowledge sharing workshops which have been well attended by Members.



photo: səlilwətał youth enjoying the garden

## Areas of focus and highlights for 2023/24:

- 20-Foot Hydroponics Container: Grew and distributed to community members weekly: kale, chard, lettuce, basil, and tomatoes.
- Community Garden: Grew and distributed through weekly markets from May to October thousands of pounds of produce including, tomatoes, cucumbers, peppers, kale, lettuce, radishes, beets, carrots, onions, and potatoes.



photo: səlilwətał Member picking up fresh vegetables at the weekly garden market for nutritional cooking at home

- Youth Summer Garden Camp: Every week throughout July and August, 40 youth harvested vegetables from the garden and created a full lunch for themselves.



photo: səlilwətał youth at the summer garden camp



- Completed Garden Outdoor Kitchen: This includes an undercover area BBQ area and seating area to prepare and share food together.



photo: Cooking salmon on the BBQ (top left), Community Garden staff engaging with youth at the TWN Annual General Meeting 2023 (top right & bottom)

- TWN Orchard: The Garden team removed invasive species by hand and expanded the Upper Garden to include 20 new apple trees, which will produce over 300 apples, plus raspberries, blueberries, and a high tunnel to grow even more tomatoes and peppers.
- High School Garden Co-op: In partnership with the TWN school, over 10 high school students gained work experience building the new orchard area, planting and harvesting food, and hosting community garden events.



photo: Youth drinking berry smoothies and eating a meal with ingredients prepared from the garden

- Food Sovereignty Knowledge Sharing Workshops: Seven community knowledge-sharing workshops were held including: Growing your own microgreens, growing your own spring greens, planting apple trees, salve making, tea making, Native Plant and Tobacco. Over 350 Members attended these workshops, building community and learning traditional and new ways to grow and preserve food and medicines.



photo: Demonstrating how to make smoothies with kale from the garden at a TWN Garden Workshop





photos: Tea blending at a TWN Garden Workshop

- **Community Garden Events:** The garden team hosted community events such as Pumpkin Patch and Community Garden BBQs with up to 200 attendees.
- **TWN School Programming:** The garden team held workshops for over 50 students from the TWN school to share knowledge of how to create salves, grow and make snacks from microgreens, and how to grow and harvest food.
- **Community Plant Giveaways:** Yards of soil, hundreds of native and vegetable plants were free for Members to grow food in their backyards.



photos: Planting at the garden

# Indian Residential School Survivor (IRSS) Program

## łewəṭəl' Project – Healing Together (St. Paul's Discovery Project)

For the łewəṭəl' Project (St. Paul's Indian Residential School Discovery Project), Survivors have been and continue to be supported to share their truths for relief, closure, and healing as well as contributing to the criminal investigation. All the work is guided by Elders, Survivors, and Tsleil-Waututh Knowledge Keepers to ensure it is done in a good way, respecting cultural protocols.

An IRSS Project Manager was hired in June 2023 and a Mental Wellness Counsellor was contracted in September 2023 to provide specific support to Survivors.

With care, the staff support each Survivor who consents to participate in the truth-telling process with wraparound services and a personalized wellness plan.

The IRSS Steering Committee and Cultural Advisors include TWN staff, Members, and Elders and meet monthly. They compiled an inventory of Cultural and Traditional Supports and a list of spiritual Elders, Traditional Healers, and Speakers, and provide guidance on cultural and ceremonial protocols and practices.

The **ᑭᓄᓂᓂᓂ** Project Booklet provides information about the mandate, governance, and Truth-telling process, and the cultural, health and wellness supports and programs available.

Artwork designed by Ocean Hyland, a Tsleil-Waututh Member and artist, was selected to represent the **ᑭᓄᓂᓂᓂ** Project.



image: **ᑭᓄᓂᓂᓂ** Project – Healing Together artwork design by Ocean Hyland (**ᓂᓂᓂᓂᓂᓂ** artist)

**ᓂᓂᓂᓂᓂᓂ** language, images, and meanings have been included on the TWN public website, project booklet, banner, stickers, as well as the image on bags and blankets for the Survivors. These include **ᑭᓄᓂᓂᓂ**, **ᓂᓂᓂᓂᓂᓂ**.

A community dinner and Q&A was held in February 2024 for Survivors and their families to connect and share information about the project.



image: **ᑭᓄᓂᓂᓂ** Project – Elder Mahara and Lianne Payne, Indian Residential School Survivor (IRSS) Project Manager and **ᑭᓄᓂᓂᓂ** project coordinator, in the healing space where survivors share their stories and truth.





image: fewatəl Project – Elder Joey at Community Dinner for TWN Survivors and their families.

IRSS staff have been connecting with communities and working groups across the province, sharing methods, programs, resources and learnings for the benefit of Tsleil-Waututh Survivors and families.

## Four-Directions Yoga Flow Event on National Indigenous Peoples Day

Through our longstanding relationship with lululemon, three MST yoga athletes were featured on June 21, 2023 at a Four-Directions Yoga Flow event that took place at BC Place and was live streamed worldwide, bringing awareness to National Indigenous Peoples Day. This immersive experience

was created in collaboration with the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations, as well as lululemon Ambassador Shayla Stonechild.

Weaving yogic philosophy with Indigenous teachings, participants explored their relationship with the land, with each other, and with themselves. We raise our hands in gratitude and respect to Councillor Dennis Thomas, Robbie George, Layla George, and little Robbie for opening the event in a good day, drumming and singing our songs, and providing the territorial acknowledgement.



photo: TWN featured at Four-Directions Yoga Flow at BC Place

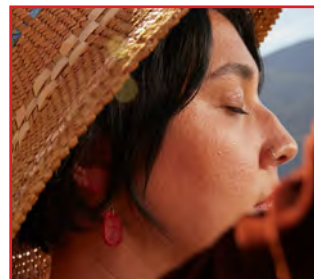


photo: lululemon yoga featuring an Indigenous instructor for Indigenous youth

# Public Works

## Department

### Director's Message

The TWN Public Works Department works diligently to ensure that the community on reserve has safe, healthy, accessible, and affordable housing. The Department leads capital projects through planning, administering construction, and maintaining TWN assets and reserve lands in the most efficient, affordable, and sustainable way and in a way that advances community climate action and energy management. This includes the management of land and resources, infrastructure (e.g. roads, pipes, etc.), public buildings, and housing. The Department is guided by the TWN Land Code (2007), Comprehensive Community Plan (2015), Land Use Plan Law (2019), and a variety of TWN bylaws related to lands, building, and capital assets.

#### Services include:

- The Membership Clerk manages population for on-reserve and off-reserve, voters' lists, family groupings, senior benefit list, 18 years' old list, various age lists for various departments, family tree maker, and mentoring/succession planning. Data management is a combination of TWN Membership and Indian Registry Administration;
- The Asset management program consists of compiling an inventory of TWN assets, financial review, and

maintenance planning;

- Maintaining all facility buildings both inside and outside, the roads, lands, and all houses;
- Managing facilities and groups, including operating and maintaining TWN buildings and grounds such as repairs and grounds keeping;
- Managing non-profit housing, which includes TWN social housing, collecting rents, making repairs, and planning for new houses;
- Managing infrastructure for the community and planning and developing roads and services such as water, sanitary, storm, hydro, telephone, and gas for new developments;
- Climate action and energy management involves adaptation and resilience planning and implementation, community energy and emissions management, development and review of community and climate resilience policies and best practices, building awareness of climate action and energy efficiency, exploring renewable energy opportunities, collaborating with other staff and departments, and learning from TWN knowledge and community engagement;
- Managing and administering of reserve lands involves land use



planning, on-reserve development, permitting, proposing and implementing laws, enforcing existing laws, developing policies and processes and collaborating with other Departments on reserve land projects.

In addition to moving forward on numerous projects, the Department welcomed several key staff including: A Lands Engagement Coordinator, Lands Project Coordinator, Law Policy Analyst, Maintenance Worker, Housing Manager, Home Renovations Project Coordinator, Housing Administrative Assistant, Energy Sustainability Specialist, Climate Intern, Capital Works Project Manager, Planner 1, and Planning Assistant.

**Melissa Fahey**  
Director, Public Works

## Data Management

The Data Management role is a dual role: One is Membership and consists of the various data management our TWN departments request for both on reserve and off reserve Members. We are working with various staff members on building their knowledge of our Tsleil-Waututh family tree. The second role is the Indian Registry Administrator, which refers to the paper laminate cards. This role receives a per capita funding from Indigenous Services Canada.

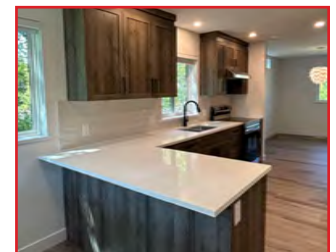
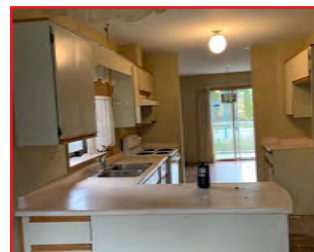
Refer to pages 18-19 for TWN Membership Infographic.

## Housing

Home renovations started in 2021, and the Housing team has come a long way to make homes safe and healthy. We have implemented a permit process, which helps in renovating homes using the BC Building Code. As of the end of March 2024, there have been eleven full home renovations and ongoing homes that have been worked on. Since the first home renovation, 56 houses have had repairs completed, a total of 23 full home renovations have taken place, with more to come. The results of the renovations were dramatic as shown in the before and after photos below:



photos: 3168 Dollarton Highway – before Reno (left) and after renovations (right)



photos: Before Reno (left) and after renovations (right)

## Lands

The Lands team manages and administers reserve lands which includes land use planning, on reserve development, permitting, proposing and implementing laws, enforcing existing laws, developing policies and processes and collaborating with other departments on reserve land projects.



# 2023/24 SNAPSHOT OF LANDS

## Engagement Events

### Community Events

4

Lands Open House Oct 2023

SV Open House June 2023

Parks Pop-up at Movie Night

Land Tenure Open House Aug 2023



Making sure  
Members' voices are heard



## Focus Group Meetings

3

LAC Meetings 2

August 2023, March 2024

SMMs 2

Sports Field SMM,  
Lot 166 SMM



Surveys 3

Neighbourhood Park Survey

TransLink Survey

Sports Field



Referendums  
& Votes 0

## Supporting Ongoing TWN Initiatives

Permits Issued 114

Laws & Policies 3

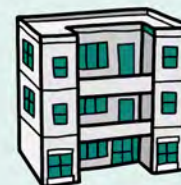


Ongoing Projects 26

Lands Registry 297







**Design:** Inspiring developers to craft buildings that resonate deeply with TWN's values, vibrant culture, and unique identity.

**Art & Language:** incorporating TWN's identity through art and language to ensure neighbourhoods look and feel like it's TWN land.

**Environment** Building a strategy to steward and enhance the natural ecosystems, cultural heritage, and sustainable development of TWN's reserve land..

**Building:** Ensuring buildings provide a safe and healthy environment for all through permitting and inspections, prioritizing our well-being above all else.



## Land Tenure: Decolonizing how we hold home and land

Over the last year, the Lands Staff have been working with Members to identify a new way of holding (owning) home and land on Reserve.



## Legacy Issues Surveying Project

This project aims to fix the property lines to match Members use of space and reduce conflict between neighbours.

9 out of 11 groups have had lot staking take place.





# LANDS OFFICE 2023-24 ANNUAL REPORT

## Thomas Creek Pedestrian Bridge

A new bridge connecting the community to Apex was completed. Art installation to come soon!



## xwəlá'mət Housing Society Project

Fifty (50) unit apartment building to provide affordable housing for Members.

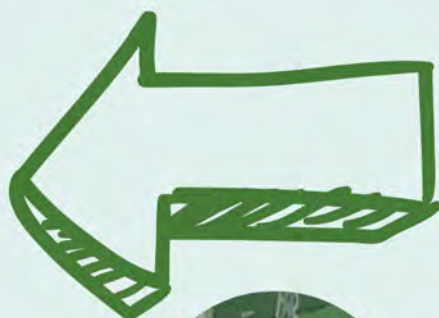
Building Permit was submitted early 2024.



## TWN Parks

Renovating the local park to make it fun and safe for TWN Members

Designing new park in the community subdivision.

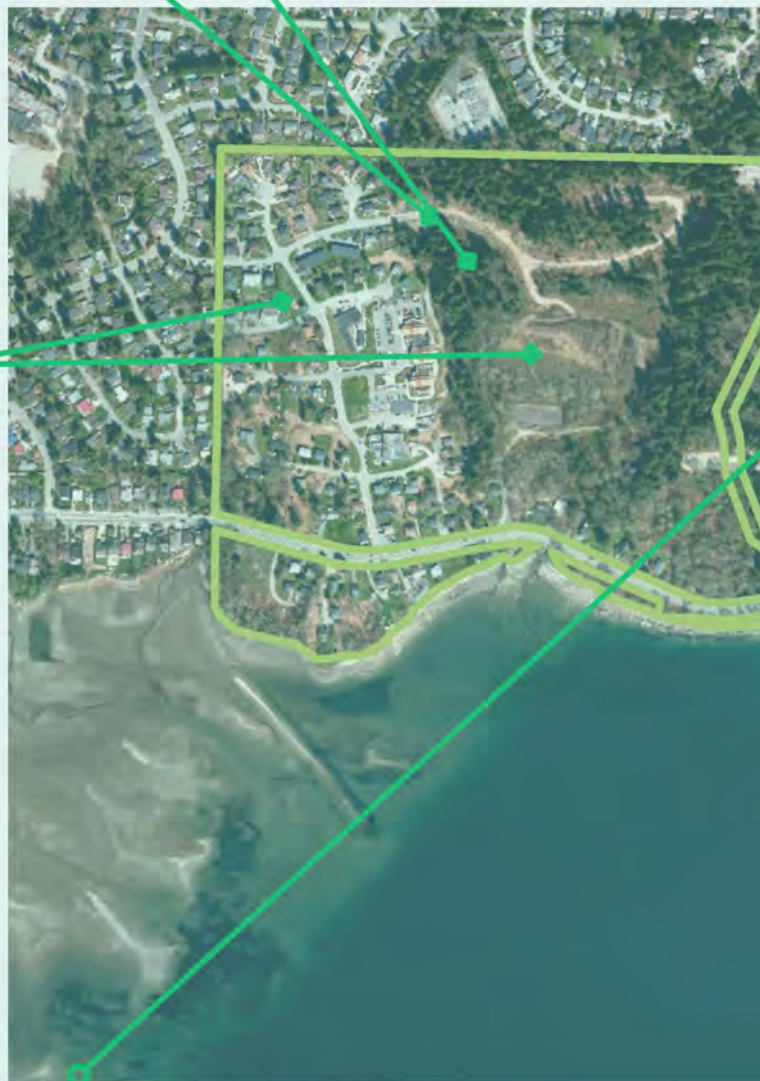
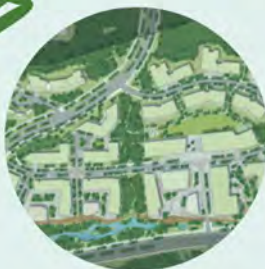


## statləw District + New Reserve (Tsleil-Waututh Nation IR#2)

45-acre future development that is being added to TWN reserve

West of the community across from Maple Wood Flats

Opportunity for Member housing, businesses, cultural expression and more



## First Nations Health Authority Office

FNHA office building that will provide employment opportunities for Members on reserve.





## Sports Field

Design of the new field occurred over the 22/23 year.

Sports field is expected to be ready to play on in spring 2025.



## Seymour Village Phase 6

222 unit market residential building as part of economic development

First building occupancy estimated for winter 2024

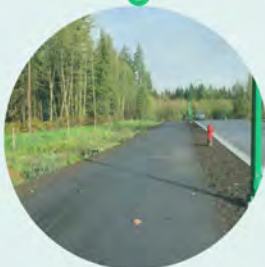


*\*initial design likely to change*

## Seymour Village Phase 7

TWN staff working with partnership to refine proposal based on membership comments

Zoning anticipated for 2024



## sme:nt Road

A new road section that will be part of a longer road that connects Raven Woods to Mt. Seymour Parkway.

Water running of this road is treated using natural processes in a bioswale.

# Climate Action & Energy Management

The Climate Action and Energy Management (CAEM) team aims to advance ~~səlilwətał~~ community resilience to climate change through climate action and energy management.

## Key CAEM projects in this fiscal year include:

### Advancing Community Energy Efficiency

To increase community energy savings, reduce greenhouse gas (GHG) emissions, and build community energy awareness.

- Completed the TWN Community Energy Plan, including a community energy profile and understanding of energy use and GHG emissions in the community; recommended future targets and actions for reducing community energy and emissions.
- Completed an Energy Efficiency and Low Carbon Buildings Policy, which was approved by Chief and Council.
- Supported the completion of energy retrofits in community homes and secured energy rebates to help support the home renovation program, and completed a Contractor Rebate Guide.
- Retained an Energy Advisor (contractor) to complete energy audits, modelling, and energy rating of community homes before and after renovations and energy retrofits.

- Supported the Facilities team with coordination of a commissioning report to optimize and improve energy efficiencies of the mechanical systems in the TWN Administration Building.
- Hired an Energy & Sustainability Specialist to support CAEM energy management work plan.
- Coordinated a TWN contractor and staff training session on energy efficient home construction and mechanical systems at the BCIT high performance building lab.
- Completed and posted a series of op-eds on energy related topics (building envelope, heating and cooling, ventilation, thermostats & controls) in the TWN community newsletter.
- Launched a community household plastics recycling challenge to build awareness of recycling opportunities and to remove flexible plastic materials from the waste stream.
- Continued to monitor renewable energy generated from the TWN Administration Building and Child Care Centre solar array systems and use of the TWN electric vehicle charging stations.
- Completed a TWN community renewable energy systems and electric vehicle charging network expansion assessment, with technical support from consultants.

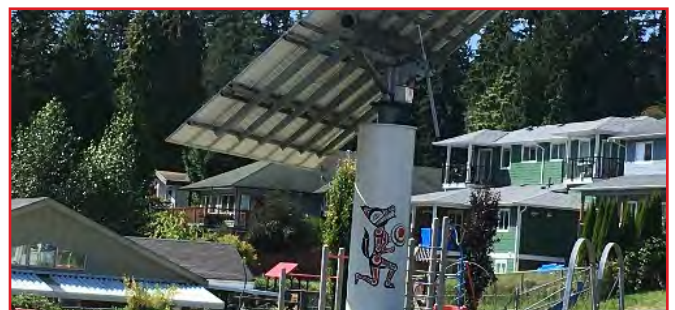


photo: TWN Childcare Centre Dual Axis Solar Array





photo: TWN Contractor & Staff Energy Efficient Building Construction Training Session at BCIT

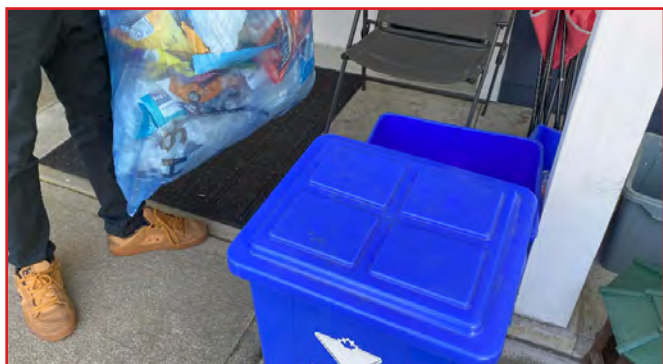


photo: Collecting Community Flexible Plastic Material for Recycling as Part of the Community Plastics Recycling Household Challenge

## Advancing Community Climate Action

To build community preparedness for and to reduce community risk from climate change impacts.

- Continued to support implementation of the TWN Climate Change Resilience Action Plan.
- Continued to engage with the TWN Community Climate Change Advisory Committee and the interdepartmental Climate Change Action Team on priority climate actions.
- Retained an interdisciplinary project team to support the reserve shoreline adaptation and restoration

project. This is a **səlilwətał**-led project to self-determine how best to protect the reserve shoreline and community lands from climate change and reduce impacts from coastal erosion and flooding while improving the health and biodiversity of shoreline habitats, and enhancing TWN community access to **səlilwətał** (Burrard Inlet).

- Completed shoreline site assessment, baseline environmental studies, substrate sediment chemistry analysis, basis of design and three (3) draft design concepts of the future reserve shoreline for community engagement.
- Hosted a reserve shoreline walk with TWN community members, engaged with Elders and various community groups, held a series of community-based Shoreline Advisory Group meetings and Technical Working Group workshops to gather feedback on various stages of the reserve shoreline project.
- Identified native shoreline species of Indigenous importance, hosted community native plant cuttings and propagation workshops and launched a kelp planting pilot project.



image: Shoreline logo



photo: Preliminary Concept Sketch from TWN Reserve Shoreline Adaptation & Restoration Project



# Asset Management

Assets are any piece of community infrastructure owned by Tsleil-Waututh Nation. Some examples include:

- Linear infrastructure (water, wastewater, drainage, roads)
- Community buildings
- Fleet vehicles
- Power and communication

This area includes the practice of understanding and investing in these assets to provide sustainable service delivery. We recognize the importance of cultural and natural assets, however, this plan focuses on infrastructure and further conversations are needed to determine what is appropriate for cultural and natural assets. ISC will contribute Operations and Maintenance funding for some assets.



photo: TWN Electric Vehicle Charging Station



photo: Lands Hwul'a'mut Housing Lot 166 Open House



photo: Lands Legacy Project Survey Work on reserve and community engagement with members



photo: TWN community buildings, roads, vehicles, and housing on reserve with shoreline



photo: Public Works Housing staff at the TWN Annual General Meeting 2023







# Treaty, Lands and Resources

## Department

Our mandate is to *xatəmət*<sup>1</sup> and *yəxwəθət*<sup>2</sup> our Territory based on our *snəwayət*<sup>3</sup> and rights, to preserve the Tsleil-Waututh way of life for our Ancestors, present and future generations.

<sup>1</sup>Protect, <sup>2</sup>Heal, <sup>3</sup>Teachings

## Director's Message

Treaty, Lands, and Resources works hard to protect and uphold our Tsleil-Waututh laws. These responsibilities were given to us by the Creator, our Ancestors, and the Animals, they are our relatives. These rights were shaped by the very lands and waters we work hard to protect. We take care of our Ancestors and our cultural heritage. We take care of the Animals.

We consult with over 600 proponents in our consultation area. We hold them accountable to their infringements on our ways of being. In our work, we are mindful of our descendants, and we want to make things better for them.

We are the People of the Inlet. We will never forget the suffering that our Ancestors endured. We will uphold our ways of being. We will always be here. We will always do this sacred work.

With gratitude,

**Gabriel George**

Director, Treaty, Lands and Resources

## Our Values

*ʔəxʔixəltəl*  
paddling together

We will paddle together like our Ancestors, for they adapted to calm waters and the storms. They would work together to go where they needed to go and do what they needed to do. In the canoe, one must adjust to the paddler in front of us, we must become one in our every move and stroke; there is great strength when we work in harmony. We must adjust to the tides and winds; we face many complex relationships and obstacles in our work and we must be adaptive like our Ancestors. We must paddle with love and respect in our hearts, this is the legacy we have inherited from our Ancestors and we must ensure it is the legacy of our descendants.



photo: *səlilwətał* territory of Indian Arm towards *ʔənliiwətał staləw* (the Indian River Watershed), with canoe artwork by Olivia George, featured in an online interactive Stormwater Storymap project in collaboration with the City of Vancouver



## Stewardship

**Following Coast Salish protocols, we will maintain and restore conditions in our territory that support our cultural practices, spiritual traditions, safe food harvesting, and responsible land and resource management.**

- Repatriation – completed first repatriation of Tsleil-Waututh belongings from **səyəmətən** (Strathcona Park).
- Mortuary House – started construction in TWN Cemetery. This structure will be for the repatriation of Tsleil-Waututh Ancestors.



photos: Repatriation of Tsleil-Waututh belongings

- Cumulative Effects Precontact Baseline project - completed excavations at Whey-ah-Wichen and Old Orchard parks. Analysis and reporting (pending) will provide insight on environmental conditions in the past.
- Project Review – The Archaeology team reviewed and provided advice on hundreds of archaeology projects; issued approximately 340 TWN Cultural Heritage Permits.
- IR3 Archaeology – in collaboration with Referrals, Lands, and Permitting,

we developed archaeology guidelines for protecting archaeological resources on the reserve.

- Training – facilitated training for TWN Members in specialized archaeology fields such as faunal analysis, lithic analysis, repository and collections management. Two TWN staff participated in a 10-week UBC Museum of Anthropology Indigenous Internship Program focusing on collections management, conservation, and curatorial work.
- Environmental Restoration – restored salmon habitat in **ʔənliłwətał staləw** (the Indian River watershed), conducted emergency work to reconnect the river in a period of drought, propagated and planted kelp at two locations in **səlilwət** (Burrard Inlet) and hosted a Kelp Restoration Symposium.
- Burrard Inlet Environmental Science and Stewardship Agreement - 2023-24 was the third year of this ten-year agreement with Canada that provides TLR with \$2M/year for TWN led stewardship initiatives. This agreement funds much of TLR's work in and around Burrard Inlet, and allows us to do work based on TWN priorities.
- Initiated a shoreline adaptation and restoration project in Whey-ah-Wichen (Cates Park). The goal of the project is to use nature-based solutions to protect the shoreline (and archaeology and cultural heritage) from impacts of climate change, restore ecosystem function and improve TWN and visitor use. This year we began community engagement and created preliminary design concepts.

- Continued collaboration with other governments to co-manage four parks in the territory - Stanley Park, Say-Nuth-Khaw-Yum, **təmtə́míxʷtən** (Belcarra Regional Park), and Wheyah-Wichen (Cates Park) - ensuring TWN's perspectives, goals and priorities are guiding stewardship and management of these important places.



photo: Community engagement with **səlilwətał** members at **təmtə́míxʷtən** on envisioning the future of the park

- FortisBC Eagle Mountain Pipeline (EGP) began construction in 2023. We hired additional Indigenous Archaeology and Environment monitors as well as SLR consulting to provide additional environment monitors to monitor construction activities and ensure that the Indian River Watershed Mitigation Management Plan and the Project Agreement are enforced.
- Collaborated with FortisBC on the development of additional EGP Project related environmental mitigation plans, including herring monitoring, water quality monitoring, fish and fish habitat, restoration plans, terrestrial spill response plan, and marine spill response plan.

- Conducted over 10,000 hours monitoring and participating in archaeology and environmental remediation throughout Tsleil-Waututh's consultation area.

## Laws and Culture

**Revitalize TWN culture by embracing and practicing our rich traditions and customs, ensuring their preservation, and passing them on to past, present, and future generations.**

- **təmtə́míxʷtən** / Belcarra Cultural Heritage project (year 2/3) – completion of Tsleil-Waututh history report and colonial history report. We continued work on forest garden research and archaeological assessment. This study will inform cultural protection and revitalization.
- The Sacred Trust Initiative continued our work to protect TWN from the risks the Trans Mountain Pipeline Expansion poses as it moves towards completion, grounded in TWN laws and culture. This included hosting a water ceremony at Wheyah-Wichen in June with guests from Secwepemc and other Nations, allied non-profit organisations such as Sierra Club, as well as the public. The ceremony reaffirmed our commitment to protect our ancestral waters in accordance with Tsleil-Waututh law.
- Through many of the referrals that TWN actively participates in, we find the opportunities to include TWN culture, stories, art, and **hənqə́mihəm**.
- The Referrals program provides an avenue to build relationships and collaborate with government, other



First Nations, and other parties. This is an expression of TWN continuing to advocate for TWN laws and culture.

- Collaborated with Woodfibre LNG and FortisBC on the development of WLNG-EGP Project related cultural training for construction workers and provided in-person cultural awareness training.
- Collaborated with FortisBC and Woodfibre LNG on the development of gender and cultural safety plans for the Woodfibre LNG-EGP Project.



photo: Welcome Pole by **səlilwətał** artist Jonas Jones, installed at Whey-ah-Wichen

## Self-Determination

**Empower Tsleil-Waututh self-governance and self-determination within our territory, guided by our laws, priorities, and mandates, to secure a thriving future for generations to come.**

- Jurisdiction Initiative: TLR continued to negotiate a draft Framework Agreement for Reconciliation with Canada to

recognize and implement TWN's inherent title, rights, law and jurisdiction, including TWN's governance and stewardship rights over its territorial lands, waters, resources and relations therein. One way we seek to achieve this is by negotiating consent-based joint decision-making arrangements over natural resource management in Burrard Inlet. Our work included a visit to Ottawa with leadership to engage senior-level officials on this work.

- BC-TWN Bilateral Reconciliation Table: TLR continued to work with BC Ministry of Indigenous Relations and Reconciliation to explore new, creative solutions to persistent issues TLR experiences in our work with the province, including implementing water quality objectives, recreational use of the Indian River watershed, and a consent-based decision-making process.



photo: TLR staff at the Returning Home community event, to showcase ancestral cultural belongings repatriated back to **səlilwətał**

- Archaeology Repository - gained status as an official Archaeological Repository (May 2023), named the repository **slewənewtxw** (meaning "shelter"), and installed cedar façade over the cabinets to emulate a cedar longhouse.

- Traditional foods – managed elk herds and elk hunt, supported community elk hunters through transportation, managed community catering freezer of traditional foods, managed and oversaw safety of clam harvest. We organized a clam harvest in 2023 with 40 students from **siʔámθət** School.



photo: Mike George, **səlilwətaɬ** cultural knowledge keeper and TLR staff, with **siʔámθət** students harvesting clams

- We continue with our mandate to protect TWN's land and resources and ensure **səlilwətaɬ** voice is always heard. We have seven active Environmental Assessment (EA) projects in the Fraser and two that are closer to the Indian River Watershed and the Inlet.
- We've been actively engaged in policy work and advocating for the federal and provincial governments to implement UNDRIP principles, especially Free, Prior, and Informed Consent.
- We are enhancing our internal capacity to manage and participate in EA processes effectively.
- Our team is developing TWN's own EA Framework across all projects to proactively address future consultation, compliance,

and enforcement issues, ensuring a strategic approach and well-informed decision-making.

- Worked with Environment and Climate Change Canada to develop a site management plan for the Point Grey Disposal-at-Sea site and advanced a joint-decision making framework, which recognizes Canada and TWN as having joint-jurisdiction over the management and regulation of the Point Grey site.
- Worked with FortisBC and Woodfibre LNG to ensure that commitments made in the WLNG-EGP Project Agreements are being fulfilled while developing a more collaborative relationship around the implementation of the Project.
- Collaborative works; monitoring to support cultural heritage preservation and environmental revitalization within Tsleil-Waututh community.



photo: TLR staff at the TLR Open House event to share knowledge about TLR's work and progress with **səlilwətaɬ** members

## Films

TLR published a short film titled "Tsleil-Waututh Nation - People of the Inlet," featuring TWN Members who explore origin stories, cultural values, and the deep-rooted history of our community.



Watch video: <https://www.youtube.com/watch?v=f2qkpKnknhc>



TLR also published a short film about ʔənliiwətaʔ staləw (the Indian River Watershed) to share insights from Nation Members on the deep connections we maintain to the Indian River Watershed and the importance of protecting it.

Watch video: <https://www.youtube.com/watch?v=URD-yMrWJw0>



## In the Words of Our səliiwətaʔ Ancestors

“They aren’t going anywhere, we aren’t going anywhere, we need to learn to work together.

We came from the inlet, we are responsible for it.

Care for səliiwət, səliiwət will take care of you.

The tide goes out, the table is set.”

**- Treaty, Lands and Resources quote from the TWN Strategic Plan**



photo: TLR staff reflecting on and discussing land-based restoration work



photo: Starting construction in TWN Cemetery of the TLR Mortuary House, for the repatriation of Tsleil-Waututh Ancestors



photo: TLR staff and Chief and Council attend the flag raising ceremony in Stanley Park for the host Nations

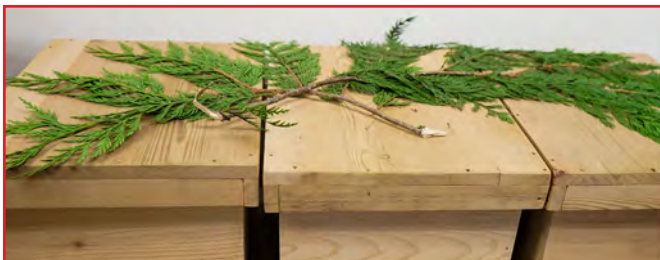


photo: səliiwətaʔ repository boxes for repatriated cultural belongings

## Treaty, Lands and Resources Project Highlights & Locations

**New Staff Role!** Caitlin Aleck was hired in Fall 2023 as **Environmental and Community Coordinator**. Caitlin says: "I've never worked with so many people with big fat brains, it's extremely empowering".



### Repatriations Program

Gained status as an official Archaeological Repository (May 2023), named the repository **slewənewtxw** (meaning 'shelter'), and installed cedar façade over the cabinets to emulate a cedar longhouse.



### Returning Home & **slewənewtxw** Repository Opening

Completed first repatriation via repository transfer of Tsleil-Waututh belongings from **səyəmətən** (Strathcona park site). Commemorated with community event.



### Whey-ah-Wichen Excavations

For pre-contact baseline work project, completed excavations at WAW with ILP. Analysis & reporting to be completed in 2024.

## Archaeology, Natural Resources, Parks, & Community Engagement

### Archaeology Investigations in **ʔənliiwətał staləw** (the Indian River Watershed)

Continued investigations at a newly recovered archaeological site in the Southern Indian River Watershed.

### **təmtəmixʷtən** / Belcarra Cultural Heritage Study

Completion of Tsleil-Waututh History Report, & Colonial History Report. Continued work on Forest Garden research and Archaeological Assessment.



### **təmtəmixʷtən** Visioning Events

Community visioning sessions for **təmtəmixʷtən** park, of reclaiming ancestral lands and planning for the future.

### Erecting Welcome Poles in **təmtəmixʷtən** and Whey-ah-Wichen

Two Tsleil-Waututh Welcome Pole Figures, carved by Jonas Jones, were installed in the parks to increase **səlilwətał** visibility in the territory.



### Old Orchard Excavations

For pre-contact baseline work project, completed excavations at Old Orchard parks with ILP in Port Moody.

### Mortuary House

Started construction in TWN Cemetery. This structure will be for the repatriation of Tsleil-Waututh Ancestors.









## Learn more about TLR's restoration work:



### Burrard Inlet

<https://thenarwhal.ca/burrard-inlet-vancouver-tsleil-waututh/>



### Salmon

<https://thenarwhal.ca/tsleil-waututh-nation-salmon-restoration/>



### Drought Response

<https://twnation.ca/tlr-drought-response-work-at-indian-river-watershed-on-september-15-16-2023/>

### sce:łtən (Salmon) Restoration in ʔənliłwətał stałəw (the Indian River Watershed)

Pink year, we counted an estimated half-a-million pink salmon population return to the watershed! We restored 1,390m<sup>2</sup> of habitat for sce:łtən, in collaboration with DFO. Fish were spawning in it two weeks after the project completed! In September 2023, the river faced drought conditions extreme enough to observe dried areas of the mainstem. We conducted emergency work to re-establish flow and reconnect the river in a section where hu:n / pink salmon had become trapped.



### Updating Burrard Inlet Water Quality Objectives

We updated water quality policy for səliłwət / Burrard Inlet, in collaboration with Province of BC. səliłwətał published a storymap about pollution from urban runoff with the City of Vancouver.



### Erected TWN flag in Stanley Park

Along with Musqueam and Squamish, səliłwətał raised our flag in Stanley Park, reestablishing presence and visibility in a place of such deep significance to all three nations.

### Participating in Oil Spill Response Exercises

TLR remains engaged with external spill response agencies, such as the Coast Guard and WCMRC, and participates in industry-led exercises, including at Parkland Refinery.





## Land, Water and Environment, Referrals, and Cumulative Effects

### sʔáxwəʔ / Clam Harvest

Added 23 lbs of clams to the community catering freezer. With big help from three siʔám̓θət School classes on the beach harvesting, we tested water and clam tissue, measured, and shucked to make sure the clams were safe and ready to eat.



### Winter Fish Counts

Over Christmas break for the first year, TLR Field Crew staff and DFO Restoration Unit partners continued annual fish counts, collecting fisheries data to capture peak coho adult spawners that returned to the Indian River.

### stəqayeʔ (Wolf) Relationship Building

TLR connected with Raincoast Conservation Foundation, to start the development of a monitoring plan. This will inform management of our relationship and best practices with the returning wolves to ʔənliiwətaʔ staləw the watershed.

### q̓am / Bull Kelp Restoration

q̓am/kelp was planted in Feb 2024, and TWN co-hosted a kelp restoration symposium. Look for the kelp at low tide!



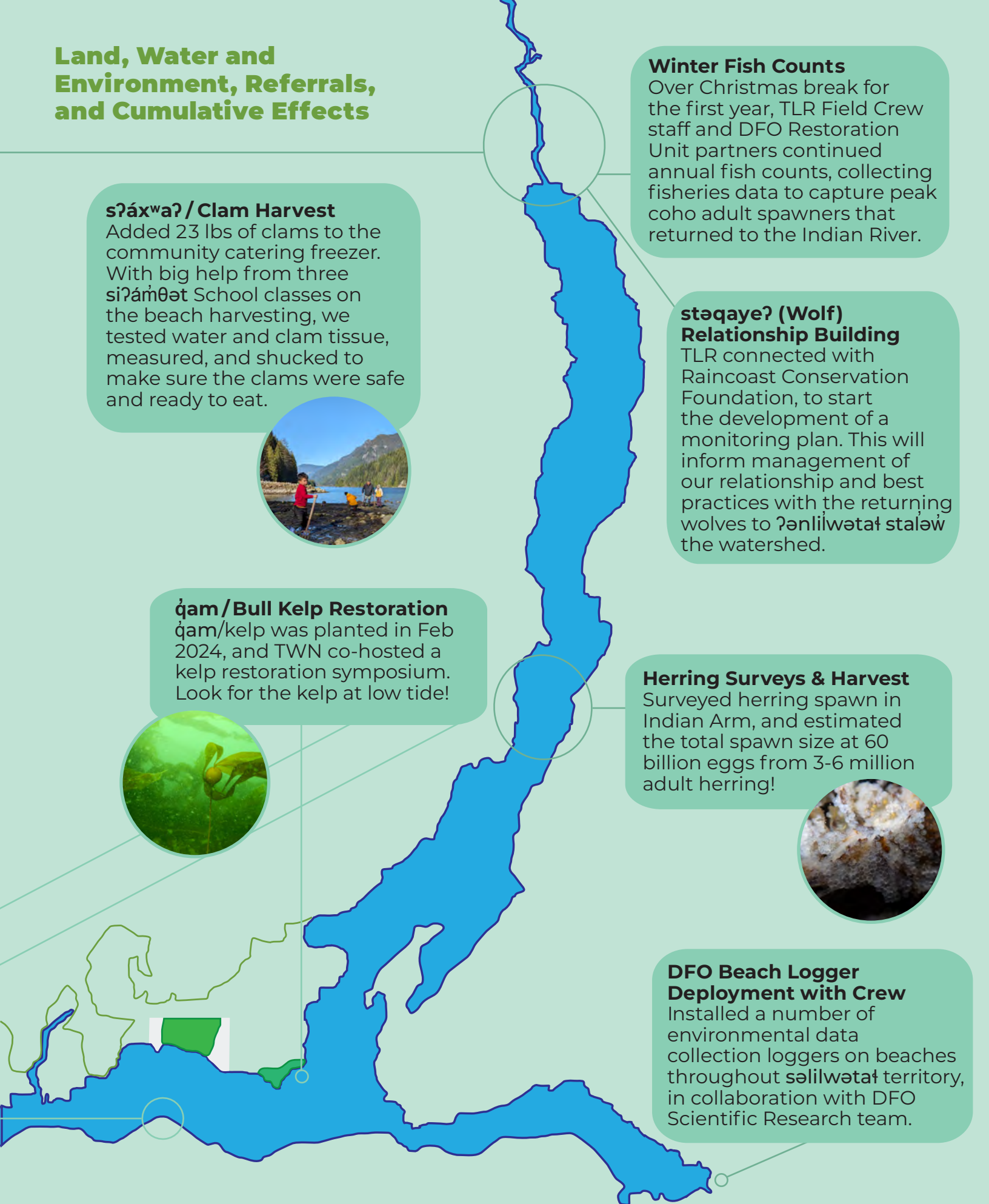
### Herring Surveys & Harvest

Surveyed herring spawn in Indian Arm, and estimated the total spawn size at 60 billion eggs from 3-6 million adult herring!

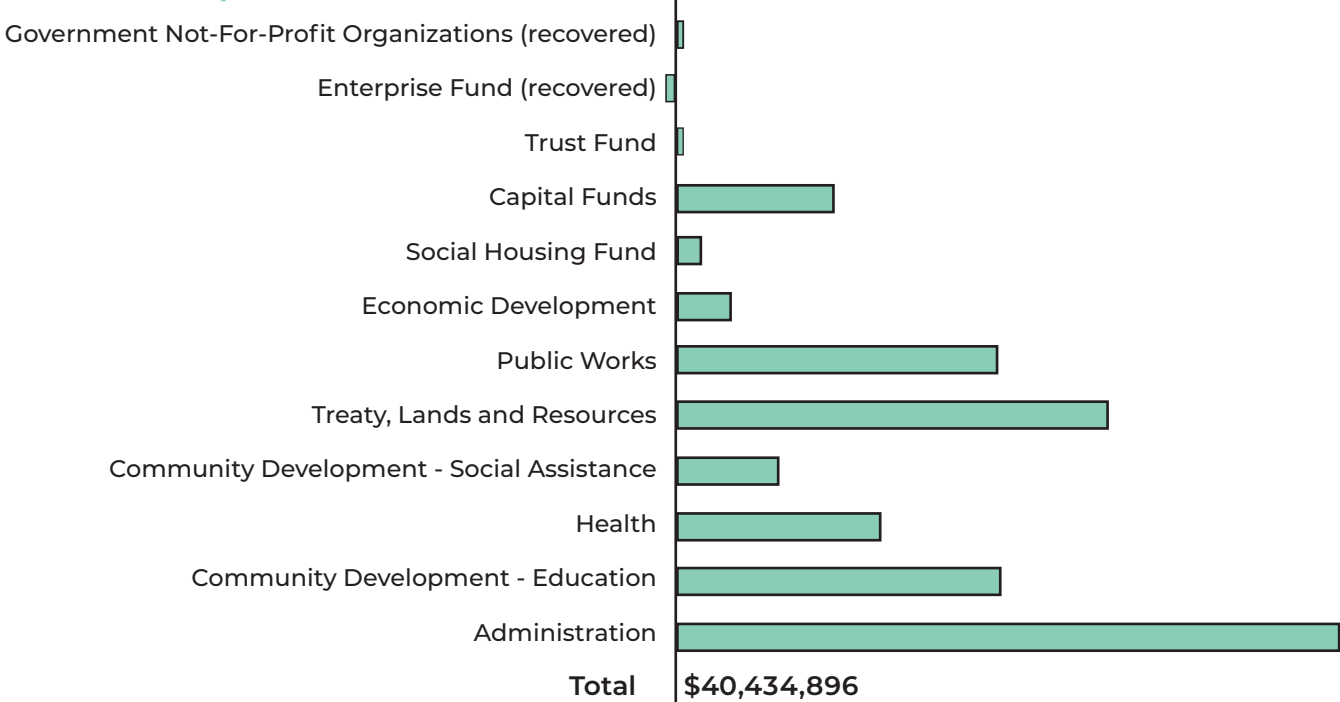


### DFO Beach Logger Deployment with Crew

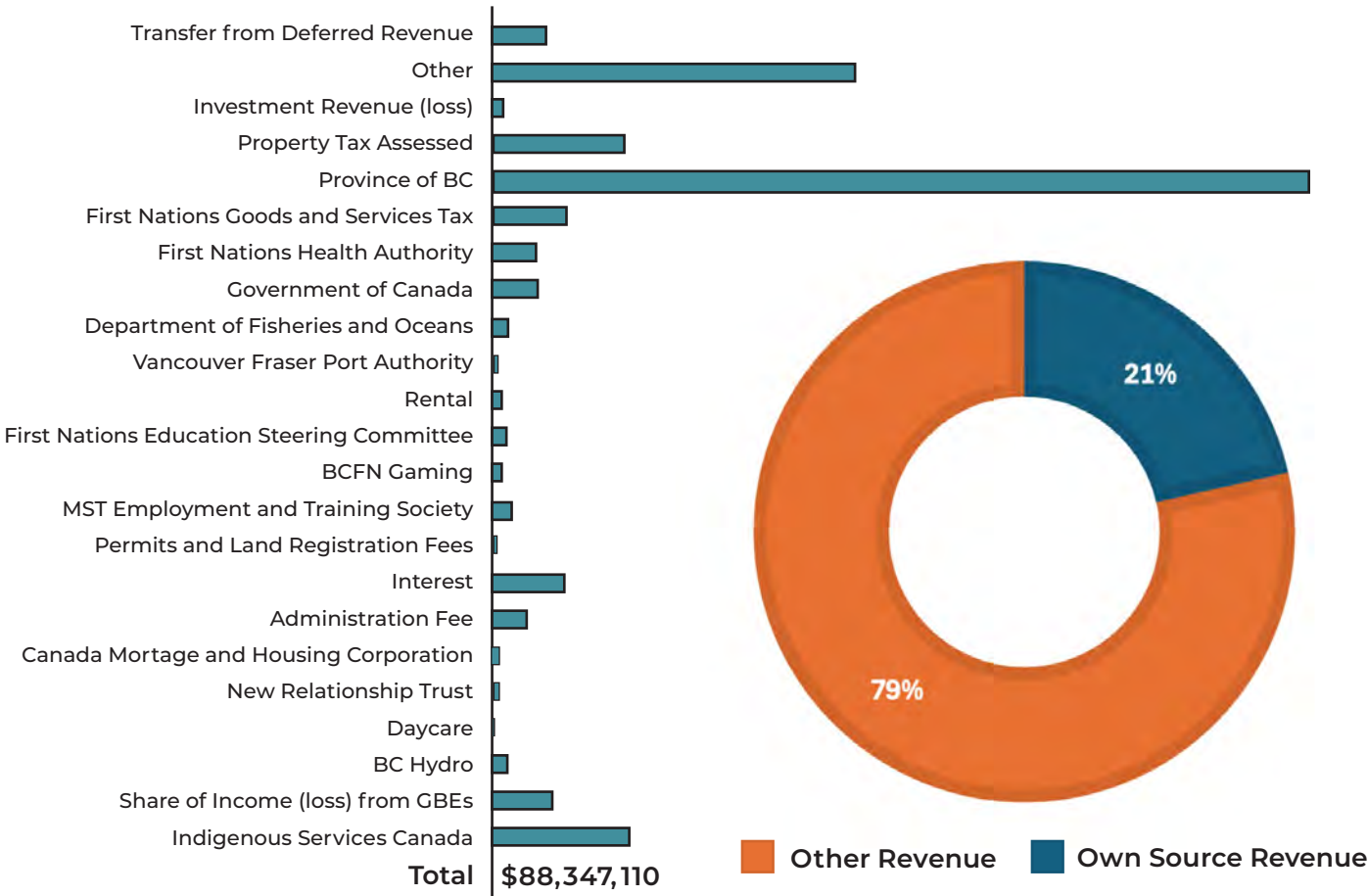
Installed a number of environmental data collection loggers on beaches throughout səliiwətaʔ territory, in collaboration with DFO Scientific Research team.



## 2023/24 Expenses



## 2023/24 Revenues





# Tsleil-Waututh Nation

# Consolidated Financial Statements

March 31, 2024

## MANAGEMENT’S RESPONSIBILITY FOR FINANCIAL REPORTING

## INDEPENDENT AUDITORS’ REPORT

FINANCIAL STATEMENTS	page
Consolidated Statement of Financial Position	1
Consolidated Statement of Remeasurement Gains and Losses	2
Consolidated Statement of Change in Net Financial Assets	3
Consolidated Statement of Operations	4
Consolidated Statement of Accumulated Surplus	5
Consolidated Statement of Cash Flows	6
Notes to Consolidated Financial Statements	7-26
ANNEX B	27-28

# TSLEIL-WAUTUTH NATION

## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING March 31, 2024

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The accompanying consolidated financial statements of Tsleil-Waututh Nation and all the information in this annual report for the year ended March 31, 2024 are the responsibility of management and have been approved by the Chief and Council.

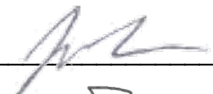
The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards. Financial statements are not precise since they include certain amounts based on estimates and judgement. When alternative accounting methods exist, management has chosen 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

July 29, 2024  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Chief Administrative Officer

July 29, 2024  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Chief Financial Officer

July 29, 2024  
\_\_\_\_\_  
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, 2024, 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, 2024, and the results of its consolidated operations, its remeasurement gains and losses, its changes in its consolidated net financial assets, and its consolidated cash flows for the year then ended in accordance with PSAB.

### *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.

### *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:

- ◆ 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.
- ◆ 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.

- ◆ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ◆ 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.
- ◆ 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.
- ◆ 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.

A handwritten signature in black ink, reading "Reid Hurst & Nagy Inc.", is positioned above the printed name of the firm.

REID HURST NAGY INC.  
CHARTERED PROFESSIONAL ACCOUNTANTS  
RICHMOND, B.C.  
JULY 29, 2024



# TSLEIL-WAUTUTH NATION

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31	2024	2023
<b>FINANCIAL ASSETS</b>		
Cash and cash equivalents	\$ 51,884,890	\$ 38,013,552
Restricted cash (Note 3)	298,234	588,152
Accounts receivable (Note 4)	3,887,813	4,560,639
Loans receivable (Note 5)	98,751,199	57,179,450
Rents receivable	430,235	415,813
Funds held in trust - Olympic Legacy Trust (Note 6)	32,623,824	29,652,366
Investments in GICs	200,000	10,200,000
Investments in First Nation controlled entities (Note 7)	46,183,549	47,714,750
Funds held in trust for band members	598,798	562,824
	<b>234,858,542</b>	<b>188,887,546</b>
<b>LIABILITIES</b>		
Accounts payable (Note 9)	4,781,808	3,732,652
Trust liability to band members	598,798	562,824
Deferred revenue (Note 10)	12,669,975	13,388,454
Damage deposits	76,206	75,081
Long-term debt (Note 11)	1,282,663	406,551
Replacement Reserve Fund (Note 12)	119,345	62,597
CMHC Mortgages (Note 13)	3,323,948	3,541,664
	<b>22,852,743</b>	<b>21,769,823</b>
<b>NET FINANCIAL ASSETS</b>	<b>212,005,799</b>	<b>167,117,723</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (Note 14)	67,411,623	61,874,383
Prepaid expenses	517,801	450,085
	<b>67,929,424</b>	<b>62,324,468</b>
<b>ACCUMULATED SURPLUS</b>	<b>\$ 279,935,223</b>	<b>\$ 229,442,191</b>
<b>ACCUMULATED SURPLUS CONSISTS OF</b>		
Accumulated operating surplus	275,409,628	227,497,414
Accumulated remeasurement gains at end of year	4,525,595	1,944,777
<b>ACCUMULATED SURPLUS</b>	<b>279,935,223</b>	<b>229,442,191</b>

APPROVED ON BEHALF OF THE TSLEIL-WAUTUTH NATION

\_\_\_\_\_, Chief  
 \_\_\_\_\_, Chief Administrative Officer  
 \_\_\_\_\_, Chief Financial Officer

# TSLEIL-WAUTUTH NATION

## CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES

For the year ended March 31	2024	2023
ACCUMULATED REMEASUREMENT GAINS AT BEGINNING OF YEAR	\$ 1,944,777	\$ 3,708,753
UNREALIZED GAINS AND (LOSSES) ATTRIBUTABLE TO:		
Change in market value of portfolio investments including the effect of foreign exchange	2,580,818	(1,763,976)
NET REMEASUREMENT GAINS AND (LOSSES)	2,580,818	(1,763,976)
ACCUMULATED REMEASUREMENT GAINS AT END OF YEAR	\$ 4,525,595	\$ 1,944,777



# TSLEIL-WAUTUTH NATION

## CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

For the year ended March 31	2024 Budget	2024 Actual	2023 Actual
<b>ANNUAL SURPLUS</b>	\$ (12,666,371)	\$ 47,912,214	\$ 5,855,479
Acquisition of tangible capital assets	-	(8,530,848)	(10,758,699)
Amortization of tangible capital assets	-	2,993,608	2,858,937
	-	(5,537,247)	(7,899,762)
Acquisition of prepaid asset	(67,716)	(517,794)	(450,085)
Use of prepaid asset	-	450,085	75,763
	(67,716)	(67,709)	(374,322)
Acquisition of inventory	-	-	(23,037)
Use of inventory	-	-	23,037
	-	-	-
Change in market value of portfolio investments	-	2,580,818	(1,763,976)
<b>INCREASE (DECREASE) IN NET FINANCIAL ASSETS</b>	(12,734,087)	44,888,076	(4,182,581)
<b>NET FINANCIAL ASSETS AT BEGINNING OF YEAR</b>	-	167,117,723	171,300,304
<b>NET FINANCIAL ASSETS AT END OF YEAR</b>	\$ -	\$ 212,005,799	\$ 167,117,723

# TSLEIL-WAUTUTH NATION

## CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended March 31

	2024 Budget	2024 Actual	2023 Actual
<b>REVENUE</b>			
Indigenous Services Canada	\$ 6,087,267	\$ 6,325,970	\$ 6,502,442
Share of income (loss) from GBEs	-	2,804,411	(3,111,496)
BC Hydro	615,000	732,878	862,465
Daycare	43,200	50,430	36,890
New Relationship Trust	25,000	261,000	-
Canada Mortgage and Housing Corporation	192,312	378,493	197,139
Administration fee	255,932	1,632,431	246,761
Interest	1,000,000	3,354,817	1,722,037
Permits and land registration fees	205,000	148,551	1,129,569
MST Employment and Training Society	586,166	954,783	646,195
BCFN Gaming	500,000	514,716	551,187
First Nations Education Steering Committee	457,571	681,573	760,117
Rental	477,300	483,385	481,734
Vancouver Fraser Port Authority	285,000	221,025	218,022
Department of Fisheries and Oceans	132,207	764,726	245,098
Government of Canada	2,198,000	2,126,882	2,134,011
First Nations Health Authority	1,419,177	2,053,102	1,621,285
First Nations Goods and Services Tax	2,900,000	3,433,712	3,189,082
Province of BC	1,999,196	37,498,320	3,548,196
Property tax assessed	6,840,000	6,030,744	5,839,313
Investment revenue (loss)	-	528,846	1,192,875
Other	23,998,292	16,748,743	11,523,391
Transfer from deferred revenue	527,430	2,510,918	3,174,464
Transfer to deferred revenue	-	(1,893,346)	(2,495,318)
	50,744,050	88,347,110	40,215,459
<b>EXPENSES</b>			
Administration	10,485,797	11,715,861	10,063,016
Community Development - Education	5,644,639	5,723,395	5,802,130
Health	3,851,316	3,614,132	2,789,507
Community Development - Social Assistance	2,321,294	1,797,893	1,734,305
Treaty, Lands and Resources	8,616,266	7,623,841	6,104,255
Public Works	22,578,133	5,667,383	3,618,489
Economic Development	9,450,364	967,977	1,544,667
Social Housing Fund	462,612	443,141	442,052
Capital Fund	-	2,775,891	2,642,909
Trust Funds	-	138,207	136,424
Enterprise Fund (recovered)	-	(164,389)	(484,435)
Government Not-For-Profit Organizations (recovered)	-	131,564	(33,339)
	63,410,421	40,434,896	34,359,980
<b>ANNUAL SURPLUS</b>	\$ (12,666,371)	\$ 47,912,214	\$ 5,855,479



**TSLEIL-WAUTUTH NATION**

**CONSOLIDATED STATEMENT OF ACCUMULATED SURPLUS**

<b>For the year ended March 31</b>	<b>2024</b>	<b>2023</b>
<b>ACCUMULATED SURPLUS AT BEGINNING OF YEAR</b>	<b>\$ 227,497,414</b>	<b>\$ 221,641,935</b>
<b>ANNUAL SURPLUS</b>	<b>47,912,214</b>	<b>5,855,479</b>
<b>ACCUMULATED SURPLUS AT END OF YEAR</b>	<b>\$ 275,409,628</b>	<b>\$ 227,497,414</b>

# TSLEIL-WAUTUTH NATION

## CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended March 31, 2024	2024	2023
<b>OPERATING ACTIVITIES</b>		
ANNUAL SURPLUS	\$ 47,912,214	\$ 5,855,479
Items not affecting cash		
Amortization, net of disposal	2,993,608	2,858,937
Share of loss (income) of First Nation controlled entities - Enterprise Fund	(2,804,411)	3,111,496
	48,101,411	11,825,912
Change in non-cash operating working capital		
Accounts receivable	672,826	(2,222,345)
Prepaid expenses	(67,716)	(374,312)
Investments in GICs	10,000,000	(10,200,000)
Accounts payable	1,049,155	333,159
Deferred revenue	(718,479)	(897,998)
Damage deposits payable and rent paid in advance	1,125	(378,813)
Rents receivable	(14,422)	4,482
Loans receivable	(41,571,749)	(4,785,243)
Replacement Reserve Fund	56,748	(287,283)
	17,508,899	(6,982,441)
<b>CAPITAL ACTIVITIES</b>		
Purchase of tangible capital assets in the Capital Fund (Note 19)	(8,530,848)	(10,758,699)
<b>FINANCING ACTIVITIES</b>		
Repayment of long-term debt	876,112	403,299
Repayment of Social Housing long-term debt	(217,716)	(215,368)
	658,396	187,931
<b>INVESTING ACTIVITIES</b>		
Net change in funds held in trust - Olympic Legacy Trust	(390,639)	(941,513)
Net investment in Enterprise Fund investments	4,335,612	(484,435)
Net change in restricted cash	289,918	48,583
	4,234,891	(1,377,365)
<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>13,871,338</b>	<b>(18,930,574)</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<b>38,013,552</b>	<b>56,944,126</b>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>\$ 51,884,890</b>	<b>\$ 38,013,552</b>



# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

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### 1. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with Canadian public sector accounting standards for governments as recommended by the Public Sector Accounting Board of the CPA Canada.

#### (a) Asset classification

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or to finance future operations. Non-financial assets are acquired, constructed or developed assets that do not provide resources to discharge existing liabilities but are employed to deliver government services, may be consumed in normal operations and are not for resale. Non-financial assets include tangible assets, prepaid expenses and inventory of supplies.

#### (b) Reporting Entity

The Tsleil-Waututh Nation reporting entity includes the Tsleil-Waututh Nation government and all related entities that are controlled by the First Nation.

#### (c) Fund Accounting

The Tsleil-Waututh Nation maintains the following funds and reserves as part of its operations:

- The Operating Fund which reports the general activities of the First Nation administration.
- The Capital Fund which reports the tangible capital assets of the First Nation not included in other funds, together with their related activities.
- The Social Housing Fund which reports on the social housing assets of the First Nation together with their related activities.
- The Trust Fund which reports on trust funds owned by the First Nation and held by third parties.
- The Enterprise Fund which reports the First Nation's investment in self-supporting commercial entities.

#### (d) Revenue Recognition

Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Contributions from other sources are deferred when restrictions are placed on their use by the contributor, and are recognized as revenue when used for the specific purpose.

Revenue related to fees or services received in advance of the fee being earned or the service is performed is deferred and recognized when the fee is earned or service performed.

#### (e) Segments

The First Nation conducts its business through reportable segments. These operating segments are established by senior management to facilitate the achievement of the First Nation's long-term objectives, aid in resource allocation decisions, and to assess operational performance. For each reported segment, revenues and expenses represent both amounts that are directly attributed to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information.

# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

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### 1. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES, continued

#### (f) Principles of Consolidation

All controlled entities are fully consolidated on a line-by-line basis except for the commercial enterprises which meet the definition of government businesses, which are included in the Consolidated Statements on a modified equity basis. Inter-organizational balances are eliminated upon consolidation.

Under the modified equity method of accounting, only Tsleil-Waututh Nation's investment in the government businesses and the businesses' net income and other changes in equity are recorded. No adjustment is made for accounting policies of the enterprises that are different from those of Tsleil-Waututh Nation.

Organizations consolidated in Tsleil-Waututh Nation's financial statements include:

1. Tsleil-Waututh Nation Operating Fund
2. Tsleil-Waututh Nation Social Housing Fund
3. Tsleil-Waututh Nation Capital Fund
4. Tsleil-Waututh Nation Trust Funds
5. Tsleil-Waututh Nation Enterprise Fund
6. Tsleil-Waututh Nation Negotiation Support Fund
7. Hwul'a'mut Housing Society
8. TWN Community Society

Organizations accounted for on a modified equity basis include:

9. Blue Eagle GP Ltd. (100% by Wolf Clan Development Ltd.)
10. Blue Eagle Limited Partnership (99.9%)
11. Inlailawatash GP Ltd. (100%)
12. Inlailawatash Limited Partnership (99.9%)
13. Inlailawatash Holding Company Ltd. (100%)
14. Inlailawatash Holding Limited Partnership (100%)
15. LDB Land General Partner Ltd. (25% owned by Wolf Clan Development Ltd.)
16. LDB Developments (AQ/MIB/TWN/SN) Limited Partnership (25% owned by Qwi:qwelstom Development Limited Partnership)
17. MapleWood North (Darwin/TWN) General Partner Ltd. (50% owned by Wolf Clan Development Ltd.)
18. MapleWood North (Darwin/TWN) Limited Partnership (50% owned by Blue Eagle Limited Partnership)
19. 2420 Dollarton (Darwin/TWN) General Partner Ltd. (50% owned by Wolf Clan Development Ltd.)
20. 2420 Dollarton (Darwin/TWN) Limited Partnership (50% owned by White Eagle Limited Partnership)
21. MST Development Corporation Ltd (33.33%)
22. MST (Jericho 2016) General Partner Ltd. (33.3% owned by Wolf Clan Development Ltd.)
23. MST (Jericho 2016) Limited Partnership (33.3%)
24. MSTA Jericho Developments Limited Partnership (33.3% owned by Urban Eagle Limited Partnership)
25. MSTA Jericho (Phase 1) Developments Limited Partnership (25% owned by Urban Eagle LP.)
26. MSTA Jericho (Phase 2) Developments Limited Partnership (25% owned by Urban Eagle LP.)
27. MSTA Jericho (Phase 3) Developments Limited Partnership (25% owned by Urban Eagle LP.)
28. MSTA Jericho (Residual) Developments Limited Partnership (25% owned by Urban Eagle LP.)
29. MST (Jericho) General Partner Ltd. (33.3% owned by Wolf Clan Development Ltd.)
30. MST (Jericho) Limited Partnership (33.3% owned by Tsleil-Waututh Land Limited Partnership)
31. MST (Jericho) Land Holdings Ltd. (Bare trustee and registered owner of the lands)
32. MSTA Fairmont Developments Limited Partnership (33.3% owned by Tsleil-Waututh Land LP.)
33. MSTA Fairmont (Phase 1) Developments Limited Partnership (25% owned by Tsleil-Waututh Land LP.)
34. MSTA Fairmont (Phase 2) Developments Limited Partnership (25% owned by Tsleil-Waututh Land LP.)
35. MSTA Fairmont (Phase 3) Developments Limited Partnership (25% owned by Tsleil-Waututh Land LP.)
36. MSTA Fairmont (Residual) Developments Limited Partnership (25% owned by Tsleil-Waututh Land LP.)
37. MST Fairmont General Partner Ltd. (33.3% owned by Wolf Clan Development Ltd.)
38. MST Fairmont Limited Partnership (33.3% owned by Tsleil-Waututh Land Limited Partnership)
39. MST (Fairmont) Land Holdings Ltd. (registered owner of the lands)
40. MST (West Vancouver) General Partner Ltd. (33.3% owned by Wolf Clan Development Ltd.)
41. MST (West Vancouver) Limited Partnership (33.3% owned by Tsleil-Waututh Land Limited Partnership)
42. Qwi:qwelstom Development GP Corporation (100%)
43. Qwi:qwelstom Development Limited Partnership (99.9%)
44. Red Eagle GP Ltd. (100%)
45. Red Eagle Limited Partnership (99.9%)
46. SPAL General Constructors Corporation (owned 100% by Tsleil-Waututh Nation Development Ltd.)



# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

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### 1. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES, continued

- 47. SPAL General Constructors Limited Partnership (99.9%)
- 48. Spirit Drum GP Ltd. (100%)
- 49. Spirit Drum Limited Partnership (99%)
- 50. Takaya Developments (Destiny 2) GP Ltd. (owned 60% by Wolf Clan Development Ltd.)
- 51. Takaya Developments (Destiny 2) Limited Partnership (60%)
- 52. Takaya Holdings Ltd. (100%) (Bare trustee for Takaya Developments)
- 53. Takaya Developments (AQ/TWN) Ltd. (owned 60% by Wolf Clan Development Ltd.)
- 54. Takaya Developments (AQ/TWN) Limited Partnership (60%)
- 55. Takaya Tours Inc. (100%)
- 56. Takaya Ventures Ltd. (100%)
- 57. Tsleil-Waututh Land Corp (100%)
- 58. Tsleil-Waututh Land Limited Partnership (99.9%)
- 59. Tsleil-Waututh Nation Development Company Ltd. (100%)
- 60. TWN Renewable Energy Holdings Ltd. (100%)
- 61. Urban Eagle GP Ltd. (100% by Wolf Clan Development Ltd.)
- 62. Urban Eagle Limited Partnership (99.9%)
- 63. Willingdon (AQ/MIB/TWN) General Partner Ltd. (33.3% owned by Wolf Clan Development Ltd.)
- 64. Willingdon (AQ/MIB/TWN) Limited Partnership (33.3% owned by Qwi:qwelstom Development LP)
- 65. Wolf Clan Development Ltd. (100%)
- 66. White Eagle GP Ltd. (100% by Wolf Clan Development Ltd.)
- 67. White Eagle Limited Partnership (99%)
- 68. 0096501 B.C. Ltd. (100% owned by Willingdon (AQ/MIB/TWN) Limited Partnership)
- 69. 0931702 B.C. Ltd. (100%)
- 70. 1008729 B.C. Ltd. (100% owned by LDB Developments (AQ/MIB/TWN/SN) Limited Partnership)
- 71. 1353828 B.C. Ltd. (100%)

#### (g) Cash and cash equivalents

Cash and cash equivalents include cash on hand and short-term investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, net of bank overdrafts.

#### (h) Loans Receivable

Loans receivable are recorded at cost less any amount for valuation allowance. Valuation allowances are made when collection is in doubt as assessed by management. Loans are reviewed on an annual basis by management. Interest income is accrued on loans receivable to the extent it is deemed collectable.

# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

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### 1. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES, continued

#### (i) Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset.

Leases that transfer substantially all the benefits and risks of ownership to the lessee are recorded as capital leases. Accordingly, at the inception of the leases, the tangible capital asset and related lease obligations are recorded at an amount equal to the present value of future lease payments discounted at the lower of the interest rate inherent in the lease contracts and Tsleil-Waututh Nation's incremental cost of borrowing.

Amortization is provided for on a straight-line basis over their estimated useful lives as follows:

Automotive equipment	4-10 years Straight line
Buildings	20-40 years Straight line
Enterprise	4-10 years Straight line
Equipment	4-20 years Straight line
Infrastructure	25 years Straight line
Solar panel	25 years Straight line
Roads	20-80 years Straight line

Tangible capital assets are written down when conditions indicate that they no longer contribute to Tsleil-Waututh Nation's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as expenses in the consolidated statement of operations.

Contributed capital assets are recorded into revenues at their fair value on the date of donation, except in circumstances where fair value cannot be reasonably determined, in which case they are recognized at nominal value. Transfers of capital assets from related parties are recorded at carrying value.

Certain assets which have historical or cultural value, including works of art, historical documents and historical and cultural artifacts, are not recognized as tangible capital assets. Assets under construction are not amortized until the asset is available to be put into service.

#### (j) Replacement Reserve

The Replacement Reserve is funded by an annual charge against earnings as opposed to an appropriation of surplus.

#### (k) Budget

The budget reported in the financial statements was provided by management.

#### (l) Surplus Recoveries and Deficit Funding

Under the terms of funding arrangements, remaining surpluses of certain programs may be recovered by the funding agency, and remaining deficits may be funded by the funding agency.



# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

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### 1. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES, continued

#### (m) Liability for contaminated sites

A liability for contaminated sites is recognized when a site is not in productive use and the following criteria are met:

- (i) an environmental standard exists;
- (ii) contamination exceeds the environmental standard;
- (iii) Tsleil-Waututh is directly responsible or accepts responsibility
- (iv) it is expected that future economic benefits will be given up; and
- (v) a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

As at March 31, 2023 and 2024, no liability for contaminated sites has been recorded.

#### (n) Financial Instruments

##### (i) Measurement of Financial instruments

The First Nation initially measures its financial assets and liabilities at fair value.

The First Nation subsequently measures its financial assets and financial liabilities at cost or amortized cost. Changes in fair value are recognized in the statement of operations in the period incurred in accordance with PSAS.

Financial assets measured at amortized cost include cash and cash equivalents, rents receivable, accounts receivables, and funds held in trust.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

The First Nation has designated funds held in trust (portfolio investments) to be measured at fair value.

##### (ii) Impairment

For financial assets measured at cost or amortized cost, the First Nation Corporation determines whether there are indications of possible impairment. When there is an indication of impairment, and the First Nation determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows, a write-down is recognized in the statement of operations. A previously recognized impairment loss may be reversed to the extent of the improvement. The carrying amount of the financial asset may not be greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of operations.

##### (o) Measurement Uncertainty

In preparing the consolidated financial statements for the First Nation, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the period. Items requiring the use of significant estimates include collectability of accounts receivable, useful life of tangible assets and accounts payable and accruals. Actual results could differ from these estimates.

# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

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### 2. FINANCIAL INSTRUMENTS

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

#### a) Fair value

The fair value of current financial assets and current financial liabilities approximates their carrying value due to their short-term maturity dates. The fair value of long-term financial liabilities approximates their carrying value based on the presumption that the First Nation is a going concern and thus expects to fully repay the outstanding amounts.

#### b) Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether the factors are specific to the instrument or all instruments traded in the market.

#### c) Credit risk

The First Nation does have credit risk in accounts receivable of \$3,887,813 (2023 - \$4,560,639). Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The First Nation reduces its exposure to credit risk by performing credit valuations on a regular basis; granting credit upon a review of the credit history of the applicant and creating an allowance for bad debts when applicable. The First Nation maintains strict credit policies and limits in respect to counterparties. In the opinion of management the credit risk exposure to the First Nation is low and is not material.

#### d) Interest rate risk

The First Nation is exposed to interest rate risk. Interest rate risk is the risk that the First Nation has interest rate exposure on its bank indebtedness, which are variable based on the bank's prime rates. This exposure may have an effect on its earnings in future periods. The First Nation reduces its exposure to interest rate risk by regularly monitoring published bank prime interest rates which have been relatively stable over the period presented. There are some loans payable that are at fixed term rates, or zero interest rates and do not affect interest rate risk. The First Nation does not use derivative instruments to reduce its exposure to interest rate risk. In the opinion of management the interest rate risk exposure to the First Nation low and is not material.



# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

### 3. RESTRICTED CASH

Replacement Reserve Fund:

In accordance with the terms and conditions of the "Operating Agreement" with Canada Mortgage & Housing Corporation, the Housing Program must set aside funds annually for the non-annual expenditures of the Program for the repair, maintenance and replacement of worn out assets. These funds are to be held in a separate bank account with any interest earned to be credited as revenue to the Replacement Reserve Fund.

Operating Reserve Fund:

In accordance with the terms and conditions of the "Operating Agreement" with Canada Mortgage & Housing Corporation, the Program is to set aside any surplus revenue to an operating reserve for the purpose of meeting future requirements of income listed occupants over and above the maximum federal assistance. The Fund may be replenished to its original limit from subsequent operating surpluses.

Ottawa Trust Funds:

The trust funds arise from monies derived from capital or revenue sources as outlined in Section 62 of the Indian Act. These funds are held in trust in the Consolidated Revenue Fund of the Government of Canada. The management of these funds is primarily governed by Sections 63 to 69 of the Indian Act.

	2024	2023
Replacement Reserve Fund - restricted cash	\$ 120,727	\$ 412,577
Operating Reserve Fund - restricted cash	65,414	62,243
Ottawa Trust Funds - restricted cash - Capital	110,200	110,200
Ottawa Trust Funds - restricted cash - Revenue	1,893	3,132
	<b>\$ 298,234</b>	<b>\$ 588,152</b>

### 4. ACCOUNTS RECEIVABLE

	2024	2023
Accounts receivable - general	\$ 1,678,825	\$ 1,610,984
Indigenous Services Canada	100,800	-
Union of BC Municipalities (UBCM)	-	1,024,602
CMHC	16,541	16,541
First Nations Health Authority	328,395	1,004,563
Fortis BC	1,408,528	14,792
MST Employment & training society	111,000	349,479
GST/HST receivable	201,972	130,416
Natural Resources Canada	92,164	536,085
Property taxes	229,690	159,915
	<b>4,167,915</b>	<b>4,847,377</b>
Allowance for doubtful accounts	<b>(280,102)</b>	<b>(286,738)</b>
	<b>\$ 3,887,813</b>	<b>\$ 4,560,639</b>

# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

### 5. LOANS RECEIVABLE

	2024	2023
Due from Blue Eagle Limited Partnership	\$ 14,713,798	\$ 12,849,270
Due from Inlailawatash Holding Company Ltd.	804,754	798,705
Due from Inlailawatash Limited Partnership	2,557,744	2,796,210
Due from MST Development Corporation	3,884,751	1,608,939
Due from other controlled entities	1,280,093	1,227,237
Due from Red Eagle Limited Partnership	656,304	409,039
Due from TWN Renewable Energy Ltd.	-	315,452
Due from Tseil Waututh Land Limited Partnership	72,191,022	37,167,287
Due from White Eagle Limited Partnership	2,662,733	7,311
	<b>\$ 98,751,199</b>	<b>\$ 57,179,450</b>

Loans have no specific terms of repayment and bear no interest.

### 6. OLYMPIC LEGACY TRUST AGREEMENT

Per the Release Agreement dated July 2, 2008, the Government of Canada agreed to release contributions in the amount of \$17,000,000 to Tseil-Waututh First Nation for the purpose of establishing the Tseil-Waututh Olympic Legacy Trust.

Article 3 of the Agreement specifies the purpose under which the funds are to be utilized: no more than \$15,000,000 for the purpose of purchasing land; and no more than \$2,000,000 for the purpose of band development. Additional authorized purposes include purchases of investments and other authorized expenses as identified in Article 3.2 (d).

The funds have been invested through RBC Dominion Securities and TD WaterHouse brokerages and are invested in various financial investments as agreed to between the trustees and the investment advisors.

The investments are recorded at their fair value equivalent at year end, with changes in fair value being recognized as remeasurement gains or losses during the year. The carrying cost as at March 31, 2024 of the investments was \$28,098,229 (\$27,707,588 at March 31, 2023), and the market values were as follow:

	2024	2023
RBC Dominion Securities	\$ 2,618,698	\$ 2,392,658
TD Waterhouse	30,005,126	27,259,708
	<b>\$ 32,623,824</b>	<b>\$ 29,652,366</b>



# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

### 7. INVESTMENTS IN FIRST NATION CONTROLLED ENTITIES

	2024	2023
Investment in government partnerships		
BC First Nations Gaming Revenue Sharing Limited Partnership	\$ 110	\$ 110
	110	110
Investment in government business partnerships		
Qwi:quelstom Development Limited Partnership	10,350,012	10,986,430
Inlailawatash Limited Partnership	6,164,271	3,459,572
SPAL General Constructors Limited Partnership	2,839,486	2,328,930
Tsleil-Waututh Land Limited Partnership	(9,233,843)	(9,345,729)
Spirit Drum Limited Partnership	437,925	698,700
Red Eagle Limited Partnership	(299,001)	73,680
Blue Eagle Limited Partnership	508,882	495,129
Urban Eagle Limited Partnership	25,289,401	23,598,191
White Eagle Limited Partnership	(275,618)	(235,265)
Salish Seas Fisheries Limited Partnership	2,384,491	2,287,739
Takaya Developments (AQ/TWN) Limited Partnership	6,465,781	12,921,609
Inlailawatash Holding Limited Partnership	1,321,633	100
	45,953,420	47,269,086
Investment in Entities subject to significant influence		
MST Development Corporation	(514,486)	(34,965)
	(514,486)	(34,965)
Investment in government business enterprises		
Inlailawatash GP Ltd.	(16,748)	(16,577)
Inlailawatash Holding Company Ltd.	307,714	358,965
Qwi:quelstom Development GP Ltd.	(8,134)	(6,783)
TWN Development Company Ltd.	(35,492)	(29,307)
Takaya Holdings Ltd.	(356)	(356)
Takaya Ventures Ltd.	(6,332)	(18,961)
Takaya Tours Inc.	586,310	581,753
TWN Renewable Energy Ltd.	(270)	(319,405)
Wolf Clan Development Company Ltd.	(56,650)	(46,893)
0931702 B.C. Ltd.	(8,305)	(6,962)
Spirit Drum Ltd.	(8,718)	(7,663)
Tsleil-Waututh Land Corporation Ltd.	(8,514)	(7,292)
	744,505	480,519
	\$ 46,183,549	\$ 47,714,750

# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

### 8. GOVERNMENT BUSINESSES

Commercial enterprises are those organizations that meet the definition of government businesses as described by the Public Sector Accounting Board of CPA Canada. Government businesses have the power to contract in their own name, have the financial and operating authority to carry on a business, sell goods and services to customers outside the First Nation government as their principal activity, and that can, in the normal course of their operations, maintain operations and meet liabilities from revenues received from outside the First Nation government.

Condensed financial information for the First Nation's government business enterprises and government business partnerships is as follows:

	Real Estate Development	Energy and Natural Resources	2024 Total	2023 Total
Cash	\$ 11,564,490	\$ 2,965,446	\$ 14,529,936	\$ 21,040,228
Accounts receivable	109,294	10,258,222	10,367,516	3,314,855
Inventory	-	130,279	130,279	8,561
Prepaid	2,020,447	93,997	2,114,444	1,888,251
Tangible capital assets	68,191,262	2,410,025	70,601,287	34,927,726
Due from related parties	4,900,438	(2,184)	4,898,254	-
Investments	38,941,921	(1,114,098)	37,827,823	35,575,019
Intangible and other assets	79,633,283	10,266,399	89,899,682	52,120,530
<b>Total assets</b>	<b>\$ 205,361,135</b>	<b>\$ 25,008,086</b>	<b>\$ 230,369,221</b>	<b>\$ 148,875,170</b>

Accounts payable	\$ 22,628,104	\$ 6,685,608	\$ 29,313,712	\$ 6,484,787
Long-term debt	143,332,164	3,002,400	146,334,564	42,895,421
Deferred revenue	-	27,200	27,200	15,258,588
Due to related parties	-	-	-	26,725,250
Due to shareholders	50,993	84,894	135,887	-
<b>Total liabilities</b>	<b>166,011,261</b>	<b>9,800,102</b>	<b>175,811,363</b>	<b>91,364,046</b>
Accumulated surplus (deficit)	39,349,874	15,207,984	54,557,858	57,511,124
<b>Total equity</b>	<b>39,349,874</b>	<b>15,207,984</b>	<b>54,557,858</b>	<b>57,511,124</b>
<b>Total liabilities and equity</b>	<b>\$ 205,361,135</b>	<b>\$ 25,008,086</b>	<b>\$ 230,369,221</b>	<b>\$ 148,875,170</b>

	Real Estate Development	Energy and Natural Resources	2024 Total	2023 Total
Revenue	\$ 4,204,743	\$ 24,422,454	\$ 28,627,197	\$ 11,058,368
Expenses	\$ 11,233,423	\$ 20,348,633	\$ 31,582,056	\$ 13,511,090



# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

### 9. ACCOUNTS PAYABLE

	2024	2023
Accounts payable - general	\$ 4,030,451	\$ 3,102,999
Wages payable	751,357	629,653
	<b>\$ 4,781,808</b>	<b>\$ 3,732,652</b>

### 10. DEFERRED REVENUE

	March 31, 2023	Funding received, 2024	Revenue recognized, 2024	March 31, 2024
<b>Federal government</b>				
First Nation Health Authority	\$ 1,495,318	\$ 2,053,102	\$ (1,655,073)	<b>\$ 1,893,347</b>
First Nation Health Authority - 75 year lease	10,722,872	-	(146,889)	<b>10,575,983</b>
	12,218,190	2,053,102	(1,801,962)	<b>12,469,330</b>
<b>Other</b>				
Property tax prepayment	154,664	185,045	(154,664)	<b>185,045</b>
Land rent	15,600	15,600	(15,600)	<b>15,600</b>
Union of BC Municipalities (UBCM)	1,000,000	-	(1,000,000)	<b>-</b>
	1,170,264	200,645	(1,170,264)	<b>200,645</b>
	<b>\$ 13,388,454</b>	<b>\$ 2,253,747</b>	<b>\$ (2,972,226)</b>	<b>\$ 12,669,975</b>

# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

### 11. LONG-TERM DEBT

	2024	2023
BC Housing loan is an interest-bearing loan, with monthly interim interest rate calculated as a weighted average of the interest charged by the Ministry of Finance, that has been approved up to the amount of \$1,505,528. The total amount is due and payable on demand.	\$ 1,282,663	\$ 406,551
	\$ 1,282,663	\$ 406,551

### 12. REPLACEMENT RESERVE FUND

The Replacement Reserve is established in accordance with the Operating Agreements with CMHC for on-reserve housing. Funds are required to be set aside annually and held for future replacements of capital items related to the homes.

	2024	2023
Balance, beginning of year	\$ 62,597	\$ 349,881
Contributions, required during the year	49,290	49,290
Interest	8,840	13,407
Disbursements	(54,024)	(349,981)
Proceeds from insurance claim	52,642	-
	\$ 119,345	\$ 62,597

### 13. CMHC MORTGAGES

	Phase number	Maturity date	Interest rate	Monthly payment	2024	2023
22-501-670	1	9/1/2025	0.70%	\$ 5,787	\$ 767,151	\$ 830,981
22-501-670	2	6/1/2026	1.13%	2,463	340,121	365,673
22-501-670	3	1/1/2027	1.50%	4,751	665,279	711,935
22-501-670	4	7/1/2027	3.75%	3,112	392,117	414,385
22-501-670	5	11/1/2024	1.89%	2,997	487,517	514,003
22-501-670	6	11/1/2026	1.51%	3,611	671,763	704,687
					\$ 3,323,948	\$ 3,541,664

The mortgages are secured by a Ministerial Guarantee and are guaranteed by the First Nation.

The estimated principal repayments for the next 4 years are:

	\$
2025	681,294
2026	834,780
2027	1,487,494
2028	320,380
Total	<u>3,323,948</u>



# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

### 14. TANGIBLE CAPITAL ASSETS

	Cost			Accumulated amortization			
	Balance, beginning of year	Additions	Balance, end of year	Balance, beginning of year	Amortization	Balance, end of year	2024 net book value
Buildings	\$ 58,294,657	\$ 1,549,553	\$ 59,844,210	\$ 19,222,774	\$ 2,504,277	\$ 21,727,051	\$ 38,117,159
Automotive equipment	1,068,324	407,911	1,476,235	522,035	86,401	608,436	867,799
Furniture and equipment	1,986,041	50,000	2,036,041	1,453,903	117,507	1,571,410	464,631
Roads	3,631,875	-	3,631,875	1,716,601	65,587	1,782,188	1,849,687
Social Housing	6,459,131	-	6,459,131	2,102,040	217,715	2,319,755	4,139,376
Assets under construction	14,821,880	6,523,384	21,345,264	-	-	-	21,345,264
Solar panel	636,190	-	636,190	6,362	2,121	8,483	627,707
	\$ 86,898,098	\$ 8,530,848	\$ 95,428,946	\$ 25,023,715	\$ 2,993,608	\$ 28,017,323	\$ 67,411,623

	Cost			Accumulated amortization			
	Balance, beginning of year	Additions	Balance, end of year	Balance, beginning of year	Amortization	Balance, end of year	2023 Net book value
Buildings	\$ 53,754,488	\$ 4,540,169	\$ 58,294,657	\$ 16,843,607	\$ 2,379,167	\$ 19,222,774	\$ 39,071,883
Automotive equipment	929,286	139,038	1,068,324	473,553	48,482	522,035	546,289
Furniture and equipment	1,670,650	315,391	1,986,041	1,306,349	147,554	1,453,903	532,138
Roads	3,631,875	-	3,631,875	1,651,015	65,586	1,716,601	1,915,274
Social Housing	6,459,131	-	6,459,131	1,886,012	216,028	2,102,040	4,357,091
Assets under construction	9,057,778	5,764,102	14,821,880	-	-	-	14,821,880
Solar panel	636,190	-	636,190	4,241	2,121	6,362	629,828
	\$ 76,139,398	\$ 10,758,700	\$ 86,898,098	\$ 22,164,777	\$ 2,858,938	\$ 25,023,715	\$ 61,874,383

# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

### 15. CONTINGENT LIABILITIES

- a) Indigenous Services Canada

Under the terms of the contribution agreements with Indigenous Services Canada and other governmental departments, certain surpluses may be repayable to the government and certain deficits may be reimbursable to the First Nation.

- b) One claim is pending against the First Nation. The likelihood or amount of any liability under the agreement cannot be reasonably determined and as such no liability has been accrued in these financial statements.

### 16. RELATED PARTY TRANSACTIONS

The First Nation is related to government business enterprises and to Chief and Council, because of their ability to control or significantly influence the entities. Transactions with these related parties include management fees and accounting services as follow:

	2024	2023
Inlailawatash Limited Partnership - management fees	\$ -	\$ 36,000
SPAL General Constructors Limited Partnership - management fees	100,040	100,000
Takaya Holdings Ltd. - management fees	1,357,682	2,557
Takaya Tours Inc.	1,698	-
Warrior Plumbing - repair & maintenance	210,396	-
Jentle Sparkle Cleaning	84,600	-
	<b>\$ 1,754,416</b>	<b>\$ 138,557</b>

These transactions are in the normal course of operations and have been valued at the exchange amount which is the amount of consideration established and agreed to by the related parties.

### 17. COMPARATIVE AMOUNTS

Certain of the comparative amounts have been reclassified to conform with the presentation adopted in the current period.

# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

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### 18. SEGMENTED INFORMATION

As indicated in note 1 (d) the First Nation conducts its business through reportable segments as follows:

**Administration:**

The Administration department provides operational and program support to the First Nation. It also manages the Nation's financial records to ensure that the government's operations are fiscally responsible and accurate financial results of government programming are being reported.

**Community Development:**

The Community Development department supports the members in their efforts to enhance their self-awareness, health and wellness, education and employment. Various programs are being offered in this department.

**Education:**

It offers aboriginal employment and training programs to assist members to attain employment, provides kindergarten to grade 12 courses, and provides post secondary education support.

**Health:**

It provides holistic healthcare that incorporates both traditional and modern medicine and practice.

**Social Assistance:**

It provides assistance to community members unable to provide for themselves and their dependents. The services include, but are not limited to, income assistance, child and family services, and assisted living.

**Treaty, Lands and Resources:**

The Treaty, Lands and Resources department is to advance the interests of the First Nation with respect to the treaty process as well as to the lands and natural resources that come as part and parcel of the traditional territory. The department's projects range from treaty negotiations, aboriginal rights and title issues to forest and marine stewardship programs, Nation to Nation cooperation and collaboration, and capacity building.

**Public Works:**

The Public Works department oversees the operation and maintenance of community lands and infrastructure. It is responsible for the care of the First Nation's reserve lands, resources and environment, which include the operation and maintenance of the Nation's buildings, grounds and infrastructure as well as the provision of safe affordable housing and facilities and other ongoing public works projects.

**Economic Development:**

The Economic Development department is responsible for creating and sustaining businesses and partnerships that provide economic growth and stability for the First Nation. It is responsible for fiscal policy-making and reporting, making applications for government grants and applications, developing and managing initiatives for the community and maintaining annual budgets.

**Social Housing:**

Social Housing is responsible for the administration and management of Social Housing units.

Other operations include the Capital Fund, Enterprise Fund, Trust Funds and Negotiation Support Agreement Fund.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 1.



# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

### 18. SEGMENTED INFORMATION, continued

	2024 Budget	Administration 2024 Actual	2023 Actual	Community Development - Education 2024 Budget	2024 Actual	2023 Actual	2024 Budget	Health 2024 Actual	2023 Actual
Revenues									
Indigenous Services Canada	\$ 714,000	\$ 676,478	\$ 1,126,996	\$ 1,520,322	\$ 1,763,802	\$ 1,966,284	\$ 66,087	\$ 52,771	\$ 55,460
Administration fee	80,380	101,118	75,937	-	-	-	-	-	-
First Nations Goods and Services Tax	2,900,000	3,433,712	3,189,082	-	-	-	-	-	-
First Nations Health Authority	-	-	-	67,690	71,064	71,064	1,351,487	1,973,060	1,541,243
Government of Canada	50,000	-	-	-	-	-	48,000	25,795	-
Property tax assessed	6,840,000	6,030,744	5,839,313	-	-	-	-	-	-
Province of BC	-	-	-	1,271,096	1,649,053	1,398,993	-	-	-
Rental	157,000	157,006	159,256	-	-	-	-	-	-
Other revenue	1,794,888	4,648,249	2,714,187	1,493,330	2,212,429	1,899,545	999,148	1,016,704	440,851
Total revenue	12,536,268	15,047,307	13,104,771	4,352,438	5,696,348	5,335,886	2,464,722	3,068,330	2,037,554
Expenses									
Administration fees	12,240	143	12,611	-	-	-	-	9,574	-
Contracted services and consultants	464,100	583,115	332,158	95,000	162,975	205,492	810,462	781,784	568,975
Honoraria	434,150	395,217	310,572	24,500	16,584	34,370	34,038	60,821	46,237
Materials and supplies	353,040	267,584	240,189	187,200	193,007	190,154	132,387	162,310	170,347
Professional fees	302,500	426,859	247,774	101,000	114,680	205,342	-	-	-
Travel	70,940	56,123	34,328	8,450	16,126	10,373	59,300	45,052	42,437
Wages and benefits	3,194,901	3,253,520	2,514,420	3,724,161	3,563,760	3,437,978	2,111,551	1,748,198	1,488,535
Other expenses	5,653,926	6,733,300	6,370,964	1,504,328	1,656,263	1,718,421	703,578	806,393	472,976
Total expenses	10,485,797	11,715,861	10,063,016	5,644,639	5,723,395	5,802,130	3,851,316	3,614,132	2,789,507
Annual surplus (deficit)	\$ 2,050,471	\$ 3,331,446	\$ 3,041,755	\$ (1,292,201)	\$ (27,047)	\$ (466,244)	\$ (1,386,594)	\$ (545,802)	\$ (751,953)

# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

### 18. SEGMENTED INFORMATION, continued

	Community Development - Social Assistance			Treaty, Lands and Resources			Public Works		
	2024 Budget	2024 Actual	2023 Actual	2024 Budget	2024 Actual	2023 Actual	2024 Budget	2024 Actual	2023 Actual
Revenues									
Indigenous Services Canada	\$ 1,766,823	\$ 2,038,923	\$ 2,087,302	\$ -	\$ 20,000	\$ 72,428	\$ 1,993,035	\$ 1,773,996	\$ 1,193,972
Administration fee	-	-	-	-	-	-	31,512	-	-
First Nations Health Authority	-	-	-	-	-	-	-	8,978	8,978
Government of Canada	-	-	-	2,100,000	2,101,087	2,134,011	-	-	-
Province of BC	-	30,000	30,000	478,100	694,267	804,203	-	125,000	1,250,000
Rental	-	-	-	-	-	-	50,000	52,229	60,728
Other revenue	-	(9,219)	2,006,734	2,852,782	5,542,049	3,876,692	4,492,564	2,943,820	2,148,216
Total revenue	1,766,823	2,059,704	4,124,036	5,430,882	8,357,403	6,887,334	6,567,111	4,904,023	4,661,894
Expenses									
Contracted services and consultants (recovery)	7,880	21,492	230,021	2,085,368	2,486,358	1,397,801	2,672,835	1,688,719	1,004,865
Honoraria	4,000	1,618	6,304	21,000	24,092	9,703	71,250	32,400	9,333
Materials and supplies	299,400	204,113	104,882	147,600	112,198	102,815	145,360	68,523	60,479
Professional fees	-	29,992	63,135	566,000	175,817	404,332	214,100	8,843	4,899
Travel	15,000	11,729	28,384	145,351	189,176	107,921	20,500	9,368	7,277
Wages and benefits	1,090,716	654,076	495,232	5,214,337	4,299,767	3,652,659	2,842,537	2,073,826	1,696,225
Other expenses	904,298	874,873	806,347	436,610	336,433	429,024	16,611,551	1,785,704	835,411
Total expenses	2,321,294	1,797,893	1,734,305	8,616,266	7,623,841	6,104,255	22,578,133	5,667,383	3,618,489
Annual surplus (deficit)	\$ (554,471)	\$ 261,811	\$ 2,389,731	\$ (3,185,384)	\$ 733,562	\$ 783,079	\$ (16,011,022)	\$ (763,360)	\$ 1,043,405

# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

### 18. SEGMENTED INFORMATION, continued

	Economic Development			Social Housing Fund				Capital Fund	
	2024 Budget	2024 Actual	2023 Actual	2024 Budget	2024 Actual	2023 Actual	2024 Budget	2024 Actual	2023 Actual
Revenues									
Indigenous Services Canada	\$ 27,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration fee	144,040	1,531,313	170,824	-	-	-	-	-	-
Province of BC	250,000	35,000,000	65,000	-	-	-	-	-	-
Rental	-	6,000	-	270,300	268,150	261,750	-	-	-
Other revenue	16,742,154	8,803,434	5,120,417	192,312	214,118	203,885	-	-	-
Total revenue	17,163,194	45,340,747	5,356,241	462,612	482,268	465,635	-	-	-
Expenses									
Administration fees (recovery)	-	-	-	31,512	(1)	39	-	-	-
Contracted services and consultants	125,000	262,242	214,058	-	-	-	-	-	-
Honoraria	-	1,500	300	-	-	-	-	-	-
Loan payments	-	-	-	268,380	54,637	56,019	-	-	-
Materials and supplies	7,000	4,099	8,283	-	-	-	-	-	-
Professional fees	414,000	160,362	788,387	5,400	6,890	5,969	-	-	-
Travel	-	608	944	-	-	-	-	-	-
Wages and benefits	599,264	494,436	482,493	-	-	-	-	-	-
Other expenses	8,305,100	44,730	50,202	157,320	381,615	380,025	-	2,775,891	2,642,909
Total expenses	9,450,364	967,977	1,544,667	462,612	443,141	442,052	-	2,775,891	2,642,909
Annual surplus (deficit)	\$ 7,712,830	\$ 44,372,770	\$ 3,811,574	\$ -	\$ 39,127	\$ 23,583	\$ -	\$ (2,775,891)	\$ (2,642,909)



# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

### 18. SEGMENTED INFORMATION, continued

	2024 Budget	Trust Funds 2024 Actual	2023 Actual	2024 Budget	Enterprise Fund 2024 Actual	2023 Actual	Negotiation Support Agreement Fund 2024 Budget	2024 Actual	2023 Actual
Revenues									
Other revenue (loss)	\$ -	\$ 534,024	\$ 1,198,037	\$ -	\$ 2,804,411	\$ (3,111,496)	\$ -	\$ 643	\$ 287
Total revenue	-	534,024	1,198,037	-	2,804,411	(3,111,496)	-	643	287
Expenses									
Administration fees	-	127,113	123,071	-	-	-	-	-	-
Honoraria	-	4,400	7,300	-	-	-	-	-	-
Professional fees	-	6,694	6,053	-	-	-	-	-	-
Other expenses	-	-	-	-	(164,389)	(484,435)	-	-	-
Total expenses	-	138,207	136,424	-	(164,389)	(484,435)	-	-	-
Annual surplus (deficit)	\$ -	\$ 395,817	\$ 1,061,613	\$ -	\$ 2,968,800	\$ (2,627,061)	\$ -	\$ 643	\$ 287

# TSLEIL-WAUTUTH NATION

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2024

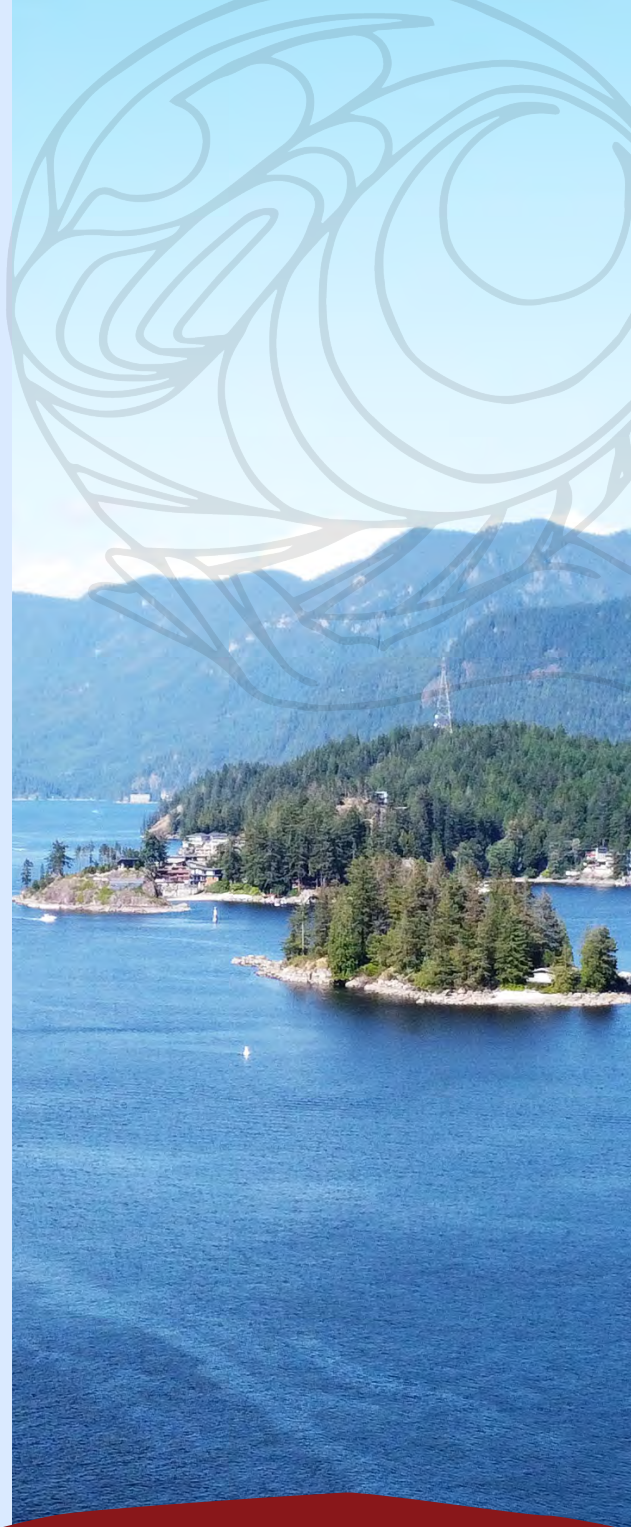
### 18. SEGMENTED INFORMATION, continued

	Government Not-For-Profit Organizations			Consolidated totals		
	2024 Budget	2024 Actual	2023 Actual	2024 Budget	2024 Actual	2023 Actual
Revenues						
Indigenous Services Canada	\$ -	\$ -	\$ -	\$ 6,087,267	\$ 6,325,970	\$ 6,502,442
Administration fee	-	-	-	255,932	1,632,431	246,761
First Nations Goods and Services Tax	-	-	-	2,900,000	3,433,712	3,189,082
First Nations Health Authority	-	-	-	1,419,177	2,053,102	1,621,285
Government of Canada	-	-	-	2,198,000	2,126,882	2,134,011
Property tax assessed	-	-	-	6,840,000	6,030,744	5,839,313
Province of BC	-	-	-	1,999,196	37,498,320	3,548,196
Rental	-	-	-	477,300	483,385	481,734
Other revenue	-	51,902	155,280	28,567,178	28,762,564	16,652,635
Total revenue	-	51,902	155,280	50,744,050	88,347,110	40,215,459
Expenses						
Administration fees	-	-	-	43,752	136,829	135,721
Contracted services and consultants	-	-	(58,490)	6,260,645	5,986,685	3,894,880
Honoraria	-	-	-	588,938	536,632	424,119
Loan payments	-	-	-	268,380	54,637	56,019
Materials and supplies	-	-	-	1,271,987	1,011,834	877,149
Professional fees	-	21,701	9,225	1,603,000	951,838	1,735,116
Travel	-	-	-	319,541	328,182	231,664
Wages and benefits	-	-	-	18,777,467	16,087,583	13,767,542
Other expenses	-	109,863	15,926	34,276,711	15,340,676	13,237,770
Total expenses	-	131,564	(33,339)	63,410,421	40,434,896	34,359,980
Annual surplus (deficit)	\$ -	\$ (79,662)	\$ 188,619	\$(12,666,371)	\$ 47,912,214	\$ 5,855,479

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thanking all of you



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