



səlilwətał

Tsleil-Waututh Nation

Annual Report
2024-25

Cover Art Credit:

Chris Overes, TWN Artist, Ocean (q̕əłłəməcən Orca and Waves)



sləwíʔ
cedar bark

ʔəḥəlqən ʔə tə sceʔtən
fish leather

sítən
basket

ḷəp laʔθən
bowl

ḷénət
weaving

ṭəmeḥt ḷ snəwəyət
braiding generational knowledge

ḷewətəl
healing together

ḥeʔḥeʔelə
sacred space

sx^wəliʔəlṭ
spiritual

x^wθtiwənəlṭ
mental





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About Us

We are səliłwətał (Tsleil-Waututh Nation), People of the Inlet. səliłwət (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 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 our 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 strengthening the face of our Nation on our traditional territory through our work and to collaborate with partners who

share common goals. We will continue fostering community connections, supporting our Elders, 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 of 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 siʔamθət [become rich] in our teachings, culture and inherent rights – we thrive in our social and economic excellence.

Our Vision

Our Vision is to live and celebrate our identity as Sleil-Wautt people, fluently speaking hənqəminəh, 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.

həŋqəmiŋəŋ 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.

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.

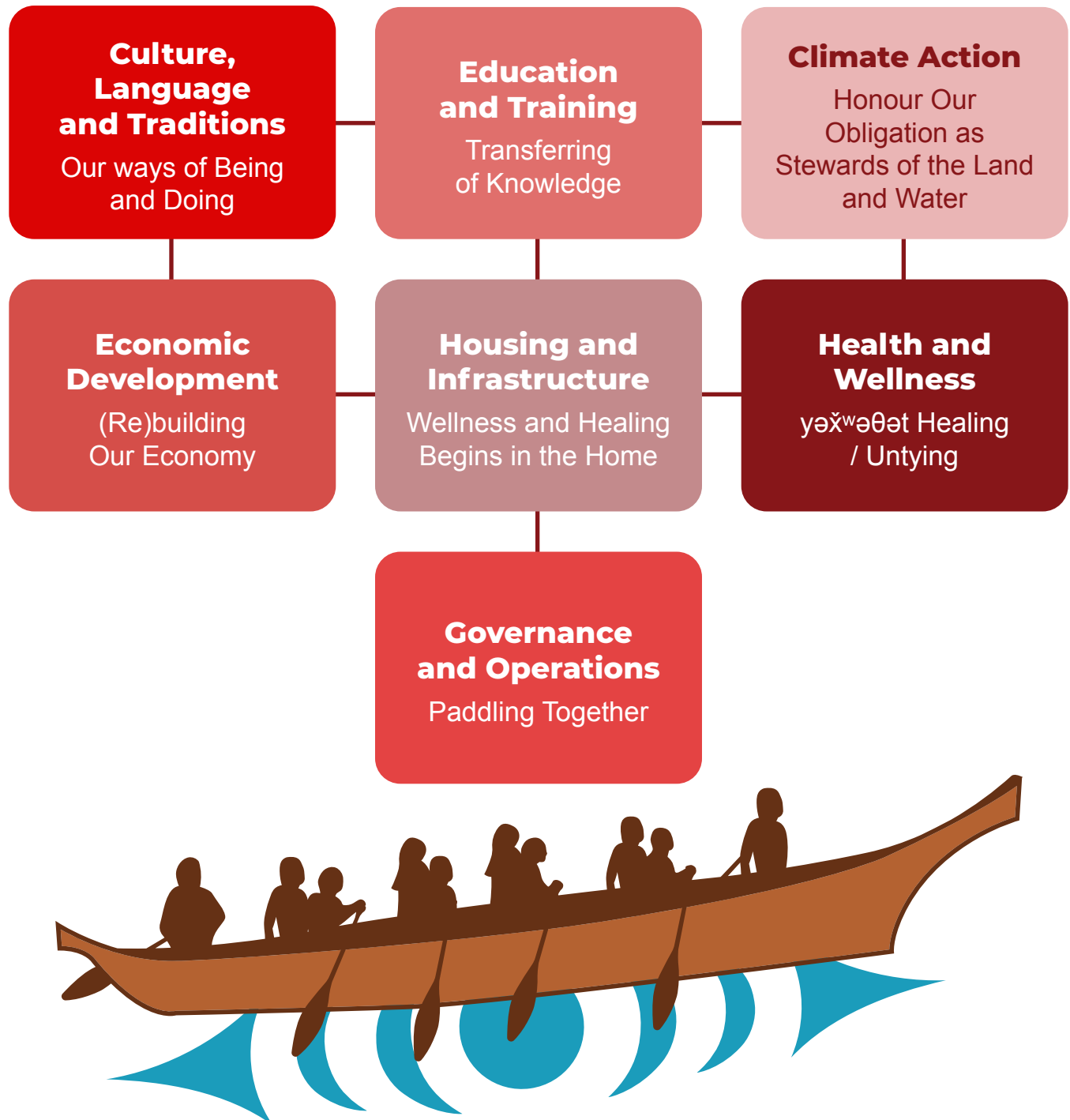
ʔəy sqʷeləwən

[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.

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.



TWN Chief and Council

səlilwətał (Tsleil-Waututh Nation) Chief and Council term runs from July 1, 2021 to June 30, 2025.



Message from Chief and Council

We raise our hands with deep gratitude to Membership, staff, and partners for their continued engagement and support. We are pleased to present the 2024-2025 Tsleil-Waututh Annual Report on our operations, activities, impact, and financial performance during the past fiscal year.



TWN Chief and Council

It has been an honour to serve you, ʔəxʔixəltəl (paddling together) in the same canoe, towards meeting the growing needs of our Nation. As we reflect on the year, we were proud to support important programs to uplift our Elders and empower our youth, offer employment and capacity-building opportunities, support siʔárhəθ School

students as they engage in land-based and hənqəmiñəm language learning, and protect and restore our territory, defining our footprint as active stewards of our lands and səliłwət (Burrard Inlet). We also engaged with partners and governments to continue protecting our rights and title, grow our economy, and strengthen our face on our territory.

Our strategic pillars reflect our shared cultural values and teachings from our Elders. Aligned with our 2022 to 2025 Strategic Plan ʔəxʔixəltəɫ [Paddling Together], based on our shared values, cultural teachings and inspired by the drive and determination of our Members, we are pleased to share a few of our success stories for this fiscal year:

- **Housing:** Housing has been and will continue to be a priority. Construction of the 50-unit rental complex broke ground and we look forward to bringing Members home once the building has been completed. We are also proud to achieve significant milestones for Willingdon Lands, Jericho Lands and Heather Street projects.
- **Health and Wellness:** We continued to deliver culturally-sensitive health and wellness programs. We increased the Wellness Grant and in support of our Elders, lowered eligibility to 60 years for a one-time bonus.
- **Building Relationships:** It's critical that our Nation's voice is included at decision-making tables for any projects and activities occurring on our lands and waters. This past year, we met with the Premier, key Ministers, and various city governments to advance our priorities; we were equal partners in hosting the Invictus Games – and welcomed Prince Harry, Duke of Sussex to our community – and were well represented at the Juno Awards; and we signed a historic TWN-Canada Framework for Reconciliation Agreement to chart a new way forward with the federal government.

səlilwətaɫ is empowering our Members to be proud of our history, rich culture, and move forward together as one united community. We are guided by our laws, priorities, and mandates, to build a thriving future for the next seven generations.



Congratulations to our newly elected Chief and Council. We know that you will stand together in transparency, accountability, and inclusion of all TWN Members and carry forward the good work on behalf of the entire community.

hay ce:p qə, thank you all,
Chief and Council
səlilwətaɫ
Tsleil-Waututh Nation

Message from CAO

As Chief Administrative Officer (CAO) at səlilwətał (Tsleil-Waututh Nation), I have been honoured to support elected leadership in their desire to uplift the community. Based upon their Strategic Plan, I have taken steps for achieving social, cultural, health, and economic excellence for all Members to thrive.

Thank you to Chief and Council for your cultural wisdom and leadership, to Membership for your guidance, and to our hardworking staff for your steadfast dedication. We're ʔəxʔixəltəl (paddling together), towards achieving a great vision for səlilwətał.

We recognize that we have a newly elected Chief and Council (2025-2029), however this report reflects the leadership of our previous Council. As Members often say: "We stand on the shoulders of those who came before us."

This report charts the work we accomplished together during the last fiscal year. I am proud to report that Directors and staff across all seven departments implemented a wide range of innovative programs and services that are culturally safe and responsive to Members' needs.

Below are just of a few of the many highlights from our various areas of work. I encourage you to read the full report to gain a better understanding of our progress.



Robert Bartlett,
Chief Administrative Officer

Rights, Title, and Jurisdiction

We concluded a landmark reconciliation agreement with the federal government, an incredible achievement for the Nation, and for all First Nations in Canada to follow as it sets the foundation for



Landmark reconciliation agreement with the federal government.

meaningful negotiations regarding matters related to TWN rights and title in our ancestral lands and waters. Treaty, Lands, and Resources staff continued to protect and restore səliłwət (Burrard Inlet) to support scé·lən (salmon), stəwət (herring), kelp, and eelgrass habitats, track pollution and climate change impacts, and share results with our external partners.

Health and Wellness

Our cécéwət leləm Helping House kept our Members healthy and safe by providing holistic, culturally relevant health and wellness services and programs, including nursing, counselling, Recreation, and the expansion of our Community Garden.

səliłwət Elders participated in a range of enriching activities that supported their wellness, cultural connection, and community engagement such as chair yoga, crafts, karaoke, and trips to Port Hardy and Alaska, while youth have enjoyed many sports programs, Summer Daycamp, and the Breakfast Club. Throughout the year, our Social Work program continued to respond to the needs of individual Members and families, focused on early support and proactive engagement.

Lands and Housing

Our Housing team completed another eight full home renovations, and our Lands team issued 74 permits and ran various engagements with community to ensure Members' voices are heard in development of laws and land tenure.

Culture, Language, and Education

Tsleil-Waututh cultural values were practiced daily during our whole school morning circle, fostering a deep connection to səliłwətał heritage. həŋqəmiñəŋ language and cultural classes were taught to students from K4 through 12 on a weekly basis. 65 students were acknowledged for their incredible achievements in our 2024 Graduation Ceremony, ensuring the next generations are grounded in cultural pride.

Economic Sovereignty

Thanks to the leadership of the Economic Development Department, our major project agreements amounted to \$2.37 million in net income to our Nation.

I want to acknowledge the team for ensuring that TWN became 100% owners of the 45-acre Statləw District located at 2420 and 2452 Dollarton Highway.

Relationships

The Relationships team elevated Tsleil-Waututh's presence at the table with our current and potential collaborators, including starting the implementation of UNDRIP with the City of Vancouver.

This past year, our Nation was honoured to participate prominently in the Invictus Games, the JUNO Awards, and several FIFA World Cup 26™ events in Vancouver. We ensured youth representation at all these events and were proud to have showcased səliłwətał culture to local and global audiences.

Keeping Community Engaged, Safe, and Informed

Our Community Safety team continued working on safety initiatives including the delivery of 130 grab-and-go bags to households, and our Communications team expanded our reach in the media and shared important announcements, events, and achievements with our community.

I'm proud of our Engagement and Events team for bringing community together regularly to mark many important occasions and connect at celebratory events, our Office Management team for hosting staff meals and gatherings, and our TWN Community Society Board of Directors for administering multiple grants to Members.

Final Reflections

We've made several organizational changes and a new Council was elected since the time of this report. This work has not been easy and we're trying to be as respectful as we can while building a safe home for all Members based on our cultural values.

The opportunity is with us now to build internally the capability to take on the Nation's challenges and those of the world that impact us. We'll continue to step forward and ensure we're building a foundation of success for the next seven generations to thrive.

hay ce:p qə, thank you all,

Robert Bartlett,
Chief Administrative Officer

Artist / Photographer Credits



TWN Member Artists

Icons:

- Chris Overes
- Candace Thomas
- Olivia George
- Jordan Gallie

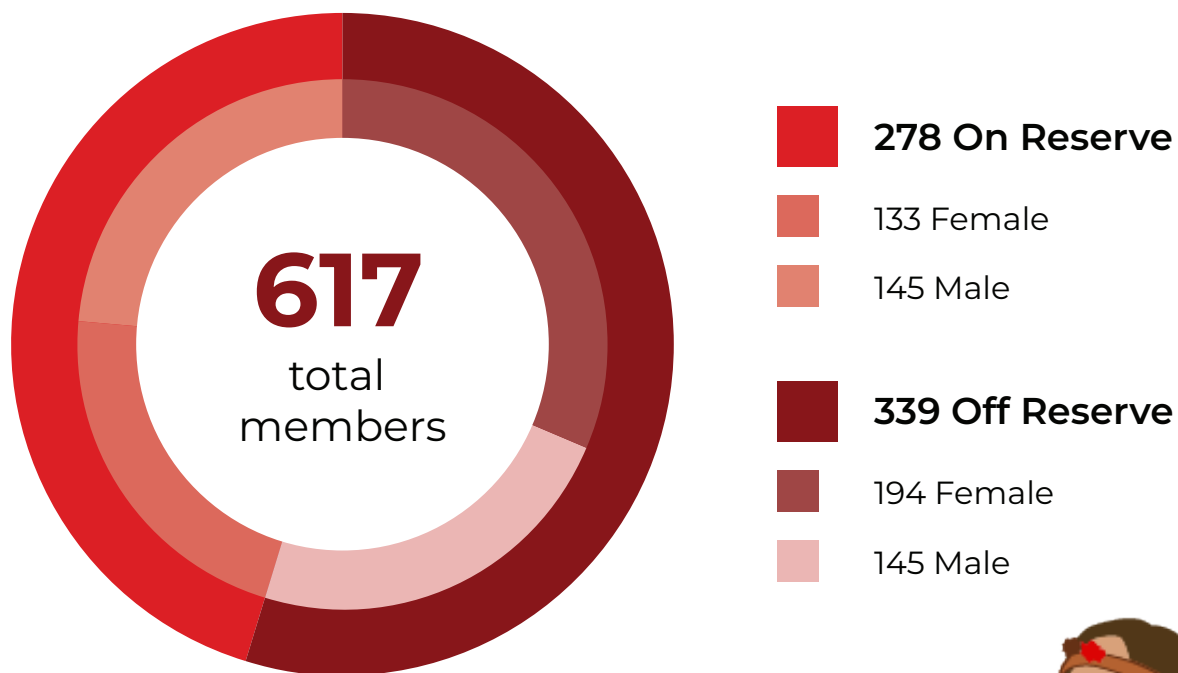
Photographers:

- Jordan Baker
- Carol Thomas

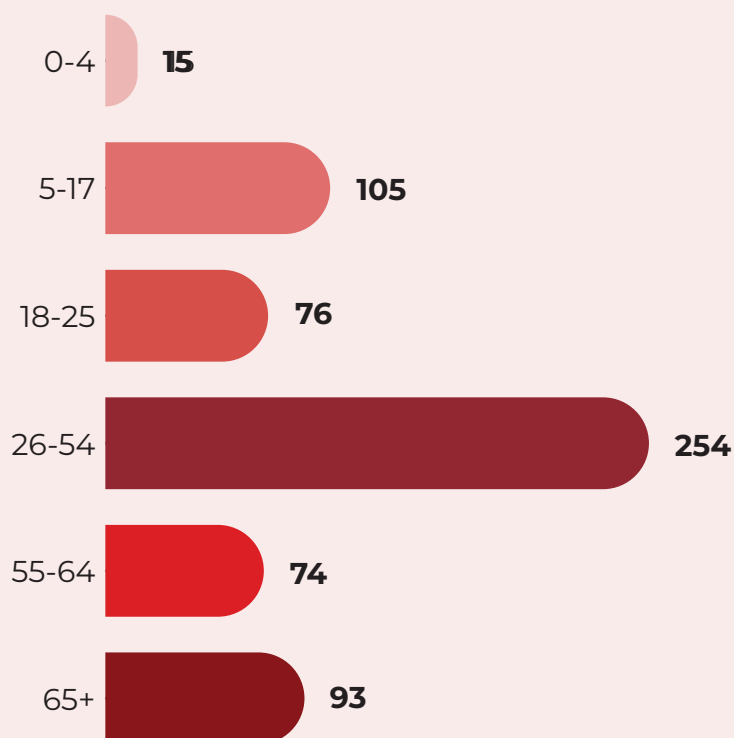
Drone Photography:

- Jeff Sisson

Membership 2025



Age Groups



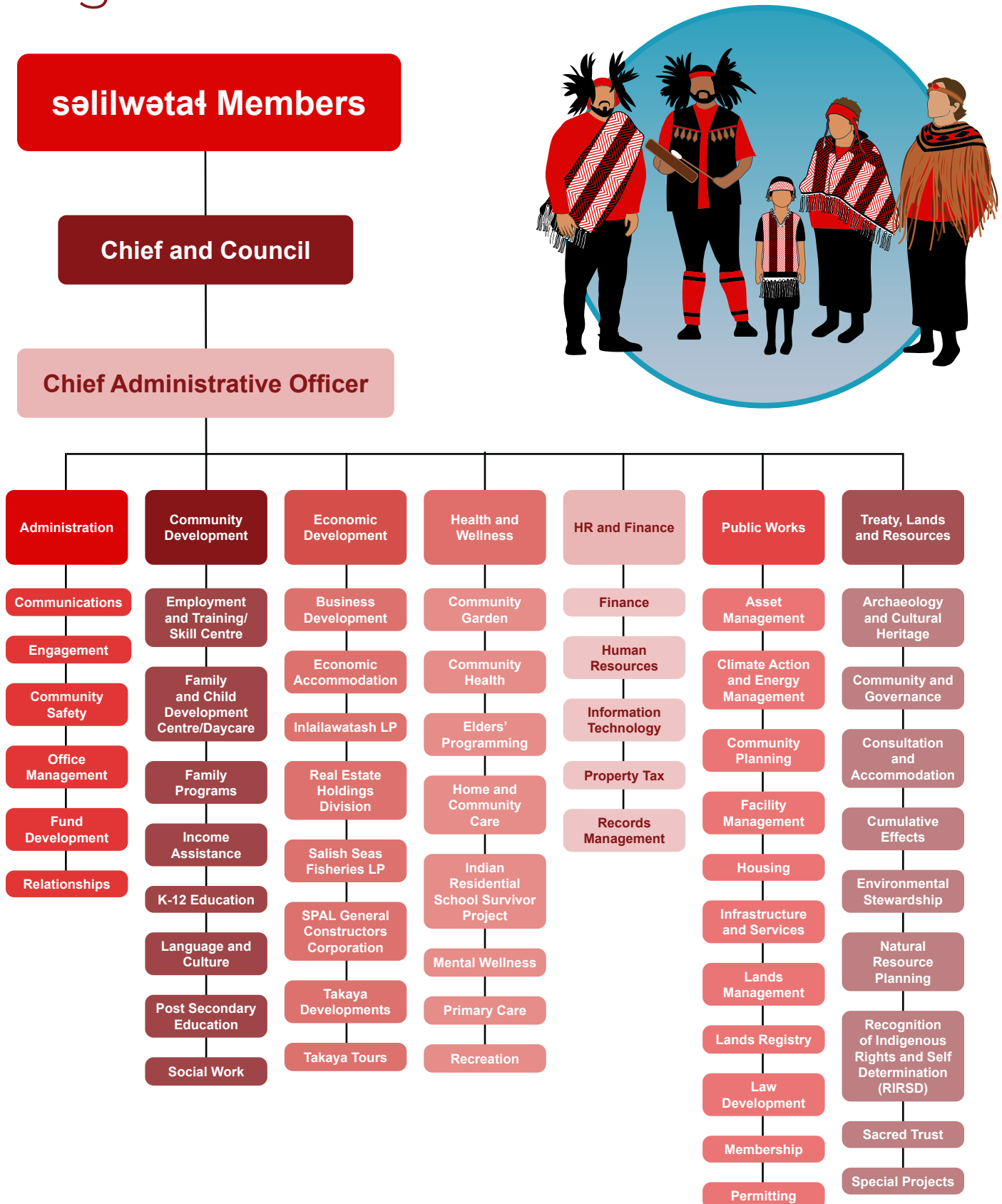
Off Reserve Locations



- 172** Members live in Metro Vancouver and the Fraser Valley
- 104** Members live elsewhere across B.C.
 - 39** Island and Sunshine Coast
 - 33** Interior
 - 17** Elsewhere in B.C.
 - 15** Northern B.C.
- 45** Members live elsewhere in Canada
 - 17** Manitoba
 - 15** Ontario
 - 6** Alberta
 - 6** Saskatchewan
 - 1** Yukon
- 13** Members live in the USA
- 1** Member lives out of country

Several Members' locations are unknown

Organizational Chart





Human Resources

Building Our People, Strengthening Our Nation

Our Mandate: Uplifting Our People, Honouring səlilwətał (Tsleil-Waututh Nation) Roots.

The TWN People Experience Strategy is rooted in the understanding that our people are our greatest strength. Our work is guided by community teachings, cultural values, and a deep responsibility to create a workplace where everyone—

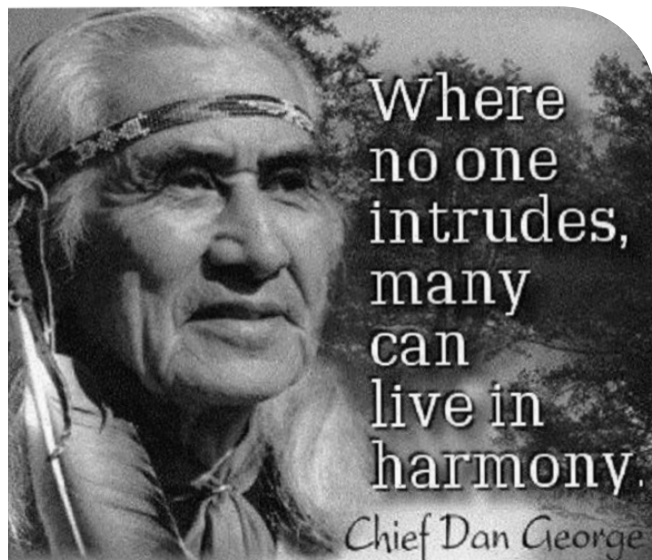
TWN Members, community members, staff, and allies—feels safe, valued, supported, and connected.

We walk alongside staff, leaders, and TWN Members to build a people experience that reflects who we are as Tsleil-Waututh. Our approach is relational, inclusive, and grounded in reciprocity—honouring both the past and the future.

Our Shared Vision

People Vision

We see a future where every person within Tsleil-Waututh Nation has the opportunity to thrive—not just as employees, but as stewards of our community and culture. In every role, our People carry the responsibility of being ambassadors for səlilwətał and contributing to our shared success.



People Mission

Our mission is to create an environment where people are respected, empowered, and connected to purpose. Through core values like respect, integrity, unity, and humility, we aim to grow a strong, supportive workforce that reflects the heart of our Nation.

Laying the Foundation for Generations to Come

Over the past year, the Human Resources team has been focused on strengthening our internal systems, supporting staff wellness, and expanding opportunities for members to step into leadership roles. This work is part of our long-term vision to build a TWN workforce rooted in culture, community, and connection.

Strengthening Our Roots – HR Foundations

Hiring with Purpose

We introduced a TWN-informed hiring strategy to support values-based recruitment and long-term staff development.

Decolonizing Policies

In collaboration with external consultants, we began reviewing all HR policies to ensure they reflect səlilwətaʔ teachings and lived realities, including the creation of a culturally grounded Employee and Manager Handbook to be rolled out in 2025-2026.

Wellness and Balance

Developed a more holistic leave and benefits process to support staff in maintaining their mental, emotional, spiritual, and physical wellness.

Structure for the Future

Initiated a Nation-wide organizational structure review with our CAO to ensure our workforce model is designed to meet evolving community needs.





Investing in Our Tools – PATHWAYS HR System

PATHWAYS System Rollout

We began this journey by assessing our current HR needs with a focus on improving efficiency, data accuracy, and reporting. As a result, we engaged in the implementation of a new Human Resource Information System, UKG, tailored to reflect TWN's unique values and operational needs. UKG was renamed PATHWAYS and was successfully launched in early 2025. This platform gives team members easier access to personal records, performance reviews, time-off requests, and more.

Learning, Safety, and Indigenous Leadership

Creating Safer Spaces

Rolled out an Occupational Health and Safety Training, supporting Departments with safety training and launching our JOSH Committee with culturally respectful practices.

TWN Leadership and Mentorship

Started building a Member-focused leadership and mentorship model, aimed at supporting youth and emerging leaders in finding their voice and career path within TWN.

Walking Together with Community and Leadership

To keep our work aligned with the needs of the Nation, HR has focused on engaging members, staff, and leadership every step of the way. This includes:

- Regular updates with Chief and Council;
- Listening to staff and managers during implementation of HR systems and policy work;
- Designing a Career Pathways and Mentorship Strategy for TWN Members;
- Embedding TWN cultural values into every layer of HR, from onboarding to performance to wellness;
- Planning HR leadership gatherings to co-create a vision for Indigenous workforce development.

Looking Ahead: Honouring Our Responsibility

As we continue this journey, we remain committed to building a workplace that is deeply grounded in Tsleil-Waututh teachings, where each person's voice matters, and where future generations of səliłwətał Members will see a path forward.

We are not just building systems; we are nurturing belonging, accountability, and purpose.

Together, we are walking the path of reconciliation, regeneration, and Nation-building through our people.

Administration Department

Director's Message

My nearly two years at the Nation has been a great experience with many events and changes. 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, our newly created Engagement team, Community Safety, Office Management, Relationships, and Grant Writing.

Administration staff provide operational, engagement, safety and communications support and guidance, with both internal and external initiatives, to all of Tsleil-Waututh Nation's (TWN) departments, as well as to Chief and Council and the CAO. We engage regularly with

Membership on emerging needs, and we will revisit past engagements like the Comprehensive Community Planning (CCP), link these with the Nation's Strategic Plan, and utilize our partners and resources 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 input from you, the community, and we thank you all for sharing your valuable knowledge and keen insights. We commit to this continued service and will strive to 'paddle together' to fulfill our vision and mission of Tsleil-Waututh Nation.

John Aleck,
Director, Administration Department

Office Management

The Office Management team ensures the smooth and efficient operation of the TWN offices. Through a wide range of tasks, including managing office supplies, organizing staff and community events, and maintaining a comfortable and safe working environment, we are dedicated to fostering a positive and productive atmosphere where everyone can thrive.

Our team comprises of two full-time Administrative Assistants and casuals, who manage a wide range of tasks, from routine clerical work to complex administrative duties; one Facilities Assistant, who supports the smooth operation and maintenance of the facilities; and one Office Manager, who plans, directs and coordinates the administrative functions of the Tsleil-Waututh offices.



Gathering Space and Council Chambers



Members of Office Management team



Halloween



Notable highlights for the 2024-25 fiscal year are as follows:

Strategic Planning:

- Coordinated administrative activities in consultation with the Chief Administrative Officer (CAO) and other departments, as appropriate;
- Oversaw TWN's relationships with its external stakeholders, contractors, vendors, and clients with regards to office administration;
- Strategy implementation as directed by the CAO and mandated by Chief and Council;
- Developed and implemented guidelines and procedures in consultation with the CAO, Information Technology, Human Resources, the Joint Occupational Health and Safety (JOSH) Committee, Community Safety, and other departments for effective operations.

Administration:

- Ensured TWN offices were well maintained, and safe, including maintenance and repairs, and coordinating with vendors;
- Worked in tandem with the JOSH Committee to help implement safety plans;
- Provided tours and general support to external stakeholders as required;
- Ensured compliance and upkeep of boardrooms, TWN catering kitchen, and common areas;
- Management of inventory and ensuring effective and efficient storage of TWN assets and supplies.

Community and Staff Support:

- Provided volunteer services during community events and cultural activities;

- Supported TWN Member-owned businesses through purchasing and communication to prospective clients;
- Assisted with planning of in-house or off-site activities, gatherings, celebrations, and conferences;
- Provided community members with honorarium support;
- Worked with the Communications and Community Engagement teams to donate relevant items to community members;
- Supported the Treaty, Lands and Resources Department by distributing canned fish to community members;
- Assisted staff and community members with layout and logistics for event support;
- Reserved space for community members, staff, and leaseholders.

Communications

The Communications team regularly shares updates, stories, invitations, 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, the team kept the community informed and experienced a steady increase in website traffic, media coverage, and engagement on both internal and external TWN social media channels.

In collaboration with the Community Safety team, we launched Voyent Alert, an alerting tool that keep both community and staff informed of safety-related advisories and instructions in the case of emergencies.

The team also continued promoting the value of the TWN Communications App (by Hawk Communications) for Members to access information in one place, such as the Events Calendar, and continued incorporating feedback from community in order to make improvements.

The Communications team worked alongside the CAO's office to host a TWN Showcase with departmental information tables for community, ahead of the Annual General Meeting in October, and produced a comprehensive annual report.





Gabe and Melissa at the Invictus Games

We coordinated opportunities for TWN Members and leadership to take part in major events such as Invictus Games, the Juno Awards, the T100 Triathlon, and were thrilled to involve cultural leaders in creating a unique theme song for the FIFA26 Canada World Cup 26™.



William George-Thomas and Robert George Sr. share vocals for Vancouver's unique FIFA song

Media engagement continued to rise, with inquiries from local, regional, and national outlets on a variety of topics, from promoting TWN's rights and title to restoration efforts in səlilwəṭ (Burrard Inlet), all of which contributes to showcasing Tsleil-Waututh Nation's truth, culture, territory, and voice in public discourse.

Engagement and Events

The Engagement and Events team has transitioned from being a component of the Communications team to now being our own team.

We continued to host community events and engagement sessions as well as advise on various projects within the administration. Our goal is to continue to bring Members together in celebration, as well as to gather important information on Members' priorities, which directly informs our approaches to events and engagements. For example, we continued to hear that there were not many opportunities to bring together the "missing middle" demographic (30-55), and so we have worked with Mental Health and Community Safety staff to bring that group together twice in the last year, with a lot of room for growth.

Our team also worked with staff to discuss the overall Community Engagement Strategy of the Nation, to help streamline events and engagement.

The scope of the work we do will continue to grow as we grow our team and take on critical projects like the TWN Comprehensive Community Plan, amplifying Members' voices and directives. We look forward to building on these shared experiences.



Missing Middle Poker and Paint Nights

Community Safety

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

Events

- **May 2024** Community Safety Open House
- **March 2025** sponsored Paint and Poker Night

Road Safety (Speed Watch)

12

Speed Watch activations

83%

of drivers do 50km/hr or less

.....

The worst compliance location is westbound Dollarton Highway, between the reserve border and Ravenwoods Drive.



JUSTICE

Client Support

8

people in the criminal justice system
(accused, victims, and others)

Police Training and Education

50

- Burnaby RCMP staff attended a National Day for Truth and Reconciliation event hosted by TWN
- North Vancouver RCMP members attended a TWN cultural awareness session.

Restorative Justice: Wolf File

2

new signs declaring wolf hunting as illegal in the IRW



.....

Planned and co-facilitated a restorative justice circle where TWN members shared the impact of a wolf killing with a hunter and his family. The circle led to an agreement that the hunter completed.

EMERGENCY MANAGEMENT

Community Preparedness



130

grab-and-go bags delivered to community members

Households are prepared to evacuate quickly with essential grab-and-go items. Other initiatives include emergency notifications, regular preparedness updates, and relocating the TWN supply container to the gym parking lot for easier access during a disaster.



Funding

~\$125,000

of grant funds secured



Partnerships

The Emergency Program Coordinator participates in

12+ working groups

with emergency management partners.

9 local authorities across Tsleil-Waututh Territory

engaged in discussions relating to relationships, engagement and consultation with the Nation before and during emergency exercises.

Training and Exercises

18 staff trained in Emergency Operations Centre Training

Including **5** courses and **2** TWN emergency exercises.

6 additional emergency exercises with partners

completed by the Emergency Program Coordinator and other staff.



Joint event to recognize the City of Vancouver and the MST Nations implementing a five-year action plan to implement UNDRIP in June 2024.

Relationships

The Relationships team has experienced some transition this year with a new manager and expanding the team. The team's focus and mandate are to ensure Tsleil-Waututh's presence is seen and heard at the table with our current and potential collaborators.

Our team now has three full-time staff members, and our most recent hire is the Relationship Coordinator. The coordinator role provides administrative support and logistics as we attend many meetings each week with external partners.

TWN has started the implementation of UNDRIP with the City of Vancouver; this is the beginning of a five-year plan. This task is undertaken by regular meetings between City of Vancouver and Tsleil-Waututh staff and we tackle such topics as economic redress, housing, access, training, and more. UNDRIP will continue to be a significant part of the Relationships team's work.

This past fiscal year, the Relationships team has had multiple meetings with 20+ partners in which we discussed mutual benefits between our partners and Tsleil-Waututh Nation.

Below are a few of the highlights we have completed this fiscal:

- Meetings with municipalities, industry and education institutions;
- Assisted with cultural events and protocols;
- Creation and implementation of relationship protocol agreements;
- Facilitated introductions between our partners and TWN staff and departments;
- Regular meetings to update TWN Chief and Council.

The goal of the team is to not only work with external parties, but also to meet regularly with other TWN staff to discuss how our team can provide support and include their team's or Department's needs in discussions with our partners.



TWN Community Society

The TWN Community Society (the Society) is a non-profit and registered charity that was created in 2011 to support the wellbeing of Tsleil-Waututh Nation Members. The Society provides a way for Members to seek support for projects that they create and lead. These projects reflect Members' values, strengths, and visions for the future.

The Society's goal is to support the growth and wellness of Tsleil-Waututh Members by offering low-barrier funding for projects in the areas of culture, education, health, environment, and recreation. These grants help bring community-led ideas to fruition and support the unique paths that each Member walks.

This past year, the Society's Board included eight dedicated members. A majority of our Board members are from the Tsleil-Waututh Nation, while the others are TWN staff who care deeply about the community. Together, they bring a wide range of skills and experiences to guide the Society's work. With the Board's guidance, we continue to secure annual support from TWN leadership and grow the Society in a sustainable way.

Throughout the year, the Board was supported by a dedicated interim project manager and a coordinator, who helped move things forward and connect with the community. The Society is also deeply grateful for generous donations from Arc'teryx, the David Suzuki Foundation, and local musicians (Artists in Reconciliation).



From April 2024 to March 2025, the Society funded projects for over 40 TWN Members, including children, youth, adults, and Elders. This is the highest number of Members we have worked with in a single year to date. It reflects a growing awareness within the wider TWN community about the Society and how it can help bring Members' ideas and initiatives to life.

Over the past year, the Society has been actively engaged in meaningful work and reflection. By listening closely to both Members and leadership, we have gained valuable insight into how the Society can better serve the community. The TWN Community Society remains committed to walking alongside TWN Members and helping bring their goals and visions to life in ways that matter.

Community Development Department

Director's Message

ᑭᓃᑦᑦᑦᑦᑦ Community,

With deep respect and gratitude, we share this reflection of the work carried out by the Community Development Department guided by Tsleil-Waututh Strategic Priorities and Pillars. Our Department continued to paddle together with community members of all ages, guided by səliłwətał Tsleil-Waututh values, community knowledge, and a shared vision of collective wellness and belonging.

The Community Development Department includes many community-rooted programs such as siᑭᓃᓃᓃᓃ School, Education (K-12 and Post-Secondary), the Child and Family Development Centre (Daycare and Aboriginal Infant Development Program), Youth Programs, the TWN Skills Centre, Income Assistance, Life Skills, Cultural Programming, Community Food Pantry, and Community Social Work. These programs are shaped by the strengths of our people and the needs expressed by the community.

Throughout this year, we remained focused on nurturing a strong sense of cultural connection, dignity, and support woven through all programs.

Our approach remained grounded in relationships, where each program fosters transferring of knowledge, healing, and opportunities for growth.

Our Cultural Team played an important part in leading us in Our Ways of Being and Doing in our programs. Their presence assisted with rooting us in Tsleil-Waututh teachings—supporting language learning, drumming and singing, cultural activities, and intergenerational connections in ways that reflect community priorities and strengths. Their guidance complemented the work of our educators, support staff, and front-line workers, helping ensure our services are responsive and reflective of who we are as Tsleil-Waututh people.

We honour and recognize the incredible staff behind each of the programs in our department. Their commitment, skills, and care have been what keep this work moving forward in a good way. We are proud of the steps we have taken this year and grateful for the opportunity to continue building connections with the community.

Whether it's a child taking their first steps in daycare or a young adult navigating their path forward, our goal is to walk alongside each person—offering support that honours their voice, their choices, and their cultural identity.

A meaningful highlight this year was the expansion of our Community Food Pantry, which further supports the everyday needs of families in a dignified and accessible way.

Thank you to all who have supported and walked with us—community members, staff, leadership, and partners.

We look forward to the year ahead and all that we will continue building, together.

hay ce:p qə,

With respect and gratitude,

Coreen Paul,

Director

Liana Martin,

Executive Assistant

Loani Buzo Pontes,

Community Service Administrator

Community Development Department

Education Program

The Tsleil-Waututh Nation Education program provides a full range of holistic education programs and services that support lifelong learning and cultural identity. The program serves TWN Members from early childhood through post-secondary and into adulthood, ensuring each learner receives wraparound support aligned with their academic and personal growth. Education includes K–12 support, post-secondary education, youth internships, student transportation, and community-based learning and events.

Our services span:

- K–12 Student Support: Advocacy, case management, Individualized Education Program (IEP) development, and ongoing collaboration with School Districts (North Vancouver, Vancouver, Burnaby). We oversaw student and family support for 80 on and off reserve students.
- Post-Secondary Education: Application and funding support, education planning, one-on-one academic counseling, advocacy, and mentorship. Providing consistent and individualized support to all students pursuing post-secondary education or alternative options. The number of supports for post-secondary students increases every year and in 2024, we had approximately 30 post-secondary students across various programs.
- Transportation Services: Daily bus service to three elementary schools, and transit pass access for all secondary students.

- Youth Intern Program: Supervised, skill-based internships for Nation youth.
- Community and Cultural Programming: TWN Graduation, Back to School BBQ, tutoring, Elder involvement in schools, and more.

The team is committed to trauma-informed, inclusive, culturally relevant approaches, and emphasizes intergenerational learning and Nation-to-Nation relationships in education. Staff work closely with families, school and district staff, and government agencies to ensure student success.

2024 Focus Areas:

- Expansion of transportation access for K–12 students (new routes and secondary student transit pass).
- Hosting culturally relevant events: Elders Event, TWN Graduation, Back to School BBQ.
- Supporting four Youth Interns across TWN Departments.
- Deepened collaboration through Indigenous Education Councils (IECs) to include Council and Elder representation.
- Improved post-secondary student file management, funding administration, and support services.
- Launch and coordination of tutoring and IEP support efforts.



Key Activities in 2024:

TWN Community Graduation Ceremony

- **Date:** July 2024
- **Participants:** 65 graduates from Preschool through Post-Secondary
- **Description:** A full-community event to celebrate academic success and cultural identity, honoring learners and their families.

Back to School BBQ

- **Date:** October 2024
- **Participants:** 100+ TWN community members
- **Description:** Start-of-year celebration with food, school supplies, and team introductions; a fun and supportive environment to ease school transitions.

Youth Intern Program

- **Date:** Ongoing through 2024
- **Participants:** Four TWN youth
- **Description:** Interns placed in various TWN Departments with supervision and mentorship. Includes goal setting, schedule planning, and skills development.

Elders and Knowledge Keepers Event, in partnership with the Vancouver School District

- **Date:** Spring 2024
- **Description:** Relationship-building event focused on welcoming Elders into schools to support cultural teachings and curriculum inclusion.

Transportation Program Enhancements

- **Date:** School Year 2023–24
- **Description:** Continued operation of daily service to three elementary schools. Secondary students now supported with transit passes for greater flexibility.

Education Support Services Year-round:

- K–12 and post-secondary education planning;
- One-on-one education counseling;
- School-based IEP development and case management;
- Advocacy with School Districts and post-secondary institutions;
- Family support for assessments and referrals;

- Supplies, recreation fees, and lunch program administration.

Student Success and Celebration:

- 65 students were honoured in the 2024 Graduation Ceremony, reinforcing academic pride across all learning levels.
- High attendance and engagement at the Back to School BBQ helped build connection and readiness.

Youth Leadership: Four youth interns completed supervised placements, contributing meaningfully to TWN Departments and gaining job readiness experience.

Expanded Access to Education:

Transportation access improved for all K–12 students: 3 elementary school routes and secondary pass distribution increased student attendance and independence.

Deepening Cultural Partnerships: The Elders event led to new invitations for TWN Knowledge Keepers to participate in school activities—building cultural safety and belonging for students.

Robust Post-Secondary Services:

Continued advocacy and financial support for post-secondary students through application, enrollment, and graduation. Students were guided in funding applications, scholarship submissions, and program planning.

Staffing shortages and student attendance remain a key area for support and intervention.

Tsleil-Waututh Nation School siʔámθət School

The past fiscal year has been a period of remarkable growth and profound impact, contributing significantly to the growing success of the Tsleil-Waututh Nation (TWN). Tsleil-Waututh Nation School siʔámθət School has been steadfast in its commitment to upholding the snəwəyət [teachings and ways of being] and the ʔəy sqʷeləwən [good feelings] of səliwətaʔ people while developing siʔámθət, to be rich in teachings and generous in sharing what we know.

We have focused on initiatives that align with our Tsleil-Waututh Nation 2022-2025 Strategic Plan, and directly translate into tangible benefits for our TWN, fostering social, cultural, and educational excellence. We are proud to share the stories of progress and the collective efforts that have enriched our community and laid stronger foundations for future generations.

High-Level Impact and Key Achievements

Our work over the past year has significantly advanced the Tsleil-Waututh Nation's Strategic Pillars, particularly in Education and Training and Culture, Language, and Traditions. A cornerstone of our success has been siʔámθət School actively empowering students and cultivating a learning environment deeply rooted in our culture and values.

The school achieved a 100% Graduation rate for all Grade 12 students receiving Dogwood Diplomas, including graduating students with Honours designations. Our school alumni are now working as part of TWN Cultural team, Treaty, Lands

and Resources Department, our school, and pursuing other meaningful career pathways. Furthermore, our Kindergarten to Grade 7 students' performance in standardized literacy and math testing surpassed National averages and significantly exceeded those of other First Nations Schools. This highlights how our innovative educational approach is actively supporting our students' success, now and in the future.

Educational Excellence in Teaching and Learning

We continued to enhance our educational programs and student experience by offering comprehensive academic programming that not only covers the BC curriculum but also prepares students for successful lives. Our student-centred approach ensured progressive student success, supported by outstanding student-to-educator ratios and a team of highly qualified teachers and dedicated education support staff, including Indigenous Support Workers who are all TWN community members and Education Assistants. Our school focuses on building strong literacy and math skills during the elementary years, providing additional learning support for all JK-12 students where needed through our Specialized Education Program.

A strong emphasis on experiential learning was evident through regular land-based learning and community partnerships with departments like TLR, Health and Wellness, Community Development, and Economic Development. We also provided unparalleled learning opportunities

through weekly field trips, establishing one of the best Outdoor Experiential Education Programs among public and independent schools in Canada.

“Our students are learning and living our culture to become the leaders who will carry our Nation forward.”

– Cassandra Smith

Cultural Immersion and Capacity Building

Our school’s Cultural Coordinator played an essential role in teaching and coordinating cultural capacity building within the school. Tsleil-Waututh culture was practiced daily during our whole school morning circle, fostering a deep connection to our heritage. The hə́ŋqəmiḥəm language and cultural classes were taught to students from K4 through 12 on a weekly basis. Students engaged in learning hə́ŋqəmiḥəm through songs, games, and interactive activities.

Students also continued to learn weaving, sewing, and regalia-making. Knowledge Keepers, including Carleen Thomas, Cassandra Smith, William George Thomas, Robert George Sr., Guy George, Sam George, Les George, and others, shared cultural knowledge and practices to continue and strengthen TWN culture.

Nicole George and Barb O’Neill led the textiles program, which was a huge success with students who were fully engaged and proud of their creations. Caitlin Aleck and Claudette George led food sovereignty throughout the year. Michael, Michelle, and Mark George facilitated land-based learning, while Terry Francis led harvesting and jewellery making. Keri-lee Whitebear also taught classes traditional art forms, including making dream catchers and beading.

Our cultural immersion programming included extensive land-based learning, with students working directly with the Nation’s Treaty, Lands, and Resources and Garden teams. This included hands-on food sovereignty experiences such as planting in the school garden, harvesting and preparing traditional teas, cooking with garden produce, and learning traditional methods of harvesting and preserving seafood and other natural resources, including canning elk and fish, filleting salmon, and smoking salmon.





2024 si?ámθet School acknowledging National Truth and Reconciliation Day

Students also learned about the stewardship of the territory through activities like building birdhouses on the mudflats and participating in clam bed stewardship. This program is actively developing cultural capacity within the Nation and nurturing future leaders, with students alongside community cultural leaders representing Tsleil-Waututh Nation at local and international levels, including hosting royalty and participating in high-profile events.

A significant highlight was the cultural artwork of 13-year-old səliłwətał artist Kadence Lánahmats George being featured in the Pink Shirt Day design, and several students' participation in a CBC special for the National Day for Truth and Reconciliation in Ottawa.

Empowering Future Leaders and Economic Stability

Our school specializes in career preparation, nurturing cultural practices and leadership from K4 onwards. We teach essential life skills, including food preparation and healthy nutrition, and offer diverse career training opportunities. This included the Indigenous Law Program for students in grades 6 to 12 through the Indigenous Youth Outreach Program by the Level Justice organization, as well as the Indigenous Finance and Entrepreneurship Program, in collaboration with Junior Achievement BC, and Dennis Thomas and the UBC Sauder School of Business.



NƏCƏMAT
ONE HEART, ONE MIND

Artwork selected for
Pink Shirt Day 2025



Congratulations
Kadence Lánahmats George!

Kadence George - Youngest artist to win the Pink Shirt Day artwork selection



siʔámθet School Cultural Celebration and Awards Ceremony



Talia Guss - On the land learning and fileting salmon for the community smoker



Paddling with Takaya Tours



Equestrian Program



Our students at the Court House as part of the Indigenous Law Program



Cheakamus Cultural Outdoor School

We also offered year-round co-op and work experience for students 15 and older, alongside certificate training courses such as Backcountry First Aid, Food Safe, Open Water Kayaking, and Climbing Belaying. High school students regularly participated in programs at Post-Secondary Institutions to foster connections and possible enrolment. We are proud that our alumni have work experience, training, certificates, and connections to advance them in their lives post-graduation.



First Aid Training

Financially, the school operates solely on its own-source revenues, has continued to be successful in applying for major grants, and has diligently followed through on all reporting requirements to ensure accountability and access to future funding opportunities. This fiscal prudence ensures the sustainability of our impactful programs. We are committed to retaining long-term, dedicated, and highly qualified staff who are members of the Tsleil-Waututh community, Indigenous, or allies. All staff are provided with professional development funding and opportunities, including participation in trauma-informed teaching and the provincial First Nations School Association Conferences.

Tsleil-Waututh Nation Child and Development Centre (TWN Daycare)

In 2024, our səliłwətał (Tsleil-Waututh Nation) Child and Development Centre (TWN Daycare) continued to serve as a nurturing and culturally rich environment for the community's young children, ranging from infants to preschool-age (0-5 years). The main purpose of the program is to provide high-quality early childhood education that supports the development of children in alignment with səliłwətał values, traditions, and language.

The Daycare continued to offer a safe and supportive space where children could learn, grow, and develop critical social, cognitive, and emotional skills. The program emphasized Indigenous teachings, with a focus on connecting children to Tsleil-Waututh culture through storytelling, traditional songs, and learning about the land, plants, and animals important to the community.

Cultural Integration and Language Revitalization:

- Incorporated Tsleil-Waututh language and traditions into daily activities;
- Hosted cultural workshops and storytelling sessions with Knowledge Keepers and Elders.

Enhanced Family Engagement:

Strengthened partnerships with families through parent group and cultural events.

Early Childhood Development: Better supported each child's development, enhancing cognitive, emotional, and social growth alongside a consultant or behavioural interventionist for the Nation. Strengthened children with special needs, ensuring inclusivity and help for teachers.

Playground Renovation: Renovated the Daycare playground with a grant from MSP Society.

BCACCS Needs Assessment Project: Participated in the BC Aboriginal Child Care Society (BCACCS) needs assessment to address the specific needs of Indigenous children and families in early childhood education.

Online App for daycare: Launched the Brightwheel app for parents and guardians.

Curriculum and Professional Development: Updated the curriculum to reflect Tsleil-Waututh teachings and provided ongoing cultural competency training for staff.

Community Partnerships: Built collaborations within the Nation and engaged the community in program development.

Infrastructure Development: Explored expansion of the Daycare and sustainable design to accommodate growing needs.

Some of the key activities we pursued this past year include:

- **Physical Literacy:** Weekly coach at the TWN Gym for sports and movement with the children twice a week for an hour.
- **Music program:** Weekly music teacher for songs, instruments and circle with the children for 30 minutes.



- **Halloween celebration:** Visited the TWN community garden for activities and pumpkins. We also had pumpkin carvings in our classrooms.
- **Orange Shirt Day (Truth and Reconciliation):** Encouraged children to participate in activities that raise awareness about the legacy of residential schools. Children and staff wore orange shirts to symbolize solidarity with Survivors, and activities included storytelling.
- **Holiday Party:** This gathering brought Daycare families together for a festive celebration with fun activities, food, and community spirit. Children enjoyed holiday crafts, games, and a visit from Santa, who handed out treats and small gifts.
- **Knowledge Keeper (Les George):** Les shared traditional drumming and songs with the children on Fridays, creating a deep connection to our cultural heritage. Through drumming, dancing and storytelling, Les taught the children about the importance of music and tradition in our community, fostering respect for Indigenous practices and helping to keep our culture alive for future generations.
- **Presentation from North Shore Black Bear Society:** The presentation highlighted both community safety and the importance of Indigenous teachings around wildlife. The children learned safety tips for living and playing in North Vancouver, such as securing food, recognizing bear signs, and how to stay safe during outdoor activities.

Orange Shirt Day

Daycare Park

Les George

- **Parent Group with Sima:** These bi-weekly Aboriginal Infant Development Program (AIDP) sessions saw families gathering to share a meal, building connections over food while discussing child development, Indigenous parenting practices, and family support. Childminding was provided, allowing parents to engage fully in the discussions and activities. These sessions offered a supportive environment where parents could share experiences, learn together, and receive practical guidance.

Program Outcomes and Impact:

Participant Numbers: Children enrolled (98% capacity), with 75% of children being Indigenous.

Cultural and Language Integration: 100% of children participated in Tsleil-Waututh language and cultural learning every Friday.

Community Support: Contributed funds from the Daycare's budget to support the Tsleil-Waututh Food Pantry, helping provide essential supplies to TWN families and Members.

Parent Engagement: Hosted bi-weekly parent group sessions, focusing on parenting support, cultural teachings, and community building, strengthening the relationship between families and the Daycare.



Cultural Team

The Cultural team continued to provide Tsleil-Waututh cultural programming for community, ranging from Daycare children to Elders. We ensured protocol and proper representation for Tsleil-Waututh, both in community and externally and acted as a collaborative cultural hub for the community and the Nation to utilize.

Our primary initiative this past year was to bring programming to the community to practice our səliłwətał culture without feeling pressure, as many Members have voiced in previous surveys. We listened to the community and diversified our cultural programming to better suit varying level of commitment and interaction. Our Wednesday group has been a solution to this concern and brings varying arts and crafts and low-intensity social interaction that is solely based on Members' interest levels.

Our strategic goal this past year was to focus on protocol both within community events and external events.

This past year we participated in the Invictus Games, the Juno Awards, and initial FIFA World Cup 26™ events in Vancouver, have seen our community, particularly our youth, flourish at these special events.

Some highlights include:

- **Cedar harvesting** with our siʔámθəł School and the Community Garden group, in collaboration with TLR and Recreation;
- **Devil's Club** with the school was a standout in cultural programming;
- **Invictus Games:** Four youth ambassadors and four adult drummers participated in the opening ceremony. Youth additionally represented TWN in the medal ceremonies handing out medals to the winners and one youth represented TWN in the closing ceremony. Both ceremonies were in front of a live stadium audience as well as broadcasted to a global audience;
- **Juno Awards:** We worked with both youth and leadership in ensuring our protocol was well-represented at the Junos, as they hosted the show on our traditional lands;
- **Wednesday Groups:** We had 6-8 people rotating and participating in a variety of activities: lanyards, wool, homemade guacamole to diversify the social life. Members grew cultural confidence and the group had a positive impact on community inclusion;

TWN representation at the JUNO Awards



- **Canucks Youth Day:** Youth spent the day and night game at Rogers Arena.

This work was done in conjunction with Communications, Relationships, and Youth teams at the Nation. This has served an impact on our previous goals

of collaborative work in bringing culture to the tables and planning committees, ensuring not only protocol is followed but that our community is well taken care of and included in these major opportunities.

Community Social Work Program

The Community Social Worker plays a vital role in delivering prevention, intervention, and advocacy services to Nation Members, particularly in areas related to family wellbeing and child safety. Throughout 2024, the Social Work program continued to respond to the needs of individuals and families, emphasizing early support and proactive engagement before Ministry of Children and Family Development (MCFD) involvement becomes necessary.

The Social Worker offered a wide range of culturally sensitive and trauma-informed services, including:

- Prevention and intervention support for individuals and families;
- Advocacy and navigation support for those involved with MCFD;
- Solution-focused counseling and family mediation facilitation;
- Development of a Parent Support Group, to foster peer connection and family empowerment;
- Response to community-initiated requests for help, referrals, or resources.

A strong focus was placed on encouraging families to seek support early, creating space for healing and stability without the need for external intervention.





Food Pantry

The TWN Food Pantry continued to play a crucial role in addressing food insecurity and supporting community wellness. In 2024, the Food Pantry provided direct access to nutritious, culturally appropriate, and shelf-stable food items for TWN community members facing economic hardship. The program operated with a strong focus on dignity, accessibility, and connection.

The Food Pantry is grounded in a community care approach, with core goals that include:

- Providing weekly food support to individuals and families in need;
- Reducing barriers to healthy eating by offering reliable access to nutritious staples;
- Promoting dignity and respect in how food is distributed, avoiding stigma;



- Supporting overall wellness by ensuring essential groceries are available on a consistent basis;
- Encouraging community connection through a welcoming, non-judgmental environment.

By fostering these principles, the program not only met immediate needs but also strengthened relationships within the community and enhanced the wellbeing of TWN Members.



Income Assistance

The Income Assistance (IA) program supports vulnerable Tsleil-Waututh community members with financial support for their daily living expenses such as rent, utility bills, and a personal basic needs allowance.

The IA program is funded by Indigenous Services Canada (ISC). All decisions made are based on ISC Policy and Procedures, ensuring fair, unbiased, and equal treatment for all applicants and recipients.

IA also advocates on the recipient's behalf, when needed, interdepartmentally or with external parties, such as BC Hydro, North Vancouver Recreation, BC Aboriginal Network on Disability Society (BCANDS), and others to assist and ensure they are receiving the care and consideration they need.

IA strives to ensure all recipients are receiving any and all supports they need to be independent and successful in managing their affairs. IA supports employable recipients to be successful with acquiring job skills and employment. IA also supports recipients to pursue higher education and to be happy, healthy, and successful in all areas of their lives.

We continued to support the Nation's most vulnerable members to live with financial stability and to connect them with any skills or programs that will help them live their most healthy and successful lives. We supported those individuals in the program to acquire skills and knowledge to gain employable skills and find a job to become completely self-sufficient.

Key activities include:

- In 2024, the IA Program provided IA clients with extra funds through the distribution of grocery gift cards. This was funded by ISC in their delivery of inflation money to the program however unfortunately, this funding has now been terminated and ISC will no longer be providing this funding to support the continued need for grocery support;
- Ongoing monthly financial support to the approved IA Recipients every month. IA recipients who have been approved and who complete a Monthly Declaration Form asking for financial assistance received a payment on the last Wednesday of the month;
- IA proudly saw some of the IA recipients become employed and move on to be financially independent living successful lives. The program usually supports anywhere from 45-55 recipients, depending on the needs of the recipients approved for funding;
- Connected and advocated for recipients to other departments to assist in providing or acquiring health supports, housing support, skill, and educational supports. IA was also able to advocate for IA recipients to BC Hydro, connecting them to emergency funding, and to BCANDS, to ensure recipients are receiving the care and funding they need. With Jordans Principle, we ensured IA recipients have access to activities in North Vancouver Recreation centres that contribute to their overall health and wellbeing.

Life Skills Support

Our program supports all age groups, from our TWN Daycare to our Elders, to address their needs for information or support for basic life skills, towards the goal of healthy independence. We also provide programs to help learn life skills such as nutritious foods, meals, writing documents, and more.

Several key activities this past year included supporting our TWN School and bringing 16 students on a UBC field trip.

We visited the Museum of Anthropology and marveled at beautiful art from our Ancestors. After a healthy lunch, our students met with future educators to discuss facing racism in our schools and we connected with Dr. Melanie Nelson, a psychiatrist who can evaluate and help our children. We also connected with Van Dusen Gardens in regards to creating a space for us in their gardens.

Home Instruction of Parents of Preschool Youngsters (H.I.P.P.Y) Program

The Home Instruction of Parents of Preschool Youngsters (H.I.P.P.Y) Program helps families with children ages 2-5. This past year, staff visited families with curriculum and books, as well as supplied them with everything they need to complete the curriculum. We showed them how the program is delivered to the child, as this will help the parent be the child's first teacher, which will help the child know they can always go to them for help with work and life.

Staff brought Tsleil-Waututh culture and other First Nations' activities into the program as well. We incorporated three First Nations books into each age groups. We also brought in Tsleil-Waututh Elders during group meetings as well as parents and special guests to teach. We had group outings to places rich with culture.

We've observed the program's impact on the families long after completion.

The goal is always supporting the families in the Tsleil-Waututh community and to make staff available to support them through the Community Development Department. Another goal is visiting the homes of new parents, continuing with ages 4 and 5, and hosting monthly group meetings.

The HIPPY program outcomes are different with each family. We reached many mothers this past year. There is a difference in the level of confidence in some of the parents from the first visit to the last, and we have many parents repeating the program as they find value in it.

TWN Skills Centre

In 2024, the Tsleil-Waututh Nation (TWN) Skills Centre continued to serve as a key resource for employment readiness and training support for all Aboriginal Peoples. Located off-reserve at 817 West 1st Street near the North Shore Auto Mall, the Centre has played a vital role in empowering community members by improving access to education, skill development, and job opportunities. The Centre provided a wide range of supports tailored to individual training and employment goals:

- **Intake and Job Coaching:** Clients received one-on-one guidance through intake interviews, resume and cover letter development, job search assistance, and referrals to external programs or opportunities.
- **Tuition Support:** The Centre funded tuition of up to \$5,000 per year per client for post-secondary education at public institutions, with a processing window of 4 to 6 weeks before program start dates.
- **Driving Lesson Support:**
 - For youth aged 15 to 18, support was offered for licensing from L to N.
 - For individuals 18 and older, driving lessons were funded when a job letter confirmed that a driver's license was a requirement for employment.

- **Work Gear Assistance:** Clients starting new employment could access support for essential work gear. A letter of employment (with start date and first pay date) and a list of required gear were needed. Receipts were required for reimbursement through the Skills Centre.

The Skills Centre operates with a small, dedicated team:

- The Receptionist manages the front desk and supports both the team and clients;
- The Job Coach works directly with clients to assess needs, provide job readiness support, and help with program applications;
- The Employment Manager oversees funding relationships, researches additional grant opportunities, and plans new programs tailored to community needs.

This collaborative model supports the Centre's broader goal of empowering individuals through culturally informed services and practical support systems.



Economic Development Department

Director's Message

I am pleased to present this summary of the Economic Development Department's achievements for 2024 and our strategic priorities as we move into 2025. Over the past year, we have remained focused on advancing economic resilience and prosperity for səlilwətał (Tsleil-Waututh Nation), while navigating a complex and evolving economic landscape.

We continued to strengthen our relationships with port businesses, negotiating opportunities that generate long-term benefits for TWN, and leveraging industry partnerships to expand our influence across our traditional territory. Our work remains centered on building a sustainable and inclusive economy that reflects our values and vision.

In 2024, we proudly launched several more joint ventures with industry partners designed to employ TWN Members and deliver shared value to the community. These partnerships are not only driving revenue but are helping to lay the groundwork for long-term capacity building and economic independence.

We continued to play a central role in negotiating TWN's involvement in major projects occurring within our traditional territory. This included negotiating Impact Benefit Agreements that ensures the community receives direct, tangible benefits from projects impacting our lands and waters.

Following community direction, we closed the Takaya Golf Centre and began early-stage development of a community soccer field on the site—an important step toward realizing new community-driven land use priorities.

The Real Estate land assets owned by our Nation continued to move forward with the land entitlement process in their respective municipalities. The journey through this process has been lengthy but the efforts will reap rewards for our community long into the future.

Our economic development efforts throughout TWN territory underscore that our Nation continues to live on, use, and benefit from our lands. Through work with industry, we demonstrate our enduring connection to and stewardship of our territory—economically, culturally, and environmentally.

We also continue to represent TWN at the MST Development Corporation table, working collaboratively to ensure that TWN's interests are strongly represented and that our Members receive the full range of benefits available through MST initiatives.

Looking ahead to 2025, we remain committed to building on these successes. With determination and

collaboration, we will continue to grow a thriving, self-sustaining economy that honours Tsleil-Waututh values, supports our people, and strengthens our Nation for generations to come.

Matt Thomas

Director, Economic Development

Industry Partnerships and Procurement Division

Industry partnerships remain a cornerstone of long-term economic sustainability for Tsleil-Waututh Nation. Through strong, strategic relationships, we continue to position TWN as an active participant in the economy of the Lower Mainland. These partnerships not only generate business and revenue but also reinforce our ongoing use and stewardship of our traditional lands—helping to demonstrate that we are still here, actively living on and using our territory to sustain ourselves.

The benefits of these partnerships are significant and wide-reaching. They provide employment and training opportunities for TWN Members, foster a strong sense of community pride,

and lay the groundwork for long-term relationships with industry that will benefit future generations. They also help raise our public profile, enhance our Nation's reputation in business as a national leader, and drive broader economic growth and business opportunities for TWN and our Members.

In addition, our team continued to lead in advancing Indigenous procurement policy at the federal, provincial, municipal, and private sector levels. By advocating for preference and priority for Indigenous businesses and entrepreneurs—off reserve—we are helping to open doors and ensure our people can fully participate in and benefit from the broader economy.

SPAL General Constructors

100%

owned by the
Tsleil-Waututh Nation

established in

2010

40+
projects



\$25,000+

in donations to
community initiatives

5

new partners
in Fiscal Year
2024-2025

56

Industry
Affiliated Partners



100+

direct job opportunities
created for TWN
2024-2025



\$2.3M

net income
2024-2025

with 30+

training opportunities

\$2.429M

revenues 2024-2025

4

industry
events held

12

industry events
attended

and 3

TWN Community
Members employed



Salish Seas 2024-25

33%

owned by the
Tsleil-Waututh Nation

4

TWN
Community
Members
employed

20

direct job
opportunities
created for TWN
2024-2025

\$325,000

net income 2024-2025

established in

2012

2

Industry
Affiliated
Partners

*(Musqueam and
Tla'amin Nations)*



Inlailawatash

100% owned by the
Tsleil-Waututh Nation

Est. 2004

\$1.6M

net income
2024-2025

\$41.4M

gross revenues
2024-2025

7

TWN
community
members
employed

52

employees

Business Highlights

- **Inlailawatash LP** grew staff numbers by 40% in 2024-25, including newly established HR, Accounting, Health and Safety and IT roles.
- **Inlailawatash LP** recorded its highest ever revenue, in large part due to contract work on the **FortisBC-Woodfibre Eagle Mountain Gas Pipeline Project**, but we also achieved record revenues in Archaeology and Vegetation Management.
- Inlailawatash carried out a small, but successful, harvest in the Woodlot in Fall 2024

Statement from Inlailawatash CEO

“2024-25 has been a year of growth, change, and tremendous hard work by all the staff. Inlailawatash LP has restructured its leadership roles, grown its staff across all business areas and has invested in administrative roles across the functions of HR, Accounting, Health and Safety and IT. Developing these core support functions is fundamental to supporting ongoing growth across the business areas.

There are growth opportunities across each of the business areas, and I am excited by the prospects over the coming years. I especially want to thank and congratulate all Inlailawatash staff for their hard work and dedication throughout a year of change.”

- **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 the TWN’s Membership 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.

2024-25 Results:

Major Project Agreements

***Net Income to TWN = \$2.37 million.**

- Woodfibre LNG/FortisBC Project.
 - In June 2023, TWN Council approved the Project Benefit Agreements associated with the Woodfibre LNG/FortisBC Project. The project consists of 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 2024-25, payments of \$702,000 were received by TWN.
- From the commencement of the project to March 31, 2025, TWN businesses (including Member-owned businesses) were successful in securing over \$82 million of contracting opportunities on the project.
- The TWN Major Project Negotiations team also advanced discussions on several active files with the Vancouver Fraser Port Authority, FortisBC (Tilbury LNG), Seaspan, Parkland, and Mt. Seymour Resort.



Attainable Housing Initiative signing event (right to left): Jason Forsyth, CAO Robert Bartlett, Councillor Deanna George and Sabah Darah.



Tsleil-Waututh Nation leadership celebrating the signing of the Attainable Housing Initiative with Musqueam, Squamish, the Province of BC, and the City of Vancouver.



TWN Nation leadership celebrating the signing of the FIFA World Cup 26™ MOU with Musqueam, Squamish, the Province of BC, and the City of Vancouver.

Strategic Lands and Special Projects (MST Protocol Working Group)

- In September 2024, the MST Nations concluded a monumental Attainable Housing Initiative (AHI) Agreement with the provincial government for the MST Heather Lands that will result in:
 - Approximately 2,600 homes sold at a 40% discount for MST Members and other qualified purchasers.
 - Over \$700 million in provincial funding to support the rollout of the project over the next ten years.
- In March 2025, the MST Special Projects Team finalized a Letter Agreement with the Province of BC related to FIFA World Cup 26™. The Letter Agreement triggered a \$5.0 million payment to the MST Nations (\$1.67 million each) as part of a first installment to a larger FIFA World Cup 26™ Legacy Agreement that will be finalized by the fall of 2025.
- TWN and the MST Working Group also advanced land transfer and partnerships discussions with the federal and provincial governments on several new significant properties.

Real Estate Holdings Division

The 2024-2025 fiscal year witnessed significant activity with the large-scale projects both on and off reserve, under the watchful eye of the TWN Economic Development Department. Notably, Phase 1 (109 units) of the Lupine Walk development on IR3 obtained an Occupancy Permit in January 2025 with Phase 2 (113 units) slated to be finished in summer 2025.

In late September 2024, Tsleil-Waututh Nation became 100% owners of the 45-acre statl̓w District located at 2420 and 2452 Dollarton Highway. These lands are currently in the process of being added to Reserve. Given the current downturn in the real estate market, the Master Plan development is being revisited to provide the ideal mix of residential and commercial uses to create a successful, economic driven community while displaying səliłwətał culture and values.

Also in 2024-2025, the projects in partnership with Musqueam, Squamish, and Canada Lands Corporation, after a decade of planning, have now experienced significant on-site activities. The Fairmont / Heather Lands project located between West 33rd Ave and West 37th Ave at Heather Street in Vancouver is underway with the demolition of existing buildings on the site.

In addition, construction began on a new flagship Heather Lands presentation centre. This project has also collaborated with the Province of British Columbia to address the housing affordability crisis in

the region by introducing the Attainable Housing Initiative (AHI). As of this report date, framework agreements were being drafted.

Notably, the City of Vancouver Council approved the Jericho Lands Development Plan. The Jericho Lands refers to an approximately 36-hectare site, which is bound by West 4th Avenue to the north, Highbury Street to the east, West 8th Avenue to the south, and West Point Grey Park (Trimble Park) and Queen Mary Elementary School to the west in Vancouver. The eastern portion of the site, known as Jericho Garrison, is 21 hectares. The Western portion, known as Jericho Hill, is 15 hectares. This site will develop over 13 million square feet of density with approximately 13,000 homes.

At Kwasen Village, a project in partnership with Musqueam and Aquilini Development Group and located at 3633 Willingdon Avenue, Burnaby, Phase 1 development launched sales activities on its 267 unit leasehold strata tower in May 2025. In addition, excavation of the parkade structure on Phase 1 commenced on March 2025.

These large multi-phase projects are all opportunities to create long-term own-source revenues for Tsleil-Waututh Nation. In addition, these MST projects will be providing opportunities to rebuild the Indigenous economy and create new spaces for MST Nations' cultural activities and celebrations.



Lupine Walk



Fairmont / Heather Lands



Jericho Lands



Kwasen Village



TWN Sports Field

Highlighted Achievements

Lupine Walk

- Phase 1 completed January 2025.
- Phase 2 projected June 2025 completion.

Fairmont / Heather Lands

- Demolition of existing buildings commenced late 2024.
- With Attainable Housing Initiative in partnership with the Province of BC, total density being sought is over 3.2 million square feet of density spread over 2,900 + homes.

Jericho Lands

- The City of Vancouver published a draft Official Development Plan for the site on February 6, 2025 for public engagement. The Plan outlined the provision of 13,000 new homes, 30 acres of park space and public open space, and will provide community amenities and infrastructure (childcare, parks, arts and cultural spaces, a community centre).

Kwasen Village

- Excavation of Phase 1 commenced March 2025.

TWN Sports Field

- A portion of the former Takaya Golf Centre site received a Building Permit in January 2025 to commence the construction of an all-weather sports field. This long-awaited sports field that will serve the TWN community and beyond is projected to be completed in early summer 2026.

Takaya Tours

100% owned by the
Tsleil-Waututh Nation

Est. 2000

\$411,841

revenue

Corporate, school,
international and
domestic tourism
groups of

10-120

4

industry
events
attended

4

TWN
Members
employed
part-time

17

job
opportunities
created
for TWN

In 2024, Takaya Tours, received the Naturally Tourism Business Award from Vancouver's North Shore Tourism Association for our exceptional water-based tours that share Tsleil-Waututh culture, history, and the natural beauty of the region. We were recognized for promoting sustainable tourism and offering authentic local experiences.

Purple Martin Restoration



Special Project:

Partnered with the Wild Bird Trust on the Purple Martin restoration at Maplewood Flats, contributing to conservation efforts.

Naturally Awards



Takaya Tours



Health and Wellness Department

Director's Message

As the Health and Wellness Director, it has been an honour to lead a dedicated team and serve the Tsleil-Waututh community this past year. *ćećawət leləm* "Helping House" has continued meeting the needs of Members and expand our services and programming, upholding a critical strategic pillar of the Nation: *yəxʷəθət* healing / untying the harm.

Our teams provide high quality and culturally-safe care and programming that foster health awareness, disease prevention, and healing, revitalize cultural knowledge, and promote holistic wellness and physical activity for all ages. We serve the community in the following key areas: Primary Care, Mental Wellness, Community Health – Public Health and Home and Community Care, Health Benefits and Medical Transportation, Indian Residential School Survivor (IRSS) Program, Community Recreation, Elders Program, and Food Sovereignty.

I'm proud of our Health and Wellness staff for continuing to focus on the development of program and service strategies and the implementation of action plans, guided by feedback from you, our Members. We are deeply thankful for the ongoing commitment of our primary care providers as well as our mental wellness team who

have provided trauma-informed, culturally-safe care to our community. We have addressed many challenges this past year, but we also saw many opportunities to improve our services by collaborating between our teams and leveraging critical resources from external providers, including Vancouver Coastal Health and North Shore Home and Community Care.

My hands are raised to our Residential School and Day School Survivors who informed us on how best we could honour their resiliency and continue to support healing journey. Our Health staff collaborated with the Engagement team in planning TWN's National Truth and Reconciliation Day community gathering, which served to celebrate, heal, grieve, and honour our Ancestors, those who have passed, and those who never came home.

We commit to listening and learning from our Members and will continue to strive to 'paddle together' to fulfill our vision of a healthy and well-educated community, guided by our spiritual, emotional, mental, and physical teachings, walking in our Indigenous-led education, and thriving in our cultural excellence.

Coreen Paul,
*Director, Health and Wellness
Department*

Primary Care

We continued this year to prioritize engagement with the Ministry of Health to ensure we recruit additional family physicians and nurse practitioners to provide primary care services to community members.

The Ministry has recognized the challenges we face in recruiting, and is willing to address this issue by way of financially incentivizing both recruitment and retention initiatives. They formally put forward a pilot program titled the “Indigenous Primary Care Incentives Program” to help urgently address our need for additional primary care providers.

Family Physician and Nurse

Practitioner: We remain deeply thankful for the ongoing commitment and dedication of our primary care providers who have worked tirelessly throughout the year to provide culturally safe, trauma-informed, and relationship-based care to our community members.

Wholistic Wellness Nurse: The first year of this new role in primary care has been focused on building trust, responding to a wide range of wellness needs, and walking alongside community members in a way that centres relationship, cultural safety, and self-determination. The role has supported individuals across the lifespan through system navigation, crisis response, home visits, advocacy during medical appointments, and bridging between services such as mental wellness, community safety,

treatment and more. It has also helped increase accessibility by offering low-barrier, outreach-based care that honours all aspects of wellness — spiritual, emotional, mental, and physical.

Naturopathic Physician: Incorporating a strength-based approach to health and wellness, the Naturopathic Physician continues to support community members to define wellness in terms of their individual and cultural perspectives, thereby harnessing both personal and collective strength for thriving health.

Elder and Traditional Healer: Endorsing the two-eyed seeing model, where allopathic medicine is provided alongside traditional Indigenous medicine, the presence of the Elder and Traditional Healer at the Helping House clinic in our Healing Space has allowed us to offer cultural support and spiritual care to community members before and after their appointments with the primary care providers.

Number of community members served by the primary care team:

- **Wholistic Wellness Nurse** – 50
- **Naturopathic Physician** – 78
- **Nurse Practitioner** – 157
- **Family Physician** – 107

Mental Wellness

This year, the Mental Wellness team expanded to include a Mental Wellness Manager, a Peer Support Lead, and an expanded Peer Support team to include many community peers and two Peer Support staff.

We ran Mind Medicine, a group to address anxiety and stress using acceptance and commitment therapy tools for youth ages 13 -18. We held a 12-week workshop series with Indigenous comedians as facilitators that led up to a finale performance night for community called “Laughter as Medicine.” We had community events for International Overdose Awareness Day, and Honouring Lives in which we welcomed Dr. Gabor Mate to our community while honouring those who have completed treatment in the past years.



Food is Medicine was a 4-workshop series that brought traditional plant and food knowledge to the community to aid mental health, physical health, and examine our relationships with food. The team implemented regular harm reduction pop-ups and training to further harm reduction and naloxone education and access. We held a community breakfast and then attended the Annual Missing and Murdered Indigenous Women, Girls, and 2SLGBTQI+ Memorial March as a community.



Our Peer Team introduced the Community Crisis Response Team and gathered volunteers. They also hosted two peer training initiatives for the Regional Peer Support Teams.

Additional Programming:

- **Men's Group Biweekly:** Father's Day BBQ Event-Drum Making and Poker Tournament;
- **Women's Group Biweekly:** MMIWG2S March and Mothers' Day Event, Ribbon Skirt Making;
- **Wellbriety Recovery Meeting Weekly;**
- **Peer Drop-In Weekly:** Wool Weaving, Formline Art Classes, Cooking, Beading Classes, Painting;
- **Poker and Paint Night** (Forgotten Middle Demographic) in collaboration with Events and Engagement.

Community Health

Our Community Health program includes Public Health and Home and Community Care services.

Home and Community Care

Our Home and Community Care program provided home support and professional nursing services to a total 47 Members, including 34 who needed long-term support.

Specifically, our programs provided wellness check-ins and chronic disease support, palliative symptom management, post-op and hospital discharge follow-up, wound care, mobility assistance, and home maker services. Our Home Care Nurse, on average, provided nursing support services for 30 clients each week. In addition, weekly, bi-weekly, and daily home support was provided to nine clients by our team of one full-time and two part-time Home Support Workers and the team from Home Instead, an external provider. The total cost for outsourced home care services with Home Instead was \$27,294.



Vaccinations at the TWN Gym.

The team collaborated with other Health and Wellness programs, in particular the Garden and the Elders group. Outside of the TWN Care team, collaboration was strengthened with external providers, including the Vancouver Coastal Health (VCH) Palliative Care Team, North Shore Home and Community Care, VCH Indigenous Patient Experience Team, and TWN's Occupational Therapist to ensure the ongoing housing renovations follow accessibility guidelines to allow Elders to age in their own homes.

Community Health

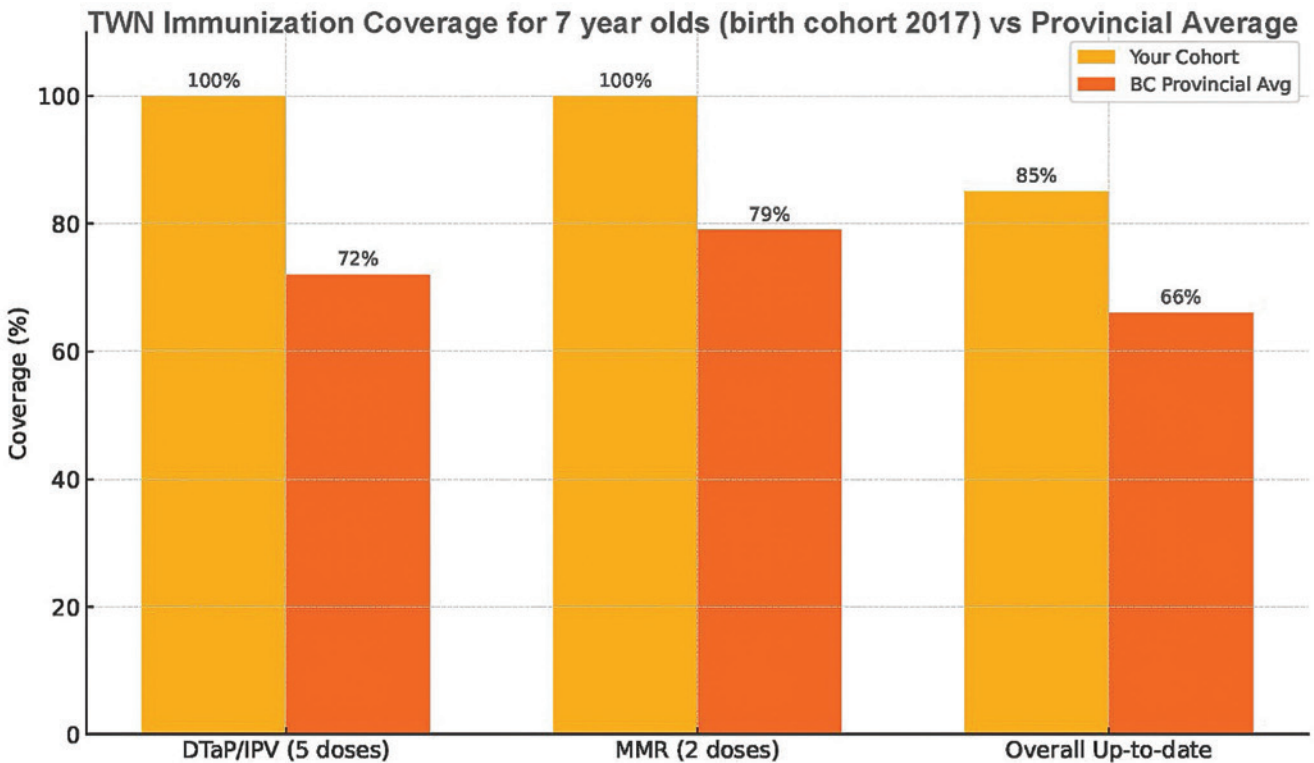
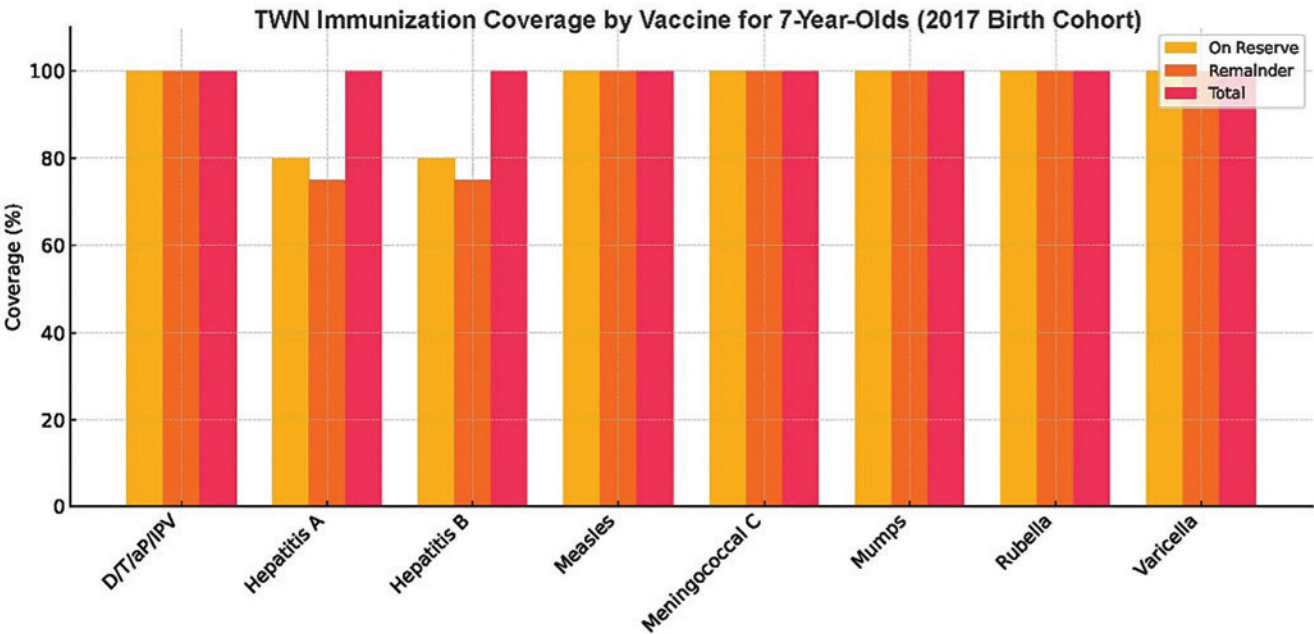
Community Health programming focuses on health promotion and disease prevention. We collaborated with VCH to provide seamless services. Once a week, a Public Health Nurse offered routine infant, child, and adult vaccinations at the Helping House. Vaccination rates for the 7-year-old cohort who seek health care at the Helping House are or above provincial level (see graph), and for the 2-year-old cohort, we are at an excellent 100% coverage.

With the rising rates of measles infections in BC and the rest of Canada, many adult community members, also checked in to ask if they needed protection. Six individuals received a booster. 13 Elders chose protection from Shingles with the Shingrix vaccine. During the 2024/25 respiratory season, 145 community members and staff received the Influenza vaccine and 108 were boosted with the latest Covid19 vaccine. In addition, the students at the si?ámθæt School received their Grade 6, 9, and catch-up vaccinations right at the school and the

TWN Daycare children benefited from early detection of and interventions for speech delays through a VCH Speech and Language therapist.

New this year was a child and parent drop-in series with the Public Health Nurse.

Immunizations



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

- Onsite 18 foot care clinics for Elders, people with Diabetes, and those experiencing difficulties with their feet (10-12 attendees per clinic);



- Quarterly onsite Diabetes and Nutrition clinics (5-6 clients per session);
- Onsite annual Mobile Mammography van (13 clients);
- Onsite Orthotics Clinic (3 clients);
- Better and Home Light Yard Work provided during growing season to 25 Elders;
- Bi-Annual Wellness Fair (100 attendees per fair);
- Assistance to protect Members' data following the First Nations Health Authority's cybersecurity incident.

Immunization clinics:

- Routine vaccinations for infants, children, and youth as well as adults and Elders by appointment at the *cécéwæt leləm* "Helping House";
- One mass COVID19 and influenza clinics provided in the fall;

"My spirits are lifted with the care I receive from you (Home Support Worker)"

– TWN Member

- Several "mini" clinics provided for those who missed dedicated flu and COVID19 clinics;
- Several drop-in Measles, Mumps, Rubella immunization opportunities;
- After-hour immunizations as required.



Health Benefits and Medical Transportation

The medical transportation program facilitated 176 trips to specialist appointments at a total cost of \$9,289 for North Shore Taxi and Translink, excluding trips with our TWN driver.

Health Benefits provided over 300 Members with medication, vitamins, nutritional supplements, and medical

supplies, and equipment for a total cost of \$18,867. In addition, the program supported eight Members with fall detection for a total of \$2,878. The program also supported the vision needs of five Members for a total of \$964 and the dental needs of five Members for a total of \$1,466.

Indian Residential School Survivor (IRSS) Program

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

With care, the staff have supported 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 met monthly and included TWN staff, Members, and Elders. In February 2025, the Committee convened a facilitated two-day planning work session, resulting in updating the Committee's mandate and the priorities, direction, values, and initiatives for the next five or more years, including a draft Four Pillars Community Plan.

The Four Pillars Community Plan outlines programs and traditional activities associated with the Band Reparations Class Action Settlement that focus on the revival and protection of Indigenous Language and Culture; protection and promotion of Heritage; and Wellness for Indigenous Communities and People, which support our Nation's strategic vision. The Four Pillars Plan Survey was designed to help inform the Community Plan. From May 2024 to January 2025, the survey was distributed online, and in-person including at the Wellness Fair, Peer Drop-In, Wellbriety Group, and the Elders Gathering. 70 members completed the survey.

The Residential School Survivor Memorial Garden is an important spiritual and land-based healing project for *səlilwətəl* to heal from the intergenerational harm that continues to impact the community through being forced to attend residential schools. In May 2024, a Request for Proposals for the Residential School Survivors Memorial Garden Feasibility Study was posted for public bid.

MODUS Planning, Design and Engagement Inc. was selected to lead the development of a culturally sensitive approach to complete a Feasibility Report, Conceptual Plan, and Class D Cost Estimate for a Residential School Survivor Memorial Garden, at a site central to the community.

The National Truth and Reconciliation Day was held on September 27, 2024, and offered an opportunity for the community to come together in a positive way to celebrate, honour, heal, grieve, remember, and imagine a future together. This event was intended to hold up and honour our Ancestors, those who have passed, and those who never came home.

The day included a ceremony, walk, and traditional feast. At the gathering, the community honoured Indigenous leaders who have carried the heavy work of reparations over the years to bring the Band Reparations Class Action lawsuit to settlement, in support of Survivors.

Ten “Honouring Our Survivors” orange banners were installed on light poles on a central street in the community and along Dollarton Highway for community members and the broader public, honouring Residential and Day School Survivors, raising awareness, and encouraging dialogue and action.

IRSS staff continued to connect with communities and working groups across the province, sharing methods, programs, resources and learnings for the benefit of səlilwətał Survivors and families.



Community Recreation

Recreation is committed to building a strong, connected, and self-sustaining Tsleil-Waututh Nation by offering community-informed programs that promote cultural identity, wellness, and physical activity for all ages. Guided by the motto “We get it done together,” the team supports long-term health through inclusive recreation opportunities that strengthen ties to tradition, land, and community while helping prevent chronic illness.

The Elders Activity program recognizes Elders as the cultural foundation of the Nation, providing meaningful opportunities for connection, cultural engagement, and wellness. In 2024/2025, programming included workshops, land-based outings, and seasonal events that supported physical, emotional, and spiritual well-being. The program remains dedicated to honouring Elders’ wisdom and ensuring they feel respected, supported, and valued within the community.

Elders Programming:

This year, our Elders took part in a wide range of enriching activities that supported wellness, cultural connection, and community engagement. The highlights include:

- Arts and crafts, karaoke night, and an Elders Engagement Session and Bingo for fun and social connection;
- Health and Wellness Fair attendance, Elders Chair Yoga, Aqua Fit, and haircuts to support physical and mental wellbeing;

- Cultural and land-based outings such as blueberry picking at Tanoa Farm, sage and traditional medicine harvesting in Merritt, and a təmtəmíxwtən (Belcarra Regional Park) nature trip;
- Special events like the Cirque du Soleil, Craft Fair, BC Lions Game, Utah vs. Canucks hockey game, and Semiahmoo Days Sea Festival;
- Seasonal celebrations including the Elders Christmas Lunch, Christmas Dinner, and Winter Lunch;
- Educational and cultural experiences like the Indigenous Education and Vancouver School Board invitation at the Museum of Anthropology, the Native Education College Honouring Feast and Gala, and a trip to the Lummi Canoe Races;
- Plus, engaging excursions to Squamish, Trader Joe’s, and the Invictus Games that brought joy, exploration, and lasting memories.





Elders Port Hardy Trip:

- From April 11 to 13, Elders took part in a memorable trip to Port Hardy, enjoying time together while exploring the natural beauty and cultural richness of the region. The journey offered a meaningful opportunity for connection, reflection, and shared experiences.

Elders Kamloopa Powwow Trip:

- Elders attended the 2024 Kamloopa Powwow, one of the largest Indigenous cultural celebrations in Western Canada. The trip provided an opportunity to witness vibrant dance, song, and ceremony, while strengthening cultural pride, community connection, and inter-Nation relationships.



Elders Alaska Trip:

- Elders embarked on a memorable journey to Alaska in 2024, reconnecting with the land and each other through cultural exploration, sightseeing, and shared experiences. The trip fostered community, reflection, and joy—celebrating the wisdom and stories of our Elders in a setting rich with natural beauty and Indigenous history.

Elders' Boat Trip to tæmtæmíxwtæn:

- On June 4, community members enjoyed a meaningful outing to view the Welcome Poles, followed by a shared lunch and a scenic boat ride from Whey-ah-Wichen and back. The day offered a chance to connect with culture, land, and each other while honouring Tsleil-Waututh traditions on the water.





Yoga, bingo, bannock, and tea



2024 Summer Camp



Soccer training



Recreation Areas of focus and highlights:

Breakfast Club:

- Our chef, John Lessard, prepared nutritious meals daily for youth and their parents, ensuring they are well-fueled and ready for the school day and work ahead.

Elders Yoga, Bingo, Bannock, and Tea:

- The Recreation and Gardening teams collaborated to create a program where Elders can enjoy the outdoors, participate in gentle yoga, and engage in social activities such as conversation, bingo, and shared meals. This initiative fosters both physical wellness and community connection in a relaxed, welcoming setting.

2024 Summer Camp:

- The Recreation team was proud to run the 2024 Summer Camp, creating a safe, fun, and engaging space for children to enjoy the outdoors and build lasting memories within the Tsleil-Waututh Nation. Campers took part in a wide range of exciting activities, including horseback riding, zoo visits, fencing lessons, a trip to the Vancouver Aquarium, and more. Whether exploring nature or trying something new, the youth had an unforgettable summer filled with laughter, learning, and sunshine.

Soccer Training:

- The Recreation team understands the significance of soccer within the community and wants to foster growth in Members' abilities to play games and win competitions. Therefore, we have provided many opportunities to train for soccer matches in the community and out on a field.

Youth Programming:

- Our programs offered an exciting and diverse mix of activities for all interests and age groups, including:

Category	Program/Activity	Target Age/Group
Sports and Physical Activities	Boxing with Griffins Boxing	Ages 7+
	Soccer Training	All Ages
	Basketball Clinic / Co-ed Basketball	Ages 10+ / Ages 16+
	Fencing with Dynamo Fencing	Ages 5–18
	Smash Tennis	Ages 7–12 / Ages 13+
	Pickleball	All Ages
	Multi-sport with Private Coaching Co.	Ages 5–12
	Rock Climbing at The Hive	Ages 7+
	Gymnastics with Flicka Gymnastics	Ages 5–8
	Jiu-jitsu	Ages 5–12 / 13+
	Pow-Wow Dancing	All Ages
	Swimming Lessons at Ron Andrews	All Ages
	Roller Skating	All Ages
	Adult Fitness Bootcamp	Adults
	Weight Room Orientation	Ages 13–15
	Physical Literacy Program with Private Coaching Co.	TWN Daycare
Creative and Performing Arts	Arts and Crafts	Ages 4–11
	Graffiti Art	All Ages
	Music Classes	Ages 3–7
	Stop-motion Animation with Cinematheque	Ages 7+
	Hip Hop Classes	Ages 5–12
STEM and Educational Programs	Dr. Froggo Science Experiments	Youth
	UBC Geering Up Science Workshops	Ages 5–18
	Sea Smart Marine Education	Youth
	Chess with Chess Canada	Ages 7+
Youth and Family Programs	Kids and Coffee	Ages 6 mo – 3 yrs with Parent Participation
	Babysitting Course	Youth
	Breakfast Club	Youth and Families
	Movie Night	Ages 5–8/ 9–12 / 13–18
	Bowling	All Ages
	Arcades	Ages 5–8/ 9–12 / 13–18

Other Programs:

- **Coed B Ball:** The Recreation team continued to support wellness and community connection by offering Thursday Night Basketball for adult TWN Members. These weekly games provided a fun, active space for participants to unwind, build camaraderie, and enjoy playing basketball together within the community.
- **Adult Fitness Bootcamps:** Private coaching for Members who are interested and is facilitated by four coaches: Brain C. Allen, Kristian Stevens, Nicole George, and Kurtis Walford.
- **Indigenous Youth Flag Football:** The Recreation team proudly partnered with the BC Lions, Musqueam Indian Band, and the Raiders to deliver a Football Fundamentals Program for youth. This exciting collaboration introduced participants to the basics of football in a fun, inclusive, and supportive environment—fostering teamwork, confidence, and physical literacy through sport.
- **PNE Fair for Youth and Elders:** Reserved tickets with the PNE for entertainment nights to community members on four dates in August.
- **Open Gym:** Provided youth 13+ a safe space to enjoy the night and play within the gym with activities facilitated by a TWN Youth Worker.
- **All Staff Yoga:** Provided staff the ability to loosen up and take a break from work every Tuesday (Jan 28 – Apr 20) and enjoy yoga provided by instructor Maya Chang.



Food Sovereignty

The Food Sovereignty program continues to be rooted in our guiding vision: to grow, gather, preserve, and prepare foods that are healthy, respectful of our traditional practices, and in harmony with Mother Earth. Through this work, we strive to build a stronger, healthier community and deepen our connections to the land, our culture, and each other.

This year marked significant growth and success for our program:

Hydroponic Expansion:

- We proudly installed a 40-foot hydroponic container, which now produces up to 250 heads of lettuce and over 50 cucumbers weekly.
- This milestone has made Tsleil-Waututh Nation officially self-reliant on salad greens year-round.

Greenhouse Productivity:

- Our greenhouses provide community access to tomatoes and cucumbers for three months of the year, further supporting local food security.

Community Engagement:

- We hosted many food sovereignty community workshops and seasonal events, including a pumpkin patch, Elders' social dinners, community BBQ, native plant giveaways, medicines workshops, spring and summer plant give aways, and more.
- We partnered with TLR to host community salmon smoke and deer butchering workshops, continuing traditional food preparation methods.



- We partnered with the TWN School and the Daycare to provide hands-on garden experiences for all students throughout the year, including an internship program for high school students.

Infrastructure Enhancements:

- Installed five new self-watering garden beds at the school to support year-round growing and learning opportunities.

Through these initiatives, we not only increased food access but also revitalized cultural knowledge, engaging all generations in land-based learning, and strengthening our collective wellbeing.





Public Works Department

Director's Message

The Public Works Department works hard to ensure that the TWN reserve community has safe, healthy, accessible, and affordable housing; and well-maintained community assets. The Department leads land use and asset management planning, infrastructure management (including roads, pipes etc.), implementation of capital projects, permit application reviews, membership services, facilities operations and maintenance, climate action, and energy management. Our aim is to deliver cost effective, quality and affordable services to community in a way that promotes community and environmental health.

The Department is guided by the TWN Land Code (2007), Comprehensive Community Plan, Land Use Plan Law (2019), ʔəxʔixəltəl 2022-2025 Strategic Plan, and a variety of TWN plans and bylaws related to lands, building, capital assets, climate action and energy management.

Services include:

- Keeping a record of the TWN 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, as well as mentoring / succession planning through the Membership program;
- Maintaining an inventory of TWN assets and coordinates civic capital project planning and construction as part of the asset management program;
- Keeping TWN facility buildings (inside and outside) in good working order; maintaining TWN parks, roads and grounds; and coordinating TWN waste collection services through TWN Facilities and Operations staff;
- Coordinating and managing TWN non-profit and social housing, including collecting rents, making repairs, and planning for new TWN community homes;
- Managing infrastructure for the community and planning and developing roads and services such as water, sanitary, storm, hydro, telephone, and gas for new developments;
- Promoting community climate adaptation and resilience, community energy and emissions management, developing and reviewing community and climate

action 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;

- Land use planning, on-reserve development, permitting, policy reviewing and writing, implementing and enforcing TWN laws, developing policies and processes and collaborating with other departments on TWN reserve land projects.

In addition to moving forward on numerous projects, the Department welcomed several key staff in the following roles:

- Climate Action Intern
- Maintenance Worker
- Maintenance and Facilities Worker
- Maintenance and Facilities Worker
- Building Official
- Housing, Administrative Assistant
- Housing Manager

Melissa Fahey,
Director, Public Works Department

Membership Data Management

The TWN Membership Data Management role is ongoing and has dual responsibilities. One is for Membership which includes managing requests for both on reserve and off reserve Members, working with various staff Members on building their knowledge of our Tsleil-Waututh family tree, tracking population age groups, coordinating group vote / profit share and Health and Wellness grants.

The second role is the Indian Registry Administrator, which references the paper laminate cards, and completes monthly reporting and yearly statistics of the on reserve population. This role receives a per capita funding from Indigenous Services Canada.



Facilities and Operations

The Facilities and Operations team plays a vital role in coordinating the ongoing repair and maintenance of TWN facility buildings and grounds. Sample work activities for this fiscal include:

- Coordinated roofing repairs and mechanical system optimization for the TWN Administration Health and Wellness Building;
- Maintained TWN roads, parks, and grounds;
- Coordinated TWN waste collection services;
- Installed bear proof structures and fencing around garbage bins; and,
- Coordinated installation of new cladding on the TWN Administration and Health and Wellness Building to improve longevity and to reduce maintenance costs.

Housing: Building Safe and Healthy Homes

In the past fiscal year, the Public Works Department has made significant strides in improving community housing. Our Home Renovation Program, which began in 2021, has prioritized making homes safe and healthy for our Members. We have implemented a robust permit process to ensure all renovations meet the BC Building Code standards.

As of the end of March 2025, the Housing team successfully completed eight full home renovations, meeting our target for the year. Other homes have received various repairs, renovations, and energy efficiency retrofits to address specific housing needs. The positive impact of these renovations is clearly visible in the community, and there's no greater achievement than seeing our Members satisfied with the services they've received.

Our Housing team is proactively working to learn lessons and develop new ideas to make these achievements more efficient and provide even better-quality services to our Members. While we are proud of our accomplishments, we continue to learn from TWN community feedback. Beyond renovations, our team is also actively involved in larger housing projects to address the community's needs. The Hwul'a'mut Housing Society Project is underway for a 50-unit apartment building. This project aims to provide much-needed affordable housing for our Members.

Lands Registry

Key activities completed for this fiscal include:

- Maintaining copies of sublease, mortgage, assignments or strata plans for community and leasehold housing;
- Registered new occupants for 110 units in Seymour Village Lupine Walk in Feb/ March 2025;
- Retained an additional Lands Officer to support the team workload.



2024-25 Lands Snapshot

**Making sure
Members' voices
are heard.**



Community
engagement
events

**Phone
calls**

to Elders
and Junior
Elders



**Focus
groups**

- Women's Group
- Land Tenure Working Group




Leaseholder
Town Hall



3
Surveys



**Supporting
Ongoing TWN
Initiatives**

74 permits issued

Including:

- **26** archaeology permits
- **13** building permits
- **10** plumbing permits
- **7** occupancy permits

...and more!

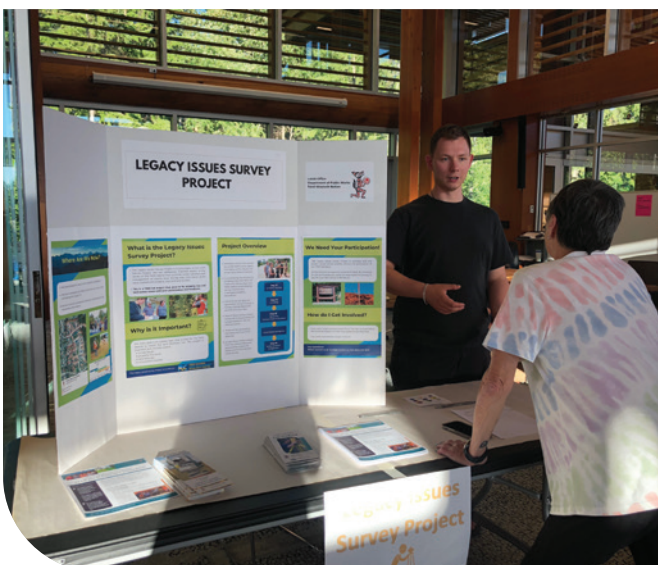
110 units registered
by the
Lands Registry



Legacy Issues Surveying Project

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

This year, we continued the lot staking process, and hosted two events for Members to review their draft sketch plans.



Land Tenure: Decolonizing how we hold home and land

Lands staff are working with members to identify a new way of holding (owning) home and land on Reserve. In the last year, we completed additional engagement, worked on drafting content, and did an initial legal review.

Design

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

Arts and Language

Incorporating TWN's identity through art and language to ensure neighbourhoods look and feel like TWN land.

Environment

Completed a plan to steward and enhance the natural ecosystems, cultural heritage, and sustainable development of TWN's reserve land. Assessing the current state of the environment on reserve. We did field survey work on birds, mammals, insects, plants, the land, water, and fish on reserve.

Building

Ensuring buildings provide a safe and healthy environment for all through permitting and inspections, prioritizing our wellbeing above all else.

Lands Office

1 xwəlámət Housing

50-units apartment building to provide affordable housing for Members. Construction started October 2024 with completion slated for early winter 2026.



2 TWN Parks

Renovating the local park to make it fun and safe for TWN Members. Completed in April 2025.



3 Air Quality Monitoring System

Parkland Refinery has installed an Air Quality Monitoring System (AQMS) to monitor air quality and key pollutants. It will feature art by Jordan Gallie.



4 FNHA Office

First Nations Health Authority (FNHA) Office construction on-going. Completion spring 2026.



5 statləw District and New Reserve

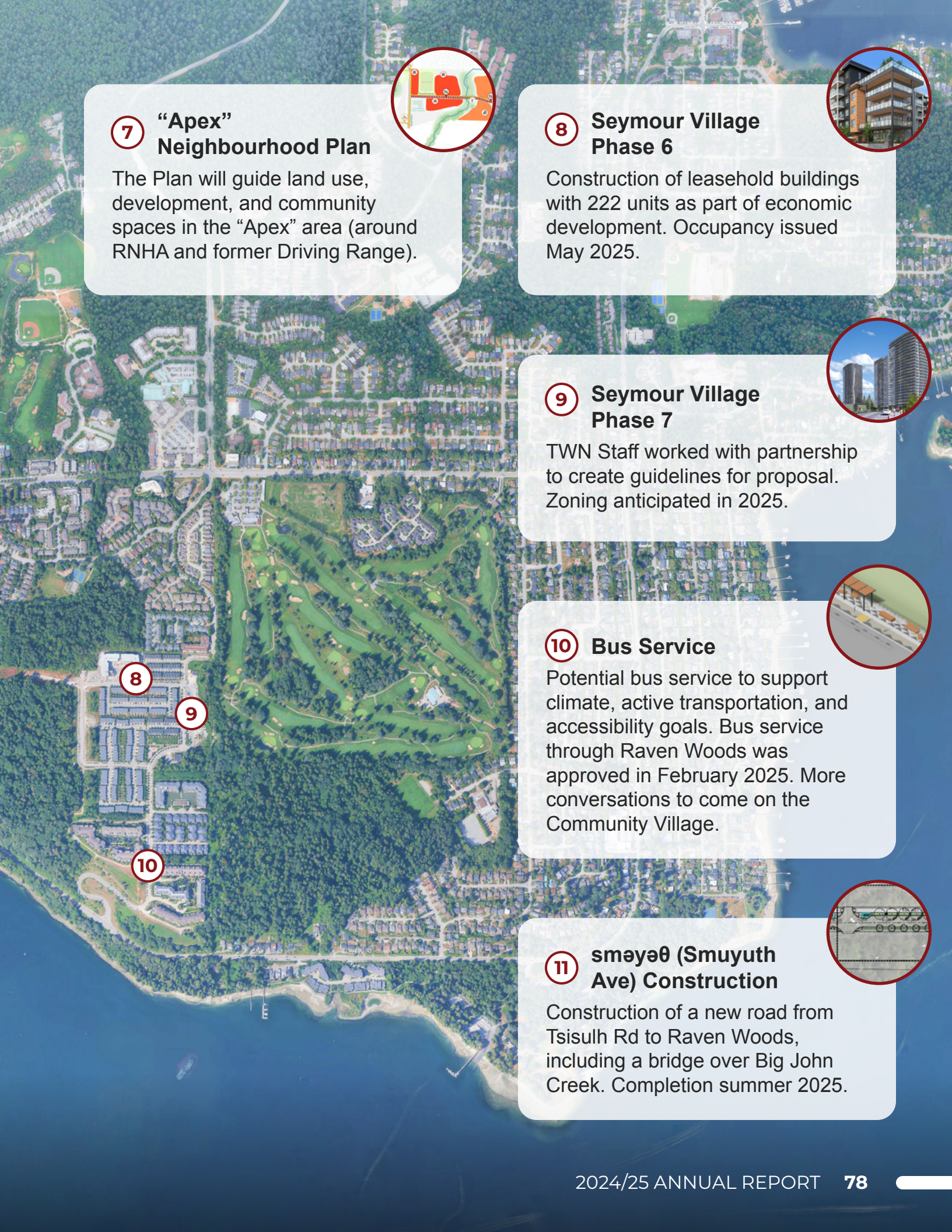
45-acre area that is being added to TWN reserve lands, across from Maplewood Flats. Economic development project led by TWN. Zoning and guidelines to be developed in 2025-26.



6 Sports Field

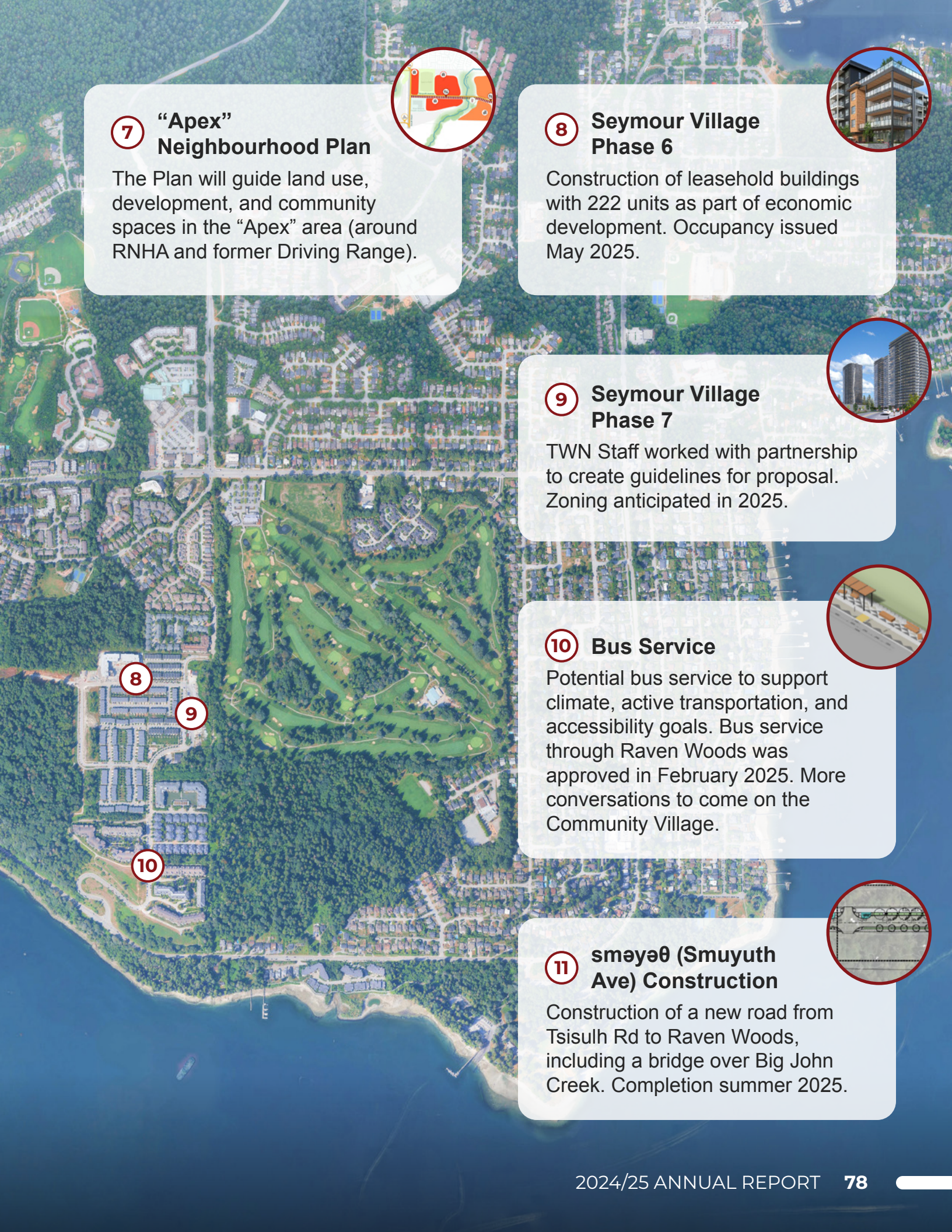
Building Permit issued in January 2025. Anticipated to open winter 2025.





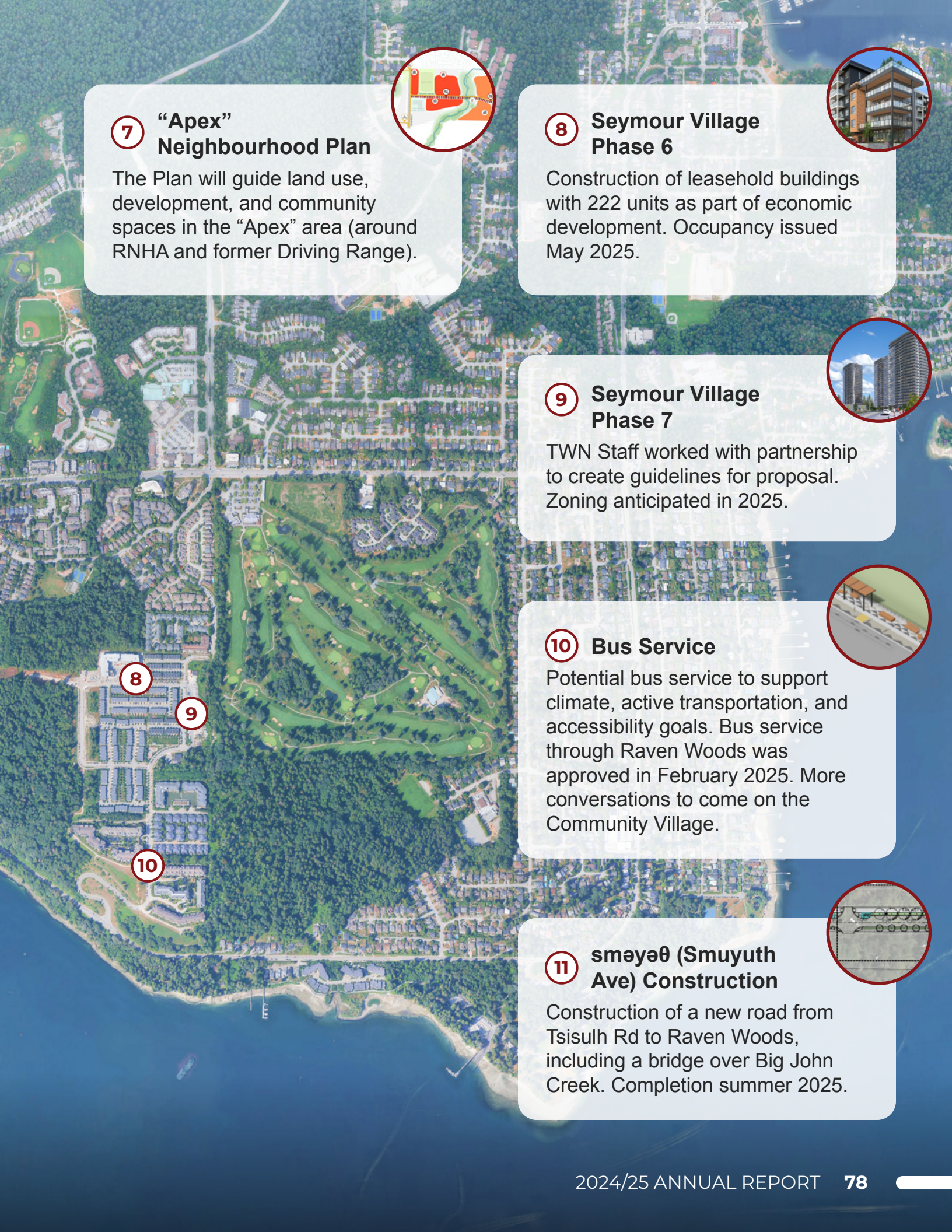
7 “Apex” Neighbourhood Plan

The Plan will guide land use, development, and community spaces in the “Apex” area (around RNHA and former Driving Range).



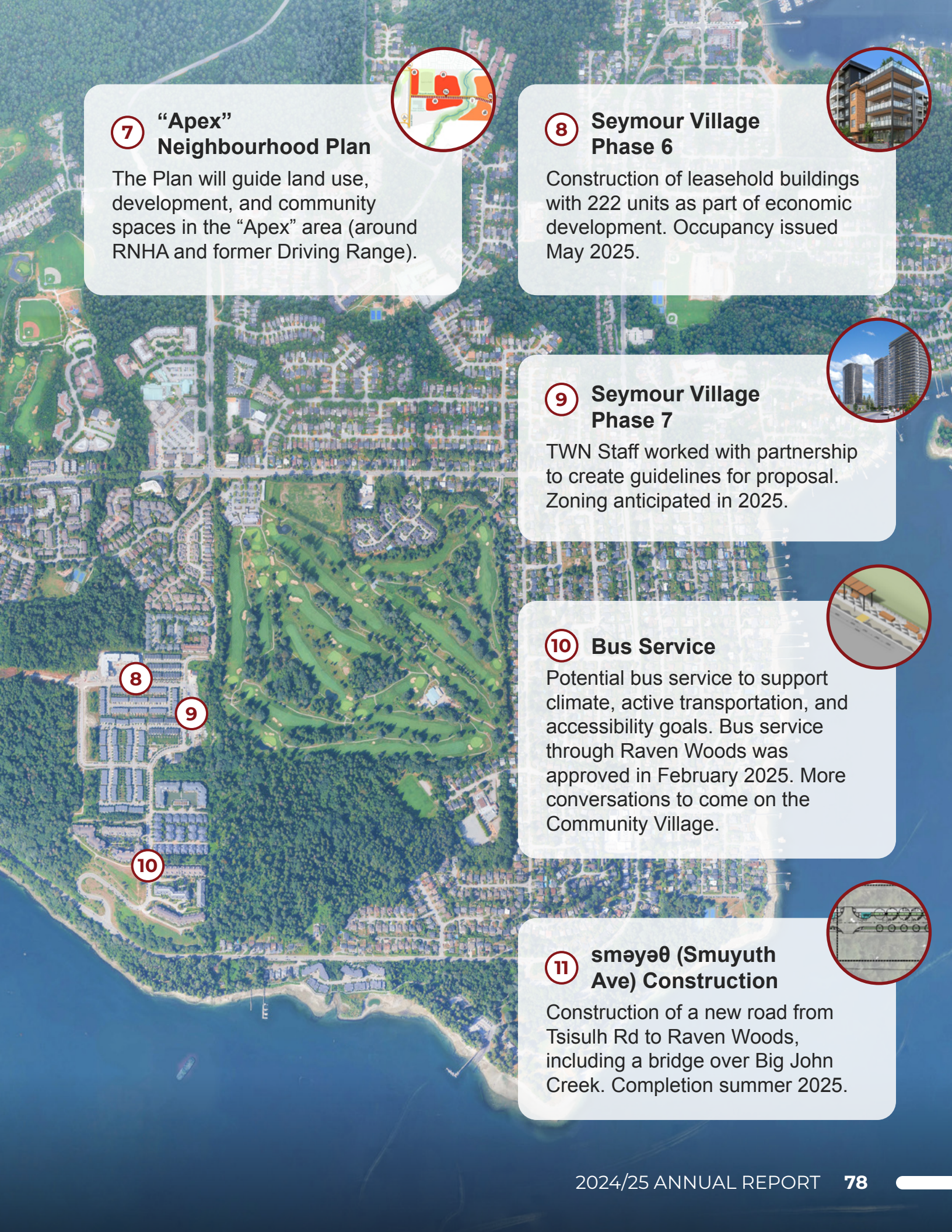
8 Seymour Village Phase 6

Construction of leasehold buildings with 222 units as part of economic development. Occupancy issued May 2025.



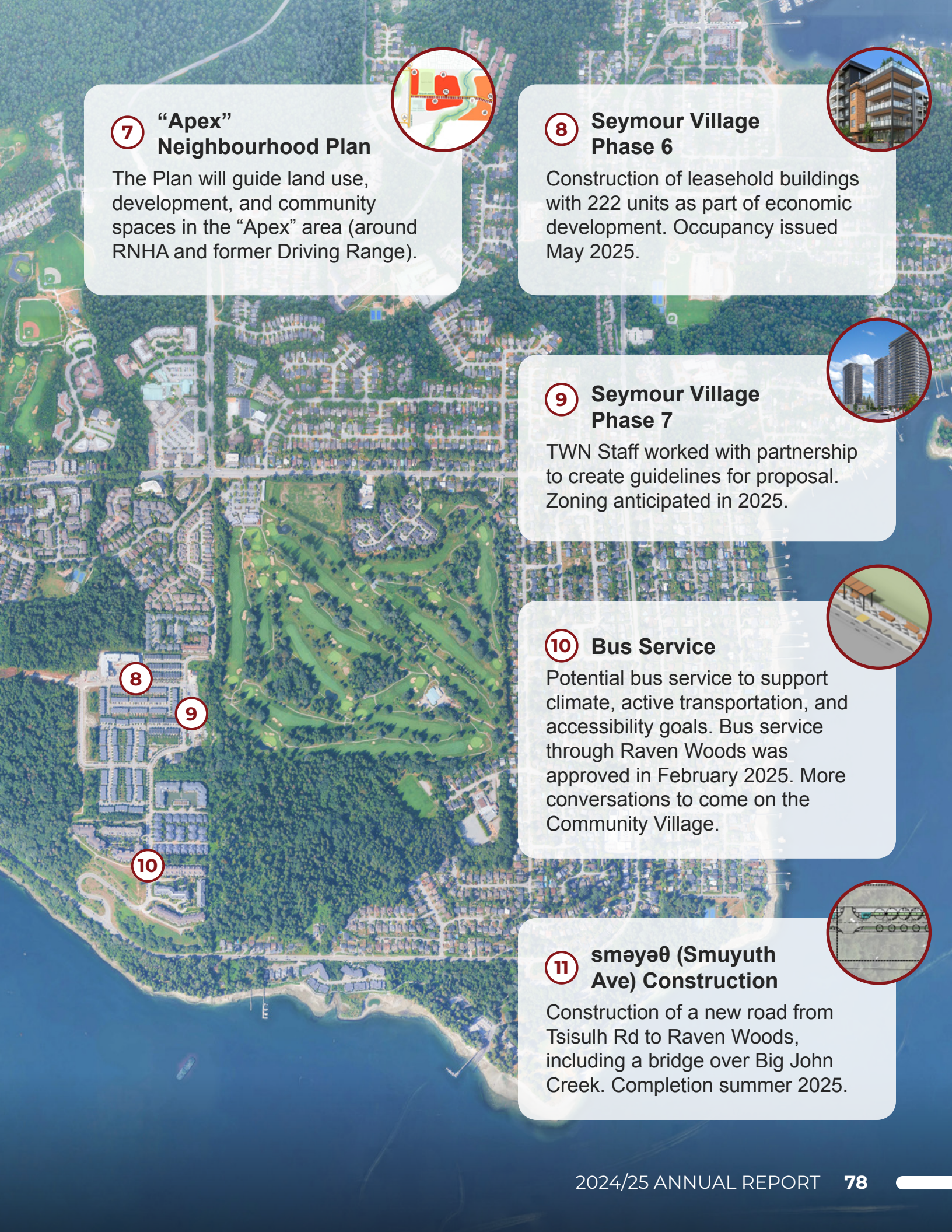
9 Seymour Village Phase 7

TWN Staff worked with partnership to create guidelines for proposal. Zoning anticipated in 2025.



10 Bus Service

Potential bus service to support climate, active transportation, and accessibility goals. Bus service through Raven Woods was approved in February 2025. More conversations to come on the Community Village.



11 sməyəθ (Smuyuth Ave) Construction

Construction of a new road from Tsisulh Rd to Raven Woods, including a bridge over Big John Creek. Completion summer 2025.

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 regarding reserve land projects. A summary of projects for this fiscal is outlined below:

Land Tenure Project:

This is a multi-year project to secure increased land tenure rights for Members on the TWN reserve. The project is led by TWN Members in the Land Tenure Working Group (LTWG) and involves extensive community engagement. In the past year we have hosted a Membership community event, a LTWG legal review workshop, and two LTWG meetings. Staff also drafted a property distribution process, an outline of legal interests for land tenure rights and responsibilities, and completed an initial legal review.

Legacy Issues Survey Project:

This is a multi-year project to provide new and updated legal reserve land surveys that matches the land that Members use. This year, community engagement continued with Membership through interviews and Members meeting with staff and the legal surveyors to stake their property lines for surveying.

TWN Environmental Management Plan:

The TWN Environmental Management Plan was completed this year. The Plan provides an overview of existing environmental information and management strategies on the reserve, and makes recommendations for lands, air, and waters that will promote environmental stewardship and sustainable development for present and future generations.

Current Conditions Ecological Assessment of the TWN Reserve:

TWN has worked with EcoLogic Consultants Ltd. and Palmer Environmental Consulting Group to establish the current state of existing environmental conditions on the reserve. The project is a comprehensive field assessment and surveying of the land (including plants and animals) as well as air and waters (including fish, fish habitats and water health).



Climate Action and Energy Management

The Climate Action and Energy Management (CAEM) team's work includes projects that advance səlilwətaɬ energy efficiency and affordability, and build community resilience to climate change. This work involves adaptation 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 agencies, and learning from TWN knowledge and community engagement.

Key CAEM projects in this fiscal year included:

Advancing Community Energy Efficiency – To increase community energy savings, reduce greenhouse gas (GHG) emissions, and build community energy awareness.

- Hosted a TWN community open house on home energy efficiency and displayed at miniature model energy home at various TWN engagement events;
- Supported all TWN housing renovation subcontractors in onboarding and registration with CleanBC so that TWN home energy retrofits are eligible for Energy Savings Program rebates;
- Secured \$92,000 under the Canada Greener Homes Grant program, and \$127,500 from the Clean BC Energy Savings Program for TWN community home energy retrofits. Funding goes to future home renovations;
- Ongoing implementation of the TWN Community Energy Plan (CEP) to improve energy efficiencies and emissions reductions from TWN buildings, transportation, and waste materials;
- Building an inventory to monitor changes in TWN's energy use profile since the CEP was adopted;
- Continued to work with the TWN Energy Advisor (contractor) to ensure completion of energy audits, modelling and energy rating of community homes before and after renovations and energy retrofits;
- Reviewed energy reports for compliance with the TWN Energy Efficient and Low Carbon Buildings Policy to support Public Works building permit review processes;
- Developed and distributed a səlilwətaɬ Home Maintenance Guidebook as a tool for homeowners in operating and maintaining home heating and ventilation systems to promote healthy homes;
- Hosted a community recycling engagement event, coordinated a community recycling challenge and started work to develop a TWN Recycling and Solid Waste Plan;
- Supported development of TWN electric vehicle (EV) fleet plan to explore opportunities for EV expansion over time.



Advancing Community Climate Action

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

- Continued to support implementation of the TWN Climate Change Action Plan (CCAP), and retained a Climate Action Intern for the summer of 2024 to track completion of CCAP action items;
- Obtained provincial grant funding and led a shoreline cleanup project in November 2024 to remove asphalt from the TWN reserve shoreline. A total of 13,600 kg of asphalt was removed and sent for recycling;
- Secured federal and provincial grant funding for the TWN reserve shoreline adaptation and restoration (SARP) project to protect the reserve shoreline from coastal erosion and flooding while improving the health and biodiversity of shoreline habitats, and enhancing TWN community shoreline access;
- Continued to work on the research and data gathering, design, engagement, and permitting stages of the SARP project. Completed a legal survey and arborist survey of the shoreline, and retained Inlailawatash to manage invasive upland plant species;
- Conducted a series of TWN community engagement events, presented at other community workshops, went door-to-door to meet with shoreline families to present and gather feedback on design options for the TWN reserve shoreline adaptation and restoration project;
- Presentations and updates to Council;
- Secured funding from WWF Canada for a bull kelp out-planting pilot project to identify potential sites to test suitable substrate types for kelp growth in front of the reserve, and a Canada goose fencing pilot to use Indigenous technologies (brushwood fencing) to prevent geese grazing on salt marsh areas;
- Completed wave and water level testing of a 1:20 scale model of the SARP project at the National Research Council Canada lab in Ottawa.



Asset Management

The Asset Management program consists of compiling an inventory of TWN assets, financial review, and services include maintenance planning. Infrastructure Asset Management deals with managing existing infrastructure such as roads, sanitary sewers, storm sewers, and watermains. The team also helps coordinate with existing and new native planting and trees.

Highlights from the past year include:

- Provided support during emergency utility issues like sewage back-ups and watermain leaks. With knowledge of the existing infrastructure, our team knows where to find water valves to shut off watermains to stop leaks for repairs and knows where existing manholes are located to clean sewage mains;
- Ongoing locations for existing house services, water, sanitary, and storm with the assistance of GIS Mapping (Survey Data Collection) to ensure accurate locations and add to the existing TWN Utilities Map;
- Assisted with the scheduling of servicing existing fire hydrants to ensure proper operation and provide minimum 1m clearance around fire hydrant for Fire Department access;
- Organization of utility record drawings that provide accurate as-constructed information for use in proposed civil engineering designs, locations for servicing and emergency issues;
- BC One Calls to collect utility information and selection of record drawings for requested lots for archaeological permits, requests for brush clearing, home renovations, and all new construction;
- Creation of water, sanitary, storm services record cards and hydrant cards to support locating for future repairs or replacements.

Capital Works

A new team, Capital Works, was created in April 2024 to coordinate projects from early stages of development and provide support related to aspects of Civil Engineering. With the assistance of civil engineering consultants, reviews of all civil engineering design drawings are conducted to ensure the best possible infrastructure is constructed for the community to operate safely and properly for years to come.

The Capital Works team coordinates with TWN Planning, Permitting, Operations and Assets. The main areas of focus are utilities such as sanitary sewer, storm sewers, watermains, BC Hydro, Telus, Shaw, street lighting, and roadwork.

Coordination through the construction phase of projects with civil designers/ developers, civil engineering consultants, civil contractors and the TWN community on the leaseholder side (Raven Woods) and the Tsleil-Waututh Nation side. Testing provided through construction has ensured that the required standards are met or exceeded and has provided safe, healthy domestic water, and ensured proper pressures for water supply and fire protection.



Ongoing evaluations with consulting traffic engineers to provide pedestrian safety through review and addition of speed/no parking/construction signs, asphalt speed humps, and road centerline and crosswalk paint lines.

- Apex 2 to 4 construction started. This includes the large, 2-lane vehicle/pedestrian bridge across Big John Creek and coordination with civil engineer and civil contractor through the construction phase to ensure the finished project is safe and operational for the community;
- TWN Community Park renovations were completed and the park opened for the community;
- The Thomas Creek Pedestrian Bridge and Multi-use Path connecting the community to Apex was completed;
- Hwul'a'mut Housing Society Project 50-unit apartment building construction has been underway and coordination with neighboring projects ongoing;
- Design drawings were started for two sanitary sewer projects on properties north and south of Dollarton Highway to replace old sanitary sewers, broken pipe and manholes, and improve sanitary services that have caused sewer back-up issues for Members;
- Assisted the TWN Housing team on projects with home renovations to replace sanitary and water services to homes and add storm service to help drainage;
- Seymour Village Phase 6 222-unit market residential building completed, and occupancy started May 2025.



Thomas Creek Pedestrian Bridge



Thomas Creek Multi-use Path

Treaty, Lands and Resources Department

Our mandate is to **xatəmət** (protect) and **yəxwəθət** (heal) our Territory based on our **snəwəyət** (teachings) and rights, to preserve the Tsleil-Waututh way of life for our Ancestors, present and future generations.

TLR is made up of several different programs including: Archaeology and Cultural Heritage, Field Programs, Cumulative Effects, Referrals (Environmental Assessments), Referrals (General), Natural Resources Planning, Environmental Programs, EGP Project, Cultural Advisors, and Sacred Trust.

Director's Message

Dear Relatives, Friends, and Community Members,

Over the past year, I've had the honour of serving as Director of Treaty, Lands, and Resources. This work is not just technical—it's cultural, ceremonial, and deeply spiritual. As Tsleil-Waututh people, we carry an ancestral responsibility to protect the lands and waters entrusted to us since time immemorial. Every policy, every permit, every restoration effort is rooted in that sacred duty.

This past year, our Department advanced key initiatives and held strong lines of defense across the territory:

Environmental Stewardship and Monitoring

We continued restoring vital habitats—supporting salmon, herring, kelp, and eelgrass. Our water quality technicians have kept constant watch over the Inlet, tracking how pollution, runoff, and climate impacts affect our marine relatives. This real-time data helps inform action and push for long-term restoration.

Cumulative Effects and Shoreline Loss Research

We expanded our research on the cumulative effects of development—including shoreline erosion, habitat fragmentation, and long-term impacts on inlet health.

These studies are built on both western science and our Elders' teachings, forming the foundation for healing strategies.

Territorial Defense: FortisBC and Indian River

We've remained vigilant in protecting our most sacred places—including oversight of the FortisBC EGP project, which cuts through the heart of our homeland, the Indian River watershed. This valley holds immense ecological and spiritual importance. We continued to assert Tsleil-Waututh law, rights, and protocols in every aspect of that project.

Cultural Heritage and Archaeology

Our Cultural team continued to ensure that our Ancestors are never forgotten nor disturbed. We monitor archaeological sites, uphold cultural permitting, and work with project proponents to prevent harm—and to educate.

Healing Through Engagement

Beyond compliance, our Cultural team brings depth. Through ceremony, teaching, and protocol, we've helped shift how governments and companies engage with us. These aren't just feel-good moments—they've led to real commitments: investments in cultural programs, land-based healing initiatives, and reconciliatory action that goes far beyond words.

Parks and Protected Areas Partnerships

We worked collaboratively with partners in təmtə́míxw̓tən (Belcarra), Whey-ah-Wichen (Cates Park), Stanley Park, and Say Nuth Khaw Yum (Indian Arm). Our Natural Resource Planning Program is a growing force—anchoring Tsleil-Waututh presence in some of the most visited public spaces in our territory.

Rights, Title and Jurisdiction

We concluded a landmark reconciliation agreement with the federal government—negotiated to the final hour before political turnover. This lays groundwork for meaningful discussions on governance, authority, and the rightful place of Tsleil-Waututh law in our homelands.

Referrals and Consultation

With over 600 active files, our team continued to meet every development proposal with rigor and respect. Consultation isn't a checkbox—it's a legal duty and a spiritual one. Our team ensured that no decision in our territory proceeds without our full consideration.

Nation-to-Nation Relationships

We continued to build strong relationships across governments, agencies, and sectors. From federal departments to regional municipalities, we are shifting how decisions get made—on our terms.

Continued on page 87 →

This work is a collective effort. To our TLR team—you carry out this sacred responsibility with strength, vision, and compassion. I raise my hands to each of you.

As I transition out of this role, I do so with pride in what we've achieved—and trust in what lies ahead. The sacred trust to protect səlilwətał is bigger than one Department or one title—it lives in all of us.

Our Ancestors are watching. And so are our grandchildren.

In respect and unity,

Gabriel George Sr.

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.

- TLR continued to strengthen relationships inside and outside the Nation, building trust and collaborating to advance TWN's goals, keeping in mind the teaching: *"They aren't going anywhere, we aren't going anywhere, we need to learn to work together."*
- TLR worked inter-departmentally with teams from Economic Development, Lands, Public Works (Climate Action), Administration, siʔárməθət School, and Health to advance shared goals.

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.

“When the tide goes out, the table is set.”

- TLR worked to implement TWN-stewardship principles and ensure protection of the Indian River during Fortis construction on the Eagle Mountain-Woodfibre Gas Pipeline (EGP) Project. For example, we developed more rigorous drainage, erosion and sediment control measures, and managed sensitive environmental areas during complex construction activities;
- TLR also began developing wolf mitigations to minimize Fortis construction impacts and protect the Indian River Watershed wolf pack;
- TLR began working with Raincoast Conservation to develop a Relationship Plan for the returning wolf population in the Indian River Watershed that includes increased camera monitoring and collection of wolf scat to better understand their diets and genetic makeup. Mapping of their habitat is ongoing;
- TLR worked to develop and implement a herring monitoring plan which included prohibiting barge and tug work on the EGP Project during herring spawning times;
- TLR continued TWN’s herring spawn surveys in Indian Arm to estimate herring population sizes. In April 2024, we harvested herring along with our surveys and served the fish at a few community BBQs. To our knowledge, this was the first TWN community harvest of herring in over 100 years;
- TLR conducted research related to TWN’s past and present harvesting practices to benefit future community harvesting opportunities. This included recreating TWN’s diet of food harvested from Burrard Inlet before European contact, and conducting an extensive community survey on TWN’s current and desired harvesting and consumption of traditional foods. These two projects allow comparison of TWN’s precontact and current harvesting and consumption practices to identify priorities, opportunities and impacts;
- Sacred Trust continued to be actively engaged as an intervenor on behalf of TWN in the Canadian Energy Regulator Interim Toll Hearing for the Trans Mountain Pipeline. TWN has advocated for the toll rate to provide enough revenue for pipeline maintenance, safety and spill response;

- Sacred Trust continued to monitor the Trans Mountain Pipeline Expansion, including reviewing ongoing permits and compliance with permit conditions, to ensure the Inlet and TWN's rights, title and interests are protected;
- TLR successfully completed two restoration projects in the Indian River Watershed, re-establishing Elk Slough as a functioning ground water-fed side channel for salmon spawning and placing large woody debris structures at Old River side channel to prevent further degradation;
- TLR's Field Crew continued to deliver on the annual field programs such as fisheries in the Indian River, clam surveys and water quality sampling throughout the Inlet, and maintaining the Say Nuth Khaw Yum Provincial Park campsites. These were featured in the quarterly Field Crew Update shared with community;
- TLR with our partners at the Department of Fisheries and Oceans (DFO), collaborated on a crab tracking program in eastern Burrard Inlet, mapping the movements of adult male Dungeness crabs;
- Working with the community and experts from the Comox area, TLR installed more goose exclusion fencing in the Indian River Estuary and planted over 1200 native estuary plants to remediate impacted marsh habitat;
- TLR Archaeology has led a Repository Roundtable with multiple Nations and government museums staff to strengthen policy related to archaeological repositories in BC;
- TLR Archaeology established a Tsleil-Waututh Repatriation Committee to guide the continued repatriation of Tsleil-Waututh belongings/artifacts and Ancestral Remains. Ancestral remains will be reinterred in the Mortuary House;
- TLR Archaeology continued to provide skills-building training in archaeological laboratory methods to Tsleil-Waututh Member staff and youth interns;
- TLR Archaeology also continued to oversee all archaeological work in Tsleil-Waututh Consultation Area, including review of all project methods, and issuing of over 300 Tsleil-Waututh Cultural Heritage Permits;
- Conducted over 11,000 hours of monitoring and participating in archaeology and environmental remediation activities throughout Tsleil-Waututh's consultation area;
- Continued training and capacity building with over 1000 hours of job specific training;

- Continued to work on nine active Environmental Assessment projects, representing TWN in regulatory and consultation processes to ensure TWN's rights and interests are reflected through meaningful, informed engagement with regulatory agencies and proponents. We provided detailed technical and cultural feedback, particularly on the cultural significance of q̄ł̄t̄al̄əm̄əc̄ən (Orcas), mitigation measures, offsetting plans, net gain objectives, and Fisheries for Social and Ceremonial (FSC) purposes;
- Advanced climate leadership by integrating policy and Greenhouse Gas Accounting into reviews, sharing technical feedback on upstream/downstream emissions, and supporting TWN's exploration of carbon offset opportunities.



Laws and Culture

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

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

- Held two cultural orientations with EGP Project-construction staff in the Indian River Watershed, highlighting the history and importance of the Valley to TWN;
- Revised the BC Environmental Assessment Office (EAO) enforced Indian River Watershed Mitigation Management Plan to include the need for TWN consent for variances to Coastal Tailed Frog salvage plans. This is the first time that TWN consent was included in BC EAO management plans;
- Installed the first Tsleil-Waututh archaeological exhibit in the Administration building, focused on sharing Tsleil-Waututh archaeological history with the community, and including museum curation training for staff and youth interns;
- In June, Sacred Trust hosted an Interfaith Water Ceremony at Whey-ah-Wichen, bringing the public and over 20 interfaith leaders together in support and protection of səliłwət (Burrard Inlet) and our sacred waters;
- Participated in key provincial and federal policy reviews to ensure TWN’s rights and values are considered in emerging laws and regulations. We provided feedback on proposed environmental laws and regulations to ensure TWN’s rights and interests are reflected. This included participation in the five-year review of the Environmental Assessment Act, climate and energy policies, and other regulatory initiatives. Our submissions emphasized the need for stronger Indigenous oversight, protection of Section 35 rights, and alignment with UNDRIP;
- Advanced TWN’s approach to consensus-seeking for environmental assessments and decision-making, which has been recognized and is starting to be implemented by BC Environmental Assessment Office;
- Hosted educational sessions with regulators in Victoria and at our offices on TWN governance and values, including a cultural boat trip and learning session for the Impact Assessment Agency of Canada staff to deepen their understanding of TWN’s values and connection to səliłwət (Burrard Inlet).

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.

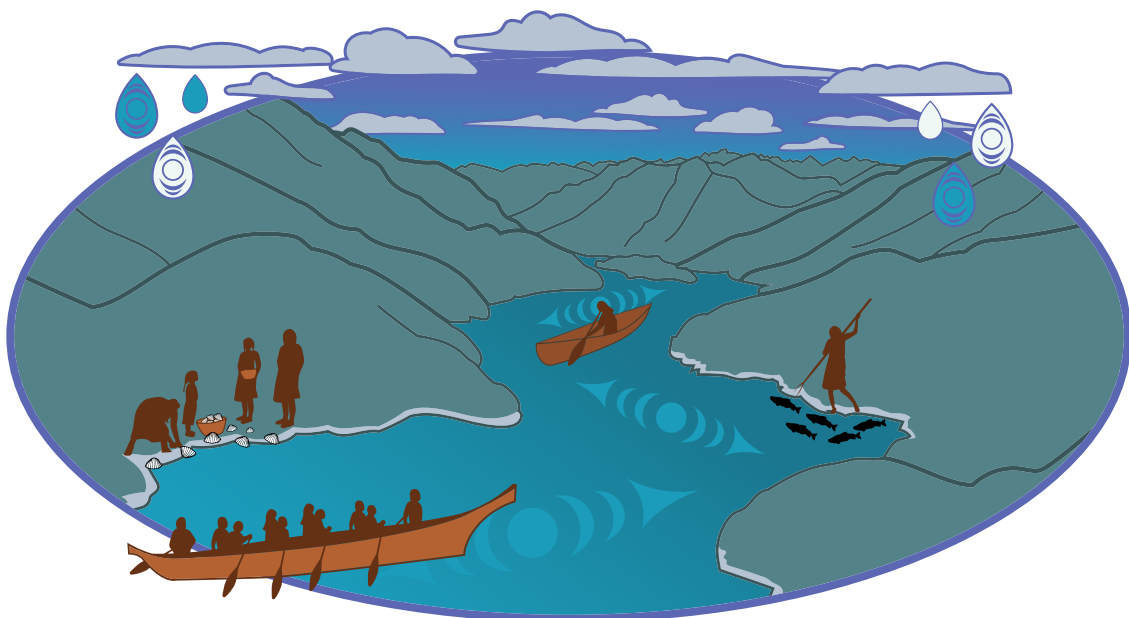
“Care for səliłwət, səliłwət will take care of you.”

- Successfully negotiated and signed the TWN-Canada Framework Agreement for Reconciliation. The Agreement sets the table for negotiations between TWN and Canada that would apply to all negotiations moving forward. The Agreement facilitates the development of co-governance structures between Canada and TWN on shared interests including environmental protections and decision-making in səliłwət (Burrard Inlet);
- Secured a meeting with then-Prime Minister Justin Trudeau and TWN Leadership in November 2025 to discuss and advance TWN’s priorities, including reconciliation initiatives and housing;
- Convened a leadership meeting with then-Prime Minister Justin Trudeau and TWN, represented by Councillors Curtis Thomas and Dennis Thomas, to advance TWN’s interests including reconciliation initiatives and housing;



- Facilitated government-to-government dialogues between TWN and federal officials to advance TWN’s interests, including the Prime Minister’s Office, Privy Council Office, Indigenous Relations and Northern Affairs Canada, Natural Resources Canada, Department of Justice, Environment and Climate Change Canada;
- Worked with FortisBC and Woodfibre LNG to ensure that commitments made in the WLNG/EGP Project Agreements are being fulfilled and successfully negotiated the inclusion of consent-based decision making in DFO’s Fisheries Act Authorization (FAA) with respect to EGP Project construction plans;

- TLR engaged Metro Vancouver to increase TWN's access to the Seymour Lake Watershed, which has been closed to the public and TWN since the 1930s. This created opportunities for other programs and Departments to organize access for TWN Members to harvest plants and spend time in the watershed, and we have commenced negotiations to allow hunting for TWN Members;
- Developed TWN's Environmental Assessment Framework, including TWN's own Effects Assessment process grounded in a rights-based approach, to embed TWN's environmental and cultural values in project reviews;
- Upgraded TWN's Environmental Management Plan Guidelines to ensure proponents and regulators understand and apply TWN's environmental and cultural standards as minimum requirements to proceed with a project;
- Strengthened government-to-government relationships with agencies, including the BC Environmental Assessment Office, BC Energy Regulator, Fisheries and Oceans Canada, CIRNAC, and the Impact Assessment Agency of Canada (IAAC). TLR continued advocating for TWN's right to Free, Prior, and Informed Consent (FPIC) in project reviews, ensuring TWN's voice is reflected in decisions affecting its lands and waters;
- TLR continued to collaboratively manage multiple protected areas in TWN's core territory to support TWN's reconnection and reclaiming of these areas: Stanley Park, Say Nuth Khaw Yum Provincial Park, Whey-ah-Wichen (Cates Park), and təmtəmixʷtən (Belcarra Regional Park). Having a decision-making seat at these tables ensures the nation's goals, rights, and interests are fully integrated into the management and use of these important places.





Treaty, Lands and Resources

Project Highlights and Locations

1 Conferences

TLR presented its restoration work, including kelp and nature-based solutions, at regional and national conferences.

2 Shoreline Restoration at Whey-ah-Wichen

Designs were finalized for a major shoreline and upland restoration project at Whey-ah-Wichen.

3 Healthy Water

TWN is finalizing new water quality objectives to guide ocean, creek, and stormwater health in səliłwət.

4 Co-decision making with Canada

TWN is working with the federal government to support shared decisions on marine disposal at Point Grey.

5 Elk Monitoring

TWN partnered with the Province to track elk health and movement. In April, the team flew by helicopter to place GPS collars and collect biological samples, helping monitor habitat use and project impacts.

6 Ghost Gear Removal

TWN removed over 20 crab traps, 9 tires, and a large abandoned net from Burrard Inlet during a weeklong shoreline cleanup project.

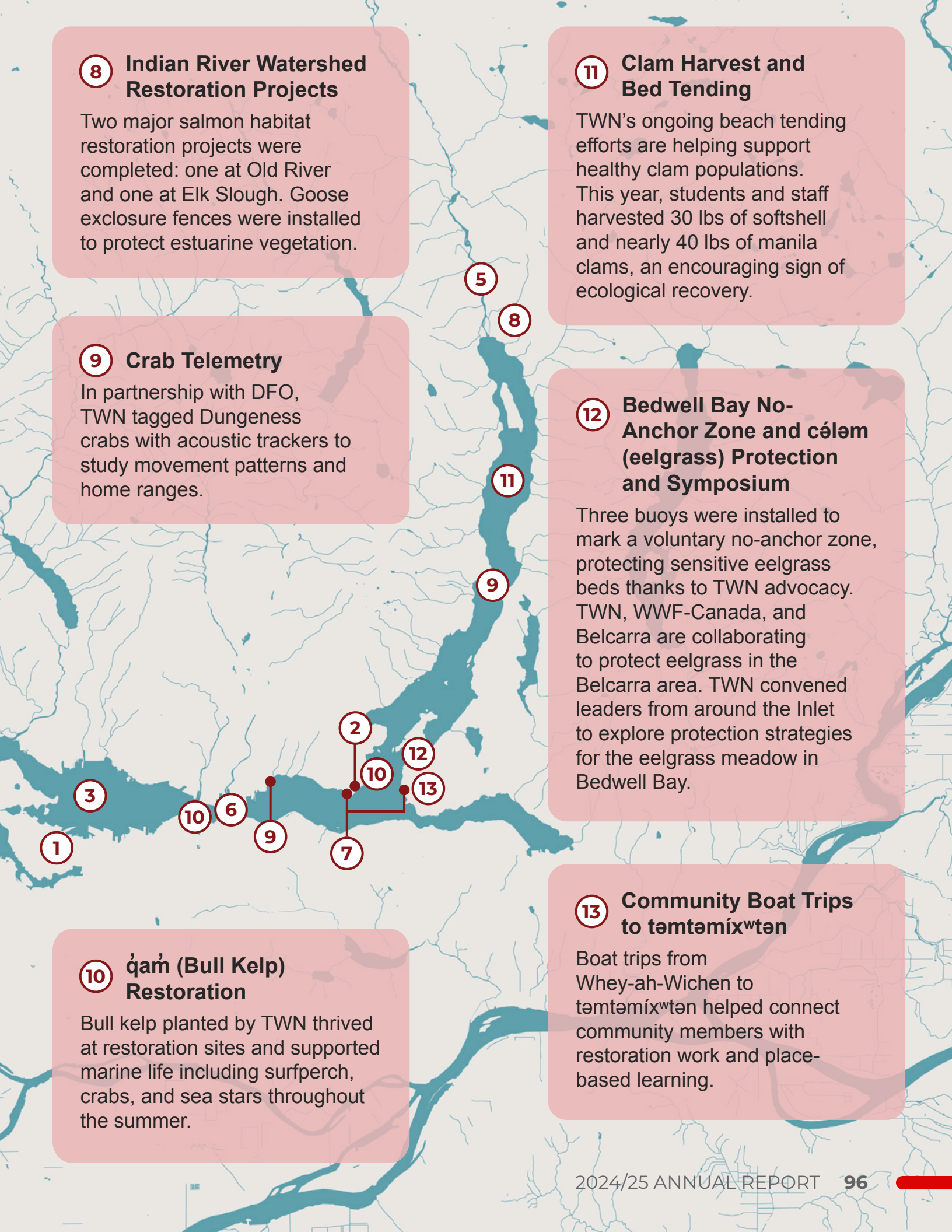
7 Welcome Poles

Two welcome poles carved by TWN artist Jonas Jones were brushed and raised in ceremonies at Whey-ah-Wichen and təmtəmíxʷtən.

4

Learn more about TLR's restoration work:





8 Indian River Watershed Restoration Projects

Two major salmon habitat restoration projects were completed: one at Old River and one at Elk Slough. Goose exclosure fences were installed to protect estuarine vegetation.

9 Crab Telemetry

In partnership with DFO, TWN tagged Dungeness crabs with acoustic trackers to study movement patterns and home ranges.

10 ǰam (Bull Kelp) Restoration

Bull kelp planted by TWN thrived at restoration sites and supported marine life including surfperch, crabs, and sea stars throughout the summer.

11 Clam Harvest and Bed Tending

TWN's ongoing beach tending efforts are helping support healthy clam populations. This year, students and staff harvested 30 lbs of softshell and nearly 40 lbs of manila clams, an encouraging sign of ecological recovery.

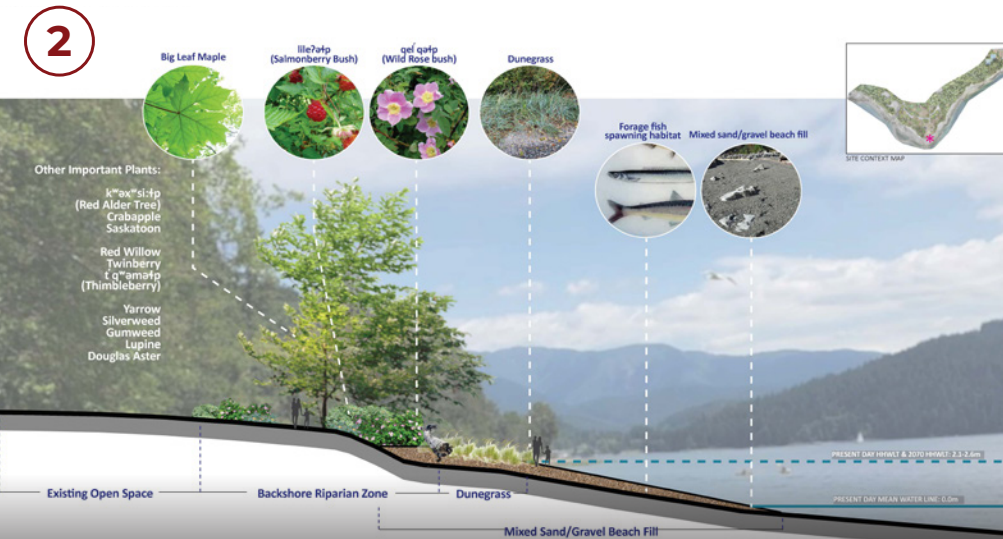
12 Bedwell Bay No-Anchor Zone and cǣlēm (eelgrass) Protection and Symposium

Three buoys were installed to mark a voluntary no-anchor zone, protecting sensitive eelgrass beds thanks to TWN advocacy. TWN, WWF-Canada, and Belcarra are collaborating to protect eelgrass in the Belcarra area. TWN convened leaders from around the Inlet to explore protection strategies for the eelgrass meadow in Bedwell Bay.

13 Community Boat Trips to tǣmtǣmíxwtǣn

Boat trips from Whey-ah-Wichen to tǣmtǣmíxwtǣn helped connect community members with restoration work and place-based learning.

2



Shoreline Restoration at Whey-ah-Wichen
What are we missing?

3

Stewards Since Time Out of Mind

səlilwətał (Tsleil-Waututh Nation) has been the steward of səlilwəł (Burrard Inlet) since time immemorial. The Creator transformed stqayə? (the Wolf) into a person, that first Tsleil-Waututh, and made the Wolf responsible for this land.



Healthy Water

4



Co-decision making with Canada

5



Elk Monitoring

7

Welcome Poles



8



Indian River Watershed Restoration Projects



10



qam (Bull Kelp) Restoration



11

Clam Harvest and Bed Tending



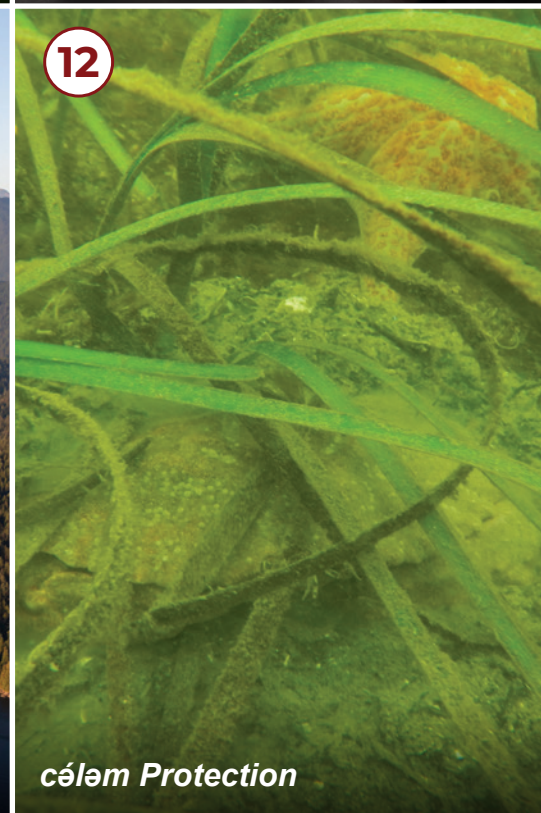
6

*Ghost Gear Removal
(Photo: SeaChange
Conservation Society)*



12

Bedwell Bay No-Anchor Zone



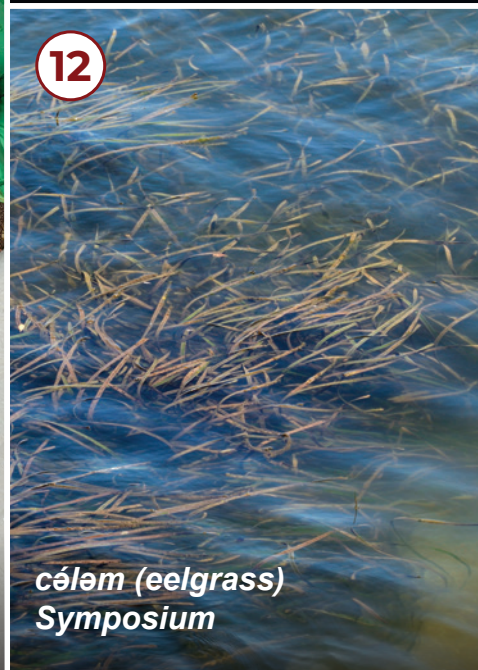
12

celam Protection



9

Crab Telemetry



12

*celam (eelgrass)
Symposium*

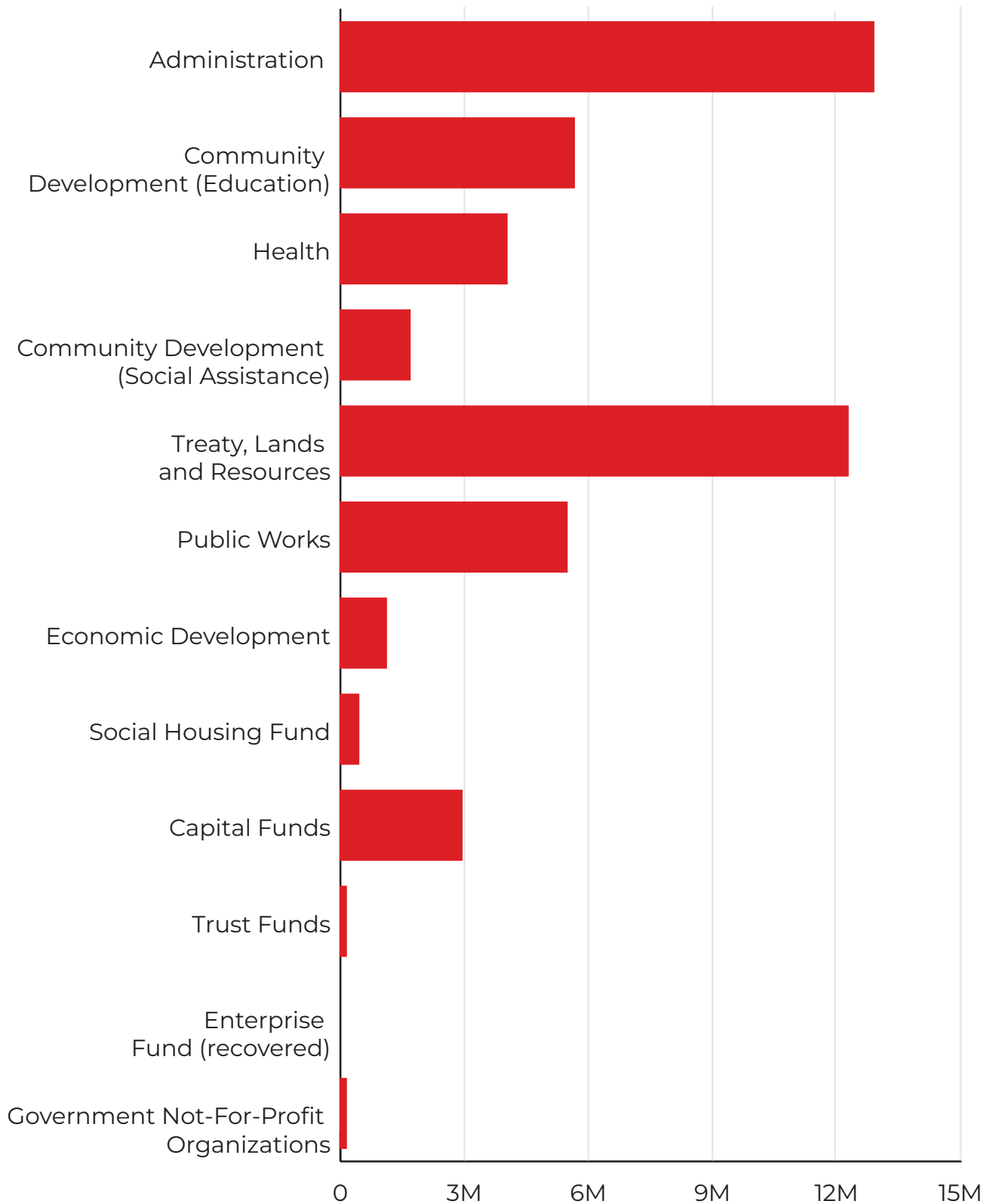


13

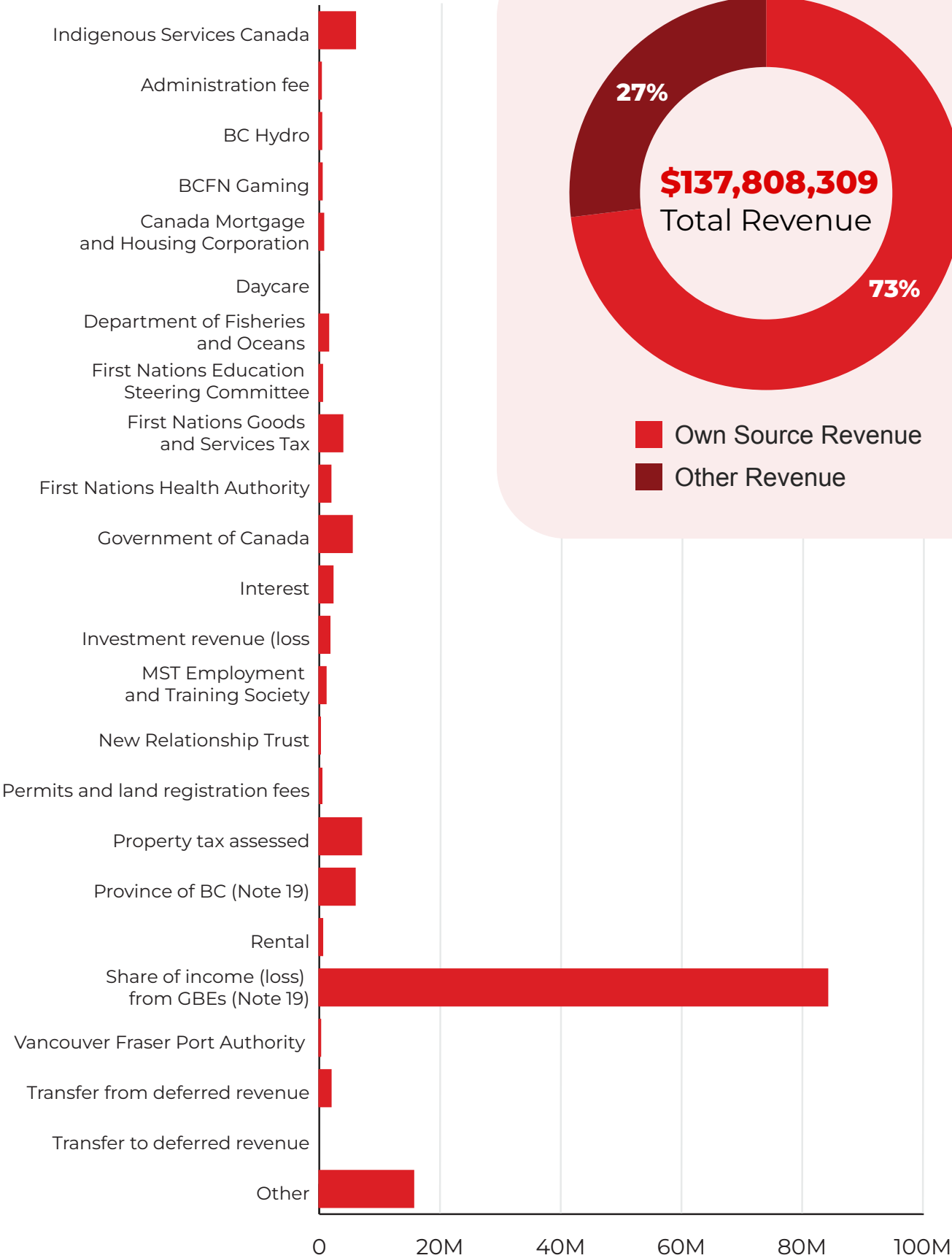
*Community Boat Trips
to tæmtæmíx^wtæn*

Financials

Expenses



Revenue



2024-25

Financial

Statement

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TSLEIL-WAUTUTH NATION

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING March 31, 2025

The accompanying consolidated financial statements of Tsleil-Waututh Nation and all the information in this annual report for the year ended March 31, 2025 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

Date

Chief Administrative Officer

Date

Chief Financial Officer

Date

Independent Auditors' Report

To the Members of
Tsleil-Waututh Nation

Opinion

We have audited the consolidated financial statements of Tsleil-Waututh Nation and its entities (the "Group"), which comprise the consolidated statement of financial position as at March 31, 2025, 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 (the "financial statements").

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at March 31, 2025, 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 the Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group 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 Group'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 Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group'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 Group'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 Group'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 Group 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.
- ◆ Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

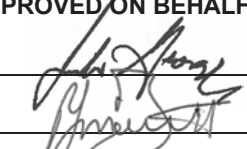
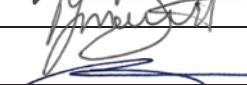
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



REID HURST NAGY INC.
CHARTERED PROFESSIONAL ACCOUNTANTS
RICHMOND, B.C.
JULY 29, 2025

TSLEIL-WAUTUTH NATION

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31	2025	2024
FINANCIAL ASSETS		
Cash and cash equivalents	\$ 13,996,038	\$ 51,884,890
Restricted cash (Note 3)	357,869	298,234
Accounts receivable (Note 4)	8,339,454	3,887,813
Loans receivable (Notes 5 and 19)	99,644,684	63,751,199
Rents receivable	422,484	430,235
Funds held in trust - Olympic Legacy Trust (Note 6)	36,144,814	32,623,824
Investments in GICs	200,000	200,000
Investments in First Nation controlled entities (Notes 7 and 19)	120,550,192	45,242,302
Funds held in trust for band members	645,757	598,798
	280,301,292	198,917,295
LIABILITIES		
Accounts payable (Note 9)	10,453,090	4,781,808
Trust liability to band members	645,757	598,798
Deferred revenue (Note 10)	14,493,962	12,669,975
Damage deposits	76,506	76,206
Loan payable (Note 11)	7,462,402	1,282,663
Replacement Reserve Fund (Note 12)	174,661	119,345
CMHC Mortgages (Note 13)	3,103,553	3,323,948
	36,409,931	22,852,743
NET FINANCIAL ASSETS (Note 19)	243,891,361	176,064,552
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 14)	92,425,752	67,411,623
Prepaid expenses (Note 15)	724,662	517,801
	93,150,414	67,929,424
ACCUMULATED SURPLUS (Note 19)	\$ 337,041,775	\$ 243,993,976
ACCUMULATED SURPLUS CONSISTS OF		
Accumulated operating surplus	330,564,155	239,468,381
Accumulated remeasurement gains at end of year	6,477,620	4,525,595
ACCUMULATED SURPLUS (Note 19)	337,041,775	243,993,976
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	2025	2024
ACCUMULATED REMEASUREMENT GAINS AT BEGINNING OF YEAR	\$ 4,525,595	\$ 1,944,777
UNREALIZED GAINS ATTRIBUTABLE TO: Change in market value of portfolio investments including the effect of foreign exchange	1,952,025	2,580,818
NET REMEASUREMENT GAINS	1,952,025	2,580,818
ACCUMULATED REMEASUREMENT GAINS AT END OF YEAR	\$ 6,477,620	\$ 4,525,595

TSLEIL-WAUTUTH NATION

CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

For the year ended March 31	2025 Budget	2025 Actual	2024 Actual
ANNUAL SURPLUS	\$ (24,298,412)	\$ 91,095,774	\$ 11,970,967
Acquisition of tangible capital assets	-	(28,105,876)	(8,530,848)
Amortization of tangible capital assets	-	3,091,747	2,993,608
	-	(25,014,129)	(5,537,240)
Acquisition of prepaid asset	(206,861)	(724,662)	(517,801)
Use of prepaid asset	-	517,801	450,085
	(206,861)	(206,861)	(67,716)
Acquisition of inventory	-	-	(23,037)
Use of inventory	-	-	23,037
	-	-	-
Change in market value of portfolio investments	-	1,952,025	2,580,818
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(24,505,273)	67,826,809	8,946,829
NET FINANCIAL ASSETS AT BEGINNING OF YEAR	-	176,064,552	167,117,723
NET FINANCIAL ASSETS AT END OF YEAR	\$ -	\$ 243,891,361	\$ 176,064,552

TSLEIL-WAUTUTH NATION

CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended March 31

	2025 Budget	2025 Actual	2024 Actual
REVENUE			
Indigenous Services Canada	\$ 11,742,353	\$ 5,943,464	\$ 6,325,970
Administration fee	301,900	282,900	1,632,431
BC Hydro	251,378	346,878	732,878
BCFN Gaming	500,000	418,847	514,716
Canada Mortgage and Housing Corporation	198,411	669,212	378,493
Daycare	45,600	48,780	50,430
Department of Fisheries and Oceans	166,707	1,495,064	764,726
First Nations Education Steering Committee	407,571	483,768	681,573
First Nations Goods and Services Tax	3,409,320	3,838,516	3,433,712
First Nations Health Authority	2,120,749	1,866,249	2,053,102
Government of Canada	2,525,795	5,402,359	2,126,882
Interest	1,503,000	2,214,053	3,354,817
Investment revenue (loss)	-	1,702,507	528,846
MST Employment and Training Society	618,460	1,067,281	954,783
New Relationship Trust	-	130,000	261,000
Permits and land registration fees	142,500	558,417	148,551
Property tax assessed	5,900,000	6,943,618	6,030,744
Province of BC (Note 19)	1,934,973	5,886,291	2,498,320
Rental	471,900	501,020	498,985
Share of income (loss) from GBEs (Note 19)	-	84,176,129	1,863,164
Vancouver Fraser Port Authority	165,000	164,437	221,025
Transfer from deferred revenue	302,324	1,893,346	2,495,318
Transfer to deferred revenue	-	(3,804,112)	(1,893,346)
Other	31,243,877	15,579,285	16,748,743
	63,951,818	137,808,309	52,405,863
EXPENSES			
Administration	12,921,278	12,890,673	11,715,861
Community Development - Education	6,287,796	5,648,275	5,723,395
Health	4,237,010	4,020,018	3,614,132
Community Development - Social Assistance	2,141,814	1,676,124	1,797,893
Treaty, Lands and Resources	10,843,803	12,269,460	7,623,841
Public Works	44,941,844	5,472,789	5,667,383
Economic Development	6,404,374	1,103,172	967,977
Social Housing Fund	472,311	433,864	443,141
Capital Fund	-	2,931,426	2,775,891
Trust Funds	-	133,540	138,207
Enterprise Fund(recovered)	-	-	(164,389)
Government Not-For-Profit Organizations	-	133,194	131,564
	88,250,230	46,712,535	40,434,896
ANNUAL SURPLUS (Note 19)	\$ (24,298,412)	\$ 91,095,774	\$ 11,970,967

TSLEIL-WAUTUTH NATION

CONSOLIDATED STATEMENT OF ACCUMULATED SURPLUS

For the year ended March 31	2025	2024
ACCUMULATED SURPLUS AT BEGINNING OF YEAR	\$ 239,468,381	\$ 227,497,414
ANNUAL SURPLUS	91,095,774	11,970,967
ACCUMULATED SURPLUS AT END OF YEAR	\$ 330,564,155	\$ 239,468,381

TSLEIL-WAUTUTH NATION

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended March 31, 2025	2025	2024
OPERATING ACTIVITIES		
ANNUAL SURPLUS	\$ 91,095,774	\$ 11,970,967
Items not affecting cash		
Amortization, net of disposal	3,091,747	2,993,608
Share of loss (income) of First Nation controlled entities - Enterprise Fund	(84,176,129)	(1,863,164)
	10,011,392	13,101,411
Change in non-cash operating working capital		
Accounts receivable	(4,451,641)	672,826
Prepaid expenses	(206,861)	(67,716)
Investments in GICs	-	10,000,000
Accounts payable	5,671,280	1,049,155
Deferred revenue	1,823,987	(718,479)
Damage deposits payable and rent paid in advance	300	1,125
Rents receivable	7,751	(14,422)
Loans receivable	(35,893,485)	(6,571,749)
Replacement Reserve Fund	55,316	56,748
	(22,981,961)	17,508,899
CAPITAL ACTIVITIES		
Purchase of tangible capital assets in the Capital Fund	(28,105,876)	(8,530,848)
FINANCING ACTIVITIES		
Repayment of long-term debt	6,179,739	876,112
Repayment of Social Housing long-term debt	(220,395)	(217,716)
	5,959,344	658,396
INVESTING ACTIVITIES		
Net change in funds held in trust - Olympic Legacy Trust	(1,568,965)	(390,639)
Net investment in Enterprise Fund investments	8,868,241	4,335,612
Net change in restricted cash	(59,635)	289,918
	7,239,641	4,234,891
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(37,888,852)	13,871,338
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	51,884,890	38,013,552
CASH AND CASH EQUIVALENTS, END OF YEAR	\$ 13,996,038	\$ 51,884,890

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

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, 2025

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. Golden Eagle GP Ltd. (100%)
12. Golden Eagle Limited Partnership (99.9%)
13. Inlailawatash GP Ltd. (100%)
14. Inlailawatash Limited Partnership (99.9%)
15. Inlailawatash Holding Company Ltd. (100%)
16. Inlailawatash Holding Limited Partnership (100%)
17. LDB Land General Partner Ltd. (25% owned by Wolf Clan Development Ltd.)
18. LDB Developments (AQ/MIB/TWN/SN) Limited Partnership (25% owned by Qwi:qwelstom Development Limited Partnership)
19. MapleWood North (Darwin/TWN) General Partner Ltd. (100% owned by Wolf Clan Development Ltd.)
20. 2420 Dollarton (Darwin/TWN) General Partner Ltd. (100% owned by Wolf Clan Development Ltd.)
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% owned by Takaya Ventures Ltd.)
45. Red Eagle Limited Partnership (99.9%)
46. Salish Seas Fisheries Limited Partnership (33.3%)

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

1. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES, continued

- 47. Salish Seas Fisheries GP Ltd. (33.3% owned by 0931702 B.C. Ltd.)
- 48. SPAL General Constructors Corporation (owned 100% by Tsleil-Waututh Nation Development Ltd.)
- 49. SPAL General Constructors Limited Partnership (99.9%)
- 50. Spirit Drum GP Ltd. (100%)
- 51. Spirit Drum Limited Partnership (99%)
- 52. Statlew District (TWN) Investments Ltd. (100% owned by Wolf Clan Development Ltd.)
- 53. Takaya Developments Ltd. (66%)
- 54. Takaya Developments (Destiny 2) GP Ltd. (owned 60% by Wolf Clan Development Ltd.)
- 55. Takaya Developments (Destiny 2) Limited Partnership (owned 60% by Spirit Drum Limited Partnership)
- 56. Takaya Holdings Ltd. (100%) (Bare trustee for Takaya Developments)
- 57. Takaya Developments (AQ/TWN) Ltd. (owned 60% by Wolf Clan Development Ltd.)
- 58. Takaya Developments (AQ/TWN) Limited Partnership (60%)
- 59. Takaya Tours Inc. (100%)
- 60. Takaya Ventures Ltd. (100%)
- 61. Tsleil-Waututh Land Corp (100%)
- 62. Tsleil-Waututh Land Limited Partnership (99.9%)
- 63. Tsleil-Waututh Nation Development Company Ltd. (100%)
- 64. TWN 2420 Dollarton Investments Ltd. (100% by Wolf Clan Development Ltd.)
- 65. TWN Renewable Energy Holdings Ltd. (100%)
- 66. Urban Eagle GP Ltd. (100% by Wolf Clan Development Ltd.)
- 67. Urban Eagle Limited Partnership (99.9%)
- 68. Willingdon (AQ/MIB/TWN) General Partner Ltd. (33.3% owned by Wolf Clan Development Ltd.)
- 69. Willingdon (AQ/MIB/TWN) Limited Partnership (33.3% owned by Qwi:qwelstom Development LP)
- 70. Wolf Clan Development Ltd. (100%)
- 71. White Eagle GP Ltd. (100% by Wolf Clan Development Ltd.)
- 72. White Eagle Limited Partnership (99%)
- 73. 0096501 B.C. Ltd. (100% owned by Willingdon (AQ/MIB/TWN) Limited Partnership)
- 74. 0931702 B.C. Ltd. (100%)
- 75. 1008729 B.C. Ltd. (100% owned by LDB Developments (AQ/MIB/TWN/SN) Limited Partnership)
- 76. 1353828 B.C. Ltd. (100%)
- 77. No. 168 Cathedral Ventures Ltd. (Bare trustee for Golden Eagle Limited Partnership)

(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, 2025

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, 2025

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, 2024 and 2025, 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) Asset Retirement Obligation

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date when there is a legal obligation for the First Nation to incur retirement costs in relation to a tangible capital asset (or component thereof), the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made. As at the year end date, the First Nation has not identified any asset retirement obligations, therefore no liability has been recorded.

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

1. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES, continued

(p) 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.

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 Group 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. The Group does have market risk in the funds held in trust - Olympic Legacy Trust invested in various financial instruments through RBC Dominion Securities and TD WaterHouse. The Group reduces its exposure to market risk by engaging experienced portfolio managers to oversee and manage these financial instruments.

c) Credit risk

The Group does have credit risk in accounts receivable of \$8,339,454 (2024 - \$3,887,813). 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 Group 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 Group maintains strict credit policies and limits in respect to counterparties. In the opinion of management the credit risk exposure to the Group is low and is not material.

d) Interest rate risk

The Group is exposed to interest rate risk. Interest rate risk is the risk that the Group 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 Group 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 Group 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 Group low and is not material.

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

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.

	2025	2024
Replacement Reserve Fund - restricted cash	\$ 176,044	\$ 120,727
Operating Reserve Fund - restricted cash	68,355	65,414
Ottawa Trust Funds - restricted cash - Capital	110,200	110,200
Ottawa Trust Funds - restricted cash - Revenue	3,270	1,893
	\$ 357,869	\$ 298,234

4. ACCOUNTS RECEIVABLE

	2025	2024
Accounts receivable - general	\$ 933,677	\$ 1,017,874
Indigenous Services Canada	322,154	100,800
CMHC	17,288	16,541
First Nations Health Authority	824,503	328,395
First Peoples' Cultural Council	153,648	16,148
Fortis BC	1,276,178	1,408,528
Government of Canada	538,931	120,088
GST/HST receivable	766,510	201,972
Inlailawatash Limited Partnership	782,671	332,190
MST Employment & training society	704,154	111,000
Natural Resources Canada	10,563	92,164
Property taxes	159,011	229,690
Province of BC	2,171,167	192,525
	8,660,455	4,167,915
Allowance for doubtful accounts	(321,001)	(280,102)
	\$ 8,339,454	\$ 3,887,813

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

5. LOANS RECEIVABLE

	2025	2024
Due from Blue Eagle Limited Partnership	\$ 16,751,535	\$ 14,713,798
Due from Golden Eagle Limited Partnership	26,404,878	-
Due from Inlailawatash Holding Company Ltd.	806,554	804,754
Due from Inlailawatash Limited Partnership	2,314,509	2,557,744
Due from MST Development Corporation	4,155,144	3,884,751
Due from other controlled entities	1,281,592	1,280,093
Due from Red Eagle Limited Partnership	632,441	656,304
Due from Tsleil Waututh Land Limited Partnership	37,194,542	37,191,022
Due from White Eagle Limited Partnership	7,206,826	2,662,733
Due from 1353828 BC Ltd.	2,896,663	-
	\$ 99,644,684	\$ 63,751,199

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 Tsleil-Waututh First Nation for the purpose of establishing the Tsleil-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, 2025 of the investments was \$29,667,193 (\$28,098,229 at March 31, 2024), and the market values were as follow:

	2025	2024
RBC Dominion Securities	\$ 36,084,125	\$ 2,618,698
TD Waterhouse	60,689	30,005,126
	\$ 36,144,814	\$ 32,623,824

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

7. INVESTMENTS IN FIRST NATION CONTROLLED ENTITIES

	2025	2024
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	9,779,691	10,350,012
Inlailawatash Limited Partnership	6,461,479	5,223,024
SPAL General Constructors Limited Partnership	2,140,164	2,839,486
Tsleil-Waututh Land Limited Partnership	(2,783,869)	(9,233,843)
Spirit Drum Limited Partnership	198,779	437,925
Red Eagle Limited Partnership	(302,531)	(299,001)
Blue Eagle Limited Partnership	52,926,193	508,882
Golden Eagle Limited Partnership	155,798	-
Urban Eagle Limited Partnership	26,752,340	25,289,401
White Eagle Limited Partnership	13,466,126	(275,618)
Salish Seas Fisheries Limited Partnership	2,609,358	2,384,491
Takaya Developments (AQ/TWN) Limited Partnership	7,395,294	6,465,781
Inlailawatash Holding Limited Partnership	1,942,279	1,321,633
	120,741,101	45,012,173
Investment in Entities subject to significant influence		
MST Development Corporation	(406,652)	(514,486)
	(406,652)	(514,486)
Investment in government business enterprises		
Inlailawatash GP Ltd.	(17,951)	(16,748)
Inlailawatash Holding Company Ltd.	292,642	307,714
Qwi:quelstom Development GP Ltd.	(9,482)	(8,134)
TWN Development Company Ltd.	(37,802)	(35,492)
Takaya Holdings Ltd.	(356)	(356)
Takaya Ventures Ltd.	(9,622)	(6,332)
Takaya Tours Inc.	86,310	586,310
TWN Renewable Energy Ltd.	(2,050)	(270)
Wolf Clan Development Company Ltd.	(54,326)	(56,650)
0931702 B.C. Ltd.	(9,643)	(8,305)
Spirit Drum Ltd.	(10,094)	(8,718)
Tsleil-Waututh Land Corporation Ltd.	(9,183)	(8,514)
Golden Eagle GP Ltd.	(2,810)	-
	215,633	744,505
	\$ 120,550,192	\$ 45,242,302

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

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	2025 Total	2024 Total
Cash	\$ 13,125,458	\$ 4,727,243	\$ 17,852,701	\$ 14,529,936
Accounts receivable	94,092	8,678,359	8,772,451	10,367,516
Inventory	-	29,342	29,342	130,279
Prepaid	1,156,948	155,705	1,312,653	2,114,444
Tangible capital assets	334,244,151	2,734,483	336,978,634	70,601,287
Due from related parties	-	-	-	4,898,254
Investments	29,643,396	(4,564)	29,638,832	37,827,823
Intangible and other assets	116,844,840	10,841,482	127,686,322	89,899,682
Total assets	\$ 495,108,885	\$ 27,162,050	\$ 522,270,935	\$ 230,369,221

Accounts payable	\$ 18,487,064	\$ 7,278,043	\$ 25,765,107	\$ 29,313,712
Long-term debt	263,112,900	2,450,448	265,563,348	146,334,564
Deferred revenue	-	-	-	27,200
Due to related parties	91,190,198	1,152,482	92,342,680	-
Due to shareholders	38,003	6,122	44,125	135,887
Total liabilities	372,828,165	10,887,095	383,715,260	175,811,363
Accumulated surplus (deficit)	122,280,720	16,274,955	138,555,675	54,557,858
Total equity	122,280,720	16,274,955	138,555,675	54,557,858
Total liabilities and equity	\$ 495,108,885	\$ 27,162,050	\$ 522,270,935	\$ 230,369,221

	Real Estate Development	Energy and Natural Resources	2025 Total	2024 Total
Revenue	\$ 94,489,659	\$ 43,492,979	\$ 137,982,638	\$ 28,627,197
Expenses	8,596,521	40,621,406	49,217,927	31,582,056
Net income	\$ 85,893,138	\$ 2,871,573	\$ 88,764,711	\$ (2,954,859)

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

9. ACCOUNTS PAYABLE

	2025	2024
Accounts payable - general	\$ 9,487,713	\$ 4,030,451
Wages payable	965,377	751,357
	\$ 10,453,090	\$ 4,781,808

10. DEFERRED REVENUE

	March 31, 2024	Funding received, 2025	Revenue recognized, 2025	March 31, 2025
Federal government				
First Nation Health Authority	\$ 1,893,347	\$ 1,866,248	\$ (1,944,741)	\$ 1,814,854
First Nation Health Authority - 75 year lease	10,575,983	-	(146,888)	10,429,095
	12,469,330	1,866,248	(2,091,629)	12,243,949
Provincial Government				
Province of British Columbia	-	1,519,983	-	1,519,983
Other				
Property tax prepayment	185,045	255,590	(234,898)	205,737
Land rent	15,600	15,600	(15,600)	15,600
Canada Mortgage and Housing Corporation	-	469,273	-	469,273
Vancouver Coastal Health Authority	-	39,420	-	39,420
	200,645	779,883	(250,498)	730,030
	\$ 12,669,975	\$ 4,166,114	\$ (2,342,127)	\$ 14,493,962

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

11. LOAN PAYABLE

	2025	2024
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 \$21,570,820. The total amount is due and payable on demand.	\$ 7,462,402	\$ 1,282,663
	\$ 7,462,402	\$ 1,282,663

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.

	2025	2024
Balance, beginning of year	\$ 119,345	\$ 62,596
Contributions, required during the year	49,290	49,290
Interest	6,026	8,841
Disbursements	-	(54,024)
Proceeds from insurance claim	-	52,642
	\$ 174,661	\$ 119,345

13. CMHC MORTGAGES

	Phase number	Maturity date	Interest rate	Monthly payment	2025	2024
22-501-670	1	9/1/2025	0.70%	\$ 5,787	\$ 702,850	\$ 767,151
22-501-670	2	6/1/2026	1.13%	2,463	314,263	340,121
22-501-670	3	1/1/2027	1.50%	4,751	617,876	665,279
22-501-670	4	7/1/2027	3.75%	3,112	368,939	392,117
22-501-670	5	11/1/2029	3.21%	3,286	461,331	487,517
22-501-670	6	11/1/2026	1.51%	3,611	638,294	671,763
					\$ 3,103,553	\$ 3,323,948

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

The estimated principal repayments for the next 5 years are:

	\$
2026	859,748
2027	1,513,048
2028	346,839
2029	27,503
2030 and beyond	356,415
Total	<u>3,103,553</u>

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

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	2025 net book value
Buildings	\$ 59,844,210	\$ 6,063,738	\$ 65,907,948	\$ 21,727,051	\$ 2,587,068	\$ 24,314,119	\$ 41,593,829
Automotive equipment	1,476,235	260,527	1,736,762	608,436	98,674	707,110	1,029,652
Furniture and equipment	2,036,041	148,777	2,184,818	1,571,410	113,705	1,685,115	499,703
Roads	3,631,875	503,920	4,135,795	1,782,188	69,785	1,851,973	2,283,822
Social Housing	6,459,131	-	6,459,131	2,319,755	220,395	2,540,150	3,918,981
Assets under construction	21,345,264	21,092,701	42,437,965	-	-	-	42,437,965
Solar panel	636,190	-	636,190	8,483	2,120	10,603	625,587
Assets not in use	-	36,213	36,213	-	-	-	36,213
	\$ 95,428,946	\$ 28,105,876	\$ 123,534,822	\$ 28,017,323	\$ 3,091,747	\$ 31,109,070	\$ 92,425,752

	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

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

15. PREPAID EXPENSES

	2025	2024
Prepaid expenses - general	11,666	25,526
AD Micro Technology Inc. - subscription	30,319	-
Centaur Products Inc.	325,000	325,000
Collabware Continuum - licensing	52,800	-
Envivio Solutions Inc. - subscription	12,551	-
ICBC insurance	32,512	24,902
Marsh Canada Limited - insurance	206,298	-
Prepayment of invoices	53,516	116,425
Woodwards & Company LLP	-	25,948
	724,662	517,801

16. 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.

17. 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:

	2025	2024
1353828 BC Ltd. - management fees	\$ 3,362	\$ -
SPAL General Constructors Limited Partnership - management fees	108,500	100,040
Takaya Holdings Ltd. - management fees	468	1,357,682
Takaya Tours Inc.	60,190	1,698
Warrior Plumbing - repair & maintenance	32,206	210,396
Jentle Sparkle Cleaning	152,168	84,600
	\$ 356,894	\$ 1,754,416

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.

18. 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, 2025

19. PRIOR PERIOD RESTATEMENT

During the prior year, the Government of British Columbia, provided a grant totalling \$105 million to three First Nations. Tsleil-Waututh Nation's share was \$35 million. The grant letter named the Nations as recipients however the economic substance for the arrangement indicates the grant was to be provided to MSTA Fairmont Developments Limited Partnership (LP), of which the Nations are limited partners. As such, the grant has been recorded in the financial statements of the LP. The grant was previously presented as revenue and a loan receivable and have been retroactively restated. It was also discovered that the share of income from Inlailawatash Limited Partnership was over accrued by \$941,247 in the 2024 fiscal year. The following prior year balances have been restated:

For the year ended March 31	As previously stated in 2024	Adjustments Increase (Decrease)	Restated 2025
Consolidated Statement of Financial Position			
Financial assets			
Loans receivable	\$ 98,751,199	\$ (35,000,000)	\$ 63,751,199
Investment in First Nation controlled entities	46,183,549	(941,247)	45,242,302
Net financial assets	212,005,799	(35,941,247)	176,064,552
Accumulated surplus	279,935,223	(35,941,247)	243,993,976
Consolidated Statement of Operations			
Revenue			
Share of income from GBEs	2,804,411	(941,247)	1,863,164
Province of BC	37,498,320	(35,000,000)	2,498,320
Current year surplus (deficit)	47,912,214	(35,941,247)	11,970,967
Consolidated Statement of Cash Flows			
Items not affecting cash			
Share of loss (income) of First Nation controlled entities - Enterprise Fund	(2,804,411)	941,247	(1,863,164)
Changes in non-cash operating working capital			
Loans receivable	\$ (41,571,749)	\$ 35,000,000	\$ (6,571,749)

There has been no effect on current year's financial statements.

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

20. 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, 2025

20. SEGMENTED INFORMATION, continued

	Administration			Community Development - Education				Health	
	2025	2025	2024	2025	2025	2024	2025	2025	2024
	Budget	Actual	Actual	Budget	Actual	Actual	Budget	Actual	Actual
Revenues									
Indigenous Services Canada	\$ 730,000	\$ 695,372	\$ 676,478	\$ 1,818,883	\$ 1,754,635	\$ 1,763,802	\$ 66,087	\$ 55,589	\$ 52,771
Administration fee	193,400	114,210	101,118	-	-	-	-	-	-
First Nations Goods and Services Tax	3,409,320	3,838,516	3,433,712	-	-	-	-	-	-
First Nations Health Authority	-	-	-	53,298	71,064	71,064	2,062,961	1,786,207	1,973,060
Government of Canada	-	-	-	-	-	-	25,795	49,938	25,795
Property tax assessed	5,900,000	6,943,618	6,030,744	-	-	-	-	-	-
Province of BC	-	91,000	-	1,108,214	1,448,397	1,649,053	-	-	-
Rental	157,000	157,006	157,006	-	-	-	-	-	-
Other revenue	2,479,900	3,840,249	4,648,249	1,998,431	2,364,288	2,212,429	1,060,502	1,222,263	1,016,704
Total revenue	12,869,620	15,679,971	15,047,307	4,978,826	5,638,384	5,696,348	3,215,345	3,113,997	3,068,330
Expenses									
Administration fees	500	76	143	-	-	-	-	-	9,574
Contracted services and consultants	557,100	676,433	583,115	95,000	111,447	162,975	788,686	1,040,393	781,784
Honoraria	425,270	422,998	395,217	22,000	11,759	16,584	48,200	30,337	60,821
Materials and supplies	424,687	231,981	267,584	162,500	159,670	193,007	170,200	91,996	162,310
Professional fees	393,000	272,504	426,859	163,000	34,594	114,680	2,300	-	-
Travel	106,850	132,835	56,123	19,890	17,765	16,126	75,500	52,459	45,052
Wages and benefits	4,033,361	3,787,041	3,253,520	4,122,495	3,621,143	3,563,760	2,424,576	2,058,018	1,748,198
Other expenses	6,980,510	7,366,805	6,733,300	1,702,911	1,691,897	1,656,263	727,548	746,815	806,393
Total expenses	12,921,278	12,890,673	11,715,861	6,287,796	5,648,275	5,723,395	4,237,010	4,020,018	3,614,132
Annual surplus (deficit)	\$ (51,658)	\$ 2,789,298	\$ 3,331,446	\$ (1,308,970)	\$ (9,891)	\$ (27,047)	\$ (1,021,665)	\$ (906,021)	\$ (545,802)

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

20. SEGMENTED INFORMATION, continued

	Community Development - Social Assistance			Treaty, Lands and Resources			Public Works		
	2025 Budget	2025 Actual	2024 Actual	2025 Budget	2025 Actual	2024 Actual	2025 Budget	2025 Actual	2024 Actual
Revenues									
Indigenous Services Canada	\$ 1,765,355	\$ 1,897,371	\$ 2,038,923	\$ -	\$ 166,498	\$ 20,000	\$ 7,335,028	\$ 1,373,999	\$ 1,773,996
First Nations Health Authority	-	-	-	-	-	-	4,490	8,978	8,978
Government of Canada	-	-	-	2,500,000	2,635,462	2,101,087	-	2,716,959	-
Province of BC	-	-	30,000	426,759	935,244	694,267	400,000	1,644,983	125,000
Rental	-	-	-	-	-	-	32,000	67,864	67,829
Other revenue	-	31,000	(9,219)	5,522,253	9,365,006	5,542,049	6,342,319	779,213	2,928,220
Total revenue	1,765,355	1,928,371	2,059,704	8,449,012	13,102,210	8,357,403	14,113,837	6,591,996	4,904,023
Expenses									
Contracted services and consultants (recovery)	111,531	5,211	21,492	3,406,818	6,302,508	2,486,358	3,564,900	1,398,189	1,688,719
Honoraria	-	9,529	1,618	34,800	51,957	24,092	67,900	17,807	32,400
Materials and supplies	153,301	84,037	204,113	141,950	252,802	112,198	138,260	212,777	68,523
Professional fees	33,143	-	29,992	425,468	225,518	175,817	161,700	27,974	8,843
Travel	17,914	12,268	11,729	178,131	201,034	189,176	35,700	18,739	9,368
Wages and benefits	857,000	601,437	654,076	6,112,906	4,822,489	4,299,767	3,346,778	2,464,044	2,073,826
Other expenses	968,925	963,642	874,873	543,730	413,152	336,433	37,626,606	1,333,259	1,785,704
Total expenses	2,141,814	1,676,124	1,797,893	10,843,803	12,269,460	7,623,841	44,941,844	5,472,789	5,667,383
Annual surplus (deficit)	\$ (376,459)	\$ 252,247	\$ 261,811	\$ (2,394,791)	\$ 832,750	\$ 733,562	\$ (30,828,007)	\$ 1,119,207	\$ (763,360)

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

20. SEGMENTED INFORMATION, continued

	Economic Development			Social Housing Fund				Capital Fund	
	2025 Budget	2025 Actual	2024 Actual	2025 Budget	2025 Actual	2024 Actual	2025 Budget	2025 Actual	2024 Actual
Revenues									
Indigenous Services Canada	\$ 27,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration fee	108,500	168,690	1,531,313	-	-	-	-	-	-
Province of BC	-	1,766,667	-	-	-	-	-	-	-
Rental	12,000	12,000	6,000	270,900	264,150	268,150	-	-	-
Other revenue	17,940,012	3,190,000	8,803,434	201,411	202,881	214,118	-	-	-
Total revenue	18,087,512	5,137,357	10,340,747	472,311	467,031	482,268	-	-	-
Expenses									
Administration fees (recovery)	-	-	-	16,012	-	(1)	-	-	-
Contracted services and consultants	428,000	127,461	262,242	-	-	-	-	-	-
Honoraria	-	-	1,500	-	-	-	-	-	-
Loan payments	-	-	-	272,559	53,645	54,637	-	-	-
Materials and supplies	9,458	518	4,099	-	-	-	-	-	-
Professional fees	738,000	347,368	160,362	5,900	8,332	6,890	-	-	-
Travel	6,150	1,190	608	-	-	-	-	-	-
Wages and benefits	537,456	533,910	494,436	-	-	-	-	-	-
Other expenses	4,685,310	92,725	44,730	177,840	371,887	381,615	-	2,931,426	2,775,891
Total expenses	6,404,374	1,103,172	967,977	472,311	433,864	443,141	-	2,931,426	2,775,891
Annual surplus (deficit)	\$ 11,683,138	\$ 4,034,185	\$ 9,372,770	\$ -	\$ 33,167	\$ 39,127	\$ -	\$ (2,931,426)	\$ (2,775,891)

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS March 31, 2025

20. SEGMENTED INFORMATION, continued

		Trust Funds			Enterprise Fund			Negotiation Support Agreement Fund		
	2025	2025	2024	2025	2025	2024	2025	2025	2024	
	Budget	Actual	Actual	Budget	Actual	Actual	Budget	Actual	Actual	
Revenues										
Other revenue (loss)	\$ -	\$ 1,707,635	\$ 534,024	\$ -	\$ 84,176,129	\$ 1,863,164	\$ -	\$ 712	\$ 643	
Total revenue	-	1,707,635	534,024	-	84,176,129	1,863,164	-	712	643	
Expenses										
Administration fees	-	120,190	127,113	-	-	-	-	-	-	
Honoraria	-	6,000	4,400	-	-	-	-	-	-	
Professional fees	-	7,350	6,694	-	-	-	-	-	-	
Other expenses	-	-	-	-	-	(164,389)	-	-	-	
Total expenses	-	133,540	138,207	-	-	(164,389)	-	-	-	
Annual surplus (deficit)	\$ -	\$ 1,574,095	\$ 395,817	\$ -	\$ 84,176,129	\$ 2,027,553	\$ -	\$ 712	\$ 643	

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

March 31, 2025

20. SEGMENTED INFORMATION, continued

	Government Not-For-Profit Organizations			Consolidated totals		
	2025 Budget	2025 Actual	2024 Actual	2025 Budget	2025 Actual	2024 Actual
Revenues						
Indigenous Services Canada	\$ -	\$ -	\$ -	\$ 11,742,353	\$ 5,943,464	\$ 6,325,970
Administration fee	-	-	-	301,900	282,900	1,632,431
First Nations Goods and Services Tax	-	-	-	3,409,320	3,838,516	3,433,712
First Nations Health Authority	-	-	-	2,120,749	1,866,249	2,053,102
Government of Canada	-	-	-	2,525,795	5,402,359	2,126,882
Property tax assessed	-	-	-	5,900,000	6,943,618	6,030,744
Province of BC	-	-	-	1,934,973	5,886,291	2,498,320
Rental	-	-	-	471,900	501,020	498,985
Other revenue	-	264,516	51,902	35,544,828	107,143,892	27,805,717
Total revenue	-	264,516	51,902	63,951,818	137,808,309	52,405,863
Expenses						
Administration fees	-	-	-	16,512	120,266	136,829
Contracted services and consultants	-	-	-	8,952,035	9,661,642	5,986,685
Honoraria	-	-	-	598,170	550,387	536,632
Loan payments	-	-	-	272,559	53,645	54,637
Materials and supplies	-	-	-	1,200,356	1,033,781	1,011,834
Professional fees	-	10,597	21,701	1,922,511	934,237	951,838
Travel	-	-	-	440,135	436,290	328,182
Wages and benefits	-	-	-	21,434,572	17,888,082	16,087,583
Other expenses	-	122,597	109,863	53,413,380	16,034,205	15,340,676
Total expenses	-	133,194	131,564	88,250,230	46,712,535	40,434,896
Annual surplus (deficit)	\$ -	\$ 131,322	\$ (79,662)	\$(24,298,412)	\$ 91,095,774	\$ 11,970,967



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Indian River Watershed

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Belcarra Regional Park

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Barnet Marine Park



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thank you all

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