

Returning to Our Squamish Ways of Being

syétsem tl'a syelánm Annual Report 2021/2022







**Skwxwú7mesh
Úxwumixw**

Squamish Nation

syétsem tl'a syelánm

Annual Report 2021/2022



ínexw chexw ti ays

chet wa k'áyáchn ta néwyap	1
s7ulh úxwumixw	3
cha7s chet melh	6
ta ha7lh syétsem	7
syétsem t'l'a tála	9
s7ulh úxwumixw	12
nilh ta nímah	14
chet wa	15
swa7s skwálwen chet	16
wa kwelkwálwen chet	17
wa ays ti syétsem	21
men kwíyíntsut	23
kwi tpánu	26
nilh ti tála	31
timá wa chéchenstway	36
nexwníw	81
Nexwsxwníwntm ta Úxwumixw	83
nexwne'wéyelh	87
kex nach' syétsem	91
syétsem t'l'a tála	95
ta huy a'wt sníchim	111



A new Council was elected in the General Election on tem cháylhen (September) 26, 2021.



Ta na wa Ns7éyxnitm ta Sne'wíyelh (Language & Cultural Affairs) held drum-making workshops.



Tem Chay Ilhen (Salmon Run) Festival on tem ekwáyanexw (November) 21, 2021.



Holiday craft fair in et'ím lhkaych' (December) 2021.



Contents



The repaired St. Paul's Memorial was unveiled and blessed on tem kw'eskwás (June) 17, 2022.



A memorandum of understanding (MOU) was signed to explore a potential bid to host the 2030 Olympic and Paralympic Winter Games.

Welcome 1

Overview of the Nation 3

Highlights 6

Operational Highlights 7

Financial Highlights 9

Overview of the Nation 12

About Us 14

Demographics 15

Our Structure 16

Our Strategy 17

Guide to This Report 21

Performance 23

The Year in Review 26

Financial Overview 31

Departmental Overviews 36

Governance 81

Council 83

Governance Overview 87

Committee Reports 91

Financial Statements 95

Closing Message 111

**chet wa k'aýáchn
ta néwyap**

**Welcome (We Raise
Our Hands To You All)**

ta néwyap, síiyám, síiya, siiyúxwa iy ta s7ekw'í7tel-cht,

ta nímalh ta na wa Nexwsxwníwtm ta Úxwumixw wa chet k'ayáchn iy wa kw'enmántm i7xw ta néwyap ta steltélmexw-cht kwis hanstúmulhyap ta a-skwálwen-yap. stl'í7cht kwis kw'enmántumiyap i7xw ta steltélmexw cht kwis wé7u estéteýwilh tiná7 tl'a xlhan na7 tl'a k'ek'sín ti siyát-shen. an ha7lh skwálwen-cht kwis mi halhí7 kwi ses ú7uys kwi hemi skwáyel-cht. an chet wanáxwstumiyap ta steltélmexw-cht kwis núkw'untm men wé7u chap kwis estéteýwilh tiná7 tl'a xlhan. an chet wanáxwstumiyap ímen i7xw ta departments iy ta nexwsts'its'áp'tn tl'a Skwxwú7mesh Úxwumixw kwis wé7u na wa ts'its'áp'shitumulhas ta steltélmexw-cht.

ta úxwumixw na wa p'í7ksim kw'in kwi esxwéxkw' sts'its'áp' tl'a úxwumixw-cht nilh ti esxwéxkw' sts'its'áp' na mi iýmstumulh ti stsi7s iy kwi hemi syel'ánm. kiýát kw'in kwi esxwéxkw' sts'its'áp' wa kw'u7t ta sts'its'áp'wit tl'a Yúusnewas kwi seswit estxwáyusem ta men t'ut skwul tl'a St. Paul's iy ta sts'its'áp' tl'a Úxwumixw 2050 nilh ti ts'its'áp' wa i7xw timá tkwétsi ti stsi7s iy ta kwi awt stélmexw iy ta esxwéxkw' sts'its'áp' tl'a Hiýám ta Skwxwú7mesh iy ta sts'its'áp' tl'a Nch'kay.

chet kw'enmántumiyap kiýát kwis nes wa yúustenamut iy ta a-s7ekw'í7tel-yap.

To you all, respected leaders, friends, Elders, and relatives,

We, the Squamish Nation Council, raise our hands and give thanks to each and every Member for entrusting us to govern the affairs of the Nation as a whole for the next four years. We are honoured to be chosen to do this sacred work.

We thank you for continuing to keep safe during the COVID-19 pandemic. We are entering better days with the easing of restrictions as our people continue to do their part by getting vaccinated. We would like to acknowledge the Nation's departments and their employees who continue to provide services to Members during these exceptional times.

Over the last year we started several initiatives to support and strengthen the Úxwumixw for present and future generations. Yúusnewas, which is investigating the former St. Paul's Indian Residential School site for unmarked burials, is challenging but

necessary work as we seek to care for our survivors, their families, and our community.

The voices of our Members will be critical in creating the vision of where our people want to go in the future regarding housing, education, language, and culture. How we are going to get to that vision will be our Úxwumixw 2050 Generational Plan.

We would also like to acknowledge the work being done to continually increase reserve lands. This helps support the efforts of Hiýám Housing and Nch'kay Development Corporation to bring our people home with affordable housing developments.

Once again, we raise our hands in gratitude and honour to each one of our Members for continuing to take care of yourselves and your families. We thank you.



s7uilh úxwúmixw Overview of the Nation



Photo: Rick Etkin



cha7s chet melh

Highlights

ta ha7lh syétsem

Operational Highlights

Over the past year, we slowly started coming together again as our people got vaccinated and restrictions eased. The Nation continued to deliver services and programs to Members while making progress on the four visions of Skwxwú7mesh Úxwumixw 2026, our Strategic Plan. You can learn more about each of the highlights below in the **tiṛá wa ché́chenstway (Departmental Overviews)** section of this Report (pages 36-80).

wa ta ts'its'áp'nitumuh chet For Our Government

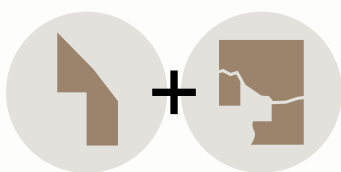
We assert our rightful place as decision-makers with influence and control over what happens on our lands, waters and in the delivery of services to our Members.

New Council elected



Skwxwú7mesh Sníchim
(Squamish Language) Policy
approved

415.57 acres added to Cheakamus reserve



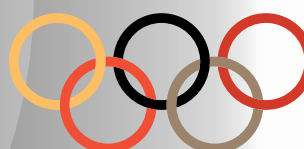
txwnám ta temíxwcht iy ta stákwcht For Our Land & Waters

We protect, take care of, and respect
our land and waters.

txwnám tkwétsi na nché́musntúmulhaswit For External Relations

We seek to work with external parties who respect
our Skwxwú7mesh Úxwumixw values and our
inherent rights as Indigenous People.

4 host nations officially launched bid exploration for **Olympic and Paralympic Winter Games**



txwnám ta stélmexw For The People

We honour our ancestors by continuing their work to ensure Skwxwú7mesh Stélmexw have a better quality of life than the previous generation.



**Yúusnewas
Project
launched**



**S7ilhen
Food Pantry**
(Food Bank) opened



**29 child care
spaces added**
at Mother Bear Centres



127 Members received assistance with rent

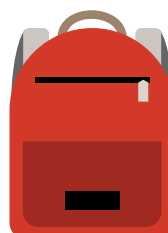
\$32.4 million received from Canada for affordable housing

3 sites designated for affordable housing

Construction completed on **8 units**
and started on 6 homes

\$273,000 to support
post-secondary students

25 post-secondary Skwxwú7mesh
Language or Education graduates



syétsem tl'a tála

Financial Highlights

Our revenue comes from multiple sources. The largest portion last fiscal came from external funding sources such as Indigenous Services Canada (ISC). There was a 7 percent increase to 55 percent driven, in part, by COVID-19 funding.

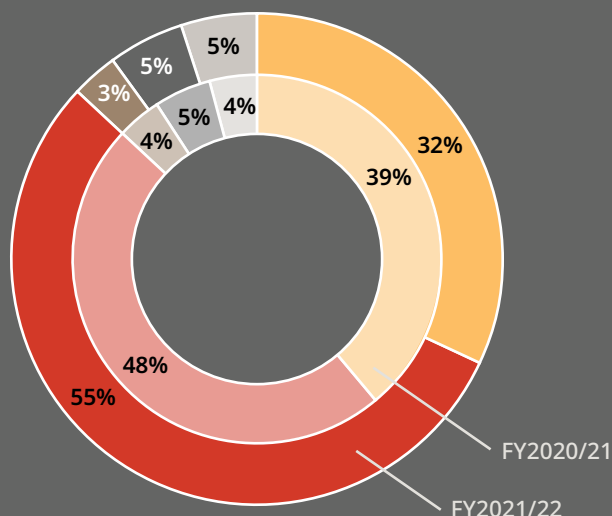
The second largest source was Own Source Revenue (OSR), which means that the revenue is generated by the Nation through things like taxes or leases. In the last fiscal year this accounted for 32 percent of the Nation's revenue.

Total revenue was \$125.1 million. This exceeded the original approved budget by \$23.7 million while total costs were approximately \$9.4 million below budget. While the Nation saw its operations begin to rebound from the impacts of COVID-19, disruptions at the beginning of the year as well as staffing challenges, resulted in a surplus of \$37.4 million.

Overall, revenue has increased year over year due to higher government funding driven by COVID-19 response and one time program funding.

\$125.1m
total revenue
up \$22.6 million year over year.

\$87.7m
total expenditure
up \$5.7 million year over year.

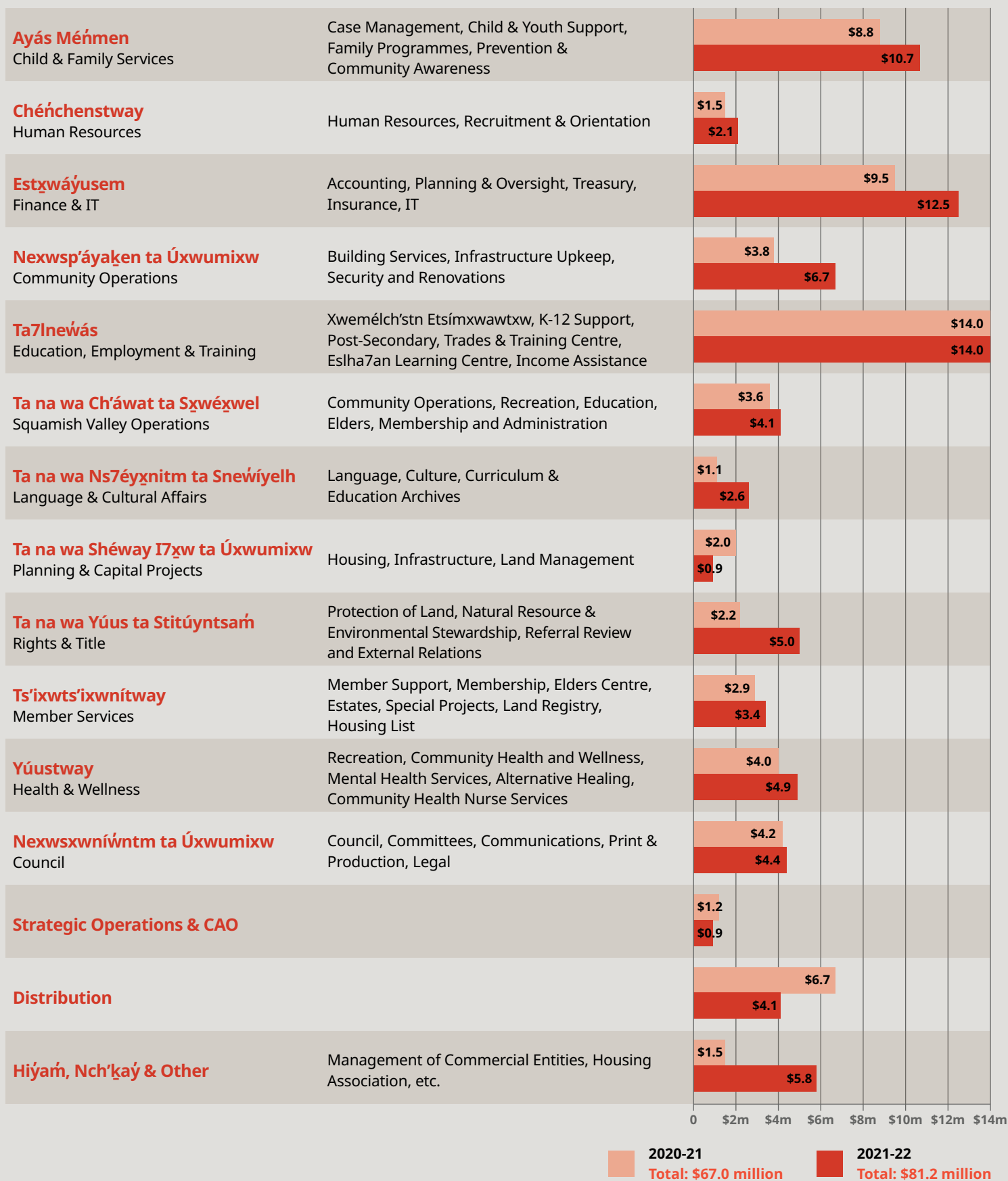


- Own Source Revenue
- Government transfers*
- Interest and other revenue
- Lands and resources accommodation
- Equity earnings

*Includes funding from Indigenous Services Canada and others such as First Nations Health Authority (FNHA).

Expenditures by Program

(\$ millions)







s7ulh úxwumixw

Overview of the Nation



nilh ta nímalh

About Us

We are the Sk̓wx̓wú7mesh—descendants of the original Sk̓wx̓wú7mesh speaking villages throughout the watersheds of the Squamish River, Mamquam River, Howe Sound, English Bay, False Creek, and Burrard Inlet.

Our people's history spans many millennia of living on and governing our territory. The oldest archaeological site in the territory of the Sk̓wx̓wú7mesh 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 these first ancestors.

In 1923, the partitioned Sk̓wx̓wú7mesh Indian Bands joined together to better protect the interests of the Nation's Members and amalgamated to become the Sk̓wx̓wú7mesh Úxwumixw. The Amalgamation document was signed by 76 citizens of the Sk̓wx̓wú7mesh Úxwumixw and sixteen chiefs for each of the Indian Bands at the time.

"...for the good government of the tribe, which would have as an ultimate result the abolishment of ill feeling that has arisen in past transactions, and which we know will henceforth bring about a brotherly feeling among each and every member of the Squamish people."

Today, with nearly 4,100 Members, the Sk̓wx̓wú7mesh Úxwumixw is one of the largest First Nations in British Columbia. 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.

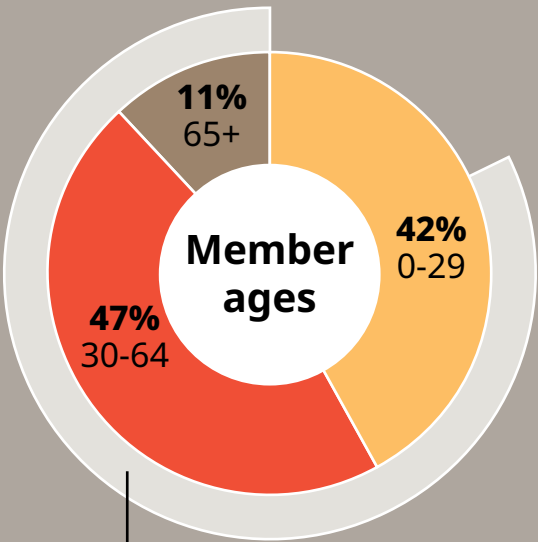
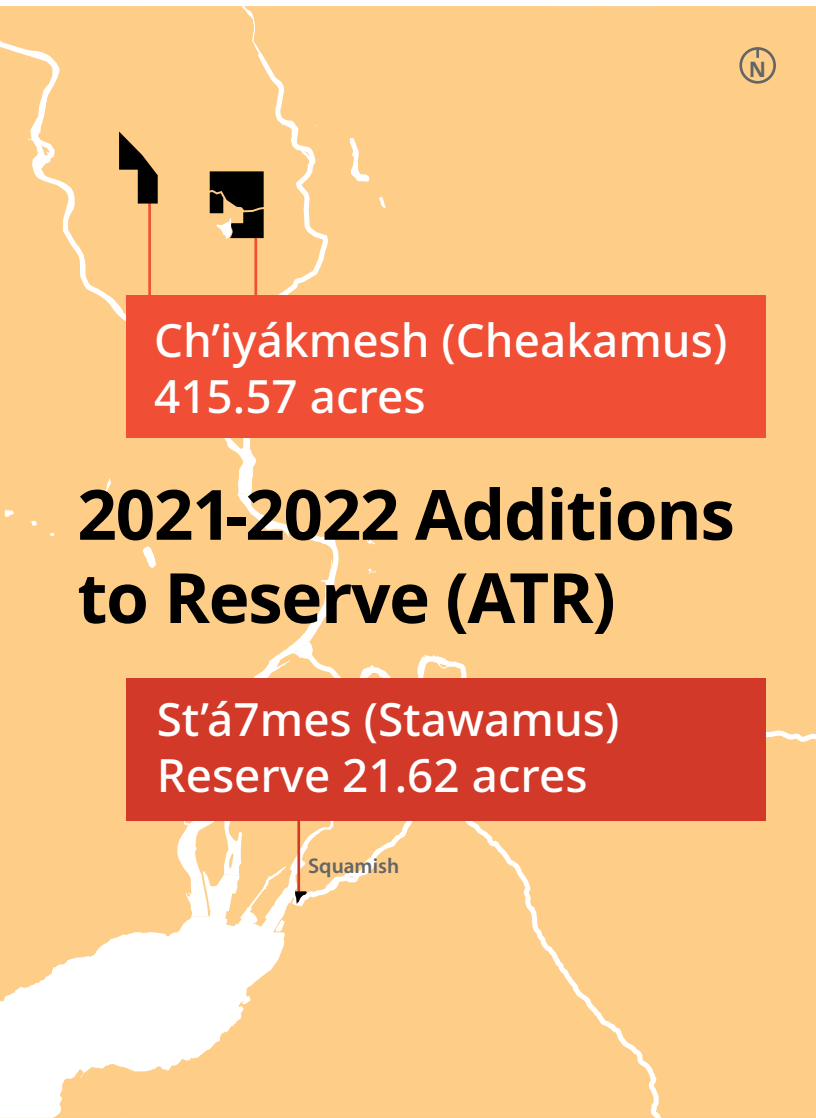
The Sk̓wx̓wú7mesh Sníchim (Squamish language) is spoken today by dozens of our people as a second language. It has been learned from our Elders who held onto the knowledge after a significant decline in the population of first-language speakers. The Nation is committed to re-establishing Sk̓wx̓wú7mesh Sníchim as the primary language. Although unique from the language of neighbouring Nations, Sk̓wx̓wú7mesh Sníchim is one of 10 in the Coast Salish branch which is part of the wider Salish language family.

Sk̓wx̓wú7mesh culture has been created from our lands, waters, and people over generations. Our people continue to practice and pass on many of the traditions, customs, and ways of our ancestors. ha7lh stélmexw kwelh tiná7 chet (we come from good people). We are Squamish strong.

chet wa

Demographics

Data is correct as of March 2022.



3,129 Eligible voters

Traditional territory:
6,732 km²

- 23 Village sites
- 24 Reserves

- 657 Homes on reserve
- 594 houses
 - 40 townhomes
 - 1 tenplex (10 units)
 - 1 13plex (13 units)

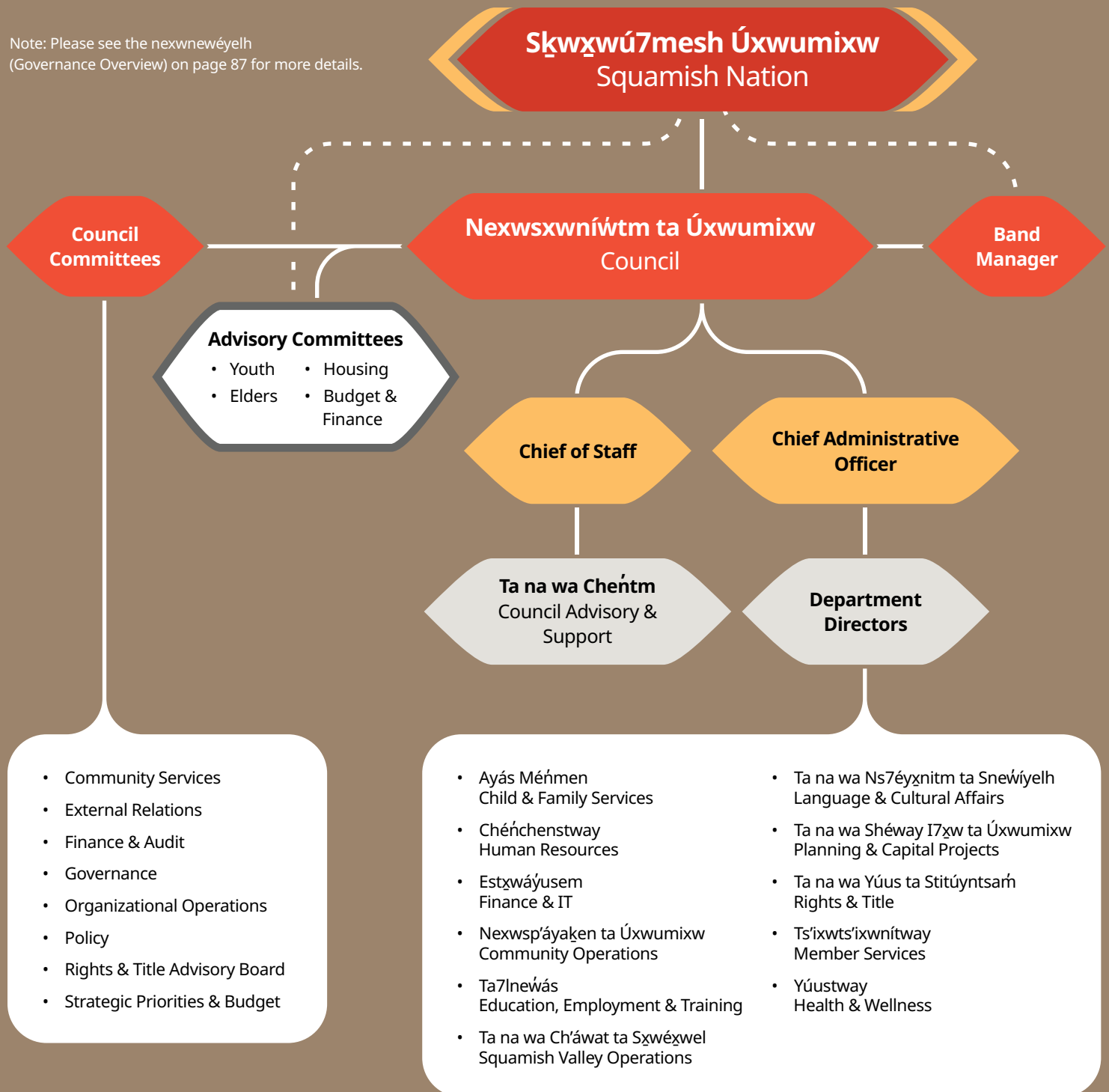
4,082 Members	
2,023 Living off-reserve	2,059 Living on-reserve
	413 1,646 North Shore

Squamish Valley

swa7s skwálwen chet

Our Structure

Note: Please see the nexwnewéyelh (Governance Overview) on page 87 for more details.



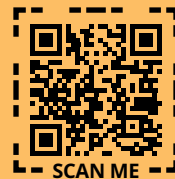
wa kwelkwálwen chet

Our Strategy

As a Nation, it is essential that our work be guided by values 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. Our Strategic Plan defines who we are, where we want to go, and how we will measure our success. When the unexpected occurs and multiple priorities come in front of us, it helps us travel together and find new opportunities while staying true to our values and mission.

Skw̓wú7mesh Úxwumixw 2026 was developed over the first half of 2022 as an update to the Strategic Plan 2020–2023. It communicates what the priorities are for this Nexwsxwníwntm ta Úxwumixw (Council) over the course of their four-year term. It contains a new section on values to help our staff and external partners understand how we act on our guiding principles and will be monitored via key performance indicators (KPIs).

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





Values

Values are qualities or standards of behaviour that help us determine what is important in life. In our Skwxwú7mesh society, there are numerous values our people have used for generations. These six values were chosen to guide how we work together as a government.

As with many terms in the Skwxwú7mesh Sníchim (Squamish language) our values are open to various interpretations. Here's how we interpret them.

Úxwumixw

Úxwumixw can mean village as in a physical community with inhabitants living in intergenerational multi-family housing, and it can mean people as in the parents, siblings, and children of a particular nation or community.

The Squamish Language Dictionary (2011) defines this noun as "Nation; village [houses and inhabitants]; community; people."

Siyámin

A siyámin is sometimes used as a title for individuals and sometimes used as an honorific term of endearment for someone highly respected. It can mean highly honoured person; rich person. The suffix /-min/ or /-mih/ is sometimes added to a word to mean a piece; half; side.

The term siyámin can refer to the siyámin's area, or an area that a siyámin is responsible for. In the late 1800s, when early Christian missionaries worked with our people to translate sections of the Bible, our people at the time translated kingdom as siyámin.

The Squamish Language Dictionary (2011) has no definition for this noun.

Snewíyelh

Snewíyelh can mean advice as in an opinion or recommendation offered as a guide to action, conduct, etc. It can also mean something that is taught as in teachings to be followed.

The Squamish Language Dictionary (2011) defines this noun as "advice."

Nexwníw

It can be useful to understand this term by understanding terms derived from nexwníw.

The term nexwnínew means to have the upbringing or to be well brought up. A person who is nexwnínew is considered to have been raised well by their family and community because they conduct themselves well as a good person.

The term nexwníwit can mean to advise (someone) or instruct (someone) but refers more to advising or instructing someone in how to behave as a good person in our Skwxwú7mesh society.

The Squamish Language Dictionary (2011) defines this noun as "advice; teaching; upbringing; instructions; ways; fashion; manners."

Wenáxws

Wenáxws can mean to respect (someone) or treat (someone) with respect. It can also mean to honour (someone) or believe (someone).

Stélmexw

The term stélmexw can mean a person, as in a human person. It can be understood as in the singular or a plural sense of person or people. It is often used as a counterpart to the term kw'íhexw meaning animals or s7ekw'7ekw'í7nexw meaning birds.

After Skwxwú7mesh Stélmexw (Squamish People) met Europeans, stélmexw took on an additional meaning to refer to someone who is Indigenous or First Nations, whereas the European newcomers were called Xwelítn stélmexw.

The Squamish Language Dictionary (2011) defines this noun as "Indian; person; human being."

ta s7ulh skwelkwálwen kwi esch'éch'ewát

Our Strategic Plan



txwnań ta stélmexw

For the People

The Skwxwú7mesh Úxwumixw is s7ekwí7tel, úxwumixw, and stélmexw. We honour our ancestors by continuing their work for Skwxwú7mesh Stélmexw to have a better quality of life than the previous generation. We use, create, and borrow the tools we need for our people to care for themselves and their loved ones. We offer knowledge of our ancestors to create ha7lh skwálwen and nexwniń that can be passed on to our descendants.



wa ta ts'its'áp'nitumulh chet

For Our Government

Our government excels at performing our governance responsibilities. We deliver services now and into the future while maintaining Skwxwú7mesh values and ways of being. We continue to assert our rightful place as decision-makers with the power to influence and control what happens on our lands, waters and in the delivery of quality services for our Skwxwú7mesh Stélmexw.



txwnań ta temíxwcht iy ta stákwcht

For Our Land and Waters

What we do on our lands and waters define who we are. We protect, take care of, and respect our land and waters. We fulfil our responsibilities to our lands and waters so that future generations can have a healthy relationship with each other and our territory.



txwnań tkwétsi na nchémusntúmulhaswit

For External Relations

We seek to work with external relations who respect our Skwxwú7mesh Úxwumixw values and our inherent rights as Indigenous People. We value relationships initiated in good faith and maintained through collaboration, meaningful engagement, and accountability. We cherish our relations with Indigenous neighbours.

wa ays ti syétsem

Guide to this Report

syétsem t'l'a syelánm (Annual Report) 2021/2022 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 goals and objectives.

Skw̓xwú7mesh Úxwumixw 2026

Skw̓xwú7mesh Úxwumixw 2026 defines who we are, where we want to go, and how we will measure our success. The four visions of our Strategic Plan are: txwnaḥ ta stélmexw (For The People), wa ta ts'its'áp'nitumulh chet (For Our Government), txwnaḥ ta temíxwcht iy ta stákwcht (For Our Land and Waters), and txwnaḥ tkwétsi na nchéḥusntúmulhaswit (For External Relations).

Budget 2021/2022

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 tem lhawt' (March) 31, Nexwsxwníwntm 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 Nexwsxwníwntm 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 Nation. This approach links annual budgets with yearly goals and ultimately, the long-term goals outlined in Skw̓xwú7mesh Úxwumixw 2026.

Annual Report 2021/2022

syétsem t'l'a syelánm 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.

It is divided into sections ranging from high level highlights to more detailed summaries to help Members find the information they are interested in as well as understand the nature of the work that the Nation has completed over the past year.

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
s7ulh úxwumixw (Overview of the Nation) A readily accessible overview of the Nation's performance last year							
ta ha7lh syétsem Operational Highlights							X
syétsem tl'a tála Financial Highlights		X				X	
nilh ta nímalh About Us	X			X	X		
swa7s skwálwen chet Our Structure				X	X		
wa kwelkwálwen chet Our Strategy	X			X	X		X
men kwíyíntsut (Performance) How the Nation has used our know-how, people, and resources							
kwi tpánu The Year in Review							X
nilh ti tála Financial Overview		X				X	
tiḥá wa chéñchenstway Departmental Overviews							X
nexwníw (Governance) Insights into the key decisions made by Council and the environment we work in							
nexwnewéyelh Governance Overview	X			X	X		
ḵex nach' syétsem Committee Reports			X				
syétsem tl'a tála (Financial Statements) The Nation's financial performance and position							
syétsem tl'a tála Financial Statements		X				X	





m̓eṇ kwíyíṇ̓tsut Performance





kwi tpánu

The Year in Review

kwi tpánu

The Year in Review

Over the past year, we slowly started coming together again and returning to our Skwxwú7mesh ways of being. Significant progress was made on many long-term initiatives to grow and strengthen the Úxwumixw including housing, addition to reserve, and exercising our inherent rights and title. You can read about these initiatives and more in the **timá wa chéichenstway (Departmental Overviews)** section of this Report (pages 36–80).

The Úxwumixw 2050 (Generational Plan & Census)

project was approved by Nexwsxwníwntm ta Úxwumixw (Council) in tem tsá7tskaý (April). This community-led process will identify current and future needs of our People across all geographic residencies, genders, and age ranges and address interrelated areas such as governance, land and resources, health, infrastructure, culture, and social issues.

tem kw'éyus (Spring) 2021

In tem tsá7tskaý (April), **Hiyárh Housing launched two programs**. The Squamish Nation Assistance with Rent Program (SNARP) has so far supported 127 low- and moderate-income Members who do not live in the community or cannot access on-reserve services. The Hiyárh Home Loan Program (HHLP) provides qualifying Members with a loan guarantee to help fund the construction of a home on an existing Member-owned lot.

A hydroponic modular farm—The Grower—was delivered in tem yetwán (May). This unit allows the Nation to grow fresh produce all year-round using nutrient-rich water and no soil. Produce is distributed to the community through the S7ílhen Food Pantry and monthly food package distribution, Mother Bear daycares, Capilano Littlest Ones School, cooking / life skills programming, and shared at community events.

The Skwxwú7mesh Úxwumixw formally **gave notice to the Province of BC in tem kw'eskw'ás (June) to defer old-growth logging for two years** in the Nation's 690,000 hectares. These forests house intact ecosystems which have regenerated naturally under our stewardship since time immemorial and were never ceded. The Nation feels the Province has failed to implement the urgent recommendations of the Old Growth Strategic Review panel.

Work concluded on transferring the Nation's remaining principal business entities (Lynnwood Marina, Mosquito Creek Marina, and Squamish Valley and North Vancouver gas bars) to Nch'kaý Development Corporation, the economic development arm of the Skwxwú7mesh Úxwumixw. Nch'kaý will manage and grow these businesses under its mandate to generate wealth and create prosperity from economic opportunities.

In tem t'áka7 (August) the **Sḵw̓xwú7mesh Úxwumixw** announced it was embarking on an **Indigenous-led project to find answers about the children who attended the former St. Paul's Indian Residential School but never made it home**. The project is called Yúusne'was which means to take care of spirit, to take care of one another, and to take care of everything around us. The word was proposed by our Elders as a recognition that we must take care of survivors and all who have been impacted by intergenerational harm.

A General Election was held on tem cháylhen (September) 26, 2021, the first under the new Sḵw̓xwú7mesh Úxwumixw Election and Referendum Law. The Law was approved by a referendum in 2018 and brought a whole suite of changes, including online voting, the ability for both on-reserve and off-reserve Members to vote and call referendums on subjects of their choosing, changes to create new electoral boundaries/positions, as well as changes to candidacy requirements and campaign rules to improve transparency.

tem kw'eskw'ás (Summer) 2021

On tem kw'élemexw (July) 28, **Members voted yes in a referendum to designate the first three of six sites for affordable housing**.

The six sites represent the largest designation of lands for affordable rental housing in the Nation's history. The projects will be developed and managed by Hiyá'rh Housing.

The Sḵw̓xwú7mesh Sníchim (Squamish Language) Policy was approved to help preserve and encourage the use of our language. We are proud to be one of the only First Nations to develop a policy to help preserve language and support its growth.

The newly elected Nexwsxwníwntm ta Úxwumixw (Council) began its four-year term in tem ch'áat'l'am (October). It is comprised of one Council Chairperson, seven Councillors (one North Shore, one Regional, one Squamish Valley, and four General), and one Band Manager. They raise their hands to every Member for entrusting them to govern the affairs of the Nation and build upon the good work done by previous Councils.

The Chi'yáxw Child & Family Law Project began exploring exercising the Nation's inherent right to care for our children under our jurisdiction. Over the next two years, the project will look at how the Nation can develop and deliver culturally appropriate support services for families, centered in Skwxwú7mesh culture and values.

The S7ílhen Food Pantry opened in tem ekwáyanexw (November) to help Members who are experiencing an emergency need for food. In addition to basic perishable and non-perishable foods, it is also stocked with personal hygiene supplies such as diapers, baby wipes, and shampoo.

tem ekwáyanexw (Autumn) 2021

Support was provided to off-reserve Members who were impacted by the atmospheric river event, flooding, road closures, or evacuations, including finding temporary accommodation and providing money or gift cards for emergency supplies. Flood mitigation work, including sandbagging, was conducted in the Squamish Valley to protect on-reserve homes.

Nexwsxwníwntm ta Úxwumixw approved a Wa Lhkwáyel Skwiyíntsut (Climate Action Strategy) project to protect and strengthen the sustainability, resilience, and health of our communities in the face of climate change.

On etl'ím lhkaych' (December) 10, the Li'íwat7úl (Li'íwat), x̱m̱əθḵ'əy̱əm (Musqueam), Skwxwú7mesh, and səliłwətaʔ (Tsleil-Waututh) Nations **signed a Memorandum of Understanding, along with the City of Vancouver and the Resort Municipality of Whistler, to explore hosting the 2030 Olympic and Paralympic Games.** It would be the first Indigenous-led bid in the history of the Games and, if successful, a major step towards reconciliation through sport. In tem welhxs (February) 2022, the Canadian Olympic Committee and the Canadian Paralympic Committee also joined the process.

Engagement with Members on updating the Housing Policy began in miṛṇa lhkaych' (January). The Policy has not been revised in many years and with input from the community, we can create positive change and work towards housing every Member within a generation.

In tem welh̓s (February), the **S̓kw̓xwú7mesh Úxwumixw** was awarded **\$32.4 million** through the **Canada Mortgage and Housing Corporation (CHMC) Rapid Housing Initiative (RHI)** to support two affordable housing projects managed by Hiýáṛṇ Housing: eskéxwi7ch t'l'a Sp'ák'w'us place in Siyich'em, Squamish Valley and estít'kw place in Xwmélch'sten, North Vancouver. The Nation contributed land and \$3.2 million to these projects.

tem t'ík'w (Winter) 2022

The addition to reserve (ATR) for Cheakamus IR No. 11 was approved, increasing it by 415.57 acres. The land transfer process will be completed later this year. ATR increases the Nation's land base and safeguards it for future generations. Several other plots of land are in varying stages of the ATR process.

nilh ti tála

Financial Overview

As the fiscal year came to an end, the Nation saw its operations begin to rebound from the impact of COVID-19. Due to the disruptions at the beginning of the year, as well as staffing challenges, the Nation finished the year with a surplus of \$37.4 million.

Financial Summary Overview

Statement of Operations (\$ millions)	FY 2021/22			FY 2020/21	
	Budget	Actual	vB	Actual	vPY
Revenue					
Government Transfers	50.4	60.0	9.6	56.3	3.7
Own Source Revenue	51.0	65.1	14.1	46.1	19.1
Total Revenue	101.4	125.1	23.7	102.3	22.8
Expense					
Program Costs	85.0	79.5	(5.5)	66.6	12.9
Interest and Other Expense	12.1	8.2	(3.9)	15.5	(7.3)
Total Expense	97.1	87.7	(9.4)	82.1	5.6
Operating Surplus	4.3	37.4	33.1	20.3	17.2

kwi tála wa p'í7nexwat

Revenue

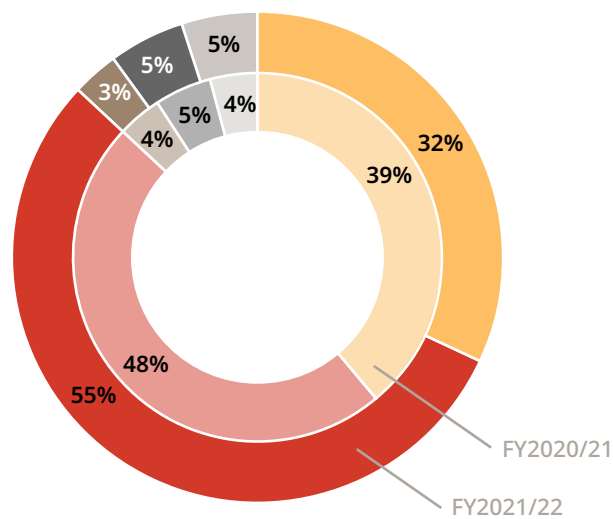
Where Our Revenue Comes From

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 from Park Royal and the Department of Environment. Other OSR includes revenue collected from archaeological and resource permitting as well as the sale of goods such as cigarettes, gasoline, or other retail items.

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

Total revenue for the last fiscal was \$125.1 million. OSR, lands and resources accommodation, and interest and other revenue accounted for 40%, equity earnings from the Nation's investments and partnerships were 5%, and the remaining 55% came from external funding sources such as Indigenous Services Canada (ISC). Total revenue exceeded the original approved budget by \$23.7 million while total costs were approximately \$9.4 million below budget.

Overall, revenue has increased year over year due to higher government funding of \$9.6 million, driven by COVID-19 response and one time program funding. In addition, the Nation saw an increase of \$14.4 million over budgeted revenue with approximately 52% of the revenue coming from Nation's Own Sources such as taxation, rent, commercial entities, and accommodations.



Own Source Revenue

Government transfers*

*Includes funding from Indigenous Services Canada and others such as First Nations Health Authority (FNHA).

Interest and other revenue

Lands and resources accommodation

Equity earnings

Own Source Revenue

The following table illustrates the major elements of OSR, and their contribution to the departure from budgeted revenue.

Own Source Revenue (\$ millions)	FY 2021/22			FY 2020/21	
	Budget	Actual	vB	Actual	vPY
Leases	33.2	35.1	1.9	40.3	(5.2)
Other income	2.9	17.8	14.9	6.0	11.8
Taxation	11.2	11.5	0.3	9.1	2.4
Cigarettes, gasoline, and retail	3.7	0.7	(3.0)	3.8	(3.1)
	51.0	65.1	14.1	59.2	20.1

OSR makes up the comparable share of total revenue as the previous year however, the composition of OSR has changed. While lease revenue is down, this was largely due to a one-time back payment in 2020/21 following the conclusion of the Department of the Environment (DoE) land lease renegotiation for the period covering 2019 – 2024. Additionally, taxation, cigarettes, gasoline, and retail declined year over year as those revenue streams were moved to Nch'ka'y, the Nation's economic development corporation.

Despite the pandemic, the Nation has collected OSR of \$65.1 million, \$14.1 million higher than the budgeted expectation of \$62.3 million. This represents an increase year over year of \$5.9 million due to both higher taxation revenue and increases in permitting, archaeological, and other similar revenue streams.

External Funding

Significant external funding was received by the Nation from various sources, primarily Indigenous Service Canada (ISC). Funding received over the fiscal finished the year \$9.6 million above budget and up \$3.7 million year over year. The year over year increase was driven, in part, by COVID-19 response and reopening funding totaling \$2.9 million. This additional funding is in line with the normal operating practices of both the Nation and its funders.

sk'aw Expenditures

Actual program costs were well below budget by \$14.8 million, due in large part to staffing challenges and remaining disruptions from COVID-19 restrictions. As noted in the previous section, the Nation received \$2.9 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.

More broadly, the staffing and residual pandemic response resulted in lower costs due to the following:

- Extended/delayed hiring timelines – Recruitment for many open and budgeted positions was delayed. This resulted in underspending of approximately \$9.4 million.
- Capacity Constraints – Due to the staffing challenges the Nation struggled to deliver planned programs and service either at envisioned scale or on the budgeted timeline. This resulted in notable decreases in program spending of about \$6.9 million compared to original budgeted amounts.
- COVID-19 – Pandemic response activities, while fully funded, continued to utilize Nation staff capacity which resulted in disruptions to other planned programming.

ta syétsem 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 \$39 million fund that we have for the following projects.

(\$ millions)	Amount
Housing construction reserve	4.9
Xwmélch'tstn subdivision (Phase 4)	1.1
Homeowner capital fund	0.6
Nation infrastructure construction and maintenance fund	5.6
Squamish Valley longhouse construction	2.9
Xwmélch'tstn longhouse renovations	0.1
Lacrosse box	2.2
New headquarters construction	21.0
Replacement of cultural artefacts	0.6
	39.0

Over the course of the year initial work began on the Xwmélch'tstn Phase 4 Subdivision, Lacrosse box, and headquarters. Over the next couple of years, these projects are anticipated to draw down the fund by \$24.3 million.





timá wa chéńchenstway Departmental Overviews

Ayás Méhmen

Child & Family Services

Ayás Méhmen – Peace to Our Children

Director: **Yataltenat,**
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.

Daycare Services

Since the opening of Chesha7 Míxalh Méhmen Xwmélch'tstn (Mother Bear Development Centre Capilano) in tem ekwáyanexw (November) 2020, daycare services have been expanded to support more families. Mother Bear Eslhá7an re-opened in early 2022 bringing the total number of childcare spaces to 73.

To help recruit and retain staff, the Nation enrolled in the province's Early Childhood Educators (ECE) Wage Enhancement Program in early 2022. Funding through this program provides an extra \$4 per hour salary when an ECE is working directly with children.

Alongside Ayás l'am (in Squamish Valley), the team at the three centres put on a year-round programming schedule designed to help parents and children learn about life skills and family dynamics through one-on-one support, workshops, and other activities. Grounding families in the Skwxwú7mesh language as well as cultural, social, and family traditions is an important part of this programming.

	20/21	21/22 ¹
Enrollment – total	46	60
0 months – 3 years	N/A	16
3-5 years	N/A	44
Childcare spaces available – total	44	73
Eslhá7an	²	29
Xwmélch'tstn	44	44
Number on wait list	16	33
Demographics		
Off-reserve	18	22
On-reserve	28	38
Staff – total	12	19
Permanent full time	11	16
Permanent part time	N/A	1
Casual (on call)	1	2

¹ Data is correct as of end of April 2022.

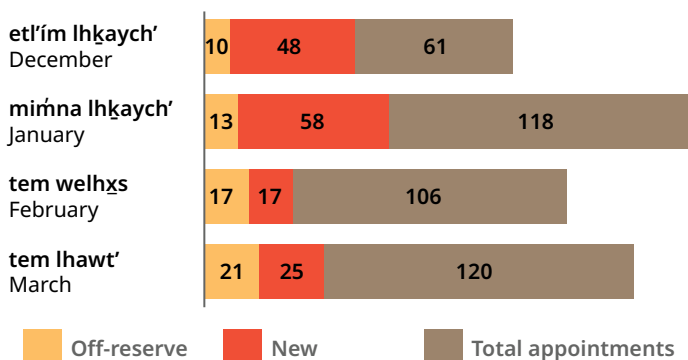
² Not in operation in this fiscal year.

Food Sharing Initiatives

S7ílhen Food Pantry

In tem eḵwáyānexw (November) 2021, there was a soft opening of the S7ílhen Food Pantry, which helps Members who are experiencing an emergency need for food. The pantry is open two to three days per week. It is stocked with basic perishable and non-perishable foods and personal hygiene supplies such as diapers, baby wipes, and shampoo. A large three-door refrigerator was purchased to store perishable items like eggs, milk, and butter.

Intake for the pantry is done by appointment to help protect privacy and understand each client's specific needs. Members can call 604-985-4111 or email foodsharing@squamish.net to make an appointment.

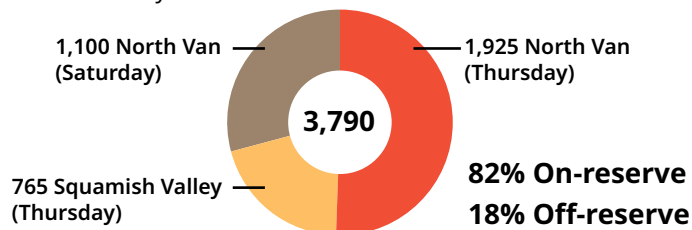


Watch a video about the **Ayás Méhmen Growcer** on Facebook.



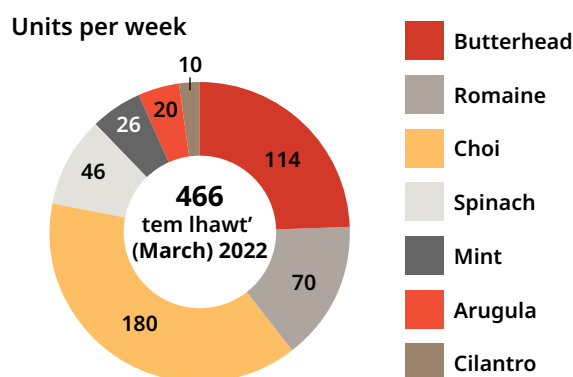
Monthly food package distribution

Each month Ayás Méhmen distributes food packages to the community on a first come first serve basis. 3,790 packages were distributed last year.

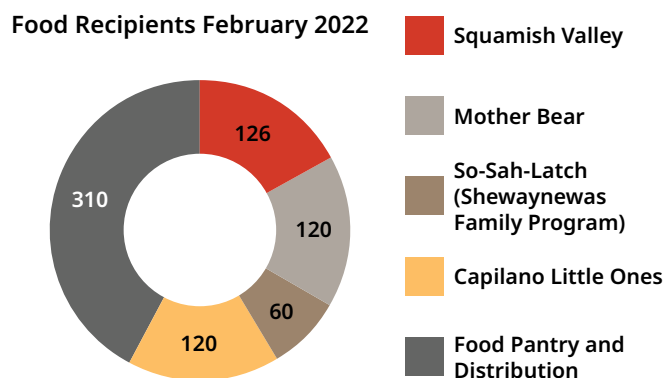


The Growcer

In tem yetwán (May) 2021, our Growcer hydroponic modular farm arrived. This special equipment allows fresh produce to grow all year-round using nutrient-rich water and no soil—saving space, time, and labour. It produces around 500 units of fruit and vegetables per week.



Produce from the Growcer unit is distributed to the community through the S7ílhen Food Pantry and monthly food package distribution, Mother Bear daycares, Capilano Littlest Ones School, and cooking / life skills programming. It is also shared at community events.



Ayás Méhmen also maintains 19 garden beds for root plants, fruit, and Indigenous medicines that are used to teach families about nutrition and preparation of plants for traditional purposes.

Youth Services

Ayás Méhmen child and youth workers offer programs, camps, and one-on-one support services, with emphasis on cultural training, life skills, emotional support, and self-esteem building. The team actively reaches out to youth to help them find meaningful connections in their community and improve their physical, emotional, nutritional, and spiritual well-being.

Shewaýántsut (Growing Up) Group

Shewaýántsut (Growing Up) Group is a 12-week program for youth aged 16-21 focused on building independence and essential life skills to help in the transition to adulthood. Grounded in Skw̓xwú7mesh cultural teachings, some of the topics covered include health and well-being, finances, cooking, employment and post-secondary education, and building healthy relationships. 11 youths enrolled in the fall 2021 session.

“

Quotes from participants:

“I’ve learnt about the trades program and how to get funding from the EET department.”

“I loved the cultural teachings from our community’s Elders.”

“I want to improve my physical and mental health.”

“I enjoyed trips to my ancestral territory in the Squamish-Elaho Valley.”



Wellness & Mental Health Therapy

Ayás Méhmen’s regular programming includes mental health therapy with a focus on culturally appropriate and holistic supports to youth and children. This was once again in demand as the pandemic entered its second year. Therapists offer one-on-one sessions and try to reach youth in more informal and fun group settings, such as during activities at the Youth Centre, and in the new Sx̣élt Shishi7ch group.

Sx̣élt Shishi7ch (Art Circle) is a weekly therapeutic art class for high school youth. In each class, youth create different forms of artwork and discuss their experiences as teenagers. Through these conversations, they discover common strengths and challenges and build meaningful friendships with their peers.

	20/21	21/22
Number of child & youth mental health therapists	3	3
Number of children & youth being supported	43	45
Number of youth on waitlist	N/A	6



Watch a video of the **Youth Centre Mural** being painted



SCAN ME



Chi'áxw Child & Family Law Project

In mi'mna lhkaych' (January 2020), *An Act Respecting First Nation, Inuit, and Metis, Children, Youth, and Families* was passed giving First Nations across Canada the legal ability to take back control and management of services to children, youth, and families. Under this federal law, the Skwxwú7mesh Úxwumixw can exercise its inherent right to care for our own children by developing and delivering culturally appropriate support services for families, centered in Skwxwú7mesh values, beliefs, and ways of being.

In tem tsá7tskaý (April) 2021, Members were asked in a short survey "whether the Nation should proceed to explore a Nation Law option for delivering services to children and families." Over 80% were in favor.

As a result, in tem ekwáyanexw (November) 2021, Nexwsxwníwntm ta Úxwumixw (Council) directed the Project Team to begin a two-year Chi'áxw Child & Family Law Project. Chi'áxw is a Squamish word that refers to protocols, ways of being, and respectful ways of

conducting oneself. Many interpret Chi'áxw as a law—such as "a correct way of going about doing a task or caring for our children."

The project will identify the benefits, recommendations, concerns, and potential service changes to consider when moving child and family services under Nation jurisdiction. Three committees will support this work: a Community Member Advisory Committee, a Knowledge Keeper Advisory Committee, and a Technical Advisory Committee.

Information about the project can be found at squamish.net/chiyaxw.



SCAN ME

Our goal is to design and then deliver services that best support and serve every family's needs. That's why every opinion matters—we want to hear from all Members, from children to youth, to adults, and Elders."

Events

Tem Chay Ilhen (Salmon Run) Festival

tem ekwáyanexw (November) 21, 2021

The first annual Tem Chay Ilhen Festival was organized to celebrate the salmon run and change of the seasons. It brought the community together with a focus on mental health, well-being, nutrition, and festive fall activities.



Tem Kw'eyus (Springtime) Festival

tem lhawt' (March) 20, 2022

As part of this festival, there was a baby honoring ceremony where 55 babies were introduced to the community. This ceremony is usually done annually but this was the first time it was held since the pandemic. The festival was attended by around 460 attendees.



Ché́nchenstway

Human Resources

Ché́nchenstway – Upholding One Another

Director: **Kwiýímalut,**
Jina Johnston-Hall

Ché́nchenstway advises Nation employees on a variety of employment related matters such as talent acquisition, benefits, occupational health and safety, performance management, and professional development. The department ensures human resources policies, programs, and services are responsive to Skwxwú7mesh Úxwumixw traditions and values as well as to the direction provided by Nexwsxwníwntm ta Úxwumixw (Council).

Employee Statistics

¹ This includes permanent, term, temporary, and casual employees but not elected Nexwsxwníwntm ta Úxwumixw (Council) members or employees of any entities.

² This includes temporary (seasonal) hires, vacant existing positions, and newly created positions. The strength and growth of the Nation through increased program and service delivery is supported by recruiting talented people, including creating employment opportunities for our Members.

	20/21	21/22
Total number of employees¹	395	477
% that are Skwxwú7mesh Úxwumixw Members	64%	56%
% that are other Indigenous	21%	11%
% that are non-Indigenous	15%	33%
New hires²	N/A	205
% that are Skwxwú7mesh Úxwumixw Members	N/A	47%
% that are other Indigenous	N/A	9%
% that are non-Indigenous	N/A	44%

Implementation of Workforce Now

Workforce Now helps employers automate their payroll process by bringing payroll and human resources (HR) together in one unified software.

The Nation transitioned to this new system on tem kw'elemexw (July) 4, 2021. Although the transition was initially challenging, a dedicated team of staff from the Ché́nchenstway and Estxwáyusem (Finance & IT) departments worked with the software provider, ADP, to ensure that errors were corrected, and employees were supported through the changes.

The new system is a one-stop-shop for employees to electronically submit and approve timecards, see leave balances in real time, access HR policies, and request time off. In the future, Ché́nchenstway also plans on moving the Nation's talent acquisition to Workforce Now.

Bereavement leave for Indigenous employees

In tem t'áka7 (August) 2021, Nexwsxwníwntm ta Úxwumixw approved an interim policy to provide all Indigenous employees and those that self-identify as Indigenous with up to three bereavement days for healing, self-care, and to care for their families. The discoveries of the children who never made it home from residential schools has triggered sadness and loss for many, and the Nation is committed to supporting the survivors and their families who may need time to reflect and heal.

As of tem yetwán (May) 2022, 188 out of 292 eligible employees have used bereavement leave.

COVID-19 Vaccination Policy

In tem ch'áatl'am (October) 2021, Nexwsxwníwntm ta Úxwumixw approved a temporary Vaccination Policy to align COVID-19 safety protocols with workplace vaccination policies implemented by the provincial and federal governments. As of tem ekwáyanexw (November) 30, 2021, Members, employees, and visitors were asked to provide proof of vaccination when entering Nation offices and facilities, attending Nation-hosted events or gatherings, or providing or accessing services.

The Vaccination Policy remained in place until provincial guidelines changed in tem tsá7tskaý (April) 2022, after which Members and visitors were no longer required to provide proof of vaccination when entering Nation offices and facilities for events or to access services. As of the time this report was written, employees are still required to be fully vaccinated to enter Nation offices or facilities. This requirement will stay in place until the BC Public Sector employee vaccine mandate is lifted.

Benefits and pension change to Canada Life

Pensions have been transitioned from iA Financial Group to Canada Life to provide the Nation with reduced plan management fees and employees with integrated benefits services.

This change was led by Eagle Bay Financial, which specializes in Indigenous group insurance and retirement plans. As part of the consultation, Eagle Bay Financial presented potential pension plan fund carriers to the Pension Committee and conducted a short survey to understand the Committee's preference.

Employees were notified of the change in mirhna lhkaych' (January) 2022, and administrators were trained on the new platform. The fund transfer was completed in tem lhawt' (March) 2022. All employees can now access their pension and health benefits information through a single platform.

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.

Protecting the Nation's Wealth

Estxwáyusem is focused on increasing the Nation's capacity to make strategic financial decisions by improving the controls and processes that protect the Nation's wealth.

As part of building a culture of financial integrity, work continued this year on developing policies to enhance the Nation's financial management system while also providing a high level of transparency and accountability to Members. Estxwáyusem has also been working with other departments to improve efficiency by identifying and addressing the root causes of delays in financial processes.

In alignment with our goal of protecting the Nation's wealth for the benefit of current and future Members, the department is evaluating the Nation's debt structure to ensure interest rates on our loans are as low as possible, and that loans are paid down when it makes sense to do so.

Business Entities Transfer to Nch'kaý

During the last fiscal year, work concluded on transfers of the Nation's principal business entities to Nch'kaý Development Corporation. In tem kw'eskw'ás (June) 2021 ownership of the Lynnwood Marina, Mosquito Creek Marina, and retail businesses (Squamish Valley and North Vancouver gas bars) was transferred. Furthermore, Estxwáyusem supported the establishment of the new Finance team at Nch'kaý to ensure the Nation's financial interests and values are protected.

Nch'kaý is wholly owned by the Skwxwú7mesh Úxwumixw. Established in 2018 as the economic development arm of the Nation, it was created to allow for the separation of business and politics.

IT Update

Move to Office 365

The COVID-19 pandemic caused a drastic shift to the way organizations across the globe operate, including Skwxwú7mesh Úxwumixw. For many of our teams, this meant a change from working in-person at an office to working at least part-time from home. To support efficient cross-departmental working and continued service delivery to Members within the new remote environment, one of Estxwáyusem's priorities has been to provide tools for collaboration (such as real-time editing of shared documents) and connection (such as messaging and video calling).

The Microsoft Office 365 suite was identified as a solution, and in tem welhxs (February) 2021 the Nation began migrating to the new platform. By etl'im lhkaych' (December) 2021, over 400 employees were migrated and trained on Office 365, and IT had re-imaged and upgraded over 500 computers to support the new software. With the assistance of Ricoh Consulting Services, Estxwáyusem provided each department with a one-hour roll-out training session prior to their migration. Pre-recorded training sessions were also provided and are still readily available for employees to view.

Information Systems & Cybersecurity

To accommodate the needs of the Nation, IT has expanded the work it does to improve the management and oversight of the Nation's Information Systems and to increase cybersecurity protection. The team undertook a range of initiatives this year to improve the Nation's cyber security which address:

- **Governance** (security risk management processes are embedded by holding security awareness courses for employees);
- **Detection** (artificial intelligence software was implemented in tem welhxs (February) 2022 to learn how systems operate and identify potential threats/vulnerabilities before they happen); and
- **Protection issues** (Cisco Meraki firewalls were installed at each of the office locations).

Implementation of Workforce Now

In partnership with Ché́hchenstway (Human Resources), Estxwáyusem supported the transition to ADP's Workforce Now, a unified payroll and human resources software. This move away from paper timecards to an online platform was an important step forward in streamlining payroll for employees—particularly timekeepers—and in making the process more efficient and less prone to errors.

For the full explanation of the transition, please see the [Ché́hchenstway](#) department overview.

COVID-19 Relief Funding: iPad Training for Elders

With COVID-19 relief funding, Estxwáyusem purchased 50 iPads and made training available to Elders in both Squamish Valley and North Vancouver. Many Members – particularly Elders – experienced isolation and loneliness during the pandemic and this initiative was a way to increase community connection safely. Four training sessions were conducted by a technical specialist from Apple. Approximately 10 Elders attended each session.

Nexwsp'áyaken ta Úxuwmixw

Community Operations

Nexwsp'áyaken ta Úxuwmixw – Often Fixing the Community

Director: **Brian Baker**

Nexwsp'áyaken ta Úxuwmixw 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'áyaken ta Úxuwmixw, including monitoring over 100 cameras throughout the Nation. Maintenance and janitorial services for administrative and other community-owned buildings are also provided.

Statistics

	20/21	21/22
Submitted work orders	Approx. 4,000	2,493
		Most common requests: <ul style="list-style-type: none"> • Plumbing - 476 • Electrical - 274 • Heating - 144 • Pest control (ants, rats, raccoons, skunks, bed bugs, bees) - 41 • Renovations (see below) - 70
Completed	85%	2,245 (96%)
Number of homes assisted with renovations	45	70
		Types of renovations: <ul style="list-style-type: none"> • Roofs = 19 • Decks = 6 • Kitchen = 9 • Bathroom = 14 • Flooring = 9 • Windows = 5 • Siding = 4 • Furnace conversion in Squamish Valley = 2 • Wheelchair ramps = 2

Capilano Longhouse Renovation Project

The Longhouse plays an important role in our culture. The Capilano Longhouse Renovation Project ensures that our People have access to a sacred place that is welcoming, comfortable, and safe. The renovation, which started in tem t'áka7 (August) 2021, was completed by tem kw'eskw'ás (June) 2022.

With support from Nexwsxwníwntm ta Úxuwmixw (Council), the kitchen underwent a full upgrade including new flooring, shelving, electrical, and plumbing, as well as fresh paint in the dining room. Energy efficient appliances were installed – two new stoves and replacements for all six heaters. The bleachers were also refurbished. We look forward to holding our cultural practices in this refreshed and welcoming space.

Electrician Hired

Nexwsp'áyaken ta Úxuwmixw hired an electrician in tem yetwán (May) 2021. With the addition of this position, the department now can address electrical issues in on-reserve housing in a timely manner, without relying on external contractors. If Members require assistance with electrical repairs, they can book appointments by contacting communityoperations@squamish.net or 604-980-8655 in North Vancouver and svcommopsworkorders@squamish.net or 604-848-2200 in Squamish Valley.

COVID-19 Supports

Throughout the pandemic, Nexwsp'áyaken ta Úxuwmixw has worked hard to provide a consistently high level of service to the Nation. The department plays a key role in ensuring Members and employees have access to the personal protective equipment (PPE) they require. Working together with Ts'ixwts'ixwnítway (Member Services) and Ta na wa Ch'áwat ta Sxwéxwel (Squamish Valley Operations), masks, sanitizer, and disinfectant wipes were provided to Members and employees. The team also ensured band-owned buildings had appropriate PPE.

Ta7Inewás

Education, Employment & Training

Ta7Inewás – Learning With Each Other

Director: **Paul Wick**

Ta7Inewás strives to help each Skwxwú7mesh Member, on- and off-reserve, reach their educational and employment goals. 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 of Members delivered by, or funded from private, provincial, and national sources.

A **\$10,000 inclusive education grant** was received from Employment and Social Development Canada's Enabling Accessibility Fund (Youth).

It will be used to make the Advocacy Support and Assessment portable more inclusive and accessible for children/youth while creating awareness for accessibility needs.

Education Programming & Supports

Education is central to our growth as a prosperous, healthy, and self-governing Nation. In the second year of the pandemic, the department continued to operate without closing facilities and maintained a range of in-person and online options for Members. Programs and supports were implemented to keep families and children engaged in education.

Xwmélch'tstn Etsímxwawtxw Skwul (Capilano Littlest Ones School)

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 Capilano Littlest Ones School offers K4 to Grade 4 on site and is working towards becoming a full Skwxwú7mesh immersion school to reverse the tide of language loss.

	20/21	21/22
Number of students enrolled	52	47 ¹
Number of staff positions	14	14

K-12

	20/21	21/22
Number of high-cost inclusive education ² students	35	29
Number of high-cost inclusive education graduates	N/A	7
Number of high school graduates	N/A	38
Number of students using/have used tutoring services	N/A	41

¹ Initially, 56 students were enrolled in the 2021-2022 school year. However, due to delays related to the approval of the portable classroom for use, the K4 program was put on hold resulting in a final enrollment of 47 students.

² Inclusive education supports are specialized as per the student learning profile and need. These schools have fewer students in class thus there is the ability to provide the one-on-one individualized required supports in a timely manner and as frequently as required.

Photo: Simon Hayter



Watch a video of the **Skwxwú7mesh Graduating Class of 2021** on Facebook.



Tutoring

The tutoring program increased service this year as more families sought support for their students.

“

Our family have been with Tutor Doctor going on two years. My son has difficulty learning and having our same tutor come in has made a large difference in Math. My son has been able to complete and turn in assignments on time and more so understand what the assignment is asking for. My son's teacher also relayed that having our tutor every week has made my son's anxiety level and participation in class a lot more enjoyable.”

“

The tutoring that my daughter receives is supporting her education journey. She has a learning disability and the extra support she receives is helping her achieve academically in school. The tutor has experience working with children with the same disabilities and makes each session fun as well as educational. My daughter looks forward to her sessions and I hope that this can continue each year. I really appreciate this opportunity and to have this extra support for my child.”

Post-secondary

The Nation provides funding to support Members to graduation in their respective programs of study. Funding can cover expenses such as application fees, tuition and mandatory student fees, books and supplies, and living allowances.

	20/21	21/22
Certificate graduates	8	9
University & College Prep program graduates (1 year)	N/A	6
Bachelor graduates	2	4
Masters of Skwxwú7mesh Education graduates	3	10
Number of post-secondary students supported by funding	N/A	185
Diploma (2 years) graduates – total	1	16
Simon Fraser University Skwxwú7mesh Language Diploma	N/A	15
Other programs	1	1

Eslha7an Learning Centre

The Eslha7an Learning Centre offers a safe and holistic environment where our First Nations students can take their first steps towards education, training, and employment while maintaining their traditional values. Three programs are offered in partnership with the North Vancouver School District 44 (NVSD 44) and Capilano University (Adult Dogwood Diploma, Youth Dogwood Diploma, and Adult Essential Skills).

A high level of programming was maintained this year, although there were lower numbers of students due to the pandemic. A new part-time position to support the Capilano University partnership programs was created for the 2021-2202 school year.

In tem kw'émexw (July) and tem t'áka7 (August) 2021 and tem lhawt' (March) 2022, the Centre offered youth certification courses for Members aged 13-18. The full week program included skills training and certification in areas such as babysitting, first aid, and food safety. Four programs were held in North Vancouver, and two in Squamish Valley, with a total attendance of 60 students. Youth Math Camps were held in North Vancouver and Squamish Valley in tem kw'émexw (July) 2021, with a total of 30 participants.

	21/22
Number of students that completed Adult Dogwood Diploma Program	2
Number of students that completed Youth Dogwood Diploma Program	5

Emergency Response & Planning

Emergency Response & Planning is overseen by the Ta7lnewás Director. The program aims to ensure the Nation and its Members are well equipped to respond to emergencies or crises. Now in its second year, the team had to deal with three extreme weather events in 2021 (fires, heat dome, and atmospheric rivers), in addition to challenges related to the ongoing pandemic.

During the summer 2021 heatwave, air conditioners were installed in 30 Elders' homes on the North Shore and in Squamish Valley. The team also operated cooling centres at Chief Joe Mathias Centre and Totem Hall for community members to seek relief.

The atmospheric river event in tem ekwáyanexw (November) and etl'im lhkaych' (December) 2021 required a rapid response from Emergency Response & Planning. Working with Ts'ixwts'ixwnítway (Member Services), assistance was provided to off-reserve Members who were impacted by flooding, road closures and evacuations, including money or gift cards for emergency supplies.

Significant flood mitigation work was undertaken in the Squamish Valley to protect from flooding and further erosion, and to repair damaged areas. This work included sandbagging, protecting Evan's Cemetery, culvert installation on Lewis Drive, and bank protection at Squamish Valley Road.

Work is ongoing to put in place future mitigations to protect Members and their homes in extreme weather events. One of the Nation's proposals to protect the bank at

Squamish Valley Road (by adding approximately 20 meters on each side of the slough) was approved for approximately \$50,000 in funding by Emergency Management BC (EMBC). This project will help to protect Nation homes and critical infrastructure.

Emergency Response & Planning provides ongoing COVID-19 support in collaboration with Ts'ixwts'ixwnítway. In 2021-2022, the team supported isolating Members by delivering care packages, shopping for and delivering groceries, and finding alternate accommodation to allow Members to isolate away from their families.

Please see the **COVID-19 Report** for more information on how the team responded to the pandemic this year.



SCAN ME



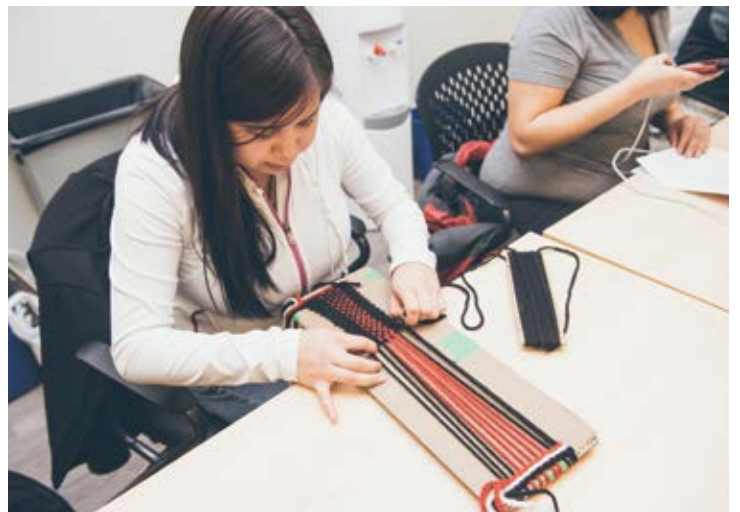


Employment Services

Nexw7áystwaý (Training & Trades Centre)

Nexw7áystwaý was established in 2004 to empower Indigenous clients by helping them learn a trade and build a successful future, while maintaining traditional values. The needs of clients are evaluated on an ongoing basis to develop and implement training programs that meets their diverse needs. A number of programs were offered over the past year.

Program	Details	Participants
Introduction to Plumbing Program	tem lhawt' (March) 29 – tem kw'eskw'ás (June) 11, 2021	9 students enrolled (4 SN Members) / 5 completed (4 SN Members)
Applied Project Management Certificate Program	tem lhawt' (March) 22 – tem ch'áat'am (October) 1, 2021 (online)	26 students enrolled (18 SN) / 14 completed (13 SN) – 6 passed exam (6 SN)
Plumbing Level 1 Program	tem yetwán (May) 3 – tem cháylhen (September) 3, 2021	6 students enrolled (5 SN) / 4 completed (3 SN)
Introduction to Construction Program	tem kw'eskw'ás (June) 7 – tem t'áka7 (August) 20, 2021	12 students enrolled (8 SN) / 6 completed (5 SN)
Youth in Trades Program	tem kw'élemexw (July) 5 – tem t'áka7 (August) 6, 2021	10 students enrolled (8 SN) / 10 completed (8 SN)
Health Care Assistant Certificate Program	tem ch'áat'am (October) 4, 2021 – tem t'áka7 (August) 5, 2022	5 students enrolled (4 SN)
Indigenous Early Childhood Education Certificate Program	tem ch'áat'am (October) 18, 2021 – tem cháylhen (September) 2, 2022	6 enrolled (6 SN)
Carpentry Level 1 Program	tem kw'élemexw (July) 12 – tem ekwáyanexw (November) 12, 2021	10 students enrolled (4 SN) / 6 completed (4 SN)
Women in Trades Program	mir'na lhkaych' (January) 10 – tem tsá7tskaý (April) 1, 2022	7 students enrolled (1 SN) / 7 completed (1 SN)



Stitsma Career Centre

Stitsma works with Indigenous clients to overcome barriers to employment. The Centre offers services that assist candidates in gaining employment (eg. hiring fairs, resume workshops) as well as training or educational programs to enhance skills and qualifications.

In mir̓na lh̓kaych' (January) 2022, a Job Mentor was hired for the Stitsma Career Centre to support Members transitioning to the workplace. The mentor works with the employer and client to develop good work skills and ethics in order to help with successful transition and improved retention.

	21/22
Total number of clients supported	340
Number of Nation Members supported	289

Income Assistance Support

The Income Assistance team is responsible for the efficient administration of the Indigenous Services Canada (ISC) Income Assistance program, which provides financial support to eligible adults and their dependents who are unable to meet their basic needs. Funding may include covering costs such as food, clothing, or rent and utilities allowance.

	20/21	21/22
Number of Members supported through one-time programs/assistance	420	497
Number of families (clients with children) supported through one-time programs/assistance	91	109

Ta na wa Ch'áwat ta Sxwéxwel

Squamish Valley Operations

Ta na wa Ch'áwat ta Sxwéxwel – The Ones Who Help the Valley

Director: **Austin Chandler***

*As of June 2022

The mandate of Ta na wa Ch'áwat ta Sxwéxwel is to create and implement a vision of exemplary programs and services for Squamish Valley Members. Through internal programs 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.

COVID-19 Supports

Ta na wa Ch'áwat ta Sxwéxwel provided various support services, programs, and tools in response to COVID-19, including food and food voucher deliveries, spiritual counselling, community wellness workshops, and a tutoring program which connects students with the Nation's Inclusive Education Advocate for tutor scheduling outside of regular school hours (now supporting 41 students). The department also purchased a wheelchair accessible van and hired a part-time driver to offer Members rides to appointments or shopping in Squamish or Vancouver and to support with food deliveries. Tablets were purchased to help youth connect to online education programs.

Ayás Méhmen (Child & Family Services)

Ayas Lam Family Program

Ayas Lam provides proactive prevention and education strategies to families with children aged 0-6 based in the roots and values of Skwxwú7mesh teachings. The team strives to assist every child in reaching their personal potential, while encouraging family members to become active participants in the child's development. Programs are coordinated to help families learn about developmental milestones, health and nutrition, family dynamics, as well as Skwxwú7mesh language and culture.

	21/22
Number of children receiving child development supports	37
Number of families receiving infant development supports	27
Number of families registered for weekly family program	12

Child & Youth Support

The Youth Team supports the physical, emotional, nutritional, and spiritual well-being of our youth through group and individual activities. The emphasis is on cultural training, behavioral management, and building self-esteem in a safe and fun environment.

	21/22
Youth receiving 1-1 support from a Child & Youth Worker	10

Community Operations Update

The Community Operations team consists of senior management, an administration coordinator, three field repair staff, three event crew/custodians, and on-call staff. The building service team is responsible for overseeing community infrastructure projects in the Squamish Valley, providing cleaning services for Nation-owned buildings, and supporting events organized at Totem Hall. The field repair staff maintain roads and buildings on-reserve, and complete minor home repairs to our 120 homes in Squamish Valley.

	21/22
Submitted work orders	1166
Completed	96%

Emergency Response Support

Summer 2021 brought extreme heat to British Columbia. Ta na wa Ch'áwat ta Sxwéxwel responded by setting up Totem Hall as a cooling centre to provide relief to community members in need.

During the atmospheric river in tem eḵwáyanexw (November) and etl'ím lhkaych' (December) 2021, the department supported the Emergency Response & Planning team as they responded to flooding events. The teams filled and distributed sandbags to protect homes and Evan's Cemetery, as well as prepared Totem Hall to function as a reception centre in the event of an ordered evacuation. To learn more about emergency response over the past year, please visit [page 50](#).



Recreation

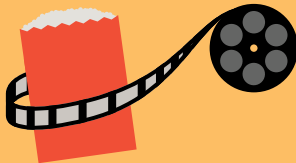
The Recreation team provides support, programs, and facilities to improve the quality of life for our Members. The teams strive to offer a variety of recreation programs and events that meet the needs of Members of all ages. This division is funded through Own Source Revenue.



After School Programs

Soccer, rugby, hip hop dance, crafts, culture, outdoor club, kickboxing, and mountain biking

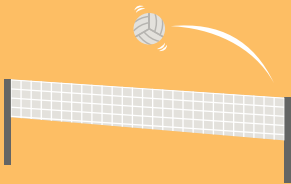
On average, 15-20 youth signed up for each program that ran seasonally throughout the year



Family Events and Programs

Skating, swimming, movie nights, bingo, Easter party, Christmas party, Halloween party, community info session, Thanksgiving dinner, and wellness days

Community events average 150 people; skating / swim nights average 10 people



Adult Sports and Fitness

Hockey, volleyball, soccer, basketball, kickboxing, weight training, low impact fitness, medicine ball, and circuit training

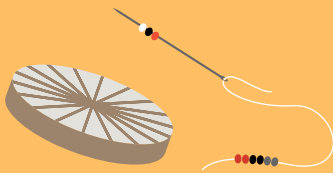
Adult sports average 15 people and fitness average 10 people per session



Youth Camps

Spring Break Camp & Summer Fun

Spring Break had 59 participants; Summer Fun had 67 participants



Cultural Activities

Beading, medicinal walks, drum making, and medicine salves

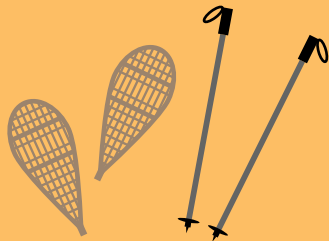
Cultural activities reach maximum participation



Crafts & Lifeskills

Cooking and gardening

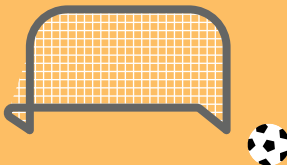
Average 10 people per session



Outdoor Recreation

Snowshoe, walk run club, mountain biking

Average 14 people per event



Youth Sport

Skiing & snowboarding, youth soccer

Ski / snowboard had 21 registered and youth soccer has 28 participants



Teen Centre

Skating, cooking, holiday parties, kickboxing, skiing & snowboarding, hot meal nights, field trips, Sister Tribe & Gentlemen's Club

Ski/Snowboard had 21 registered, Kickboxing had 14, and other programs average 25 participants

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.

Statistics

	20/21	21/22
Simon Fraser University Skwxwú7mesh Language Diploma: number of graduates	N/A	15
Teitlénumut Cht sessions (runs September – May)	16	11 ¹
Cultural Grants: total number of people/groups supported	N/A	74
Individual (up to \$500 to host a project or event that benefits the Squamish people)	N/A	69
Group (between \$4,000 – \$10,000 to support a project or event that benefits the Squamish people)	N/A	5

¹ As of February 2022.

Watch a video
recap of the
**first season of
Teitlénumut Cht**



Teitlénumut Cht

First Nations Elders often say you must know who you are and where you come from. Teitlénumut Cht is a storytelling and presentation series in which knowledge keepers share Snewíyelh (advice, teachings, and cultural knowledge) with Members, to help them connect with their Skwxwú7mesh roots.

Now in its second season, the series has been well received by Members. The 2022 season will have presentations every two weeks with plans to move to in-person events in the fall, alternating between North Vancouver and Squamish Valley.

The first season included 16 virtual presentations, followed by Q&A, on a variety of topics including history, language, plants and medicine, canoe carving, weaving, storytelling and more.

Skw̓xwú7mesh Sníchim Policy

In the late 1980s to 1990s, a group of Elders came together to teach their grandchildren the Skw̓xwú7mesh Sníchim and culture. These first language speakers were called Ta na wa Nexwíw n ta a Imats (The Ones Who Advise the Grandchild). Today, the UNESCO Atlas of the World's Languages in Danger categorizes Skw̓xwú7mesh Sníchim as severely endangered because there are no longer any first language speakers.

On tem kw̓élemexw (July) 8, 2021, Nexwsxwníwntm ta Úxwumixw (Council) approved the Skw̓xwú7mesh Sníchim (Squamish Language) Policy. This Policy is the result of work that Ta na wa Ns7éyxnitm ta SneWíyelh has been undertaking since the Skw̓xwú7mesh Sníchim Policy Framework was approved in tem kw̓élemexw (July) 2019. To ensure the Policy was reflective of our community's vision for the future of our language, Members were asked to provide input and recommendations. This feedback was carefully considered and incorporated as the Policy was developed.

The Nation is committed to re-establishing Skw̓xwú7mesh Sníchim as the primary language of our people. The Policy sets the groundwork for a Language Commission, a group of community members who

will provide guidance on language programming. For example, the Commission will certify language teachers and grant proficiency certificates to speakers. Other activities will include guiding the implementation of an official Language Strategy, recommending a standardization of the written Sníchim, and creating or approving new words to add to the official lexicon. This is a big step forward for the Nation as we work to preserve and encourage the use of Skw̓xwú7mesh Sníchim.

The Skw̓xwú7mesh Úxwumixw is proud to be one of the only First Nations to develop a policy to help preserve the language and support its growth.

Sxwimálawtxw (Storage House)

The Sxwimálawtxw (Storage House) division collects, preserves, and shares materials related to our history, language, and culture so they are available to future generations. The holdings, both physical and digital, consist of textual records, newspaper clippings and ephemera, photographs, audiovisual materials, maps, and published materials. The division is working on purchasing a data storage management system which will host digitally archived materials and make it more accessible for Members to search and find anything related to the Nation.

Sxwimálawtxw is currently in the process of making the physical collections accessible. This includes building and curating display cases to preserve and showcase items. Eventually, the department looks forward to welcoming Members to the building to see the displays.

A soundproofed recording room was designed and equipped to allow Knowledge Keepers to share and record Skw̓xwú7mesh language, culture, history, and heritage. The equipment will also be used by the YúusneWás Project as it supports former students of Indian Residential Schools and their families who wish to share their stories.



Other Updates

Reconciliation and Representation

Over the past year, Ta na wa Ns7éyxnitm ta Sne'wíyelh has seen an increase in requests from external organizations and individuals asking how to respectfully include Skwxwú7mesh culture or language. The department has found that organizers are wanting to meaningfully engage with the Nation and pay for the time of performers or speakers. In accommodating these requests, the department's goal has been to help shift the public's understanding of what it means to live on Skwxwú7mesh Úxwumixw lands by providing them with an introduction and exposure to Skwxwú7mesh culture.

Skwxwú7mesh History Book Project

In 2018, Elder Dave Jacobs brought a request to Nexwsxwníwntm ta Úxwumixw to support the development of a book on Skwxwú7mesh Úxwumixw history. The goal of the project is to promote our history for the benefit of our people and future generations.

This is a pilot project, with the book intended to be the first in a series. The first book will likely take another year to complete, after which the department hopes to have the experience and skills necessary to begin publishing a new book annually. A contract has been signed with a publisher, and meetings are ongoing.

Drumming Circle

On tem cháylhen (September) 29, 2021, a drumming circle was held before the first National Day for Truth and Reconciliation.

Watch a video of the event.



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 Members to create a long-term plan for all Sḵwxwú7mesh Úxwumixw lands, one which exemplifies Members' goals and values for the Nation's future. The department oversees and coordinates new on-reserve home construction for Members as well as capital projects and infrastructure to support and grow the community.

Statistics

	20/21	21/22
Construction completed (number of homes)	5	2 houses (8 units total) ^{1,2}
Construction started (number of homes)	9 houses (13 units total) ¹	6

¹ Includes duplex and four-plex.

² Repairs were also completed to a fire damaged house as well as reconstruction for one destroyed by fire.

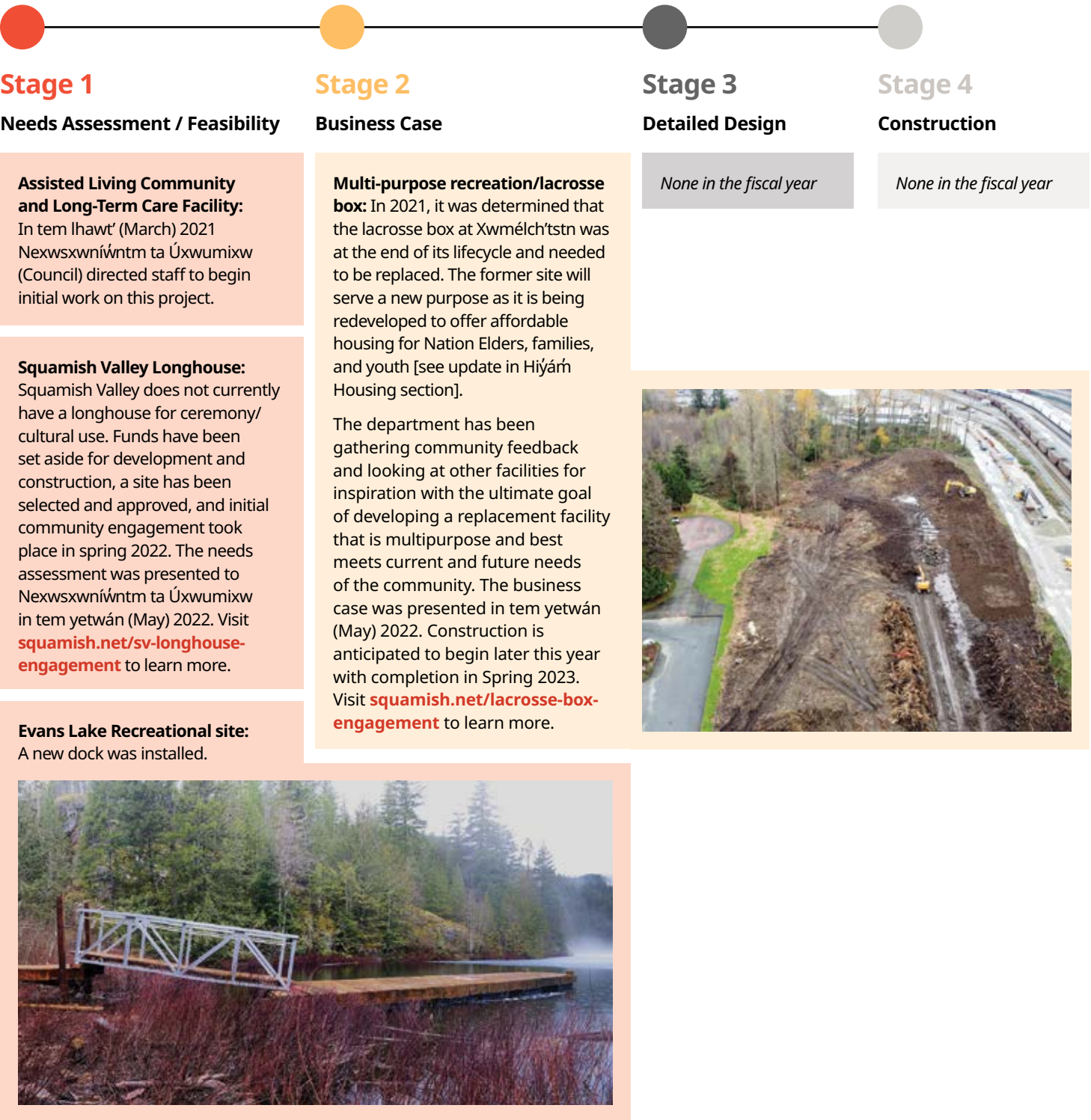
Ch'iyakmesh Water System Upgrade

Ta na wa Shéway I7xw ta Úxwumixw has been monitoring the water system at Ch'iyakmesh to understand how it is operating and how it could be improved. The water is regularly tested for safety and has been determined to be healthy for drinking. The Nation's goal is to ensure a long-term and stable supply of water to Members, given that the current system is aging.

The Nation received funding from Indigenous Services Canada (ISC) to complete a study which looked at whether the current system should be upgraded or if the Nation should connect to the District of Squamish's water system. In mir' na lhkaych' (January) 2022, Nexwsxwníwntm ta Úxwumixw approved connecting to the District system, a decision which the District of Squamish supports.

In the next stage of this project, Ta na wa Shéway I7xw ta Úxwumixw will apply to ISC for design funding and explore other funding/partnership opportunities.

Capital Project Status



Housing

A key function of Ta na wa Shéway I7xw ta Úxwumixw is building Nation Member housing. To help Members understand how to work with the department when building their homes, the department is creating information booklets that explain the process, including timelines and design options. Information about the process can also be found [here](#).

Phase 4 subdivision

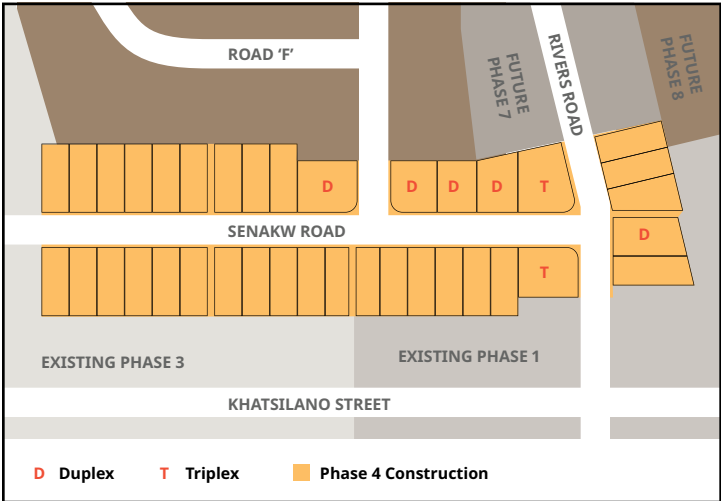
Work began in tem ekwáyanexw (November) 2021 on the next subdivision phase in Xwméłch'tstn. It will include 37 lots (including 30 single detached homes and seven duplex/triplexes). The lots are being prepared for building construction (eg. clearing vegetation, levelling land) which is expected to be completed later in 2022.

Housing Policy update

To meet the Nation's strategic vision of housing every Member within a generation, Nexwsxwníwntm ta Úxwumixw requested that the 2006 Housing Policy be updated. Ta na wa Shéway I7x w ta Úxwumixw is working together with Ts'ixwts'ixwnítway (Member Services), Nexwsp'áyaḡen ta Úxwumixw (Community Operations), and Hiýáŋ Housing on this important project. Engagement with the community began in early 2022 and a draft revised policy will be presented to Nexwsxwníwntm ta Úxwumixw later in the year. Visit squamish.net/housing-policy-engagement to learn more.

Support for other departments/entities

The department has done significant work in support of Hiýáŋ Housing's projects, such as reviewing building and utility plans. They have also supported preparations for the Seńáḡw development, including the ongoing creation of a system to issue building permits.





Úxwumixw 2050 (Generational Plan & Census)

Sḵw̱xwú7mesh Úxwumixw 2026, the Nation's Strategic Plan, calls for the preparation of a 25-year Generational Plan (also known as a Comprehensive Community Plan) to identify the current and future needs of Sḵw̱xwú7mesh Stélmexw (Squamish People) across all geographic residencies, genders, and age ranges. It will be a community-led process to create a vision for the Nation, one that addresses interrelated areas such as governance, land and resources, health, infrastructure, culture, and social issues.

The project was endorsed by Nexwsxwníwntm ta Úxwumixw in tem tsá7tskaý (April) 2021, and engagement is taking place throughout 2022. Engagement was started via IdeaShare and the project website: squamish2050.net



Visit the Ideashare
Engagement Site



Visit the
Project Website

In planning for Úxwumixw 2050, the Nation identified key gaps in data. To address and resolve them, it was decided to conduct a census of the community, in connection with the Generational Plan, to improve the Nation's capacity to collect and make use of data. This supports priorities such as data sovereignty and self-determination.

The census was designed and carried out in a way that is uniquely Sḵw̱xwú7mesh. Members were hired and trained as enumerators and data collection took place over summer 2022.

Visit squamish.net/census for more information.



Capital Asset Management Plan

The department conducted a review of all Nation-owned capital assets, including buildings, infrastructure (such as water and sewer lines), roads, and community buildings to create an inventory of everything the Nation owns, as well as set budgets and timelines for the maintenance, upkeep, and future replacement of each asset. Significant work involving all departments took place in this fiscal year to complete the inventory.

A software program has been selected to track budgets and timelines for maintenance and upkeep as well as keep track of work orders. The software will be implemented in late 2022.

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

Other Updates

Invasive species inventory

The department worked to identify invasive species (plants) on reserve land and create a plan to manage them. Squamish Valley had an existing management plan which has been updated, and new plans are under development for the lower mainland communities. Treatment began in summer 2022.

Environmental remediation

The area south of Chief Joe Mathias Centre is being cleaned up before construction on the new multi-purpose recreation/lacrosse box begins. Environmental analysis of the old lacrosse box site was done last fiscal year in preparation for the new affordable housing development at that location (see **Hiyám Housing** update on page 76).

Fire safety

The department worked to refit the Advocacy Support and Assessment portable under the BC Building Code to increase occupancy. This was one of requirements set by ISC in order to add another grade offering at Xwmélch'tstn Etsímawawtxw (Capilano Littlest Ones School).

Ta na wa Yúus ta Stitúyntsam'

Rights & Title

Ta na wa Yúus 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 its territory.

Old Growth Logging Moratorium

On tem kw'eskw'ás (June) 10, 2021 the Sk̓wx̓wú7mesh Úxwumixw formally gave notice to the Province of BC to defer old-growth logging for two years in the Nation's 690,000 hectares so that long-term sustainability plans can be developed.

The Nation feels strongly that the Province has failed to take immediate steps to implement the urgent recommendations of the Old Growth Strategic Review panel and does not give its consent for continued old-growth logging within its territory.

While 44 per cent of our territory's old-growth has been protected, 56 per cent remains unprotected. 78,000 hectares of old-growth forest are at risk unless new clear-cuts are halted. Within its territory, the Nation has identified at least 20 cut blocks with old-growth logging activities proposed in the next five years. These forests belong

to the Sk̓wx̓wú7mesh Stélmexw (Squamish People), house intact ecosystems which have regenerated naturally under our stewardship since time immemorial, and were never ceded.

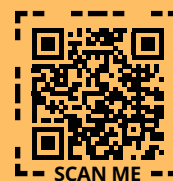
The Nation's 2001 Xay Temixw Land Use Plan—developed through in-depth consultation with Membership, including Elders and Knowledge Keepers—articulates the importance of protecting old-growth forests of all types and the need for the Sk̓wx̓wú7mesh Úxwumixw to be involved in the economic opportunities of harvesting. The department is looking at updating this critical document.

Climate Action Strategy

In etl'ím lhkaych' (December) 2021 Nexwsxwníwntm ta Úxwumixw (Council) approved the workplan and timelines to develop a Wa Lhkwayel Skwiyíntsut (Climate Action Strategy). Building sustainable and resilient communities in the face of climate change is something that the Nation has been working towards since declaring a climate emergency in 2019.

Over the next two years, Ta na wa Yúus ta Stitúyntsarh will lead the development of the Climate Action Strategy with input from Membership. The strategy will set out priorities and specific actions to protect and strengthen the rights of our people, protect quality of life, and enhance the health of our communities. It will act as a guide for the Nation over the next 30 years as we contribute to the global goal of net zero emissions by 2050. The Wa Lhkwayel Skwiyíntsut will be a living document, updated and revised every five years.

Opening ceremonies for the project were held in tem tsá7tskáy (April) and tem yetwán (May) 2022. Initial community engagement has included a survey, the launch of a Climate Action Strategy Working Group, and a Climate Warriors Education Program.



**Visit the Project
Webpage:**

squamish.net/climate-strategy



The St. Paul's Memorial honours survivors and those who did not make it home from residential school.

Photos: Timothy Horton

Yúusnewas (St. Paul's IRS project)

On tem t'áka7 (August) 10, 2021, the Skwxwú7mesh Úxwumixw announced it was embarking on an Indigenous-led process to find answers about the children who attended the former St. Paul's Indian Residential School but never made it home. The Nation is the lead community due to the site's location on our territory and we are working closely with our səlilwətaʔ (Tsleil-Waututh) and xʷməθkʷəy̓əm (Musqueam) relatives.

The project is called Yúusnewas which means to take care of spirit, to take care of one another, and to take care of everything around us. The word was proposed by the Elders Advisory Committee as a recognition that we must take care of survivors as well as all who have been impacted by intergenerational harm. This seven-generation approach was the guiding principle for the Growth and Unity project logo designed by Calvin Charlie-Dawson.

Yúusnewas has been set up to ensure work is done in a good way with our culture and protocols as the foundation. Knowledge Keepers and those with traditional knowledge lead the project and—before delivery of activities, events, or ceremony—check the work. The Steering Committee guides the project while the Project Team actively works

across multiple areas including health and wellness support, recording stories, archive and land-based research, and cultural practices.

The project includes creating health and wellness supports for survivors and their families, establishing protocols with other Nations whose Members attended St. Paul's, recording the stories of survivors in a careful and safe way, and bringing information together from all sources (survivors, archives, etc.) to present the truth. Pre-work activities (including development of supports and protocols, project planning, and setting up governance) have taken place since tem t'áka7 (August) 2021. A burning ceremony and community event launched the next stages of Yúusnewas in tem yetwán (May) 2022.



Growth and Unity project logo designed by Calvin Charlie-Dawson.



Visit the Project
Webpage:

squamish.net/yuusnewas

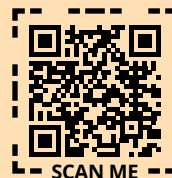
2030 Olympic & Paralympic Games Bid

On etl'ím lhkaych (December) 10, 2021, the Lílwat7úl (Lílwat), xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh, and sə́lilwətaʔ (Tsleil-Waututh) Nations signed a Memorandum of Understanding (MOU), along with the City of Vancouver and the Resort Municipality of Whistler, to explore the feasibility of hosting the Olympic and Paralympic Games in 2030. In tem welhxs (February) 2022, the Canadian Olympic Committee (COC) and the Canadian Paralympic Committee (CPC) officially joined the process.

Such a bid would be the first Indigenous-led bid in the history of the Games and, if successful, would be a major step towards reconciliation through sport, as outlined in the Truth and Reconciliation Commission of Canada (TRC)'s Call to Action # 91: "We call upon the officials and host countries of international sporting events such as the Olympics, Pan Am, and Commonwealth games to ensure that Indigenous peoples' territorial protocols are respected, and local Indigenous communities are engaged in all aspects of planning and participating in such events."

The four Host Nations welcomed the world for the 2010 Vancouver Games, playing an important role as they took place on our shared territories. The 2030 Games would be an opportunity for the Host Nations to take the lead role in all aspects of planning and hosting this international event. It would announce to the world that we are not invisible, we are still here and always will be.

Engagement with Host Nation communities took place in spring 2022 before moving into a wider public phase in summer 2022.



Visit the
Project Webpage:
squamish.net/2030-olympics

This page: Syexwáliya Ann Whonnock, Skwxwú7mesh Úxwumixw Spokesperson, provides opening remarks.

Opposite

Top: An Elder begins the press conference with an opening prayer.

Left: Mayor Stewart provides comments.

Right: Sxwíxwtn, Wilson Williams signs the MOU on behalf of Skwxwú7mesh Úxwumixw.

Photos: City of Vancouver



Ts'ixwts'ixwnítway

Member Services

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

Director: **Monica Jacobs**¹

Ts'ixwts'ixwnítway is the front-line emergency and crisis support for Members who are most in need, providing assistance for imminent needs while also 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.

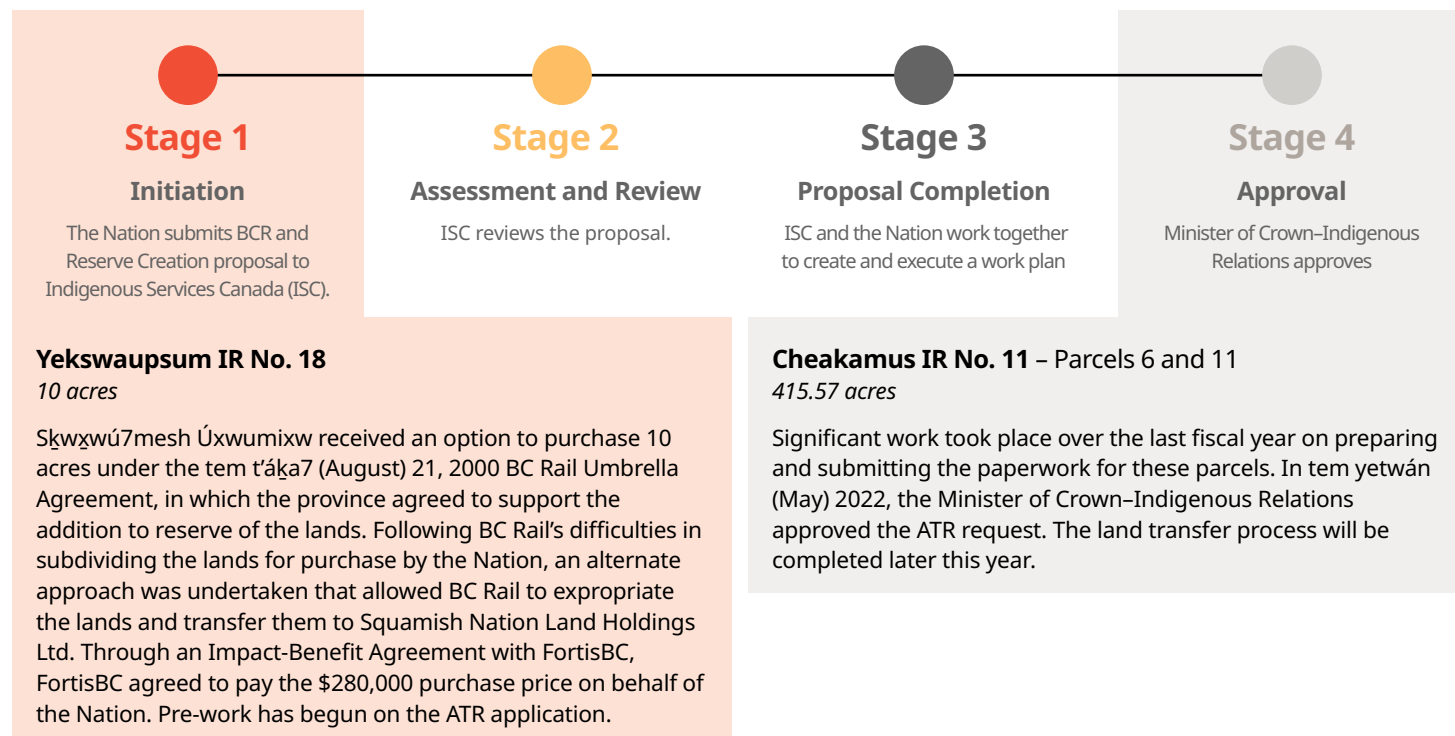
¹ Retired July 2022.

Addition to Reserve (ATR)

In early 2022 as the department prepared for the Director's retirement, two Associate Director positions were created: Associate Director, Member Services and Associate Director, Lands. The Associate Director of Lands will be a dedicated resource working on Addition to Reserve (ATR) and environmental protections for Squamish lands.

Addition to reserve & reserve creation process:

Addition to reserve increases the Nation's land base and safeguards it for future generations. Ts'ixwts'ixwnítway is currently working to support the ATR process for several plots of land.



2021 General Election

Ts'ixwts'ixwnítway is responsible for overseeing internal elections and other voting processes, including coordinating referendums.

The tem cháylhen (September) 26, 2021 General Election was the first to be governed by the **Skw̓xwú7mesh Úxwumixw Election and Referendum Law**. The Law was approved by a referendum in 2018 and brought a whole suite of changes, including online voting, the ability for both on-reserve and off-reserve Members to vote and call referendums on subjects of their choosing, changes to create new electoral boundaries/positions, as well as changes to candidacy requirements and campaign rules to improve transparency. This was the first change to the Nation's electoral process since 1981.

19 candidates ran for the nine positions up for election. The positions included one Council Chairperson, seven Councillors (one North Shore, one Regional, one Squamish Valley, and four General), and one Band Manager.

A total of 1,034 ballots were cast by Nation Members either in-person on tem cháylhen (September) 26 or by mail and online during the period of tem t'áka7 (August) 27 to tem cháylhen (September) 26. The roles of Council Chairperson and Band Manager were filled by acclamation. The new Nexwsxwníwntm ta Úxwumixw (Council) term began in tem ch'áatl'am (October) 2021.

For more information on the election results, please see the Nexwsxwníwntm ta Úxwumixw section of this Report on page 83.

Emergency Support

Ts'ixwts'ixwnítway supported Members during the atmospheric river event and subsequent flooding in tem ekwáyanexw (November) 2021. Emergency Management BC (EMBC) provided funding for the first 72 hours, after which the department stepped in to assist with money or gift cards for essentials such as food, gas, diapers, and baby formula. The majority of the support went to off-reserve Members who were impacted in the Fraser Valley and Interior.

During the heatwaves and fires in the summer, the department helped Nexwspáyaken ta Úxwumixw (Community Operations) and Emergency Planning &

Response with operating cooling centres, distributing fans and air conditioners for Elders, and handing out cooling cloths supplied by Yúustway (Health & Wellness).

Ts'ixwts'ixwnítway, in collaboration with other departments, continued to provide various services and support for Members in response to the COVID-19 pandemic. These included:

- Financial support to help Members in need purchase food or pay their utilities
- Delivery of turkeys to Members at Christmas

- Elder outreach program, including three new outreach workers and a vehicle to support the program
- Distribution of personal protective equipment (PPE) to Members and Nation employees

For more details on COVID-19 relief initiatives, please see the **2021 COVID-19 Report**.

Yúustway

Health & Wellness

Yúustway – Working Together and Taking Care of Each Other

Director: Glenda Gibbon

Yúustway provides community health and recreation programming through five divisions: Community Health & Wellness, Health Benefits Advocacy & Promotion, Home & Community Care, Ka'lnumet 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.

Community Health & Wellness

The Community Health & Wellness division provide extensive services and resources for those who reside within the Skwxwú7mesh Úxwumixw community, including mental health and addictions counselling as well as traditional and alternative healing and wellness supports. The division is supported by Nation departments and external organizations such as the First Nations Health Authority (FNHA), Vancouver Coastal Health (VCH), and various treatment centres and family support services.

Watch videos
created by
Yúustway:



Shaker Church Prayer
and Song Video



Nurturing Our
Spirit Video

Harm Reduction Forums

Two large community forums were held at Chief Joe Mathias Centre on tem ch'áatl'am (October) 4, 2021, and Totem Hall on tem ekwáyanexw (November) 2, 2021. Along with dinner, a conversation was facilitated about harm reduction: what it is, how to keep people who use substances safer, and how community wellness, healing and kinship play a role.

Post-Suicide Response Team

In tem ekwáyanexw (November) 2021, Yúustway in partnership with Ts'ixwts'ixwnítway (Member Services), Ayás Méhmen (Child & Family Services), and Ta na wa Ns7éyxnitm ta Snewíyelh (Language & Culture) created a Post-Suicide Response Team. This team is trained and prepared to support the community and families if a tragic, sudden, and unexpected loss occurs. The team is only activated following consultation with the family.



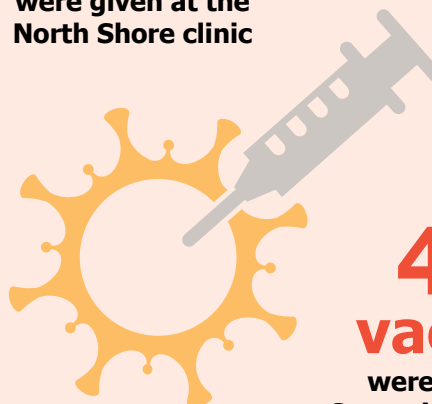
COVID-19 Vaccination Clinics

In this reporting period, 2,499 vaccines were administered at the North Shore clinics and 421 at the Squamish Valley clinics. Nurses also gave 175 vaccines outside of the clinics, either at the Kal'numet Primary Care Clinic or in Member homes. These numbers are not reflective of community-wide vaccination numbers, as many Members received vaccines at provincial clinics.

The Nation has received 7,600 rapid tests since they were made available in early 2022. Members can pick the tests up from Yúustway directly by calling 604-982-0332. As of tem lhawt' (March) 2022, 2,210 tests were distributed to other departments to hand out to Members during their programming, alongside 9,640 N95 masks.

2,499 vaccines

were given at the
North Shore clinic



421 vaccines

were given at the
Squamish Valley clinics

Distributed

2,210 rapid tests



+

9,640 N95 masks



Recreation

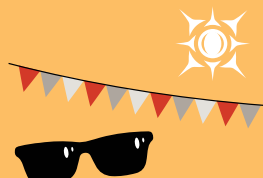
Sports and recreation play a vital role in enhancing the lives of Słwǰwú7mesh Úxwumixw Members physically, mentally, emotionally, and spiritually. The team strives to offer a variety of recreation programs and events that meet the needs and interests of Members of all ages. This division is funded through Own Source Revenue (OSR). In 2021, all programming returned to in-person format, with COVID-19 precautions as required.



Youth Programs

Soccer, lacrosse, skating, swimming, rock climbing, skateboarding, basketball, social circus & tumbling, archery, golf, skiing & snowboarding. These programs ran seasonally throughout the year.

On average, 15-20 youth signed up for each program



Youth Camps

Spring Break Camp & Summer Fun

Spring Break had 30 participants (this number was low due to COVID-19 in-person event restrictions)

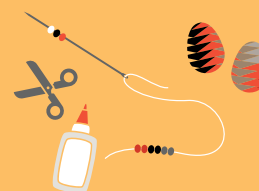
Summer Fun had 108 participants



Adult Programs

Zumba, medicine ball, boxing, weight training, drop-in basketball, yoga

Most adult programs are drop-in but average 10 participants per class



Community Events & Activities

Easter Egg hunt, Halloween party, Christmas party, Christmas craft fair, family ice skating, movie day, snowshoeing, walking tours, kayaking, take home craft and game packages

Community events were limited to 100-150 people due to COVID-19 restrictions. The activities had on average 20-30 participants.

Sports and Recreation Grants

The team oversees the distribution of grants to support Members who participate in recreational or high-performance individual or team sports. \$154,640 was allocated over two rounds of applications in tem t'áka7 (August) 2021 and tem welh̓xs (February) 2022.



Health Benefits Advocacy & Promotion

The Health Benefits Advocacy & Promotion division provides advocacy and support to community members accessing health benefits programs and services administered through the First Nations Health Authority (FNHA). The team also works to develop community specific health promotion and disease prevention programs and resources.

The Squamish Nation Emergency Health Benefits program is an annual proposal-driven program supported by the Nation through Own Source Revenue (OSR). The team administers the distribution of funds to support health-related goods and services not covered by FNHA Health Benefits Program or other extended health benefits. This includes administering the Medical Patient Transportation benefits on behalf of FNHA for our on-reserve population.

Due to gathering restrictions during the pandemic, fewer in-person clinics were held over the last year. Two orthotics clinics were held fitting approximately 20-30 clients at each event for either orthotics, compression socks, or knee braces. A mammography clinic in mir̓na lh̓kaych' (January) 2022 in North Vancouver was attended by 29 clients.

In tem tsá7tska'y (April) 2021, a driver was hired to provide transportation to medical appointments. The service continued in 2022 with a new driver and books up quickly.

Members can email healthbenefits@squamish.net for more information about this service.

Home & Community Care

The Home & Community Care division provides personal care and homemaking services, promoting independence and enhancing quality of life, to on-reserve clients in their homes. This care complements care provided by families, friends, and the wider community. The division also ensures that advanced nursing care is provided by hospitals or long-term care facilities as required.

Approximately 150 Skwxwú7mesh Úxwumixw community members have been assisted by the Home & Community Care team in some capacity, such as home support services, equipment loans, and health referrals.

109 clients (87 Skwxwú7mesh Úxwumixw and 22 Tsleil-Waututh) are enrolled in the Better at Home Program which assists Elders in maintaining independence and staying connected to the community.

Kal'numet Primary Care Clinic

In 2021, Kal'numet Primary Care Clinic added two new staff hires to expand its offerings—a Traditional Elder Healer and a Nurse Practitioner.

The Traditional Elder Healer supports clients in the form of one-to-one talks with anyone seeking support in the areas of grief and loss, domestic concerns, and spiritual guidance. They offer cultural support including candle, cedar and sage brushings, crafts, and group talking circles. The Elders and Traditional Healer room was also outfitted to provide a comfortable and safe space for these practices.

A new full-time Nurse Practitioner joined in tem ełwáyanexw (November) 2021 as the team works to increase patient attachment rates. Nurse Practitioners provide full scope primary care to their patients.

Renovations were also recently completed to the clinic's autoclave—a sterilization room where staff sterilize medical equipment that can be reused as per BC College of Physicians and Surgeons practice standards. The room also provides more storage for medical supplies.

The clinic can be reached at **604-985-2052** or kpc_medicalclinic@squamish.net.

Kal'numet Team

Division Manager	Oversee the clinic.	Public Health Nurses	Provide community-based health services and information.
Naturopathic Doctor	Provide holistic care, including nutrition counseling, botanical medicine, homeopathic treatment, and hydrotherapy.	Medical Office Assistants	Book appointments and answer any non-medical queries such as how to access information for pharmacy, dental, or optometry support.
Physicians	Provide general medical care including diagnoses, treatment plans, prescribing, and health advice. They can refer patients to traditional healers, massage therapists, and other alternative services.	Traditional Elder Healer	Cultural support including candle, cedar and sage brushings, crafts, and group talking circles.
Nurses Practitioners			

Hiyá'm Housing

Hiyá'm ta Skwxwú7mesh – The Squamish Are Coming Home

CEO: Sarah Silva*

*Until June 2022.

Hiyá'm Housing is a not-for-profit organization that was created in 2019 to lead the development and management of non-profit housing, with the goal of housing all Skwxwú7mesh within a generation. It is separate from Skwxwú7mesh Úxwumixw-run housing programs. Hiyá'm Housing is arms-length and overseen by a volunteer Board of Directors responsible for hiring and supervising the CEO, who leads the organization's day-to-day operations. It is accountable to Membership.

Squamish Nation Assistance with Rent Program (SNARP)

In tem tsá7tskay' (April) 2021, Nexwsxwníwntm ta Úxwumixw (Council) requested that Hiyá'm Housing develop and pilot a two-year Squamish Nation Assistance with Rent Program (SNARP). Recognizing the high cost of living in the Lower Mainland, SNARP is designed to help low- and moderate-income Members who do not live in the community or cannot access on-reserve services.

The rental supplement ranges from \$250 to \$750 depending on how many people live in the household. Priority groups include women, girls, and children fleeing violence (inclusive to LGBTQAI2S+), Elders (55+), and persons with disabilities.

Phase 1 was open for applications from tem kw'eskw'ás (June) 14 – 25, 2021 while Phase 2 was open from tem ch'áat'l'am (September) 7 – tem ch'áat'l'am (October) 15, 2021. As of tem lhawt' (March) 2022, 127 Members have received the rental supplement.

Hiyá'm Home Loan Program (HHLP)

Nexwsxwníwntm ta Úxwumixw approved the On-Nation Home Loan Policy and a new housing initiative: the Hiyá'm Home Loan Program (HHLP) in tem kw'eskw'ás (June) 2021. First explored in 2009, HHLP is an updated initiative that provides qualifying Members with a loan guarantee of up to \$500,000 to fund the construction of a single-family home on an existing Member-owned lot on reserve lands.

HHLP is implemented and administered by Hiyá'm Housing in partnership with Ta na wa Shéway I7xw ta Úxwumixw (Planning & Capital Projects), Ts'ixwts'ixwnítway (Member Services), and Estxwáyusem (Finance & IT).

Applications were open from tem ch'áat'l'am (October) 4 – 29, 2021, with three Members waiting for final approval from Nexwsxwníwntm ta Úxwumixw as of tem lhawt' (March) 2022.

Affordable Housing Projects

Land Designation Referendum

In tem yetwán (May) 2020, the Skwxwú7mesh Úxwumixw approved six sites to be put forward for Hiýárh Housing to develop. The six sites represent the largest designation of lands for affordable rental housing in the Nation's history. Hiýárh Housing is responsible for leading the required land designation referendums as well as construction and property management once completed. Members voted yes to approve the first three sites on tem kwélemexw (July) 28, 2021: Xwmélc'h'tstn at Welch and Mathias, Ch'ich'éx Wí7kw near Phibbs Exchange, and Siyich'em along Government Road.

Rapid Housing Initiative Grant

On tem welhxs (February) 22, 2022, it was announced that the Skwxwú7mesh Úxwumixw was awarded \$32.4 million through the Canada Mortgage and Housing Corporation (CHMC) Rapid Housing Initiative (RHI). The RHI aims to expedite the creation of affordable housing for vulnerable people and populations. The Nation contributed \$3.2 million and the land – two of the sites approved in the tem kwélemexw (July) 2021 land designation referendum.

Construction on the two projects will begin this year with occupancy expected by summer 2023. Applications for housing will be managed by Hiýárh Housing, separate from the Nation's housing list.

Eskéxwi7ch t'l'a Sp'ákw'us Place

Siyich'em, Squamish Valley

This development will have 30 apartments (16 studios, seven one-bedrooms and seven two-bedrooms). The units will be exclusively for Members with priority given to women and their children, people with disabilities, and LGBTQAI2S+ people.

Estítkw Place

Xwmélc'h'tstn, North Vancouver

This development will have 50 apartments (42 studios and eight one-bedrooms). The units will be exclusively for Members with priority given to women, people with disabilities, LGBTQAI2S+ people, or those experiencing or at risk of homelessness.



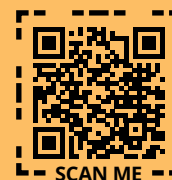
Mathias Road Affordable Housing Project

Work is also progressing on Chenkw erút, the 95-unit development in Xwmélch'tstn at the site of the former lacrosse box. It will have 14 studio apartments, 50 one-bedroom apartments, 20 two-bedroom apartments, 10 three-bedroom apartments, and one five-bedroom apartment (19 of the units will be fully accessible and 25 will be adaptable).

The mixed-use residential design will be based on our traditional Skwxwú7mesh longhouses and include a co-op grocery store, community garden, on-site resident management office, and community art opportunities.

The development will accommodate both low-income and moderate-income households and foster positive intergenerational relationships by providing safe, long-term rental homes for Members, with priority given to independent Elders, youth, and families.

Site preparation started in early tem yetwán (May) 2022, and occupancy is expected in winter 2024.



Visit HiYám Housing's
Website:

bringsquamishhome.com



Nch'kay Development Corporation

Nch'kay – Mount Garibaldi

CEO: **Bernd Christmas***

*Until July 2022

Nch'kay 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 operates separately from the Nation to facilitate the separation of business and politics yet is fully owned by the Skwxwú7mesh Úxwumixw and accountable to Membership. The name Nch'kay 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.

New Chief Financial Officer

Nch'kay announced the appointment of Mindy Wight as Chief Financial Officer (CFO) on tem ekwáyanexw (November) 2, 2021.

Mindy, a Skwxwú7mesh Úxwumixw Member, previously served as the Chair of the Board of Nch'kay. She is a Chartered Professional Accountant with over a decade of experience in the areas of financial accounting, taxation, and business. She was recently a partner at a national accounting firm and has published articles, created webinars, and presented at numerous conferences on Indigenous tax matters and First Nation corporate structures. She received a Bachelor of Commerce degree from the University of Northern British Columbia and completed Harvard Business School's Leading People and Investing to Build Sustainable Communities certificate program.



Mindy Wight was appointed CFO of Nch'kay on tem ekwáyanexw (November) 2, 2021.

Business Grants

Nch'kay's Small Business Office received funding from Indigenous Services Canada (ISC) that was distributed to Member-owned businesses to use for marketing and for acquiring supplies and equipment. This enabled them to increase revenues at a time when many businesses suffered during the pandemic.

A few Members were unable to keep their business open through the pandemic; however, support from the relief funding has given many others the opportunity to continue to grow their endeavours in 2022.

Business grants were available to both on- and off-reserve Members and distributed in tem lhawt' (March) and tem tsá7tskay (April) 2022. 88 Members and 4 Societies were supported with roughly \$180,000 in funding.



Seḥákw Update

Nexwsxwníwntm ta Úxwumixw (Council) and Nch'kaý received a mandate from Membership through a referendum in etl'ím lhqaych' (December) 2019 to move forward with the development at Seḥákw.

The Master Agreement between the Skwxwú7mesh Úxwumixw, Nch'kaý, and Westbank Projects Corporation was approved in tem ch'áat'am (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.

Work over the last fiscal year focused on completing all necessary steps to commence construction, including negotiations on the Head Lease for Kitsilano IR 6 and the Seḥákw Services Agreement with the City of Vancouver. On tem yetwán (May) 25, 2022, **it was announced** that the services agreement had been signed, ensuring the site will have access to critical municipal infrastructure. It also includes significant upgrades and investments to pedestrian, cycling, transit, and road infrastructure.

Departments such as Estxwáyusem (Finance & IT) and Ta7lnewás (Education, Employment & Training) have also been involved in this important preparatory work. For example, Ta7lnewás is supporting employment and procurement opportunities for Members while Estxwáyusem supported on the Head Lease.

Located at the south end of the Burrard Bridge in Vancouver, Seḥákw is the largest First Nations economic development project in Canadian history. The 10.5-acre development will include 6,000+ rental homes and 1,200+ affordable housing units. This historic economic development opportunity will set the Nation on a path to complete economic independence and provide hundreds of jobs and entrepreneurial opportunities for Members in design, construction, and operations.

Seḥákw has been a Skwxwú7mesh village site for thousands of years. This project will tell the story of our Nation, working to partially right a historic wrong in which our people were forcibly removed from these lands. An overwhelming majority of Membership voted in favour of the development, to create a legacy that will benefit generations of Skwxwú7mesh by returning to Seḥákw.







nexwíw Governance

Nexwsxwníwntm ta Úxwumixw Council

Nexwsxwníwntm ta Úxwumixw is the elected decision-making body that sets the overall direction and policy agenda of the Sk̓wxwú7mesh Úxwumixw, both internally and externally. It oversees the administration and finances of the Nation and its associated entities. It has a mandate from Membership to protect the Amalgamation and enhance the Úxwumixw cultural values and traditions through respect, equality, and harmony for all.

Nexwsxwníwntm ta Úxwumixw could be interpreted as “Always Advised by the People”. Xwníwn refers to a core concept in Sk̓wxwú7mesh ways of being: in order to give good advice, one would also have been given good advice. Elders would describe this as someone with good upbringing. The name refers to the way Nexwsxwníwntm ta Úxwumixw listens to and is advised by the Squamish People.

A General Election was held on tem cháylhen (September) 26, 2021, the first under the 2018 Sk̓wxwú7mesh Úxwumixw Election & Referendum Law. 2018’s electoral reform saw a whole suite of changes, including online voting, the ability for both on-reserve and off-reserve Members to vote and call referendums on subjects of their choosing, changes to create new electoral boundaries/positions, as well as changes to candidacy requirements and campaign rules to improve transparency. This was the first change to the Nation’s electoral process since 1981.

19 Members ran as candidates for the nine positions (one Council Chairperson, seven Councillors [one North Shore, one Regional, one Squamish Valley, and four General], and one Band Manager).

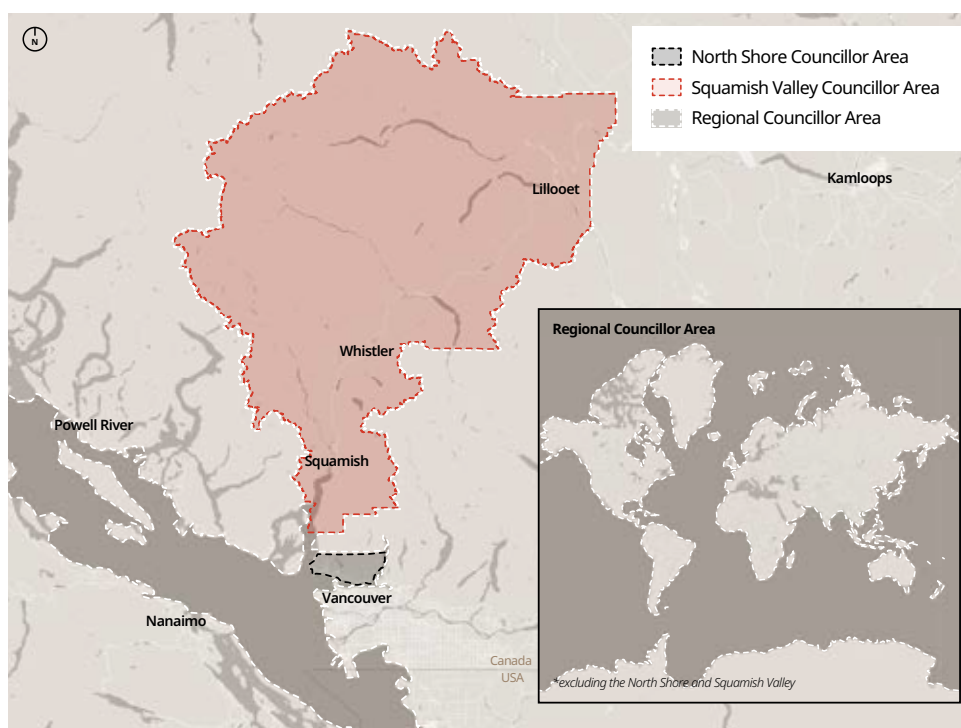
The following were elected to serve a four-year term which began in tem ch’aat’lam (October) 2021. The roles of Council Chairperson and Band Manager were filled by acclamation.

Band Manager



Tsiyaliya
Bianca Cameron

Band Manager



This map shows the new electoral boundaries.

Council



Khelsilem
Dustin Rivers

Council Chairperson



Syexwáliya
Ann Whonnock

Spokesperson and
General Councillor



Sxwíxwtn
Wilson Williams

Spokesperson and
General Councillor



Sempúlyan
Stewart Gonzales

General Councillor



Sumkwaht
Shayla Jacobs

North Shore Councillor



Tiyáltelut
Kristen Rivers

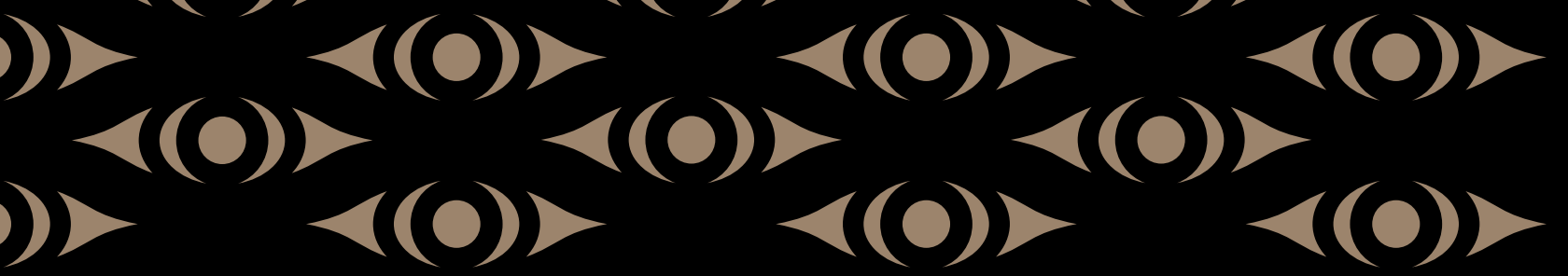
Regional Councillor



Joyce Williams
Squamish Valley
Councillor



Xwélxwelacha
Richard Williams
General Councillor



Nexwsxwníwntm ta Úxwumixw oath signing ceremony

tem ełkwáyanexw (November) 20, 2021

This ceremony marked the start of a new term of Council and Band Manager.

Photos: Rick Etkin





nexwnewéyelh

Governance Overview

Nexwsxwníwntm ntm ta Úxwumixw (Council)

Nexwsxwníwntm ta Úxwumixw is the elected decision-making body that sets the overall direction and policy agenda of the Skwxwú7mesh Úxwumixw, both internally and externally. It oversees the administration and finances of the Nation and its associated entities, as well as ensuring the well-being and prosperity of all Members, for a four-year term.

Number of duly convened¹ meetings in 2021/2022: **47**

Council Committees

Committees vet items and provide strategic guidance as per their terms of reference. The Committee Chair reports to Nexwsxwníwntm ta Úxwumixw on matters discussed at meetings, providing advice and recommendations on how to proceed regarding a specific topic.

The committees were reorganized for the 2021-2025 term to support Nexwsxwníwntm ta Úxwumixw in performing its duties more effectively. Seven committees and one advisory board were created, each comprised of a maximum of three Councillors. Therefore, each Councillor is a member of up to three committees. The Chairperson and Band Manager sit on each committee as ex-officio members (meaning they cannot vote) and attend meetings if or when needed. For the first time, non-voting external appointees sit on two committees (Rights & Title Advisory Board and Finance & Audit Committee) to bring additional expertise and knowledge.

Community Services Committee

- The committee advises on matters involving services to the community by promoting cross-organizational collaboration and Member-centered experiences.

External Relations Committee

- This committee is mandated to assist in maintaining strong and equitable relationships with all levels of government and Indigenous governing bodies as well as non-governmental entities, organizations, and groups.

Finance & Audit Committee

- Constituting the Budget Committee required under the Nation's Financial Administration By-Law (2019), FAC performs the duties set out in the By-Law. Four non-voting members who are external and independent from Nation government and administration provide additional expertise.

Governance Committee

- Comprised of Chairs from the other committees, it acts as the monitoring and advisory body responsible for helping Nexwsxwníwntm ta Úxwumixw fulfil its legal, ethical, and functional responsibilities.

Organizational Operations Committee

- The committee advises on the internal operations of the Skwxwú7mesh Úxwumixw as an organization including human resources, finance, information & technology (IT), and administration.

Policy Committee

- This committee has oversight over implementation of the Policy Framework. It provides advice on policy review and development to ensure that the Nation's visions and values are incorporated.

Rights & Title Advisory Board

- The advisory board provides strategic advice to the Ta na wa Yúus ta Stitúyntsah (Rights & Title) department and Nexwsxwníwntm ta Úxwumixw on matters including environment, climate mitigation & adaptation, archaeology, natural resources, and government-to-government relations. Four non-voting members who are external and independent from Nation government and administration provide additional expertise.

Strategic Priorities & Budget Committee

- Advising on the development and implementation of the Nation's Strategic Plan and its alignment with the annual budget process and five-year financial plan is the mandate of this committee.

¹ Does not include Committee meetings, meetings off-site, or Council workshops at which a recording secretary was not present.

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. 10 Members sit on each committee and two Councillors are present at meetings to act as liaisons between Nexwsxwníwntm ta Úxwumixw and the Advisory Committee.

Youth Advisory Committee

- This committee is comprised of Members under the age of 25 who ensure the voice of the Nation's Youth are included in various projects, policies, and programs.

Elders Advisory Committee

- The committee is comprised of Members over the age of 55 who provide their knowledge and perspective on various projects, policies, and programs.

Housing Advisory Committee

- Nexwsxwníwntm ta Úxwumixw and associated entities such as Hiýárm Housing are advised on various housing related matters by this committee.

Budget & Finance Advisory Committee

- The committee ensures that the community's perspectives are included in various finance projects, initiatives, policies, and the annual budget.

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 Members with the access and right to be heard on important issues impacting their lives. The role does not include any financial or administrative authority.

Chief of Staff (CoS)

The CoS oversees the Ta na wa Cheńtm (Council Advisory & Support) department and is a key member of the Nation's leadership team. Along with the CAO, the position helps facilitate the flow of information between Nexwsxwníwntm ta Úxwumixw and departments, in alignment with the values and objectives of the Nation's Strategic Plan.

Chief Administrative Officer (CAO)

Department Directors report to the CAO. Guided by the values and objectives of the Nation's Strategic Plan, the position provides strategic, financial, and governance oversight of the programming and service delivery. The CoS and CAO work closely to facilitate the flow of information to and from Nexwsxwníwntm ta Úxwumixw. A new CAO was appointed in tem welhxs (February) 2022.

Departments

Directors are responsible for the management and strategic direction of their departments and employees. They report to the Chief Administrative Officer and bring any items that require input or approval to Nexwsxwníwntm ta Úxwumixw and committees.

Ayás Méhmen (Child & Family Services)

- The department provides services to strengthen our families and provide peace to the children of the Skw̓xwú7mesh Úxwumixw.

Ché́chenstway (Human Resources)

- Ché́chenstway provides employees with inclusivity, equity, and support in their roles while acknowledging and practicing the traditions and values of the Nation.

Estxwáyusem (Finance & IT Services)

- The role of this department is to maintain the financial and technological integrity of the Nation's government and its operations.

Nexwsp'áyaken ta Úxwumixw (Community Operations)

- As stewards of the land, the department maintains Nation-owned buildings and ensures safe access for Members and employees.

Ta7lnewás (Education, Employment, and Training)

- Ta7lnewás helps all Members reach their full education and employment goals through integrated and collaborative programs, services, and opportunities.

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

- The department's mandate is to provide equitable programs and services for Squamish Valley Members.

Ta na wa Chéntm (Council Advisory & Support)

- The department provides technical and administrative support to Nexwsxwníwntm ta Úxwumixw. It is made up of the Communications & Engagement, Council Administration, Governance & Policy, and Print & Production teams.

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

- The mandate of Ta na wa Ns7éyxnitm ta Snéwíyelh is to preserve and grow our language and culture for current and future generations.

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

- New home construction for Nation Members as well as capital projects to support the community are overseen and coordinated by this department.

Ta na wa Yúus ta Stitúyntsarh (Rights & Title)

- The role of the department is to protect, preserve, and manage the Nation's Rights and Title interests, including its lands, resources, and cultural heritage.

Ts'ixwts'ixwnítway (Member Services)

- In addition to supporting Members who are most in need, Ts'ixwts'ixwnítway also manages the Nation's data including Membership decisions, demographics, housing access criteria, and territorial records.

Yúustway (Health & Wellness)

- The department strives to improve the health and wellness of Members through community health and recreation services and programming.

Related Entities

The Sk̓wx̓wú7mesh Úxwumixw has formed or joined various entities which oversee and manage important matters on behalf of the Nation. Overseen by a Board of Directors and a CEO or Executive Director, they are arms-length as independent companies and organizations to facilitate the separation of business and politics. All report to Nexwsxwníwntm ta Úxwumixw and Membership.

Hiyám Housing

- Hiyám Housing was created in 2019 with a mandate to develop and manage non-profit housing for the community, working towards the goal of housing all Sk̓wx̓wú7mesh within a generation (25 years). It is separate from Band run housing programs.

Sk̓wx̓wú7mesh Liłwat7ul Cultural Centre

- In 2001, Sk̓wx̓wú7mesh Úxwumixw and Liłwat7ul 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.

Nch'kaŷ Development Corporation

- Nch'kaŷ was established in 2018 as the economic development arm of the Sk̓wx̓wú7mesh 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.

Sk̓wx̓wú7mesh Úxwumixw Trust

- Established in 2002, 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. The four Trustees are appointed by Nexwsxwníwntm ta Úxwumixw for staggered four-year terms.





kex nach' syétsem Committee Reports



kex nach' syétsem Committee Reports

Committees vet items and provide strategic guidance as per their terms of reference. The Committee Chair reports to Nexwsxwníwntm ta Úxwumixw on matters discussed at meetings, providing advice and recommendations on how to proceed regarding a specific topic.

The committees were reorganized for the 2021-2025 term to support Nexwsxwníwntm ta Úxwumixw in performing its duties more effectively. Seven committees and one advisory board were created, each comprised of a maximum of three Councillors. Therefore, each Councillor is a member of up to three committees. The Chairperson and Band Manager sit on each committee as ex-officio members (meaning they cannot vote) and attend meetings if or when needed.

For the first time, non-voting external appointees sit on two committees (Rights & Title Advisory Board and Finance & Audit Committee) to bring additional expertise and knowledge

The committees began meeting mid-2022.



Community Services Committee

The Community Services Committee meets on the third Monday of every month. Its mandate is to advise on matters involving services to the community by promoting cross-organizational collaboration and Member-centered experiences.

Committee Members:

- Sxwíxwtn, Wilson Williams (Chair)
- Xwélxwelacha, Richard Williams (Deputy Chair)
- Sempúlyan, Stewart Gonzales



Our people are our priority. The Nation's departments are keenly focused on delivering programs and services that meet the needs of all our Members. This committee advocates for comprehensive approaches and supports the implementation of community services that align with the Nation's Strategic Plan."

—Committee Chair Sxwíxwtn,
Wilson Williams



Our Nation seeks to work with external parties who respect our Skwxwú7mesh values and our inherent rights as Indigenous People. This committee supports relationships that are initiated in good faith and maintained through collaboration and meaningful engagement."

—Committee Chair Sxwíxwtn,
Wilson Williams

External Relations Committee

The External Relations Committee meets on the second Monday of every month. It advises on maintaining strong and equitable relationships with all levels of government and Indigenous governing bodies as well as non-governmental entities, organizations, and groups.

Committee Members:

- Sxwíxwtn, Wilson Williams (Chair)
- Sumkwaht, Shayla Jacobs (Deputy Chair)
- Joyce Williams



Finance & Audit Committee

The Finance & Audit Committee constitutes the Budget Committee required under the Nation's Financial Administration By-Law (2019). It meets on the first Wednesday of every month to advise on financial and audit matters and perform the duties set out in the By-Law. Four non-voting members who are external and independent from Nation government and administration sit on this committee to provide additional expertise.

Committee Members:

- Syexwáliya, Ann Whonnock (Chair)
- Xwélxwelacha, Richard Williams (Deputy Chair)
- Sempúlyan, Stewart Gonzales

This committee fulfills the duties set out under the Nation's Financial Administration By-Law (2019). These duties include reviewing quarterly financial statements and the draft annual budget, monitoring financial performance, and other financial administration matters as required."

—Committee Chair Syexwáliya,
Ann Whonnock

Some of the strategic projects the committee looks forward to providing direction on include employment opportunities for Nation Members, best practices around becoming an employer of choice, and improvements to payment and IT systems."

—Committee Chair Sumkwaht,
Shayla Jacobs

Organizational Operations Committee

The Organizational Operations Committee advises on the internal operations of the Skw̓xwú7mesh Úxwumixw as an organization including human resources, finance, information & technology (IT), and administration. It meets the second Wednesday of every month.

Committee Members:

- Sumkwaht, Shayla Jacobs (Chair)
- Sempúlyan, Stewart Gonzales (Deputy Chair)
- Tiyáltelut, Kristen Rivers

Policy Committee

The committee has oversight over implementation of the Policy Framework. It provides advice on policy review and development to ensure that the Nation's visions and values are incorporated. The committee meets on the third Wednesday of every month.

Committee Members:

- Tiyáltelut, Kristen Rivers (Chair)
- Joyce Williams (Deputy Chair)
- Syexwáliya, Ann Whonnock

Nation staff have been developing a Policy Framework to ensure that our organizational policies are kept up to date and standardized. As a committee, we review the policy planning and approval process annually as well as provide oversight to ensure that policies align with our vision and Skw̓xwú7mesh values."

—Committee Chair Tiyáltelut,
Kristen Rivers

Rights & Title Advisory Board

The Advisory Board provides strategic advice to the Ta na wa Yúus ta Stitúyntsah (Rights & Title) department and Nexwsxwníwntm ta Úxwumixw on matters including environment, climate mitigation & adaptation, archaeology, natural resources, and government-to-government relations. Four non-voting members who are external and independent from Nation government and administration also sit on this Committee to provide additional expertise. It meets on the fourth Monday of every month.

Committee Members:

- Joyce Williams (Chair)
- Xwélxwelacha, Richard Williams (Deputy Chair)
- Syexwáliya, Ann Whonnock

This committee's key responsibility is to review and endorse the Nation's Rights & Title Strategy and annual workplan in addition to providing oversight as the strategy is implemented. We7us chet ta Skwxwú7mesh siyamin (assert the rights and title of the Squamish)."

—Committee Chair Joyce Williams

Chet estetxw skwalwnchet kwis namstet ta uxwumixwcht tkwa wa tsixwnumulh (we are determined to take our people to the destination.) Skwxwú7mesh Úxwumixw 2026 sets out who we are, where we want to go, and how we measure our success as an organization. The committee advises on how to stay true to the values and mission set out in this important document."

—Committee Chair Tiyáltelut, Kristen Rivers

Strategic Priorities & Budget Committee

The Budget & Strategic Priorities Committee meets on the first Monday of every month. Its mandate is to advise on the development and implementation of Skwxwú7mesh Úxwumixw 2026 (the Nation's Strategic Plan) and its alignment with the annual budget process and five-year financial plan. The Committee also advises on the development and implementation of Úxwumixw 2050, the Nation's Generational Plan.

Committee Members:

- Tiyáltelut, Kristen Rivers (Chair)
- Sxwíxwtn, Wilson Williams (Deputy Chair)
- Sumkwaht, Shayla Jacobs

Governance Committee

The committee acts as the monitoring and advisory body responsible for helping Nexwsxwníwntm ta Úxwumixw fulfil its legal, ethical, and functional responsibilities. It brings recommendations and provides advice and direction to the Chairperson and Nexwsxwníwntm ta Úxwumixw regarding any governance-related matters. The committee will be officially formed (struck) later in 2022.

Comprised of Chairs from the other Committees



Syétsen t'a tála Financial Statements



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, 2022 comprise:

- the summary consolidated statement of financial position as at March 31, 2022;
- the summary consolidated statement of operations and accumulated surplus for the year then ended;
- 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 July 28, 2022.

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 to the summary financial statements.

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
October 12, 2022

PricewaterhouseCoopers LLP
PricewaterhouseCoopers Place, 250 Howe Street, Suite 1400, Vancouver, British Columbia, Canada V6C 3S7
T: +1 604 806 7000, F: +1 604 806 7806

"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.

For the year ended March 31, 2022. All in thousands except for note disclosures.

ta stsúntem

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 11 & 12 (p. 107)	Budget \$'000	2022 \$'000	2021 \$'000
kwi tála wa p'í7nexwat (Revenue)				
Leases		33,187	35,102	40,269
Other income		17,236	¹ 24,930	16,332
Indigenous Services Canada		18,591	33,014	24,359
Lands and resources accommodation		² 9,820	5,931	5,606
Taxation		11,235	11,349	9,129
Cigarettes, gasoline and retail		3,682	¹ 670	3,816
Committed funds from prior year		4,457	11,575	7,297
Interest and other		1,012	5,314	2,861
Equity earnings		4,180	5,697	5,438
Committed funds to next year		(715)	(8,468)	(12,777)
Misc other		(1,272)	-	
		101,413	125,114	102,330
sk'aw (Expenses)	15 (p. 108)			
Program costs (schedule 2) ³		85,041	79,467	66,588
Taxation		4,129	3,457	4,113
Cigarettes, gasoline and retail		3,210	¹ 549	3,273
Leases		1,145	718	626
Interest and other expense	10 (p. 107)	1,921	2,509	2,349
Lands and resources accommodation		1,165	805	892
Project negotiation expenses		496	214	412
Equity losses		-	-	3,807
		97,107	87,719	82,060
Excess of revenue over expenses for the year		4,306	37,395	20,270
Accumulated surplus – Beginning of year		248,331	248,331	228,061
Accumulated surplus – End of year	17 (p. 109)	252,637	285,726	248,331

¹ As of June 1, 2021, most of the commercial entities were transferred to the Nation's fully owned subsidiary, Nch'kaý. Details of the reorganization can be found in Note 1 (p. 103).

² The budget anticipated \$3m in accommodations for Loggers Lane and St. Paul Hospital in 2021/22. These are anticipated in 2022/23.

³ A breakdown of the amount spent on the Nation's programs and services can be found in the highlights section (p. 9).

ta syétsem

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	2022 \$'000	2021 \$'000
s7ulh (Financial Assets)			
Cash and cash equivalents		⁴ 177,916	127,491
Restricted cash	3 (p. 104)	1,593	7,114
Accounts receivable	11 & 14 (p. 107&108)	29,327	27,989
Inventory held for resale		204	277
Funds held by the Government of Canada		1,185	1,137
Investments and advances	4 (p. 105)	86,511	79,252
		296,736	243,260
s7ip'a7íh (Liabilities)			
Accounts payable and accrued liabilities	11 & 14 (p. 107&108)	14,900	15,106
Committed program funds (schedule 2)		9,889	13,031
Deferred revenue	2 (p. 104)	43,074	42,827
Loans payable		⁵ 18,937	22,248
Deferred capital contributions		⁴ 28,730	810
Restricted funds	8 (p. 106)	274	-
		115,804	94,023
		180,932	149,237
eswá7cht (Non-Financial Assets)			
Tangible capital assets (schedule 1)		97,811	91,700
Property under development		4,675	4,627
Prepaid expenses		562	907
Deferred lease costs	6 (p. 105)	1,746	1,860
		104,794	99,094
Accumulated surplus	18 (p. 109)	285,726	248,331

⁴ During the fiscal year, Hiýárh received \$32.4 million from CMHC for the rapid housing development. Details can be found in Note 9 (p. 106).

⁵ The The Nation continues to proactively pay down outstanding loans. Details of outstanding loans can be found in Note 8 (p. 106).

For the year ended March 31, 2022

wa lh na7scht**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	2022 \$'000	2021 \$'000
estl'átl'em u kwi tepánu ta tálacht (Cash provided by [used in])			
stam melh wa kwiyíntut ta tálacht i7xw skwáyel (Operating activities)			
Excess of revenue over expenses for the year		37,395	20,270
Items not involving cash			
Amortization of tangible capital assets		4,410	4,225
Equity (earnings) from government business		5,697	(1,631)
Amortization of deferred lease costs		114	114
		47,616	22,979
Change in operating working capital	14 (p. 108)	(4,020)	20,699
		43,596	43,678
wa ánuhúmulh u kwi xáws stam (Capital activities)			
Acquisition of tangible capital assets		(10,522)	(5,702)
kwíyintm (Investing activities)			
(Increase) decrease in restricted cash		5,521	(6,613)
Increase in funds held by the Government of Canada		(48)	(47)
Decrease in investments and advances		(12,956)	-
Drawings from government business enterprises		274	2,987
Acquisition of property under development		(48)	(62)
		(7,257)	(3,735)
wa ne'wne'wnech chat ek' ti skweshnách (Financing activities)			
Repayment of loans		(3,311)	(8,032)
Deferred capital contribution		27,919	
		24,608	(8,032)
Increase in cash and cash equivalents during the year		50,425	26,209
Cash and cash equivalents – Beginning of year		127,491	101,282
Cash and cash equivalents – End of year		177,916	127,491

1. Summary of significant accounting policies

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

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 were included in the statements and how were they incorporated

The summary financial statements include the accounts of the Nation and organizations controlled by the Nation. Government partnerships, other than government business partnerships, are accounted for using the proportionate consolidation method. This means that the Nation has included its share of the assets, liabilities, revenues and expenses in the relevant lines in its summary financial statements.

All controlled entities are fully consolidated on a line-by-line basis except for the commercial enterprises which meet the definition of a government business enterprise or a government business partnership, which are included in the summary financial statements on a modified equity basis. The modified equity method means that the Nation aggregates a government business enterprise's net assets and net income by adjusting the investment shown in the Nation's statement of financial position and by presenting the net income as a separate item on the statement of operations and accumulated surplus.

Organizations consolidated in the Nation's financial statements include:

- Nch'kay Development Limited Partnership
- Hi'yárh ta Skwxwú7mesh Housing Society
- Spo7ez Cultural Centre and Community Society (government partnership, 50% share, proportionately consolidated)
- MST Development Corporation (government partnership, 33% share, proportionately consolidated)
- Newhaven group of entities
- Nchu'7mut Contracting Limited Partnership
- Squamish Nation Youth Centre
- 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
- Nch'kay NV Gas Bar Limited Partnership

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

Corporate reorganization

On February 27, 2020, the Nation's Council approved a mandate to transfer the reorganization of certain of the Nation's commercial operating entities (the "commercial entities") to the Nation's operating development arm, Nch'kay.

On June 1, 2021, legal steps concluded the reorganization whereby the Nation transferred its limited partner units of the following commercial entities to Nch'kay:

- Squamish Valley Gas Limited Partnership
- Lynnwood Marina Limited Partnership
- Mosquito Creek Marina Limited Partnership
- Capilano River R.V. Limited Partnership
- Lynnwood Industrial Estates Ltd. and Lynnwood Marina Limited Partnership

Effective June 1, 2021, as a result of the reorganization, Nch'kay accounts for the commercial entities using the modified equity method. Nch'kay continues to be consolidated in the Nation's financial statements.

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

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 rights-of-way 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, 2022, \$390,823 (2021 – \$390,823) has been recognized in revenue and \$18,154,238 in deferred revenue as at March 31, 2022 based on an initial estimated period of 50 years.

3. Restricted cash

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

4. Investments and advances

Investments and advances consist of the following.

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.

	Nation Share	2022 \$'000	2021 \$'000
Mosquito Creek Marina Limited Partnership	100%	9,149	5,115
Lynnwood Industrial Estates Ltd. and Lynnwood Marina Limited Partnership	100%	4,916	9,657
Northwest Squamish Forestry Limited Partnership	100%	8,643	8,403
Cheekeye River Developments Limited Partnership	50%	0	0
Squamish Valley Gas Limited Partnership	100%	3,415	2,194
Capilano River R.V. Limited Partnership	100%	3,349	2,023
Nch'ka'y NV Gas Bar Limited Partnership	100%	-249	-
LDB Developments (AQ/MIB/SN/TWN) Limited Partnership	25%	5,584	5,395
MST limited partnerships	33%	26,346	28,515
MST (Jericho 2016) Limited Partnership	33%	25,358	17,950
		86,511	79,252

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:

	Nation Share	Assets \$'000	Liabilities \$'000	Accumulated Surplus/(Deficit) \$'000
Spo7ez	50%	12,092	141	11,951
MST Development Corporation	33%	1,298	1,322	(24)
		13,390	1,463	11,927

	Nation Share	Revenue \$'000	Expenses \$'000	Excess/ (Deficiency) \$'000
Spo7ez	50%	2,382	1,711	671
MST Development Corporation	33%	465	485	(20)
		2,847	2,196	651

6. Deferred lease costs

	Cost \$'000	Accumulated amortization \$'000	2022 Net book value \$'000	2021 Net book value \$'000
Deferred lease costs	3,142	1,396	1,746	1,860

7. Operating line of credit

The Nation has an operating line of credit with a maximum authorized limit of \$4,000,000 (2021 – \$4,000,000), bearing interest at the bank prime rate. \$285,000 has been drawn on this line as at March 31, 2022 and March 31, 2021.

8. Loans payable

	Interest Rate	Maturing	2022 \$'000	2021 \$'000
Canadian Imperial Bank of Commerce	3.00%	April, 2031	9,000	10,000
BC Housing promissory note	0.00%	⁶	1,710	499
CMHC	0.00% ⁷	⁷	36	36
Bank of Montreal	Prime plus 1.0%	July, 2021	-	96
Bank of Montreal	3.89%	August, 2022	804	901
Bank of Montreal		⁸	2,407	1,159
Royal Bank of Canada	Prime plus 0.72%	August, 2022	4	55
Royal Bank of Canada	3.60%	September, 2022	-	3,330
Royal Bank of Canada	3.20%	January, 2023	1,514	1,716
Royal Bank of Canada	3.75%	November, 2022	2	991
Sqomish Sea to Sky Developments Limited Partnership prom note	0.00%		3,415	3,415
MST			33	33
Capital lease obligation	2.99%	July, 2022	12	17
			18,937	22,248

⁶ 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

⁷ 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

⁸ Bank of Montreal (Interim Funding (Portables), repayable on demand and secured against equipment purchased. Borrowing maximum \$3,000,000

9. Deferred capital contributions

In November 2021, the Nation and CMHC entered into the Rapid Housing Initiative Agreement (the agreement), whereby the Nation, through Hiýárh will build temporary modular residential units for Nation Members who risk homelessness. The projects include two modular housing developments consisting of 80 units of affordable housing for Nation Members with a specified capacity intended for women and children.

Pursuant to the agreement, CMHC advanced a sum of \$32,376,796 to Hiýárh during

the year ended March 31, 2022. The total contribution from the Nation to Hiýárh as at March 31, 2022 was 6,075,251. Deferred capital contribution after the elimination of the intercompany contribution for March 31, 2022 and 2021 is as follows:

	2022 \$'000	2021 \$'000
Balance – Beginning of year	810	-
Amounts received during the year	31,479	812
Amounts incurred on capital and amortized into revenue	(3,559)	(2)
	28,730	810

10. Commitments and contingent liabilities

- a) The Nation has commitments of \$452,787 (2021 –\$489,408) 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 2022 | \$18.63 million |
| November 2023 | the balance of \$105.6 million plus any accrued interest |
- c) The Nation has outstanding letters of credit for \$100,000 (2021 – \$100,000) relating to a guarantee for a petroleum products supply and purchase agreement by Squamish Valley Gas Limited Partnership, \$150,000 (2021 – \$150,000) relating to a guarantee in connection with the operation of a gas station, and \$35,000 (2021 – \$35,000) relating to a guarantee with the operation of Westfair Foods Ltd.
- d) 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.
- e) 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.
- f) 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, 2022, Lil'wat Nation's share of the loan amount was \$4,364 (2021 – \$54,730). The Nation has also guaranteed all present and future liabilities of Spo7ez to a commercial bank, up to \$2,500,000 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.
- g) 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.
- h) 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, 2022 (2021 – \$nil).

11. Related party transactions

- During the year, the Nation entered into the following transactions with related parties:
- Paid the Trust \$nil in interest for the loan (2021 – \$800,583) (note 12).
 - Received \$1,917,289 (2021 – \$3,014,636) 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 12).
 - Received administrative fee income of \$64,000 (2021 – \$64,000) from the Trust.
 - Included in accounts receivable is \$10,747 (2021– \$122,272) due from band Members.
 - Received \$380,000 (2021 – \$380,000) in rents, and \$285,066 (2021 – \$119,907) in property taxes from Lynnwood Marina Limited Partnership.
 - Received \$85,000 (2021 – \$85,000) in management fees from Lynnwood Industrial Estates Ltd.

- Earned interest of \$954,342 (2021 – \$753,667) on the promissory note with MST (Jericho 2016) Limited Partnership.
- All employees who work at the Mosquito Creek Marina Limited Partnership (Mosquito) and Squamish Valley Gas Limited Partnership were transferred to Nch'kaý during the reorganization. During the year, the Nation charged \$542,345 (2021 – \$1,336,998) to Mosquito and \$209,830 (2021 – \$717,467) to Squamish Valley Gas Limited Partnership, respectively, in respect of salaries, wages and benefits.
- Partnership drawings of \$nil (2021 – \$500,000) are receivable to the Nation from Squamish Valley Gas Limited Partnership.

12. 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, 2022, the Nation had an amount payable to the Trust of \$97,639

(2021 – \$81,873), representing the excess of advances received over the amount of such expenses.

From time to time, 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. Revenue received for housing programs from the Trust during the year were \$984,487 (2021 – \$521,256).

The Nation does not include the assets, liabilities, income or expenses of the Trust in its consolidated 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, 2022, cumulative loans receivable of \$1,917,289 (2021 – \$8,262,257) have been provided for in full.

The Nation is contingently liable under the Agreement to indemnify Canada from any loss or damage resulting from any proceedings against Canada by any parties in respect of the subject matter of the Agreement. As at March 31, 2022, management is not aware of any such proceedings, and considers any such contingent loss to be unlikely to occur.

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.

13. 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 contributed \$1,482,185 to the Plans during the year (2021 – \$1,264,027).

14. Change in operating working capital

	2022 \$'000	2021 \$'000
Accounts receivable	(1,338)	(5,500)
Prepaid expenses	345	(85)
Inventory held for resale	74	(8)
Accounts payable and accrued liabilities	(206)	3,613
Deferred revenue	248	16,574
Committed program funds	(3,143)	5,735
	(4,020)	20,329

15. Expenses by object

	2022 \$'000	2021 \$'000
Salaries and benefits	30,085	24,387
Interest	2,509	2,349
Amortization	4,411	4,225
Program costs	44,971	37,976
Taxation and commercial ventures	5,743	13,123
	87,719	82,060

16. Remuneration of elected officials and senior staff

Senior staff compensation

All employees, including the Nation's Chief Administrative Officer and directors, are paid in accordance with the Nation's Salary Plan. For the year ended March 31, 2022, regular base pay for senior staff ranged from \$54,000 (2021 – \$99,581) to \$147,496 (2021 – \$188,676). These pay rates are annual and may differ based on number of months of employment.

Elected official compensation

For the year ended March 31, 2022, 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 \$64,800 (2021 – \$70,200) to \$140,045 (2021 – \$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.

17. 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 \$11.05 million (2021 – \$10,000 to \$11.05 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 \$11.11 million (2021 – \$1,000 to \$11.11 million) per agreement.

18. 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:

	2022	2021
	\$'000	\$'000
Special projects Fund	26,150	20,650
Housing Development Fund	7,142	3,560
Major Capital Asset Replacement Fund	6,391	1,950
Strategic Investment Fund	1,077	600
	40,760	26,760

wa naantm ta es7á7tetemcht

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	72,072	3,945	-	76,017
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	5,606	-	-	5,606
Prefab structures	2,406	-	-	2,406
Infrastructure	39,476	63	-	39,539
Office building and school	5,137	-	-	5,137
Computer hardware and software	5,348	338	-	5,686
Vehicles	2,102	498	-	2,600
Construction in progress	1,950	6,995	-	8,945
Squamish Lil'wat Cultural Centre	12,920	-	(1,317)	11,603
	180,874	11,839	(1,317)	191,396
Accumulated amortization⁹				
Housing	49,457	2,213	-	51,670
Townhouses	780	-	-	780
Recreation facilities	3,904	154	-	4,058
Driving range facilities	2,603	-	-	2,603
Other building and lot	3,924	227	-	4,151
Prefab structures	2,270	-	-	2,270
Infrastructure	15,411	1,249	-	16,661
Office building and school	1,156	142	-	1,298
Computer hardware and software	4,372	244	-	4,616
Vehicles	1,747	182	-	1,929
Squamish Lil'wat Cultural Centre	3,550	-	-	3,550
	89,174	4,411	-	93,586
Net book value¹⁰				
Housing	22,615	1,732	-	24,347
Land	25,083	-	-	25,083
Recreation facilities	1,487	(154)	-	1,333
Other building and lot	1,682	(227)	-	1,455
Prefab structures	136	-	-	136
Infrastructure	24,065	(1,186)	-	22,879
Office building and school	3,980	(142)	-	3,838
Computer hardware and software	976	94	-	1,070
Vehicles	355	316	-	671
Construction in progress	1,950	6,995	-	8,945
Squamish Lil'wat Cultural Centre	9,371	-	(1,317)	8,054
	91,700	7,428	(1,317)	97,811

⁹ Accumulated amortization represents how much of an assets value has been used up.

¹⁰ Net book value represents how much of the value of an asset remains.

wa chánem ta tálacht

Consolidated Schedules of Segment Disclosure

	Indigenous Services Canada	Other income	Committed funds from prior year	Committed funds to next year	Revenue	Expenses	(Deficiency)/ excess
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Child & Family Services	7,929	4,438	2,101	(3,372)	11,096	10,748	348
Human Resources	241	-	67	(86)	222	2,149	(1,927)
Finance & IT	4,406	1,235	1,223	(153)	6,711	12,476	(5,765)
Community Operations	1,150	1,035	502	(413)	2,274	6,708	(4,434)
Education, Employment & Training	10,955	958	734	(721)	11,926	13,972	(2,046)
Squamish Valley	218	655	209	10	1,092	4,128	(3,036)
Language & Cultural Affairs	153	285	435	(374)	499	2,645	(2,146)
Planning & Capital Projects	996	-	-	-	996	-955	1,951
Rights & Title	2,428	3,520	2,873	(143)	8,678	4,998	3,680
Member Support Services	429	192	230	6	857	3,358	(2,501)
Health & Wellness	754	3,328	1,778	(2,266)	3,594	4,926	(1,332)
Band Council	88	330	-	250	668	4,399	(3,731)
Distribution	-	-	-	-	-	4,086	(4,086)
Hi'yám, Nch'kay & Other	3,267	8,954	1,423	(1,206)	12,438	5,830	6,608
	33,014	24,930	11,575	(8,468)	61,051	79,468	(18,417)





ta huy awt snichin Closing Message

ta huy a'wt sníchim

**Closing Message
(The Last Words)**

ta nímalh kiyát ta na wa Nexwsxwníwtm ta Úxwumixw wa chet k'áyáchn iy wa kw'enmántm i7xw ta néwyap ta steltélmexw cht kwis hanstúmulhyap ta a-skwálwen-yap kwis chet p'í7ksim ta xay sts'its'áp' kwetk tem cháyilhen. an ha7lh skwálwen-chn kwis wé7u ts'its'áp'shitumiyap na7 ta xay ts'its'áp' t'l'a steltélmexw-chn na7 ti syel'ánem iy kwi hemi syel'ánem kwi ses chet k'ánatsut wa lhtimá t'l'a steltélmexw cht.

timá tkwétsi ta sníchim-chn iy chet kw'enmántumiyap

We, the Squamish Nation Council, again raise our hands and give thanks to each and every Member for entrusting us to govern the affairs of the Nation. It is an honor and a privilege. We look forward to the work we will do together to return to our Skwxwú7mesh ways of being.

Thanking you all once again for your kind attention.







Skwxwú7mesh Úxwumíxw

Squamish Nation



Greenhouse gas emissions from the paper lifecycle, the transport, and the printing of this item have been offset through investments in energy efficiency and non-fossil fuel energy technologies.