

Supporting and Sustaining Our Community and Culture

syétsem tl'a syelánm Annual Report 2020/2021





Skwxwú7mesh
Úxwumixw

Squamish Nation

syétsem t'l'a syelánm

Annual Report 2020/2021



ínexw chexw ti ays

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wa k'áyach'ten

ta néwyap síiyam ta néwyap síiyay

stil'7-cht kwis chet kw'enmantúmiyap i7xw t'la newyap ta stélmexw chet yewán chet kw'enmantm i7xw tkwétsiwit na wa ústsañumulhas kwis haw chet k'elh i pi7nexwat ta xlan t'la hiyí k'ek'sin ti syat-shen men nek'ílus ta s7ulh síiyam k'elh wa nexwníwnitumulhwit ta an ha7lh snewíyelh na tiná7 t'la síiyamulh t'la xwelxweliten

stl'i7-cht kwis chet kw'enmanitaswít i7xw kwétsiwit na wa sts'its'áp' nekw ch'it ta xlan u lhaswít na wa ts'its'áp' yikw na wa ns7eyxnitumulhwit

yewán t'í yewán xem kwis chet na tkwaya7nim kwi syétsem txwmi ta nímah na tiná7 tkwétsi hiyí t'áktaxan lam nawit mékw'em kwétsi swa7ám t'la stélmexw chet an wanáxwsnitúmiyap chet kwis nes wa yúusténemut ikw na estítkw kwétsiwit méñmen chet iy ta stélmexw t'la uxwúxwumixw

Welcome & giving our thanks message from Council Co-Chairs

To each of you respected ones and to each of you respected friends.

We raise our hands in gratitude to all Squamish people for being here. We are very grateful to you for following public health guidelines that were laid down by the Provincial Health Officer of British Columbia over the last year. The hard work you did helped keep our people safe from COVID-19 during this time of a global pandemic.

We raise our hands to department staff for their role in ensuring that we continued to meet the needs of Members both on- and-off-reserve by supporting their mental, physical, emotional, spiritual and economic wellbeing and providing enhanced supports to the most vulnerable. We would like to give special thanks to all of those who worked the front line during the pandemic, the work you did ensured our Nation's protection.

It has been a challenging year for all. Our hearts are heavy hearing the news of the recent discoveries of unmarked graves at former Indian Residential School sites. Something many former students have been telling us for years, that children were buried at those schools, our peoples' ancestors. To each of you respected ones and to each of you friends, we raise our hands and thank you and honor you for taking good care of yourselves and for keeping the people of our villages and our children safe.



Highlights

s7u1h úxwumixw Overview of the Nation

ta ha7lh syétsem

Operational Highlights

While the past year has been challenging for our Nation, we have a lot to celebrate as we look back. We have supported our people through these trying times while making significant progress on a number of important initiatives related to our Strategic Plan.

Every Skwxwú7mesh is housed within a generation.

45+ households assisted with renovations

Construction completed on

5 homes

Construction started on

13 units

(includes duplex and four-plex)

94-unit

in Xwemelch'stn approved

with

59 units

allocated to Elders

6 sites

designated for affordable housing

first 3 approved in a referendum

For the People

Empower our people with education from childhood to prepare them for the jobs that are needed and inspire them to pursue their goals.

Grade 3

now offered at Xwemelch'stn Etsimxwawtxw Skwul (Capilano Little Ones School)

34 students graduated

from a post-secondary program

142

full-time post-secondary students received funding for school supplies through Indigenous Services Canada (ISC) and Own Source Revenue (OSR)

139 full-time + 37 part-time

post-secondary students received a top up to the Canada Emergency Response (CERB) benefit

Meet basic needs and address inequities around access to services.

46 childcare spaces

created at the newly opened Chesha7 Mixalh Méhmen Xwemelch'stn (Mother Bear Child Development Centre)

For Our Organization

We provide opportunities, services, and education to empower our People.

96 employees

received higher wages when the Nation became a Living Wage Employer

64%

of staff are Skwxwú7mesh Úxwumixw Members

Separate governance from business and administration.

1 Council motion passed to authorized the transfer of retail and marina businesses to Nch'kay

External Relations

Increase our visibility on our territory to ensure newcomers know whose lands and waters they are on.

1 Council motion passed to develop Skwxwú7mesh language naming guidelines for on-reserve streets and buildings

Land and Waters

We will hold guests in our land and water responsible.

3 new Rights & Title policies

set guidelines for how external stakeholders can operate within the Nation's territory: Cultural Cedar Tree Program Policy, Heritage Policy, and Ancestral Remains Interim Policies

We will plan for how to use, steward, and connect to our land and water.

21.62 acres added to St'á7mes (Stawamus) Reserve

syétsem t'l'a tála

Financial Highlights

\$102.5m

total revenue

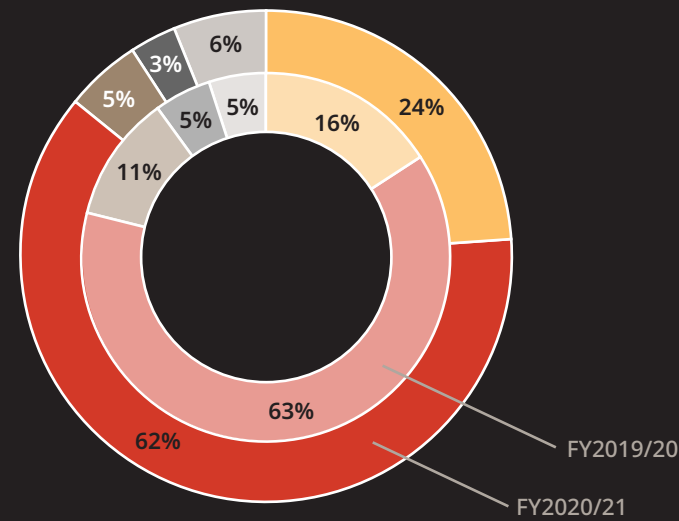
up \$0.7 million year over year

Our revenue comes from multiple sources. The largest portion comes from Own Source Revenue (OSR), which means that the revenue is generated by the Nation through things like taxes or leases. In the last fiscal year this accounted for 62 percent of the Nation's revenue.

The second largest source comes from external funding sources such as Indigenous Services Canada (ISC). This year saw an 8 percent increase to 24 percent driven, in part, by COVID-19 funding.

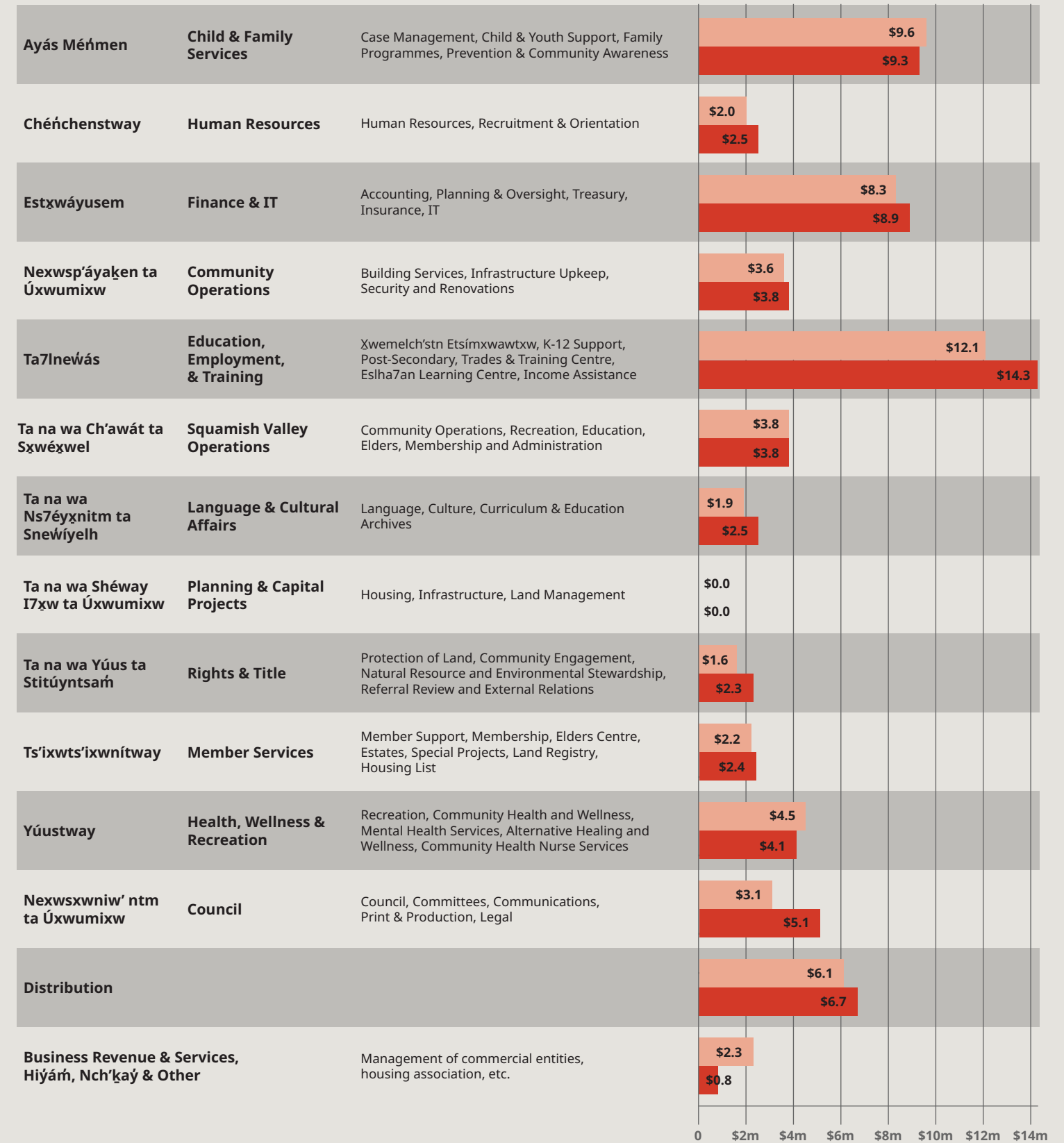
Total revenue exceeded the original approved budget by \$11.3 million while total costs were approximately \$10.6 million below budget. This is also related to the impacts of the COVID-19 pandemic, such as not being able to hold in-person programming and events.

Nevertheless, the Nation remained committed to delivering services to Members and you can read more about the specific initiatives and programming offered by departments throughout this report.



- Indigenous Services Canada
- Own Source Revenue
- Lands and resources accommodation
- Interest and other revenue
- Equity earnings

Expenditures by Program (\$ millions)



2019-20 Total: \$61.2 million
 2020-21 Total: \$66.6 million



s7ulh úxwumixw Overview of the Nation



nilh ta nímalh About Us

The Squamish Nation, as a government, has existed since 1923. In our language, we are called Sk̓wx̓wú7mesh Úxwumixw. Prior to 1923, the Sk̓wx̓wú7mesh Stélmexw (Squamish People) were socially, economically, and politically organized into several physical communities called an úxwumixw (village; people) in the territory of the Sk̓wx̓wú7mesh Stélmexw.

The territory of the Sk̓wx̓wú7mesh Stélmexw includes the Burrard Inlet, English Bay, False Creek, and Howe Sound watersheds. While historically the Sk̓wx̓wú7mesh Stélmexw had a tradition of dual residencies between the Howe Sound watershed and the English Bay or Burrard Inlet watershed, the majority of our people live on the North Shore of Vancouver in three communities in West Vancouver and North Vancouver while approximately 10 percent of our population live in communities along the Squamish River in Squamish, British Columbia.

The Sk̓wx̓wú7mesh Sníchim (Squamish language) is spoken today by dozens of Sk̓wx̓wú7mesh Stélmexw as a second-language. It has been learned from our Elders who held onto the knowledge of the language after a significant decline in the population of first-language speakers. The language is unique from the language of neighbouring Indigenous Peoples, but considered part of the Coast Salish language family, and part of the wider Salishan language family.

Our people's history spans many millennia of living and governing our territory. The oldest archaeological site in the territory of the Sk̓wx̓wú7mesh Stélmexw is 8,600 years old at Porteau Cove in the Howe Sound. Our oral

literature speaks to our origins as a people in our lands through the stories of first ancestors of the Sk̓wx̓wú7mesh Stélmexw. Our people consider ourselves descendants of those first ancestors who were made or appeared in different parts of Sk̓wx̓wú7mesh territory.

Sk̓wx̓wú7mesh culture has been created from our lands, waters, and people over generations. Our people continue to practice many of the traditions, customs, and ways of our ancestors and pass them onto future generations.

The modern era of Sk̓wx̓wú7mesh Úxwumixw history started in 1923 when a majority of the Sk̓wx̓wú7mesh Stélmexw, who were eligible voters at the time, all voted to request the Federal Department of Indian Affairs amalgamate several different Indian Bands with Sk̓wx̓wú7mesh Stélmexw into a single entity called the Sk̓wx̓wú7mesh Úxwumixw. The amalgamation request was approved. All accounts were merged, all Indian Reserve lands were to be held by the single entity, and all Sk̓wx̓wú7mesh Stélmexw were to receive equal distribution of any revenue received from any of the 26 different Indian Reserve lands that belonged to all Sk̓wx̓wú7mesh Stélmexw.

Demographics

Traditional territory:
6,732 km²

Village sites: **23**

Reserves: **24**

Homes on reserve: **649**

- 585 homes
- 41 townhomes
- 10 units (tenplex)
- 13 units (13plex)

Members living on-reserve:

Squamish Valley: 408

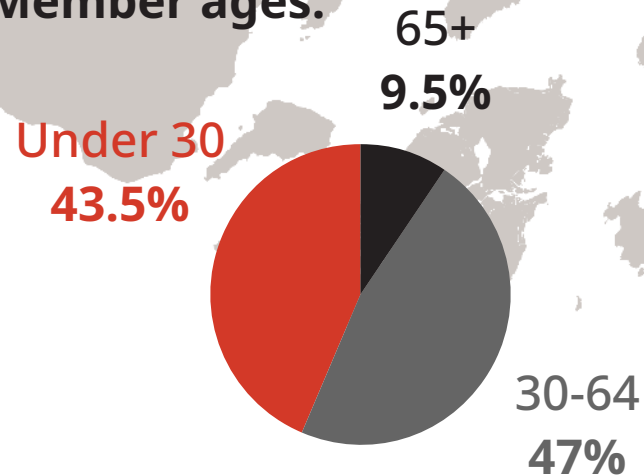
North Shore: 1,674

Off-reserve: 1,998

Total Population:

4,080

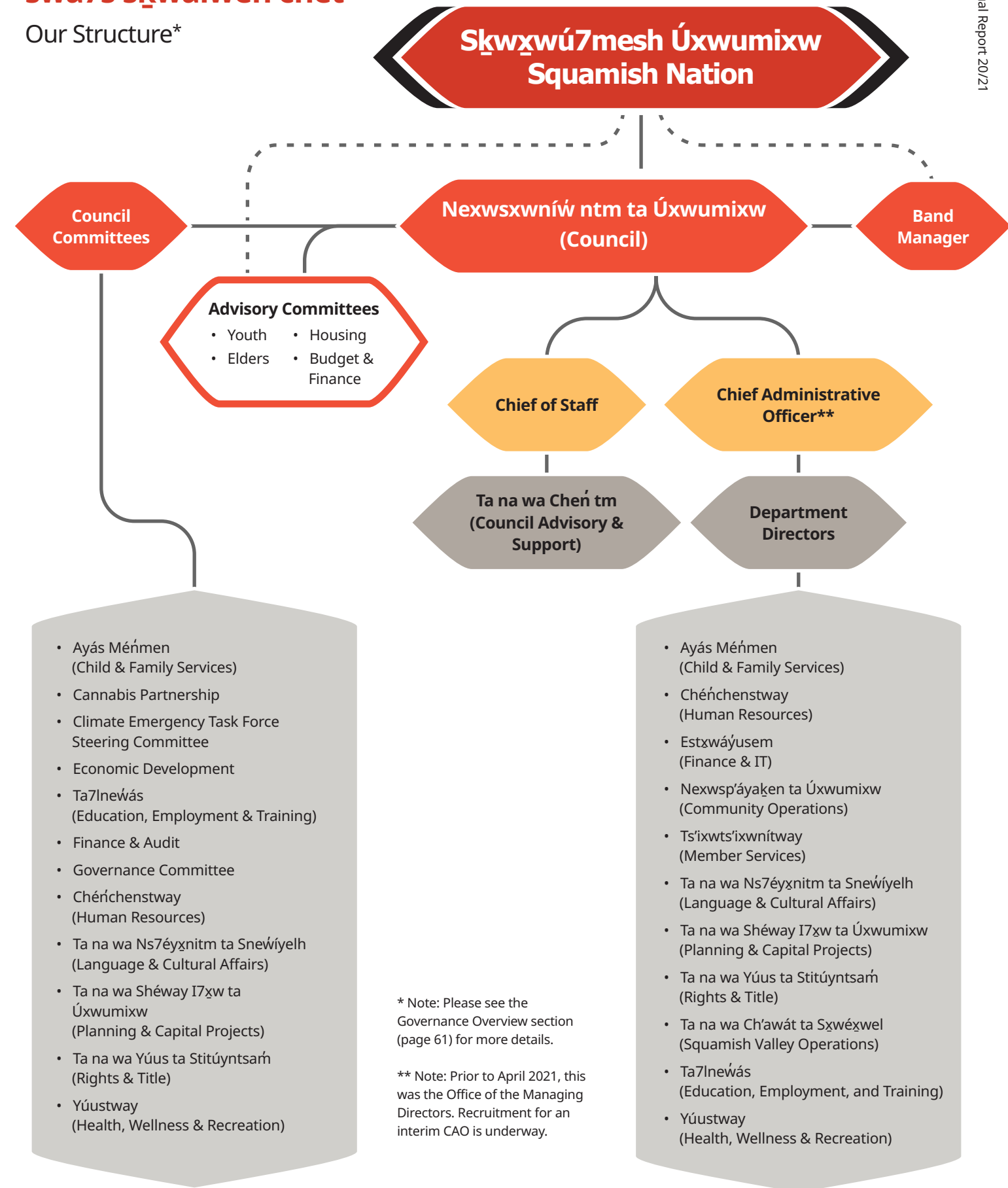
Member ages:



Total number of Members who are eligible voters (age 18+ on voting date): 3,088

swa7s skwálwen chet

Our Structure*



wa kwelkwálwen chet

Our Strategy

As a Nation, it is essential that our work be guided by principles and a plan that ensures we are all moving in the same direction together, that the work of each department complements the work of others, and that we hold a shared vision of what we strive to achieve. The Strategic Plan 2020-2023 is a document that serves as a guide for the work of both departments and Nexwsxwníw ntm ta Úxwumixw (Council) over the course of their term.

The Strategic Plan was developed collaboratively between Nexwsxwníw ntm ta Úxwumixw (Council) and department Directors through a series of facilitated sessions. The Plan was developed to create a shared understanding of the Nation's vision, values, and principles to shape who we are and where we go as an organization. It defines the values that will provide a clear guiding compass for decision-making, and contains detailed strategic visions and priorities under four pillars: Our People, Our Organization, Lands and Waters, and External Relations.

Values

Values provide a clear guiding compass for decision-making.

The six values of the Skwxwú7mesh Úxwumixw are:

Úxwumixw	"Nation; Village [Houses and Inhabitants]; Community; People" Community Temíxw Ché́chenstway S7eḵw'ítel Chet	Wenáxws	"Treat (Someone) With Respect; Believe (Someone); Respect (Someone); Honour (Someone)" Empowerment Respecting Others
Stélmexw	"Indigenous Person; Human Being; Human People" Collective Membership (Us)	Siyá́rín	"Area Belonging to a Siyá́rín; Responsibilities Related to The Role of a Leader" Leadership Ché́chenstway Everyone Has A Role to Play
Nexwníw	"Advice; Teaching; Upbringing; Instructions; Ways; Fashion; Manners" Pride Ha7lh Skwálwen	Snewíyelh	"Advice; Teachings; Cultural Knowledge" Culture Tradition Resilience Foundation Teachings and Knowledge

The Four Pillars

Our People



A child born today will be able to walk with guidance, confidence, support, identity and independence in the life they choose and see Skwxwú7mesh Sníchim and culture reflected to them anywhere in the traditional territory. Priorities for this vision are focused on understanding the needs of the Nation's people, and building capacity to create equity and prosperity.

Our Organization



Everyone has the responsibility to take care of one another, from our youngest to oldest, and to create safe spaces to live and grow. We look to our Elders and ancestors for answers, culture, traditions and ways of life. Priorities for this vision are focused on building a culturally-grounded government which provides opportunities and services to empower our people.

Lands and Waters



We will plan for how to use, steward, revitalize, and connect to our land and water. Priorities for this vision include connecting the Skwxwú7mesh Stélmexw (Squamish People) and their stories to specific places on the land, sharing our spiritual relationship with the land with our young people, and creating robust land and marine use policies and environmental management plans.

External Relations



Building on current and past protocols and relationship agreements, Skwxwú7mesh Úxwumixw will strive towards nation-to-nation relationships with all other levels of government, including all Indigenous and non-Indigenous governments. These relationships will be based on mutual respect, collaboration, equality, and meaningful engagement. The Nation will take its rightful place at the table for decision-making that impacts its lands, waters and people. Priorities for this vision are related to effective external communications and relationship-building, as well as holding partners and stakeholders accountable for their roles in work that matters to Skwxwú7mesh Úxwumixw.

Much of the work done this year can be linked to these four strategic pillars—the icons above appear throughout the report to make these links clear.

Download the Strategic Plan at
squamish.net/strategic-plan

Guide to This Report

The 2020/2021 Annual Report is a publication which highlights the successes and challenges of the previous year. It reports on goals set in the annual budget and the Strategic Plan.

These three publications work together to inform membership how the Nation as an organization functions as well as how it is progressing towards its overall strategic vision.

Strategic Plan 2020-2023

The objective of the Strategic Plan is to create a shared understanding of the Nation's vision, values, and principles to shape who we are and where we go as an organization. The four pillars of the Strategic Plan are: For The People, For Our Organization, Land and Waters, and External Relations.

Budget 2020/2021

The budget is a document that looks ahead to the upcoming year by outlining the Nation's forecast for operating revenue and expenditure, cash flow, and capital expenditures.

Before March 31, Nexwsxwníw ntm ta Úxwumixw (Council) reviews and approves the budget for the next fiscal year. The budget process is greatly shaped by the new updated approach to operational planning which allows Nexwsxwníw ntm ta Úxwumixw and Directors to set clear goals for the upcoming fiscal year.

Following the development of operational plans, Directors are able to resource plan as well as forecast the anticipated revenue and expenditure required to achieve those initiatives. These departmental plans are then reflected as part of the overall annual budget for the organization. This approach links annual budgets with yearly goals and ultimately, the long-term goals outlined in the Strategic Plan.

Annual Report 2020/2021

The Annual Report is a document that looks back in the past, reporting on the previous year's operational and financial performance and sharing how well the Nation did in meeting its goals.

The Annual Report has been divided into a number of sections to help Members find the information they are interested in as well as understand the nature of the work that the Nation has completed and by whom.

This table below demonstrates which parts of the Nation are responsible for which topic:

	Squamish Nation Council	Council Committees		Chief of Staff	Chief Administrative Officer	Department Directors	
		Finance and Audit	All Committees			Director of Finance	All Directors
Introduction (A readily accessible overview of the Nation's performance)							
Operational Highlights							X
Financial Highlights						X	
About Us	X						
Our Structure				X	X		
Our Strategy	X			X	X		X
Performance (How the Nation has used our know-how, people, and resources)							
The Year in Review							X
Financial Overview		X				X	
Departmental Overviews							X
Governance (Insights into the key decisions made by Council and the environment we work in)							
Governance Overview	X			X	X		
Committee Reports			X				
Risks	X			X	X		X
Financial Statements (The Nation's financial performance and position)							
Financial Statements		X				X	



kwi tpánu The Year in Review

**meñ
kwíyíñtsut
Performance**

kwi tpánu

The Year in Review

It was a productive year for our Nation, as we provided enhanced programs and services to our Members in light of the COVID-19 pandemic, and advanced many important long-term initiatives. This section highlights some of the key ways that our departments have delivered value to our Members over the past year. For more information about these initiatives and more, take a look at the departmental reports on page 28-57.

Supporting financial security

To help ease the financial burden that many Members faced in response to the COVID-19 pandemic and the associated impacts, the typical four annual distributions that our community receives was increased to six, for a total of \$2.5 million delivered to Members.

Building our emergency response capacity

Over the past year, Emergency Services has expanded their scope of work to ensure the Nation and its Members are well equipped to handle emergencies or crises. The Nation now has a permanent Emergency Services Manager, who oversees emergency planning and has implemented a number of programs to keep Members safe throughout the pandemic and into the future.

Increased mental health and wellness services

With a growing demand for wellness supports over the year, we increased the frequency and access to our mental health and wellness services. The Nation provided information about how to cope with COVID-19, including how to stay connected safely with family and friends, in addition to providing supports for depression, mental wellness, grief and trauma, and substance use.

Ensuring a living wage

In August 2020, we became one of the largest First Nations in the country to become a Living Wage Employer. Paying a living wage allows our employees to better meet their basic needs and contribute to their communities, which aligns with the value Úxwumixw and our purpose of security and health for our people. Through this initiative, we are investing in the long-term prosperity of our organization by helping to foster a dedicated, skilled, and healthy workforce.

Investing in the next generation

In response to a growing need for childcare and specialized child services within the community, the Chesha7 Míxalh Méhmen Xwemelch'stn (Mother Bear Child Development Centre) was opened in November 2020. Providing daycare, specialized child development, workshops, and other prevention and educational services, Mother Bear is the third family centre in our community and will provide 46 additional childcare spaces.

Reclaiming our lands

Decades ago, several acres of reserve lands in the Squamish Valley were flooded and washed away. Now, in collaboration with the District of Squamish, we are planning for the relocation of the Siyich'em Dike so that we can reclaim those lands for our Nation's use. In December 2020, the purchase of the Mortenson Property was approved to add 21.62 acres to the St'á7mes (Stawamus) Reserve.

Supporting education

We provide a number of financial supports to help our Members as they pursue a higher education. Over the 2020-2021 school year, the following financial assistance was provided:

- 20 students received a grant to put towards a laptop
- 142 full-time students received funding for school supplies through Indigenous Services Canada (ISC) and Own Source Revenue (OSR)
- 14 students who had been affected by COVID-19 received an emergency bursary
- 139 full-time students, and 37 part-time students received a top up to the Canada Emergency Response (CERB) benefit
- In addition, we are proud to celebrate the graduation of 34 Members from post-secondary programs.

Member housing

There is a strong demand within the community for on-reserve housing. This year, we completed construction on five homes, and began construction on 13 housing units, which includes a duplex and four-plex. We also assisted more than 45 households with renovations. A 94-unit in Xwemelch'stn was approved as were the first three of six land designation sites for affordable housing.

Planning for the future

In February 2021, we approved the Capital Planning and Projects Policy which establishes the framework for the Nation's long term community planning. Work on four needs assessments began including the Xwemelch'stn Multi-Purpose Recreational Box and an Assisted Living Community / Long-Term Care Facility.

Protecting culturally important areas

When it was discovered that Dakota Bowl, part of our traditional territory on the Sunshine Coast, was home to 75 culturally modified trees and a grizzly bear habitat that had not been recorded, we entered into an agreement with the Province in February 2021 to protect the area from logging, now and into the future. We also implemented new policies that protect our heritage and set a standard for how external stakeholders can operate within our territory – the Cultural Cedar Tree Program Policy, the Heritage Policy, and the Ancestral Remains Interim Policies.

Connecting to our roots

As part of an effort to educate Members about our history and traditions, Teítelnúmut Cht (studying who we are) is a new program that focuses on sharing Snewíyelh (advice, teachings, cultural knowledge) with Members. During the COVID-19 pandemic, events have been virtual, which has allowed for the program to reach a broader audience, including Members from across B.C., Canada and the USA. We have also started a pilot project – An Introduction to Skwxwú7mesh History Book – to promote and share our history for the benefit of our people and future generations. We continue to build Skwxwú7mesh language capacity among our people, at Xwemelch'stn Etsimxwawtxw Skwul (Capilano Little Ones School), and Nation staff.

COVID-19 Supports Highlights

June 2020 - March 2021

Ts'ixwts'ixwnítway Member Services



Total number of Members supported:
2,500
(monthly average)



Total number of families supported:
900
(monthly average)

Delivery of  **1,000 turkeys** to homes for the holidays

Special COVID-19 distribution to all Members, worth **\$2.5M**

Support for Members who have contracted COVID-19 or are required to isolate



Field an average of **100 calls a day** from Members requesting assistance for food, utilities and rent relief



Support for Members who are experiencing housing insecurity

Food delivery to over **700 households** each month, and food pick up program for off-reserve Members 

Care packages for off-reserve Elders

Ta7Inewás Education, Employment and Training



Total number of Members supported:
770
(monthly average)



Total number of families supported:
405
(monthly average)

Additional student advocate hired for **three months**

Increased funding for income assistance clients

90% uptake of direct deposit for income assistance cheques



Additional financial support for post-secondary students

Except for a two-week period when all Nation buildings were closed, **the Training and Trades Centre remained operational** for in-person delivery of training services to students while following safety protocols



Education Services at the **EsIha7án Learning Centre remained operational** and followed the public schools remote and in person delivery model

A schoolbus at Capilano Little Ones School was transformed into a **mobile classroom**



Technology and other supplies purchased to enhance safety at Capilano Little Ones School


Yúustway Health & Wellness



Total number of Members supported:
293 (ongoing programs)
342 (one-time assistance)



Total number of families supported:
52 (ongoing programs)
136 (one-time assistance)

1,800 Members received first doses of COVID-19 vaccine at Squamish Nation clinics 


Adaption and expansion of **mental health and wellness programs**, including:

- Supports for depression, mental wellness, trauma and substance abuse
- Wellness workshops and initiatives

Ayás Ménmen Child and Family Services

Mental health supports to engage youth, including daily visits from outreach workers delivering a bagged lunch, a daily Facebook Live show from cultural worker, and virtual art and play therapy 

Food sharing initiatives, including grocery bag distribution, provided food for Members more than **10,928 times** 

Enhanced domestic violence program 



Implementation of a Growcer **hydroponic modular farm**, which will yield 450 heads of produce per week

Ta na wa Ns7éyxnitm ta Snewíyelh Language and Cultural Affairs



Planning to host in-person **drum-making workshop** in the coming months

Produced a series of videos about COVID-19 safety with **2,500 views** 

Community burning to be held with families who lost a loved one during the pandemic

Emergency Services

Programs and services will support all Members on Reserve Lands

Launch of the Community Guardian program;

5 Community Guardians hired

Emergency Services Manager hired



400 smoke alarms and fire extinguishers provided to Members both on- and off-reserve



Implementation of Emergency Preparedness Measures

Ta na wa Ch'awát ta Sxwéxwel Squamish Valley Operations

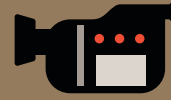
Support of Squamish Valley Elders including delivery of **a healthy meal twice a week**, personal protective equipment, tablets, games and spiritual counselling



Total number of Members supported: 689



Total number of families supported: 192



Purchase of a video camera so that students could film themselves doing traditional activities such as skinning deer hide and show their parents



Cultural activity kits, including drum making



Estxwáyusem Finance



Total number of Members supported: 406



Total number of families supported: 250–300

Tax preparation services, for Canadian returns, offered to all Members



406 Members utilized tax preparation service

Nexwsp'áyaken ta Úxwumixw Community Operations

Assisted other departments to secure **PPE for Members**



More than **2,000 masks**, **1,000L of hand sanitizer** and **1,000 pairs of gloves** distributed to keep staff safe

Special COVID-19 Distribution to all Members

\$2.5M



Services (Elder support, rent, utilities and emergency shelter support, educational and technology supports, homelessness, etc.)

\$1.7M



SMeka7ts Food Sharing and Food Security (Elder support, modular farm, community delivery care packages, Community Kitchen, etc.)

\$1.5M



Health & Wellness (Elder support, enhanced mental health and domestic violence support, sacred spiritual work, vaccine clinics, etc.)

\$0.7M



Emergency Preparedness (Guardians, Emergency Operations Centre, PPE, etc.)

\$0.6M



nilh ti tála Financial Overview

Over the past year, the COVID-19 pandemic disrupted a number of the Nation's businesses and planned initiatives. As a result, expenditures were less than anticipated while revenues stayed relatively stable, resulting in the Nation finishing the year in a surplus position.

Financial Summary Overview

Statement of Operations (\$ millions)	FY 2020/21			FY2019/20	
	Budget	Actual	vB	Actual	vPY
Revenue					
Indigenous Services Canada	20.0	24.4	4.4	16.2	8.2
Own Source Revenue	71.2	78.1	6.9	85.6	7.5
Total Revenue	91.2	102.5	11.3	101.8	0.7
Expense					
Program Costs	82.0	67.2	(14.8)	61.2	6.0
Interest and Other Expense	11.6	15.8	4.2	19.4	(3.6)
Total Expense	93.6	83.0	(10.6)	80.6	2.4
Operating Surplus	(2.4)	19.5	21.9	21.2	(1.7)

Revenue

Where our revenue comes from

Our revenue comes from multiple different sources. The largest portion of our revenue comes from Own Source Revenue (OSR), which means that the revenue is generated by our Nation through things like taxes, or leases, which includes rent received by the Nation from Park Royal and the Department of Environment. Other sources of OSR include the sale of other goods such as cigarettes, gasoline or other retail items.

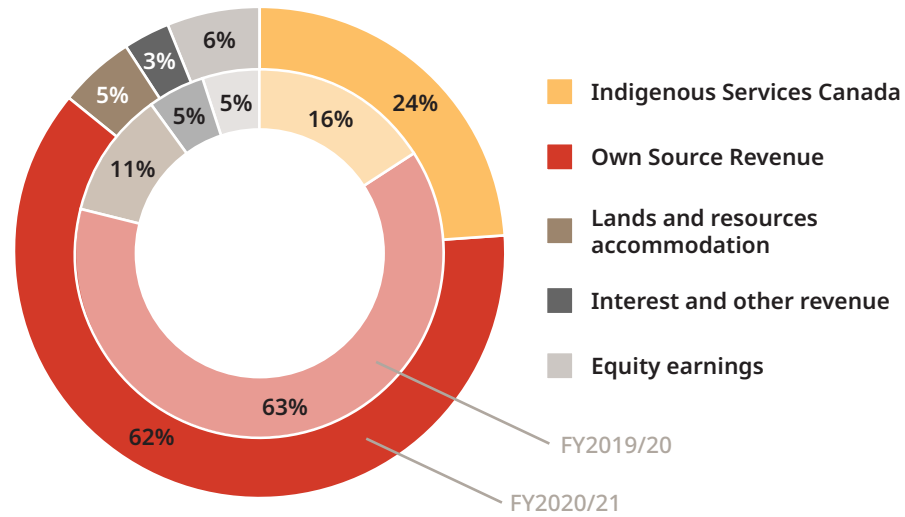
The second largest source of revenue for our Nation is provided by Indigenous Services Canada (ISC), a department of the federal government. A smaller portion of revenue comes from lands and resources accommodation. The remainder of revenue is made up of interest, equity earnings and other revenue sources.

Total revenue was \$102.5 million: OSR, accommodation and other revenue accounted for 70%, equity earnings from the Nation's investments and partnerships were 6% and the remaining 24% came from external funding sources such as Indigenous Services Canada (ISC). Total revenue also exceeded the original approved budget by \$11.3 million while total costs were approximately \$10.6 million below budget.

Overall revenue has been reasonably stable year over year with only a \$0.7 million change (i.e. a less than 1% movement). However, this represents a \$11.3 million increase over budgeted revenue with approximately 76% of the revenue coming from Nation's Own Sources such as taxation, rent, commercial entities and accommodations.

External Funding

Significant external funding was received by the Nation from various sources through the year, primarily from Indigenous Service Canada (ISC), with the year over year increase being driven, in part, by COVID-19 response funding totaling \$3.3 million.



Own Source Revenue

The following table illustrates the major underlying components of OSR, and their contribution to the departure from budgeted revenue:

Own Source Revenue* (\$ millions)	FY 2020/21			FY2019/20	
	Budget	Actual	vB	Actual	vPY
Leases	29.7	40.3	10.6	29.0	11.3
Other income	16.2	16.3	0.1	20.7	(4.4)
Taxation	8.6	9.1	0.5	10.4	(1.3)
Cigarettes, gasoline and retail	3.5	3.8	0.3	4.1	(0.3)
Total	58.0	69.5	11.5	64.2	5.3

*less carry forward amounts

As shown in the chart above, OSR makes up a similar share of total revenue as the prior year; however, the composition of OSR has changed from fiscal year 2019/20. This was largely due to an increase in the Nation's lease revenue following the conclusion of the renegotiation of the Department of the Environment (DoE) land lease for the period covering 2019 - 2024. As such,

the annual rent for the DoE was increased from \$13.2 million to \$18.0 million. This increase along with a subsequent back payment resulted in approximately \$9.6 million in additional lease revenue for the Nation. This increase in lease revenue offset declines in taxation, cigarettes, gasoline, and retail due to disruptions caused by COVID-19.

Expenditures

Actual program costs were well below budget by \$14.6 million, due in large part to the significant disruptions caused by the COVID-19 pandemic.

Direct Expenditure on COVID Response

As noted, the Nation received \$3.3 million in COVID-19 response funding from ISC and other external donors which was used to fund programs to mitigate the impact of the pandemic. In addition to this program funding, two additional distributions to Members were authorized by Nexwswniw ntm ta Úxwumixw (Council) over the course of the year, totaling \$2.5 million. This came from OSR as a part of the Nation's response to the pandemic.

Impact of COVID on the Nation's Programs & Services

COVID-19 had a notable impact on the Nation's ability to deliver programs and services to Members. In particular, the pandemic impacted services delivered by Ayás Méhmen (Child & Family Services), Yúustway (Health, Wellness & Recreation), and Ts'ixwts'ixwnítway (Member Services). These departments had a reduced ability to provide programs to Members (for example through the closure of the Elders Centre and the Recreation Centre).

Furthermore, Ta7Inewás (Education, Employment & Training) saw costs associated with school and training land \$1.5 million below budget due to closures and other external restrictions, limiting the department's ability to provide schooling and programs.

More broadly, the pandemic resulted in lower costs as a result of the following mechanisms:

- Extended/delayed hiring timelines - Recruitment for the majority of open and budgeted positions were delayed. This resulted in underspending of approximately \$3.0 million.
- Delays to work - Particularly for infrastructure and renovation work (including work to implement the capital asset management program).
- Reduction in activity - Fewer children in care; reduced public works; suspended travel allowance; cancellation / postponing of Elders' activities; lower levels of fundraising and staff training.

Statement of Financial Position

The Nation continues to be in a very strong financial position overall and very liquid. Total current assets have increased primarily due to increases in cash.

We continue to build a surplus with the goal to use the \$22 million fund that we have for the following projects:

(\$ millions)	Amount
Housing Construction Reserve	1.6
Nation Infrastructure construction and maintenance fund	1.3
Homeowner Capital Fund	0.6
Squamish Valley Longhouse construction	1.8
Úwemelch'stn Longhouse renovations	0.1
New Headquarters Construction	16.0
Replacement of cultural artefacts	0.6
Total	22.0

Over the course of the year, work was undertaken and near completed on the Waiwakum Housing Project as well as Ta7Inewás (Education, Employment & Training), Chéchenstway (Human Resources), and Registry offices, which upon final completion, will reduce the targeted fund by the \$4.0 million allocated for those projects.



timá wa ché́nchenstway

Departmental Overviews



Ayás Méhmen

Child & Family Services

Ayás Méhmen –
Peace to Our Children

Director: **Kelley McReynolds**

Ayás Méhmen is dedicated to caring for and providing services to families that experience social, economic, and environmental challenges. In support of the long-term objective to create a generational shift towards wellness defined by Skwxwú7mesh values, Ayás Méhmen offers holistic supports for prenatal, early years, youth, families, and community. The department equips and guides families as they grow their connection to Skwxwú7mesh cultural, social, and family traditions as a way of living.

- **Enrollment:** 46 children (as of July 2021) across three age groups: 0–18 months, 18–36 months, 3–5 years old
- **Demographics:** 18 children from off-reserve, 8 children from Eshhá7an, and 20 from Xwemelch'stn
- Waitlist of approximately 16 children (as of July 2021)
- **Staff:** 11 permanent, 1 casual (on-call)



Opening of Chesha7 Míxalh Méhmen Xwemelch'stn (Mother Bear Child Development Centre) in November 2020

Mother Bear is a new Family Centre located in Xwemelch'stn Capilano IR 5, that was opened in response to the growing need for child care and specialized services within the community. The \$1.3 million project was jointly funded by the Skwxwú7mesh Úxwumixw, which contributed \$400,000, and the provincial government, which allocated \$900,000 towards the centre as part of a greater initiative to fund 103 childcare projects across British Columbia.

Designed with Skwxwú7mesh values in mind, the Centre honours our people's

connection to the land and waters. These values are reflected in the architecture, outdoor play spaces, and indoor furnishings.

Mother Bear is the third Skwxwú7mesh Úxwumixw Family Centre, alongside So-sah-latch—also in North Vancouver—and Ayás l'am in Squamish Valley. Besides providing daycare, the Family Centres also support families with a range of proactive prevention and educational services such as specialized child development, one-on-one supports, workshops, and other programming.

"It's really about connecting our children, right from the earliest age, from supporting our families to come in and have their children learn our Squamish values and teachings and build a really strong self-identity that allows them to create that foundational base around our culture so that they themselves, along with their parents, become really active members of our community to ensure that our culture, our language and our teachings survive."

– Chris Lewis, Syetáxtn, spokesperson for Skwxwú7mesh Úxwumixw



- 3 child & youth mental health therapists
- 43 children & youth supported by the therapists

Child & Youth Mental Health Therapy

Mental Health Therapy is a part of Ayás Méhmen's regular programming to provide culturally-appropriate and holistic supports and resources in and around child and youth mental health. One of its objectives is to teach kids how to focus on positive and healthy wellbeing and ensure they are aware of the support networks available to them, as well of how and when to draw on them.

During COVID-19, Ayás Méhmen added to its regular mental health therapy

programming to support youth dealing with anxiety or boredom as a result of social isolation. With in-person sports, activities and classes cancelled at the outset of the pandemic, youth workers helped kids to deal with general boredom and prevent higher-risk behaviours. Social and emotional supports were made available for teens struggling with the transition to remote learning, and to keep them on track with their educational goals.

Child & Youth Support Division

The Youth Team supports children and families through group and individual activities, with an emphasis on cultural and spiritual wellbeing, behavioural management, and life skills and self-esteem building.

During the pandemic, the Youth Centre maintained programming to ensure that youth had a fun and safe place to spend time. Although the capacity of the centre had to be lowered to allow for physical distancing, attendance remained high.

This year, no overnight camps were offered, but spring and summer day camps still took place to get youth out on the land and water. Some of the activities included climbing, swimming,

and classes on paddle making, skateboard making, and cooking/nutrition.

Over the course of the pandemic, three youth workers held one-on-one sessions. Through these sessions, the workers brought youth out to nature to work on life skills and coping from a culturally-grounded perspective.

The Youth Team also helped coordinate canoe journeys through traditional Skwxwú7mesh territories. On these trips, youth and their families participated in healing, spiritual and challenging experiences and gained cultural knowledge as they "returned home" on their journey.

Family and Domestic Violence Program

The Family and Domestic Violence Program is a part of Ayás Méhmen's regular programming which was enhanced in response to COVID-19. The program strives to support the healing journey for families, including preventative work, by providing Members with the information and resources they need to reflect on the complex roots of generational trauma and understand the supports available. The program also focuses on modeling family fun, through community and cultural events.

While isolation during COVID-19 has affected families, the Family and Domestic Violence Program has tried to lessen the impact. Families are offered tools for intervention and treatment, and culturally-sensitive support services such as Elders and traditional teachings grounded in Sḵw̓xwú7mesh sne'íyelh. One of the key outcomes is for Members to realize they are not alone, and encourage them to draw on the community for support.

Nexwniwnitway Family Circle Program

Alternative Resolution for Child Protection – A voluntary alternative to family court

Nexwniwnitway means to seek counsel. The program's goal is to reintroduce, relearn, and reinstate Sḵw̓xwú7mesh ways as a part of how child and family services are delivered. It empowers parents to make decisions around their families and strengthens relationships.

A family circle is a safe space to talk and is tailored to specific needs and goals. The circles can include parents, extended family members, service

providers, Elders and cultural teachers, or other facilitators. Some families may develop a support plan or a transition plan. The circle is held in a safe, quiet space such as the medicine garden, depending on the family's needs.

- 5 circles per month (average) – approximately 31 circles (impacted due to COVID-19)
- Groups of up to 12-15 people

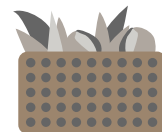
Highlights: Community Supports

- Food sharing initiatives, including grocery bag distribution, provided food for Members more than 10,928 times



- Enhanced domestic violence program

- Implementation of a Growcer hydroponic modular farm, which will yield 450 heads of produce per week



Ché'chenstway

Human Resources

Ché'chenstway – Upholding One Another

Director: **Jina Johnston-Hall**



Ché'chenstway advises Nation staff on a variety of employment related matters such as talent acquisition, employee benefits, occupational health and safety, performance management, and professional development. The department ensures human resources policies, programs, and services are responsive to Sḵw̓xwú7mesh Úxwumixw traditions and values as well as to the direction provided by Nexwsxwníw ntm ta Úxwumixw (Council).

Employee wages increased:

- 33 employees not eligible for benefits received an hourly rate increase to \$19.50
- 63 employees eligible for benefits received an hourly rate increase to \$17.18
- Of these 96 employees, 86 are Sḵw̓xwú7mesh Úxwumixw Members and 10 are non-Indigenous

Living Wage Policy

In August 2020, Sḵw̓xwú7mesh Úxwumixw became a Living Wage Employer, one of the largest First Nations in Canada to do so. This means our organization pays a wage higher than the provincial minimum wage to better reflect what earners need to bring home to cover their family's basic needs.

By paying a living wage, we are investing in the long-term prosperity of our organization by helping foster a dedicated, skilled, and healthy workforce. Paying a living wage allows our employees to meet their basic needs and contribute to their

communities, which aligns with the value Úxwumixw and our purpose of security and health for our people. Sḵw̓xwú7mesh Úxwumixw strives to be an employer of choice, where our community members and all current and prospective employees seek career opportunities with the Nation.

The Living Wage for Families Campaign recalculates the living wage for specific areas of British Columbia each year and Sḵw̓xwú7mesh Úxwumixw will update its Living Wage Policy to match.

- 309 status employees will benefit from CPP

Canada Pension Plan Benefits (CPP)

In March 2021, Skwxwú7mesh Úxwumixw announced that the Nation's status employees and Councillors will participate in the Canada Pension Plan (CPP). This is a historic and important step for the Nation, and one which will provide additional retirement income and benefits to status employees.

The CPP retirement pension is a monthly, taxable benefit (non-taxable for status Indians) that replaces part of income when retiring. To qualify to receive the pension, employees must be at least 60 years old and have made at least one valid contribution to the CPP—either from work done in Canada, or as the result of receiving credits from a former spouse or former common-law partner at the end of the relationship.

In addition to the CPP retirement pension, other CPP benefits include:

- Post-retirement benefit
- Disability pension
- Post-retirement disability benefit
- Survivor's pension
- Children's benefit
- Death benefit

The amount of CPP a retiree receives each month is based on the average earnings throughout the employee's working life, the contributions to CPP, and the age at which the retirement pension is taken.

Breakdown of staff as of early February 2021:

- 64% Skwxwú7mesh Úxwumixw Members
- 21% other Indigenous
- 15% non-Indigenous

Working from Home Policy

Like many other organizations, Skwxwú7mesh Úxwumixw transitioned to working from home immediately after the state of emergency due to COVID-19 was declared in the Nation. Despite the unprecedented circumstances, departments worked hard to provide a high level of service to Members.

Rapidly following this transition, a Working from Home Policy was developed to set out any circumstances in which employees may need to work remotely, including:

- The declared pandemic;
- Extreme weather impeding access to roads, public transit, etc.;

- Overlong commute as a result of extreme weather conditions;
- Emergencies;
- Medical reasons;
- Parenting; or
- Other reasons for working from home, depending on employees' and managers' judgement.

This policy became effective on April 15, 2020, and will ensure that the Nation, as an organization, is able to adapt and work in a way that best serves the Nation and its Members.

Estxwáyusem

Finance & IT

Estxwáyusem – To Look at Carefully or to Examine

Director: **Denis Murphy**

Estxwáyusem's mandate is to maintain the organization's financial and technology infrastructure. The department oversees the Nation's budgets, internal and external financial reporting, and insurance as well as providing consistent and transparent reporting that enables effective and efficient decision making.

Addition to Reserve (ATR) Loan

An existing \$16.6 million loan with the Squamish Nation Trust was repaid this year, which was for the purchase of addition to reserve lands. A \$10 million commercial loan was taken out instead which allowed the Trust to reinvest the money and get better returns for Skwxwú7mesh Members.

Policy Development

Estxwáyusem is focused on overall efforts to give the Nation more capacity to make strategic financial decisions to improve outcomes for Members, and to improve the controls and processes that protect the Nation's wealth.

Policies developed recently include the Purchasing Policy and the Expenditures Policy (both passed in June 2020). These policies have brought in additional controls over expenditure; separated responsibilities for making and approving expenditure decisions; clarified accountabilities and reduced the risk of fraud. These and

all other policies continue to enhance the Nation's financial management system, while also providing a high level of transparency and accountability to Members.

The Finance Department underwent a functional restructure in 2020, to better align the finance and accounting functions. Some of these changes included hiring a Financial Controller and a Procurement Manager, and creating a new Financial Planning and Analysis team to support decision making around the Nation's finances.

Budget Process and Increased Engagement with Members

In late 2019, a new Budget and Planning Policy was approved. This year's work built on the progress started in 2019, better connecting annual budgets with organizational goals and the Nation's Strategic Plan.

The arrival of COVID-19 turned the proposed 2020-2021 budget on its head as staff prepared a revised version which took into account forecasted changes to Own Source Revenue (OSR) as a result of the pandemic. Nexwsp'áyaḱen ta Úxwumixw (Council) passed the budget on April 27, 2020 and approved a number of measures aimed at reducing operating costs, while striving to maintain a high level of programs and services for Members.

As part of increased transparency and accountability commitments,

IT Update

The IT team made a number of improvements to the Nation's overall network security. New anti-virus software was installed, the operating system of all Nation computers was updated to Windows 10, and dual factor authentication was introduced to make accounts more secure. Network redesign and remediation was carried out to address any vulnerabilities and make systems more robust.

Sḱwḱwú7mesh Members were brought into the budget development on a higher level than in previous years, using the following methods:

- Input for the 2020-2021 budget was gathered from Budget Talks—which included a series of open houses and a survey, and was a key contributor in determining spending priorities for the year.
- A "Budget Fact Sheet" with background information and a high-level overview of the budget was created and posted on the website, and mailed out to all households.
- For the first time, the full 2020–2021 budget was published online for Members to view.

Transfer of Capilano River RV Park

Estxwáyusem has been working with Nch'kaý Development Corporation to help set up and arrange the transfer of the Nation's business entities. Ownership of the Capilano River RV Park was transferred to Nch'kaý during the last fiscal year.

Nch'kaý is wholly owned by the Sḱwḱwú7mesh Úxwumixw. It was established in 2018 as the economic development arm of the Nation, and was created to allow for the separation of business and politics.

Highlights: Community Supports

- Tax preparation services, for Canadian returns, offered to all Members



- 406 Members utilized tax preparation service

Nexwsp'áyaḱen ta Úxwumixw Community Operations

Nexwsp'áyaḱen ta Úxwumixw - Often Fixing the Community

Director: **Brian Baker**

- Assisted over 45 households with renovations
- Junk pick-up for Capilano, Mission, and Seymour reserves was carried out from April to October
- Approximately 4000 work orders created, 85% of which were completed

Nexwsp'áyaḱen ta Úxwumixw acts as a steward of the Nation's land, and is responsible for maintaining on-reserve community buildings and systems. The department looks after Member homes, supporting with renovations, replacement of home appliances, and accessibility requests. Security on-reserve is managed by Nexwsp'áyaḱen ta Úxwumixw, including monitoring over 100 cameras throughout the Nation, as well as maintenance and janitorial services for administrative and other community-owned buildings.

Purchase and Distribution of PPE

In response to the COVID-19 pandemic, Nexwsp'áyaḱen ta Úxwumixw purchased and distributed personal protective equipment (PPE) to staff, and also supported other departments in procuring PPE for Members.

The department provided the following PPE to staff between June 2020 and June 2021:

- Masks – over 2000-3000 masks
- Hand sanitizer – over 1000 L
- Gloves – over 1000 pairs
- Protective barriers for reception areas in all 13 offices

All PPE was delivered on an as-needed basis when contacted by staff. Funding for these purchases was provided by Indigenous Services Canada (ISC).

Food Delivery Assistance

Nexwsp'áyaḱen ta Úxwumixw assisted Ts'ixwts'ixwnítway (Member Services) by helping with food deliveries as the department dealt with an increase in requests from the community.

COVID-19 Safety Signage

The department supported the communications team by installing signage on-reserve. The signage was based on guidance from BC's Provincial Health Officer and included reminders to maintain physical distance and wear a mask.



Ta7Inewás

Education, Employment, & Training

Ta7Inewás - Learning with Each Other

Director: **Paul Wick**



Ta7Inewás strives for each Skwxwú7mesh Member, on- and off-reserve, to reach their full educational and employment potential. The department works in partnership with school districts, post-secondary institutions, and other First Nations to advocate for programs and services related to education, employment and training from private, provincial, and national sources.

The COVID-19 pandemic posed major challenges for students and teachers, and caused increases in unemployment. Ta7Inewás supported the community throughout 2020 by helping students and their families adjust to virtual learning, and by assisting Members who may receive Income Assistance to lessen the impact of the pandemic.

Income Assistance Program

- Number of Members supported through one-time programs/assistance: 420
- Number of families supported through one-time programs/assistance: 91

Due to economic challenges caused by the pandemic, there has been an increased need for financial support for some Members. To accommodate, Ta7Inewás facilitated the disbursement of emergency funding to Members who receive income assistance. This supplemental funding was administered directly to Members to help them purchase groceries, personal protective equipment (PPE), or other necessary items. In addition to the emergency funding, financial assistance was available for income assistance clients

who required essential household items. In total, the following items were purchased with this funding: 36 beds, two dressers, two dining tables, three sofa sets, a stroller and a freezer.

Prior to the pandemic, income assistance was provided in person through paper cheques. To accommodate the physical distancing guidelines, the department kick-started an initiative to provide income assistance via direct deposit. 90% of clients have now moved to direct deposit.

In the 2020-2021 school year, Skwxwú7mesh Úxwumixw celebrated the following graduates:

Certificate <small>3 completed in April 2020</small>	8
Diploma (2 yrs) <small>2019-20 school year, 2020-21 fiscal</small>	1
Bachelors <small>3 completed in April 2020</small>	22
Masters	3

Ɔwemelch'stn Etsimxwawtxw Skwul (Capilano Little Ones School):

- 2020 enrollment numbers: 52 students
- Staff positions: 14

Education Programming and Funding

Numerous programs and supports have been implemented to keep families and children engaged in education throughout the pandemic. In addition to the major initiatives listed below, virtual reading events were set up with elementary school students, and an additional student advocate was hired to connect with students from kindergarten to grade 12, to act as the liaison between the school, the student and their family, and to ensure the student is supported in their education.

Financial Support for Post-Secondary Students

Skwxwú7mesh Úxwumixw provides funding to support Members along their education journey through to graduation from their respective programs of study. These funds cover expenses such as application fees, tuition and mandatory student fees, books and supplies, living allowance, and others.

The majority of funding for this program is provided by Indigenous Services Canada; however, in 2020 the number of applicants exceeded the amount of funding available—to a total shortfall of \$929,110.

As Nexwsxwníw ntm ta Úxwumixw (Council) wishes to increase the capacity of Ta7Inewás to respond to the learning needs of all Members and to support those attending post-secondary program, as set out in the Post-Secondary Education Policy, Own Source Revenue (OSR) was allocated to cover all students who applied and met the criteria. This allowed for an additional approximately 45 students to receive funding. In total:

- 20 students received a grant to put towards a laptop
- 142 full-time students received funding for school supplies
- 14 students who had been affected by COVID-19 received an emergency bursary
- 139 full-time students, and 37 part-time students received a top up to the Canada Emergency Response (CERB) benefit

Supports for Ɔwemelch'stn Etsimxwawtxw Skwul (Capilano Little Ones School)

A number of supports and initiatives were implemented at Ɔwemelch'stn Etsimxwawtxw Skwul this year, many aimed at managing the changes necessitated by the pandemic.

To accommodate social distancing requirements, iPads, smartboards, and other technology was purchased to allow children to remain engaged and distant in class. Additional learning materials were purchased to reduce the need to share materials between students, and to support students who were able to learn from home. After the purchase of kitchen supplies, a food program was started, offering breakfast, lunch and snacks. Food was also brought to students learning from home, and one additional staff member was hired on contract to support with these extra services.

Seats were removed from an existing school bus, and it was converted to a temporary mobile classroom. A second remote classroom has been purchased to support children who are not able to attend classes at the school, and production of this second mobile classroom is expected to commence in the second half of 2021.

The school is growing too—in 2021, the school will begin offering Grade 3 classes. By offering a full primary K to 3 programming, the youngest Skwxwú7mesh will be fully supported throughout their crucial development years. Students will also be better prepared for the academic

Highlights: Community Supports

- Additional financial support for post-secondary students
- Additional student advocate hired for three months



- Education Services at the Eslha7án Learning Centre remained operational and followed the public schools remote and in person delivery model



- Technology and other supplier purchased to enhance safety at Capilano Little Ones School

- 90% uptake of direct deposit for income assistance cheques
- Increased funding for income assistance clients

- Except for a two-week period when all Nation buildings were closed, the Training and Trades Centre remained operational for in-person delivery of training services to students while following safety protocols

- A schoolbus at Capilano Little Ones School was transformed into a mobile classroom



and social transition to the intermediate years (Grades 4 to 7) at a new school. Work has started on improving the portables to meet the BC Building Code and prepare for more students.

The school continues down the road of immersion programming. The quality of our children's education must reflect and express our language and culture, which are inseparable in the teaching and learning process. The main focus over the past year was improving the language skills of the staff and creating more activities that include the Skwxwú7mesh Sníchim.

Interim School Program

In partnership with the North Vancouver School District, an interim program was set up at the Skwxwú7mesh Úxwumixw Education Hub office. The program helped students who were unsure about returning to school during the pandemic gain comfort with in-person classes, to support their transition back to their North Vancouver school. The students attended small in-person classes with a teacher provided by the School District.

The Protocol Agreement for Communication and Collaboration, signed by Skwxwú7mesh Úxwumixw and the North Vancouver School District (NVSD) on January 17, 2019, commits to an equal partnership in the education of Skwxwú7mesh students enrolled in the NVSD. The agreement contains provisions that entail Nation involvement in educational decisions, such as the inclusion of Skwxwú7mesh Sníchim, culture, and history in the curriculum and courses offered to all students in the NVSD.

Support for High-Cost Inclusive Education Students

35 students attending high-cost inclusive schools or other private schools received funding.

Employment Services

Ta7Inewás develops and delivers community programs, education, training and employment services to Members through the Eslha7án Learning Centre, Stitsma Career Centre, and Training & Trades Centre. These services assist Members in becoming more successful in mainstream education, employment and training.

Many programs offered across the three sites were postponed or cancelled due to

the pandemic; however, many programs were able to run later in the year, including carpentry, electrical foundations, project management, women in trades, and plumbing.

The Stitsma Career Centre also hired a job mentor to ensure its clients were successful in their workplace. While this position was filled for a number of months, it is currently open and has been posted for applicants.

Emergency Response & Planning

Emergency Response and Planning is overseen by Ta7Inewás Director Paul Wick. The program aims to ensure the Nation and its Members are well equipped to respond to emergencies or crises. This year, an Emergency Planning and Response Manager was hired to support the Nation's response to the pandemic and emergency preparedness into the future.

Community Guardian Program

In December 2020, the Community Guardian Program was launched to support Members in need and provide an additional resource for the Nation to stay engaged with Members. Five Community Guardians were hired: two to support the Squamish Valley and three to support the North Shore. The Guardians communicate public health guidelines, assist at vaccination clinics and community events, and help departments to deliver support to the community.

Emergency Preparedness Measures

Skwxwú7mesh Úxwumixw has invested in preventative measures to ensure that the Nation is well-prepared in case of a future emergency. As part of this preventative work, the Nation's emergency plans have been updated, an emergency storage container is set to be installed in the Squamish Valley in case of the need to evacuate, and staff members across departments have been trained in emergency management.

An Emergency Committee, including representatives from departments, has been established and meets on a quarterly basis to discuss upcoming initiatives and issues. The aim of the Committee is to provide the best possible service to Members to help prepare, mitigate, respond, and recover from emergency events. Training with Committee members and Nexwsxwníw ntm ta Úxwumixw (Council) has begun on emergency response and best practices. Equipment to run an Emergency Operations Centre has been purchased through a grant from Indigenous Services Canada (ISC).

Following an increase in house fires over the last year as a result of people spending more time at home, every Nation household (on-and off-reserve) was offered a fire extinguisher and smoke alarms for their homes. Funding for this initiative was supported by the First Nation Emergency Services Society.

Emergency Community Support Funding

Skwxwú7mesh Úxwumixw received an Emergency Community Support Funding grant from the West Vancouver Foundation in December. The grant of \$21,200 was distributed among several departments providing critical COVID-19 supports to Members.

Grant distribution:

- Ayás Méhmen (Child & Family Services): \$8,000
- Ts'ixwts'ixwnítway (Member Services): \$8,000
- Ta7Inewás (Education, Employment, and Training): \$2,600
- Emergency Program (Ta7Inewás): \$2,600

Grant funding was used for:

- Purchase of supply/food kits for children/youth, elders, and families experiencing interrupted services
- Assistance for Members where supplies and deliveries may be interrupted
- Preparing and delivering food and supplies for people in need
- Educational materials and learning support
- Home Care/personal support
- Materials and supplies related to Emergency Preparedness

Ta na wa Ch'awát ta Sxwéxwel

Squamish Valley Operations

Ta na wa Ch'awát ta Sxwéxwel - The Ones Who Help The Valley

Director: **Vacant**

The mandate of Ta na wa Ch'awát ta Sxwéxwel is to create and implement a vision of exemplary programs and services for Squamish Valley Members. Through internal programmes and work with outside agencies, the department provides the critical services and supports that Members from the Valley need to enhance the quality of their well-being and keep them connected to the community.

Support for Squamish Elders

A variety of supports were offered to the Nation's Elders to ensure they were taken care of during the pandemic. A healthy meal was provided twice per week, as well as personal protective equipment (PPE), tablets to allow Elders to access video conferencing software and games, and spiritual counselling. Activity packages were put together that included weaving, recipes, beading, knitting, leather work and model car kits.

The program was available to on- and off-reserve Elders. A few recipients of the program requested specific items while others did not utilize the programs as they felt they did not need it.

The old seven-passenger van used by the Elders Program was replaced this year.

Cultural Activity Kits

The department created Cultural Activity Kits for students and held workshops for families to come together to make drums as a form of healing during the pandemic. There was the opportunity to gather and drum outside for healthcare workers while practicing important cultural songs.

The department also created activity books that featured Indigenous designs to distribute to students. Kits had drum or

animal designs, and a list of Skwxwú7mesh Sníchim for the animals was included.

Some of the out-of-town Members were not able to be supported through these programs but Ta na wa Ch'awát ta Sxwéxwel has plans to reach out to them. Some vulnerable families did not participate or respond to an invitation to join, an existing challenge that was exacerbated by the pandemic.

Aboriginal Way of Knowing School - Cultural Journeys

A video camera was purchased so that students who attend the "Aboriginal Way of Knowing School - Cultural Journeys" could film themselves doing various traditional activities such as skinning deer hide for drum making and performing Skwxwú7mesh legends. The videos were compiled and shared with parents so they could see what their children were learning as they could not gather for Winter Feast. Overall, this program was well received by parents and students.

This program was limited to students who attend Aboriginal Way of Knowing School - Cultural Journeys as there are not enough resources to provide the program at all schools.

New Vehicles

In addition to the replacement of the van for the Elders Program, Ta na wa Ch'awát ta Sxwéxwel purchased an SUV to help Members travelling to funerals, cultural ceremonies, community meetings, and medical appointments, as well as a new ride-on floor cleaning machine for Totem Hall.

Reallocated Resources

Teams under Child & Family Services and Health Services reallocated some of their budget towards spiritual counselling sessions given that they couldn't hold in person wellness days or community events. Staff from these teams also assisted with food delivery by picking up the food packages that were being handed out from North Vancouver and distributing them to Members in the Squamish Valley.

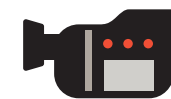
Staff across the entire department were dedicated to keeping up service delivery to Members throughout the pandemic. Totem Preschool and Tin Mun Mun Daycare continued to operate with COVID-19 safety protocols in place. Recreation offered Members ways to stay healthy and active through virtual programs.

Highlights: Community Supports

- Support of Squamish Valley Elders, including delivery of a healthy meal twice a week, personal protective equipment, tablets, games and spiritual counselling



- Cultural activity kits, including drum making



- Purchase of a video camera so that students could film themselves doing traditional activities such as skinning deer hide and show their parents

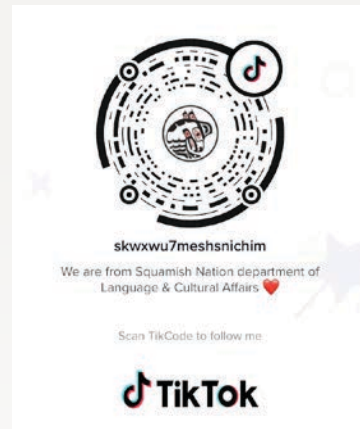
Ta na wa Ns7éyxnitm ta Snewíyelh

Language & Cultural Affairs

Ta na wa Ns7éyxnitm ta Snewíyelh - The Ones Who Guard the Teachings

Director: **Samaya Jardey**

Ta na wa Ns7éyxnitm ta Snewíyelh leads programs and projects that increase access to language. The department is focused on plans to revitalize the Skwxwú7mesh Sníchim and enable future generations to connect to where we came from, engage in traditional practices, and to eat and use traditional foods and medicines. There are social, economic, wellness, and environmental benefits for communities that have revitalized or maintained a critical threshold of language speakers within the membership, and the department works to realize these benefits for the Skwxwú7mesh people.



Cultivating Social Media Presence

Digital media presents an excellent opportunity to teach and promote the Skwxwú7mesh Sníchim. The department opened their social media pages to the public, and now have a growing following of Members and non-Members.

Using Facebook, YouTube, and most recently, a very successful TikTok account, the department shares language education videos, teaching the pronunciation of words and phrases in the Skwxwú7mesh

Skwxwú7mesh History Book Project

In 2018, Elder Dave Jacobs brought a request to Nexwsxwníw ntm ta Úxwumixw (Council) to support the development of a book on Skwxwú7mesh Úxwumixw history. The goal of the project is to promote Skwxwú7mesh history for the benefit of our people and future generations, so that young people will have the opportunity to learn our history.

This is a pilot project, with the book intended to be the first in a series. Initial steps have been taken—a publisher was

Sníchim, which serve as a lasting resource for teaching and preserving the language. A series of videos pronouncing city names along the Sea to Sky highway received local and provincial media coverage in April 2021.

The team is also working on a policy to help guide how they use social media, and further develop their channels as a means of educating and sharing Skwxwú7mesh Sníchim with the community.

selected, and the necessary contracts are under development. This project will likely take another two years, after which the department hopes to have the experience and skills necessary to begin publishing a new book annually.

The primary audience will be Skwxwú7mesh membership, although the book may be made available to schools and general members of the public who want to learn about Skwxwú7mesh history.

Tełtelnúmut Cht (Studying Who We Are) Program

First Nations Elders often say you have to know who you are and where you come from. Tełtelnúmut Cht is a new program that focuses on sharing Snewíyelh (advice; teachings; cultural knowledge) with Members, to help connect them to their Skwxwú7mesh roots. Facilitated by knowledgeable community members, the weekly sessions focus on a specialized subject (ex. history and language, canoe carving, sport, weaving, plants and medicine, fishing, our land, art, etc.).

The COVID-19 pandemic provided an opportunity for the program to reach a broader audience as virtual events became the norm. Members from across British

Columbia, Canada, and the USA participated in the program. 17 sessions have been held since the program's inception and it will restart in fall 2021.

Recordings of the sessions will be available for Skwxwú7mesh Members to access through the Archives, or Sxwimála-ałtxw—meaning storage house. The new Archives building (in the former Ts'ixwts'ixwnitway building) will hold materials from Ta na wa Ns7éyxnitm ta Snewíyelh. An Archivist has been hired to begin archiving materials, and develop policy/procedures to ensure the items inside are kept safe for future generations.



Departmental Growth

The creation of Ta na wa Ns7éyxnitm ta Snewíyelh as a distinct department was a strategic decision by the Nation to focus efforts on the important task of protecting and growing Skwxwú7mesh language and culture. This is supported not only by dedicated budget, but also by staff as noted above with the hiring of an Archivist and planning for a Sxwimála-ałtxw (storage house).

As part of its mandate and focused scope, the department also took over the administration of the Cultural Grants Program. In 2019, the Sports & Cultural Grants Program previously run by Nexwsxwníw ntm ta Úxwumixw (Council) was separated into two programs. Yúustway (Health, Wellness & Recreation) manages the Sports & Recreation Grants Program.

Highlights: Community Supports

- Planning to host in-person drum-making workshop in the coming months
- Produced a series of videos about COVID-19 safety with 2,500 views



- Community burning to be held with families who lost a loved one during the pandemic



Ta na wa Shéway I7xw ta Úxwumixw

Planning & Capital Projects

**Ta na wa Shéway i7xw
ta Úxwumixw** - The
Ones Who Grow All the
Communities

Director: **Bob Sokol**



Ta na wa Shéway I7xw ta Úxwumixw engages with Nation Members to create a long-range plan for all Sḵwḵwú7mesh Úxwumixw lands, which exemplifies Members' goals and values for the Nation's future. The department oversees and coordinates new on-reserve home construction for Nation Members as well as capital projects and infrastructure to support and grow the community.

In the last fiscal year:

- Construction was completed on 5 homes.
- Construction on 9 homes started. This includes the duplex & four-plex so 13 homes if counting individual units.

Capital Planning and Projects Policy

The Capital Planning and Projects Policy was approved by Nexwsxwníw ntm ta Úxwumixw (Council) on February 4, 2021.

This policy establishes the framework for long range planning within the Sḵwḵwú7mesh Úxwumixw including the identification and development of new capital projects and the financing of maintenance for existing assets in a transparent and comprehensive manner.

In particular, this policy provides a basis to conduct needs assessments, the first step

Construction Projects

Member Housing

One of the key functions of Planning & Capital projects is building Nation Member housing.

in capital project development. A number were started in the last fiscal.

- An Assisted Living Community and a Long-Term Care Facility for Nation Members/Elders (as directed by Nexwsxwníw ntm ta Úxwumixw on March 11, 2021)
- Xwemelch'stn Multi-Purpose Recreational Box
- Squamish Valley Longhouse
- Evans Lake Recreational Site

The demand for on-reserve housing far exceeds the number of units that can be supplied by the Nation and a number of strategies are currently being pursued

to meet these challenges. One is to take advantage of the Canada Mortgage and Housing Corporation (CMHC) Section 95 on-reserve non-profit housing program. Under this program, the CMHC provides First Nations with a monthly subsidy to assist with the financing and on-going operating costs of these units. A loan agreement was signed and construction on a duplex and four-plex began in September 2020. These units are nearing completion and will be operated and managed by Hiýárn ta Sḵwḵwú7mesh Housing Society.

Office Space

Over the past year, the Nation has invested in expanding office space for Yúustway (Health, Wellness & Recreation), Chéñchenstway (Human Resources), Ta7lnewás (Education, Employment & Training), and Ts'ixwts'ixwnítway (Member Services). Nexwsxwníw ntm ta Úxwumixw authorized staff to continue working on plans for the Sḵwḵwú7mesh Úxwumixw Headquarters in North Vancouver and also to look at the Squamish Valley's administrative needs.

Land and Waters

The Sḵwḵwú7mesh Úxwumixw Strategic Plan 2020-2023 outlined a vision for the Nation's land and waters, including priorities to protect these natural assets for future generations. Ta na wa Shéway I7xw ta Úxwumixw is supporting the vision by pursuing a number of projects, including the Sea Level Rise Study and the development of the Siyich'em Dike.

Sea Level Rise Study

The draft Sea Level Rise (SLR) study for the North Shore is a collaborative study between the Sḵwḵwú7mesh Úxwumixw, City of North Vancouver, District of West Vancouver, Port of Vancouver, and North Shore Emergency Management.

Climate change resiliency planning is particularly important for coastal cities. The SLR shows that coastal and low-lying areas of Sḵwḵwú7mesh Úxwumixw, including the Seymour, Capilano, and Mission Reserves, are at risk of future flooding if adaptive measures are not taken. The SLR Strategy recommends six priority steps to take over the next 10 years to help mitigate the risk of flooding in years to come.

These recommendations and findings in the study will serve as a guide to help build climate change resilient developments on Sḵwḵwú7mesh Úxwumixw territory.

Siyich'em Dike Master Plan

Working with the District of Squamish, Sḵwḵwú7mesh Úxwumixw is planning for the relocation of the Siyich'em Dike to divert water in a way that allows for the recapture of several acres of reserve lands that were flooded and washed away decades ago.

The dike will be constructed on a new alignment northwest from Siyich'em Reserve 30 metres from the active Squamish River bank, and will connect to the existing dike at Fisherman's Park. As part of a separate ongoing project, the District of Squamish and Sḵwḵwú7mesh Úxwumixw are planning to reconnect the upper end of Jimmy (Judd) Slough with the Squamish River using a new culvert and gate system to improve water quality and aquatic habitat.



Capital Asset Management Plan

The department is currently conducting a review of all Nation-owned capital assets, including buildings, infrastructure (such as water and sewer lines), roads, and community buildings. The review will result in an inventory of everything the Nation owns, as well as set budgets and timelines for the maintenance, upkeep, and future replacement of each asset.

The Nation has secured \$80,000 in grants from Indigenous Services Canada (ISC) to support this work, and has applied for an additional \$50,000 in funding from the Federation of Canadian Municipalities (FCM).



Ta na wa Yúus ta Stitúyntsam'

Rights & Title

Ta na wa Yuus ta Stitúyntsam' - The Ones Who Take Care of What Was Handed Down or What Will Be Handed Down

Director: **Peter Baker**

The primary mandate of the department is the protection, preservation, and management of Sk̓wx̓wú7mesh Úxwumixw Rights and Title interests, including its lands, resources, and cultural heritage, in accordance with the Nation's longstanding and sacred connection to the lands and waters of its territory.

Dakota Bowl Agreement

The Dakota Bowl area on the Sunshine Coast has been used and occupied by Sk̓wx̓wú7mesh since time immemorial. In a visit to a cut block site, Ta na wa Yúus ta Stitúyntsam' found 75 culturally modified trees and a grizzly bear habitat which had not been recorded, requiring new mitigation plans and environmental consideration.

In February 2021, the Nation entered into an agreement with the Province of British Columbia to protect the Dakota Bowl area from timber harvesting (logging) now and into the future. New land use options are now under consideration for this area including an Old Growth Management Area, a Wildlife Habitat Area, or a Sk̓wx̓wú7mesh Úxwumixw Area of Interest.

This success is largely due to the increased diligence of the Nation with regards to managing and overseeing requests from BC Timber Sales and other license holders. The team gets out on the land to observe and evaluate areas from a heritage, cultural, archaeological, environmental, and wildlife management standpoint to better understand their significance and vulnerabilities.

Departmental Growth

Ta na wa Yúus ta Stitúyntsam' has grown to include a Natural Resources branch which oversees fisheries, forestry, and wildlife management within the Nation's territory. Internally, the department has grown from three full-time and one part-time employee to 13 full-time employees. This increases capacity to manage any risks to Rights and Title interests, while also increasing the department's presence in the field and at tables for discussions and negotiations.

The most recent hires include two managers focused on climate action strategy. This expansion allows the department to look at the impacts of climate change on Rights and Title interests, and how that can be mitigated.

New Policies

Key policies were finalized and approved over the course of the year, several of which set the standard for external stakeholders on how to operate within the Nation's territory. This is a continuation of work that has been ongoing for several years to build the department's Aboriginal Rights & Title Strategy (ART) in a thoughtful and careful way.

These policies were developed in collaboration with Ta na wa Ns7éyxnitm ta Snewíyelh (Language & Cultural Affairs), and were reviewed by an advisory committee of traditional knowledge keepers.

Cultural Cedar Tree Program Policy—acknowledges the importance of cedar logs for cultural and spiritual projects and sets a transparent system for Members wishing to receive and use cedar trees.

Heritage Policy—under development since late 2019, this policy protects and preserves Sk̓wxwú7mesh cultural heritage, particularly in interactions with external stakeholders. The policy will be distributed to anyone wishing to conduct business on Sk̓wxwú7mesh territory so that they are informed of and respect the Nation's heritage and archaeological management standards.

Ancestral Remains Interim Policies—these policies ensure that any archeological excavation is completed respectfully and in accordance with the Nation's wishes, and that anything uncovered is handled in a culturally-sensitive manner.

Howe Sound UNESCO Biosphere Initiative

In 2019, Nexwsxwníw ntm ta Úxwumixw (Council) voted in favour of supporting the Howe Sound Biosphere Region Initiative, pending a technical review by Ta na wa Yúus ta Stitúyntsah and Nation staff. This initiative strives to have the Átl'ka7tsem / Howe Sound region designated under the United Nations Education, Scientific and Cultural Organization (UNESCO) Man and the Biosphere program to protect biodiversity and promote sustainability within the region. UNESCO Biosphere Regions are an international network of over 700 unique ecologically significant areas in the world that are learning places for sustainable development, bringing many stakeholders together to find local solutions to global environmental problems.

A letter of support drafted by Ta na wa Yúus ta Stitúyntsah confirmed that the initiative will not affect the Nation's Rights and Title interest in its territory, reconciliation processes, or decisions regarding land and/or resources, and that the Biosphere Region designation is underpinned by the United Nations Declaration on the Rights of Indigenous Peoples (the UN Declaration). In October 2020, Councillor Joyce Williams was appointed as Co-Chair of the Howe Sound Biosphere Region Initiative Society (HSBRIS) Board.

Receiving official designation status is an important milestone in building a long-term vision and plan for the area. As a key stakeholder, the Nation is excited to be a part of this important initiative and looks forward to helping steer it towards success.

External Relations

A key objective under the Strategic Plan's External Relations pillar is to build on current and past protocols and relationship agreements with various levels of governments and non-government organizations to ensure they are based on mutual respect, collaboration, equality, and meaningful engagement. Many of the Nation's protocol agreements were signed in the 1990s/early 2000s. Reviewing them ensures that they reflect 2021 contexts and newer legislation such as the Truth and Reconciliation Commission (TRC) and the United Nations Declaration of Rights of Indigenous People (the UN Declaration). This important work continued over the past year in a number of areas and a few examples are below.

- Sk̓wxwú7mesh Úxwumixw, Nch'kaý Development Corporation, and Westbank Projects Corporation worked on an Archeological Protocol Agreement to provide guidelines for archeological impacts assessments during development at Sehákw.
- Ta na wa Yúus ta Stitúyntsah worked with Sea to Sky Gondola to electrify a power line which will reduce emissions and noise levels for surrounding wildlife.
- There are ongoing negotiations with the Province of British Columbia to change the designation of several areas of interest (AOIs), particularly in the Squamish Valley, into Sk̓wxwú7mesh Úxwumixw cultural sites. This would lend more protections to the Nation's interests in those areas.
- The Nation continues to work with CN Rail to address the impacts of their operations on the communities of Eslhá7an and Xwemelch'stn.



Ts'ixwts'ixwnítway

Member Services

Ts'ixwts'ixwnítway – To Take Care of One Another

Director: **Monica Jacobs**

Ts'ixwts'ixwnítway is the front-line emergency and crisis support for Members who are most in need, providing the assistance they need immediately while working toward long-term solutions. The department works on- and off-reserve, managing various requirements to support Members with mental health, addiction, and emergency crisis challenges. Ts'ixwts'ixwnítway also manages the central registry records for the Nation, including territorial maps, estate records, demographics data, housing access criteria, and membership decision support.

COVID-19 Initiatives

This last year, with the additional challenges posed by COVID-19, there was an increase in the number of individuals and families in need. When the pandemic began, supports were provided as Members phoned in looking for specific help. If Members became sick with COVID-19, Ts'ixwts'ixwnítway was the department that they reached out to for help with isolation. Working with Yúustway (Health, Wellness & Recreation), the department provided cold and flu packs with tissues, cough syrup, a thermometer, soup, and medicine.

Ts'ixwts'ixwnítway expanded the monthly food packages program to off-reserve members also. Members living further away in the province or country were sent gift cards to purchase necessary food items. With Nexwsp'áyaḡen ta Úxwumixw (Community Operations) bulk purchasing hand sanitizer and personal protective equipment (PPE), funds were freed up to support the food packages.

Despite being one of the smallest departments in the Nation, the staff of 12 people in Ts'ixwts'ixwnítway also coordinated the following programs to

further support the community during the pandemic:

A Turkey on Every Doorstep

In November 2020 with the holiday season fast approaching, the department noticed that there was an increase in demand for holiday hampers compared to previous years. A new program was started to every home on-reserve with a turkey and some grocery items.

The department purchased 1,000 turkeys from Lilydale and the grocery items were provided by Ayás Méhmen (Child & Family Services). The initiative was well received and published in a local newspaper which resulted in more donations. As a result of the increased donations, the funds were used for the first time to buy gift cards for Members living off-reserve. This minimized the need for Members to look for support from other places such as food banks.

The funding for this initiative was provided by: Indigenous Services Canada (ISC), Seaspan, Ratcliff & Co, and the University of British Columbia (UBC). MLA for North Vancouver-Lonsdale, Bowinn Ma donated 700 boxes of candy canes.

Off-Reserve Elders Food Security

To ensure that off-reserve Elders felt supported during the pandemic, care packages were provided to those over the age of 60 living off-reserve which included \$200 in gift cards and two cloth masks with the Nation's logo. A simple message was included in each package which stated "We haven't forgot you" to ensure they felt supported.

Funding was supplied by ISC. Recently another application was submitted and approved for an additional round of care packages for Skwxwú7mesh Elders.

In addition to food packages, Ts'ixwts'ixwnítway also handed out activity bundles (crossword puzzles, playing cards, weaving kits, etc). It became clear that Elders were missing social connections, as access to the Elders Centre was limited. The department worked with Yúustway to reach out and provide that missing socialization.

Outreach Program

When the department began to notice that there were some Members who were not accessing their programs, they decided to expand their outreach team from

one outreach worker to three. Outreach workers visit Members throughout the Lower Mainland to provide someone whom they can talk to and to help them with needs such as food security, homelessness, and mental health support. With the pandemic, there was a particular focus on ensuring that Elders were provided with support and interaction.

The funding for this ongoing program came from ISC and Vancity's Reaching Home initiative.

Special Distribution for Members

In normal years, Members receive four payments coordinated by Ts'ixwts'ixwnítway and issued by Estxwáyusem (Finance & IT). To ease some of the burdens the community faced over the last year, two extra distributions were paid out, for a total of six payments over the year.

Each Skwxwú7mesh Member received approximately \$315 from the first special disbursement in June 2020, and a further \$315 from the second disbursement in February 2021.

Skwxwú7mesh Úxwumixw Elections Process

Ts'ixwts'ixwnítway is responsible for overseeing internal elections and other voting processes, including coordinating referendums. In 2021, the department supported a referendum on changing the date of the General Election where members of Council and a Band Manager are selected.

A voting period was held from March 26 to April 10, 2021. The majority of voters selected September 26, 2021 and the last Sunday of September every four years after that.



Addition to Reserve

Additions to reserve lands (ATR) increase the Nation's land base, and safeguard it for future generations. Ts'ixwts'ixwnítway is working to support the conversion of several plots of land.

Mortensen Property Sale and Addition to St'á7mes (Stawamus) Reserve – This two-year project came to a close in June 2021. Nexwsxwníw ntm ta Úxwumixw (Council) approved the purchase of the Mortenson Property in December 2020 so that it could be added to Stawamus IR No. 24 in Squamish Valley, an increase of 21.62 acres.

Cheekye Reserve – Currently in the final stages of adding 400 acres to Cheekye Reserve.

On-reserve Polling Station

During provincial and federal elections, Skwxwú7mesh Úxwumixw normally hosts a polling station. In September 2020, Nexwsxwníw ntm ta Úxwumixw sent a letter to Elections BC to request polling stations on reserve lands in Xwemelch'stn

Addition to Yekswaupsum IR No. 18 – Skwxwú7mesh Úxwumixw received an option to purchase 10 acres under the August 21, 2000 BC Rail Umbrella Agreement. In that Agreement, the province agreed to support the addition to reserve of the lands. Following BC Rail's difficulties in subdividing the lands for purchase by Skwxwú7mesh Úxwumixw, an alternate approach was undertaken that would allow BC Rail to expropriate the lands and transfer them to Squamish Nation Land Holdings Ltd. Through an Impact-Benefit Agreement with FortisBC, FortisBC has agreed to pay the \$280,000 purchase price on behalf of the Nation. The lands can now go through the ATR process.



Highlights: Community Supports

- Delivery of 1,000 turkeys to homes for the holidays



- Special COVID-19 distribution to all members, worth \$2.5 million



- Field an average of 100 calls a day from Members requesting assistance for food, utilities and rent relief

- Care packages for off-reserve Elders



- Support for Members who have contracted COVID-19 or are required to isolate

- Food delivery to over 700 households each month, and food pick up program for off-reserve Members



- Support for Members who are experiencing housing insecurity

Yúustway

Health, Wellness & Recreation

Yúustway – Working Together and Taking Care of Each Other

Director: **Glenda Gibbon**

Yúustway provides community health and recreation programmes through five divisions: Community Health & Wellness, Health Benefits Advocacy & Promotion, Home & Community Care, Kal'numet Primary Care Clinic, and Recreation. The department's mission is to provide quality holistic care in a respectful and safe manner by empowering our community and offering the tools for living in health and recreation from birth to end of life.

Number Vaccinated— North Shore Clinics

- March 10, 11, 12 = 421
- March 29 & 30 = 855

Number Vaccinated— Squamish Valley Clinics

- Feb 11 = 12
- March 9 & 10 = 154
- March 31 = 161

COVID-19 Vaccination Clinics

In March 2021, Yúustway – in partnership with the First Nations Health Authority (FNHA) and Vancouver Coastal Health (VCH) – hosted clinics to provide the first dose of the COVID-19 vaccination. These clinics provided vaccinations for over 1800 Members, their family households, and Sk̓wx̓wú7mesh Úxwumixw staff in both the Squamish Valley and North Shore, in a whole of community approach. The age

groups vaccinated for the March clinics were between the ages of 18 and 65.

A grant from FNHA was used to purchase two large outdoor tents for COVID-19 clinics to shelter Members who had to wait outside for vaccination shots. The tents were also used for Ts'ixwts'ixwnítway (Member Services) distribution assembly stations to keep staff and supplies dry and out of the sun.



"I appreciated that they vaccinated the family members of Nation Members as well."

"Very efficient and everyone was friendly."

"Appreciated that it was in community and I got to see friends and relatives."

"Awesome people. The nurse that vaccinated me explained everything well and made me comfortable."

"Well run – our Elders received assistance when they needed it."

Wellness Workshops and Initiatives

Despite challenges posed by COVID-19, the department hosted a number of workshops and carried out initiatives to give Members tools for healthy living. The department adapted to health guidelines by hosting events online when necessary, and in person when possible.

The workshops included:

- Creationism Wellness
- Healthy Native Men 6-week series
- Healthy Native Women 6-week series
- Anger Management
- Personal Accountability
- Self-Care Program
- Two Bath Bomb Making Workshops
- Drum Making Workshop
- Weaving Workshop
- Grief and Loss Workshop (July 2021)

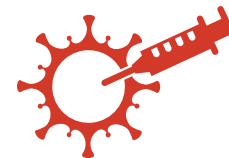
The initiatives included:

- YHS Christmas Wellness Distribution Bags
- Wellness Book Project
- Spiritual Counselling
- Nurturing Spirit Video—in progress
- Youth Advisory Camera Workshop—in progress
- Spring into Wellness Distribution Bags—in progress
- Walking Group and Fitness (July 2021)



Highlights: Community Supports

- 1,800 Members received first doses of COVID-19 vaccine at Squamish Nation clinics.



- Adaption and expansion of mental health and wellness programs, including:
 - Supports for depression, mental wellness, trauma and substance abuse
 - Wellness workshops and initiatives



Community Health & Wellness Division

The Community Health & Wellness Division (CHW) is comprised of a team of professionals who provide extensive services and resources for those who reside within the Sk̓wx̓wú7mesh Úxwumixw community, including mental health and addictions counselling as well as traditional and alternative healing and wellness supports. The division is supported by internal departments and external organizations (such as the FNHA, VCH, and various treatment centres and family support services).

During the height of the COVID-19 pandemic, the CHW team creatively adapted their programs and workshops so they could continue offering programs to support Members through videoconferences and tele-health calls. Members were given access to an assortment of educational books on mental health, addictions and self-empowerment to help fight the challenges of isolation.

Cultural activities were organized virtually through social media, including

classes on weaving, drum making, and traditional songs. Community members were also offered materials and supplies to learn to grow their own tobacco as part of the Tobacco Cessation and Reduction program.

CHW held online Naloxone training sessions, providing the materials and training to help Members identify the signs of an opioid overdose and administer medicine to reverse the effects.

The community was invited to learn how to introduce themselves in Sk̓wx̓wú7mesh Sníchim over Facebook, with a community cultural knowledge keeper available to facilitate a livestream and teach pronunciation. Members could participate by uploading a video, and were entered into a draw for prizes including traditional regalia such as a cape, and cedar and wool headbands.

The CHW team delivered custom wellness distribution bags to 73 community homes, including wellness items, gift cards, games and toys to help families enjoy their time together while isolated during the pandemic.

Recreation Division

The Recreation Division offers a variety of fitness programs for Members, as well as camps, classes, and activities for youth and families. At the beginning of the pandemic, programs were moved online—with classes such as Zumba, Medicine Ball Fitness, and Lacrosse Skills being taught over Zoom. The

team developed activities for families to complete remotely, such as a backyard scavenger hunt, painting class, various arts and crafts, and contests for the holidays.

As restrictions eased, many programs returned to an in-person format with reduced numbers.

Hiyáám ta Sk̓wx̓wú7mesh Housing Society

Hiyáám ta Sk̓wx̓wú7mesh - The Squamish Are Coming Home

CEO: Sarah Silva



Hiyáám Housing was created in 2019 to lead the development and management of non-profit housing, with the goal of housing all Sk̓wx̓wú7mesh within a generation. It is separate from Sk̓wx̓wú7mesh Úxwumixw run housing programs. Hiyáám Housing is arms-length to facilitate the separation of business and politics, yet is fully owned by the Sk̓wx̓wú7mesh Úxwumixw and accountable to membership.

Over the past year, the Nation and Hiyáám Housing worked on the designation of six parcels of reserve land for affordable housing development. The building budgets of the Eslhá7an Townhomes, Wiw̓k̓em Tenplex, and Wiw̓k̓em Thirteenplex were approved over March and April 2021 in preparation for their transfer to Hiyáám Housing on June 1, 2021. The Nation directed Hiyáám Housing to explore the development of modular housing and an on-reserve home loan program.

Land designation

In May 2020, the Sk̓wx̓wú7mesh Úxwumixw approved six sites to be put forward for Hiyáám Housing to develop. The six sites represent the largest designation of lands for affordable rental housing in the Nation's history.

Hiyáám Housing is responsible for leading the land designations as well as construction and property management once completed. On July 28, 2021, Members voted yes to approve the first three sites, which you can view on the right.

- X̓wemelch'stn at Welch and Mathias
- Ch'ich'éx̓ Wi7kw̓ near Phibbs Exchange
- Siyích'em along Government Road

There are three other sites slated for development. More information will be shared with community when Hiyáám Housing is ready to proceed with the land designation for these sites.

- The St'á7mes addition to reserve lands
- X̓wemelch'stn on Marine Drive
- Eslhá7an at Townhomes site



X̓wemelch'stn at Welch and Mathias

The site was home to the X̓wemelch'stn Lacrosse Box which is being relocated and rebuilt. In September 2020, the Sk̓wx̓wú7mesh Úxwumixw, Hiyáám Housing, and BC Housing announced approval of a fully funded 94-unit affordable rental housing project for the site. Of the 94 units, 59 (62 percent) will be dedicated to Elders. Hiyáám Housing was awarded a \$10 million grant from BC Housing for the construction of this project.



Ch'ich'éx̓ Wi7kw̓ near Phibbs Exchange

Located near the Phibbs Exchange Bus Loop, this site is currently filled with cottonwood trees and invasive plant species. Past land-use plans considered supportive housing for Squamish Nation students.



Siyích'em along Government Road

Located along Government Road in Squamish, this site was formerly occupied by trailer homes that have since been demolished.

Existing reserve lands Development site

Nch'kaý Development Corporation

CEO: **Bernd Christmas**¹

Nch'kaý was established in 2018 as the economic development arm of the Skwxwú7mesh Úxwumixw with a mandate to develop, manage, and own the active businesses of the Nation. Its purpose is to support the Nation by creating prosperity from economic opportunities for the benefit of current and future generations. This entity is arms-length to facilitate the separation of business and politics, yet is fully owned by the Skwxwú7mesh Úxwumixw and accountable to membership.

Sehákw

In December 2019, Nexwsxwníw ntm ta Úxwumixw (Council) and Nch'kaý received a mandate from membership through a referendum to move forward with the development at Sehákw. This project is not only one of the largest First Nations economic development projects in Canada, it will also be the country's first large scale net zero carbon housing development.

Located on 10.5 acres on the south end of the Burrard Street Bridge in Vancouver, Sehákw will create approximately 6,000 homes within 11 towers. The Master Agreement between Skwxwú7mesh Úxwumixw, Nch'kaý, and Westbank Projects Corporation was approved in October 2020. The agreement protects the Nation's interests as both governing authority and business partner, maximizes long-term value from the project, and secures commitments on housing, procurement and employment opportunities for Nation members.

As part of the ongoing projects for both Nch'kaý and Hiýám Housing, in December 2020 the Skwxwú7mesh Úxwumixw requested that the entities look into the benefits of using The First Nations Commercial & Industrial Development Act (FNCIDA). This federal legislation enables First Nations to opt-in and utilize provincial laws and systems to benefit on-reserve land development projects such as Sehákw and the six land designation sites for affordable housing.



¹ Prior to July 2021, the CEO was Toby Baker.



nexw̓n̓íw̓ Governance

Nexwsxwníw ntm ta Úxwumixw

Council



Skwetsi7meltxw
Joshua Joseph
Co-Chair



Orene Askew



K'ána
Deborah Baker



Xàlek Sekyú Siyam
Chief Ian Campbell



Kátxelacha
Brandon
Darbyshire-Joseph



Kálkalilh
Deanna Lewis



Sxwchálten Iy Xelsilem
Dustin Rivers
Spokesperson



Sxwíxwtn
Wilson Williams



Tiyáltelut
Kristen Rivers
Co-Chair



K'etximtn
Alroy Baker



Kasalus
Richard Baker



Kwitelut Kwelaw'ikw
Carla George



Syetáxtn
Chris Lewis
Spokesperson



Xayil
Jacob Lewis III



Joyce Williams



Klakwagilagime
Marcus Wooden

nexwnewéyelh

Governance Overview

Nexwsxwníw ntm ta Úxwumixw (Council)

Nexwsxwníw ntm ta Úxwumixw have a mandate from membership to protect the Amalgamation and enhance the Úxwumixw cultural values and traditions through respect, equality, and harmony for all. They govern the affairs of the Nation for a four-year term to ensure the well-being and prosperity of all Members. In 2020 there were 16 elected Councillors, two of whom were Co-Chairs. As per the new Election and Referendum Law approved by membership in December 2018, seven Councillors (three representing regional areas and four general) and one Chair will be elected in the September 2021 General Election.

Number of duly convened meetings in 2020/2021: 44

Council Committees

Councillors sit on a number of different Committees. Committees vet and provide strategic guidance on the work of the corresponding department (where applicable) as per their terms of reference. The Chair reports to Nexwsxwníw ntm ta Úxwumixw on matters discussed at meetings, providing advice and recommendations on how to proceed regarding a specific topic. Reports from several Committees are featured in this Annual Report.

Ayás Méhmen (Child & Family Services) Committee

- Supports and advocates for the mandate of the Ayás Méhmen department, internally within Sḵwḵwú7mesh Úxwumixw and in external relationships, and keeps up to date on changes to jurisdiction or other policies.

Cannabis Partnership Committee

- Assists in advancing the Cannabis Policy Framework and advises on cannabis issues or opportunities.

Climate Emergency Task Force Steering Committee

- Is tasked with developing an action plan and policies for responding to the climate crisis.

Economic Development Committee

- Provides with advice and recommendations on economic development while respecting and supporting the mandate of the Nch'kaý Development Corporation.

Ta7Inewás (Education, Employment & Training) Committee

- Vets Ta7Inewás policy and items in view of the needs of the community, programs, and resources.

Finance & Audit Committee

- Provides advice and recommendations on financial administration and best practices.

Governance Committee

- Serves as the monitoring and advisory body responsible for helping Nexwsxwníw ntm ta Úxwumixw fulfill its legal, ethical, and functional responsibilities.

Chéchenstway (Human Resources) Committee

- Advises on high level issues pertaining to the Human Resources policies and best practices.

Ta na wa Ns7éyxnitm ta Snewíyelh (Language & Cultural Affairs) Committee

- Advises on language, culture, and heritage matters.

Ta na wa Shéway I7xw ta Úxwumixw (Planning & Capital Projects) Committee

- Advises on capital projects and initiatives, receives reports and recommendations, and advances quality efforts.

Ta na wa Yúus ta Stitúyntsáñ (Rights & Title) Committee

- Reviews issues and courses of action to ensure the overall growth, strength, and implementation of Sḵwḵwú7mesh Rights & Title.

Yúustway (Health, Wellness & Recreation) Committee

- Advances health, wellness, and recreation services and provides advice on issues and opportunities for the community.

Band Manager

The Band Manager is elected by membership for a four-year term and can also be referred to as the Community Advocate. This impartial advocacy role provides membership with the access and right to be heard on important issues impacting their lives. The role does not include any financial or administrative authority.

Advisory Committees

Advisory Committees are a unique and valuable opportunity for Members to learn more about governance, and to provide important advice and feedback about decisions that impact the community. Two Councillors are present at meetings to act as liaisons between Nexwsxwníw ntm ta Úxwumixw and the Advisory Committee.

Youth Advisory Committee

- A Committee of ten Members who are under the age of 25 which plays an integral role in ensuring the voice of the Nation's Youth are included in various projects, policies, and programs.

Elders Advisory Committee

- A Committee of ten Members over the age of 55 who provide ideas, insights, and feedback on various projects, policies, and programs.

Chief of Staff (CoS)

The CoS is a key member of the Nation's leadership team. They work closely with Nexwsxwníw ntm ta Úxwumixw and across departments to provide strategic oversight and leadership in the areas of project management, communications, governance, and Council administrative support, in alignment with the values and goals highlighted in the Sḵwḵwú7mesh Úxwumixw Strategic Plan. They oversee the Ta na wa Cheh tm (Council Advisory & Support) department.

Housing Advisory Committee

- A Committee of ten Members who advise Nexwsxwníw ntm ta Úxwumixw and associated entities on various matters related to housing.

Budget & Finance Advisory Committee

- A Committee of ten Members who ensure that the community's perspectives are included in various finance projects, initiatives, policies, and the annual budget.

Chief Administrative Officer (CAO)

The CAO provides financial and governance oversight of all 11 administrative departments. They focus on the implementation of the Strategic Plan, collaborate with Committees, and keep Nexwsxwníw ntm ta Úxwumixw informed. Prior to April 2021, this position was previously the Office of the Managing Directors. While recruitment for an interim CAO is underway, day-to-day activities in this area are managed by an interim Strategic Operations division.

Departments

Directors are responsible for the management and strategic direction of their departments and staff. They report to Nexwsxwníw ntm ta Úxwumixw monthly on their activities and

raise any items that require discussion or approval.

Ayás Méhmen (Child & Family Services)

- Cares for and provides services to families that experience social, economic, and environmental challenges.

Chéhchenstway (Human Resources)

- Advises Directors, Managers, Team Leaders, and staff on a variety of employment related matters.

Estxwáyusem (Finance & IT)

- Assists Nexwsxwníw ntm ta Úxwumixw to strengthen the effectiveness, efficiency, and financial integrity of its operations and businesses.

Nexwsp'áyaaken ta Úxwumixw (Community Operations)

- As stewards of the Nation's land, the department is responsible for maintaining community assets and ensuring safe and accessible community services.

Ts'ixwts'ixwnítway (Member Services)

- Supports Members who are most in need, during the short-term transition period, until they can get stable or permanent support. Manages the central registry records for the Nation.

Ta na wa Cheh tm (Council Advisory & Support)

- Provides senior level technical, administrative, and management support to Nexwsxwníwntm ta Úxwumixw and assists in implementing decisions that make life better for all Members. The department consists of the Communications & Engagement, Council Administration, Governance & Policy, and Print & Production teams.

Ta na wa Ns7éyxnitm ta Snewiyelh (Language & Cultural Affairs)

- Leads programs and projects that increase access to language and shift the trend of language endangerment towards language revitalization.

Ta na wa Shéway I7xw ta Úxwumixw (Planning & Capital Projects)

- Grows the community through land use planning, capital projects, infrastructure, and new buildings.

1Ta na wa Yúus ta Stitúyntsah (Rights & Title)

- Protects, preserves, and manages Rights & Title interests, including lands and waters, resources, and cultural heritage, in accordance with our longstanding and sacred connection to our territory.

Ta na wa Ch'awát ta Sxwéxwel (Squamish Valley Operations)

- Ensures that Squamish Valley Members have the same accessible programs and services available to them.

Ta7Inewás (Education, Employment & Training)

- Assists Members in meeting their education and employment goals through integrated and collaborative programs, services, and opportunities.

Yúustway (Health, Wellness & Recreation)

- Provides quality holistic care in a respectful and safe manner and offers the tools for living in health and recreation from birth to end of life.

Skwxwú7mesh Úxwumixw Entities

These entities are arms-length to facilitate the separation of business and politics, yet they are fully owned by the Skwxwú7mesh Úxwumixw and accountable to membership.

Hiyárh ta Skwxwú7mesh Housing Society (Hiyárh)

Hiyárh was created in 2019 with a mandate to develop and manage non-profit housing for the community, working towards the goal of housing all Skwxwú7mesh within a generation (25 years). It is separate from Band run housing programs.

Nch'kaý Development Corporation (Nch'kaý)

Nch'kaý was established in 2018 as the economic development arm of the Skwxwú7mesh Úxwumixw which a mandate to develop, manage, and own the active businesses of the Nation. The name Nch'kaý was chosen as a reference to the Great Flood – the flood that forced our ancestors to tie their canoes to the highest mountain in the territory, Mount Garibaldi, in order to survive.

Skwxwú7mesh Liíwat7ul Cultural Centre

In 2001, Skwxwú7mesh Úxwumixw and Liíwat7ul signed a historic protocol agreement to formalize the mutual relationship and cooperation on cultural and economic development, and co-management of shared territory. The Cultural Centre was built to share the two Nations' cultural knowledge, and inspire understanding and respect amongst all peoples.

Skwxwú7mesh Úxwumixw Trust

The Trust was established in 2001. Nexwsxwníwntm ta Úxwumixw is responsible for appointing four Trustees on staggered four-year terms. The four Nation Trustees and one Administrative Trustee are responsible for making decisions in the best interest of membership and managing the investments of the Trust.



kex nach' syétsem Committee Reports

Committee Members:

Carla George (Chair)
Wilson Williams (Deputy Chair)
Deborah Baker
Deanna Lewis
Joyce Williams

Ayás Méhmen

Child & Family Services Committee

The Ayás Méhmen Committee advises Nexwsxwníw ntm ta Úxwumixw (Council) on jurisdictional and other aspects of child and family services provision. It advocates for the Ayás Méhmen mandate and supports the department with opportunities to advance it and further protect the interests of the community. The Committee also reviews the role of external entities—such as federal and provincial governments—in providing child and family services.

Exploring Opportunities Under Bill C-29

Bill C-92, the *Act respecting First Nations, Inuit, and Métis children, youth and families* came into force on January 1, 2020. This federal legislation means that Indigenous groups across Canada are able to design and deliver child and family solutions that best suit the needs of their individual communities.

This new Act affords an opportunity for the Skwxwú7mesh Úxwumixw to restore its inherent right to support, guide, and deliver services to our children, youth, and families that are grounded in our Chiyaxw (Skwxwú7mesh traditional values and culture).

The Act:

- Affirms the inherent right of Indigenous Peoples to self-government, which includes jurisdiction in relation to child and family services.

- Contributes to the implementation of the United Nations Declaration on the Rights of Indigenous Peoples.
- Shifts the programming focus to prevention and early intervention.
- Helps children stay with their families and communities and ensures that they grow up immersed in their cultures.
- Ensures that the principle of the best interests of the child is always applied in making decisions.
- Provides a framework to use when exercising jurisdiction.

In 2021, the Ayás Méhmen Project Team will be engaging membership to present what this opportunity means, and seek community input on how the Nation could exercise its inherent rights and jurisdiction over child and family services. The input provided will help determine next steps.



Chéhchenstway

Human Resources Committee

The Chéhchenstway Committee advises Nexwsxwníw ntm ta Úxwumixw (Council) on high level issues relating to human resources policies and best practices. It works alongside the department to review and make recommendations for policy and process amendments.

Valuing our Employees

The Sḵwḵwú7mesh Úxwumixw has been on a journey to get a holistic understanding of how its staff feel about their workplace, and to improve the ways in which the organization supports its staff. Through this especially challenging year, the important role that Nation staff play in ensuring the success of our community was particularly evident. The Sḵwḵwú7mesh Úxwumixw is developing a clear vision of what type of employer we want to become, and that includes making sure staff feel recognized for the critical work they do for our Members and for the Nation.

The Committee engaged external support to get a better understanding of how best to support staff and to build the Nation's capacity to undertake this work. A report was presented which laid out recommendations for building an overall positive and supportive work environment. The next step will be a survey of all employees to develop a baseline of employee satisfaction. The survey will be repeated annually to measure our improvement.

This survey is just one element of the overarching strategy to develop initiatives related to improving employee satisfaction and wellbeing – an key focus of the current Nexwsxwníw ntm ta Úxwumixw (Council)'s four-year term.

As part of this work, steps were taken to improve compensation such as becoming a Living Wage Employer and Status employees joining the Canada Pension Plan program.

Other activities the Committee advocated this year in support of our employees include a \$500 work from home payment to help staff transition to a home office space, and the provision of a wellness day to encourage staff to take care of their mental health. The Committee is also looking into providing three days of bereavement leave to employees in light of the residential school discoveries.



Committee Members:

Kristen Rivers (Chair)
Jacob Lewis (Deputy Chair)
Joshua Joseph
Khelsilem
Joyce Williams

Committee Members:

Jacob E. Lewis III (Chair)
Carla George
Khelsilem
Kristen Rivers
Marcus Wooden

Estḵwáyusem

Finance & Audit Committee

The Finance and Audit Committee (FAC) is responsible for reviewing the Nation's financial management matters and making recommendations to Nexwsxwníw ntm ta Úxwumixw (Council). Working with the Estḵwáyusem department, the Committee assists Nexwsxwníw ntm ta Úxwumixw in fulfilling its oversight responsibilities relating to the budget, financial reporting, audits, and compliance monitoring. FAC also aids with the development of financial policies and bylaws.

Financial Administration Bylaw

Significant transformation has been underway to give the Nation more capacity to make strategic financial decisions to improve outcomes for Members. On May 16, 2019 Nexwsxwníw ntm ta Úxwumixw (Council) approved the Sḵwḵwú7mesh Úxwumixw Financial Administration Bylaw (FAB). It is a set of governance and finance practices that informs decision-making by Nexwsxwníw ntm ta Úxwumixw and staff with regard to financial matters.

The Financial Administration Bylaw covers administration, financial management (including financial plans and budgets, expenditures, borrowing, risk management, financial reporting, and information technology), capital projects and asset management, and more. This ensures that finances are utilized in the best possible way for the benefit

of all Sḵwḵwú7mesh. It aligns with the Strategic Plan and filters down through departmental plans as well to ensure that the Nation as a whole is focused on policies and processes that promote transparency and accountability.

The Nation is currently in the second year of a multi-year process to implement the policies and procedures of the Financial Administration Bylaw which could eventually lead to certification by the First Nations Financial Management Board (FMB) for a Financial Administration Law.

The purpose of the FMB is to support First Nations to develop and implement good governance and finance practices. Prior to approval by Council, the FMB reviewed the Financial Administration Bylaw and provided confirmation that it was in line with the FMB standards.

Ta na wa Shéway I7xw ta Úxwumixw

Planning & Capital Projects Committee

The Ta na wa Shéway I7xw ta Úxwumixw Committee receives reports and recommendations from Nation staff on planning and capital projects, initiatives, and issues. It advises Nexwsxwníw ntm ta Úxwumixw (Council) on all matters related to the feasibility, development, and management of capital projects that contribute to the strategic goal of housing all Sḵwḵwú7mesh within a generation.

Naming Guidelines

As the Sḵwḵwú7mesh Úxwumixw expands and completes large capital projects, we need our buildings, streets, and property addresses to be named and organized in such a way that makes it easy for emergency, delivery, and transportation services to locate them. On March 18, 2021, Nation staff, in consultation with relevant stakeholders, were directed to develop naming guidelines which provide clear location and direction cues.

Highlighting the Sḵwḵwú7mesh language in place names is a key part of the

Strategic Plan. Naming and recognition reminds Members of their connection to the land while also ensuring that visitors appreciate whose territory they are on. Some of the buildings that currently need names include:

- North Vancouver Townhomes (condos);
- Wiw̓k'em Tenplex and Thirteenplex;
- Xwemelch'stn Duplex and Fourplex; and
- Xwemelch'stn 94 Unit Affordable Housing Project.



Committee Members:

Khelsilem (Chair)
Chris Lewis (Deputy Chair)
Brandon Darbyshire-Joseph
Jacob Lewis
Joyce Williams
Marcus Wooden

Committee Members:

Wilson Williams (Chair)
Chris Lewis (Deputy Chair)
Alroy Baker
Brandon Darbyshire-Joseph
Carla George
Jacob Lewis
Deanna Lewis
Kristen Rivers
Joyce Williams

Ta7Inewás

Education, Employment & Training Committee



The Ta7Inewás Committee assists Nexwsxwníw ntm ta Úxwumixw (Council) in reviewing and promoting the education, employment and training (EET) programs and services offered to Members. It also vets EET policies and items brought to Nexwsxwníw ntm ta Úxwumixw for decision, taking into account the needs of the community, the programs, resources, and funding.

Sḵwḵwú7mesh Úxwumixw Masters of Education

Working in collaboration with Simon Fraser University (SFU), a two-year degree program has been designed for leaders within the Sḵwḵwú7mesh Úxwumixw. Central to the program is situating collaborative learning within the community and incorporating cultural knowledge holders. These types of research and degree programs contribute to the building of strong cultural and education services for Members.

Students of the program, which includes a number of Nation Members and staff, presented the topics and research ethics of their projects to the Committee in 2020 to gather feedback. The Committee recommended to Nexwsxwníw ntm ta Úxwumixw that the projects be approved and research within the community can now proceed.

Support for Educational Jurisdiction

In the past year, the Committee indicated its support for the Ta7Inewás department to gather more information about initiatives to exercise greater educational jurisdiction. This is part of the vision outlined in the Nation's Strategic Plan.

Jurisdiction over education is the formal recognition by the federal and provincial governments of First Nations' inherent rights to make laws related to the education of their children. This includes law-making authority over curriculum development, graduation requirements, teacher certification, and school certification (for education on-reserve only). The department will continue to gather information about the opportunities this could present for the Nation.

Ta na wa Yúus ta Stitúyntsam

Rights & Title Committee



The Ta na wa Yúus ta Stitúyntsarh Committee assists Nexwsxwníw ntm ta Úxwumixw (Council) in reviewing Rights and Title issues and recommending courses of action. The Committee advances the growth, strength, and implementation of Skwxwú7mesh Rights and Title efforts through the development and review of tools for protection such as policies and procedures, agreements, and the Xay Temixw (Sacred Land) Use Plan.

Opportunities Under Bill 41

Ta na wa Yúus ta Stitúyntsarh is reviewing the opportunities and impacts resulting from the Government of BC passing Bill 41. *The Declaration on the Rights of Indigenous Peoples Act* (Bill 41) sets out a process to align provincial laws with the United Nations Declaration on the Rights of Indigenous Peoples (the UN Declaration) and introduce better transparency and predictability in the work between the Government and First Nations. The legislation provides a framework for decision-making between Indigenous governments and the Province on matters that impact their citizens and was endorsed by the Skwxwú7mesh Úxwumixw in 2019.

This work will include an analysis of 50 relevant existing provincial statutes (or regulatory frameworks) where Skwxwú7mesh Úxwumixw could assert its jurisdiction should it so choose. Through this work, the Nation hopes to better understand the opportunities under Bill 41

and gain the knowledge needed to make the renewed partnership successful. The legal review is a preliminary step and the community will be encouraged to provide their thoughts at a later stage.

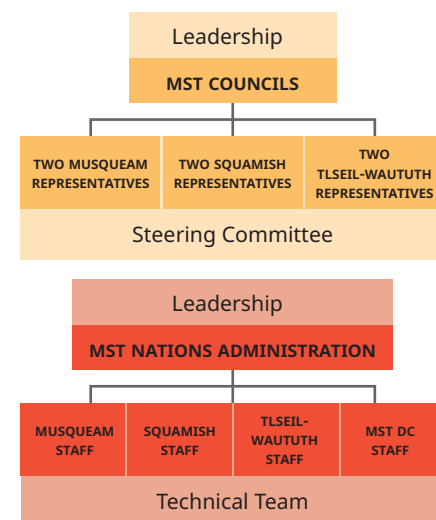
MST Partnership

xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh Úxwumixw, and səilíwətaʔ (Tseil-Waututh) have come together in partnership to celebrate their cultural and family connections, and to reflect their tradition of working together collaboratively to benefit their people. This year, the MST Partnership continued to negotiate land disposition and approved a restructuring of the Working Group.

In May 2020 the Working Group was branched into two components – a Steering Committee and a Technical Team – with a revised terms of reference (TOR) that broadened the mandate of the group to include more items of mutual interest. The purpose of this revision was to give greater clarity to organizational structure,

separating political leadership roles from technical team responsibilities. It also improves the efficiency of communication and decision-making and ensures responsibilities of each Nation are balanced.

New Structure:



Committee Members:

- Chris Lewis (Chair)
- Khelsilem (Deputy Chair)
- Orene Askew
- Ian Campbell
- Marcus Wooden

Committee Members:

- Khelsilem (Chair)
- Joyce Williams (Deputy Chair)
- Alroy Baker
- Carla George
- Deanna Lewis

Building Relationships

The Ta7Inewás (Education, Employment, & Training) and Ta na wa Ns7éyxnitm ta Snewíyelh departments are working on renewing the Nation's memorandum of understanding (MOU) with Simon Fraser University (SFU). The MOU is a document which sets out how SFU and the Nation will work towards common goals and a mutually beneficial relationship. SFU is one of the few post-secondary institutions that Skwxwú7mesh Úxwumixw has this type of agreement with.

The Nation's relationship with SFU has resulted in a number of collaborative programs:

- Skwxwú7mesh Sníchim Certificate and Diploma programs – taught on-reserve, these programs support revitalization efforts by training new second-language speakers.
- Skwxwú7mesh Úxwumixw Masters of Education – a number of community members are working towards

Ta na wa Ns7éyxnitm ta Snewíyelh

Language & Cultural Affairs Committee

Ta na wa Ns7éyxnitm ta Snewíyelh advises Nexwsxwníw ntm ta Úxwumixw (Council) on internal and external language, culture, and heritage matters, including policy development, and supports repatriation efforts for cultural belongings of the Skwxwú7mesh Stélmexw (Squamish People). The Committee promotes cultural ways and revitalization of the Skwxwú7mesh Sníchim.

completion of this program, which is grounded in Skwxwú7mesh traditions and cultural knowledge.

- First Peoples Gathering House – construction has started to build a safe and welcoming space on the SFU Burnaby campus for all Indigenous students.
- Ta na wa Yúus ta Stitúyntsarh (Rights & Title) research

Protecting our Heritage

Over the last fiscal year, the Committee supported a number of important initiatives related to protecting the Nation's heritage, with language being a major focus.

To ensure that our language lives on for future generations, significant work was carried out to develop the Skwxwú7mesh Sníchim Policy. This policy helps to guide, provide, and protect the Skwxwú7mesh Sníchim, and sets out the Nation's vision for best practices in language revitalization. It will enable the development and



maintenance of highly proficient and fluent speakers of Skwxwú7mesh Sníchim. This policy was built out from the Squamish Language Policy Framework, which was approved by Council in July 2019.

Skwxwú7mesh Úxwumixw is one of the only First Nations to develop a language policy to help preserve the language and support its growth.

The Committee also supported the department's efforts to create an "Introduction to Squamish History" book. This is a pilot project, with the book intended to be the first in a series celebrating and promoting Skwxwú7mesh history to Members.



Yúustway

Health, Wellness & Recreation Committee

The Yúustway Committee assists Nexwsxwníw ntm ta Úxwumixw (Council) in advancing and promoting health, wellness, and recreation services for all Members. It supports the department in reviewing the role of external entities such as provincial health authorities or the federal government in providing health services to First Nations communities.

COVID-19 Response

Building health and wellness capacity in the Nation, in particular delivering services to Members within the community, is an important vision of the Strategic Plan. The pandemic provided an opportunity to demonstrate this in action through partnerships with the First Nations Health Authority (FHNA) and Vancouver Coastal Health (VCH) to hold vaccination clinics.

First dose clinics were held on-reserve in March 2021. These clinics provided vaccinations for over 1800 Members, their family households, and Sk̓wxwú7mesh Úxwumixw staff in both the Squamish Valley and North Shore, in a whole of community approach. The age groups vaccinated for the March clinics were between the ages of 18 and 65.

Number Vaccinated— North Shore Clinics

- March 10, 11, 12 = 421
- March 29 & 30 = 855

Number Vaccinated— Squamish Valley Clinics

- Feb 11 = 12
- March 9 & 10 = 154
- March 31 = 161

Committee Members:

Deborah Baker (Chair)
Deanna Lewis (Deputy Chair)
Carla George
Brandon Darbyshire-Joseph
Joshua Joseph
Joyce Williams

men yúus Risks



Risk Management

As we work toward implementing the priorities and visions of the Skwxwú7mesh Úxwumixw, effective risk management will play a key role in the success of the Nation. As part of this initiative, the Skwxwú7mesh Úxwumixw implemented the first phase of Enterprise Risk Management (ERM), between November 2020 and March 2021, as a way for the Nation to protect itself and its interests, by minimizing risk exposure and limiting potential consequences. Over this time, the Nation introduced a base level of risk management, and now has the tools and processes in place to identify and mitigate risks.

The successful implementation is the result of dedication and hard work of directors, managers and staff—all of whom have contributed to developing the ERM. Through numerous conversations, staff identified more than 80 risks and began to better understand strategy and controls. Training was provided to ensure the successful implementation of risk management within each department, and between departments and the organization, and this process is now integrated into the Nation's strategic planning cycle.

Risk Register

As risks are identified by departments, Directors, and Nexwswniw ntm ta Uxwumixw (Council), they are placed in the Risk Register. The register provides a complete inventory of all identified risks, including the nature of the risk, mitigation measures, and the person or department managing it. In the register, risks are displayed on a risk matrix according to their level of magnitude—determined by a risk’s likelihood and impact. Likelihood indicates how often a risk is expected to happen. The impact of each risk is measured in terms of its potential to negatively affect the Nation’s finances, reputation, health and safety, infrastructure and other considerations.

The Skwxwú7mesh Uxwumixw risk matrix has four levels of magnitude:

- **Green** — manageable risks — They are monitored but often do not require risk treatment plans as they only have a potential for minor impact.
- **Yellow** — high consequence but low likelihood risks — These risks are monitored to ensure they do not increase in magnitude.
- **Orange** — medium risks — which require risk treatment plans including mitigation steps aimed at moving the risk into the green section.
- **Red** — high impact risks — risks that are identified as the highest urgency to address, and which require constant monitoring and thorough management and mitigation planning to move them down into the orange section.



Overview of Risks

At the end of the fiscal year, 83 risks had been identified—31 green, 46 orange, 1 yellow and 5 red. There are common themes between the risks, including:

- Loss of language and culture
- Member safety
- Health and wellness
- Budget
- Compliance and governance
- Service standards
- Technology and systems
- Capacity
- External pressures
- Employee burn-out and engagement
- Prioritization and leadership

The following examples are risks that can be related to the themes “loss of language and culture”, “member safety”, and “service standards”.

	Risk	Description	Potential Impacts	Mitigation
1	Children consider English as their mother tongue	If the Nation loses Elders and language speakers, it becomes more likely that Skwxwú7mesh children will lose connection to their language.	Erosion or complete loss of connection to the culture and language. Loss of full understanding of the spoken language and meanings.	Record Elders speaking and teaching the Skwxwú7mesh sníchim. Mandate to protect the language. Develop support resources to help language keepers teach the younger generation and preserve knowledge.
2	Not providing vulnerable Members that live off-reserve the support and help they need	Members are not proactively connected to the services the Nation provides, meaning the Nation must do outreach to ensure Members access services in times of crisis.	Off-reserve Members feel isolated and are not aware of supports available, resulting in injury, self-harm, or other dangerous behaviours.	Provide frequent outreach, such as home visits to Members, particularly those living in the downtown East side.
3	Not providing an equitable and accessible level of service to all Members	Some Members experience barriers to accessing the Nation’s services. Those barriers can include lack of internet literacy or transportation options, or impacts from physical/mental disabilities.	Members who do not have access to services may become injured or unwell without support, leading to higher cases of emergency care requirements.	Improve service standards across the Nation. Improve operational understanding of potential barriers to access. Review existing services for fairness and accessibility.
4	Insufficient funding for programs or reduced funding for existing programs	Insufficient or reduced funding in a department would reduce the quality or number of services that they are able to provide to Members.	Services and supports are unavailable to Members, reducing their quality of life. The Nation is unable to achieve its strategic priorities.	Analyze and address barriers to acquiring funding. Develop innovative approaches to programs that require less funding to provide a high level of service to Members.
5	Poor communication to Members, between departments, and from operations to Council	Poor communication to Members can lead to confusion and lack of trust. Internally, poor communication can also result in the misallocation of resources and less proactive management of issues.	Confusion, spread of misinformation, and erosion of trust between the organization and Members, and within the organization.	Develop a communications plan to ensure set standards for official communications, to reduce repeated questions and confusion. Develop a set of principles for communications with various stakeholder groups.
6	Loss of language	If traditions and language are not fully recorded and passed on to future generations, the Skwxwú7mesh sníchim could move towards becoming extinct.	Nation Members become assimilated and lose connection to their culture and to the land.	Strengthen and support the mandate of Ta na wa Ns7éyxnitm ta Snewíyelh (Language & Cultural Affairs) to focus on recovery and revitalization of the Skwxwú7mesh sníchim.
7	Inability to adequately protect out land	If strong policies, processes and community support are not present, we will become unable to adequately protect our land.	Future generations won’t have access to traditional lands and waters.	Develop new tools and strengthen existing policies to help Ta na wa Yuus ta Stitúyntsarh (Rights & Title) manage files and protect our lands and waters.

An aerial photograph of a shoreline. The top half of the image shows a dark, calm body of water. The bottom half shows a wide, flat beach composed of numerous small, light-colored pebbles and shells. The water meets the shore in a gentle, irregular line.

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Report of the Independent Auditor on the Summary Consolidated Financial Statements

To the Members of Squamish Nation

Our opinion

In our opinion, the accompanying summary consolidated financial statements of Squamish Nation and its subsidiaries (the Nation) are a fair summary of the audited consolidated financial statements, on the basis described in Note 1 to the summary consolidated financial statements.

The summary consolidated financial statements

The Nation's summary consolidated financial statements derived from the audited consolidated financial statements for the year ended March 31, 2021 comprise:

- the summary consolidated statement of operations and accumulated surplus for the year ended March 31, 2021;
- the summary consolidated statement of financial position as at March 31, 2021;
- the summary consolidated statement of cash flows for the year then ended; and
- the related notes to the summary consolidated financial statements.

The summary consolidated financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated financial statements and the auditor's report thereon. The audited consolidated financial statements, and the summary consolidated financial statements, do not reflect the effect of events that occurred subsequent to the date of our report on the audited financial statements.

The audited consolidated financial statements and our report thereon

We expressed an unmodified audit opinion on the audited consolidated financial statements in our report dated September 8, 2021.

Management's responsibility for the summary consolidated financial statements

Management is responsible for the preparation of the summary consolidated financial statements on the basis described in Note 1.

Auditor's responsibility

Our responsibility is to express an opinion on whether the summary consolidated financial statements are a fair summary of the audited consolidated financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to Report on Summary Financial Statements*.

PricewaterhouseCoopers LLP

Chartered Professional Accountants

Vancouver, British Columbia
September 21, 2021

PricewaterhouseCoopers LLP
PricewaterhouseCoopers Place, 250 Howe Street, Suite 1400, Vancouver, British Columbia, Canada V6C 3S7
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PwC refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.

For the year ended March 31, 2021. All in thousands except for note disclosures.

Summary Consolidated Statement of Operations and Accumulated Surplus

How the Nation's overall financial position has changed over the year.
This is useful to see where the Nation's money came from and where it went.

	Notes 10 & 11 (p. 87-88)	Budget \$'000	2021 \$'000	2020 \$'000
Revenue				
Leases		29,741	¹ 40,269	28,989
Other income		² 16,163	16,380	20,743
Indigenous Services Canada		19,979	24,359	16,226
Lands and resources accommodation		4,532	5,606	9,916
Taxation		8,579	9,129	10,448
Cigarettes, gasoline and retail		3,523	3,817	4,103
Committed funds from prior year		6,002	7,297	7,611
Interest and other		1,020	2,813	4,823
Forestry revenue		-	-	825
Equity earnings		³ 2,754	1,631	281
Committed funds to next year		(1,144)	(12,777)	(7,297)
		91,149	98,523	96,666
Expenses				
	14 (p. 89)			
Program costs (schedule 2) ⁴		82,014	66,588	61,216
Taxation		3,855	4,113	3,981
Cigarettes, gasoline and retail		3,045	3,273	3,665
Leases		1,021	626	1,442
Interest and other expense	9 (p. 87)	2,485	2,349	3,865
Lands and resources accommodation		663	893	741
Project negotiation expenses		504	412	379
		93,587	78,253	75,289
Excess of revenue over expenses for the year		(2,437)	20,270	21,377
Accumulated surplus - Beginning of year		228,061	228,061	206,684
Accumulated surplus - End of year	18 (p. 90)	225,623	248,331	228,061

¹ Rent received by the Nation, mainly from Department of Environment and Park Royal.

² Principally funding received from provincial government and other external funders.

³ Money earned from the Nation's commercial enterprises such as Lynnwood and Mosquito Creek Marinas, Squamish Valley Gas Bar, and MST.

⁴ A breakdown of the amount spent on the Nation's programs and services can be found on page 8 (the highlights section).

Summary Consolidated Statement of Financial Position

The summary of the Nation's financial position at the end of the year. A view into how healthy the Nation's financial position is and therefore the Nation's ability to continue to provide services to Members.

	Notes	2021 \$'000	2020 \$'000
Financial Assets			
Cash and cash equivalents		127,491	101,282
Restricted cash ¹	3 (p. 84)	7,114	501
Accounts receivable	10 & 16 (p. 87&90)	27,989	22,488
Inventory held for resale		277	269
Funds held by the Government of Canada		1,137	1,090
Investments and advances ²	4 (p. 85)	79,252	80,979
		243,260	206,610
Liabilities			
Accounts payable and accrued liabilities	10 & 16 (p. 87&90)	15,106	11,494
Committed program funds (schedule 2)		13,031	7,297
Deferred revenue ³	2 (p. 84)	43,637	27,063
Loans payable	8 (p. 86)	22,248	30,280
		94,023	76,133
		149,237	130,476
Non-Financial Assets			
Tangible capital assets (schedule 1)		91,700	90,223
Property under development		4,627	4,565
Prepaid expenses		907	822
Deferred lease costs	6 (p. 85)	1,860	1,975
		99,094	97,584
Accumulated surplus	18 (p. 90)	248,331	228,061

¹ Money held for a specific purpose that isn't generally available to the Nation

² The Nation's share of subsidiary commercial entities (e.g. Lynnwood Marina LP or MST LP)

³ Advance payments for services that are going to be performed in the future (e.g. DoE lease for 21/22)

Summary Consolidated Statement of Cash Flows

The change in cash (and other assets that are similar to cash) from the beginning to the end of the year. This can be used to get an understanding whether the Nation is generating enough cash to meet its needs.

	Notes	2021 \$'000	2020 \$'000
Cash provided by (used in)			
Operating activities			
Excess of revenue over expenses for the year		20,270	21,377
Items not involving cash			
Amortization of tangible capital assets		4,225	4,170
Equity (earnings) from government business		(1,631)	(281)
Amortization of deferred lease costs		114	114
Loan forgiveness		-	(1,198)
		22,979	24,183
Change in operating working capital	13 (p. 89)	20,328	(3,402)
		43,307	20,780
Capital activities			
Acquisition of tangible capital assets		(5,702)	(7,690)
Proceeds on disposition of tangible capital assets			490
		(5,702)	(7,200)
Investing activities			
(Increase) decrease in restricted cash		(6,613)	308
Increase in funds held by the Government of Canada		(47)	(51)
Decrease in investments and advances		-	833
Drawings from government business enterprises		3,358	2,529
Acquisition of property under development		(62)	(66)
		(3,364)	3,552
Financing activities			
Proceeds from loans payable		10,568	
Repayment of loans		(18,600)	(4,258)
		(8,032)	(4,258)
Increase in cash and cash equivalents during the year		26,209	12,874
Cash and cash equivalents - Beginning of year		101,282	88,408
Cash and cash equivalents - End of year		127,491	101,282

1. Summary of significant accounting policies

Basis of presentation

How the statements in the annual report have been built

The Nation has prepared the summary consolidated financial statements using the following criteria:

- The summary consolidated financial statements include all the statements in the audited consolidated financial statements other than a statement of changes and net financial assets.
- Note disclosures are presented in thousands of Canadian dollars unless otherwise indicated.
- Information in the summary consolidated financial statements agrees with the related information in the completed set of audited consolidated financial statements.
- Major subtotals, totals and comparative information from the audited consolidated financial statements are included.
- The summary consolidated financial statements contain all the information from the audited consolidated financial statements that has a pervasive/ significant effect.

The audited consolidated financial statements were prepared in accordance with Canadian public sector accounting standards. The key accounting policies used when creating the statements are:

Entities consolidated

What entities have been included in the Nation's financial statements and under what method

Organizations consolidated in the Nation's financial statements include:

- Spo7ez Cultural Centre and Community Society (government partnership, 50% share, proportionately consolidated)
- MST Development Corporation (government partnership, 33% share, proportionately consolidated)
- Lynnwood Industrial Estates Holding Company Ltd.
- SN Produce Limited Partnership
- SN New Brighton Dock Ltd.
- Newhaven group of entities
- Nchu'7mut Contracting Limited Partnership
- Squamish Nation Youth Centre
- Nch'kaŷ Development Limited Partnership
- Hiŷáŷ ta Skw̓xwú7mesh Housing Society
- Various other inactive entities

Investments in the following commercial enterprises are accounted for by the modified equity method and, as such, the accounting policies of these entities are not adjusted to conform with those of the Nation:

- Mosquito Creek Marina Limited Partnership
- Lynnwood Industrial Estates Ltd. and Lynnwood Marina Limited Partnership

- Northwest Squamish Forestry Limited Partnership
- Squamish Valley Gas Limited Partnership
- LDB Developments (AQ/MIB/SN/TWN) Limited Partnership (25% share)
- MST (Jericho) Limited Partnership, MST (Fairmont) Limited Partnership and MST (West Vancouver) Limited Partnership (33% share) (The MST limited partnerships)
- MST (Jericho 2016) Limited Partnership (33% share)
- Capilano River R.V. Limited Partnership

The purpose of the majority of the government business partnerships is to own and develop properties for the purpose of generating income.

Asset classification

Assets are classified as either financial or non-financial

Financial assets are assets that could be used to meet existing liabilities or 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 and may be consumed in normal operations.

Intangible assets, and items inherited by right of the Crown, are not recognized in the summary financial statements.

Non-financial assets

Non-financial assets include tangible capital assets, property under development, land held for resale, prepaid expenses and deferred lease costs.

a) Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly related to the acquisition, construction, development or improvement of the assets. The assets are then amortized to reflect the cost over the time the asset will be used. That is, the cost, less estimated value of a fixed asset at the end of its useful life, is recorded on the statement of operations and accumulated surplus on a straight-line basis over their estimated useful lives as follows:

Housing and schools	20 years
Buildings, prefab structures, etc.	3 – 35 years
Infrastructure	30 years
Computer hardware and software	5 – 15 years
Vehicles	5 years
Squamish Lil'wat Cultural Centre	3 – 60 years

Construction in progress is recorded at cost and is not amortized until the asset is brought into use.

b) Property under development

Property under development is recorded at cost and is not amortized until complete.

c) Land held for resale

Land held for resale is recorded at cost.

d) Deferred lease costs

Deferred lease costs include initial direct costs incurred to secure operating leases, which are deferred and amortized over the term of the leases, ranging from 20 to 30 years.

Revenue recognition

When does the Nation include receipts on the statement of operations and accumulated surplus

Government transfers from the federal and provincial governments that do not include stipulations are recognized as revenue when the transfers have been authorized, eligibility criteria have been met and a reasonable estimate of the amount can be made. Government transfers with stipulations are recognized as revenue in the period the transfers are authorized, and eligibility criteria and stipulations are met.

Restricted contributions received under terms of agreements are recognized as revenue in the year in which the related expenses are incurred. Unexpended restricted contributions for programs are deferred as committed program funds. Unrestricted contributions are recognized as revenue when received.

Revenue from leases is recognized on a straight-line basis as it is earned based on the lease agreements and when collectability is reasonably assured. Revenues from lands and resource accommodation, interest and timber dues, forestry revenue and other income are recognized as they are earned and collectability is reasonably assured. Revenues from sales of cigarettes, gasoline and retail are recognized upon delivery of the products. Amounts received but not yet earned are recorded as deferred revenue.

Taxation revenues are recognized when authorized by the Council, the taxable event has occurred, and the definition of an asset is met.

2. Lands and resources accommodation

During the year ended March 31, 2019, the Nation entered into several agreements with various government entities related to right-of-ways and permits. Under these agreements, the Nation granted land use and access rights for an indefinite period in exchange for consideration of \$19.5 million.

During the year ended March 31, 2021, \$390,823 (2020 – \$390,823) has been recognized in revenue and \$18,545,358 in deferred revenue as at March 31, 2021 based on an initial estimated period of 50 years.

During the year ended March 31, 2021, the Nation entered into Impact Benefit Agreements with various energy companies and the Provincial Government. Under these agreements, during the year ended March 31, 2021 the Nation received and recognized in revenue \$35,000 (2020 – \$1.9 million).

3. Restricted cash

Restricted cash consists of settlement funds, funds held by Squamish Nation's lawyers and the Nation's 50% share of the cash held by Spo7ez.

4. Investments and advances

The Nation's share of wholly or partially owned commercial entities are shown in the table to the right. The value of the investment represents the nation's share of sum of the cost of the investment plus the cumulative earning less any drawings.

Further information on the Nation's investments and advances, including Financial information for the Nation's equity interests and the Nation's share of commitments and contingencies, can be found in the Consolidated Financial Statements on page 80-82.

	Nation Share	2021 \$'000	2020 \$'000
Mosquito Creek Marina Limited Partnership	100%	5,115	4,359
Lynnwood Industrial Estates Ltd. and Lynnwood Marina Limited Partnership	100%	9,657	9,514
Northwest Squamish Forestry Limited Partnership	100%	8,403	8,287
Cheekeye River Developments Limited Partnership	50%	0	0
Squamish Valley Gas Limited Partnership	100%	2,194	2,085
Capilano River R.V. Limited Partnership	100%	2,023	1,066
LDB Developments (AQ/MIB/SN/TWN) Limited Partnership	25%	5,395	5,122
MST limited partnerships	33%	28,515	29,911
MST (Jericho 2016) Limited Partnership	33%	17,950	20,636
		79,252	80,979

5. Government partnerships

The Nation's share of assets, liabilities, revenues and expenses of Spo7ez and of MST Development Corporation, prior to the elimination of any inter-entity transactions, is as follows, as shown in the table to the right.

	Nation Share	Assets \$'000	Liabilities \$'000	Accumulated surplus \$'000
Spo7ez	50%	11,280	170	11,110
MST Development Corporation	33%	1,406	1,247	159
		12,686	1,418	11,269

	Nation Share	Revenue \$'000	Expenses \$'000	Excess/ (Deficiency) \$'000
Spo7ez	50%	1,222	1,128	94
MST Development Corporation	33%	554	556	(2)
		1,776	1,684	92

6. Deferred lease costs

	Cost \$'000	Accumulated amortization \$'000	2021 Net book value \$'000	2020 Net book value \$'000
Deferred lease costs	3,142	1,281	1,860	1,975

7. Operating line of credit

The Nation has an operating line of credit with a maximum authorized limit of \$4,000,000 (2020 – \$4,000,000), bearing interest at the bank prime rate. No amounts have been drawn on this line as at March 31, 2021 and March 31, 2020.

8. Loans payable

	Interest Rate	Maturing	2021 \$'000	2020 \$'000
Canadian Imperial Bank of Commerce	3.00%	April, 2031	10,000	-
BC Housing promissory note	0.00%	⁵	499	-
CMHC	0.00% ⁶	⁶	36	-
Bank of Montreal	Prime plus 1.0%	July, 2021	96	437
Bank of Montreal	3.89%	August, 2021	901	998
Bank of Montreal			1,159	1,368
Royal Bank of Canada	Prime plus 0.72%	August, 2021	55	71
Royal Bank of Canada	3.60%	January, 2021	3,330	4,158
Royal Bank of Canada	3.20%	January, 2021	1,716	1,904
Royal Bank of Canada	3.75%	November, 2021	991	1,307
Sqomish Sea to Sky Developments Limited Partnership prom note	0.00%		3,415	3,415
MST			33	-
Squamish Nation Trust	4.90%		-	16,600
Capital lease obligation	2.99%	July, 2022	17	22
			22,248	30,280

⁵ BC Housing promissory note, non-interest bearing, repayable at earlier of (i) the first mortgage loan advance or (ii) December 30, 2023 and (iii) due on demand and (iv) forgiven if the respective housing project does not proceed.

⁶ CMHC, no interest payable until maturity date (Canada Prime Rate + 2%), maturity date is earlier of (i) date project proceeds to a commitment for capital financing, (ii) November 10, 2022, (iii) date project discontinued, (iv) date of notice of termination or (v) the date CMHC notifies failure to meet project objectives.

9. Commitments and contingent liabilities

a) The Nation has commitments of \$0.5 million (2020 – \$0.2 million) related to the completion of housing under construction.

b) Under the terms of the purchase agreement for the Provincial Jericho lands and the MST (Jericho 2016) Limited Partnership agreement, the Nation will be required to make the following principal payments towards the purchase of the Provincial Jericho lands:

November 2021	\$13.8 million
November 2022	\$18.6 million
November 2023	the balance of \$105.6 million plus any accrued interest

c) The Nation has outstanding letters of credit for \$0.3 million (2020 – \$0.3 million).

d) Under a contribution agreement between the Nation and Squamish Nation Trust (the Trust), an amount of \$0.5 million, plus interest, is repayable to the Trust if certain land acquired by the Nation in 2006 does not attain the status of Squamish Nation Reserve Land. On June 23, 2021, the Mortenson lands received their reserve status, the \$0.5 million is no longer repayable to the Trust at this date.

e) The Nation has provided an unlimited guarantee to International Forest Products Limited (IFPL) for any damages IFPL may suffer as a result of the operation of Tree Farm Licence #38 by Northwest Squamish Forestry Limited Partnership.

f) The Nation has indemnified the Nation member Trustees of the Trust against any claims or liabilities made against the Trustees arising from their activities as a Nation Trustee of the Trust.

g) The Nation has, in conjunction with Lil'wat Nation, guaranteed a bank loan undertaken by Spo7ez for the purpose of financing the construction of the Squamish

Lil'wat Cultural Centre. At March 31, 2021, Lil'wat Nation's share of the loan amount was \$54,730 (2020 – \$71,202). The Nation has also guaranteed all present and future liabilities of Spo7ez to a commercial bank, up to \$2.5 million together with interest thereon, and also assigned to the bank present and future indebtedness of Spo7ez to the Nation as collateral security for a letter of credit.

h) The Nation collects lease revenue from certain tenants where the title to the land under lease is held by the Government of Canada (Canada). The Nation has indemnified certain lessees against any losses claimed by Canada in respect of rent and fee payments made to the Nation rather than to Canada.

i) Certain legal actions have been commenced against the Nation in connection with various matters arising during the normal course of business activities. Management is of the opinion that the cost of settling and defending such actions will not be significant and, accordingly, no provision for losses has been reflected in these consolidated financial statements.

In management's view, no provision for loss is required in respect of the above-noted guarantees and indemnities as at March 31, 2021 (2020 – \$nil).

10. Related party transactions

During the year, the Nation entered into the following transactions with related parties:

- Paid the Trust \$800,583 in interest for the loan (2020 – \$815,074) (note 11).
- Received \$3,014,636 (2020 – \$2,682,954) from the Trust being the allocation of net income paid by the Trust. In accordance with the Trust agreement, this amount was loaned back to the Trust (note 11).

- Received \$nil (2020 – \$nil) from the Trust being the repayment of the loan from the Nation as at December 31, 2017, and gifted \$3,014,636 (2020 – \$nil) to the Trust.
- Received administrative fee income of \$64,000 (2020 – \$64,000) from the Trust.
- Included in accounts receivable is \$122,272 (2020 – \$128,842) due from band members.
- Received \$380,000 (2020 – \$380,000) in rents, and \$119,907 (2020 – \$154,357) in property taxes from Lynnwood Marina Limited Partnership.
- Received \$85,000 (2020 – \$85,000) in management fees from Lynnwood Industrial Estates Ltd.
- Earned interest of \$753,667 (2020 – \$1,032,261) on the promissory note with MST (Jericho 2016) Limited Partnership.
- Received \$392,703 (2020 – \$824,683) in royalties and forestry revenue from Sqomish Forestry Limited Partnership, a partnership controlled by Northwest Squamish Forestry Limited Partnership.
- All employees who work at the Mosquito Creek Marina Limited Partnership (Mosquito) and Squamish Valley Gas Limited Partnership are employees of the Nation. During the year, the Nation charged \$1,336,998 (2020 – \$1,031,621) to Mosquito and \$717,467 (2020 – \$392,592) to Squamish Valley Gas Limited Partnership, respectively, in respect of salaries, wages and benefits.
- Partnership drawings of \$500,000 (2020 – \$500,000) are receivable to the Nation from Squamish Valley Gas Limited Partnership.

11. Squamish Nation Trust

On May 11, 2000, the Government of Canada (Canada) signed a Settlement Agreement (the Agreement) with members ratifying the terms of the Agreement. As compensation for this settlement, Canada paid the sum of \$92.5 million into a trust account governed by a Trust Agreement.

Under the terms of the Agreement, the Trust has been established to hold the compensation and any income from the settlement for the benefit of current and future generations of members of the Nation. Trustees are appointed by the Council of the Nation to serve minimum two-year terms, and up to four-year terms. No members of the Council are eligible to serve as a Trustee. The Trustees have appointed an independent Trust Corporation as a fifth Trustee which, in addition to its Trustee duties, administers the Trust and maintains the records.

Trustees are to administer the Trust in accordance with the Trust Agreement and the Comprehensive Plan which has been approved by membership, and an established Investment Policy.

To assist with the administration of the Trust, the Nation receives advances from the Trust to pay certain expenses on the Trust's behalf. As at March 31, 2021, the Nation had an amount payable to the Trust of \$81,873 (2020 – \$85,730), representing the excess of advances received over the amount of such expenses.

The Nation may receive amounts to be applied to designated programs as determined by the Trustees in accordance with the approved Comprehensive Plan. These amounts are included in the operations of the Nation. Revenues for community programs received from the Trust during the year were as follows:

	2021 \$'000	2020 \$'000
Education	–	148
Elders	–	12
Housing	521	198
Member economic development	–	11
Recreation	–	151
Social programs and health	–	205
Squamish language and culture	–	21
	521	746

The Nation does not include the assets, liabilities, income or expenses of the Trust in its financial statements. Under the terms of the Trust Agreement, the annual net income (investment income less administrative expenses) of the Trust is to be paid to the Nation and immediately loaned back in full to the Trust. This results in separate annual loans receivable, without interest, payable to the Nation no sooner than 10 years from issuance, with any future repayment not to exceed 50% of the income of the Trust in that year.

As at March 31, 2021, cumulative loans receivable of \$8.3 million (2020 – \$5.2 million) have been provided for in full..

In 2012, the Nation received a loan from the Trust in the principal amount of \$16.6 million for the acquisition of land. The Nation fully repaid the loan on March 26, 2021.

12. Defined contribution plan

The Nation participates in individual defined contribution pension plans (the Plans) for its permanent employees. Permanent employees who elect to participate in a plan are required to contribute 5% of their earnings. An additional voluntary contribution of 3% of earnings is permitted. The Nation contributes amounts equal to the employees' contributions. The Nation contributed \$1.3 million to the Plans during the year (2020 – \$1.1 million).

13. Change in operating working capital

	2021 \$'000	2020 \$'000
Accounts receivable	(5,500)	(3,186)
Prepaid expenses	(85)	129
Inventory held for resale	(8)	13
Accounts payable and accrued liabilities	3,613	178
Deferred revenue	16,574	(222)
Committed program funds	5,735	(314)
	20,328	(3,402)

14. Expenses by object

	2021 \$'000	2020 \$'000
Salaries and benefits	19,031	20,734
Interest	2,349	2,349
Amortization	4,225	4,170
Program costs	43,332	37,828
Taxation and commercial ventures	9,316	10,208
	78,253	75,289

15. Remuneration of elected officials and senior staff

Senior staff compensation

All employees, including the Nation's Managing Director and directors, are paid in accordance with the Nation's Salary Plan. For the year ended March 31, 2021, regular base pay for senior staff ranged from \$99,581 (2020 – \$91,998) to \$188,676 (2020 – \$174,990). These pay rates are annual and may differ based on number of months of employment.

Elected official compensation

For the year ended March 31, 2021, all members of the Council and the Band Manager were paid in accordance with remuneration provisions included in the Squamish Nation Council Governance Policy, ranging from \$70,200 (2020 – \$70,200) to \$78,000 (2020 – \$78,000) annually. Certain Councillors provide their services on a part-time basis and their remuneration is adjusted accordingly. Council members may also serve as a director for companies controlled by the Nation. They receive no additional compensation for these services.

Travel

Local travel – Nation employees, including senior staff and Councillors, who use their personal vehicles for work-related purposes receive a monthly travel allowance.

Out of town – All business-related out-of-town travel by Councillors, the Band Manager and senior employees is pre-approved, either by the Council or by an Executive Operating Officer. Like many other governments, Nation employees and Councillors receive a daily stipend to cover meals, lodging and incidental costs when travelling on Nation business. When necessary, transportation costs are also paid. Daily stipend amounts are determined by policy.

Pension and benefits

The Nation contributes to pension plans and employment benefits (medical, dental and extended health, for example) for all employees and Councillors who meet eligibility requirements as defined by policy.

Other

The Nation provides an annual distribution to each member as well as a wide range of services to Members and their families, such as education, health, housing and recreation services. Councillors and senior employees and their families may receive such services under the same conditions and eligibility requirements as other members.

16. Contractual rights

The Nation has entered in confidential agreements with various parties. As part of these agreements the Nation will receive future funding and other economic resources. These annual revenues include lease revenues, and proceeds from impact and benefit agreements and revenue sharing arrangements. Revenues range from \$10,000 to \$11.1 million (2020 – \$10,000 to \$12.9 million) per agreement and the terms of the agreements range from one year to fifty years.

In addition, the Nation has entered into funding agreements with the Government of Canada, Province of British Columbia and other funding agencies, to provide programs and service to the Nation members. The terms of these agreements range from one year to ten years, and the funding ranges from \$1,000 to \$11.1 million (2020 – \$1,000 to \$16.2 million) per agreement.

17. Accumulated surplus

During the year ended March 31, 2018, the Council approved a Target Fund Policy and established the following funds which are included in accumulated surplus and for which cash and cash equivalents have been designated:

	2021 \$'000	2020 \$'000
Special Projects Fund	20,650	2,750
Housing Development Fund	3,560	2,000
Major Capital Asset Replacement Fund	1,950	1,950
Strategic Investment Fund	600	-
	26,760	6,700

18. Subsequent event

On February 27, 2020, the Nation's Council approved a mandate to reorganize all commercial operating entities held under the Nation to the Nation's operating development arm, Nch'kaý (the Partnership). On June 1, 2021, legal steps concluded to reorganize the marina and retail businesses held within the Nation Group. The businesses consist of Lynnwood Industrial Estates Holding Company Ltd, Lynnwood Marina LP, Lynnwood Industrial Estates Ltd, Mosquito Creek Marina Ltd, Mosquito Creek Marina LP, Squamish Valley Gas Ltd, Squamish Valley Gas LP and North Van Gas Bar.

The reorganization supports the Nation by generating wealth and creating prosperity from economic opportunities, whilst maintaining operational independence. All employees and assets have been transferred and the Nation remains the ultimate beneficiary of the Partnership.

Consolidated Schedule of Tangible Capital Assets

	Balance – Beginning of year \$'000	Additions during the year \$'000	Reclassification during the year \$'000	Balance – End of year \$'000
Cost				
Housing	69,837	2,235	-	72,072
Land	25,083	-	-	25,083
Townhouses	780	-	-	780
Recreation facilities	5,391	-	-	5,391
Driving range facilities	2,603	-	-	2,603
Other building and lot	3,967	1,612	27	5,606
Prefab structures	2,406	-	-	2,406
Infrastructure	39,264	239	(27)	39,476
Office building and school	5,137	-	(0)	5,137
Computer hardware and software	5,100	248	-	5,348
Vehicles	2,043	60	-	2,102
Construction in progress	211	1,739	-	1,950
Squamish Lil'wat Cultural Centre	12,862	58	-	12,920
	174,684	6,190	-	180,874
Accumulated amortization⁷				
Housing	47,317	2,141	-	49,457
Townhouses	780	-	-	780
Recreation facilities	3,750	154	-	3,904
Driving range facilities	2,603	-	-	2,603
Other building and lot	3,184	227	513	3,924
Prefab structures	2,215	55	-	2,270
Infrastructure	14,161	1,250	-	15,411
Office building and school	1,585	142	(570)	1,156
Computer hardware and software	4,159	213	-	4,372
Vehicles	1,605	157	(14)	1,747
Squamish Lil'wat Cultural Centre	3,329	220	-	3,550
	84,687	4,558	(71)	89,174
Net book value⁸				
Housing	22,520	94	-	22,615
Land	25,083	-	-	25,083
Recreation facilities	1,641	(154)	-	1,487
Driving range facilities	-	-	-	-
Other building and lot	784	1,385	(486)	1,682
Prefab structures	191	(55)	-	136
Infrastructure	25,103	(1,011)	(27)	24,065
Office building and school	3,552	(142)	570	3,980
Computer hardware and software	941	34	-	976
Vehicles	438	(97)	14	355
Construction in progress	211	1,739	-	1,950
Squamish Lil'wat Cultural Centre	9,533	(162)	-	9,371
	89,997	1,632	71	91,700

⁷ Accumulated amortization represents how much of an assets value has been used up.

⁸ Net book value represents how much of the value of an asset remains.

Consolidated Schedules of Segment Disclosure

	Indigenous Services Canada \$'000	Other income \$'000	Committed funds from prior year \$'000	Committed funds to next year \$'000	Revenue \$'000	Expenses \$'000	(Deficiency)/ excess \$'000
Child and family services	5,063	4,642	1,193	(2,046)	8,852	9,330	(479)
Human resources	157	-	-	(67)	90	2,487	(2,396)
Finance & IT							
Administration	2,363	1,602	150	(1,509)	2,606	2,940	(335)
Bank, financial and insurance	-	-	90	-	90	5,935	(5,845)
Community operations							
Community operations	1,299	17	69	(150)	1,234	3,300	(2,066)
Renovations	-	-	-	-	-	520	(520)
Education, Employment and training	200	252	70	(178)	344	988	(644)
Education and training							
Education – North Vancouver	5,053	1,285	1,316	(925)	6,729	7,402	(673)
Social assistance	5,569	-	256	(147)	5,678	5,942	(265)
Squamish Valley							
Administration Squamish Valley	333	16	146	(147)	348	2,124	(1,776)
Recreation – Squamish Valley	-	50	7	-	57	569	(512)
Education – Squamish Valley	158	272	42	(126)	346	1,109	(762)
Language and Cultural Affairs							
Registry	64	440	259	(255)	508	1,427	(920)
Language and Cultural Affairs	-	339	55	(180)	214	1,115	(901)
Planning & Capital Projects							
House construction	-	10	0	-	11	582	(572)
House – other projects	-	-	-	-	-	(562)	562
Capital projects	-	-	-	-	-	-	-
Rights and title							
Commercial projects	181	-	-	-	181	133	48
Community projects	101	24	-	-	125	125	(0)
Rights and title	-	1,637	543	(672)	1,508	2,090	(581)
Member support services	889	238	151	(309)	970	2,406	(1,436)
Health & Wellness							
Recreation, youth, elders – North Vancouver	-	80	7	(9)	79	805	(726)
Health	-	2,119	517	(708)	1,928	1,506	422
Home and community care	538	728	275	(615)	926	926	-
Health benefits advocacy	-	135	32	-	167	347	(180)
Community health and wellness	-	938	344	(682)	599	480	119
Band council	145	251	82	(426)	52	5,051	(4,999)
Distribution	-	-	-	-	-	6,675	(6,675)
BRS, Hi'yá'áh, Nch'ká'y & Other							
Taxation	2,244	7	114	(2,202)	164	10	154
Business revenue and services	-	5	5	-	10	(0)	10
Housing association	-	51	-	-	51	(694)	746
Grants	-	105	187	(145)	146	55	91
Intergovernment and accommodation	-	-	187	-	187	-	187
Accommodation project	-	-	1,201	(1,277)	(76)	70	(146)
Squamish Lil'wat joint projects	-	1,087	-	-	1,087	1,394	(307)
	24,359	16,332	7,297	(12,777)	35,212	66,588	(31,377)



chet hny closing Message

ta nímalh nexswxwníwntm ta úxwumixw wa chet k'áyach'tn i ya kw'enmantm i7xw ta néwyap kwis na hansnúmulhyap ta askwalwenyap ch'ímiíntsut kwis húynexwat na7 ti syelánem kwis na ts'its'ápshi t'l'a stélmexw chet an wanáxws ta askwálwenyap iy an ha7lh skwálwencht kwis na ch'wátumulh chet kw'enmantúmiyap

timá kwétsi welh timá tay

We, the Squamish Nation Council, raise our hands and thank each and every one of our Squamish people whom have advised us of your thoughts and intentions for the Squamish Nation's work this past term. As we approach the end of this term, working on behalf of the Squamish people over the last four years has been an honor and a privilege. We send this to you all with our gratitude and our thanks.





Skw̓xwú7mesh Úxwumíxw

Squamish Nation



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