səlilwətaɬ

Tsleil-Waututh Nation

PEOPLE OF THE INLET

2025-26

ANNUAL REPORT



tə səlilwətaɬ xʷəlməxʷ
Tsleil-Waututh Nation

ʔəxʔixəltə̓l̓
paddling together

ʔəm̓i ceːp
welcome all

ʔí kʷənátəl
here together

ʔəy ’ šxʷqʷeləwən
good feelings

təmtém
when

ʔénəcə
where

sɬəqəlləxʷ
knowledge

sḵ̓ʷáḵ̓ʷəs
spring

təmḵ̓ʷál̓əḵ̓ʷəs
summer







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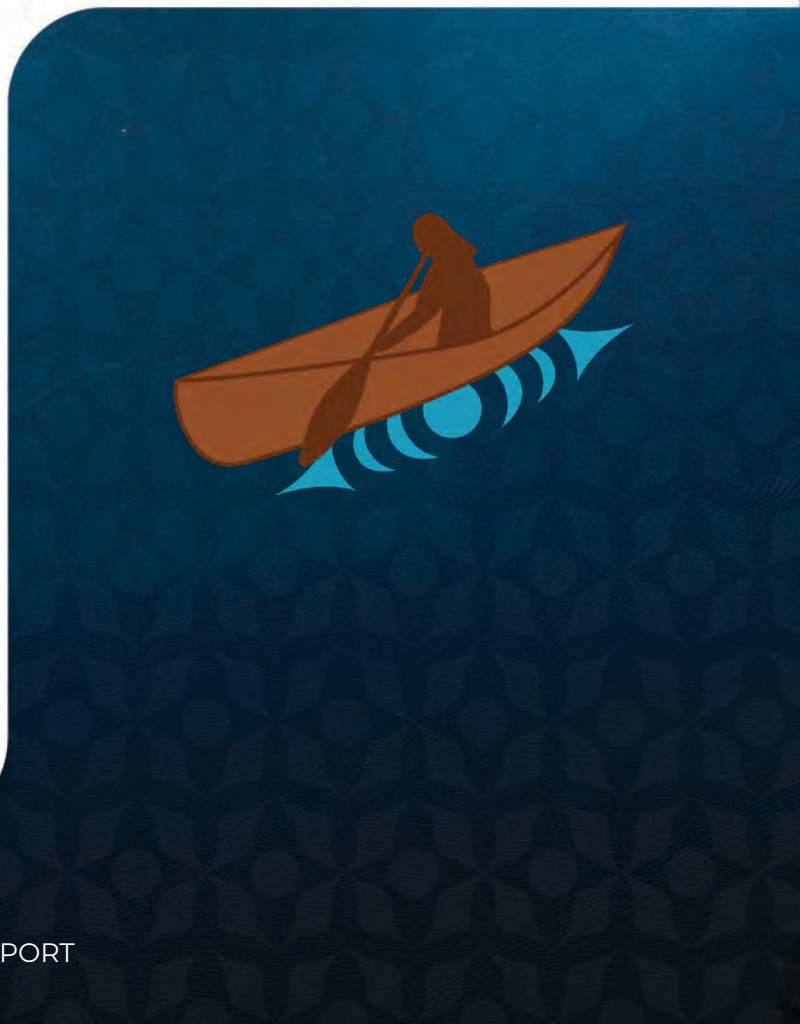
About Us

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

Our Ancestors traveled throughout our territory, keeping villages in many locations, living wherever seasonal resources were plentiful. Our lands and waters have shaped our culture and will continue to be central to our way of life. We maintain a sacred 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 collaborating 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, and economic levels in decision-making within our lands, for the benefit for the next seven generations.





Our Mission

ʔəxʔixəltəɬ̓ [paddling together], our Mission is to uphold the **snəẃeyəɬ** [teachings and ways of being] and the **ʔəy̓ sqʷeləwən** [good feelings] of Sleil-Wautt people, we will **siʔam̓θət** [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 həṅq̓əmiṅəm̓, 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.

hən̓q̓əmiṅəm̓ 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.



səlilwətaɬ Core Values

siʔám̓θət

[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.

snəẃeyəɬ

[teachings]

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

snəẃeyəɬ

[teachings]

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

ʔəxʔixəltəl̓

[paddling together]

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

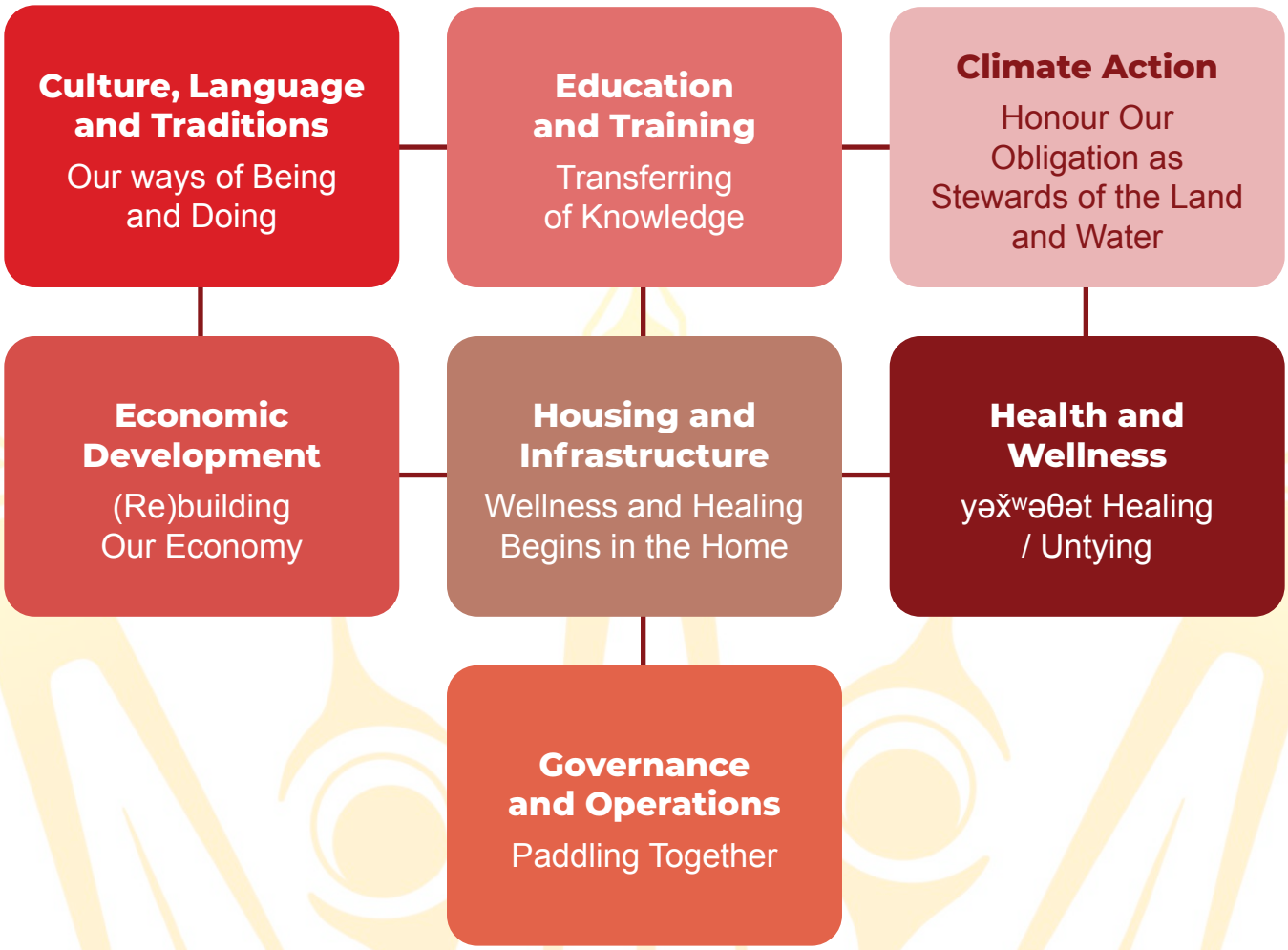
ʔəy̓ sqʷeləwən

[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.



səlilwətaɬ (Tsleil-Waututh Nation) Chief and Council

səlilwətaɬ Chief and Council term runs from July 1, 2025 to June 30, 2029.

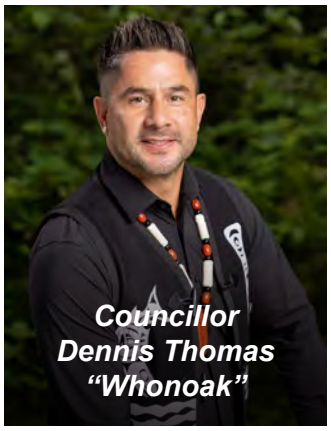
**Please note that at the time of publishing this annual report in September 2026, Chief Justin George has stepped down from his role as Chief.*


Chief
Justin Sky George


Councillor Kalila George-Wilson


Councillor Curtis Thomas


Councillor Deanna George


Councillor Dennis Thomas "Whonoak"


Councillor Nicholas Kofi


Councillor James Sandover



Message from Chief and Council

ʔəy̓ sweyəl (Good day),

We are pleased to present the 2025-2026 səlilwətaɬ (Tsleil-Waututh Nation) Annual Report on our operations, activities, impact, and financial performance during the past fiscal year. We raise our hands in gratitude to our Membership, staff, and each of our partners for their continued engagement and support.



As we move towards building a thriving future for our next generations, we are guided by our laws and mandates, alongside the shared cultural values and snəẃeyəɬ [teachings and ways of being] passed down from our Ancestors and Elders. Our work has been focused on nine strategic priorities:

- **Governance, Policy, and Accountability**
- **Organizational Performance, and Management**
- **HR, Staffing, and Leadership Development**
- **Communications and Engagement**
- **Housing and Land Development**
- **Skills, Education, and Capacity Building**
- **Major Projects and Planning**
- **Economic Development and Finance**
- **Health and Community Services**

This past year, we were proud to support culturally rich and innovative programs to uplift our Elders and empower our youth with recreation, field trips, and garden opportunities, offer employment, mentorship, and training to Members, and to observe the growth of our siʔáḿθət School students as they engaged in land-based and həńq̓əmiṅəṁ language learning.

We continued to restore our territory, defining our footprint as active stewards of the lands and waters of səlilwət (Burrard Inlet). We nurtured our relationships with governments and organizational partners to assert and protect our rights and title, grow our economy, and strengthen our face on our traditional territory.

We wish to extend our gratitude towards our Members for gathering together during the first of a series of Seasonal Rounds, where we heard directly from you on your priorities and vision for our Nation. We will continue ʔəxʔixəltə̓l (paddling together) as we shape our Nation's path forward, grounded in our strengths and cultural ways.

As your elected leaders, we will continue to bring Members together as one heart and one mind – nəc̓əmat tə šxʷqʷeləwən ct – to best serve the evolving needs of our Nation. We are committed to empowering every youth, adult, and Elder to be proud of our rich history, language, and culture, nurture our deep connections to our lands and waters, and move forward together as one united community.

hay ce:p q̓ə, thank you all,
Chief and Council
səlilwətaɬ (Tsleil-Waututh Nation)



Chief and Council Swearing-in Ceremony

Message from CAO

As Chief Administrative Officer at səlilwətaɬ (Tsleil-Waututh Nation), I've been honoured to support a newly elected Chief and Council this past year in their desire to support and uplift the community. I was also delighted to warmly welcome Dianne Sparrow as our Deputy Chief Administrative Officer, a new role at the Nation. Based upon Council's strategic pillars, we are working together towards achieving social, cultural, health, and economic excellence in order for all səlilwətaɬ Members to thrive.

This past year, we closely reviewed and revamped our Comment Response Form (CRF) process to develop a more systematic and efficient tracking process. By year end, we had received 72 total requests, closed 40 of them (56%), and pursued the remaining requests from Members. Housing remained the top operational category in CRFs.

I recognize the need to facilitate and improve upon our services to Members. I've met with Tsleil-Waututh Elders and their insights have influenced the decisions we are making at the Nation. By recognizing the importance of community gatherings, I've witnessed the dedicated voices of our community as you stand up and speak out for meaningful change. Members' feedback has been invaluable in helping uncover the challenges we face and move us closer to achieving our collective goals. Going forward, we're committing to making changes in our Administration's structure and ensuring Elders are supported in a good way.



Robert Bartlett, Chief Administrative Officer

Over this past fiscal year, I'm proud to share that Directors and staff across all seven TWN Departments have successfully delivered and expanded culturally relevant, innovative, and comprehensive programs tailored to Members' needs. Below are a few of the many highlights from our report and I encourage you to read the full report to gain a better understanding of our progress.

- **Fostering Health and Wellness:** Our ćećəwət leləm Helping House kept our Members healthy, connected, and safe by providing holistic, culturally relevant, wrap-around health and wellness services and programs, and bringing Members together towards healing.
  - Our Peer Based Support Groups continued empowering Elders, youth, women, men, and recovery-based groups towards healing;
  - The Community Garden provided 5,500 lbs of free produce to the community;
  - The Recreation team hosted over 3,000 breakfasts through our Breakfast Club Program, served 1,250 nutritious lunches served to Elders, and held dozens of community events, celebrations, outings, and cultural gatherings.
- **Culturally-informed Education:**
  - 600 cultural activities were held, including hən̓q̓əmin̓əm̓ language, regalia making, and weaving were taught to students from K4 through 12;
  - Students were acknowledged for their incredible achievements in our 2025 Graduation Ceremony, with a nearly 100% graduation rate.
- **Community and Staff Engagement:**
  - Our Engagement and Events team brought community members together regularly in gatherings such as "Steer the Way and Play" and oversaw the installation of our *Every Child Matters* orange crosswalk last September;
  - Office Management hosted staff meals to bring us together throughout the year.



- **Progress on Public Works:**
  - Our Housing and Renovations team completed eight major home renovation projects;
  - Our Climate Action team supported energy retrofits in nine TWN homes;
  - The Lands team issued 100 permits, ranging from Archaeology to Building to Electrical;
  - We opened both smayaθ (Smuyth Avenue) and Big John Creek Bridge, serving as a link between the Apex neighbourhood and Raven Woods.

- **Economic Vitality:**
  - Thanks to the leadership of the Economic Development Department, we saw progress across real estate holdings, major projects, and among TWN businesses;
  - Phases 1 and 2 of the Seymour Village - Lupine Walk development achieved 100% sales completion;
  - The MST Working Group advanced implementation on the Attainable Housing Initiative Agreement with the B.C. government for Heather Lands.
- **Rights, Title, and Jurisdiction:**
  - Treaty, Lands and Resources (TLR) continued to assert and protect Tsleil-Waututh's rights, title, and interests throughout the territory by reviewing 512 new development referrals under TWN's Stewardship Policy, and ensuring cultural heritage is protected by reviewing and issuing 275 Cultural Heritage Permits;
  - TLR negotiated a significant agreement with Metro Vancouver to facilitate hunting access in the Seymour Watershed for the first time since 1927;
  - TLR also facilitated community access to traditional harvesting by facilitating elk, clam, salmon and herring harvesting opportunities.
- **External Engagement:** The Relationships team ensured Tsleil-Waututh's presence is seen and heard at the table with our current and potential collaborators, including continuing TWN's engagement on the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) with the City of Vancouver.
- **Safety and Communications:** The wellbeing of community members and staff is my priority and safety remains at the forefront of our daily operations. Our Community Safety team continued holding critical training for staff on emergency management and collaborated with the Communications team to launch Voyent Alert as TWN's emergency alerting system for timely, relevant public safety notifications.
- **Grants:** Our TWN Community Society Board of Directors approved administering multiple grants to Members to support mobility aids for Elders, canoe racing, food growing, and həl̓q̓əmin̓əm̓ learning as a few examples.



We also pursued several, Nation-wide major projects this past year, including:

- **Inlet Negotiations:** A working group and leadership table were established to lead the Nation on negotiations, consultation, and communications related to projects in and around Burrard Inlet, in order to advance governance issues and strengthen recognition of Tsleil-Waututh rights and jurisdiction.
- **FIFA World Cup 2026™:** A working committee led on the planning of Tsleil-Waututh's involvement and representation at the World Cup in Vancouver, including finalizing a Memorandum of Understanding between the Province of BC and the City of Vancouver to host the tournament on shared Musqueam, Squamish, and Tsleil-Waututh territories.
- **TWN Sports Field:** The Nation took steps to opening its very first full-sized, turf Sports Field.



Final Reflections

The entirety of our work is guided by leadership, Elders, Knowledge Keepers, and snəẇeyəɬ (teachings) imparted by Tsleil-Waututh Ancestors. I raise my hands to Chief and Council for your cultural wisdom and leadership, to Membership for your guidance, and to our dedicated staff for your steadfast commitment to serving the Nation as we ʔəxʔixəltəɬ (paddle together) towards achieving a great vision for səlilwətaɬ.

We remain committed to moving forward, establishing a lasting foundation for the success and wellbeing of the next seven generations of Tsleil-Waututh Members.

hay ce:p q̓ə, thank you all,
Robert Bartlett,
Chief Administrative Officer

Artist and Photographer Credits













TWN Member Artists:

Caitlin Aleck
Candace Thomas
Chris Overes
Jordan Gallie
Mercedes Thomas-Gonzalez
Olivia George
Sarah Thomas

Drone Photography:

Jeff Sisson, Tsleil-Waututh Member



Artwork: ***Stormwater Activities***
by Olivia George

səlilwətaɬ Membership



286 On Reserve

138 Female

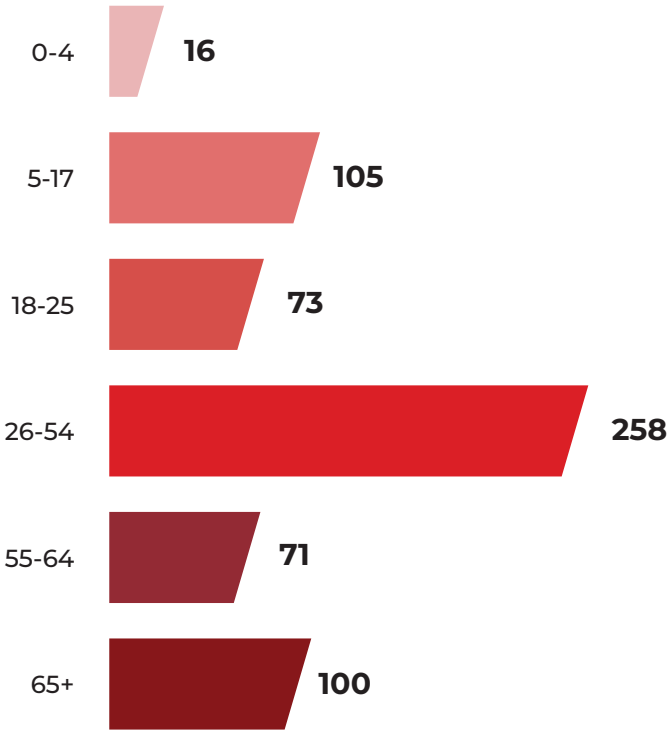
148 Male

336 Off Reserve

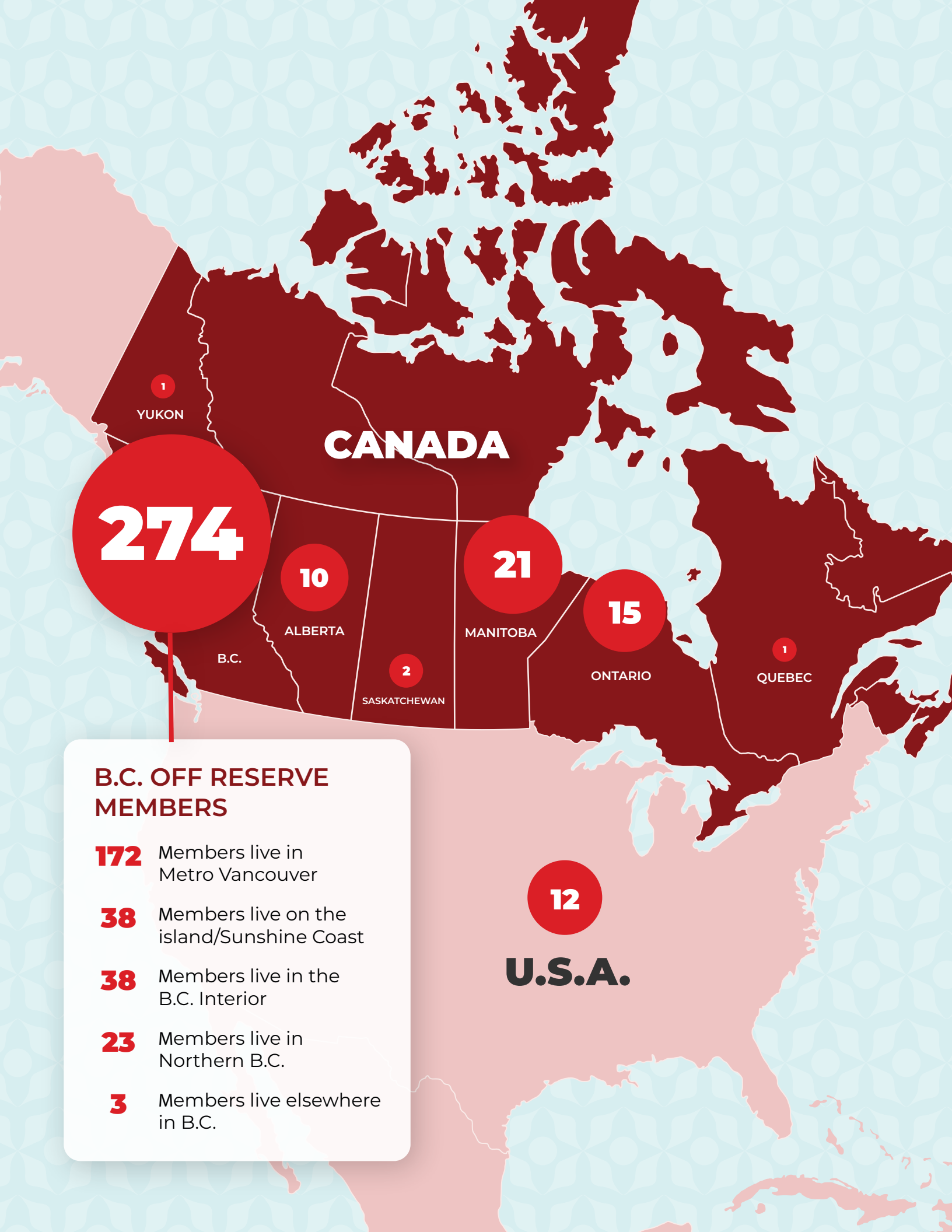
192 Female

144 Male

Age Groups







B.C. OFF RESERVE MEMBERS

172 Members live in Metro Vancouver

38 Members live on the island/Sunshine Coast

38 Members live in the B.C. Interior

23 Members live in Northern B.C.

3 Members live elsewhere in B.C.

Organizational



səlilwətaɬ Members

Chief and Council

Chief Administrative Officer

- **Administration, HR and Finance**
  - Communications
  - Membership and Engagement
  - Community Safety
  - Fund Development
  - Office Management
  - Relationships
  - Human Resources
  - Finance
  - Information Technology
  - Property Tax
  - Records Management
- **Community Development**
  - Employment and Training/ Skill Centre
  - Family and Child Development Centre/Daycare
  - Family Programs
  - Income Assistance
  - K-12 Education
  - Post Secondary Education
  - Social Work
- **Economic Development**
  - Business Development
  - Economic Accommodation
  - Inlailawatash LP
  - Real Estate Holdings Division
  - Salish Seas Fisheries LP
  - SPAL General Constructors Corporation
  - Takaya Developments
  - Takaya Tours
- **Health and Wellness**
  - Community Garden
  - Community Health
  - Elders' Programming
  - Home and Community Care
  - Indian Residential School Survivor Project
  - Mental Wellness
  - Primary Care
  - Recreation
- **Language, Culture, and Protocol**
  - Cultural Programs
  - Language Programs
  - Protocol Office
- **Public Works**
  - Asset Management
  - Climate Action and Energy Management
  - Community Planning
  - Facility Management
  - Housing
  - Infrastructure and Services
  - Lands Management
  - Lands Registry
  - Law Development
  - Membership
  - Permitting
- **Treaty, Lands and Resources**
  - Archaeology and Cultural Heritage
  - Community and Governance
  - Consultation and Accommodation
  - Cumulative Effects
  - Environmental Stewardship
  - Natural Resource Planning
  - Recognition of Indigenous Rights and Self Determination (RIRSD)
  - Sacred Trust
  - Special Projects



Administration, HR, and Finance Department

The Administration Department is comprised of Human Resources (HR), Finance, IT, Records Management, Office Management, Membership and Engagement, Communications, Community Safety, Relationships, Grant Writing, and the TWN Community Society.

People Experience Services (Human Resources)

Building Our People, Strengthening Our Nation

Our Mandate: Uplifting our People, honouring səlilwətaɬ (Tsleil-Waututh Nation) roots, our 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 səlilwətaɬ 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.



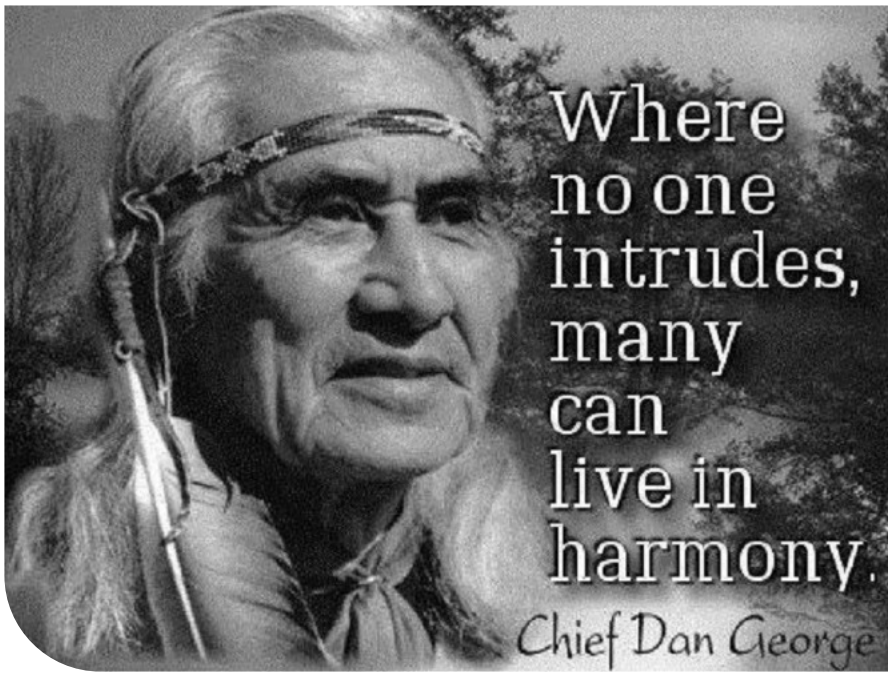
Our Shared Vision

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 səlilwətaɬ and contributing to our shared success.

Laying the Foundation for Generations to Come

Over the past year, the People Experience Services team (Human Resources) 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.



People Mission

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

Recruitment and Onboarding

Last year, there was a net increase of 19 employees, a trend driven by Public Works, Community Development, and Administration departments. The Health and Wellness Department experienced a higher-than-average employee turnover rate during the reporting period, which was influenced by organizational changes, staffing transitions, and employment decisions made to support operational needs and strengthen overall service delivery. Our employee retention rate overall was 80.3%, which reflects healthy employee tenure trends.

The onboarding experience at Tsleil-Waututh Nation continued to evolve, reflecting our commitment to welcoming new employees in a way that is culturally grounded, engaging, and supportive. This year, we enhanced the onboarding journey by introducing interactive SharePoint features, expanding opportunities to learn about Tsleil-Waututh history, culture, values, and ways of being, and developing structured onboarding and orientation plans for both employees and managers to support a consistent and meaningful start.

We also strengthened service delivery by implementing dedicated email distribution groups and a new ticketing system, creating a more connected and responsive onboarding experience.

Strengthening Our Roots – HR Foundations

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

Member-led communications

Guided by community feedback, we refreshed how job opportunities are shared. We launched new digital and print designs shaped by Members' voices to help make opportunities more accessible. We feature opportunities weekly on social media and the TWN Communications App and distribute biweekly posters to keep community members informed.

TWN talent pool continues to grow

It is a priority for us to ensure community members hear about employment opportunities. In collaboration with community, we launched the Tsleil-Waututh Nation talent pool to strengthen Tsleil-Waututh Members' access to employment opportunities. We provide personalized outreach to keep Members informed about opportunities.



Gathering our Voices

We were honoured to participate in Gathering Our Voices, an Indigenous youth leadership conference, where we engaged with more than 200 Indigenous youth delegates. The event provided a valuable opportunity to grow community connections, discuss career pathways, and highlight employment opportunities at TWN.

Tsleil-Waututh Youth Employment

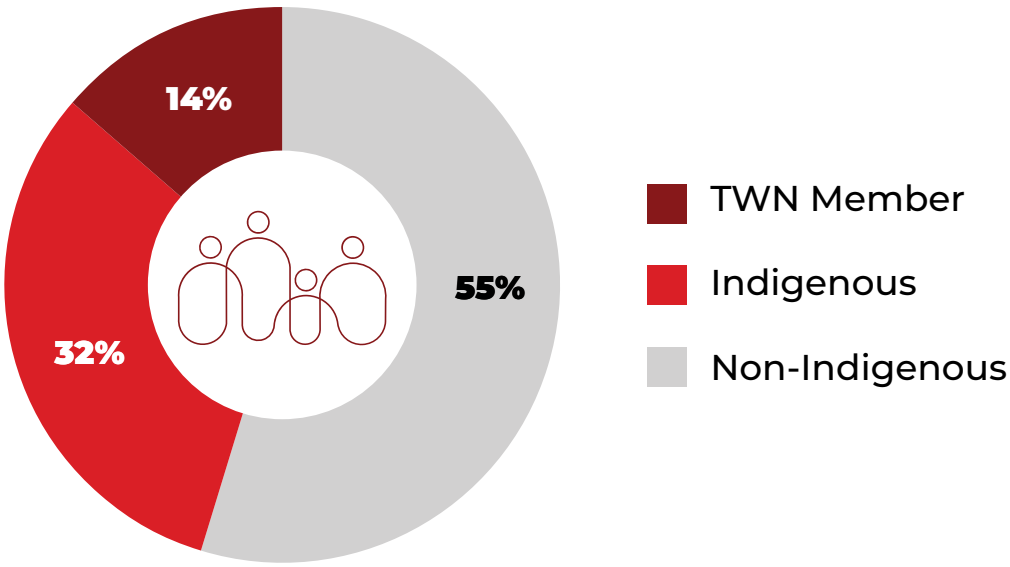
We are proud to support Tsleil-Waututh youth through meaningful employment and career development opportunities. Creating spaces for mutual learning, mentorship, and growth is an important part of our community commitment. Each year, we recruit youth into various community-based and targeted skill development roles to build skills, confidence, and professional work experience.

Last year, we welcomed six Tsleil-Waututh youth into various positions. Beyond these dedicated youth employment programs, Indigenous youth continue to represent the largest share of new Indigenous hires across TWN, strengthening our workforce and supporting the next generation of leaders.

Workforce Demographics

Tsleil-Waututh Nation continues to foster a diverse and inclusive workforce. In 2025, **46% of employees identified as Indigenous**, including **32% Tsleil-Waututh Nation Members** and **14% other Indigenous employees**, while **55% identified as non-Indigenous**. This reflects our commitment to creating meaningful employment opportunities for Nation Members while attracting the diverse skills and expertise needed to support the Nation's strategic priorities and service delivery.

Tsleil-Waututh Nation Employees



Decolonizing Policies

In collaboration with external consultants, we developed a culturally-grounded Employee and Manager Handbook (HR policy) to ensure policies reflect səlilwətaɬ teachings and lived realities.

Wellness and Balance

We continuously improved the holistic leave and benefits process to support staff in maintaining their mental, emotional, spiritual, and physical wellness. We hosted two lunch and learn information sessions with TWN health and pension vendor Eagle Bay to promote employee health, dental, and pension information. Employees had personalized one-on-one meet and greet sessions with the Eagle Bay service team.

Structure for the Future

We 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

Our people are the strength of the Nation. As we continue to grow and build for future generations, we are investing in systems that support our employees, strengthen our organization, and help us work together in a good way.

This year, we launched Pathways, our new Human Resources Information System (HRIS), developed by UKG and designed specifically to meet the unique needs of Tsleil-Waututh Nation. Guided by our commitment to building capacity from within, Pathways supports how we ʔəxʔixəltəl̓ (paddle together)—creating stronger connections between our people, our work, and our shared purpose.

Pathways makes it easier for community members and applicants to explore employment opportunities with the Nation while strengthening how we welcome, develop, and support employees throughout their journey at TWN. It also provides meaningful insights that help leaders make informed decisions grounded in the needs of our people and the long-term well-being of the Nation.

As Pathways continues to be implemented across the organization, it will support recruitment, employee development, succession planning, performance conversations, and coaching—helping us grow our people, honour the gifts each person brings, and build a strong foundation for those who will carry this work forward.

Learning, Safety, and Indigenous Leadership

TWN Leadership and Mentorship: We 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.

Creating Safer Spaces: We implemented Occupational Health and Safety Training, supporting Departments with safety training and supporting our Joint Occupational Safety and Health (JOSH) Committee with culturally respectful practices.

We are committed to the health, safety and wellbeing of employees. HR, in collaboration with our JOSH Committee, facilitated two interactive health and safety trainings, including earthquake and fire preparedness drills, as well as First Aid certification opportunities to help build a safe and prepared workplace.

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 included:

- 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

Everything we do is guided by our responsibility to care for our people and strengthen the Nation. Our work is about more than policies and systems—it is about creating a workplace where every person feels welcomed, respected, connected, and supported to bring their gifts in service to səlilwətaɬ.

Over the past year, we have taken meaningful steps to strengthen our people practices, embed səlilwətaɬ values into the employee experience, and create pathways for our people to grow and lead. We are grateful for the guidance of Chief and Council, the partnership of leaders, and the voices of employees and community members who continue to shape this journey.

As we look ahead, we remain committed to nurturing a workplace rooted in culture, belonging, and reciprocity—one that supports our people today and strengthens the path forward for future generations of səlilwətaɬ.



Office Management

The Office Management team helps keep the Tsleil-Waututh Nation offices running smoothly every day. From managing office supplies and coordinating staff and community events, to maintaining a safe, welcoming, and functional workplace, we support the daily operations that allow staff, leadership, and community members to do their best work.

Our team includes two full-time Administrative Assistants supported by casual staff, one Facilities Assistant, and one Office Manager. Together, we handle a wide range of administrative and operational responsibilities that keep our offices organized. With community and Nation Members serving in these roles, we bring a strong understanding of the needs, values, and priorities of our Nation. This helps us provide support that is thoughtful, practical, and culturally focused in our community. To the best of our abilities, we strive to practice our ʔəxʔixəltəɬ (paddling together) philosophy.




PROPERTY TAX
PROPERTY TAX



Strategic Planning:

- Coordinated administrative activities in consultation with the Chief Administrative Officer (CAO), Deputy Chief Administrative Officer, and other Departments, as appropriate;
- Maintained strong working relationships with external stakeholders, contractors, vendors, and service providers to support the effective operation of Tsleil-Waututh Nation offices;
- Strategy implementation as directed by the CAO and mandated by Chief and Council;
- Worked with the CAO, Information Technology, Human Resources, the Joint Occupational Health and Safety (JOSH) Committee, Community Safety, and other Departments to develop and implement guidelines and procedures that support safe, efficient, and consistent operations.

Administration:

- Ensured TWN offices were well maintained, and safe, including maintenance and repairs, and coordinating with vendors;
- Worked in close collaboration with the Joint Occupational Health and Safety (JOSH) Committee and its Co-Chairs to implement and maintain workplace safety standards and initiatives;
- Provided office tours and general support to external partners, guests, and visitors as needed;
- Maintained boardrooms, the TWN catering kitchen, and shared spaces to ensure they were clean, organized, and ready for daily use;
- Managed inventory and maintained organized, efficient storage of TWN assets, equipment, and office supplies.

Community and Staff Support:

- Supported community events and cultural activities through volunteer assistance;
- Helped plan and coordinate both in-house and off-site events, gatherings, celebrations, and conferences;
- Assisted with honorarium support for community members;
- Worked with the Communications and Community Engagement teams to coordinate donations of relevant items to community members;
- Supported the Treaty, Lands, and Resources Department in distributing canned fish to community members;
- Assisted staff and community members with event setup, layout, and logistics;
- Managed space reservations for community members, staff, and leaseholders;
- Implemented staff training to improve service to the community.

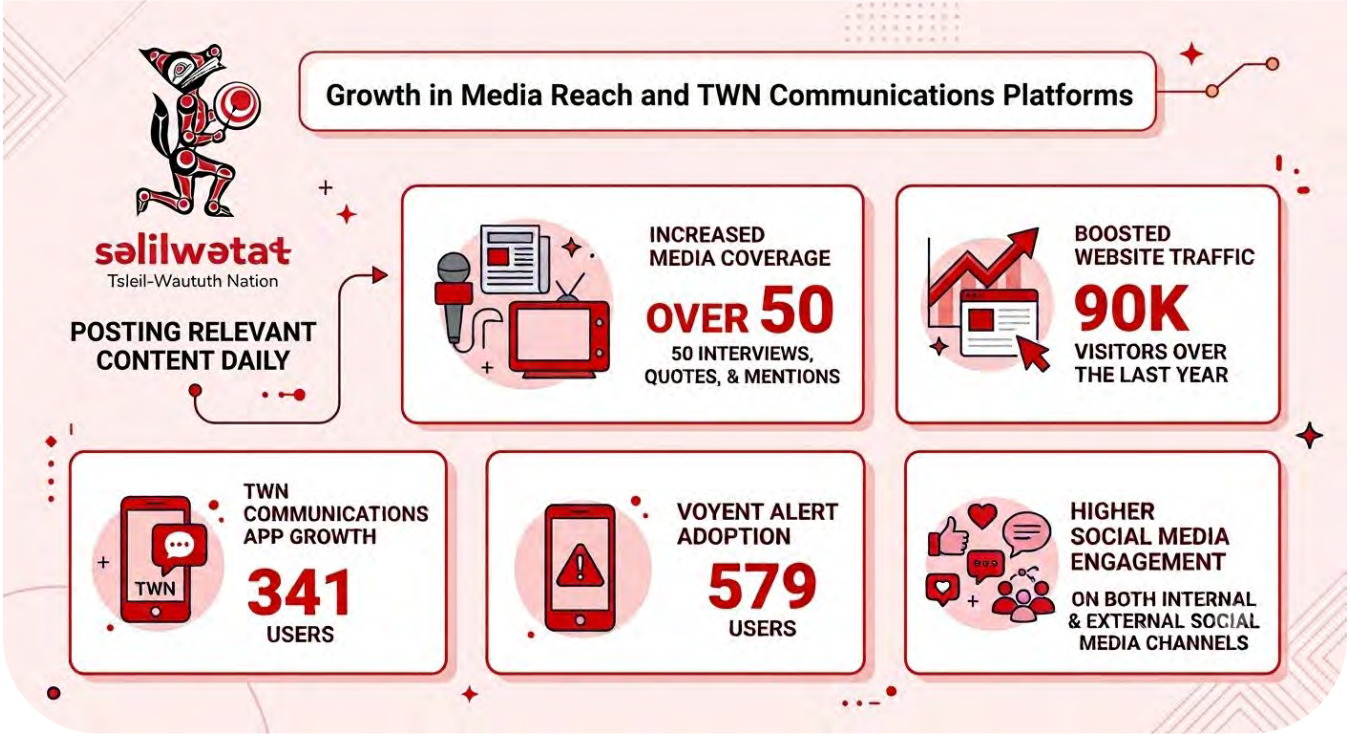


Communications

The Communications team plays a critical role in supporting the səlilwətaɬ community to remain informed and meaningfully engaged while moving towards a thriving future. The team develops and implements strategies for effective written and visual communications, while monitoring results and responding to Members' feedback.

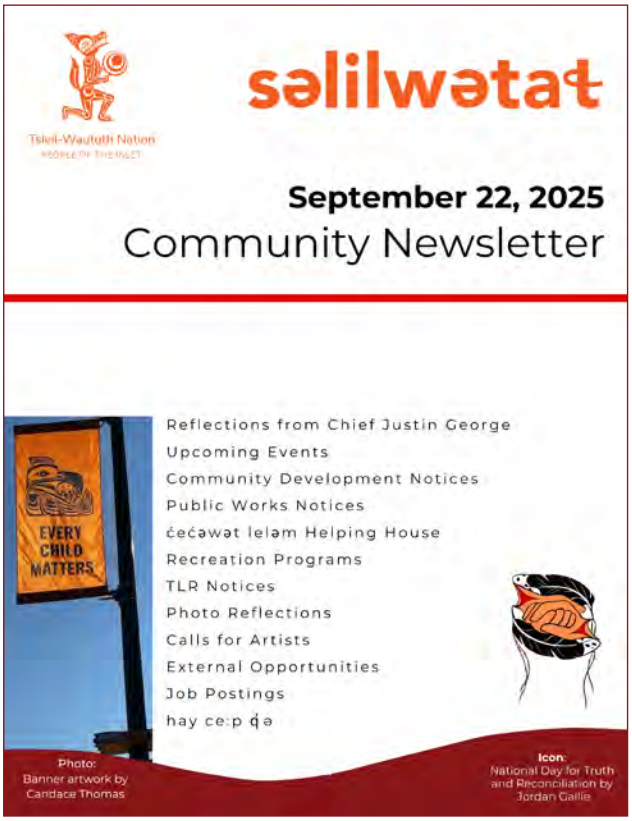
Aligned with səlilwətaɬ values, the team continued to work collaboratively with leadership, staff, the community, and external partners to educate and engage with Members proactively on events, programs, strategic priorities, and projects. Projects related to housing and infrastructure, culture and language, health and wellness, economic development, education and training, environmental restoration and climate action, and much more.

The team continued to share diverse external opportunities, such as complimentary tickets, calls for artists, and jobs in local organizations. Communications also highlighted Members' stories and achievements, such as cultural leaders and artist involvement in the JUNO Awards and T100 Triathlon, with both community and external audiences, highlighting the culture, voices, and aspirations of the Nation.



This past year, we proudly delivered 25 community newsletters, posted daily on TW Nation Facebook and the TWN Communications App by Hawk Communications, and launched a staff newsletter, titled ʔəxʔixəltəl̓ (Paddling Together). The staff newsletter shared important organizational announcements, profiled various staff members and resources, as well as boosted morale and feelings of connection. We also supported communications plans and messaging related to projects in the Inlet, as well as expanded our news media contacts database.

Tsleil-Waututh artists continued to submit their icons and illustrations to the Nation's digital library, totalling 76 illustrations and 16 colouring sheets now being shared on our community channels. Artists also submitted unique works for the Nation's Truth Document project.



Our work has increased Tsleil-Waututh cultural visibility throughout the territory by integrating hən̓q̓əmin̓əm̓ and TWN artists' work into major events, such as the Juno Awards, as well as the First Welcome app by Indigenous Tourism BC. We began attending meetings with the Host Committee, Musqueam, Squamish, and other partners to prepare to host FIFA World Cup 2026™ Vancouver on the traditional territory, ensuring that TWN's presence and voice was heard in the Host Committee website, signage, media releases, and Sonic ID. We highlighted elected leaders' and youth involvement in the FIFA "1 Year To Go" media event at BC Place as well as the "100 Days to Go" social media campaign.

In terms of engagement, we organized a youth deliverers' orientation to support new and returning Tsleil-Waututh youth with an updated map of homes in community, safety vests, and a loaner backpack to support delivery of our newsletters and notices. In addition, we supported catering coordination to clarify menu, budget, and expectations for both staff and səlilwətaɬ caterers to ensure timely, well-balanced, and delicious meals at major community events and engagement.

Our team collaborated with the CAO's office to host all staff meetings, departmental information tables at our second annual TWN Showcase, ahead of the Annual General Meeting in December 2025, and cultural immersion for Administrative staff through paddling the Inlet with Takaya Tours.
















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Membership and Engagement

Strategic Planning

In this last fiscal year, the Events and Engagement team merged to form the Engagement and Membership team within the Administration Department. Recognizing the need for the team to expand our approach to better meet our mandate as well as the larger vision of the Administration, we started work to create a strong foundation for our area of work. This work included:

- Being the first point of contact for Tsleil-Waututh Members;
- Supporting Members in navigating Departments, programs, and services;
- Advocating for Members' needs; and,
- Working to support in identifying areas of improvement, including analyzing our Comment Request Form process and the data collected.



Engagement and Events

Our team, along with our many champions, continued to strive to empower Tsleil-Waututh Members to participate in, provide direction where needed, and evaluate initiatives, activities, and events to create the most meaningful engagement with Membership.

Highlights of our community events and engagements this year include:

- **National Truth and Reconciliation:** We witnessed the installation of our Every Child Matters orange crosswalk, which included artwork and story from our very own Candy Thomas as well as hosting Phyllis Webstad, whose personal story inspired Orange Shirt Day. This occasion signified many important priorities for our community, including honouring our survivors and their descendants, continuing to tell our story and our truth, creating awareness and visibility for everyone who comes through our territory, and accountability and reconciliation from local governments. Our team is proud of the work we did to liaise with our artists, Elders, TWN staff, District of North Vancouver staff, as well as external organizations such as the Orange Shirt Society, who worked so diligently with us to complete this work in a good way.



- **Family Kindness Day:** The intention behind the first gathering like this was to bring family and kindness together as one. To strengthen our knowledge of our connections as family, we crafted an activity called “know your neighbour/hood”. This group activity fostered conversation around knowing those who live on reserve, how we are related, and extended into our families who live off reserve. We requested Councillor Kalila to share her knowledge and emphasize our interconnectedness through language, family tree, and culture. Our team worked with the Language team to send Members home with sweaters that embody the spirit of the day and increase community pride. Sticking together is how we plan to move forward as a Nation.
- **Steer the Way and Play:** This engagement came from a place of wanting to meet Members where they are at. We wanted to create a space to have fun and provide direction for our future events, to help us understand the areas where we are succeeding, and where we can continue to improve. This event received some of the highest praise for being an innovative way to bring many generations together in fun but also in a safe way while gaining information and providing direction. We heard loud and clear that our Members would like to have the opportunity to meet more staff and to learn more about our programs and services as well as housing. In terms of logistics, we can be doing more to coordinate timing of events and working on internal communications and planning as well as strengthening communication to our Members on and off reserve. Your suggestions and priorities are going to continue to inform how we plan future gatherings.

Our team works to support in an advisory capacity and the promotion of departmental initiatives such as events and surveys. We prioritize opportunities to work interdepartmentally, identifying overlapping synergies and combining resources to help maximize Members’ time and provide the most effective gatherings as possible.









Membership

In December of 2025, the Membership role saw a significant increase in capacity by moving from one day a week to a full-time managerial position. This capacity increase emphasized the focus and priority that we heard from Members and staff alike.

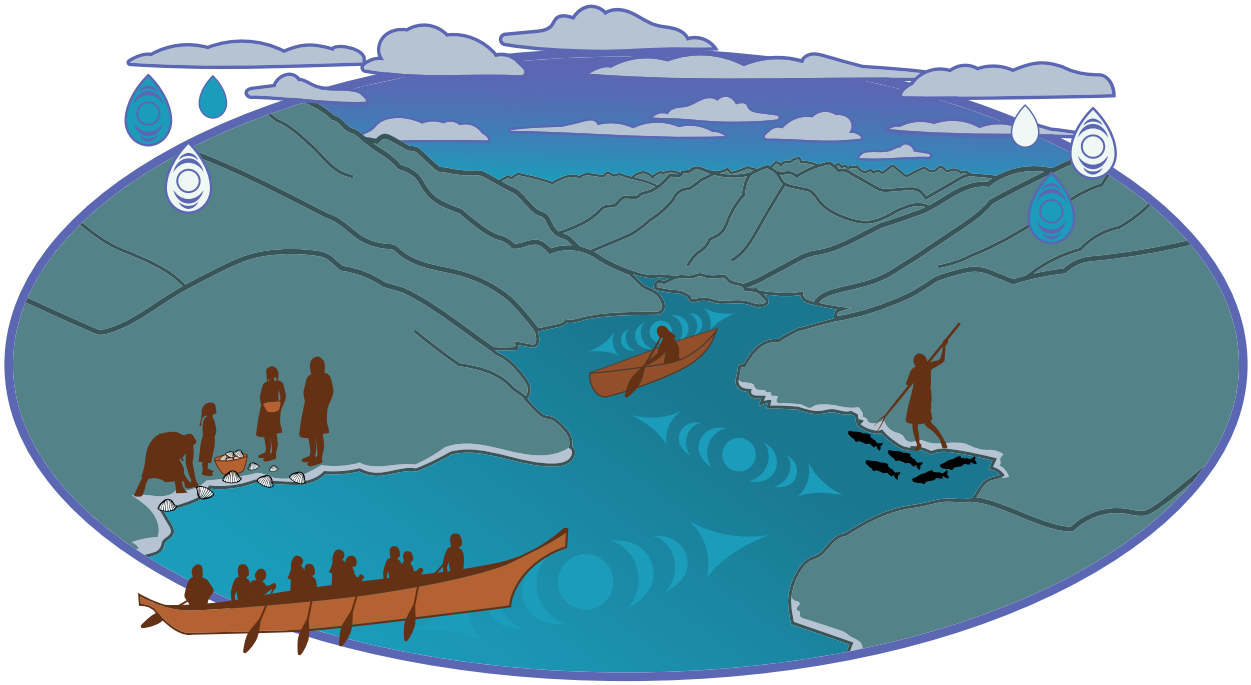
Areas of work that continued:

- Rogers Arena game and event ticket distribution;
- Monthly Membership Committee meetings to review current Membership codes and to ensure informed recommendations to leadership;
- Family tree, knowledge sharing, and capacity building of staff;
- Issuing of status cards;
- Supporting annual events such as Baby Celebration, Remembrance Day, and our annual Christmas Party.

Areas of work where expansion has begun and will continue to grow include:

- Supporting Members during times of loss, including during the funeral process. This will include a process review, to ensure clarity and the utmost care;
- Educating Membership on current Membership code;
- Data entry and demographics, ensuring efficient record management and communication;
- Profit share processes are being reviewed and amended to better meet needs;
- Advising on critical areas where Membership impacts are concerned.

Our team strives to support our Members and we welcome suggestions and opportunities to grow with our People.



Community Safety

The Community Safety team consists of a Community Safety Manager and an Emergency Program Coordinator. Together, the team oversees matters related to policing, criminal justice, emergency management, community preparedness, and other community safety initiatives.

Several highlights of our work across areas of community safety, justice, and emergency management are below.

Community Safety:

- Hosted the annual Community Safety Open House in June 2025;
- Obtained a grant for two new speed-reader boards in the TWN community.



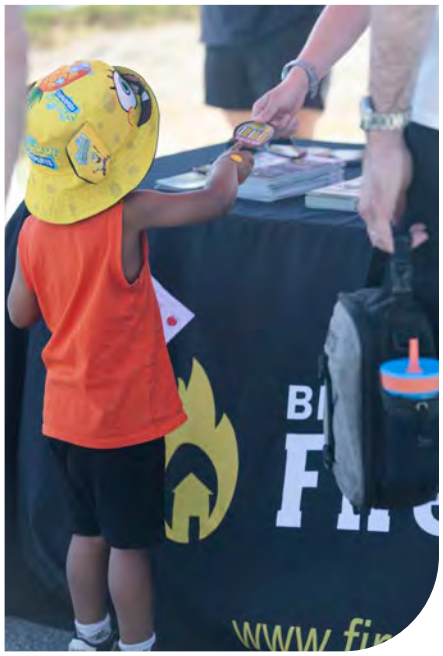


Photo credit: Cari Siebrits

Justice:

- Started to explore development of a traditional justice program for TWN. This project was undertaken by a Tsleil-Waututh Member and a student from the UBC First Nations and Indigenous Studies program who hosted a community open house and individual interviews with community members to complete their research;
- Offered a free legal clinic for TWN community with the BC First Nations Justice Council and a TWN Community Social Worker;
- In early 2026, with Squamish Nation and police partners, we onboarded the new Integrated First Nations Unit (IFNU) Sergeant and two new IFNU Constables to the unit.



Emergency Management:

- Three TWN Emergency Operations Centre exercises;
- Five external exercises with emergency management and response partners;
- Held specialized training for emergency operations, including a “Rapid Damage Assessment” course with frontline operations staff, certifying participants to assess immediate building safety after an earthquake, flood, or wildfire;
- Held a workshop for TWN Chief and Council as well as administrative leadership, providing an overview of the TWN Emergency Program, the updated TWN Emergency Plan, and the role of leadership in emergency management;
- Launched Voyent Alert as TWN’s emergency alerting system for timely, relevant public safety notifications. When registered for Voyent Alert, Members, community, and staff receive critical emergency alerts and can opt in or out of informational safety alerts, including weather and roadway advisories;



- Operating the TWN FireSmart Program, started thorough wildfire risk assessment and mitigation with the with support from Inlailawatash L.P. and a successful two-year funding application for $493,420 from the Union of BC Municipalities;
- Started engagement and planning efforts to develop a TWN Evacuation Plan for the community and lease land on reserve; the Evacuation Plan is a critical addition to the TWN Emergency Plan.

Relationships

The Relationships team oversees and manages existing relationship protocol agreements to ensure we are fulfilling our obligations. For example, we hold agreements with SFU, BC Hydro, and the Museum of North Vancouver.

The team also maintains regular communication with səlilwətaɬ Chief and Council and the CAO's office to provide updates and strategic insights.

Over the past fiscal year, the Relationships team has engaged with more than 35 partners including municipalities, industry, educational institutions, and other First Nations, to identify and advance opportunities for mutual benefit. Our team actively led working groups, facilitated partner introductions, and ensured collaboration aligns with our Nation's values and traditions.

The team's key priority has been the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) with the City of Vancouver, alongside Musqueam Indian Band and Squamish Nation. We entered year three of a five year action plan which aimed to complete 88 deliverables across 18 action groups. The team also supported TWN Council as they presented on the progress to implement UNDRIP to the City of Vancouver's Mayor and Council.

Relationship Engagement Highlights:

- Conducted meetings between TWN Chief and Council with the City of Vancouver (CoV), City of Port Moody, and Simon Fraser University;
- Attended meetings with CoV staff for the 18 action groups to implement UNDRIP;
- Supported the opening ceremony of the new First Peoples Gathering House and installation of TWN's flag at Convocation Mall at Simon Fraser University and represented TWN on the External Leadership Council with other First Nations;
- Finalized the Memorandum of Understanding between the Province of BC and the City of Vancouver to host the FIFA World Cup 2026™as well as advance the related contribution agreement between the Province of BC and TWN;
- Presented TWN's history to the City of Port Moody's Mayor, Council, and senior staff.
- Provided Class 4 Driver's training and lessons to TWN Members and staff;
- Organized TWN youth to attend the Gathering Our Voices 2026 conference;
- Supported the Whey-ah-Wichen Canoe Race staff and volunteer celebration BBQ.











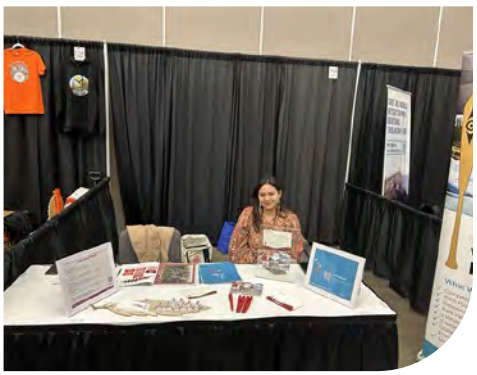


Photo captions (left to right): *Gathering Our Voices Info session in community; TWN drummers at Coast Salish programming featured at MONOVA; Chief Justin George's meeting with SFU President and Vice Chancellor Dr. Joy Johnson at the Council to Council session hosted at TWN; Council to Council meeting with City of Port Moody Mayor and Council at TWN; TWN drummers' presentation at the Invictus Games 2025; Gathering Our Voices Info session in community.*

TWN Community Society

The TWN Community Society was created in 2011 to support the wellbeing of Tsleil-Waututh Nation Members and to help bring Member-led ideas to life. Through the Society, Members can apply for funding to support projects that reflect their goals, gifts, responsibilities, and visions for themselves, their families, and the broader səlilwətaɬ community.

The Society continues to provide low-barrier grant funding in the areas of culture, education, wellness, environmental stewardship, sports, and team-based initiatives. These areas reflect the many ways that TWN Members are strengthening identity, learning, health, connection, and community leadership.

From April 2025 to March 2026, the Society proudly supported 129 Member-led projects and committed $425,990 in grant funding to TWN Members. This is a significant increase from 53 grants issued in 2024-2025 and 21 grants issued in 2023-2024, showing continued growth in community participation and engagement with the TWNCS grant program. This growth reflects the creativity, determination, and leadership that Members continue to bring forward.

Projects supported a wide range of Member-led goals, including:

- Cultural learning and connection, including canoe racing and hən̓q̓əmiṅəm̓ learning;
- Education and training opportunities that help Members pursue their goals;
- Wellness activities and accessibility supports, including mobility aids for Elders;
- Sports and recreation opportunities that support confidence, teamwork, and healthy living;
- Environmental stewardship projects, including greenhouse building and food growing; and
- Team-based initiatives that bring Members together and strengthen community connection.

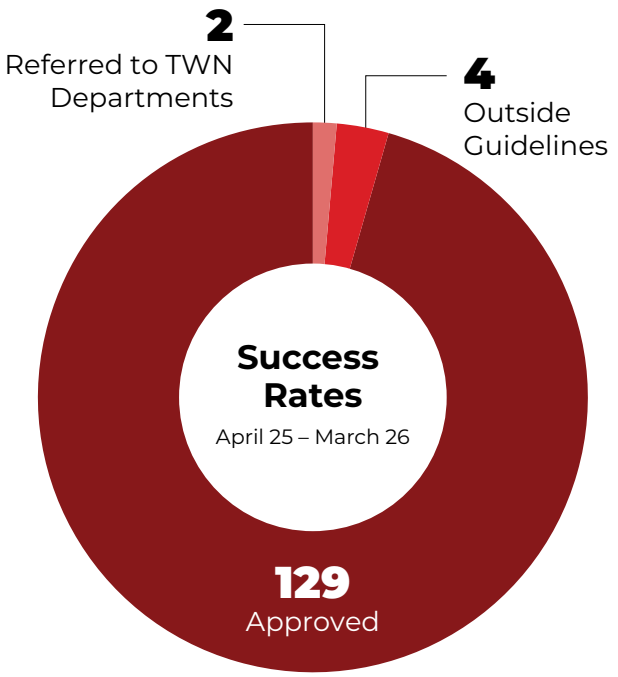


Taylar, 21, səlilwətaɬ triathlete supported by the TWNCS

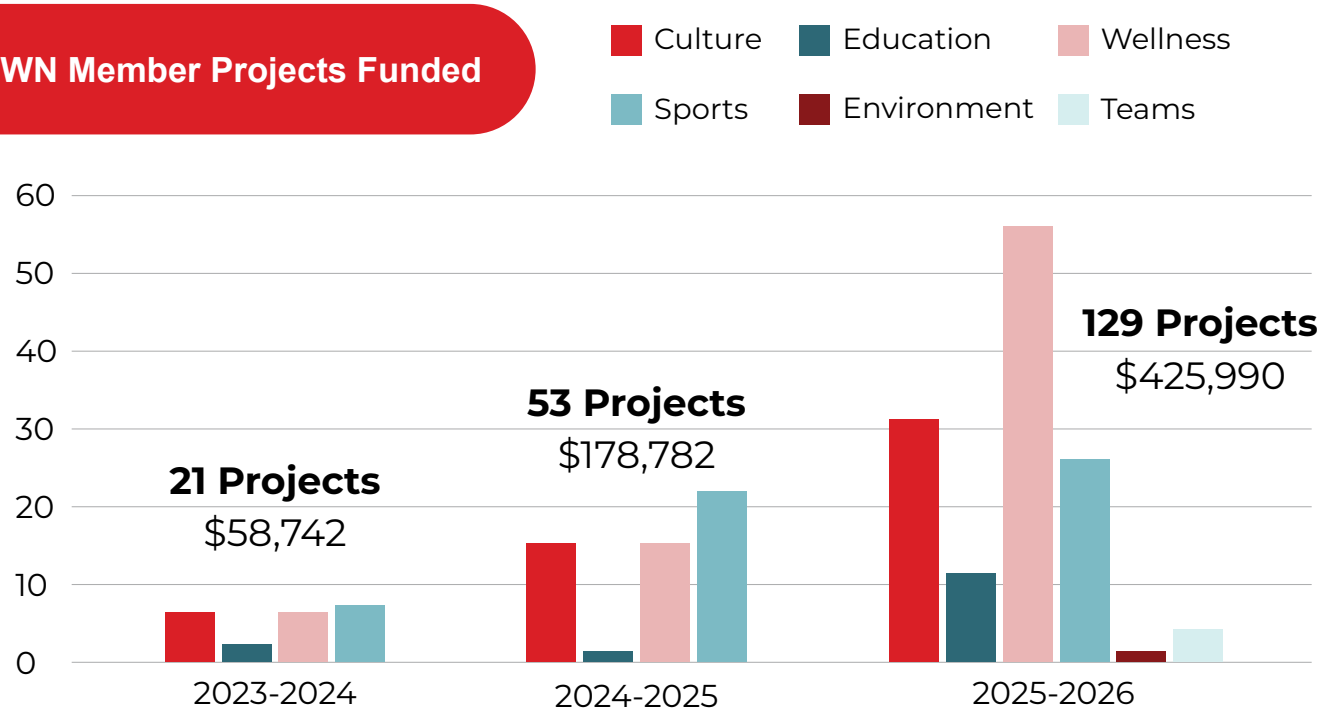
Together, these initiatives show how TWN Members are building skills, sharing knowledge, creating opportunities, and supporting one another.

The Society is grateful for the support that makes this work possible. In addition to the ongoing contributions of Tsleil-Waututh Nation, key supporters for the 2025-2026 year included Parkland/ Sunoco, FortisBC, the David Suzuki Foundation, Ripple Environmental, Urban Systems, Open Way Community Church, Grandview Church, Musicians for Reconciliation, and individual donors. In total, the Society received $146,274 in external donations during 2025-2026, helping to strengthen the funding available for Member-led projects.

We raise our hands to TWN Members, Chief and Council, the TWNCS Board, staff, donors, and community partners who continue to support this work. Most importantly, we raise our hands to the səlilwətaɬ Members who brought forward their ideas, courage, and commitment this year. hay ce:p q̓ə for helping continue to build a vibrant, connected, and thriving Nation.



TWN Member Projects Funded





Weaving by Caitlin Aleck

Community Development Department

Director's Message

ʔəy̓ sweyəl Community,

It is with deep respect, gratitude, and a strong sense of responsibility that I reflect on the work of the Community Development Department throughout 2025–2026.

This year has been one of continued growth, learning, collaboration, and, most importantly, connection. Guided by the Tsleil-Waututh Strategic Priorities and Pillars, our Department has continued to paddle together with community members, families, children, youth, and Elders, grounding our work in səlilwətaɬ values, community knowledge, cultural identity, and a shared commitment to collective wellness.

Community Development is made up of a diverse range of programs and services, including Cultural Programming, the Child and Family Development Centre, Children, Youth, and Family Services, Life Skills Support, Income Assistance, and the Community Food Pantry. While each program has its own responsibilities and areas of focus, they are connected by a common purpose: to walk alongside community members and create meaningful opportunities for connection, participation, dignity, and belonging.

Throughout the year, our focus remained on strengthening the quality, accessibility, and responsiveness of our programs while continuing to build stronger relationships across the Department and throughout the community. We worked to ensure that services were not simply delivered to community members, but developed with an understanding of their voices, experiences, strengths, and aspirations.

Our Cultural Team delivered 48 weeks of programming, expanded to three full-time employees, and strengthened opportunities for cultural connection and participation. A particularly meaningful highlight was our partnership with Simon Fraser University during the opening of its First Peoples' Gathering House, where we had the honour of standing alongside the other Host Nations of the region. Moments such as these remind us of the importance of our role in strengthening relationships,

honouring Indigenous presence, and ensuring that our cultural knowledge continues to be visible and valued.

Our Child and Family Development Centre continued to provide a foundation of care, learning, language, and culture for our youngest community members. The completion of Phase One of the new playground represents an important investment in our children and their environment. The Centre also strengthened its capacity to support children through weekly access to an Art Therapist and Occupational Therapist. We closed the year at full capacity in our Infant/ Toddler Program, with 75% enrollment in our preschool classroom.

Within Children, Youth, and Family Services, our Youth Worker and Community Social Worker continued to walk alongside young people and families through meaningful opportunities for connection, learning, and growth. The Community Garden internship, time on the land with TLR, and the new Life Skills Support program created opportunities for youth to develop practical skills, explore future pathways, and strengthen relationships with education and community.

Through our partnership with the University of British Columbia, students had the opportunity to connect with future educators and explore the Museum of Anthropology. Twenty youth also participated in Camp Jubilee this summer, creating opportunities for connection, confidence, and positive experiences beyond the classroom.

Our Income Assistance Program continued to provide essential support to approximately 50 to 70 community members and families each month. Recognizing the growing pressures faced by households, we introduced an Emergency Food Crisis Supplement to provide additional assistance when members experienced immediate food insecurity. At the same time, our Community Food Pantry continued to be an important source of nutritious and culturally appropriate food for community members experiencing economic hardship. More than providing food, this service reflects our commitment to ensuring that support is offered with dignity, accessibility, respect, and without judgment.

Across all of these areas, we also continued to strengthen the systems and relationships that support effective service delivery. Good community development requires more than individual programs; it requires strong teams, clear communication, collaboration across departments, responsible stewardship of resources, and a willingness to continually

evaluate and improve how we serve our community. This work is ongoing, and it is essential to building programs that are sustainable, responsive, and aligned with the priorities of the Nation.

None of this work would be possible without the dedication of our staff. I want to recognize and sincerely thank every member of the Community Development team. Their knowledge, professionalism, compassion, cultural understanding, and commitment are at the heart of everything we accomplish. They are the people who build relationships, respond to challenges, create opportunities, and show up for community members every day.

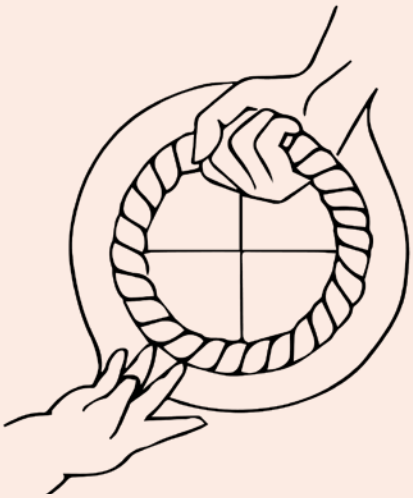
As we look back on this year, we can be proud not only of what we accomplished, but of how we continued to strengthen the foundation for the work ahead. From a child taking their first steps in the Child and Family Development Centre, to a young person discovering new possibilities for their future, to a Member accessing support during a difficult time, each interaction is an opportunity to affirm that they matter, that they belong, and that they have a place within our collective future.

Our responsibility is to continue walking alongside our community, listening carefully, responding thoughtfully, strengthening what is working, and creating space for new ideas and opportunities. We will continue to honour each person's voice, choices, cultural identity, and inherent dignity while remaining accountable to the priorities and vision of the Tsleil-Waututh Nation.

I am deeply grateful to our community members, leadership, partners, and staff for the trust, collaboration, and commitment that make this work possible.

We look forward to the year ahead with optimism and purpose, knowing that the strongest path forward is one we continue to paddle together.

hay ce:p qə,
With respect and gratitude,
Loani Buzo Pontes
Acting Community Development Director



siʔáḿθət School

Principal's Message

During the 2025–2026 fiscal year, siʔáḿθət School continued to serve as the heart of the community's vision, bringing the Tsleil-Waututh Nation (TWN) community strategic plan to life. Grounded in our həṅq̓əmiṅəṁ name—meaning "to become rich"—the school nurtures a place where our children become wealthy in teachings, ancestral knowledge, cultural identity, and academic excellence.



Throughout the year, our dedicated staff worked collaboratively to weave together meaningful academics, language revitalization, culture, land-based learning, and holistic wellness into every aspect of school life. Through strong community partnerships, interdepartmental collaboration, and personalized supports, students experienced meaningful opportunities to thrive academically, culturally, socially, and emotionally while preparing for future education, careers, and community leadership.

Together, these efforts continue to strengthen the Nation's vision of raising confident, capable, and culturally grounded learners who are prepared to contribute to the future of the Tsleil-Waututh community.









Mandate and Guiding Pillars

The mission of siʔáḿθət School is to provide a culturally whole learning environment that lifts up and nurtures the holistic wellbeing of our students, their families, and the wider community. Our pathways are anchored firmly in the səlilwətaɬ laws of Truth, Family, Culture, and Wellbeing.

Our daily work and care continued to revolve around three sacred pillars:

- **Education and Training:** Delivering high-quality BC curriculum through culturally responsive instruction.
- **Culture, Language, and Traditions:** Strengthening Tsleil-Waututh language revitalization, teachings, and cultural identity through daily learning.



First day of school celebration: Kenyon George, Lawrence Riviera-George and Kadence George, all proud siʔáḿθət School students

- **Health and Wellness:** Supporting the whole child through wraparound services, family partnerships, and community care.

Academic Excellence and Holistic Support

The school is unwavering in its commitment to placing each child at the centre of everything we do. Guided by a student-centred philosophy, we meet learners where they are by providing individualized supports, fostering meaningful relationships, and creating a safe, culturally-grounded learning environment where every student has the opportunity to thrive. This commitment was reflected this past fiscal year in the following:

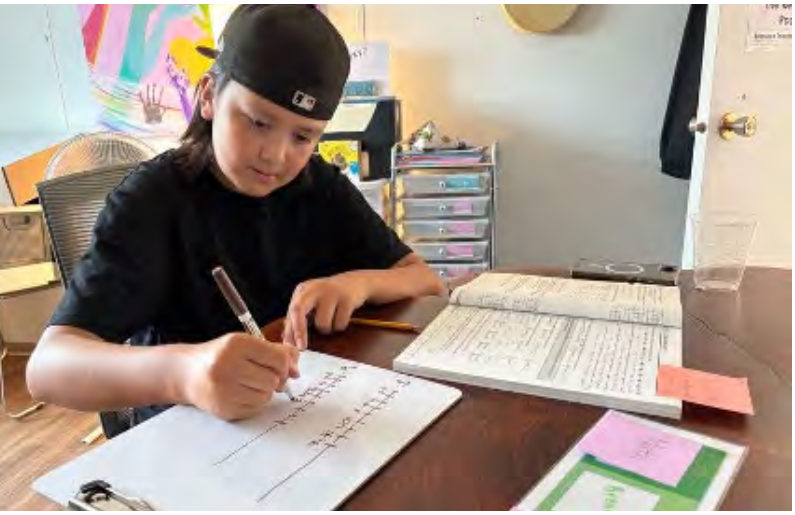
- **1:5 Student-to-Staff Ratio:** Exceptional, highly attentive care that significantly outpaces standard public or independent school structures (which typically sit at 1:25).
- **Small, Focused Learning Circles:** Class sizes are intentionally capped at approximately 10 students, ensuring every child receives immediate, tailored guidance and an optimal environment for academic focus.
- **Individualized Student Support:** A dedicated Resource and Learning Assistance Teacher coordinates Individual Education Plans (IEPs) and Student Success Plans (SSPs), working collaboratively with teachers, Education Assistants, Indigenous Support Workers, families, and outside professionals to ensure each learner receives personalized instruction, accommodations, and interventions that support both academic achievement and overall wellbeing.



Kindergarten and Grade 1 students participating in a group art therapy session with art therapist Adeline Poufong, who has been with our school for over two years

- **Wraparound Student Supports:** Students benefit from a collaborative, multidisciplinary approach that includes weekly Occupational Therapy, bi-weekly Speech-Language Pathology, Expressive Arts Therapy, counselling supports, and ongoing consultation between school staff, families, and community partners. These services work together to remove barriers to learning and promote student success.
- **Literacy Development:** Students strengthened their literacy skills through evidence-based reading instruction, targeted intervention programs, and regular visits to Parkgate Library, fostering reading confidence, foundational literacy skills, and a lifelong love of reading.
- **Proven Academic Growth:** Our Kindergarten to Grade 7 learners demonstrate strong academic foundations, with CAT 4 Assessment outcomes tracking consistently above national baselines. All educators are certified by the BC Teacher Regulation Branch and deliver the BC curriculum while deeply respecting and integrating Tsleil-Waututh Nation teachings and the First Peoples Principles of Learning.
- **Graduation Success:** Nearly a 100% graduation rate, with many school alumni working for Tsleil-Waututh Nation Departments in the areas of education, culture, health, and treaty, lands, and resources.

- **Culturally Safe and Grounded Staffing:** Balanced teams of BC-certified lead and resource teachers work hand-in-hand with Education Assistants and dedicated Indigenous Support Workers from our own community, seamlessly weaving cultural identity into daily academic life.
- **Nutrition Support:** Our school ensures that our students have access to nutritious foods each day. Classes also have regular foods classes that teach math, science, and physical health, while providing life skills and nutrition. Our school partners with Backpack Buddies and the TWN Community Garden to support food security.
- **Health and Wellness Partnerships:** In collaboration with the TWN Health and Wellness Department and Vancouver Coastal Health, students and families had access to school-based immunization clinics, public health nursing services, mental health supports, and age-appropriate sexual health education, helping to promote the overall health and wellbeing of our school community.



Robert George working on math with one-on-one support. Our excellent staff-to-student ratio allowed for tailored, student-centred learning and the implementation of individual education plans (IEPs), overseen by our Resource Teacher and Special Education Lead, who continues to work closely with students, their families, teachers, support staff, and therapists.

Culture, Language, and Traditions

Guided by our School Cultural Coordinator, Manager, and the TWN Language team, cultural reclamation continued to be breathed directly into daily learning:

- **Dedicated Cultural Coordinator:** Community member Cassandra Smith, who advises on anything culturally connected with the school, coordinated cultural activities and integration with the curriculum, and teaches language and cultural classes, such as weaving. She also coordinated the annual cultural ceremony and graduation as well as facilitated many cultural events.
- **Over 600 Regularly Scheduled Cultural Activities:** Delivered across the academic year, including language, textiles for regalia making, weaving, drum songs and dances, and much more.

- **Intergenerational Learning:** We are grateful for the cultural Knowledge Keepers and teachers from the community who share their gifts with the next generation. This is done through regularly scheduled classes and activities, as well as special experiences such as harvesting cedar bark, salmonberries, and clams, or participating in other community-based traditional activities.
- **Consistent Living Cultural Practices:** Students enjoyed immersive instruction in singing, drumming, dancing, stitching regalia, crafting traditional drums and rattles, and playing the slahal hand game.
- **Traditional Arts and Creations:** We held hands-on workshops in Coast Salish-style carving, canoe paddle making, wool and cedar loom weaving, and traditional beadwork.
- **Oral Histories:** The intentional, ongoing preservation of Tsleil-Waututh history, ancestral family lines, and sacred community storytelling.



Our students of all ages participated in preparing smoked salmon, from cutting the fish to brining it and hanging it on sticks in the smokehouse



Our students increasingly stepped into cultural leadership roles, from bringing out the drums and rattles to our morning circles and ceremonies to leading songs



Our youngest participated in weekly cultural classes and activities planned by our Cultural Coordinator, Cassandra Smith, and taught by community Knowledge Keepers

Experiential and Land-Based Learning

Outdoor Experiential Education (OEE) and walking as caretakers of the earth were central highlights of this past fiscal year. Community partnerships extended learning beyond the classroom and strengthened environmental stewardship, literacy, science, and cultural identity:

- **Stewardship Alongside TLR:** Partnered closely with the Treaty, Lands, and Resources (TLR) Department to care for our ecosystems, including clam garden restoration, eelgrass management, and the clearing of invasive species.
- **Traditional Food Sovereignty:** We held practical, seasonal activities covering traditional food plant identification, maple tapping and syrup harvesting, salmonberry and Devil's Club gathering, and harvesting clams from the sea.
- **Advanced Harvesting and Living Skills:** We offered deep, hands-on training in deer hunting, multi-species skinning (deer, beaver, otter), traditional hide tanning, and putting food away through canning salmon and deer meat, and smoking fish.
- **Food Sovereignty:** Students participated in food sovereignty classes on a weekly basis with the Health and Wellness Department's Gardening team. They tend the gardens, prepped fresh foods for the community, learned how to prepare healthy foods, and made medicinal teas, salves, and personal health products.
- **Marine Journeys:** Students learned to paddle together through sea-going canoe trips with Takaya Tours and open-water kayaking training.
- **Extensive Educational Field Experiences:** These included regular trips to Whey-ah-Wichen and təmtəmíxʷtən, beaches, forests, Science World, Museum of Vancouver, Museum of Anthropology, Parkgate Library, community stewardship projects, and overnight camping experiences.
- **Extracurricular Activities:** These included swimming lessons, ice skating, horse riding, Valentine's Dance, Chess Club, Homework Club, lunch-time Expressive Arts, and Christmas Market. These also included partnerships with Arc'teryx for climbing, WISH - World Indigenous Sports and Health for skiing/snowboarding, and MEND for rugby coaching series.





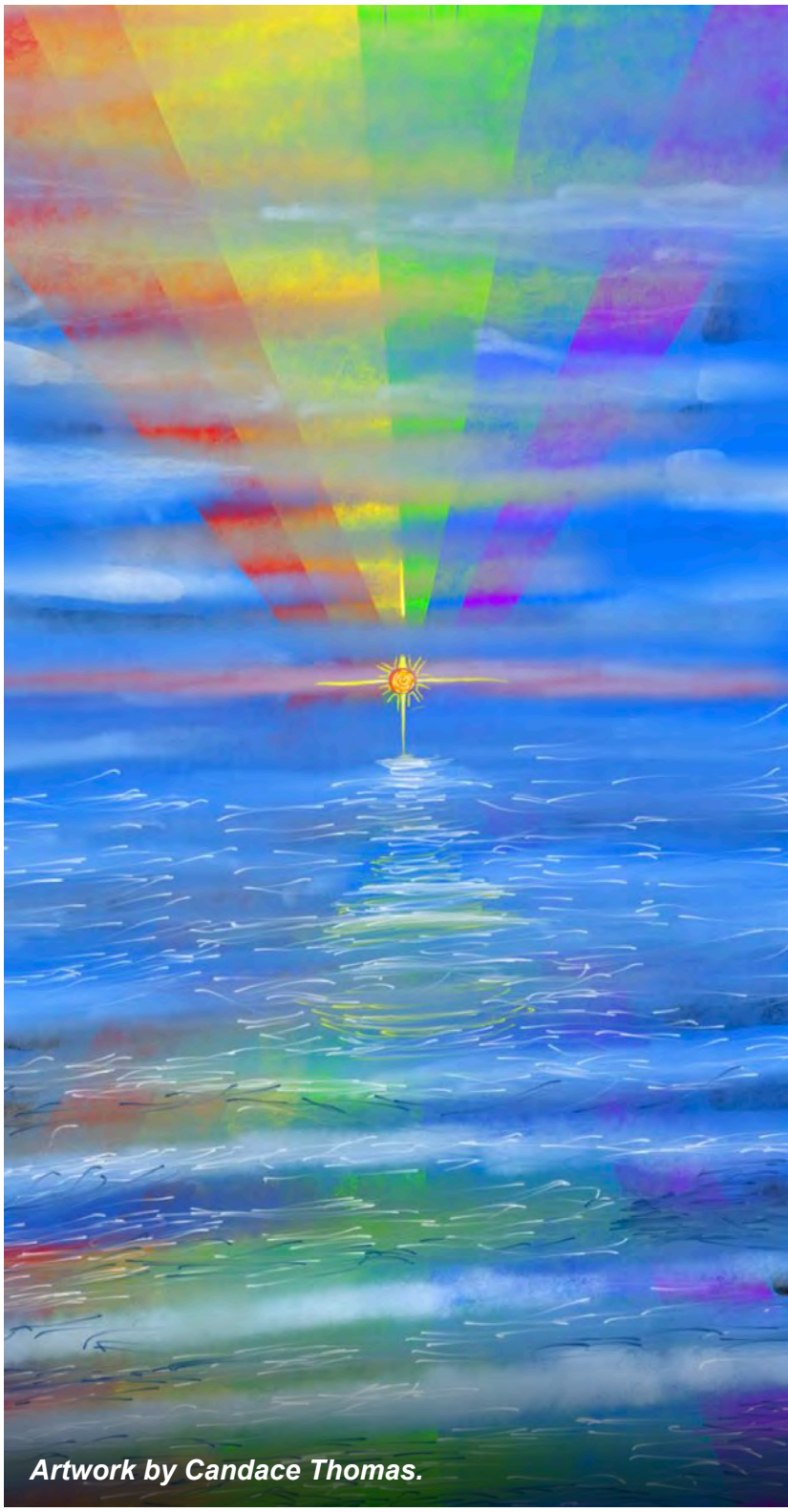
Our students frequently prepared meals as part of their curriculum to nourish their classes, the school, and the wider community



High school class visited the Museum of Anthropology for a special presentation



Indigenous Sports Charity MEND came to teach a series of rugby workshops for the whole school with top coaches and athletes



Artwork by Candace Thomas.

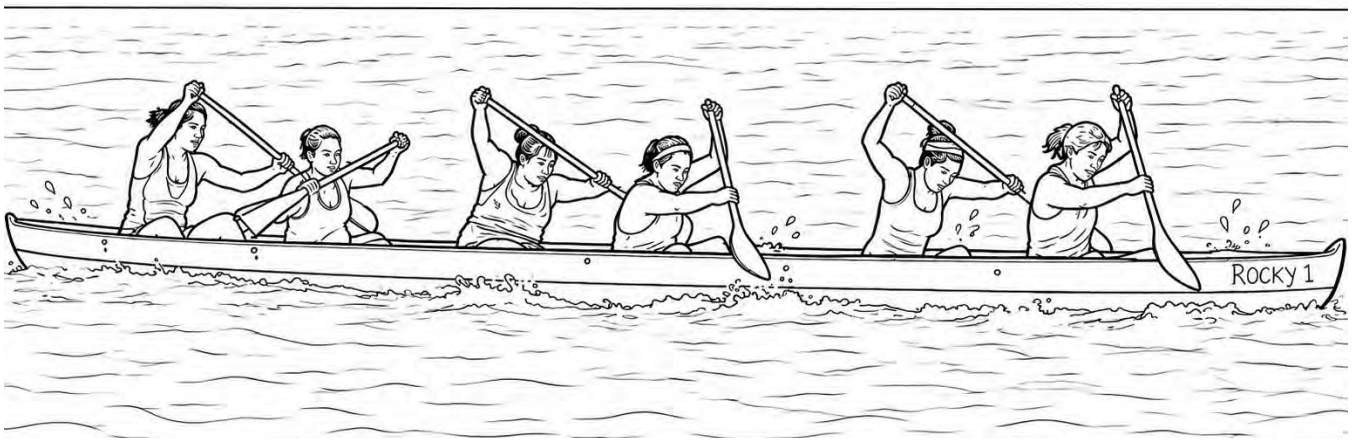
Career Preparation and Community Lifeways

Our high school pathways connect our youth to sustainable community roles and meaningful post-secondary transitions:

- **Community Lifeway Education to Career Pathways:** Co-op and summer youth programs provided direct internships within our Nation. High school students attended multiple career fairs. Graduates successfully transitioned into fulfilling employment within the Department of Fisheries and Oceans, as well as TWN's teams in culture, community services, health, TLR, and the school itself.
- **Safety and Land Certifications:** Students successfully completed certificates in Wilderness and Backcountry First Aid, "What the L" (driver's knowledge preparation), Open Water Kayaking, and Food Safe.
- **Specialized Learning Paths:** Legal Education (partnered with Level Up Law), Finance and Entrepreneurship (partnered with Junior Achievement BC), and a year-round Restorative Justice Program focusing heavily on heart-and-mind wellbeing were featured this past year.



Grade 7 to 12 completed twelve hours of Backcountry First Aid training and earned certificates that can help save lives



Building Capacity

Throughout the year, teachers, Education Assistants (EAs), Indigenous Support Workers, and administrators participated in ongoing professional learning related to structured literacy, Occupational and Speech-Language therapy strategies, Indigenous education, trauma-informed practice, inclusive education, student wellbeing, and culturally responsive teaching. Demonstrating a deep commitment to professional growth, several of our team members have completed or are pursuing their master's degrees in education.

Additionally, to directly address student needs identified in recent psychoeducational assessments, staff completed Orton-Gillingham (OG) training. This specialized training expanded our institutional capacity to deliver targeted literacy tutoring, ensuring we can effectively implement these recommended supports and foster long-term student success. This continuous investment in our staff firmly strengthens student outcomes and supports long-term organizational capacity.



Celebrating our school community, students, staff and families coming together



Alayna George, Grade 1, practicing letters. Writing in sand is a highly effective, tactile, and low-pressure way to practice handwriting, letter formation, and fine motor skills. The resistance and texture of the sand provide tactile feedback, which is particularly beneficial for kinaesthetic learners and those with conditions like dyslexia.



Our Living Matrix and Benchmarks

Areas of Care	siʔámθət School Way	Standard Public Benchmarks
Student-to-Staff Ratio	1:5	1:25 average
Class Size	~10 students per class	20–30 students average
Cultural Teachings	640+ scheduled activities/year	Occasional / Add-on only
Academic Benchmarks	Above National Average (CAT 4)	National baseline
Holistic Wrap-Around Care and Learning Support	Full-time Resource and Learning Assistance Teacher, and if needed consistent access to Occupational, Speech-Language and Art Therapy.	Caseload-dependent external waitlists
Community Knowledge Keepers	Full-time Cultural Coordinator, Dedicated Indigenous Support Workers, Cultural Teachers from the Community.	Rarely integrated at this scale into schools.

Child and Family Development Centre

TWN Daycare — A nurturing, culturally rich environment for our youngest members



TWN Daycare — A nurturing, culturally rich environment for our youngest members

In 2025, our 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 səlilwətaɬ values, traditions, and language.

Children learn, grow, and develop critical social, cognitive, and emotional skills — 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

Tsleil-Waututh language and traditions are incorporated into daily activities — through smudging, storytelling, drumming/singing, and cooking. Everything is a hands-on experience.

All daycare families are invited to be involved in cultural and community events, to learn and understand alongside us.

Elders are invited on a regular basis to sit, talk, teach, and listen with our children — working alongside our teachers.







Early Childhood Development

Supporting cognitive, emotional, and social growth for every child

A consultant worked with our two recently hired behavioural interventionists. An Art Therapist and Occupational Therapist now join weekly to strategize and navigate behaviors and emotions alongside all teachers.

Phase One of Playground

Phase One of the TWN Playground was completed with a grant from the MSP Society. The team is now looking into expanding the playground further for our infants and toddlers.

> ***"Better supported each child's development, enhancing cognitive, emotional, and social growth."***





Curriculum, Professional Development and Community Partnerships

Word of the Day in hən̓q̓əmin̓əm̓: Created for parents, children, and teachers to see, read, and practice together at home or during Circle Time daily. Visuals with pictures and words help children and teachers remember daily objects, tools, phrases, and emotions

Friday Storytelling and Drumming: Every Friday, Councillor Nicholas Kofi and our Cultural Program Manager joined to tell stories or drum and sing with our children — a weekly highlight for the whole classroom.

Community Partnerships

Connected and collaborated with different departments within the Nation, engaged in community events, and involved community in program development.



Continued Curriculum

- Physical Literacy
- Music Program
- Holiday Celebrations
- Orange Shirt Day
- Holiday Party
- Parent Night
- Story Time with IFNU

Parent Engagement

Hosted bi-weekly parent group sessions, plus an added edition of Grab n' Go coffee every last Friday of the month. We strive to support, provide cultural teachings, and strengthen relationships between families and the daycare.

- 100% Infant/Toddler Program — full capacity, 100% Nation member children enrolled
- 75% Enrollment in the preschool classroom this year





Children, Youth and Family Services

This program area includes youth programming, on-the-land learning, and wraparound family support.

Youth Programming

Games, food, and connection — every week of the year

Takayah Lelum Youth Centre

Teen drop-in on Thursday and Friday nights, plus all-ages open gym Friday and Saturday nights. Youth are always welcome for games, food, and connection.



Out and About

- A group of 20 youth headed up to camp Jubilee in the second week of July. It was a great success.
- Youth attended a wide range of events, including Hobiyee, go-karting, and the Extreme Airpark.

Community Garden Internship and On the Land

Our Youth Worker led a youth internship at the Community Garden from July 7 to August 27. Youth learned how to harvest, maintain, and connect with the land — while making fun and lasting connections with staff and each other.

On the Land with TLR

Strong connections were built with TLR, who facilitated many boat rides — rain or shine — out to təmtəmíxʷtən. Youth spent time out on the land: wandering the trails, exploring the shore, and burning s'mores over the fire pit.

- Boat Rides
- Trail Walks
- Shoreline Exploring
- Fire Pit S'mores

> ***"Special shout out to Cheyenne, Arthur, Skye, Michelle, Mike, Rodrick, and Caitlin for their willingness and collaborative approach."***

1-1 Youth Support and Community Social Work

Our Youth Worker continued to provide 1-1 support to youth — offering support with mental health, goal setting, navigating systems, and building capacity and resilience.

> ***"This work could not be done without the excellent collaboration and knowledge of our Community Social Worker, Bee, who worked closely together with Nic, our Youth Worker."***

Community Social Worker

Our Community Social Worker practices social work from an Indigenous lens and is committed to being a strong advocate for Tsleil-Waututh Members and supporting the wellbeing of Elders, youth, single adults, youth, and families. The Social Worker always adjusts work hours to accommodate Members who prefer after-hours support.

In 2025, our Community Social Worker supported numerous families both on and off reserve:

- Court attendance and legal advocacy
- Ministry involvement support and MCFD advocacy
- Family mediation
- Jordan's Principle and PWD applications
- Advocacy with TWN Housing Department
- Home management and decluttering support
- Rent and damage deposit subsidies, Home Startup funds
- Referrals to the B.C. First Nations Justice Council, plus a successful Community Open House with the BC First Nations Justice Council, alongside the TWN Community Safety team.

Cooking with Kids and Wreath Making

Our Community Social Worker facilitated and collaborated with Cultural Worker Terry Francis on Cooking with Kids and other craft activities.

> ***"Our hope is that we can get a Community Kitchen running — food is our medicine."***

> ***"Bee and Nic hope that we can continue to paddle together and collaborate for the benefit of all Tsleil-Waututh Members."***

Life Skills Support

Building healthy independence across every generation

Our Life Skills Support program serves all age groups — from children in our TWN Daycare to our Elders — addressing needs for information and support with basic life skills toward the goal of healthy independence. The program also helps members build practical, everyday skills such as preparing nutritious meals, writing documents, and other essential life tasks.

Income Assistance Program

The Income Assistance (IA) Program, led by our Band Social Development Worker (BSDW), supports vulnerable community members with financial support for their daily living expenses — rent, utility bills, and a personal basic needs allowance. The program is funded by Indigenous Services Canada (ISC), with all decisions based on ISC Policy and Procedures, ensuring fair, unbiased, and equal treatment for all applicants and recipients.

50–70

community members and families are supported monthly, each year.



How Support Is Delivered

Members receive a Basic Needs Allowance for day-to-day needs, plus a Shelter Allowance for rent and utilities. Special Needs Supplements are available depending on individual circumstances.

Monthly Payment Cycle

Approved IA Recipients who complete a Monthly Declaration Form requesting financial assistance receive payment on the last Wednesday of the month — ongoing, every month.

IA strives to ensure all Members receive any and all supports and benefits they need and are entitled to — so they can live with dignity and independence in managing their affairs. IA also supports employable recipients in acquiring job skills and education to improve their chances at employment.

Advocacy and Partnerships

IA advocates on the recipient's behalf across TWN Departments and external agencies.

Interdepartmental Partners

- TWN Skills Centre
- Education
- Social Worker
- Helping House
- Mental Health Team
- Housing
- Public Works

External Partners

- BC Hydro
- Fortis BC
- Jordan's Principle
- Friendship Centre Supports
- Indian Residential School Survivors Society
- North Van Recreation
- BC Aboriginal Network on Disability Society
- Canada Revenue Agency
- Translink
- WRAGS (Affordable Mattress Program)

IA supports all Members to be happy, healthy, and successful in every area of their lives — connecting employable recipients with the skills, education, and programs that build toward full self-sufficiency.

Program Update and Professional Development

New: Emergency Food Crisis Supplement

Previously, IA provided grocery gift cards and one-time monetary benefits for special occasions (Christmas, Thanksgiving, Easter), funded through ISC Inflation Money. This funding was terminated in June 2024, and the surplus was fully used by December 2025. As grocery-store inflation continues to affect food security for members, IA has added a new Special Needs Allowance — an Emergency Food Crisis Supplement of $50/person in the IA Family Unit, as set forth in ISC Policy and Procedures 9.2.

AFN National IA Forum

Our Band Social Development Worker attended in February 2026, joining Nations across Canada to discuss priorities for reforming the Income Assistance Program and the vision for the path forward.

> ***"The IA Program is here to provide connections and advocate for Members to ensure they receive any and all supports to meet each member's individual needs that contribute to their overall health, well-being and stability — with dignity, respect and compassion."***

Community Food Pantry

The Tsleil-Waututh Nation Food Pantry continued to play a crucial role in addressing food insecurity and supporting community wellness. In 2025, 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.

Program Goals

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.











Cultural Programming

A Year in Community, Culture, and Care

The Cultural Programming team's goal is to ensure our membership enjoys programming that combines intergenerational learning and firsthand experience of our cultural ways of life — programming that is family-oriented and open to all community. Externally, we strive for equal representation for Tsleil-Waututh Nation as a host nation in the Greater Vancouver region, ensuring our membership is well-protected and respected.

- 48 weeks of cultural programming delivered to the community — intergenerational learning, harvesting, protocol, and ceremony.
- A team-first, collaborative team — working with nearly every age demographic and TWN Department.
- Serving community — membership and contract-employed youth — with four team members plus one community member. Monthly harvesting trips for berries, cedar, and devil's club.

> ***"Growing our team has been our biggest accomplishment — a stepping stone in building capacity."***

Activities and Events

Wednesday Programming: Bringing community together for arts, crafts, and food — an intimate, low-frequency space to socialize and participate in culture. New home: the Cultural, Language, and Protocol office, right in the heart of the community!

Events

We participated in the following community events this past year:

- Graduation
- 2025 Whey-ah-Wichen Canoe Festival
- Community Christmas
- Cultural Exchanges
- Truth and Reconciliation Day
- National Indigenous Peoples Day
- Canada Day
- Remembrance Day

Committees and Ceremonies

Multiple committees and ceremonies this year — including openings of the community park, bridge projects, and the new soccer field.

Cross-Department Partnerships

Partnering across multiple TWN Departments in harvesting, protocol planning, and event coordination for the Nation.

External

The direct streamline for the ongoing protocol request demand facing Tsleil-Waututh Nation, via the “Request a Speaker” form — averaging 12 requests per month, with peaks of 22 in June and 33 in September 2025.







Partnership Highlight: SFU First Peoples’ Gathering House

This year’s standout partnership was with Simon Fraser University as they opened their First Peoples’ Gathering House. The Cultural Team helped facilitate multiple events and protocol alongside the other Host Nations of the region.

TWN Skills Centre

The Tsleil-Waututh Nation Skills Centre continued to serve as a key resource for employment readiness and training support open to all Indigenous Peoples. 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.

With their small but dedicated team, the Skills Centre's staff supported their 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 2025 and our strategic priorities as we move into 2026. Over the past year, we have remained focused on advancing economic resilience and prosperity for səlilwətaɬ (Tsleil-Waututh Nation), while navigating a complex and evolving economic landscape.

We continue to strengthen our relationships with commercial entities and partners, negotiating dozens of projects throughout the Lower Mainland that generate long-term land benefits opportunities, while 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 2025, we saw success from our corporate entities, including significant revenue growth in procurement and contracting for S.P.A.L. General Constructors and Inlailawatash, and with steady wins for Salish Seas and Takaya Tours. These achievements are not only driving increased revenue but are helping to lay the groundwork for long-term capacity building, training, and economic independence for TWN Members.

We continue to play a central role in negotiating TWN's involvement in major projects occurring within our traditional territory. This includes initiating new business analysis on high-value commercial assets, such as the Hastings Racecourse and Casino, to ensure the community receives direct, tangible benefits from projects impacting our lands and waters.

Following through on community direction, we successfully achieved the completion of the TWN Sports Field this past year—marking a major milestone toward realizing new community-driven land use priorities and providing a vibrant gathering space for our people.

The Real Estate land assets owned by our Nation continue to move forward with the land entitlement process in their respective municipalities. This includes the advancement and active construction phases of the Jericho Lands MST Development Corporation

project, where our lengthy efforts are finally turning into visible progress that 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 and our ongoing pressure to evolve out additions to reserve lands—specifically focusing on stáʔtləw̓ District —we demonstrate our enduring connection to and stewardship of our territory, ensuring our geographical and jurisdictional growth.

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, 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



Real Estate Holdings Division

In general, the real estate industry for the 2025-2026 fiscal year shifted from a robust market to a market that saw sales reaching 25-year lows and softening prices. Despite the market, our Economic Development Department has worked diligently with our development partners to achieve significant milestones.

Notably, Phase 1 (109 units) and Phase 2 (113 units) of the Seymour Village - Lupine Walk development on IR #3 achieved 100% sales completion of all units during the fiscal year.

Kwasen Village, a partnership with Musqueam and Aquilini Development Group located at 3633 Willingdon Avenue in Burnaby, reached several key Phase 1 milestones. Sales activities for the 267-unit leasehold strata tower launched in May 2025, and full occupancy permits were issued, allowing construction to proceed above the parkade levels. With this approval in place, Phase 1 is expected to be completed in the last quarter of 2027.



In late September 2024, Tsleil-Waututh Nation became 100% owners of the 45-acre stáʔtləẃ District located at 2420 and 2452 Dollarton Highway. During the 2025-2026 fiscal year, due diligence work continued with Indigenous Services Canada to add these lands to reserve, and the Economic Development team is nearing the latter stages of this process. It is anticipated that stáʔtləẃ lands will be added to reserve in the next fiscal year. Moreover, the Master Plan development at stáʔtləẃ is being revised to ensure that the lands are well set-up to meet the current economic and real estate market challenges. Work and collaboration with the TWN Lands team will ensure that the zoning of the lands will provide flexibility of uses to create a successful, economic driven community while displaying səlilwətaɬ culture and values.

Also in 2025-2026, the projects in partnership with Musqueam, Squamish, and Canada Lands Corporation, after a decade of planning, have moved closer to marketing and construction. The Heather Lands project, located between West 33rd Ave and West 37th Ave at Heather St., saw the extensive demolition of existing buildings on the site. In addition, the construction of a new flagship Presentation Centre was completed on December 2025 that will serve as the central point for the marketing of suites. 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). The framework agreements with the Province were finalized during the 2025-2026 fiscal year with marketing of the Phase 1 units to commence in the next fiscal year.

The Jericho Lands refers to a 36-hectare site, under the same partnership as the Heather Lands, and 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. 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. The design team progressed technical studies required for the first rezoning application, including groundwater impact, retail land uses, transportation, and placemaking.

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

Highlighted Achievements



Seymour Village – Lupine Walk

- *Completely sold out in 2025-2026*



Kwasen Village

- *Phase 1 overview (February 2026)*



Heather Lands

- *8,000 SF Presentation Centre completed and ready to initiate marketing*

Strategic Lands and Major Project Negotiations

What we do:

- We secure real estate and economic benefits for Tsleil-Waututh Nation from “crown” land transfers and all 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 6 includes: three part-time Senior Negotiators, a full-time Senior Manager, a full-time Manager, and a full-time Coordinator.

2025-26 Results:

Major Project Agreements - Negotiations:

- Woodfibre LNG/FortisBC Project:
  - In 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 (at the old Woodfibre pulp mill site). The Benefit Agreements are estimated to provide TWN with ~ $110 million over the next 45 years (not including TWN business revenues).
  - Since signing the Project Benefit Agreements, TWN has received ~$5.7 million in direct payments, with ~$700,000 transferred in 2025-26.
  - Since the commencement of the project, TWN businesses (including TWN Member-owned businesses) have been very successful in securing contracting opportunities on the Project. As of March 31, 2026, ~$150 million of contracting opportunities have been awarded to TWN Businesses.
- TWN Inlet Negotiations Table:
  - As per the Inlet Negotiations team update, the EcDev negotiations team has played an active role at this table and has led the technical work on the financial components.
- The EcDev Negotiations team also advanced discussions on several active files with the Vancouver Fraser Port Authority, the BC Ministry of Transit and Transportation, and several private proponents.



MST Partnerships and Strategic Lands

- 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 roll out of the project over the next ten years.
  - More details on the AHI program can be found on the Government of BC
- TWN and the MST Working Group advanced land transfer and partnerships discussions with the federal and provincial governments on several new significant properties.
- The MST Working Group also advanced implementation on the Attainable Housing Initiative (AHI) Agreement with the provincial government for the MST Heather Lands site. The AHI Project will provide 2,900 homes sold at a 40% discount for MST members and other qualified purchasers. Roll out of the AHI project is currently planned for the fall of 2026.



Inlailawatash Limited Partnership

What we do:

- Inlailawatash provides a broad range of cultural and environmental services based on western science and traditional ecological knowledge to indigenous and crown governments, communities, private-sector and nonprofit organizations.
- Inlailawatash is comprised of foresters, biologists, arborists, archaeologists, GIS technicians, and other skilled field personnel who offer a winning combination of scientific training, work experience, and project management skills.

Who Benefits:

- Net Revenue from Inlailawatash business operations flows back to TWN, with an agreed portion being reinvested into the company for operational funding and to support sustainable growth of the business.
- Inlailawatash creates employment and long-term career opportunities for TWN and other First Nation community members.
- Inlailawatash is proud to play a role in putting the face of the Nation back on TWN traditional territory.

Who we are:

- The Inlailawatash Team is led by Ernie George (Bones) as CEO and comprises 52 staff working in the following programs or departments: Archaeology, Ecosystem Services, Fisheries, Forestry, GIS and Mapping, Indigenous Community Support, Vegetation Management, Accounting, HR, Health and Safety.

Inlailawatash

2025-2026

100%
Tsleil-Waututh Nation Owned

2004
Year Established

$50,974,815
Gross revenue

$1,918,831
Net revenue



Highlights:

- Vegetation Management record year for Gross Revenue ($4.6m) and Net Revenue ($300k)
- Archaeology record year for Gross Revenue ($4.1m) and Net Revenue ($300k)
- Fortis-Woodfibre EGP Project: Gross Revenue $39.5m, Net Revenue $3.0m



Other Business Highlights:

- Generated $18m gross revenue ($1m net revenue) on the Fortis-Woodfibre EGP Project from the award of additional contract work during the year supporting Surerus Murphy JV's civil works.
- Successful and acclaimed Archaeology work on high profile Annacis Island Water Tunnel and Fortis-Woodfibre EGP projects.
- Successful and acclaimed Ecosystem and Habitat Restoration work undertaken for TWN (Elk Slough riparian habitat restoration), Vancouver Port Authority (New Brighton Park) and Seaspan (intertidal habitat restoration), among many other projects.
- Successful transition planning and implementation following managerial departures in Vegetation Management and HR, ensuring continuity of business operations.



Salish Seas

Salish Seas leases commercial fisheries licenses and harvests fisheries products.

SALISH SEAS

SALISH SEAS LP
2025-2026

33%
Tsleil-Waututh Nation Owned

2012
Year Established

2
Industry Affiliated Partners: Tla'amin Nation & Musqueam

~$328,867
Net Income

20
Job opportunities created for TWN

4
TWN Members Employed

Achievements:
Successfully leased out all available licences to Nation members.

S.P.A.L General Constructors

səlilwətaɬ (Tsleil-Waututh Nation) created SPAL General Contractors Corporation as a project management company to establish joint ventures with companies offering construction services.

·S·P·A·L·
GENERAL CONSTRUCTORS

S.P.A.L. GENERAL CONSTRUCTORS
2025-2026

100%
Tsleil-Waututh Nation Owned

2010
Year Established

10
New Partners

66
Industry Affiliated Partners



50+
Number of Projects

$2,291,824
Net Revenues

100+
Job opportunities created for TWN

70+
Training opportunities

3
Industry Events Held

10
Industry Events Attended







Takaya Tours

Industry Recognition

Takaya Tours was a finalist in two categories at the BC Tourism Industry Awards, recognizing our company as a leader in Indigenous tourism, sustainability, and authentic visitor experiences.

Cultural Presence and Guest Experience

We continued to bring Indigenous cultural identity to Whey-ah-Wichen (Cates Park) on a daily basis through songs, storytelling, language, and meaningful connections to the land and water.

Travel Trade and Marketing

Takaya Tours was represented at the 2025 Travel Trade Tourism Show in Winnipeg, strengthening relationships with tour operators and showcasing our cultural canoe experience to domestic and international travel markets.

Community and Environmental Stewardship

We partnered with the Wild Bird Trust to support the Purple Martin conservation project, contributing to local environmental stewardship.

We also participated in the Sacred Trust Water Blessing Ceremony at the Trans Mountain site, honouring the cultural significance of the waters around the inlet.











Health and Wellness Department

ćećəwət leləm “Helping House”

Director’s Message

Dear Community,

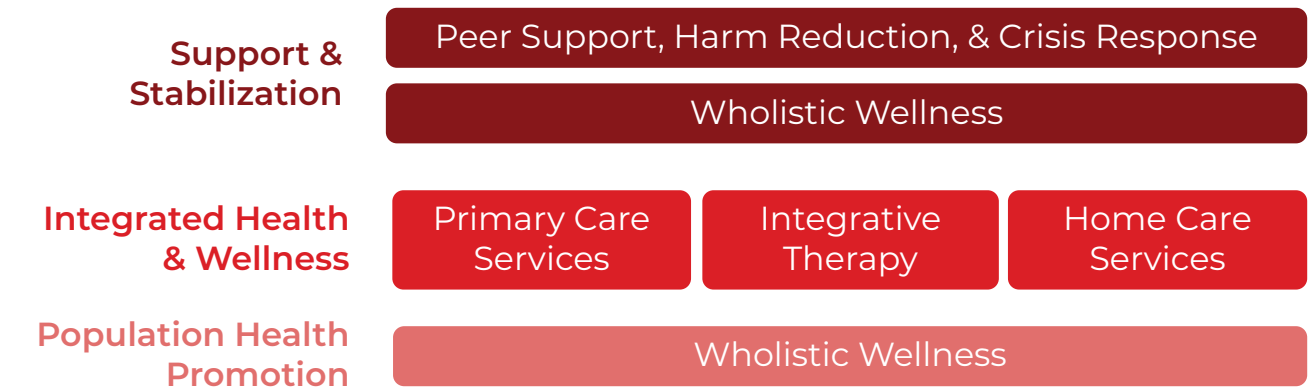
It is with utmost joy and deep humility that I have stepped into the role of Director at ćećəwət leləm “Helping House”, in service of səlilwətaɬ.

I walk in the footsteps of deeply respected Indigenous matriarchs, namely Andrea Aleck and Coreen Paul, whose vision, grace, and courage paved the path forward for Health and Wellness in the community for generations to come. I offer them my gratitude for their guidance and mentorship in my previous role as TWN’s Primary Care Manager.

I have witnessed the beauty of the work and the generosity of spirit of our staff, with each of us coming together as one heart and one mind – nəc̓əmat tə šxʷqʷeləwən ct – to serve the community. Each team member, in our own way and through our own roles and responsibilities have a part to play in breathing life into our collective effort to providing wrap-around care to the community.

Over the past year, our team has come together to consolidate our core health programming, providing support and stabilization services, along with integrated health and wellness services across the lifespan. This is in addition to bolstering disease prevention and health promotion initiatives that support the wellbeing of the population at large.

Core Health Programming



ćećəwət leləm
“Helping House”
Tsleil-Waututh Nation

I would like to recognize the generous heart and selfless spirit of our Health and Wellness team members, and thank them for hard work and dedication over the past year.

Looking ahead, departmental priorities including staff wellness, team integrity, capacity building, and community engagement will continue to support high performance teams that are able to effectively meet səlilwətaɬ community needs. Our health programming will be guided by the community, by what matters most to you, through means of both formal and informal engagement.

On behalf of our team, I offer you our sincere commitment to supporting you and walking alongside with you in your health and wellness journey.

hay ce:p ḏə
Anila Dina
Director, ćećəwət leləm "Helping House"
Health and Wellness Department



Mental Wellness

Traditional wellness and land-based healing were integrated into mental wellness programming to support upstream prevention of substance use. Services were grounded in Tsleil-Waututh culture and traditional knowledge. These initiatives took place throughout the year, with programs offered seasonally and aligned with cultural teachings and community rhythms.

The Peer Based Support Groups continued on an ongoing basis, focusing on supporting youth, women's, men's, and recovery-based groups led by Elders and Members sharing knowledge and ways of healing. These were driven by TWN history of cultural practice, including regalia making, traditional dancing, bathing and brushing off practices, bead making and creativity. These programs were bolstered by the continuous engagement from traditional healers, wellness staff, and Members.

Weaving our Wellness Day Program: In alignment with the project's guiding principle that culture is healing, and with invaluable input from Knowledge Keepers and Elders, our Mental Wellness team created the Weaving our Wellness Day program that included group healing covering the following areas:

- **Cultural Talking Circle and All Paths to Recovery:** All Paths to Recovery programming emphasizes a personalized, wholistic approach to recovery from substance use, recognizing that there's no one-size-fits-all path and empowering individuals to find the method that best suits their needs and circumstances.
- **Seeking Safety:** Seeking Safety is an evidence-based treatment designed to help individuals, particularly those with co-occurring trauma and substance use, attain safety in their relationships, build coping skills, adjust thinking and behavior, and manage emotions better.
- **Understanding Trauma:** Understanding what trauma is, its generational impact, different types of traumas, strategies for managing the effects of trauma and Tsleil-Waututh ways to heal trauma in yourself and others.

Grief and Loss Week-Long Intensive Program: 35 community members engaged in a week-long intensive from an Indigenous perspective on collective healing that focused on breaking intergenerational cycles of trauma and healing collective grief. Guided by Knowledge Keepers, the program was set in a nature reserve close to the water and included walks through the flats of TWN lands.

Grief and Loss Support Group: As ongoing grief and loss support following the Intensive Program, a weekly talking circle format group was offered led by Elder Mahara with a meal, sharing, and offering of culturally grounded ways of being with your grief.

Honouring Lives is a community gathering to remember loved ones lost to addictions, to honour resilience and recovery in the

Tsleil-Waututh Nation community, and to raise awareness about the overdose crisis. Together we shared stories, supported healing, and strengthened our connections with memorials to honour loved one, sharing food and community connection. We gifted individuals to acknowledge their recovery journey and offered resources for grief, harm reduction, and recovery.

Our Mental Wellness programming continues to bolster the resilience of individuals, families, and the wider community by creating safe, inclusive spaces for everyone. Youth, adults, and Elders joined together to share knowledge, stories, and cultural practices, reinforcing the understanding that healing is both personal and collective. Through these intergenerational interactions, participants formed deeper connections amongst their family members, strengthening healing and the breaking of trauma cycles. The integration of culture, ceremony, and land-based activities fosters not only individual healing but also community cohesion, supporting the transfer of teachings across generations and grounding wellness in Tsleil-Waututh values. By maintaining these consistent opportunities for connection and care, the programs contributed to long-term mental, emotional, and spiritual well-being for all who participate.

Community members who participated in these programs shared that they experienced increased self-awareness, improved emotional regulation, and a stronger sense of connection to their community. The programming demonstrated the deep impact of culturally grounded, land-based healing in creating resilience, emotional balance, and overall wellbeing for participants of all ages.

One of the main ripple effects of this work was the strengthening of resilience among individuals, families, and the community. By creating safe, culturally rooted spaces for multigenerational connection, the programming nurtured relationships built on respect, storytelling, and shared cultural practices. These meaningful connections supported both emotional and mental wellbeing—encouraging a sense of belonging, identity, and cultural pride.

Through activities grounded in the land, language, and traditional teachings, participants experienced firsthand the healing power of culture. Youth learned from the lived experience of the Elders, while Elders found renewed purpose in mentoring the next generation. This exchange fostered mutual growth and resilience, reinforcing the understanding that wellness is collective and grounded in cultural continuity.

Participants also expressed deep gratitude for opportunities to honour their loved ones in supportive and culturally meaningful ways. Sharing ceremonies, meals, and healing practices together deepened relationships, encouraged open emotional expression, and strengthened the social fabric of the Nation. The healing extended beyond those in attendance, creating ripple effects throughout the community and reaffirming the Tsleil-Waututh Nation's teachings of unity, strength, and wellness through connection to land and culture.



Skookum hi-ya'ko-pet Peer Retreat to Loon Lake with Psychological First Aid Training from PHSA, February 2026



Father's Day excursion and BBQ to təmtəmíxʷtən (Belcarra Regional Park), June 2025



Youth Retreat to Harrison Hot Springs, April 2026



Dream Catcher Session, Peer Drop In, March 2026



Harm Reduction Pop Up, Spring 2026 with Harm Reduction Coordinator Crystal Guss and Youth Peer Support Worker, Jaiden Baker



Rattle Making at Peer Drop In, March 2026



Tsleil-Waututh Table at Squamish Nation Pride Event, June 2025



Blanketing Ceremony for participants of the Skookum hi-ya'ko-pet Program, April 2026

Primary Care

Building on the previous year's engagement with the Ministry of Health, contracts were signed through the Indigenous Primary Care Incentives Program to support both recruitment and retention of primary care providers. This helped strengthen the stability of our clinic, maintain continuity of care, and support the ongoing presence of Family Physician and Nurse Practitioner services for Members.

We welcomed a new Primary Care Nurse, which increased nursing capacity within the clinic and supported more timely access to assessments and follow-up care. The Clinic Coordinator and Clinic Receptionist roles continued to support the daily flow of the clinic by welcoming members, coordinating appointments, supporting communication between providers, and helping Members connect with care.

The areas of health benefits and medical transportation were also brought into Primary Care to support more coordinated, wraparound care. This helped ensure benefits navigation and transportation support were informed by Members' health needs and care plans. It also strengthened the team's ability to understand barriers, advocate for more comprehensive coverage when additional health context was needed, and support access to medically necessary care. Uber was implemented as an additional transportation option for eligible medical appointments.

Family Physician and Nurse Practitioner

We remained deeply grateful for the ongoing commitment and dedication of our Family Physician and Nurse Practitioner, who continued to provide culturally safe, trauma-informed, and relationship-based care to community. Their continued presence was essential to supporting continuity, familiarity, and trust within primary care.

Primary Care Nurse

The addition of the Primary Care Nurse strengthened the clinic's ability to respond to Members' health needs in a timely and supportive way. This role supported assessments, health teaching, follow-up care, referrals, and care coordination, while also providing Members with another consistent point of connection within the clinic.

Wholistic Wellness Nurse

The Wholistic Wellness Nurse role maintained focus on building trust, responding to a wide range of wellness needs, and walking alongside community members in a way that centred relationship, cultural safety, and self-determination. The role continued to increase accessibility by offering low-barrier, trauma-informed care and crisis support that honoured all aspects of wellness: spiritual, emotional, mental, and physical.

Naturopathic Physician

Naturopathic services provided community members with access to holistic, wellness-focused care. Community members received support with health concerns, including nutrition, stress management, sleep, and chronic health conditions. Working alongside the primary care team, naturopathic services helped expand access to preventative and complementary approaches to health and wellbeing.

Elder and Traditional Healer

Access to the Elder and Traditional Healer remained a valuable resource in our wholistic approach to wellness. Throughout the year, community members accessed cultural guidance, traditional teachings, ceremony, and one-to-one support in ways that reflected their individual needs, values, and goals. These services provided opportunities to strengthen cultural connection, identity, belonging, and spiritual wellness while complementing other health and wellness supports available at the Helping House.

Number of Tsleil-Waututh Members served by the Primary Care team:

- Nurse Practitioner – **161**
- Family Physician – **114**
- Primary Care Nurse – **25**
- Naturopathic Physician – **82**
- Wholistic Wellness Nurse – **68**

Home Care and Better at Home Program

The Home Care and Better at Home Program supports Tsleil-Waututh Nation Elders and community members by providing services that promote independence, safety, dignity, and quality of life while allowing individuals to remain in their own homes for as long as possible. Through a wholistic and client-centered approach, the program combines personal care, home support, care coordination, wellness checks, nutrition support, and community partnerships to address the physical, emotional, and social needs of participants.

Throughout the year, the program continued to evolve by strengthening partnerships across departments, expanding wraparound supports, and increasing access to services that improve health outcomes and reduce barriers for Elders and vulnerable community members.

Providing Comprehensive Home Care and Support Services

The Home Care and Better at Home Program continued to provide a range of in-home supports that enable clients to age safely and comfortably in place. Services included personal care, housekeeping, meal preparation, laundry, companionship, transportation, grocery shopping, friendly visiting, light yard maintenance, and home safety support.

By providing individualized care plans tailored to each client's needs, the program helped maintain independence while supporting overall health and wellbeing.

Strengthening Clinical Care Through Care Coordination

The program continued its collaboration with Registered Nurse (RN) and Occupational Therapist (OT) care coordination services, adding an important clinical component to home visits and client care.

The RN provides health assessments, care coordination, chronic disease support, medication monitoring, and health education, while the Occupational Therapist assists with mobility, home safety assessments, adaptive equipment recommendations, and strategies to help clients safely remain in their homes.

This integrated approach ensures clients receive coordinated care that addresses both medical and daily living needs while reducing barriers to accessing health services.

Supporting Food Security Through Community Partnerships

The program strengthened its partnership with TWN's Community Development Department to improve food security for Home Care clients.

Community Development staff set aside grocery hampers and fresh food items from the community pantry for Elders enrolled in the Home Care Program. Home Care staff then picked up and delivered these groceries directly to clients who may have had difficulty accessing the pantry independently.

Recognizing that some Elders are no longer able to prepare meals on their own, the partnership has expanded to include the provision of frozen prepared meals. This collaborative effort ensures clients have reliable access to nutritious food while reducing food insecurity and supporting healthy aging at home.



Blood pressure check by the RN Care Coordinator – Home Care program

Expanding Better at Home Supports

The Better at Home Program continued to expand beyond its original yard work services to provide a broader range of non-medical supports that enhance quality of life for Elders.

Services such as transportation, light housekeeping, grocery shopping, meal support, friendly visiting, social connection, and home maintenance assistance helped reduce isolation while allowing Elders to remain connected to their community and maintain their independence.

The integration of Better at Home services with Home Care support has strengthened the overall continuum of care available to Tsleil-Waututh Nation Elders.

Building Capacity for Future Growth

As the demand for Home Care services continues to increase, the program has been actively planning for future expansion.

We are committed to increasing the program's capacity to meet the growing needs of community members requiring home support services. We will improve service availability, reduce wait times, and enhance continuity of care for clients and their families.

Through collaboration, innovation, and a commitment to person-centered care, the Home Care and Better at Home Program will continue to support community members to live safely, independently, and with the highest possible quality of life in their own homes.

Community Health Programming

The Community Health Programming initiative continued to support the health and wellbeing of Members by fostering partnerships, increasing access to health education, and creating culturally relevant programming across the lifespan. Through collaboration with Vancouver Coastal Health (VCH), Tsleil-Waututh School, community partners, and TWN Departments, the program continues to expand opportunities for prevention, education, and community engagement while promoting wholistic wellness.

Throughout the year, Community Health programming focused on strengthening relationships with health partners, increasing youth and family programming, enhancing Elders' wellness initiatives, and creating accessible health education opportunities that reflect community priorities.

Strengthening Public Health Partnerships

Community Health programming continued to strengthen its collaboration with Vancouver Coastal Health Public Health Nurses (PHNs) to improve access to health services and preventative programming within the community. Regular planning meetings and collaborative initiatives have created stronger pathways for community members to connect with public health resources and supports.

Partnerships with Public Health have expanded opportunities for health promotion, immunization awareness, maternal and child health initiatives, and health education tailored to community needs.

Supporting Youth Health and Wellness

Significant efforts were made to increase health programming for youth both within the school and through community-based programming.

Working alongside VCH partners and peer support workers, planning has begun for a series of youth workshops focused on:

- Sexual health education
- Healthy relationships
- Consent and personal boundaries
- Social media awareness and online safety
- Mental wellness and self-care

Programming is being designed to support elementary-aged children, youth, and young adults (18–29 years) using culturally safe and engaging approaches.

Developing the Mom and Baby Program

In collaboration with our Public Health Nurse, planning has begun for a community-based Mom and Baby Program that will provide opportunities for new and expecting parents to connect, learn, and access health resources.

Supporting Elder Wellness Through Community Collaboration

Community Health programming partnered with the Food Sovereignty Program and the Elders Activity Coordinator to enhance wellness opportunities for Elders through the Social Meals Program.

The collaboration focused on incorporating health promotion into existing Elder programming by coordinating:

- Community outings that encourage social connection and active living;
- Health-focused educational events that promote nutrition, healthy aging, chronic disease prevention, and overall wellness.

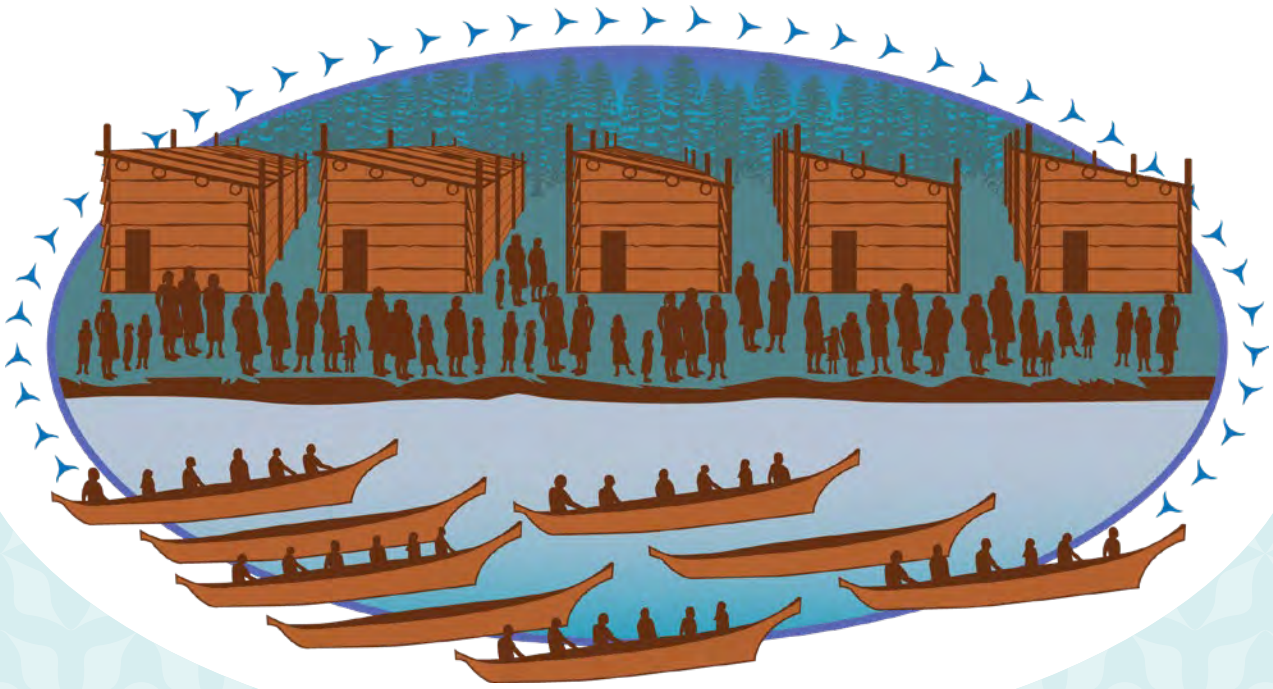
These initiatives help reduce social isolation while encouraging healthy lifestyles through culturally relevant and community-driven activities.

Community Health Education and Engagement

Community Health staff worked alongside Primary Care Nursing services to increase community engagement through health promotion events and educational opportunities.

Collaborative planning has focused on developing accessible health fairs, wellness workshops, screening events, and educational sessions that empower community members to make informed decisions about their health and well-being.

These partnerships continue to strengthen relationships between health providers and community members while increasing awareness of available health services and supports.



Food Sovereignty and Community Garden

The Community Garden program is guided by TWN's Food Sovereignty vision, which strengthens community and intergenerational connections through growing, gathering, preserving, and preparing healthy foods and traditional medicines. Through hands-on learning opportunities, cultural teachings, and increased access to nutritious foods, the program supports the revitalization of traditional practices while fostering a deeper connection to the land.

Throughout the year, the program expanded food production, educational programming, and community engagement opportunities, creating meaningful pathways for community members of all ages to participate in local food systems and traditional knowledge sharing.





Expanding Local Food Production

The 40-foot hydroponics farm produced and distributed more than 4,160 pounds of mixed greens to community members and local restaurants, increasing year-round access to fresh produce. Across four community garden sites, approximately 5,500 pounds of free produce were harvested and shared with community members, including tomatoes, cucumbers, peppers, kale, lettuce, radishes, beets, carrots, onions, beans, and potatoes.

The TWN Orchard celebrated its first small apple harvest, producing 100 apples. Community members and Elders gathered to make homemade applesauce, while families and youth enjoyed harvesting raspberries and blueberries throughout the season.

Construction of the new TWN Chicken Coop was completed and is ready to house up to 12 hens, supporting future egg production for community sharing and weekly market distribution.



Supporting Community Health and Wellness

The TWN Market, created from a renovated 20-foot shipping container, opened weekly to provide free access to fresh produce, medicinal teas, and smoked salmon for community members.

In partnership with TWN's naturopathic physician, the program expanded traditional wellness offerings by developing 10 medicinal tea blends and salves. More than 1,000 medicinal teas were distributed to support community health and wellness.

Youth Engagement and Learning

In partnership with the school, the Student Internship Program provided hands-on employment experience for more than 10 high school students, who participated in growing food, cultivating medicinal plants, and producing traditional teas and salves.

During the summer, an additional 10 students completed two-month internships supporting garden operations and food processing projects, including jam making and kale chip production.

School programming continued to connect children and youth with food growing and preparation. Students from preschool through Grade 12 visited the garden and kitchen every other week to grow food, prepare nutritious snacks, and learn practical food skills. Throughout the year, the program delivered 75 school workshops.

We also launched a TWN Seasonal Grow Guide so community members can grow with the seasons with us.

Cultural Knowledge Sharing and Community Events

The Community Garden program worked collaboratively with Recreation, TLR, Health, and the School to deliver Food Sovereignty Knowledge Sharing Workshops and cultural harvesting activities. These included Cedar Harvests, Berry Harvests, Community Salmon Smokes, Cooking Classes, Medicinal Tea Workshops, Devil's Club Harvests, and other seasonal learning opportunities that strengthened traditional knowledge and community connections.

Growing Food Beyond the Garden

To support household food production, the program distributed yards of soil and hundreds of native and vegetable plants free of charge, helping community members establish and expand backyard gardens and increase access to homegrown food.



The collage includes a calendula harvest, the TWN school garden, a cooking class, dreamcatcher making, and Weekly Garden Markets

Recreation

Building healthy, connected, and thriving communities

This past year has been one of remarkable growth, innovation, and community engagement. Through meaningful partnerships, expanded programming, and a commitment to wellness for all ages, the Recreation team has continued to strengthen the social fabric of Tsleil-Waututh Nation while creating opportunities for learning, recreation, cultural connection, and personal growth.

At its core, recreation is about more than sports and activities. It is about fostering belonging, supporting physical, social and emotional wellness, creating safe spaces for connection, and enriching the lives of community members from infancy through Eldership.



Seymour watershed nature hike

Recreation By the Numbers

Over **3,000** breakfasts served through our Breakfast Club Program.

1,015 breakfasts and snacks provided to children attending Summer Camp.

More than **1,250** nutritious lunches served to Elders throughout the year.

Dozens of community events, celebrations, outings, and cultural gatherings hosted.



Expanding Opportunities through Community Partnerships:

- Cypress Mountain Ski Resort Partnership
- Mount Seymour Golf and Country Club Lessons
- Geering Up and Starfish Canada STEM Programming
- Vancouver Goldeneyes and NHL Alumni partnership - Jason Simon Visits

Youth Programming

- Soccer development and training programs
- Indigenous Youth Soccer partnerships and U-10 tournaments
- Basketball clinics and open gym opportunities
- Archery programs
- Ball Hockey Club
- Boxing and fitness activities
- Christmas Break Camp
- March Break Camp
- Swimming lessons
- Soccer, tennis, roller skating, and jiu-jitsu
- Chess Club
- Magic Camps, Laser-Tag, Arcade on Wheels, Ice Skating
- Multi-Sport programming, Smash Tennis
- Nerf Blaster events
- CIT (Counsellor in Training) Summer Camp opportunities



NHLPA Community Event with Jason Simon



March Break fun skating at Shipyards



After school Chess Club with Chess Institute of Canada

Creative Arts and Expression

- Breakdance and Hip-Hop classes
- Graffiti Art workshops with Jeremy “J-Nasty” Wong
- Film-making programs with Cinematheque BC
- Music and Video Production with Myth House Studios
- Arts and crafts programming
- Stop-motion animationw
- Creative music classes
- Cooking classes with Suzanne, Felix and Chef John

Physical Literacy

Supporting daycare-aged children through movement, confidence building, social development, and lifelong healthy habits.

Supported Employee Wellness

- Weekly Staff Yoga
- Adult Fitness Bootcamps, Walking Club
- Grouse Grind Training Program
- Personal fitness coaching

Honouring and Supporting our Elders

Programs included Chair Yoga, Aqua Fit, cultural workshops, traditional medicine harvesting, blueberry picking excursions, community lunches, Edmonton and Port Hardy trips and Elder gatherings, Kamloopa Powwow attendance, Lummi Canoe Races, Invictus Games, Museum of Anthropology visits, BC Lions games, Vancouver Canucks games, Concerts and All Nations gatherings.



Cooking class with Suzanne Fielden and Chef John

Reflections from Recreation

We remain committed to creating innovative programs and meaningful opportunities that reflect the interests, values, and aspirations of the Nation. Recreation will continue to strengthen physical, mental, emotional, and cultural wellness while fostering connection, inclusion, and lifelong participation for community members of all ages.

A significant milestone was the opening of the new Tsleil-Waututh Nation Sports Field. This exciting addition will become a vibrant gathering place where sport, culture, wellness, and community

come together. As the operational lead of this new facility, the Recreation team is preparing to launch a range of programs, leagues, tournaments, cultural celebrations, youth development initiatives, family events, fitness opportunities, and community gatherings unlike anything previously available.

The new sports field will dramatically increase access to high-quality recreation for Tsleil-Waututh Nation Members while also creating opportunities to welcome neighbouring communities through partnerships, regional sporting events, and inclusive programming. It will provide a safe, accessible, and inspiring space where children can discover new passions, youth can build confidence and leadership, adults can pursue active lifestyles, and Elders can remain engaged and connected.

This investment represents far more than a new field—it is an investment in healthier lifestyles, stronger relationships, community pride, and the next generation of leaders. Together, we are building a legacy of wellness, opportunity, and belonging that will benefit the Tsleil-Waututh Nation for generations to come.



Councillor Dennis Thomas and daughter on TWN Sports Field

Indian Residential School Survivor (IRSS) Program

For the ɬewətə̓l Healing Together Project (St. Paul's Indian Residential School Discovery Project), Survivors continue to be supported with wraparound services. All the work is guided by Elders, Survivors, and Tsleil-Waututh Knowledge Keepers to ensure it is done in a good way, respecting cultural protocols.

The IRSS Steering Committee and Cultural Advisors included TWN staff, Members, and Elders who met monthly. The Committee's mission is to ensure that compassionate, culturally appropriate and trauma-informed services, supports and programs are available for survivors and their families, for intergenerational healing grounded in Tsleil-Waututh knowledge, values, and practices. The mandate, priorities, direction, values and initiatives for the next 5+ years are clarified in the 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. These four pillars relate to three of the TWN Strategic Pillars: Culture, Language and Traditions; Health and Wellness, and Education and Training.

Planning continued for the Residential School Survivor Memorial Park, which will be an important spiritual and land-based healing project for səlilwətaɬ to heal from the intergenerational harm that continues to impact the community through being forced to attend residential schools. Located at a site central to the community, it will be a place for remembrance, honouring and healing through ceremony and physical gathering infrastructures.

From July 2025 – October 2025, six engagement sessions were held to engage with Survivors, Elders, Families of Survivors, and the broad Tsleil-Waututh Nation community. The purpose of engagement has been to:

- Co-design the Memorial Park with Residential School Survivors, Elders and their families to identify how the Memorial Park can achieve the four primary goals.
- Learn about and explore how the Memorial Park can support healing, remembrance, community health and wellbeing, cultural education, and ecological restoration.
- Share the design with the whole Tsleil-Waututh community and confirm that it is broadly supported.

Engagement activities were facilitated by the IRSS Steering Committee, and the consultant team (from MODUS Planning Design and Engagement and Mathew Thomson Design) and supported by members of the Tsleil-Waututh Nation Mental Wellness team.

On National Truth and Reconciliation Day, səlilwətaɬ hosted Walking with Family and Friends from Whey-ah-Wichen (Cates Park) to the community to honour Survivors. səlilwətaɬ Elders and Residential School Survivors lead the way, as partners, politicians and

friends followed in solidarity, many wearing orange hoodies that featured the design by səlilwətaɬ artist Ocean Hyland (for the ɬewətəl̓ Healing Together project). Gathering in the community centre, over 250 people shared a feast, and witnessed and honoured Survivors, Ocean Hyland, and those first-generation family members to not attend Residential or Day School, to acknowledge and heal the intergenerational impacts.

In addition to having səlilwətaɬ artist Candy Thomas' design prominently displayed on the orange Every Child Matters crosswalk, five banners featuring her design were installed on light poles on a central street in the community and along Dollarton Highway for community members and the broader public.

Throughout the month of September, the səlilwətaɬ blog posts encouraged public learning and action, sharing resources and ideas to support initiatives and enact true reconciliation.



Honouring Survivors on the Walk with Family and Friends.



The Humchitt family distributes orange hoodies on National Truth and Reconciliation Day



Members of Chief and Council at National Truth and Reconciliation Day in the community



Walking with Family and Friends on National Truth and Reconciliation Day 2025



Banner featuring an Every Child Matters design by Candace Thomas

Language, Culture, and Protocol Department

Overview

The past fiscal year marked a significant period of growth for the new Language, Culture, and Protocol Department. The Department expanded its role across the organization by providing leadership in language revitalization, cultural programming, protocol, relationship building, community engagement, and strategic organizational support.

Throughout the year, the Director worked collaboratively to provide leadership across all areas of the department while supporting Chief and Council, Executive Leadership, community members, Elders, internal departments, and external partners. Together, we advanced organizational priorities through strategic planning, cultural guidance, protocol, relationship building, governance support, and intergovernmental collaboration, ensuring Tsleil-Waututh values remained at the forefront of decision-making.

We also strengthened relationships with Simon Fraser University, Vancouver Community College, Metro Vancouver, the City of Burnaby, Fisheries and Oceans Canada, museums, municipalities, and neighbouring First Nations, while supporting repatriation initiatives, cultural protocol, organizational planning, employee and leadership support, and culturally informed decision-making throughout the year.

Language Revitalization

Language revitalization remained a central priority throughout the year. The Language team continued to strengthen opportunities for həl̓q̓əmiɬəm̓ language learning through adult immersion, mentor-apprentice programming, language resource development, and translation services while creating meaningful, culturally grounded opportunities for Members to use language in everyday settings.

Key accomplishments included:

- Continued delivery of the Adult Language Immersion Program through regular immersion sessions, storytelling, language hunts, and learning alongside fluent speakers.
- Ongoing Mentor-Apprentice programming that strengthened language proficiency through immersive, culturally based learning experiences.
- Strengthened partnerships with the Sḵwx̱wú7mesh Sníchim Foundation, supporting curriculum development, language resource sharing, and professional development.
- Continued collaboration with Simon Fraser University, expanding language learning opportunities for Tsleil-Waututh Members.
- Completion of numerous translation and language support requests for internal departments and external partners.
- Increased visibility of the Tsleil-Waututh language through translation and naming initiatives, including shoreline restoration signage.
- Continued development of the Tsleil-Waututh Language Revitalization Plan, guided by community feedback and priorities identified through the Annual General Meeting.

These initiatives continue to strengthen the foundation for long-term həl̓q̓əmiɬəm̓ language revitalization while building internal language capacity for future generations.



Julihsa Zuniga George holds a néc̓əw̓əc "100 Days to Go" sign for the FIFA campaign

Cultural Leadership and Community Engagement

The Department provided cultural leadership and protocol support for numerous Nation-led initiatives, community events, and partnership projects throughout the year, ensuring Tsleil-Waututh values, traditions, and protocols remained central to organizational and community activities.

Highlights included:

- Participating in the naming ceremony and cultural unveiling of a new electric tugboat.
- Supporting the Vancouver Community College groundbreaking ceremony.
- Providing cultural support for the Treaty, Lands and Resources Herring BBQ and other community gatherings.
- Supporting the Tsleil-Waututh Community Graduation celebration.
- Leading and supporting cultural ceremonies for the launch of a new Seaspan vessel.
- Delivering cultural awareness education for FortisBC staff and leadership.
- Providing cultural guidance and protocol support for leadership, departments, and external partners throughout the year.

Land-Based Learning, Stewardship and Cultural Heritage

The Department continued to strengthen connections to the land through stewardship initiatives, cultural education, knowledge sharing, and relationship building.

Key initiatives included:

- Supporting the Clam Garden project through community participation, traditional knowledge sharing, and cultural teachings.
- Participating in the Goose Fencing Knowledge Exchange in Comox to learn from other Nations' stewardship practices.
- Building relationships and exploring future opportunities within the Lower Seymour Conservation Reserve.
- Participating in the Jamestown S'Klallam Aquaculture Symposium and the East Saanich Herring Symposium to exchange knowledge and strengthen regional partnerships.
- Working alongside Fisheries and Oceans Canada to build relationships through shared learning on the land.
- Supporting Integrated Resource Work (IRW) cultural initiatives throughout Tsleil-Waututh territory.
- Providing cultural guidance to the IRSS Committee in support of program planning.
- Organizing land-based learning opportunities for Tsleil-Waututh youth, including a cultural learning trip to təmtəmíxʷtən (Belcarra Regional Park).

Cultural Heritage, Education, and Partnerships

The Department continued to advance cultural heritage initiatives while strengthening educational partnerships and regional collaboration.

Key accomplishments included:

- Supporting the repatriation of Tsleil-Waututh belongings from the Port Moody Museum.
- Collaborating with the Museum of Vancouver on That Which Sustains Us educational resources.
- Supporting educational programming with the Tsleil-Waututh School, including cultural learning at the Squamish Longhouse.
- Visiting Hatzic Rock Cultural Centre to strengthen relationships and learn from other Indigenous cultural preservation initiatives.
- Providing cultural guidance and historical knowledge for park planning, environmental restoration, referrals, cumulative effects work,



Indigenous Protected and Conserved Areas (IPCA), Natural Resource Planning, and other Treaty, Lands and Resources initiatives.

- Supporting relationship building with Metro Vancouver, municipalities, government agencies, educational institutions, and Indigenous partners to ensure Tsleil-Waututh perspectives and cultural values were reflected in collaborative projects.

Looking Ahead

As the Language, Culture and Protocol Department continues to grow, the focus remains on strengthening həl̓q̓əmiɬəm̓ language revitalization, expanding cultural programming, advancing cultural heritage and repatriation initiatives, supporting land-based learning, and fostering meaningful partnerships that uphold Tsleil-Waututh values and priorities.

The Department will continue working collaboratively across the organization and with external partners to ensure language, culture, protocol, and traditional knowledge remain integral to governance, community wellness, environmental stewardship, and the Nation's long-term vision for future generations.

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, 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), ʔəxʔixəltəl̓ 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:

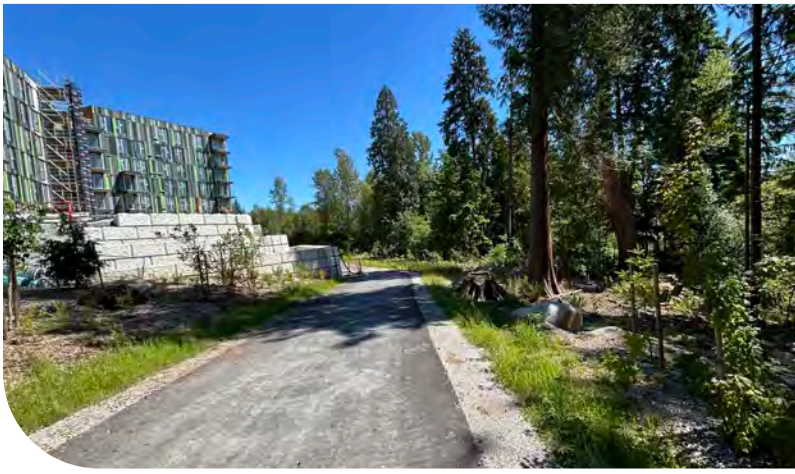
- Maintaining an inventory of TWN assets and coordinates civic capital project planning and construction as part of the asset management program;
- Keeping TWN facility buildings (inside and outside) in good working order; maintaining TWN parks, roads and grounds; and coordinating TWN waste collection 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.

Melissa Fahey,
Director, Public Works Department

Capital Works

The Capital Works team within the Public Works Department serves səlilwətaɬ (Tsleil-Waututh Nation) by coordinating, and delivering the infrastructure that supports community life on our reserve. Working in partnership with civil, geotechnical, and structural engineering firms, our team ensures that every project is built to a standard that reflects our values of safety, long-term wellbeing, and care for the land.

This past year, our work touched several of the Nation's strategic pillars We collaborated closely with TWN Planning, Climate, TLR, Emergency Management, Permitting, Operations, Housing, and Asset Management to ensure every project aligns with the priorities of our community and our elected Chief and Council.



Project Highlights:

North Dollarton Hwy Sanitary Improvements

Sanitary infrastructure improvements were completed on the north side of Dollarton Highway. Aging utility mains and services were replaced.







Temporary Modular Units — Spa'ath Road

Two modular units were established on Spa'ath Road to provide temporary workspace for TWN staff, enabling the Nation's operations to continue effectively.

Ghum-lye Bio-Swale

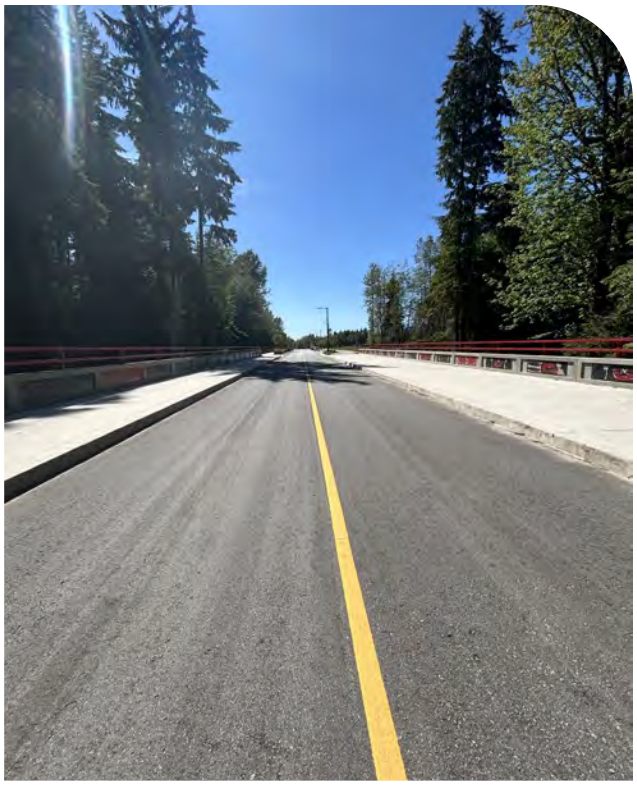
A new multi-use path now connects Spa'ath Road to a bio-swale located to the south — a natural drainage system that filters stormwater, reduces runoff, and supports the ecological health of the land.

Featured Project: Smuyth Avenue and Big John Creek Bridge

The inauguration of the smayaθ (Smuyth Avenue) and Big John Creek Bridge happened on October 2025. They serve as a link between the Apex neighbourhood and Raven Woods area — two areas that previously lacked a shared connection.

The bridge is just the beginning. Upcoming improvements to the surrounding corridor will build on this foundation:

- Traffic calming measures
- Multi-use path benches installation





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 Tsleil-Waututh knowledge and community engagement.

Key CAEM projects in this fiscal year include:

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

- Ongoing implementation of the TWN Community Energy Plan (CEP) to improve energy efficiencies and emissions reductions from TWN buildings, transportation, and materials.
- Supported energy retrofits in 9 TWN homes to reduce heat loss and excess solar gains, and to improve energy efficiency of heating and ventilation systems and energy savings.
- Coordinated the energy rebate process to receive funding for energy retrofits completed. Secured $58,160 under the Canada Greener Homes Grant program (final year), $88,000 from the Clean BC Energy Savings Program, and established a new funding process under the Partners in Indigenous Energy Efficiency and Resilience (PIEER) program for next fiscal.
- Implemented a TWN EV charging fee/card-based system with free EV charging for pre- registered community members, and upgraded two EV chargers (in the lower parking lot) to faster 19.2 kW chargers with ZETF and Clean BC Go Electric grant funding support.
- Collaborated with BCAA to install 3 Evolve shared e-bike stations on reserve with a significantly discounted ridership rate for TWN community members and staff, and a fourth station to be installed in the next fiscal.
- Ongoing review of energy modelling reports, monitoring energy consumption, solar energy generation, EV charging use and GHG emissions.
- Developed a 2-year energy management work plan and secured capacity funding from BC Hydro.
- Hosted display booths for home energy retrofits at the Public Works community open house and TWN AGM, and hosted an e-bike community information session.
- Developed a TWN Recycling and Solid Waste Management Plan with assistance from the First Nations Recycling Initiative.

- Completed a multi-day TWN spring community cleanup event on May 2 and May 10. First community cleanup with recycling/ waste diversion collection. With the help of community volunteers, we collected over 500 kg of recyclable plastic waste (styrofoam, flexible and hard plastics), and an estimated 1,800 kg of household electronics, 6,275 kg of wood, and 26,000 kg of metal.

Advancing Community Climate Action - To build community preparedness, and to reduce community risk from climate change impacts.

- Hired a new Climate Action Planner to support TWN Climate Change Action Plan (CCAP) implementation as well as completion, stewardship and monitoring of the reserve shoreline project. Completed interviews with interdepartmental staff and compiled data to produce a draft of the first CCAP progress report.
- Meetings with Sunoco (formerly Parkland) and TWN staff to discuss access to air quality monitoring data and the process for sending alerts to TWN community members, as needed.
- Coordinated a shoreline project community open house in May 2025, hosted a shoreline display booth at the Public Works community open house (also in May) and held various meetings with shoreline and other TWN residents, Elders, crabbers and canoe groups to discuss the shoreline project design and construction.
- Hosted reserve shoreline community walk and open house (March 2026) to share draft themes for cultural expression with community, gain feedback on stories and key themes, and to discuss potential locations for showcasing TWN art at the shoreline.
- Prepared biweekly notices for the TWN Newsletter to keep community members informed about the construction schedule and progress, and to address any project related inquiries.
- Obtained all necessary permits and approvals for the reserve shoreline project and retained a construction contractor through an open, competitive bid process.
- Coordinated Cultural Safety and Archaeological Chance Find Protocol training for all shoreline project consultants, contractors and staff; and hosted a Ground Blessing Ceremony for community to start the shoreline project in a good way.
- Completed invasive plant management, oyster and salt marsh salvage within the project footprint prior to the start of construction.
- Started and reached substantial completion of the reserve shoreline project construction including placement and regrading of clean fill materials, installation of rock headlands and revetments, and placement of topsoil in readiness for planting.
- Sent out a call for Expressions of Interest for TWN artists to explore ideas for arts and cultural expression at the shoreline, connected with interested artists and applied for arts grant funding.









Housing and Renovations Program

The Housing and Renovations team continued to make significant progress in supporting Tsleil-Waututh Nation Members through housing improvements, major renovations, maintenance, and project coordination. During the 2025-2026 fiscal year, the team successfully met its annual renovation targets, **completing eight major home renovation projects** while also delivering numerous minor renovation, repair, and maintenance projects throughout the community.

This year focused not only on improving homes but also on improving the overall experience for Members participating in the renovation process. The team worked diligently to strengthen communication, increase Member engagement, and incorporate lessons learned from previous projects. As a result, project planning, homeowner involvement, and coordination between Members, contractors, consultants, Housing and Public Works staff improved significantly.

A key achievement this year was the continued refinement of our Member engagement process. By listening carefully to homeowner feedback and adapting our approach based on previous experiences, the Housing and Renovations team was able to provide Members with greater clarity, transparency, and support throughout their projects. These improvements helped build stronger relationships with homeowners and contributed to more successful project outcomes.

In addition to delivering renovation projects, the team supported Members through all stages of the renovation process, including project planning, temporary housing coordination, moving logistics, storage arrangements, accessibility reviews, contractor coordination, deficiency management, and project closeout. The goal has always been to ensure Members feel informed, supported, and involved throughout the process.

The Housing and Renovations team also worked closely with Elders, homeowners, families, contractors, consultants, and TWN staff to address housing needs in a respectful, collaborative, and culturally appropriate manner. It has been a privilege to work alongside TWN Members and families throughout these projects and to help improve the safety, accessibility, functionality, and overall quality of their homes.

This year's accomplishments reflect the dedication of the Housing team, Public Works staff, contractors, and project partners who worked together to achieve positive outcomes for Members. We are proud of what was accomplished and remain committed to continuous improvement, strengthening relationships with members, and supporting the long-term housing needs of the Nation.

Highlights:

- Successfully achieved annual renovation targets.
- Completed eight major home renovation projects.
- Improved Member engagement and communication throughout the renovation process.
- Applied lessons learned from previous projects to improve project delivery and homeowner experience.
- Continued to support safer, healthier, and more functional homes for TWN Members with a Member-focused approach that prioritizes transparency, respect, and collaboration.

25/2026 Lands Snapshot

Legacy Issues Surveying Project

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

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.

Design Guidelines for New Buildings

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 via field survey on birds, mammals, insects, plants, the land, water, and fish.

Building Permits

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.



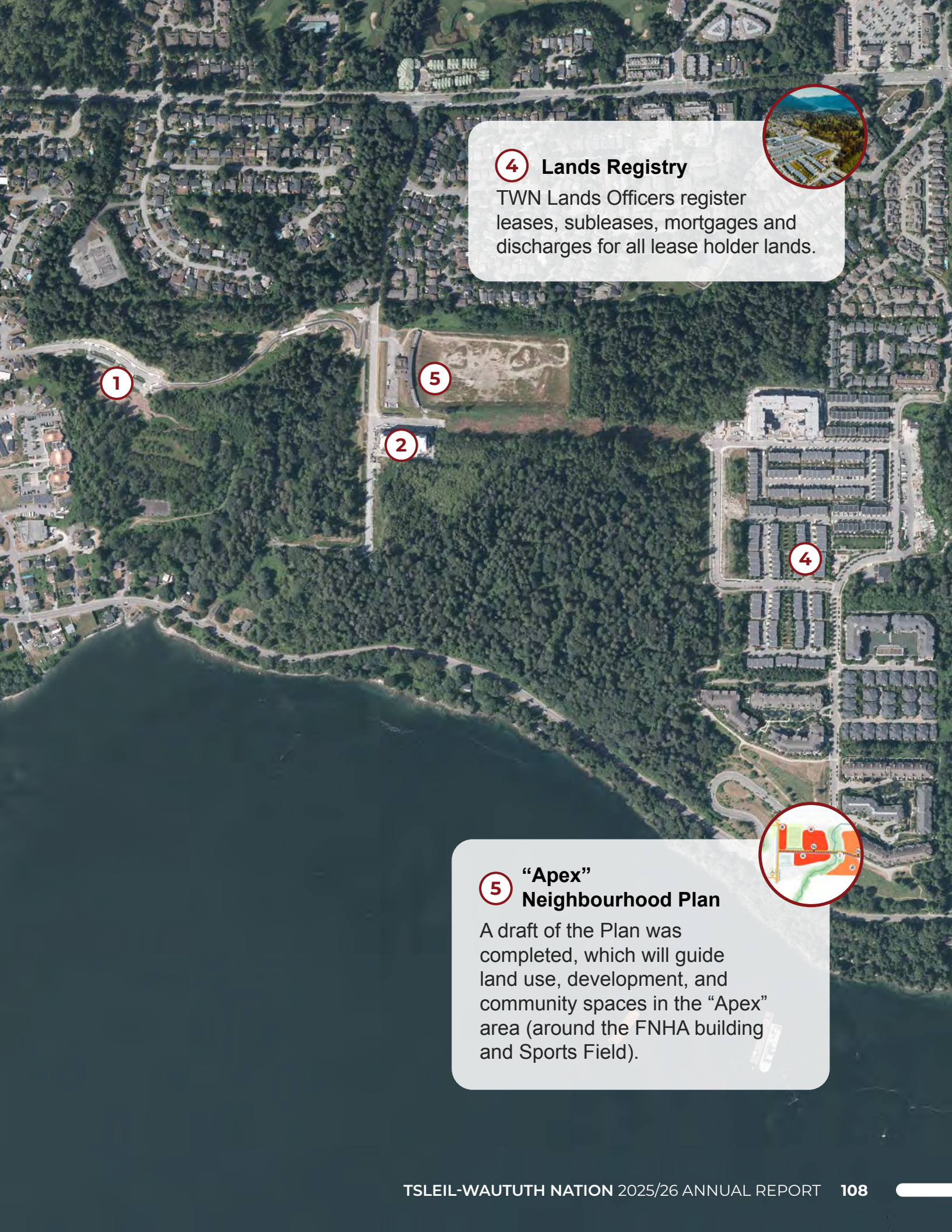
2 FNHA Office

First Nations Health Authority (FNHA) Office construction on-going. Completion fall 2027.



3 stáʔtləw̓ 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.



4 Lands Registry

TWN Lands Officers register leases, subleases, mortgages and discharges for all lease holder lands.

5 "Apex" Neighbourhood Plan

A draft of the Plan was completed, which will guide land use, development, and community spaces in the "Apex" area (around the FNHA building and Sports Field).

Permits

Permits issued last fiscal year:	
Archaeology Permits	24
Building Permits	10
Business Permits	9
DP Amendment for FNHA	1
Electrical Permits	17
Fire Hydrant Use Permit	4
Tree Permits	6
Occupancy Permits	12
Plumbing Permits	10
Temporary Street Use Permits	7
Total:	**100**

Permit Projects Updates:

- Seymour Village Phase 6: Final Occupancy issued on July 8, 2025.
- TWN Sports Field Project: Partial occupancy was issued at the beginning of April 2026.
- Temporary Modular Classrooms for Language, Cultural, and Protocol Department: Building Permit Application issued in Sept. 2025. Occupancy Permit Application under review.
- First Nations Health Authority (FNHA) Project: The building is still under construction and occupancy was postponed to spring 2027.
- TWN Cemetery Burning Structure: Building Permit was issued in April 2026; completion expected end of summer 2026.
- TWN Mortuary House: Project completed and Occupancy Permit issued in February 2026.
- TWN Member House Renovation Projects: Issued seven Building Permits during the last fiscal year.

Lands Registry

- TWN has been participating in testing a new Lands Registry Systems which will improve upon the outdated system run by the federal government. When operational later in the year, it will support First Nations across Canada who have Land Codes to register legal interests, survey plans and mortgages.

Law and Policy Development

- The Building Law, which has been in development since 2022, is set to go to third reading and be enacted by August 2026. This will provide clarity in TWN's permitting process. Once enacted, a Building Permit Guide will be shared with Membership updating Members on the permitting process and any changes in the new Law.
- The repeal and replacement of the Land Code is being initiated with a projected completion date of June 2028. This project will involve the finalization of the legal interests and dispute resolution processes being developed with the Land Tenure Team.
- The Fireworks Law was passed in November 2025, and a streamlined permitting process will be developed for the next Halloween season.

Planning

- **Planning for Members' Housing Development:** The Housing Needs Report was finalized to provide population and housing need projections for on-reserve Member housing over the next 20, 50 and 100 years. The projected need is 235 units by 2045, which is our current target. The Planning and Housing teams are identifying opportunities for the location, type of housing, and funding opportunities, which will be shared with Membership for feedback.

Table 1: Existing and anticipated total dwelling demand

	2025	2045	2065	2085	2105	2125
All Members	125	235	355	450	520	590

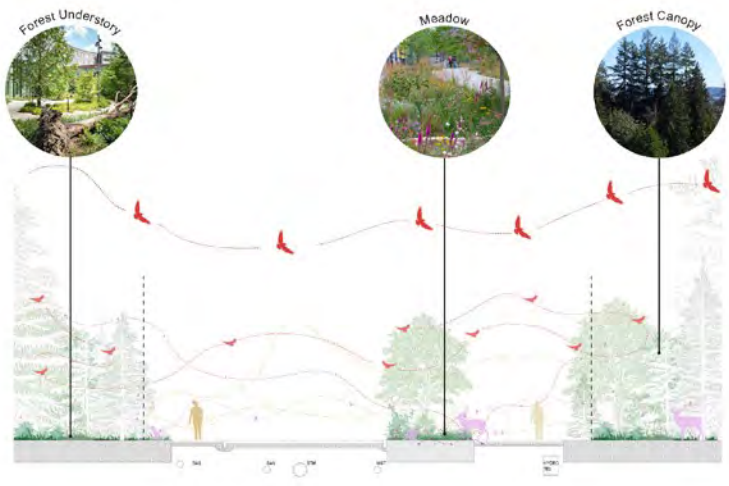
Source: Tsleil-Waututh Nation numbers and population projections

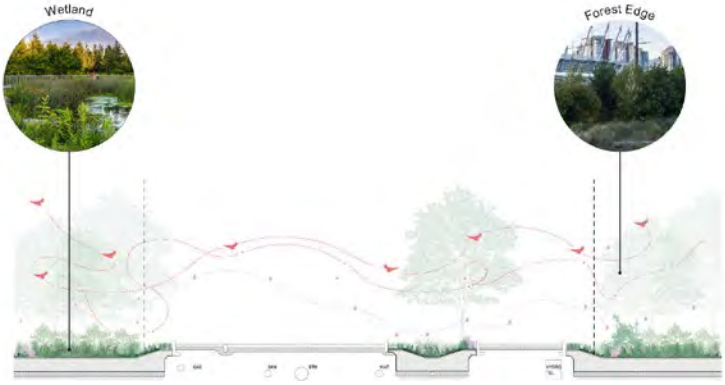
- **stáʔtləẃ District:** Work on stáʔtləẃ District has been restarted, collaborating with Economic Development on a 45-acre development that is being added to TWN reserve lands, across from Maplewood Flats. This has included:
  - Zoning applications
  - Initiation, First and Second Reading of Land Use Plan Law Amendment and Zoning Law
  - Two stáʔtləẃ District Working Group sessions
- **Design Guidelines:** Draft guidelines on transit infrastructure and the streetscape were completed to help guide development that resonates deeply with TWN's values and identity.
- **"Apex" Neighbourhood Plan:** An initial draft of the Plan was completed, which will guide land use, development, and community spaces in the "Apex" area (around the First Nation Health Authority building and Sports Field). Council has approved the Interim Policy to be utilized for future development at Apex until the draft Neighbourhood Plan is adopted.

Planning Engagement events held:	
Open Houses	1
stáʔtləẃ Working Group	2 meetings
Staff Engagement Workshops	2




Character Area:
Commercial Base to
Gathering Place
KEY PLAN
RAVEN


Forest Understory
Meadow
Forest Canopy


Wetland
Forest Edge



Lands Special Projects

- **Land Tenure Project**
  - The Land Tenure project is a multi-year project to secure increased land and home tenure rights for Members on the TWN reserve and to update the Land Code. The project will create new ways of holding home and land (types of property ownership on reserve), a lands dispute resolution process, and a process to formally distribute home and land to Members. The project is led by TWN Members in the Land Tenure Working Group (LTWG) and has extensive community engagement.
  - The project was put on hold for the majority of the year due to lack of staffing capacity. However, in the past year, we still completed engagement through one LTWG meeting, staff synthesized all past community engagement feedback and preferences, and we completed content for the new custom legal interests related to tenure rights and responsibilities. Legal consultation was secured, a legal review, and assistance was initiated for the project, and a legal memo was completed.
- **Legacy Issues Survey Project**
  - The Legacy Issues Survey project is a multi-year project with Hobbs, Winter and MacDonald Surveyors to resurvey the TWN reserve. The purpose of the project is to provide new and updated legal reserve land surveys that match the land that Members use, resolve outstanding survey issues, assist with resolving property line disputes, and contribute to comprehensive lands related records management.
  - This year, community engagement continued throughout the year with Membership through interviews and Members meeting with staff and the surveyors to discuss and agree on property lines for surveying. Sketch plans were completed and Members were consulted for approval and signature. Legal plan survey drafts were completed. Comprehensive lot history summaries that will inform future dispute resolution processes were completed for select areas. Lands records management was also consolidated for the majority of lots on reserve.
- **Current Conditions Ecological Assessment of the TWN Reserve**
  - TWN worked with EcoLogic Consultants Ltd. and SLR Consulting Group to establish a current conditions ecological assessment for the entire IR#3 reserve. The project is a comprehensive field assessment study and surveying of the land (including plants and animals), air and waters (including fish, fish habitats and water health).
  - The results of this assessment will guide future key environmental initiatives including environmental policy, legislation, guidelines, development standards, environmental impact mitigation, future environmental assessments, habitat protection and restoration, and environmental monitoring work.

- In the past year, the remainder of the extensive field work and surveys were completed, and a draft report was submitted with staff internal reviews and comprehensive revisions.

- **Annual Water Monitoring**
  - The purpose of the annual water monitoring is to provide hydrogeological and hydrology characterization, and freshwater creek monitoring services for our three freshwater creeks on reserve at Thomas Creek, George Creek, and Big John Creek.
  - The creeks have historically experienced variable levels of microbial and metals contamination, however regular water monitoring on an annual basis has not yet been undertaken. All three creeks were confirmed as fish bearing in 2024 as part of the Current Conditions Ecological Assessment Study. Thus, the results of this monitoring will contribute to future fish and fish habitat restoration efforts, creek and riparian area environmental protection, development mitigations planning, climate change impact mitigation, and integrated stormwater management planning.



  - This year, annual freshwater creek monitoring and field work was completed on Big John Creek, in collaboration with SLR Consultants Ltd. Due to budget constraints, water monitoring was conducted only on one creek.

Engagement events held:	
Land tenure	1 Working Group Meeting
Legacy	Ongoing community engagement interviews and Lot Staking throughout the year.

Treaty, Lands and Resources Department

Our mandate is to xaɬəmət (protect) and yəx̌ʷəθət (heal) our territory based on our snəẃeyəɬ (teachings) and rights, to preserve the Tsleil-Waututh way of life for our Ancestors, present, and future generations.

Treaty, Lands and Resources (TLR) is very multidisciplinary, with twelve different programs, including: Archaeology and Cultural Heritage, Field Programs, Cumulative Effects, Consultation and Accommodation, Natural Resources Planning, Land, Water and Environment, Eagle Mountain Pipeline Project, Community and Governance, Sacred Trust, and Monitoring, all supported by Administration staff.

These teams work collaboratively and separately to continue existing works and pursue new initiatives that advance TWN's interests and protect the Nation's rights and title throughout the territory.

Director's Message

Since July 2025, I've had the honour of serving as Acting Director of Treaty, Lands, and Resources. This is a responsibility I don't take lightly. Over the past 14 years since I first joined TLR as staff, I've learned from TWN Elders, leadership, and Members about TWN's sacred responsibility to protect their lands and waters for the benefit of the community, to ensure a thriving Tsleil-Waututh future.

What inspires me most about the work of the Treaty, Lands and Resources Department is that, building on the longstanding work and legacies from Tsleil-Waututh Members, staff, and leaders past and present, we are seeing real, tangible results. Every day, our staff combine rigorous science, policy expertise, field work, and Tsleil-Waututh teachings to assert TWN rights, title and interests, protect the territory, and create opportunities for current and future generations.

Tsleil-Waututh continues to lead the way in advancing Indigenous governance. Building on the success of last year's TWN-Canada Framework Agreement for Reconciliation, TLR continues to create and advance

opportunities for TWN co-governance throughout the territory over priority areas. Through government-to-government agreements, negotiations, and policy development, we are steadily restoring TWN's rightful place as a decision-maker within TWN territory. Every agreement we negotiate and every partnership we build helps ensure that Tsleil-Waututh laws, knowledge, and priorities shape the future of səlilwət.

We are also demonstrating what is possible in terms of restoration of the ecosystem and, in turn, restoring TWN Members' ability to exercise their rights. The work of this department is demonstrating in real-time that we are actively restoring the health of the Inlet. Through habitat restoration, conducting impact assessments, negotiating with our federal and provincial counterparts, facilitating clam and elk harvests, distributing salmon to the community, or advancing innovative research to inform decision-making, we are making it happen.

This year, one of our most significant achievements was negotiating a historic agreement with Metro Vancouver that restores Tsleil-Waututh access to the Seymour Watershed for hunting and cultural practices for the first time in more than a century! This agreement grew from our research documenting the cumulative effects of urban development on access to our territory, but it did not stop at identifying the problem.

Our staff translated knowledge into action, working collaboratively to remove barriers and create lasting opportunities for community members to reconnect with their lands and exercise their rights.

When I stand on the shores of səlilwət (Burrard Inlet), we see one of the busiest working waterways in Canada. But we know that Burrard Inlet remains a vibrant ecosystem. We see whales returning to the Inlet. We see the Nation harvesting herring again for the first time since the 1880s. In the spring, we brought students from the TWN School to harvest clams in Indian Arm - a beautiful sunny day that ended with orcas in the Inlet! Working alongside our Members, neighbours, other governments, and partners, we are helping create a future where current and future generations of Tsleil-Waututh people will thrive.

hay ce:p ḏə,
Erin Hanson
Acting Director, Treaty, Lands and Resources



Our Values

ʔəxʔixəltəl (Paddling Together)

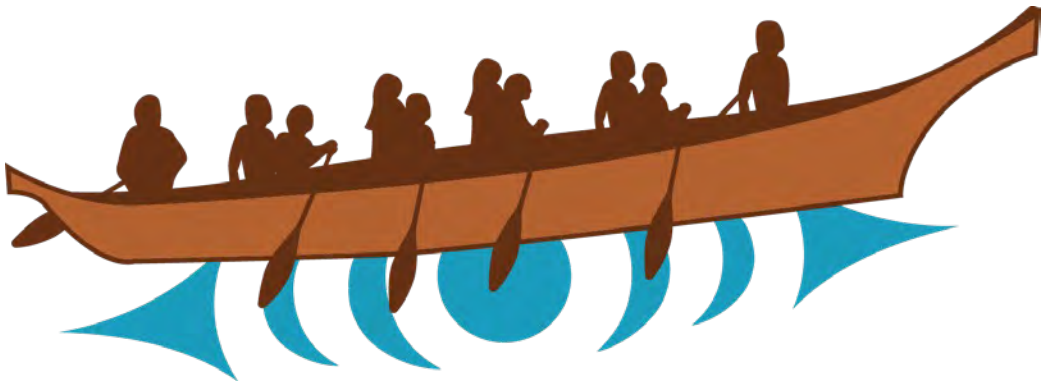
We will paddle together like our Ancestors, for they adapted to calm waters and the storms. They would work together to go where they needed to go and do what they needed to do. In the canoe, one must adjust to the paddler in front of us, we must become one in our every move and stroke; there is great 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 continues 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 works interdepartmentally with teams throughout the administration, including Economic Development, Lands, Public Works, Administration, siʔáḿθət School, and Health and Wellness to advance shared goals.

TLR prioritizes long-term sustainability and capacity-building. Over 50% of TLR staff are TWN Members, including in management positions. We are almost entirely externally funded, with only 2.7% of our budget relying on own source revenue, which includes costs associated with community fish distribution.



Key Pillar #1: Stewardship

Following Coast Salish protocols, we maintain and restore conditions 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."*

Over the past year, TLR continued to assert and protect Tsleil-Waututh's rights, title, and interests throughout the territory, through stewardship, habitat restoration, scientific research, and restoring TWN Members' ability to access the territory and exercise their Indigenous rights. Our work spans the entire territory, and reflects our responsibility to care for səlilwət for past, present and future generations.

Protecting the Territory

TLR remained actively engaged in protecting the Nation's interests as development pressures throughout the territory continue to increase.

During the year, we reviewed 512 new development referrals, assessing each project under TWN's Stewardship Policy and representing the Nation in environmental assessments, permitting processes, and post-approval reviews for major projects. Some of the major projects included the Fraser River Tunnel Project, Roberts Bank Terminal 2, Second Narrows dredging, Trans Mountain optimization projects, and numerous other developments.

We also continued to oversee archaeological work throughout the Tsleil-Waututh Consultation Area by reviewing project methodologies and issuing more than 275 Cultural Heritage Permits, helping ensure cultural heritage is protected throughout the territory.



Darius George-Yelton completed ZooArch training at SFU


John Sisson sorting archaeological shells

Restoring TWN's Ability to Harvest Wild Foods

Supporting the health of ecosystems and restoring access to traditional foods remained a central focus of our work.

We successfully negotiated a significant agreement with Metro Vancouver to facilitate hunting access in the Seymour Watershed for the first time since its closure to public access in 1927. In this pilot year, a community elk was hunted in the Seymour for the first time in over 100 years and a butchery workshop was hosted to bring the elk directly into community for processing. We've also been growing opportunities to access the watershed for plant harvesting and other cultural practices. This work aligns well with desired outcomes from our Community Harvest Survey.

We continued long-term monitoring programs for culturally significant species including Chinook salmon, herring, Dungeness crab, wolves and coastal waterbirds. This work provides critical information to support stewardship decisions, harvesting objectives and environmental management.

Across the territory, TLR undertook restoration projects that improve ecological health and strengthen opportunities for future harvesting. We undertook multiple habitat stewardship and restoration projects including restoring three salmon spawning and rearing channels in the Indian River Watershed, installing Canada goose exclosures to protect marsh plants, monitoring wolf habitat, restoring the shoreline at Whey-ah-Wichen and experimenting with seed-based cə́ləm (eelgrass) restoration.

We also continued work to reconnect the Tsleil-Waututh community with wild and traditional foods:

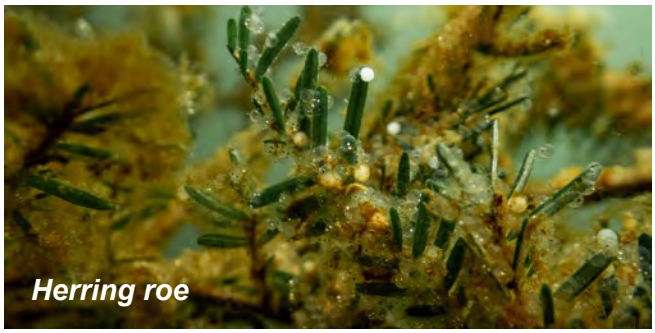
- **Clams:** We continue to harvest and care for the clam beach. This past year we held a clam harvest in the fall and another in the winter for the first time. Students from our siʔáḿθət School continue to support harvests and caring for the beach, bringing laughter and opportunities for intergenerational learning.

TLR actively conducts clam contaminant studies to ensure healthy clam harvests and to inform ongoing clam stewardship.



Revitalizing clam tending

- **Herring:** We continue to care for herring as they return. Building on learnings from other coastal First Nations, TLR placed boughs in the water to grow areas where herring may spawn, with the hope to bring fish back to community to celebrate together.



Herring roe

TLR was able to host our second small community harvest of herring after more than 100 years. TLR's herring spawn surveys helped inform this harvest opportunity.

- **Elk:** TLR continued to coordinate TWN's elk hunt and supported hunters on the ground, with the guidance of TWN's Wildlife Working Group. In addition to our standard elk hunt in the Indian River Watershed, the very first limited Community elk hunt in the Seymour River Watershed was held in November 2025, representing the first TWN hunt in this watershed in more than a century.



Elk in the Watershed

- **Salmon:** Summer 2025 brought an unexpectedly strong sockeye run. We were able to work quickly and ensure that fish were brought back to community for fresh distribution in the summer, and frozen and canned distribution throughout the year. We also hosted three community smokes to share and celebrate fish.

This work was supported by TLR monitoring salmon returns, building on relationships with other Nations, and processing fish in collaboration with the siʔáḿθət School and Daycare so this knowledge is shared and passed down.



Revitalizing ancestral salmon streams

- **Waterfowl:** We conducted boat-based winter coastal waterbird surveys in səlilwət to fill data gaps.
- **Crab:** We've tagged Dungeness crabs with acoustic trackers to study movement patterns and home ranges in səlilwət, and are conducting research on contaminants in crabs to support ongoing community harvest.

Together, these initiatives advance both ecological restoration and the revitalization of traditional harvesting practices. Whenever possible TLR aims to collaborate with the siʔáḿθət School on opportunities for shared learning. We love spending time with the students on the lands and waters.

Research and Knowledge

TLR continued to generate research that strengthen stewardship, supports decision-making, and communicates the cumulative impacts of colonial development:

- We published a **"Lands Taken Up" analysis**. This map series illustrates various land- and marine-based impacts in the səlilwət catchment area. When all these layers are combined, it shows that at least 93% of lands have been impacted by colonial development in ways that diminish, limit, or prevent exercise of TWN rights. This study helped inform TLR prioritization of Metro Vancouver's watersheds as places to restore harvesting practices.
- We re-created the səlilwət ecosystem before European contact using an ecosystem model, which depicted the Inlet as a rich, diverse, abundant and stable ecosystem that supported up to 10,000 Tsleil-Waututh Ancestors. We then modeled some of the major colonial impacts on TWN people and territory from 1750–1980. Our results show an estimated loss of 88% of harvestable biomass from səlilwət. **This study** was carried out in collaboration with UBC researchers.

Presence in the Core Territory

As TWN's eyes and ears on the ground, staff conducted more than 13,500 hours of environmental monitoring, issued stop-work orders when necessary, identified Heritage Conservation Act contraventions, ensured contaminated soils were properly managed, monitored fisheries such as herring and activities related to dredging. We also continued engagement with BC Coast Pilots regarding tanker traffic through Burrard Inlet to better understand the safety and operations of current tanker traffic transiting through the Inlet and to address concerns about tanker traffic coming close to the community.

We continue to maintain a steady presence in the heart of the Indian River Watershed, to support harvesting, and for proactive environmental restoration works. We also ensure that the Fortis Eagle Mountain-Woodfibre LNG project is being carried out to high standards and ensure the Indian River Watershed and TWN's interests are being protected.

This past year:

- We worked collaboratively with FortisBC to minimize impacts from the Eagle Mountain-Woodfibre Gas Pipeline (EGP) Project construction on key fisheries channels while also securing a commitment to improve and construct over 700 m2 of new fisheries habitat;
- We commenced a "drainage, erosion, and sediment control measures" subcommittee with FortisBC to track and improve water management;
- We collaboratively developed the Wolf Protection and Mitigation Strategy with FortisBC to minimize construction impacts and protect the Indian River Watershed wolf pack. The strategy consisted of mandatory Wolf Awareness training for EGP workers and mitigations including no construction buffer zones, noise mitigations, reduced speed limits, evidence of use surveys, restrictions on helicopter routing, and deployment of trail cameras.

Key Pillar #2: Laws and Culture

We revitalize Tsleil-Waututh culture by embracing and practicing our traditions, ensuring they are preserved and passed to future generations.

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

Asserting TWN Law and Jurisdiction

Throughout the year, TLR continued to integrate Tsleil-Waututh laws, culture and teachings into stewardship, planning, and decision-making. TWN continues to establish itself as an order of government throughout the territory with its own standards and expectations in accordance with Tsleil-Waututh law.

Our policy work includes upholding and advancing our TWN-Canada Framework Agreement for Reconciliation, which sets out how Canada is to work with TWN. Our goal is to build and advance opportunities for TWN co-governance over priority areas in the territory, ultimately restoring TWN's rightful role at the table as a decision maker.

We worked with the Province of BC towards completing the update of water quality policy for səlilwət marine waters, streams, and stormwater. As part of this work, we published multiple interactive tools and educational materials including an interactive map on colonial impacts affecting water quality in səlilwət, a **stormwater storymap** showing the impacts of polluted runoff on səlilwətaɬ way of life, guides for researchers/ educators/NGOs, industry, and governments, and a one-page outreach guide explaining how to apply the Water Quality Objectives.

We also published TWN reports on the needs for coordinated monitoring and research in səlilwət, and wrote a monitoring guidance report with the Province of BC. This work is represented on TLR's **Stewardship Work in the Territory webpage**.



Our shoreline

We finalized TWN's Environmental Management Plan Guidelines, strengthening how Tsleil-Waututh laws and stewardship expectations are communicated to governments, industry and project proponents.

With Fortis so active in the Indian River Watershed, TLR continued implementing Partnership Agreements with FortisBC by providing cultural orientation for construction personnel working in the Watershed, so workers understand the importance of the area to TWN, our standards and expectations, and ensuring community harvesting activities could continue safely during construction.

Strengthening our Cultural Connections

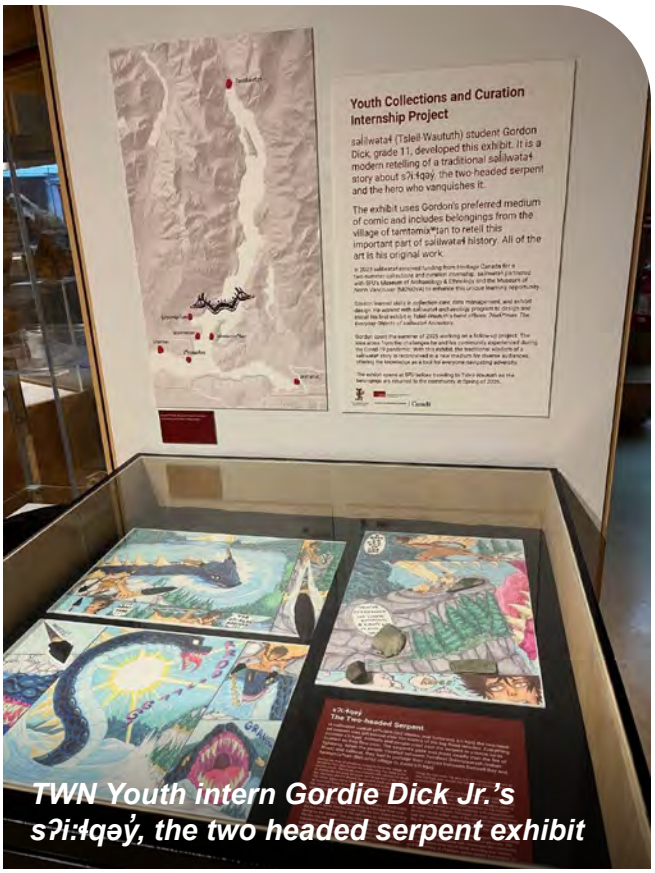
We supported community access to traditional harvesting by facilitating elk, clam, salmon and herring harvesting opportunities while ensuring these activities remain grounded in TWN stewardship responsibilities.

TLR's Archaeology and Cultural Heritage team successfully finalized the TWN Mortuary House: a resting place for repatriated TWN Ancestors in the TWN cemetery. The Mortuary House was completed in early 2026, and is ready to receive Tsleil-Waututh Ancestors who have previously been disturbed from their former resting places at ancestral villages and archaeological sites. Repatriations of Tsleil-Waututh Ancestors will begin in summer 2026.

This past year, the Archaeology team facilitated an opportunity for a TWN high school student intern, Gordie Dick Jr., to host his own curated exhibit at SFU's Museum of Archaeology and Ethnology as part of his internship. We are so proud of him and his successful exhibit, sʔiːɬqəy̓ *the two headed serpent*.

TLR also continued to support cultural events and ceremonies that strengthen connections between people, land, and water, including community water ceremonies held at Whey-ah-Wichen and other locations.

Our work also increased Tsleil-Waututh cultural visibility throughout the territory by integrating həl̓q̓əmiṉəm̓ and TWN artists' work into major public projects, including the Lower Seymour Conservation Reserve, Freedom Mobile Arch, and the Broadway Subway Project.



TWN Youth intern Gordie Dick Jr.'s sʔiːɬqəy̓, the two headed serpent exhibit





Interfaith Water Ceremony held on Burrard Inlet in May 2025

Key Pillar #3: Self-Determination

We advance Tsleil-Waututh self-governance by strengthening our authority, relationships and decision-making throughout our territory.

| *"Care for səlilwət, and səlilwət will take care of you."*

TLR continued advancing Nation-to-Nation relationships and strengthening Tsleil-Waututh leadership in land, water and resource governance.

TLR continues to advance our Framework Agreement for Reconciliation with Canada. We remained actively engaged in negotiations with Canada through the Inlet Negotiations Working Group, meeting regularly with federal officials and Ministers to advance priority governance issues and strengthen recognition of Tsleil-Waututh rights and jurisdiction.

Throughout the year, we worked with FortisBC and Woodfibre LNG to ensure commitments to consent-based decision-making under Woodfibre-Eagle Mountain Project agreements continued to be implemented.

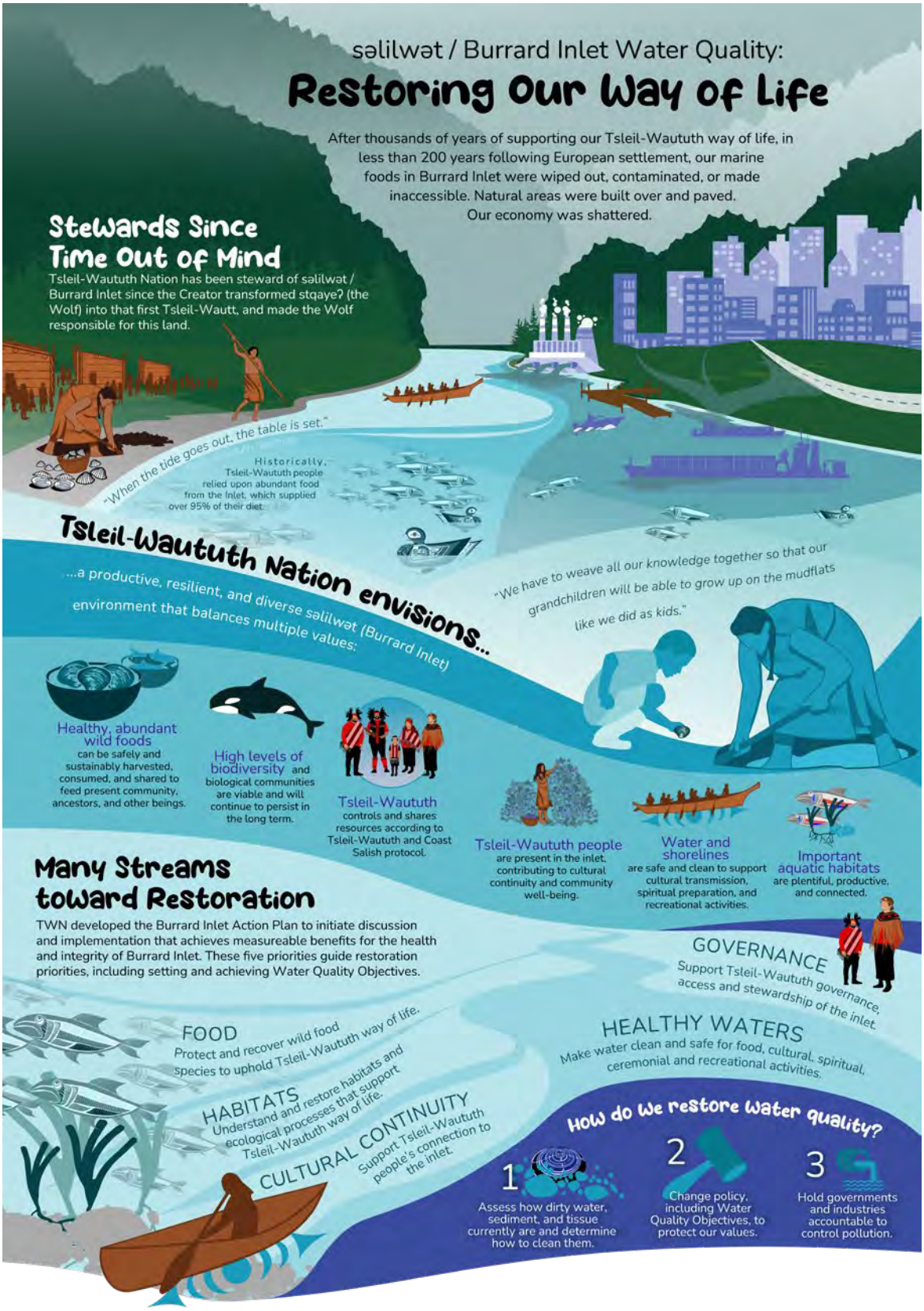
We strengthened working relationships with provincial and federal regulators, including Fisheries and Oceans Canada, Environment and Climate Change Canada, the BC Environmental Assessment Office, Transport Canada, Vancouver Fraser Port Authority, Crown-Indigenous Relations, and the newly established Major Projects Office. Joint inspections and ongoing collaboration improved compliance, strengthened communication, and increased understanding of TWN stewardship expectations.

TLR continued collaborative management of important protected areas including Stanley Park, Say Nuth Khaw Yum Provincial Park, Whey-ah-Wichen (Cates Park), təmtəmíxʷtən (Belcarra Regional Park), saltaɬ (Barnet / Burnaby Mountain), and the Indian River Watershed. These partnerships support increased Tsleil-Waututh presence, access and influence in managing culturally significant places.

Through the Indian River Watershed Integrated Stewardship Plan —one of British Columbia's first Indigenous-led collaborative stewardship initiatives —we continued advancing long-term watershed restoration while strengthening Tsleil-Waututh leadership in environmental governance.

Staff participated extensively in regulatory reviews for major infrastructure and marine projects while continuing to build internal expertise through professional development, technical training, and leadership opportunities.

Finally, TLR continued exploring the establishment of an Indigenous Protected and Conserved Area as a long-term approach for advancing Tsleil-Waututh stewardship, governance and self-determination.



Storyboards sharing the Burrard Inlet Water Quality Objectives and artwork of Tsleil-Waututh Member Olivia George, and Planter Box Art Wraps showcasing artwork of Tsleil-Waututh Members Jordan Gallie, Zac George, and Jonas Jones were highlighted at the Gastown Summer Pilot in 2025.



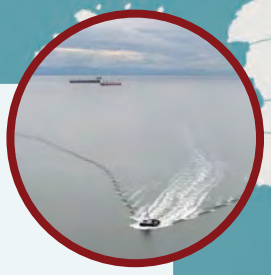
Treaty, Lands and Resources

Project Highlights and Locations



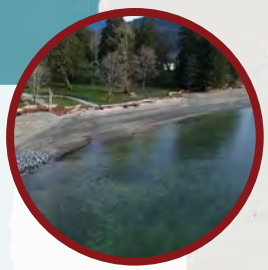
1 Harvesting Survey

More than **200 TWN community members participated** in a harvesting survey to help us understand TWN's current and future harvesting and use of wild foods.



2 Cumulative Effects of Marine Shipping in səlilwət

We began assessing the cumulative effects of marine **vessel traffic** to better understand how, where, and to what extent vessels affect environmental and cultural values.



3 Shoreline Restoration at xʷeyawəθən (Whey-ah-Wichen)

Implementing **beach nourishment, native plantings, rain gardens, and invasive removal**, this project addresses existing and future impacts related to sea level rise, erosion, invasive species and runoff/ pollution to restore and protect this TWN village site.



4 New Water Policy

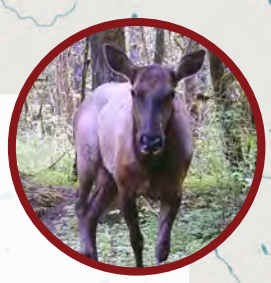
TWN and the Province of BC worked towards completion of the new xaɬəmət ct tə səlilwət (Burrard Inlet) / **Water Quality Objectives** for səlilwət (Burrard Inlet), as a major step towards improving the health of səlilwət.

Learn more about TLR's stewardship work



5 q̓aḿ (Bull Kelp) Restoration

Based on learnings from previous work, we summarized key findings, recommendations, and next steps for kelp restoration in səlilwət (Burrard Inlet) in a **Guidance Document**.



6 Elk Monitoring

In the **Indian River Watershed**, we tracked elk health, movement and habitat use, set harvest rates, and built our understanding of the impacts of human activity.



7 Community Access to Lands and Waters

TLR organized community trips to important ancestral village sites including xʷeyawəθən (Whey-ah-Wichen), təmtəmíxʷtən (Belcarra Regional Park), Xway Xway (Stanley Park) and saltaɬ (Barnet Marine Park) to strengthen Tsleil-Waututh Members' connection to the lands and water and reclaim these important places.



8 Community Infrastructure

Early-stage planning is underway for light-touch community and cultural infrastructure development on Croker Island, in Say Nuth Khaw Yum Park

Financials

FINANCIAL STEWARDSHIP

Resources for our people, lands and waters

2025/26 Financial Highlights

A strong financial foundation supports the Nation's ability to care for community, protect the territory and invest in future generations.

$107.9M
Total revenue
Down -22% from 2024/25.

60%
Own-source revenue
Revenue generated by Nation-owned activities.

$55.4M
Total expenditures
Programs, services and capital priorities.

$52.5M
Annual surplus
Available for reserves and future priorities.

$147.4M
Capital investment
Housing, facilities and infrastructure.

$49.6M
Cash & investments
Supports resilience and long-term planning.

What these results mean

The Nation closed the year in a stable financial position. The surplus provides flexibility to address emerging community needs while maintaining appropriate reserves and investing in long-term priorities.

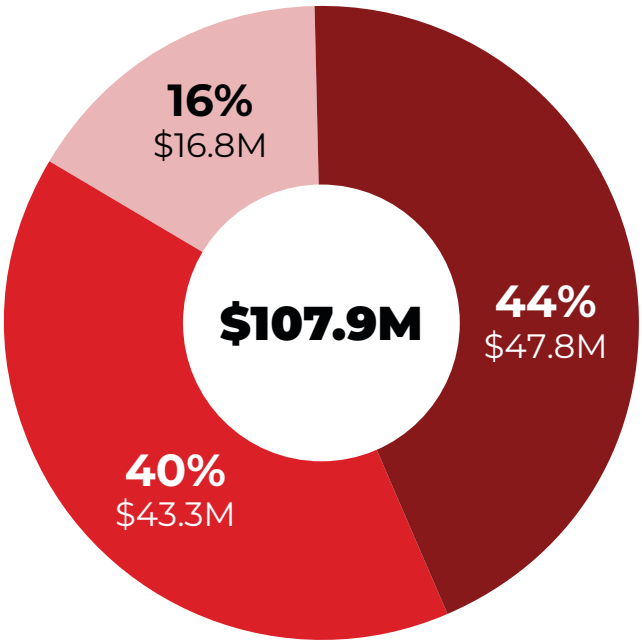


REVENUE

Where our resources came from

A balance mix of Nation-generated and external funding

Own-source revenue provides greater flexibility to invest in priorities identified by the community, while government transfers and project funding continue to support essential programs and services.



Business & economic activities
Leases, commercial activities and Nation-owned enterprises

Government transfers
Property revenue, fees, investment income and other internally generated sources

Property & other own-source
Program and service funding from federal and provincial partners

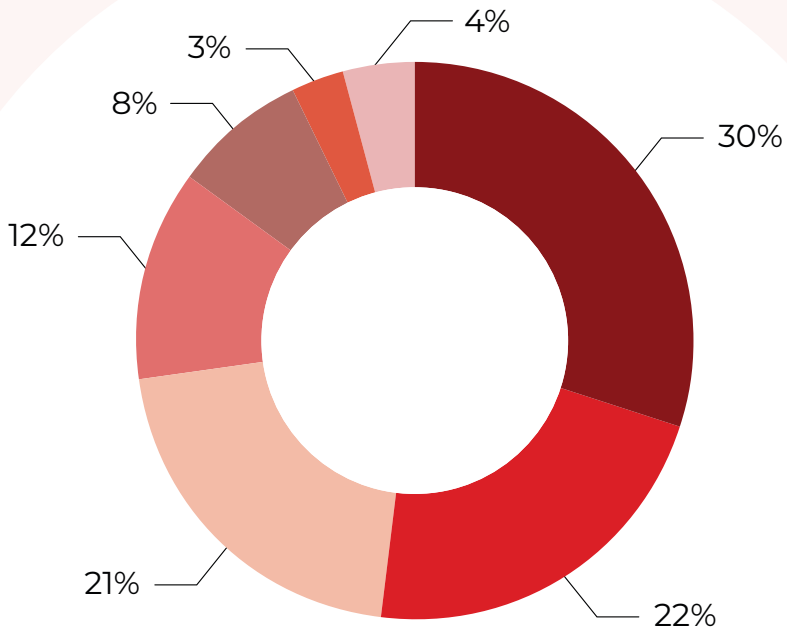
COMMUNITY INVESTMENT

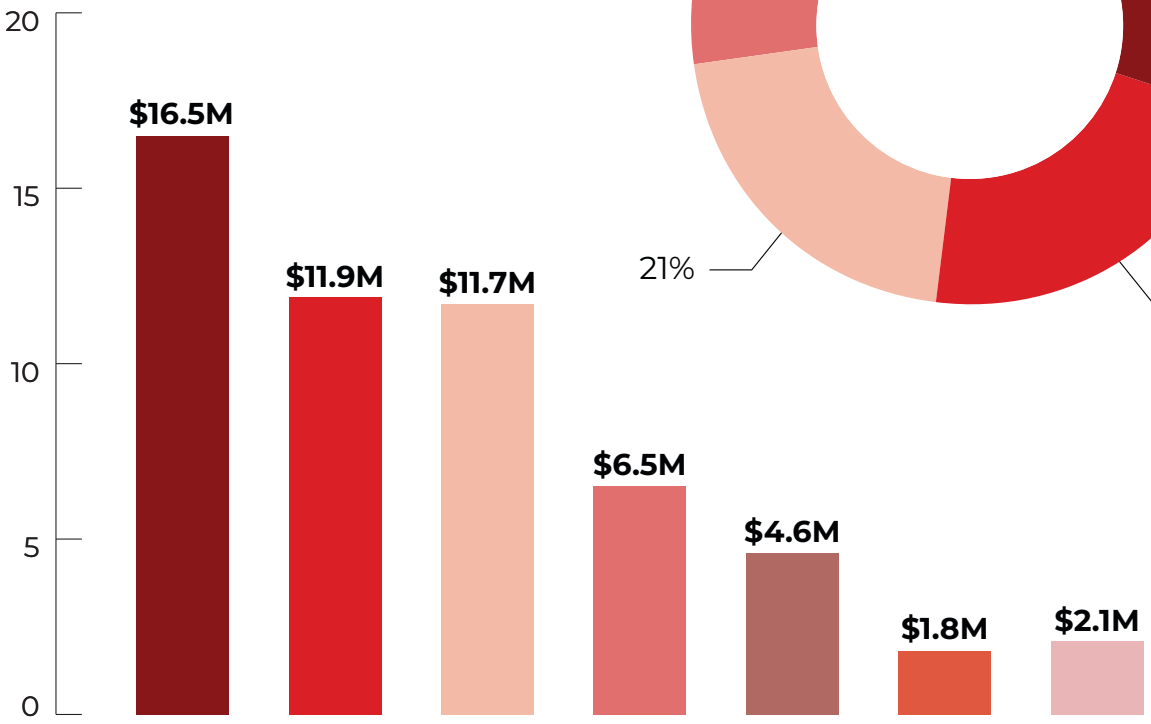
How resources were used

Community impact

$11.7 million invested in housing and infrastructure supported new homes, community facilities, repairs, planning and essential infrastructure projects.

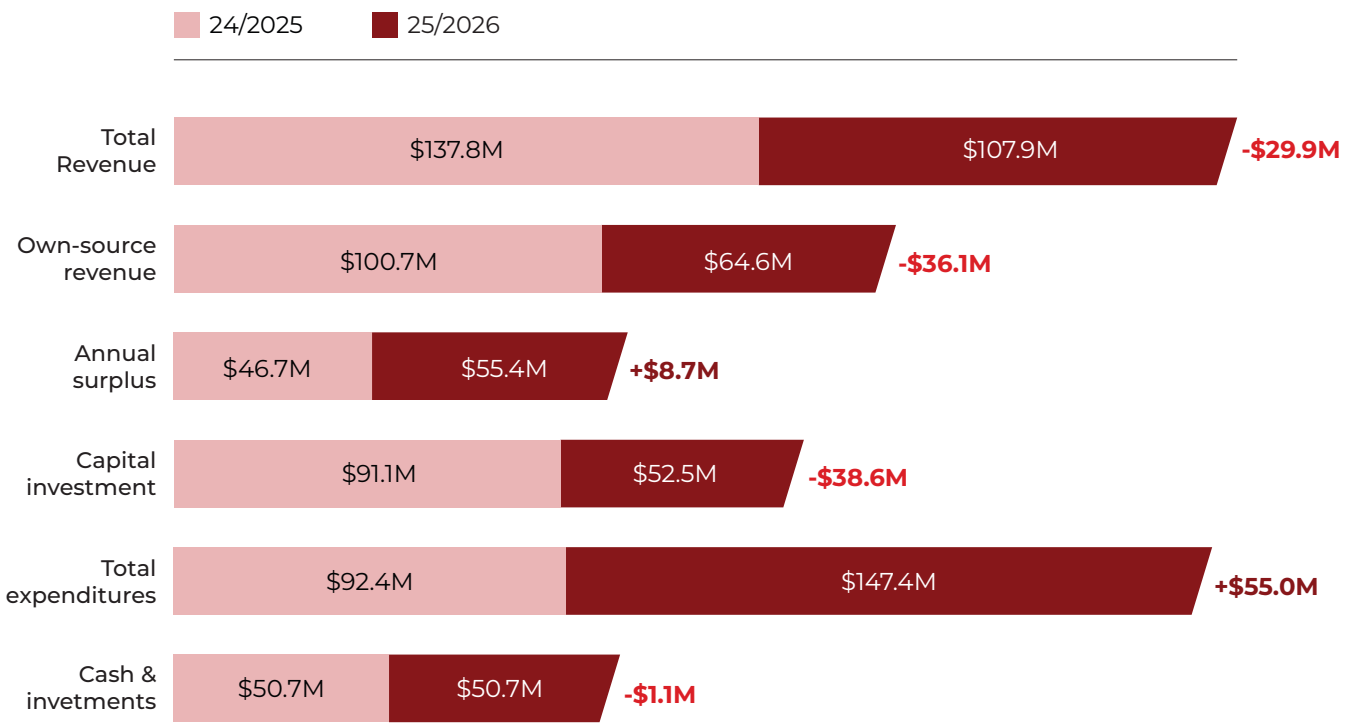
$11.9 million supported Treaty negotiations, environmental stewardship, cultural resource protection and the advancement of the Nation's rights and interests.





YEAR-OVER-YEAR

Financial summary overview



Three things to know

-$29.9M Revenue decreased primarily reflecting lower income from Nation-owned business entities than the previous year.

$8.7 Expenditures increased as the Nation continued investing in housing wellness, stewardship and community services.

-$38.6M Despite a lower annual surplus than the previous year, the Nation continued to strengthen reserves and support approved multi-year priorities, reinforcing its long-term sustainability.

FINANCIAL POSITION

A stable foundation for the future

Key balance-sheet indicators and why they matter

Financial strength is not only the year-end surplus

Cash, investments, capital assets, debt and reserves together demonstrate the Nation's ability to respond to needs and carry out long-term plans.

$49.6M

Down -$1.1M

Cash & investments

Supports liquidity, reserves and future commitments.

$147.4M

Up $55.0M

Capital assets

Reflects investment in housing, facilities and infrastructure.

$27.9M

Up $26.6M

Long-term debt

Debt remains within approved policy and repayment capacity.

$49.6M

Up $0.3M

Restrict funds

Funds designated for specific programs, projects or obligations.

Closing message

Careful investment today helps create choices and opportunities that future generations will rely on.





2025-26 Financial Statement

Consolidated Statement of Financial Position	139
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TSLEIL-WAUTUTH NATION

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING
March 31, 2026

The accompanying consolidated financial statements of Tsleil-Waututh Nation and all the information in this annual report for the year ended March 31, 2026 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.

_____	29 July 2026
Chief	Date
_____	July 29, 2026
Chief Administrative Officer	Date
_____	July 29, 2026
Chief Financial Officer	Date

ACCOUNTANTS AND BUSINESS ADVISORS

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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, 2026, 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, 2026, 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.

REID HURST NAGY INC.
CHARTERED PROFESSIONAL ACCOUNTANTS
RICHMOND, B.C.
JULY 29, 2026

TSLEIL-WAUTUTH NATION

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31	2026	2025
FINANCIAL ASSETS		
Cash and cash equivalents	**$ 8,791,847**	$ 13,996,038
Restricted cash (Note 3)	**566,311**	357,869
Accounts receivable (Note 4)	**6,998,253**	8,339,454
Loans receivable (Note 5)	**107,550,550**	99,644,684
Rents receivable	**467,739**	422,484
Funds held in trust - Olympic Legacy Trust (Note 6)	**40,256,318**	36,144,814
Investments in GICs	**-**	200,000
Investments in First Nation controlled entities (Note 7)	**148,516,944**	120,550,192
Funds held in trust for band members	**602,685**	645,757
	313,750,647	280,301,292
LIABILITIES		
Cash indebtedness	**10,547,580**	-
Accounts payable (Note 9)	**15,751,520**	10,453,090
Trust liability to band members	**602,685**	645,757
Deferred revenue (Note 10)	**12,415,723**	14,493,962
Damage deposits	**31,949**	76,506
Loans payable (Note 11)	**27,913,798**	7,462,402
Replacement Reserve Fund (Note 12)	**135,442**	174,661
CMHC Mortgages (Note 13)	**2,884,749**	3,103,553
	70,283,446	36,409,931
NET FINANCIAL ASSETS	**243,467,201**	243,891,361
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 14)	**147,399,132**	92,425,752
Prepaid expenses (Note 15)	**284,794**	724,662
	147,683,926	93,150,414
ACCUMULATED SURPLUS	**$ 391,151,127**	$ 337,041,775
ACCUMULATED SURPLUS CONSISTS OF		
Accumulated operating surplus	**383,108,394**	330,564,155
Accumulated remeasurement gains at end of year	**8,042,733**	6,477,620
ACCUMULATED SURPLUS	**391,151,127**	337,041,775

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	2026	2025
ACCUMULATED REMEASUREMENT GAINS AT BEGINNING OF YEAR	**$ 6,477,620**	$ 4,525,595
UNREALIZED GAINS ATTRIBUTABLE TO:		
Change in market value of portfolio investments including the effect of foreign exchange	**1,565,113**	1,952,025
NET REMEASUREMENT GAINS	**1,565,113**	1,952,025
ACCUMULATED REMEASUREMENT GAINS AT END OF YEAR	**$ 8,042,733**	$ 6,477,620

TSLEIL-WAUTUTH NATION

CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

For the year ended March 31	2026 Budget	2026 Actual	2025 Actual
ANNUAL SURPLUS	$ (40,173,333)	**$ 52,544,239**	$ 91,095,774
Acquisition of tangible capital assets	-	**(58,952,347)**	(28,105,876)
Amortization of tangible capital assets	-	**3,978,967**	3,091,747
	-	**(54,973,380)**	(25,014,129)
Acquisition of prepaid asset	439,868	**(284,794)**	(724,662)
Use of prepaid asset	-	**724,662**	517,801
	439,868	**439,868**	(206,861)
Acquisition of inventory	-	**-**	(23,037)
Use of inventory	-	**-**	23,037
	-	**-**	-
Change in market value of portfolio investments	**-**	**1,565,113**	1,952,025
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(39,733,465)	**(424,160)**	67,826,809
NET FINANCIAL ASSETS AT BEGINNING OF YEAR	-	**243,891,361**	176,064,552
NET FINANCIAL ASSETS AT END OF YEAR	$ -	**$ 243,467,201**	$ 243,891,361

TSLEIL-WAUTUTH NATION

CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended March 31	2026 Budget	2026 Actual	2025 Actual
REVENUE			
Indigenous Services Canada	$ 5,255,046	**$ 6,020,017**	$ 5,943,464
Administration fee	223,400	**358,133**	282,900
BC Hydro	311,378	**378,858**	346,878
BCFN Gaming	500,000	**395,352**	418,847
Canada Mortgage and Housing Corporation	671,173	**671,919**	669,212
Daycare	50,400	**53,330**	48,780
Department of Fisheries and Oceans	177,707	**214,416**	1,495,064
First Nations Education Steering Committee	407,571	**529,664**	483,768
First Nations Goods and Services Tax	3,400,000	**3,988,368**	3,838,516
First Nations Health Authority	1,692,686	**1,878,215**	1,866,249
Government of Canada	10,412,914	**3,102,493**	5,402,359
Interest	804,751	**687,165**	2,214,053
Investment revenue	-	**2,879,318**	1,702,507
MST Employment and Training Society	586,166	**1,026,116**	1,067,281
New Relationship Trust	-	**200,000**	130,000
Permits and land registration fees	888,284	**172,115**	558,417
Property tax assessed	7,070,000	**7,789,645**	6,943,618
Province of BC	1,869,070	**13,516,020**	5,886,291
Rental	446,600	**491,231**	501,020
Share of income (loss) from GBEs	-	**47,775,096**	84,176,129
Vancouver Fraser Port Authority	150,000	**210,187**	164,437
Transfer from deferred revenue	543,045	**3,804,112**	1,893,346
Transfer to deferred revenue	-	**(1,713,954)**	(3,804,112)
Other	32,704,593	**13,482,089**	15,579,285
	68,164,784	**107,909,905**	137,808,309
EXPENSES			
Administration	16,950,681	**16,578,121**	12,890,673
Community Development - Education	6,380,171	**6,502,916**	5,648,275
Health	4,990,096	**4,623,793**	4,020,018
Community Development - Social Assistance	3,470,249	**1,858,663**	1,676,124
Treaty, Lands and Resources	15,237,807	**11,928,732**	12,269,460
Public Works	41,454,700	**7,569,150**	5,472,789
Economic Development	19,305,214	**1,630,230**	1,103,172
Social Housing Fund	549,199	**441,608**	433,864
Capital Fund	-	**3,760,164**	2,931,426
Trust Funds	-	**182,925**	133,540
Enterprise Fund (recovered)	-	**(304,580)**	-
Government Not-For-Profit Organizations	-	**593,944**	133,194
	108,338,117	**55,365,666**	46,712,535
ANNUAL SURPLUS	$ (40,173,333)	**$ 52,544,239**	$ 91,095,774

TSLEIL-WAUTUTH NATION

CONSOLIDATED STATEMENT OF ACCUMULATED SURPLUS

For the year ended March 31	2026	2025
ACCUMULATED SURPLUS AT BEGINNING OF YEAR	**$ 330,564,155**	$ 239,468,381
ANNUAL SURPLUS	**52,544,239**	91,095,774
ACCUMULATED SURPLUS AT END OF YEAR	**$ 383,108,394**	$ 330,564,155

TSLEIL-WAUTUTH NATION

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended March 31, 2026	2026	2025
OPERATING ACTIVITIES		
ANNUAL SURPLUS	**$ 52,544,239**	$ 91,095,774
Items not affecting cash		
Amortization, net of disposal	**3,978,967**	3,091,747
Share of loss (income) of First Nation controlled entities - Enterprise Fund	**(47,775,096)**	(84,176,129)
	8,748,110	10,011,392
Change in non-cash operating working capital		
Accounts receivable	**1,141,201**	(4,451,641)
Prepaid expenses	**439,868**	(206,861)
Accounts payable	**5,498,433**	5,671,280
Deferred revenue	**(2,078,239)**	1,823,987
Damage deposits payable and rent paid in advance	**(44,557)**	300
Rents receivable	**(45,255)**	7,751
Replacement Reserve Fund	**(39,219)**	55,316
	13,620,342	12,911,524
CAPITAL ACTIVITIES		
Purchase of tangible capital assets in the Capital Fund	**(58,952,347)**	(28,105,876)
FINANCING ACTIVITIES		
Redemption in GIC investment	**200,000**	-
Proceeds from loans payable	**20,451,396**	6,179,739
Repayment of Social Housing long-term debt	**(218,804)**	(220,395)
	20,432,592	5,959,344
INVESTING ACTIVITIES		
Net change in funds held in trust - Olympic Legacy Trust	**(2,546,393)**	(1,568,965)
Net investment in Enterprise Fund investments	**19,808,343**	8,868,241
Net change in restricted cash	**(208,442)**	(59,635)
Loans receivable	**(7,905,866)**	(35,893,485)
	9,147,642	(28,653,844)
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**(15,751,771)**	(37,888,852)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	**13,996,038**	51,884,890
CASH AND CASH EQUIVALENTS, END OF YEAR	**$ (1,755,733)**	$ 13,996,038
CASH AND CASH EQUIVALENTS ARE REPRESENTED BY:		
Cash and cash equivalents	**$ 8,791,847**	$ 13,996,038
Cash indebtedness	**(10,547,580)**	-
	$ (1,755,733)	$ 13,996,038

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
March 31, 2026

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.

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

1. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES, continued

47. MSTA Heather (Housing Developer) Limited Partnership (25% owned by Tsleil-Waututh Land LP.)
48. MST (West Vancouver) General Partner Ltd. (33.3% owned by Wolf Clan Development Ltd.)
49. MST (West Vancouver) Limited Partnership (33.3% owned by Tsleil-Waututh Land Limited Partnership)
50. Qwi:qwelstom Development GP Corporation (100%)
51. Qwi:qwelstom Development Limited Partnership (99.9%)
52. Red Eagle GP Ltd. (100% owned by Takaya Ventures Ltd.) - dissolved October 7, 2025
53. Red Eagle Limited Partnership (99.9%) - dissolved March 31, 2025
54. Salish Seas Fisheries Limited Partnership (33.3%)
55. Salish Seas Fisheries GP Ltd. (33.3% owned by 0931702 B.C. Ltd.)
56. SPAL General Constructors Corporation (owned 100% by Tsleil-Waututh Nation Development Ltd.)
57. SPAL General Constructors Limited Partnership (99.9%)
58. Spirit Drum GP Ltd. (100%)
59. Spirit Drum Limited Partnership (99%)
60. Statlew District (TWN) Investments Ltd. (100% owned by Wolf Clan Development Ltd.)
61. Takaya Developments (Destiny 2) GP Ltd. (owned 60% by Wolf Clan Development Ltd.)
62. Takaya Developments (Destiny 2) Limited Partnership (owned 60% by Spirit Drum Limited Partnership)
63. Takaya Holdings Ltd. (100%) (Bare trustee for Takaya Developments)
64. Takaya Developments (AQ/TWN) Ltd. (owned 60% by Wolf Clan Development Ltd.)
65. Takaya Developments (AQ/TWN) Limited Partnership (60%)
66. Takaya Tours Inc. (100%)
67. Takaya Ventures Ltd. (100%)
68. Tsleil-Waututh Land Corp (100%)
69. Tsleil-Waututh Land Limited Partnership (99.9%)
70. Tsleil-Waututh Nation Development Company Ltd. (100%)
71. TWN 2420 Dollarton Investments Ltd. (100% by Wolf Clan Development Ltd.)
72. TWN MST Holding Corp (100%)
73. TWN Reneable Energy Holdings Ltd. (100%) - dissolved October 7, 2025
74. Urban Eagle GP Ltd. (100% by Wolf Clan Development Ltd.)
75. Urban Eagle Limited Partnership (99.9%)
76. Willingdon (AQ/MIB/TWN) General Partner Ltd. (33.3% owned by Wolf Clan Development Ltd.)
77. Willingdon (AQ/MIB/TWN) Limited Partnership (33.3% owned by Qwi:qwelstom Development LP)
78. Wolf Clan Development Ltd. (100%)
79. White Eagle GP Ltd. (100% by Wolf Clan Development Ltd.)
80. White Eagle Limited Partnership (99%)
81. 0096501 B.C. Ltd. (100% owned by Willingdon (AQ/MIB/TWN) Limited Partnership)
82. 0931702 B.C. Ltd. (100%)
83. 1008729 B.C. Ltd. (100% owned by LDB Developments (AQ/MIB/TWN/SN) Limited Partnership)
84. 1353828 B.C. Ltd. (100%)
85. 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.

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.

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, 2025 and 2026, no liability for contaminated sites has been identified.

(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 incurr 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 retirment obligations, therefore no liability has been recorded.

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 $6,998,253 (2025 - $8,339,454). 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.

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.

	2026	2025
Replacement Reserve Fund - restricted cash	**$ 231,373**	$ 176,044
Operating Reserve Fund - restricted cash	**70,263**	68,355
Ottawa Trust Funds - restricted cash - Capital	**-**	110,200
Ottawa Trust Funds - restricted cash - Revenue	**1,475**	3,270
FNFA - Interim financing debt reserve fund investment - restricted cash	**263,200**	-
	$ 566,311	$ 357,869

4. ACCOUNTS RECEIVABLE

	2026	2025
Accounts receivable - general	**$ 1,100,070**	$ 933,677
Indigenous Services Canada	**4,000**	322,154
CMHC	**17,513**	17,288
First Nations Health Authority	**776,145**	824,503
First Peoples' Cultural Council	**30,000**	153,648
Fortis BC	**1,313,149**	1,276,178
Government of Canada	**302,396**	538,931
GST/HST receivable	**828,755**	766,510
Inlailawatash Limited Partnership	**324,585**	782,671
MST Employment & training society	**732,312**	704,154
Natural Resources Canada	**10,563**	10,563
Property taxes	**180,791**	159,011
Province of BC	**1,588,952**	2,171,167
	7,209,231	8,660,455
Allowance for doubtful accounts	**(210,978)**	(321,001)
	$ 6,998,253	$ 8,339,454

5. LOANS RECEIVABLE

	2026	2025
Due from Blue Eagle Limited Partnership	**$ 16,755,434**	$ 16,751,535
Due from Golden Eagle Limited Partnership	**34,667,897**	26,404,878
Due from Inlailawatash Holding Company Ltd.	**1,016,825**	806,554
Due from Inlailawatash Limited Partnership	**2,066,409**	2,314,509
Due from MST Development Corporation	**4,400,523**	4,155,144
Due from other controlled entities	**1,304,375**	1,281,592
Due from Red Eagle Limited Partnership	**-**	632,441
Due from Tsleil Waututh Land Limited Partnership	**37,200,170**	37,194,542
Due from White Eagle Limited Partnership	**7,210,501**	7,206,826
Due from 1353828 BC Ltd.	**2,928,416**	2,896,663
	$ 107,550,550	$ 99,644,684

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, 2026 of the investments was $32,213,586 ($29,667,193 at March 31, 2025), and the market values were as follow:

	2026	2025
RBC Dominion Securities	**$ 40,166,834**	$ 36,084,125
TD Waterhouse	**89,484**	60,689
	$ 40,256,318	$ 36,144,814

7. INVESTMENTS IN FIRST NATION CONTROLLED ENTITIES

	2026	2025
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	**9,595,150**	9,779,691
Inlailawatash Limited Partnership	**7,588,378**	6,461,479
SPAL General Constructors Limited Partnership	**1,870,684**	2,140,164
Tsleil-Waututh Land Limited Partnership	**(2,642,688)**	(2,783,869)
Spirit Drum Limited Partnership	**(133,304)**	198,779
Red Eagle Limited Partnership	**-**	(302,531)
Blue Eagle Limited Partnership	**52,921,983**	52,926,193
Golden Eagle Limited Partnership	**641,832**	155,798
Urban Eagle Limited Partnership	**51,867,619**	26,752,340
White Eagle Limited Partnership	**13,460,752**	13,466,126
Salish Seas Fisheries Limited Partnership	**2,717,271**	2,609,358
Takaya Developments (AQ/TWN) Limited Partnership	**8,520,982**	7,395,294
Inlailawatash Holding Limited Partnership	**2,567,076**	1,942,279
	148,975,735	120,741,101
Investment in Entities subject to significant influence		
MST Development Corporation	**(537,655)**	(406,652)
	(537,655)	(406,652)
Investment in government business enterprises		
Inlailawatash GP Ltd.	**(17,093)**	(17,951)
Inlailawatash Holding Company Ltd.	**259,018**	292,642
Qwi:quelstom Development GP Ltd.	**(10,541)**	(9,482)
TWN Development Company Ltd.	**(43,140)**	(37,802)
Takaya Holdings Ltd.	**(1,357)**	(356)
Takaya Ventures Ltd.	**(4,987)**	(9,622)
Takaya Tours Inc.	**83,344**	86,310
TWN Renewable Energy Ltd.	**-**	(2,050)
Wolf Clan Development Company Ltd.	**(148,185)**	(54,326)
0931702 B.C. Ltd.	**(11,833)**	(9,643)
Spirit Drum Ltd.	**(11,533)**	(10,094)
Tsleil-Waututh Land Corporation Ltd.	**(10,763)**	(9,183)
Golden Eagle GP Ltd.	**(4,176)**	(2,810)
	78,754	215,633
	$ 148,516,944	$ 120,550,192

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.

The Nation's investees have a different year-end than March 31, 2026. The Nation uses the investees' year-end financial statements to account for its investment in these investees.

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	2026 Total	2025 Total
Cash	$ 17,228,966	$ 4,816,472	**$ 22,045,438**	$ 17,852,701
Accounts receivable	1,089,350	22,215,753	**23,305,103**	8,772,451
Inventory	1,107,391	361,228	**1,468,619**	29,342
Prepaid	105,978	130,855	**236,833**	1,312,653
Tangible capital assets	2,897,958	2,634,958	**5,532,916**	336,978,634
Due from related parties	101,932,205	(274,746)	**101,657,459**	-
Investments	52,172,079	945	**52,173,024**	29,638,832
Intangible and other assets	347,100,512	10,802,373	**357,902,885**	127,686,322
Total assets	$ 523,634,439	$ 40,687,838	**$ 564,322,277**	$ 522,270,935
Accounts payable	$ 5,640,190	$ 19,215,262	**$ 24,855,452**	$ 25,765,107
Long-term debt	358,441,778	2,222,348	**360,664,126**	265,563,348
Deferred revenue	27,852	32,121	**59,973**	-
Due to related parties	-	-	**-**	92,342,680
Due to shareholders	68,992	599,006	**667,998**	44,125
Total liabilities	364,178,812	22,068,737	**386,247,549**	383,715,260
Accumulated surplus (deficit)	159,455,627	18,619,101	**178,074,728**	138,555,675
Total equity	159,455,627	18,619,101	**178,074,728**	138,555,675
Total liabilities and equity	$ 523,634,439	$ 40,687,838	**$ 564,322,277**	$ 522,270,935

	Real Estate Development	Energy and Natural Resources	2026 Total	2025 Total
Revenue	$ 173,225,205	$ 52,123,788	**$ 225,348,993**	$ 137,982,638
Expenses	105,367,165	49,875,284	**155,242,449**	49,217,927
Net income	**$ 67,858,040**	**$ 2,248,504**	**$ 70,106,544**	$ 88,764,711

9. ACCOUNTS PAYABLE

	2026	2025
Accounts payable - general	**$ 14,763,691**	$ 9,487,713
Wages payable	**987,829**	965,377
	$ 15,751,520	$ 10,453,090

10. DEFERRED REVENUE

	March 31, 2025	Funding received, 2026	Revenue recognized, 2026	March 31, 2026
Federal government				
First Nation Health Authority	1,814,854	1,878,215	(2,580,360)	1,112,709
Provincial Government				
Province of British Columbia	1,519,983	-	(1,519,983)	-
Other				
Property tax prepayment	205,737	295,105	(257,412)	243,430
Land rent	15,600	15,600	(15,600)	15,600
Canada Mortgage and Housing Corporation	469,273	469,273	(535,091)	403,455
MST Employment and Training Society	-	1,026,116	(707,214)	318,902
Vancouver Coastal Health Authority	39,420	39,420	(39,420)	39,420
	730,030	1,845,514	(1,554,737)	1,020,807
Federal government - long-term				
First Nation Health Authority - 75 year lease	10,429,095	-	(146,888)	10,282,207
	14,493,962	3,723,729	(5,801,968)	12,415,723

11. LOANS PAYABLE

	2026	2025
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 $21,570,820. The total amount is due and payable on demand.	**$ 22,649,798**	$ 7,462,402
First Nations Finance Authority loan is an interest-bearing loan, with monthly interest rate at 4.50% per annum, secured by annual BC Gaming net revenue. The total amount is due and payable on demand.	**5,264,000**	-
	$ 27,913,798	$ 7,462,402

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.

	2026	2025
Balance, beginning of year	**$ 174,661**	$ 119,345
Contributions, required during the year	**49,290**	49,290
Interest	**6,040**	6,026
Disbursements	**(94,549)**	-
	$ 135,442	$ 174,661

13. CMHC MORTGAGES

	Phase number	Maturity date	Interest rate	Monthly payment	2026	2025
22-501-670	**1**	**3/1/2031**	**3.01%**	**$ 6,467**	**$ 641,338**	$ 702,850
22-501-670	**2**	**6/1/2026**	**1.13%**	**2,463**	**288,120**	314,263
22-501-670	**3**	**1/1/2027**	**1.50%**	**4,751**	**569,781**	617,876
22-501-670	**4**	**7/1/2027**	**3.75%**	**3,112**	**344,917**	368,939
22-501-670	**5**	**11/1/2029**	**3.21%**	**3,286**	**436,252**	461,331
22-501-670	**6**	**11/1/2026**	**1.51%**	**3,611**	**604,341**	638,294
					$ 2,884,749	$ 3,103,553

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:

	$
2027	1,301,607
2028	432,030
2029	115,513
2030	447,122
2031 and beyond	588,477
Total	**2,884,749**

14. TANGIBLE CAPITAL ASSETS

	Cost				Accumulated amortization				
	Balance, beginning of year	Additions	Disposals	Balance, end of year	Balance, beginning of year	Amortization	Accumulated amortization on disposals	Balance, end of year	2026 net book value
Buildings	$ 65,907,948	$10,237,280	$ -	$ 76,145,228	$24,314,119	$ 3,032,210	$ -	$27,346,329	$ 48,798,899
Automotive equipment	1,736,762	-	(24,145)	1,712,617	707,110	135,222	(24,145)	818,187	894,430
Furniture and equipment	2,184,818	861,745	-	3,046,563	1,685,115	177,311	-	1,862,426	1,184,137
Roads	4,135,795	48,610,222	-	52,746,017	1,851,973	413,299	-	2,265,272	50,480,745
Social Housing	6,459,131	-	-	6,459,131	2,540,150	218,804	-	2,758,954	3,700,177
Assets under construction	42,437,965	(756,900)	-	41,681,065	-	-	-	-	41,681,065
Solar panel	636,190	-	-	636,190	10,603	2,121	-	12,724	623,466
Assets not in use	36,213	-	-	36,213	-	-	-	-	36,213
	$ 123,534,822	$58,952,347	$ (24,145)	$ 182,463,024	$31,109,070	$ 3,978,967	$ (24,145)	$ 35,063,892	$ 147,399,132

	Cost				Accumulated amortization				
	Balance, beginning of year	Additions	Disposals	Balance, end of year	Balance, beginning of year	Amortization	Accumulated amortization on disposals	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

15. PREPAID EXPENSES

	2026	2025
Prepaid expenses - general	**-**	11,666
AD Micro Technology Inc. - subscription	**-**	30,319
Centaur Products Inc.	**-**	325,000
Collabware Continuum - licensing	**77,555**	52,800
Deposits - TWN Artists	**90,000**	-
Envisio Solutions Inc. - subscription	**21,565**	12,551
ICBC insurance	**35,039**	32,512
Marsh Canada Limited - insurance	**6,035**	206,298
Prepayment of invoices	**54,600**	53,516
	284,794	724,662

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.

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:

	2026	2025
Salish Seas Fisheries LP - accounting fees	**$ 6,000**	$ 6,000
MST Development Corporation Ltd - accounting fees	**40,000**	40,000
1353828 BC Ltd. - management fees	**31,753**	3,362
SPAL General Constructors Limited Partnership - management fees	**110,000**	108,500
Takaya Holdings Ltd. - management fees	**-**	468
Takaya Tours Inc.	**6,000**	60,190
Warrior Plumbing - repair & maintenance	**29,992**	32,206
Jentle Sparkle Cleaning	**51,200**	152,168
	$ 274,945	$ 356,894

During the year, the First Nation purchased 8 residential condos from Takaya Developments (AQ/TWN) LP for $4,621,520.

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. GUARANTEE

In 2025, the First Nation, Statlew District (TWN) Investments Ltd., No. 168 Cathedral Ventures Ltd., Wolf Clan Development Ltd., and Golden Eagle GP Ltd. guaranteed the credit agreement of Golden Eagle Limited Partnership in the amount of $159,250,000 at an interest rate of prime plus 1.25% per annum. The credit agreement is secured by Lots A and B Block X Distrcit Lot 469 and 611 New Westminister Distrcit Plan LMP 33157.

19. FUTURE CHANGE IN ACCOUNTING POLICY - FINANCIAL STATEMENT PRESENTATION

The Public Sector Accounting Board (PSAB) has issued Section PS 1202, Financial Statement Presentation, which is effective for fiscal years beginning on or after April 1, 2026. The First Nation will adopt this standard for its fiscal year ending March 31, 2027.

Section PS 1202 establishes new requirements for the presentation of financial statements and introduces changes to the format and organization of the primary financial statements and certain terminology used throughout the financial statements. The standard is intended to improve the presentation of financial information and align the financial statement presentation with the revised PSAB Conceptual Framework. Notable changes to the statements include:

1. Statement of Financial Position - reordered format presenting assets, then liabilities followed by net asset or net liabilities with an embedded calculation of net financial assets or liabilities (formerly referred to as "net debt")
2. Statement of Net Financial Assets/Liabilities replacing the Statement of Changes in Net debt
3. Statement of Remeasurement Gains/Losses is replaced with the Statement of Changes in Net Assets/Liabilities

These changes will impact the presentation of information on the financial statements only and will not change historical standards of measurement.

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.

20. SEGMENTED INFORMATION, continued

	Administration			Community Development - Education			Health		
	2026 Budget	2026 Actual	2025 Actual	2026 Budget	2026 Actual	2025 Actual	2026 Budget	2026 Actual	2025 Actual
Revenues									
Indigenous Services Canada	$ 648,451	$ 627,596	$ 695,372	$ 1,755,429	$ 1,732,151	$ 1,754,635	$ 55,589	$ 58,297	$ 55,589
Administration fee	113,400	248,133	114,210	-	-	-	-	-	-
First Nations Goods and Services Tax	3,400,000	3,988,368	3,838,516	-	-	-	-	-	-
First Nations Health Authority	-	-	-	71,064	91,064	71,064	1,612,644	1,778,173	1,786,207
Government of Canada	-	36,200	-	-	-	-	65,000	71,674	49,938
Property tax assessed	7,070,000	7,789,645	6,943,618	-	-	-	-	-	-
Province of BC	-	4,342,473	91,000	1,436,811	1,734,311	1,448,397	-	-	-
Rental	157,000	157,006	157,006	-	-	-	-	-	-
Other revenue	2,670,900	2,662,327	3,840,249	1,692,666	1,738,761	2,364,288	1,412,872	2,602,237	1,222,263
Total revenue	14,059,751	19,851,748	15,679,971	4,955,970	5,296,287	5,638,384	3,146,105	4,510,381	3,113,997
Expenses									
Administration fees	200	-	76	-	-	-	-	(101,446)	-
Contracted services and consultants	1,151,552	1,360,453	676,433	278,000	123,913	111,447	1,136,079	1,535,325	1,040,393
Honoraria	524,400	398,496	422,998	28,500	20,566	11,759	141,638	48,041	30,337
Materials and supplies	424,693	456,166	231,981	249,482	177,991	159,670	183,950	180,347	91,996
Professional fees	1,105,000	1,229,135	272,504	10,000	48,299	34,594	-	3,992	-
Travel	87,840	88,567	132,835	21,640	32,431	17,765	68,450	21,205	52,459
Wages and benefits	4,949,223	4,278,473	3,787,041	4,092,401	3,928,909	3,621,143	2,606,243	2,212,395	2,058,018
Other expenses	8,707,773	8,766,831	7,366,805	1,700,148	2,170,807	1,691,897	853,736	723,934	746,815
Total expenses	16,950,681	16,578,121	12,890,673	6,380,171	6,502,916	5,648,275	4,990,096	4,623,793	4,020,018
Annual surplus (deficit)	$ (2,890,930)	$ 3,273,627	$ 2,789,298	$ (1,424,201)	$ (1,206,629)	$ (9,891)	$ (1,843,991)	$ (113,412)	$ (906,021)

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
March 31, 2026

20. SEGMENTED INFORMATION, continued

	Community Development - Social Assistance			Treaty, Lands and Resources			Public Works		
	2026 Budget	2026 Actual	2025 Actual	2026 Budget	2026 Actual	2025 Actual	2026 Budget	2026 Actual	2025 Actual
Revenues									
Indigenous Services Canada	$ 1,360,471	$ 1,913,770	$ 1,897,371	$ 288,000	$ 250,000	$ 166,498	$ 1,120,106	$ 1,438,203	$ 1,373,999
First Nations Health Authority	-	-	-	-	-	-	8,978	8,978	8,978
Government of Canada	-	-	-	2,410,000	2,336,576	2,635,462	7,937,914	658,043	2,716,959
Province of BC	-	30,000	-	432,259	525,444	935,244	-	6,683,792	1,644,983
Rental	-	-	-	-	-	-	16,300	69,899	67,864
Other revenue	-	34,370	31,000	9,475,763	7,883,207	9,365,006	2,130,473	3,089,473	779,213
Total revenue	1,360,471	1,978,140	1,928,371	12,606,022	10,995,227	13,102,210	11,213,771	11,948,388	6,591,996
Expenses									
Contracted services and consultants (recovery)	271,410	1,137	5,211	7,463,828	5,596,280	6,302,508	4,322,897	(3,745,575)	1,398,189
Honoraria	2,500	7,543	9,529	75,800	40,125	51,957	73,300	14,811	17,807
Materials and supplies	400,730	133,238	84,037	208,100	93,713	252,802	237,300	461,431	212,777
Professional fees	57,661	-	-	270,000	100,442	225,518	279,700	79,904	27,974
Travel	44,299	5,035	12,268	208,546	139,796	201,034	26,440	9,934	18,739
Wages and benefits	936,192	691,669	601,437	6,425,914	5,489,403	4,822,489	4,201,857	2,500,305	2,464,044
Other expenses	1,757,457	1,020,041	963,642	585,619	468,973	413,152	32,313,206	8,248,340	1,333,259
Total expenses	3,470,249	1,858,663	1,676,124	15,237,807	11,928,732	12,269,460	41,454,700	7,569,150	5,472,789
Annual surplus (deficit)	$ (2,109,778)	$ 119,477	$ 252,247	$ (2,631,785)	$ (933,505)	$ 832,750	$ (30,240,929)	$ 4,379,238	$ 1,119,207

20. SEGMENTED INFORMATION, continued

	Economic Development			Social Housing Fund			Capital Fund		
	2026 Budget	2026 Actual	2025 Actual	2026 Budget	2026 Actual	2025 Actual	2026 Budget	2026 Actual	2025 Actual
Revenues									
Indigenous Services Canada	$ 27,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Administration fee	110,000	110,000	168,690	-	-	-	-	-	-
Province of BC	-	200,000	1,766,667	-	-	-	-	-	-
Rental	12,000	12,000	12,000	261,300	252,326	264,150	-	-	-
Other revenue	20,209,494	1,275,591	3,190,000	202,900	204,554	202,881	-	-	-
Total revenue	20,358,494	1,597,591	5,137,357	464,200	456,880	467,031	-	-	-
Expenses									
Administration fees (recovery)	-	-	-	25,790	(250)	-	-	-	-
Contracted services and consultants	554,273	595,091	127,461	-	-	-	-	-	-
Loan payments	-	-	-	272,614	62,155	53,645	-	-	-
Materials and supplies	10,053	525	518	-	-	-	-	-	-
Professional fees	563,000	94,447	347,368	8,871	7,382	8,332	-	-	-
Travel	6,000	1,096	1,190	-	-	-	-	-	-
Wages and benefits	553,020	546,935	533,910	-	-	-	-	-	-
Other expenses	17,618,868	392,136	92,725	241,924	372,321	371,887	-	3,760,164	2,931,426
Total expenses	19,305,214	1,630,230	1,103,172	549,199	441,608	433,864	-	3,760,164	2,931,426
Annual surplus (deficit)	$ 1,053,280	$ (32,639)	$ 4,034,185	$ (84,999)	$ 15,272	$ 33,167	$ -	$ (3,760,164)	$ (2,931,426)

TSLEIL-WAUTUTH NATION

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
March 31, 2026

20. SEGMENTED INFORMATION, continued

	Trust Funds			Enterprise Fund			Negotiation Support Agreement Fund		
	2026 Budget	2026 Actual	2025 Actual	2026 Budget	2026 Actual	2025 Actual	2026 Budget	2026 Actual	2025 Actual
Revenues									
Other revenue (loss)	$ -	$ 2,882,796	$ 1,707,635	$ -	$ 47,775,096	$ 84,176,129	$ -	$ 425	$ 712
Total revenue	-	2,882,796	1,707,635	-	47,775,096	84,176,129	-	425	712
Expenses									
Administration fees	-	134,149	120,190	-	-	-	-	-	-
Honoraria	-	6,300	6,000	-	-	-	-	-	-
Professional fees	-	7,676	7,350	-	-	-	-	-	-
Other expenses	-	34,800	-	-	(304,580)	-	-	-	-
Total expenses	-	182,925	133,540	-	(304,580)	-	-	-	-
Annual surplus (deficit)	$ -	$ 2,699,871	$ 1,574,095	$ -	$ 48,079,676	$ 84,176,129	$ -	$ 425	$ 712

20. SEGMENTED INFORMATION, continued

	Government Not-For-Profit Organizations			Consolidated totals		
	2026 Budget	2026 Actual	2025 Actual	2026 Budget	2026 Actual	2025 Actual
Revenues						
Indigenous Services Canada	$ -	$ -	$ -	$ 5,255,046	$ 6,020,017	$ 5,943,464
Administration fee	-	-	-	223,400	358,133	282,900
First Nations Goods and Services Tax	-	-	-	3,400,000	3,988,368	3,838,516
First Nations Health Authority	-	-	-	1,692,686	1,878,215	1,866,249
Government of Canada	-	-	-	10,412,914	3,102,493	5,402,359
Property tax assessed	-	-	-	7,070,000	7,789,645	6,943,618
Province of BC	-	-	-	1,869,070	13,516,020	5,886,291
Rental	-	-	-	446,600	491,231	501,020
Other revenue	-	616,946	264,516	37,795,068	70,765,783	107,143,892
Total revenue	-	616,946	264,516	68,164,784	107,909,905	137,808,309
Expenses						
Administration fees	-	-	-	25,990	32,453	120,266
Contracted services and consultants	-	182,380	-	15,178,039	5,649,004	9,661,642
Honoraria	-	-	-	846,138	535,882	550,387
Loan payments	-	-	-	272,614	62,155	53,645
Materials and supplies	-	-	-	1,714,308	1,503,411	1,033,781
Professional fees	-	18,201	10,597	2,294,232	1,589,478	934,237
Travel	-	-	-	463,215	298,064	436,290
Wages and benefits	-	-	-	23,764,850	19,648,089	17,888,082
Other expenses	-	393,363	122,597	63,778,731	26,047,130	16,034,205
Total expenses	-	593,944	133,194	108,338,117	55,365,666	46,712,535
Annual surplus (deficit)	$ -	$ 23,002	$ 131,322	$(40,173,333)	$ 52,544,239	$ 91,095,774


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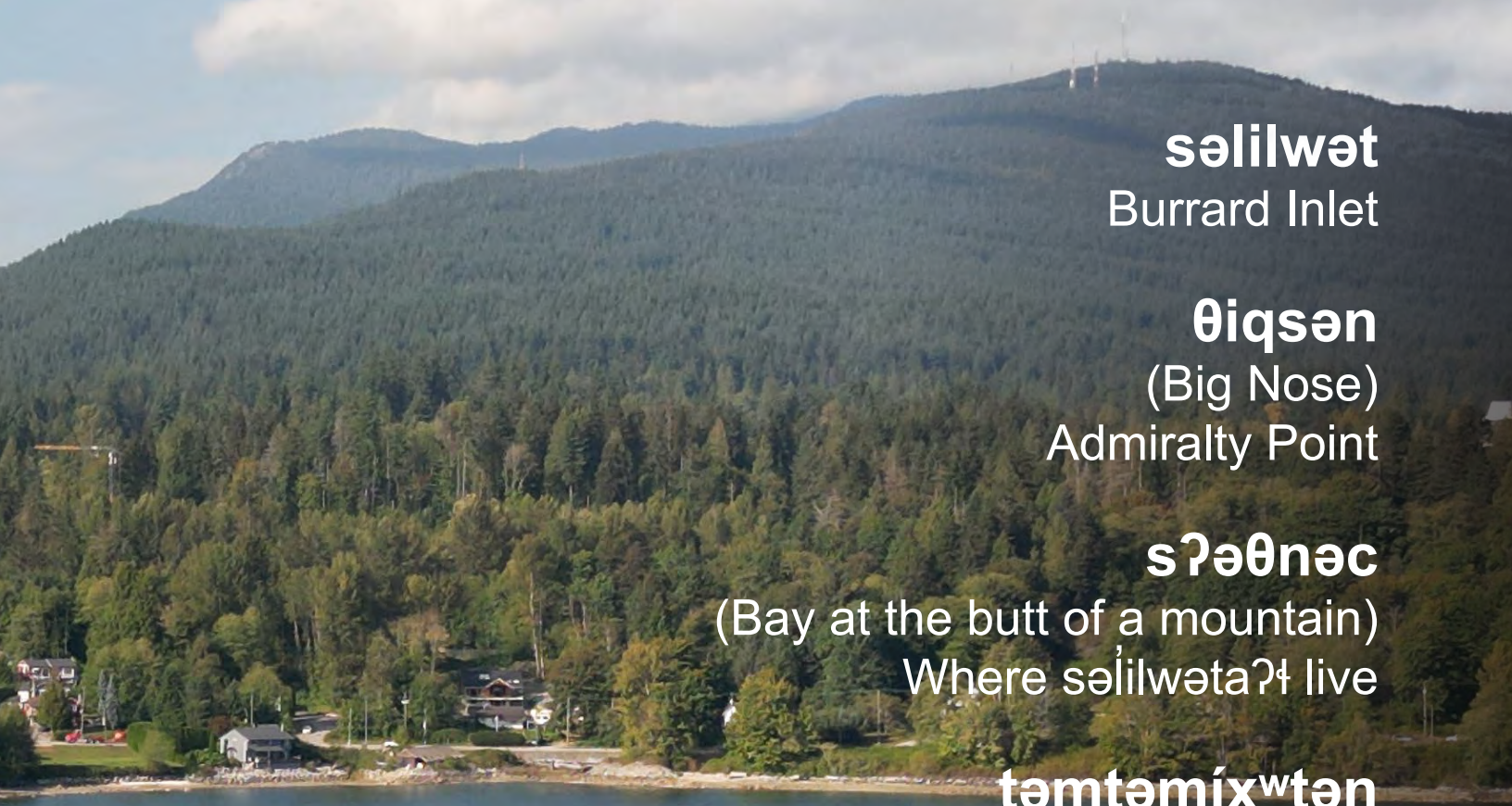
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səlilwət
Burrard Inlet

θiqsən
(Big Nose)
Admiralty Point

sʔəθnəc
(Bay at the butt of a mountain)
Where səl̓ilwətaʔɬ live

təmtəmíxʷtən
Belcarra Regional Park

səltaɬ
Burnaby Mountain and Barnet

sxʷc̓isəmɬəɬ
Community Garden

ʔənl̓ilwətaʔɬ
Indian River Watershed

seymamət
Port Moody and Noons Creek

səyəmətən
Strathcona Park

hay ce:p ḵə

thank you all





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