

Celebrating our past while
building for our future

syétsem tl'a syelánem

Annual Report 2023/2024



Skwxwú7mesh Úxwumixw
Squamish Nation 1923 - 2023

squamish.net



Sk̓w̓x̓w̓ú7mesh Úxwumixw

Squamish Nation 1923 - 2023

syétsem t'l'a syelánem

Annual Report 2023/2024

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chet wa k'ayáchn ta néwyap

ta néwyap síiyam, síiya'y, siiyúxwa7 iy ta s7ekw'í7tel-cht, chet tl'á7ashn kwi nach'a'w'icháwanexw tl'a Skwxwú7mesh Úxwumixw kwi kwetk tem kwélemexw 2023. nilh ta tl'á7ashn wa nantm ta tl'á7ashn skwáyel tl'a Skwxwú7mesh iy na hi' i7xw tem kwélemexw.

chet wa kw'enmán i7xw swat kwis mí tl'iknumiwit i7xw kwi tl'á7ashencht men wé7u chet ta wa lhtimá cht. chet yew'ints an eskwkwíh kwi ts7it syétsem cht. men wé7u chet kwis ts'its'áp'newas iy kwis chet ip'ís kwi nch'ú7mut skwálwen tímá tkwi swa7ámcht na7 tkwi kwekwíh. ta ts7it syétsem cht iy ta wa lhtimá cht na7 ta kwetk tpánu na an esxwéxkw na7 ta kw'in sts'its'áp'cht.

nilh ta sts'its'áp' na mí shewáy iy na mí iyímen i7xw ta úxwumixw ti stsi7s iy kwi hem'í ek' stélmexw á7aw't tl'a nímah iy nilh melh welh wa nantm 'Nation Building Initiatives.' men wé7u chet kwis ché'chenstway na7 ta i7xw sts'its'áp'cht.

an esxwéxkw kwi a i7xw skwálwen na7 ti sts'its'áp' iy stl'i7 chet kwis kw'ú7tsutyap na7 ti esxwéxkw sts'its'áp'.



Listen to this in
Skwxwú7mesh Sníchim
(Squamish language)



Welcome (We Raise Our Hands To You All)

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

In July 2023 we held a month-long celebration called Squamish Days Festival to celebrate 100 years since 16 villages amalgamated to become the Sk̓wx̓wú7mesh Úxwumixw. We thank everyone for attending the events, for coming together to learn, celebrate, acknowledge, and uphold our ways of being.

We know that Sk̓wx̓wú7mesh history stretches through thousands of years of existence, long before Amalgamation. Our people have a rich history of living and working together in our communities with shared values, teachings, and family ties.

Over the past year that history has been the foundation for several important projects. They are called Nation building initiatives because they aim to ensure we grow and thrive for generations to come. By taking back control over our education and the right to care for our children, to updating our Membership Code and developing a Constitution, we will uplift our people.

Your voices are important in this work, and we encourage you to continue to be involved in setting our communities up for continued success.



syétsem tińá7 ta CAO
Message from the Chief
Administrative Officer

As the CAO, I provide strategic, financial, and governance oversight of the Nation's programs and services as delivered by divisions and staff. I also work closely with elected Nexwsxwníwntm ta Úxwumixw (Council). It is an honor to help steward the important work that the Nation is undertaking.

2023 proved a busy year for Skwxwú7mesh Úxwumixw. A particular highlight was the 100th anniversary celebration of Amalgamation Day. It was fantastic to see so many of you come out for events throughout the month of tem kw'élemexw (July) that celebrated Skwxwú7mesh culture, knowledge, and resilience.

I found myself reflecting on what the story will be at the next 100-year milestone. The Nation is committed to its journey of (re)building and putting in place the conditions for continued growth and success. Foundational documents approved over the last year, including the Generational Plan and the Build 600 Homes Action Plan, will reshape Skwxwú7mesh communities. Taking back jurisdiction and increasing Own Source Revenue through thoughtful development planning, will see Skwxwú7mesh Úxwumixw have greater control and say over its future.

At an administrative level, work continues to ensure that the Nation has the organizational structure to support those initiatives. The departments are now aligned into four divisions based on similar areas of work, each of which is headed by an Executive Director. As a result of these changes, we are already seeing increased communication and collaboration across departments and divisions, a breaking down of silos across the Nation, and streamlined supports and services delivered to the Skwxwú7mesh community.

There is always more work to be done yet, as you read through the pages of this report, I think you will find that great strides have been made over the last fiscal year. I am proud of the progress and excited about what is to come.



Sheldon Tetreault
Chief Administrative Officer



s7u1h úxwvumixw Overview of the Nation

nilh ta nímalh

About Us

We are the Sḵw̓xw̓ú7mesh – descendants of the original Sḵw̓xw̓ú7mesh 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. Our oral literature speaks to our origins as a people in our lands through the stories of these first ancestors. ha7lh stélmexw kwelh tiná7 chet (we come from good people).

In 1923, the partitioned Sḵw̓xw̓ú7mesh Indian Bands joined together to better protect the interests of the people and amalgamated to become the Sḵw̓xw̓ú7mesh Úxwumixw. The Amalgamation created the conditions for the success of the Nation. You can learn more about how we marked 100 years since that historic moment on pages 18–21.

Today, with nearly 4100 Members, Sḵw̓xw̓ú7mesh Úxwumixw is one of the largest First Nations in British Columbia and a dynamic force in the region. The majority of our people live in three communities in West Vancouver and North Vancouver while approximately 10 percent of our population lives in communities along the Squamish River.

Sḵw̓xw̓ú7mesh culture has been created from our lands, waters, and people over generations. We continue to practice and pass on many of the traditions, customs, and ways of our ancestors. wa iyím ta Sḵw̓xw̓ú7mesh (Squamish strong).

Want to learn more about the Sḵw̓xw̓ú7mesh People?

tiná7 cht ti temíxw (We Come From This Land) was published in miǵna lhḵaych' (January) 2024 and is a collection of some of the multi-faceted stories and histories that are held by our people.

It was written by Kwetásel'wet, Stephanie Wood—a Sḵw̓xw̓ú7mesh journalist—in conjunction with a large research team including Nation staff, Elders, and Knowledge Keepers.

We hope you will pick up a copy and learn more about Sḵw̓xw̓ú7mesh Úxwumixw.



Scan the QR to learn where you can purchase the book.

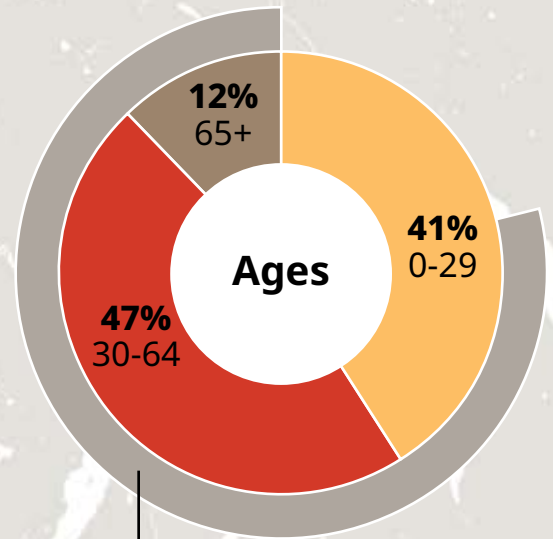


chet wa

Demographics

Traditional territory:
6,732 km²

23 Village sites
24 Reserves



3,205 Eligible voters

4,070 Squamish People

1,990 Living off-reserve

2,080 Living on-reserve

416 **1,664** North Shore

Squamish Valley



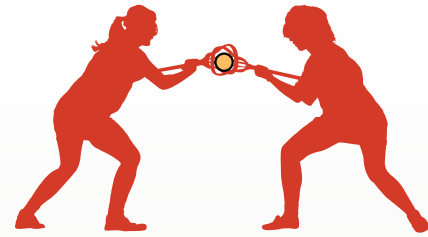


cha7s chet melh **Highlights**

ta ha7lh syétsem

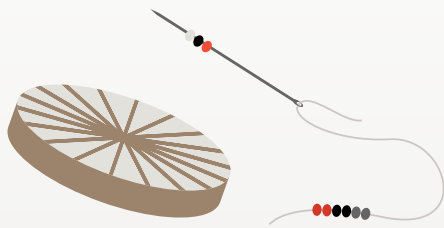
Operational Highlights

Whether close to home, or farther away from community, the Nation delivers a variety of programs and services to Sk̓wxwú7mesh People. Funding comes from a range of sources including Own Source Revenue (income generated by the Nation), provincial, federal, and other grants. You can learn more about these and other highlights in the *tiḡá wa ché́nchenstway* (Division Overviews) section of this Report (pages 36–75).



\$202,890

distributed in sports and recreation grants



118

cultural grant recipients



40

Sk̓wxwú7mesh People enrolled in Nexw7áystway (Training & Trades Centre) programs

140

Squamish Nation Assistance with Rent recipients



\$150,187

distributed for medical equipment through the Squamish Nation Emergency Health Benefits program

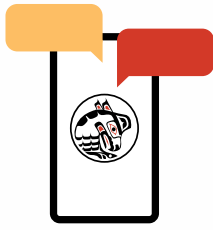
4,205

food sharing packages distributed



2,076

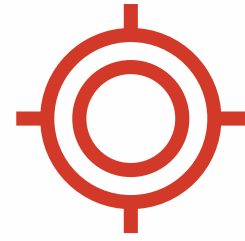
S7ílhen Food Pantry appointments



97

Skw̄w̄mesh People shared teachings on the ta skw̄lwentn app

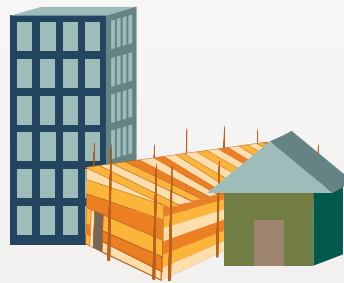
652
Skw̄w̄mesh People accessed income assistance



21

elk hunt tags issued

Construction started on
6 homes
and **completed on 7**



\$20 million

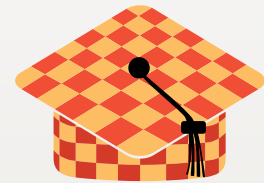
received to support construction of Chenkw̄ Er̄út, a 95-unit affordable housing development in Xwm̄lch'tstn



48

Skw̄w̄mesh employees earned promotions to new positions.
5 interns transitioned to permanent full-time employment

1,942
harm reduction items distributed



138

post-secondary students received funding

\$1,000
one-time special payment distributed to each Skw̄w̄mesh Member



119

applications completed through Jordan's Principle Coordinator

syétsem tl'a tála

Financial Highlights

\$232.3m

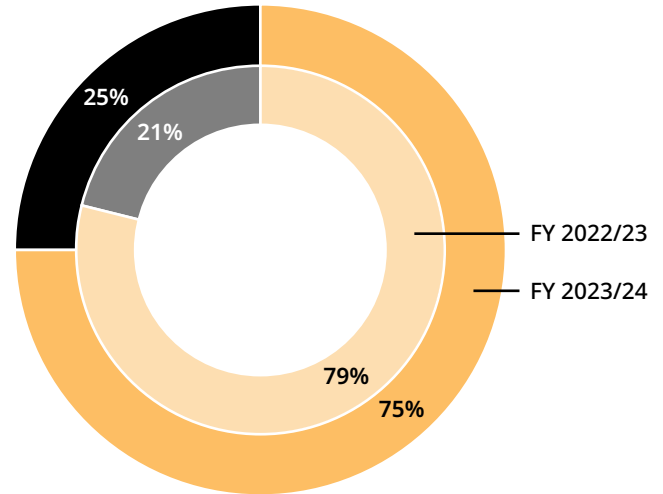
total revenue

Up \$16.7 million from 2022/23

Own Source Revenue (income generated directly by the Nation) made up 75% of the total revenue in 2024/23.

By creating its own funds from sources such as taxes and land leases, the Nation has flexibility in how it uses the money to support our people.

Many of the programs listed in the ta ha7lh syétsem (Operational Highlights) section of this Report (pages 10–11) are available to Skwxwú7mesh People because of Nation-generated income. The remaining revenue (25%) came from government transfers.



- Own Source Revenue
- Government transfer revenue*

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

\$145.4m

total expenditure

Up \$23.8 million from 2022/23

Our community is growing and so is the need for programs and services. The Nation invested \$145.4 million in 2024/23 in expanding the supports it provides for Skwxwú7mesh People.

While this amount exceeded the initial budget, the Nation did record a surplus of \$87 million in 2023/24. A large portion of this is set aside to implement projects from Skwxwú7mesh Úxwumixw 2026, the Nation's Strategic Plan, over the next five years.



Spending by department

(\$ millions)



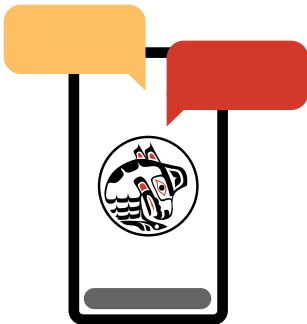
		\$0	\$5m	\$10m	\$15m	\$20m
Nexwsxwníw ntm ta Úxwumixw (Council) & Nation Administration	Ta na wa Cheítm Chair & Council Office		\$5.9			
	Strategic Operations and the Office of the CAO	\$1.2	\$2.4			
K'iyáxan Ch'áwch'aw Community Services	Nexwsp'áyažen ta Úxwumixw Community Operations		\$8.4			
	Ta na wa Ch'áwat ta Sehákw Sehákw Operations	\$1.1	\$1.1			
	Ta na wa Ch'áwat ta Sxwéxwel Squamish Valley Operations	\$2.5	\$3.3			
	Ta na wa Shéway I7xw ta Úxwumixw Planning & Capital Projects	\$1.0	\$3.0			
	Ta na wa Téywilháylhem Public Safety	\$0.9	\$1.5			
Nexwnínlhewá7nem Ch'áwch'aw People Services	Ayás Méhmen Child & Family Services		\$14.3			
	Ta7lnewás Education, Employment & Training		\$19.4			
	Ts'its'ixwnítway Member Services	\$5.9	\$7.4			
	Yúustway Health & Wellness	\$6.6	\$9.0			
Nexwníwmamin Ch'áwch'aw Territory & Culture Services	Ta na wa Ns7éyxnitm ta Snewíyelh Language & Cultural Affairs	\$2.3	\$2.7			
	Ta na wa Yúus ta Stitúyntsarí Rights & Title	\$3.9	\$6.3			
Xetxítayus Ch'áwch'aw Corporate Services	Chéńchenstway Human Resources	\$3.1	\$3.3			
	Nexwsyétsem Communications & Engagement	\$1.0	\$1.3			
	Estxwáyusem Finance &IT		\$15.8			
	Property Management and Taxation	\$6.2	\$3.0			
	Wa Ch'áwalhen ta Chiyáxw Legal Services	\$0.6	\$0.6			
Distribution	Distribution	\$4.1	\$8.0			
Híyám Housing, Nch'kaý & Others	Híyám Housing, Nch'kaý & Others	\$9.4	\$10.8			

kwi tpánu

The Year in Review

tem kw'elemexw (July) 2023 marked 100 years since 16 villages amalgamated to become the Skwxwú7mesh Úxwumixw. The Nation celebrated with a month-long series of events while continuing to work on the strategic initiatives that will set the Skwxwú7mesh People up for growth and success over the next 100 years.

tem kw'eyus Spring 2023

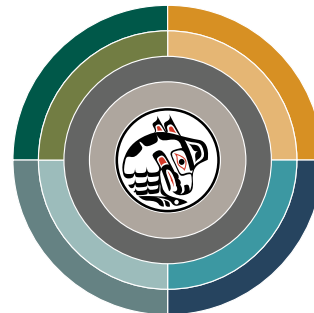


In tem tsá7tskáy (April), we launched an app for mobile devices.

In addition to the Nation's existing website and social media channels, The app is a way for Skwxwú7mesh People on- and off-reserve to quickly access events, news, and other updates of interest to them. Thanks to push notifications for important posts, community members never miss an update.

A new organizational structure came into effect tem tsá7tskáy (April) 2023 which realigned the departments into four divisions.

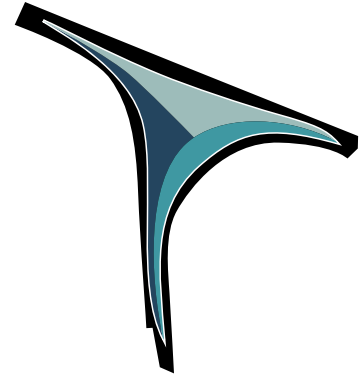
Each division is headed by an Executive Director, and brings together departments providing similar types of programming to ensure more effective service delivery for Skwxwú7mesh People. In tem yetwán (May), three Executive Directors were appointed, two of which are Skwxwú7mesh. They officially began their positions in tem t'áka7 (August), with the fourth Executive Director appointed in early 2024.



tem kw'eskw'ás Summer 2023

In tem kw'élemexw (July), the Nation announced that the protections in the British Columbia Residential Tenancy Act (BCRTA) will be in place for the Seńákŵ development.

All residents moving into the development will be protected by the BCRTA as they would in any other rental property in the province. These protections include maximum allowable rent increases, protection against unfair evictions, and a first-in-Canada Indigenous-led approach to dispute resolution.

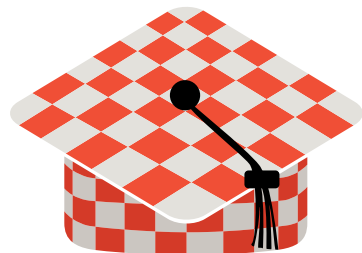


In tem t'áka7 (August), a 111-year-old building in Kitsilano, known locally as the "Little Yellow Schoolhouse", became the first permanent home for the ta tsíptspi7lhkn (Language Nest).

Saved from demolition and transported across the Vancouver harbour by barge, it underwent modernization to support the revitalization of Skw̓xwú7mesh Sníchim (Squamish language) amongst our youngest learners. A grand opening took place in tem lhawt' (March) 2024.

Three agreements were signed to define how and when we will manage education for Skw̓xwú7mesh children.

The agreements were made following the results of the s7ulh wa nexwníwéyah (Our Ways of Education) referendum in et'ím lhkaych' (December) 2023. A celebration to mark the occasion took place in tem cháyilhen (September), alongside with two other Nations who also finalized their agreements with the federal government.



tem eḵwáyanexw Autumn 2023

2023 marked the completion of the wa í7imeshnewas chet (We Walk Together) Elders' Program Engagement Project, and the start of a new vision for the Sḵwḵ wú7mesh-ulh síyuxwa7 (Squamish Elders) Program.

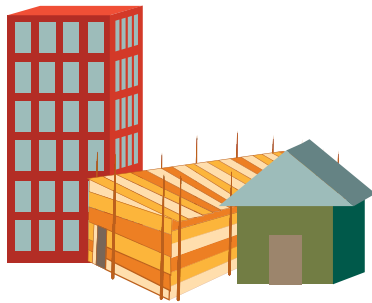
A celebration in tem p'í7tway (October) marked the launch of the chet wa í7sun (We Pull Together) Elders' Program Plan. One of the key initiatives in the new Plan is the development of an "Elders' Program Respectful Relationships Code" to better support inclusion and safety.



In tem eḵwáyanexw (November), the first i7ḵw ta kw'elh sts'its'áp'cht (All of Our Coworkers) meeting took place.

It was an opportunity for all employees to come together to make connections across departments, learn about the work the Nation is doing and how their roles fit in, as well as better their service delivery to the Sḵwḵwú7mesh community.

tem t'ikw Winter 2024



Nexwxwníwntm ta Úxwumixw (Council) approved the Build 600 Affordable Homes Action Plan.

The objective is to build more housing faster, with the goal of breaking ground on 600 new homes over the next two years. The plan identifies where new housing can be built and includes a range of types and densities, delivered in partnership by the Nation, Hi'yám Housing, and Nch'ka'y.

Work by a Public Safety Task Force and community engagement resulted in the publication of a Public Safety Report in mi'na lhkaych' (January).

The report's 11 recommendations are community-led, rooted in prevention and Skwxwú7mesh values, supportive of mental health, wellness and housing, and aim to meet people where they are at. Work is underway to implement the recommendations in a mindful way.



Nexwxwníwntm ta Úxwumixw (Council) declared a health state of emergency in tem lhawt' (March) recognizing the toxic drug and overdose crisis that is impacting communities across the country.

This enabled the Nation to request additional support from the federal, provincial, and neighbouring local governments, and local law enforcement agencies as well as work collaboratively across departments and with health provider partners to both increase access to existing services and offer new ones.

Skwxwú7mesh Days Festival

1923-
2023

In 1923, the partitioned Skwxwú7mesh Indian Bands joined together to better protect the interests of the people and amalgamated to become the Skwxwú7mesh Úxwumixw. The Prayer of Amalgamation document was signed by 76 Squamish People 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."

To mark this milestone, the Nation organized a month of events in tem kw'élemexw (July) 2023 called Skwxwú7mesh Days Festival, with the goal of bringing our people together to learn, celebrate, and uphold our ways of being.

25
Nation-hosted
events

5000+

Total attendance by the
Skwxwú7mesh community
across all events

1500+

Attendees for 100th
Amalgamation Day Festival

**3 Squamish Strong
Protocol Agreements**

signed with City of Vancouver, City of North
Vancouver, and District of Squamish

20+

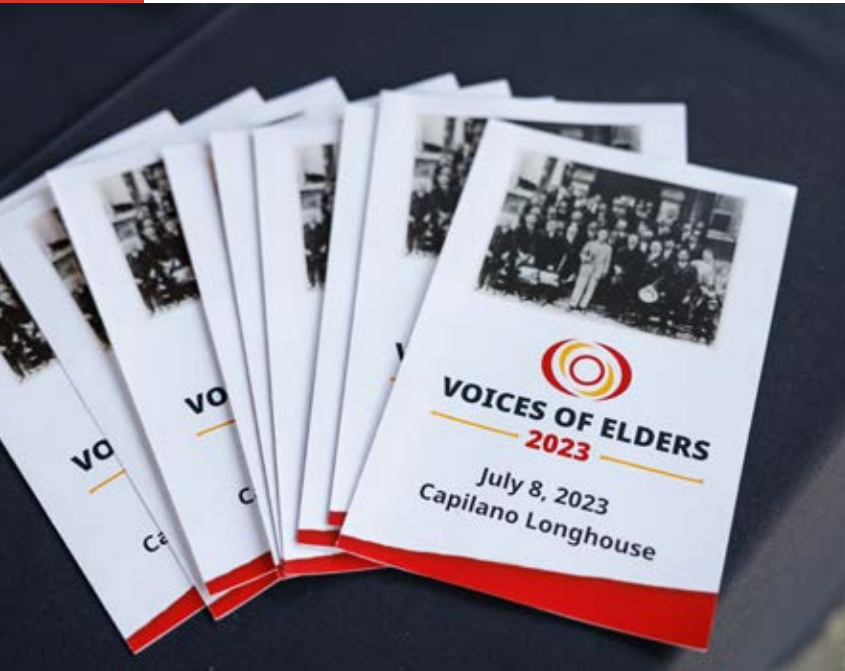
Media coverage pieces

14

Recipients at the Skwxwú7mesh
Excellence Awards Gala

Highlights:

na k'ánatsutstem ta temíxwcht (Our Land Returned): This event celebrated the return of our lands at Upper St'á7mes (Stawamus). The history of the land and how it came back to the Nation was shared and attendees got to tour the area.



Voices of Elders: Our Elders shared their knowledge and stories about their lives and families with attendees. It was a celebration of culture and treasured memories.

k'ánatsut-cht tkwa Sehákw Úxwumíxw (Our Return to Sehákw Celebration): This event acknowledged another historic return of land to the Nation, our former village site of Sehákw (today known as Kitsilano). The celebration began with canoes arriving at the shore. A model of the Sehákw development that is currently being built at the site was available for attendees to view.



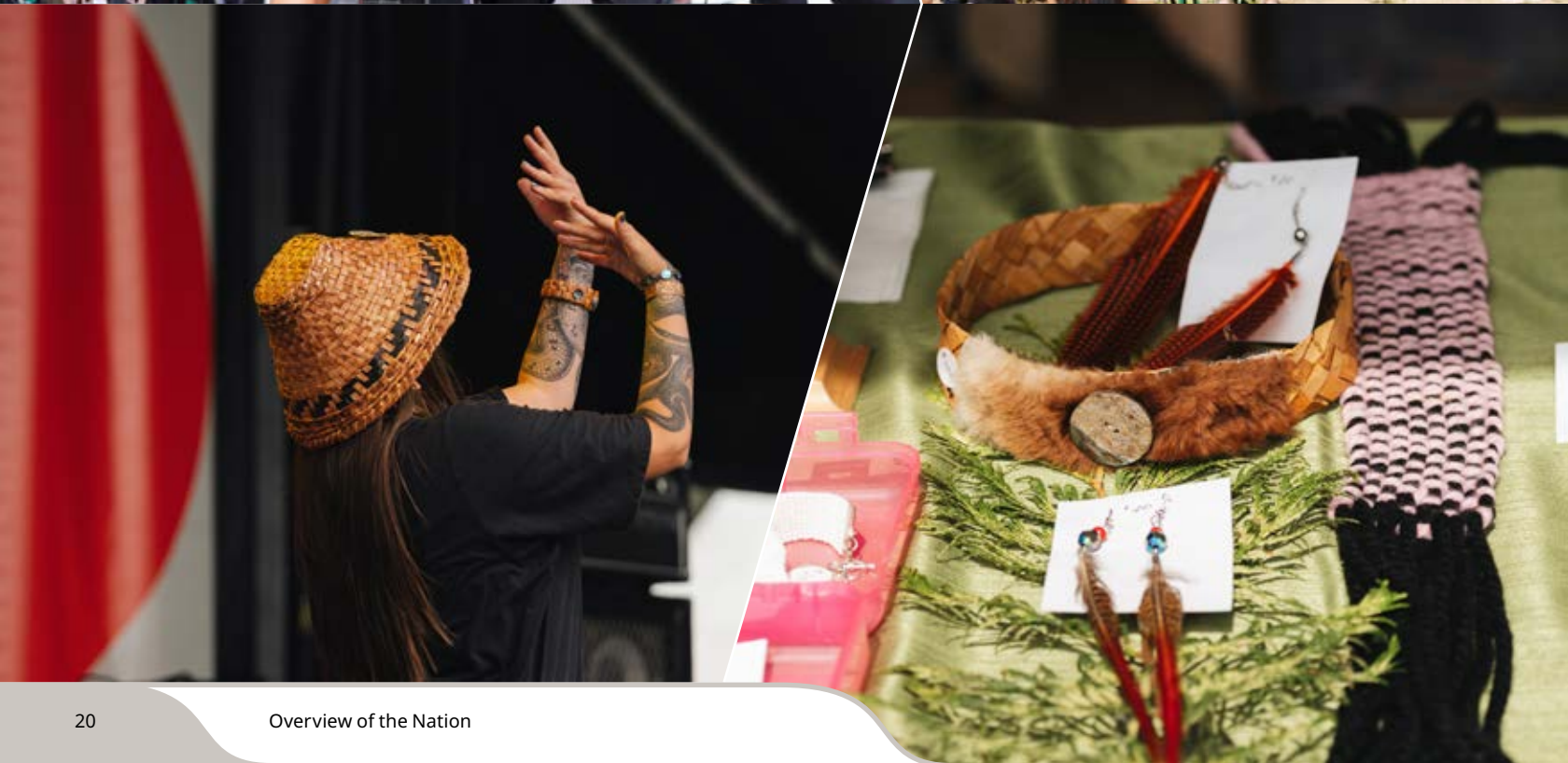
Skwxwú7mesh Excellence Awards Gala: This formal event recognized recipients for their outstanding achievements in the areas of arts, business innovation, community service, culture, emerging leader, language, and sports. Recipients were nominated by their fellow community members.

Amalgamation Day Festival

On tem kw'elemexw (July) 23, we held the 100th Amalgamation Day Festival, an all-ages free event at Ambleside Beach, West Vancouver that Skwxwú7mesh community members and the general public were invited to attend. There were family friendly activities, food trucks, an artisan market, and live performances by Snotty Nose Rez Kids, Blackie & The Rodeo Kings, Digging Roots, Bitterly Divine, and Aysanabee, just to name a few.



100th AMALGAMATION DAY FESTIVAL



huy chexw a (thank you) to our sponsors

Gold Sponsor	Silver Sponsors	Bronze Sponsors		Friend Sponsors
Woodfibre LNG	Capilano University City of Vancouver Matthews West	Canadian Apartment Properties REIT City of North Vancouver Concord Pacific District of Squamish	Fortis BC Park Royal Peak Construction Polygon Townline Solutions Westbank Group	AON City of Burnaby CN Rail Kerr Wood Leidal Parkland Surerus Murphy





210



menkwíyíñtsut Performance



Glossary

Many financial terms are used throughout this section. We have provided some helpful explanations here.

Budget variance – the difference between budgeted and actual income and expenditure.

Capital asset – something that the Nation uses to either generate income or support its operations. For example, the computers and furniture in the office buildings are capital assets because employees use them to perform their duties.

Capital contribution – funding for the purpose of investing in capital assets.

Equity loss – financial loss from owning a stake in a business that decreases in value.

Expense – the money the Nation needs to spend to run all its activities, including providing programs and services to Skwxwú7mesh People or operating the offices.

Nation amenity contribution – a cash or in-kind contribution that a property developer is required to pay a local government if they are engaging in a construction project on that government's land.

Prior year variance – the difference between current year and prior year actual income and expenditure.

Revenue – the money earned by the Nation from taxes, land leases, government funding, or any other sources.

Own Source Revenue – income generated directly by the Nation through taxes and land leases.

Non-recurring revenue streams – a source of revenue that is not repeated. For example, receiving a one-time funding grant for a specific project or selling an asset.

Surplus – when the Nation's total expenses for the year are less than total revenue received. The money that is left over can be saved or put towards important projects from the Strategic Plan.

nilh ti tála Financial Overview

The Skwxwú7mesh People have set a clear direction: ensure that our shared values and teachings guide the way we govern ourselves, set up our education systems, and care for everyone in our communities from méhmen (children) to Elders.

An important part of that journey is financial independence: increasing Own Source Revenue (income generated directly by the Nation) as it

provides us with more flexibility in how the money can be used. As part of this commitment, the Nation was able to achieve an operating surplus of \$87 million during the last fiscal year. A large portion of this is set aside to implement projects from Skwxwú7mesh Úxwumixw 2026, the Nation's Strategic Plan, over the next five years.

Financial Summary Overview

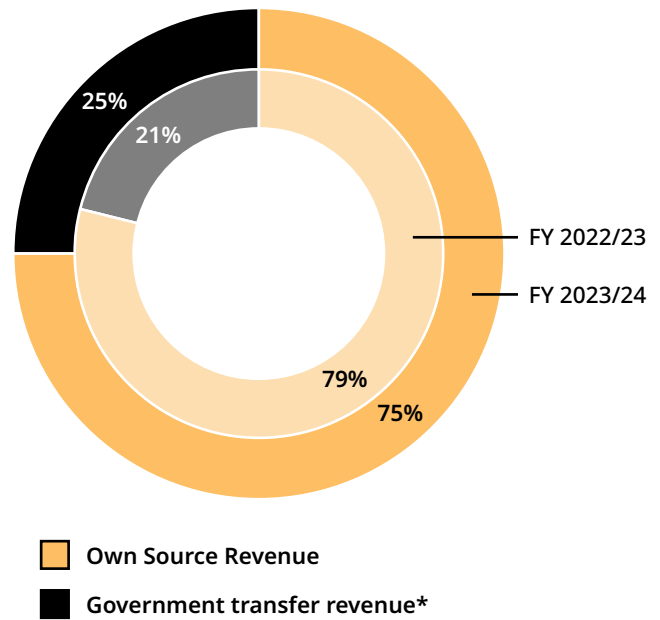
Statement of Operations (\$ millions)	FY 2023/24			FY 2022/23	
	Budget	Actual	Budget variance	Actual	Prior year variance
Revenue					
Government Transfers	39.0	58.4	19.4	45.4	13.0
Own Source Revenue	153.6	173.9	20.3	170.2	3.7
Total Revenue	192.6	232.3	39.7	215.6	16.7
Expense					
Program Costs	125.2	134.8	9.6	113.6	21.2
Interest and Other Expense	4.8	10.5	5.7	8.0	2.5
Total Expense	130.0	145.3	15.3	121.6	23.7
Operating Surplus (deficit)	62.6	87.0	24.4	94.0	(7.0)

kwi tála wa p'í7nexwat

Revenue

Where our revenue comes from

Our income comes from two key sources. **Own Source Revenue (Nation generated income)** is revenue earned directly by programs and services run by the Nation, such as taxes, leases, and other internally generated sources. The other source of revenue the Nation earns is **government transfers**. This includes funding from government bodies such as Indigenous Service Canada (ISC), First Nations Health Authority (FNHA), and the Province of British Columbia. Securing external funding is a common practice to supplement Nation generated income and address some of the unique challenges our communities face.

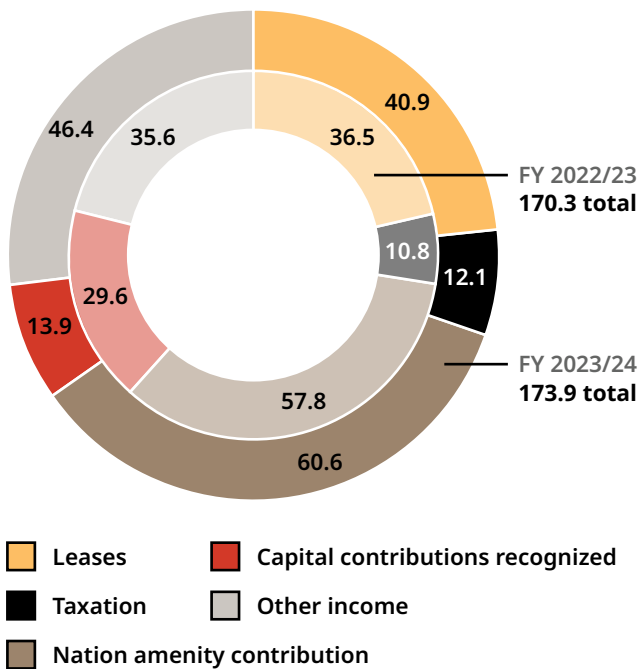


*Includes funding from Indigenous Services Canada and others such as First Nations Health Authority (FNHA).

Own Source Revenue (OSR)

The following chart explains the major sources of Nation-generated income. **The total amount increased slightly compared to the previous year, mainly due to more interest income and other funding sources**, as well as a decrease in the funding needed to support Hiýám Housing as they work to become more self-sufficient.

(\$ millions)



Nation amenity contribution

We are delighted to mark a momentous milestone in our Sehákw development journey as we recognize the second instalment of the Nation amenity contribution from our development partner, Westbank.

An amenity contribution is a cash or in-kind contribution that a property developer is required to pay a local government if they are engaging in a construction project on that government's land. It is intended to offset the impacts of new developments on the surrounding community and ensure that the development aligns with the overall community's needs and goals.

The amount of \$60.6 million in 2023/24 and \$57.8 million in 2022/23 is a key contribution to the increase of Nation-generated income.

Recognition of Funding for Hiýám Housing Initiatives

Revenue for 2023/24 also includes \$13.9 million of previously advanced capital contributions from the Canada Mortgage and Housing Corporation (CMHC) and other funders as construction proceeds on several of Hiýám Housing's affordable housing developments.

It is important to clarify that this does not directly increase the Nation's cash reserves as the funding has already been tied to specific projects. Learn more about the housing developments on page 72.

sk'aw

Expenditures

The Nation regularly evaluates and improves the programs and services it offers Skwxwú7mesh People whether they live in community or further away.

As a result, actual program costs were above budget by \$9.6 million last year. This was due to expanding existing programs, as well as welcoming skilled professionals and experts to the Nation to deliver high-quality services that address the evolving needs of our community (eg. mental health counsellors, harm reduction supports, Community Safety Team).

(\$ millions)



esí7chmin tála ti syelánem

Surplus

A significant portion of our surplus has been allocated towards strategic initiatives that align with our long-term growth objectives.

Portions of the surplus can also be set aside to fund new or emerging community priorities meaning that the items funded or saved up for may change from year to year.

men yúus

Risks

The Nation continues to take a pro-active approach regarding risk management. Insurance coverage is provided for all Nation commercial operations, community assets, and on-reserve homes and contents. Hazard mapping was completed to understand the impact of natural disasters to our community and buildings. One of the primary risks for the Nation is flood management. A sea level rise study was conducted in partnership with the District of Squamish and a master plan has been developed for the control of flood waters in the Squamish Valley.

In addition to understanding the impacts of natural disasters, the Nation works to implement strategies to help reduce liability, wherever possible. When constructing new housing for Squamish People, the Nation aims to build away from flood-prone or high seismic areas. All construction meets national, provincial, and municipal building codes. Other initiatives include fire prevention programs as well as maintenance assessments and processes for the homes and yards of Squamish People on-reserve. Risk assessments have been completed for commercial properties on a selected basis to ensure any risks for damage are identified and addressed as applicable.



ta syétsem

Statement of Financial Position

We are pleased to report that the Nation remains in an exceptionally strong financial position to support the needs of our growing communities. The Nation's total assets have grown significantly in two key areas: accounts receivable and capital assets.

Accounts receivable increased by

\$67.2 million

Our accounts receivable (money owed to the Nation) have significantly increased by \$67.2 million since the last fiscal year. This is primarily due to the Nation amenity contribution explained on page 25.

Capital assets increased by

\$58.7 million

Our tangible capital assets have significantly increased by \$58.7 million since the last fiscal year. The increase is primarily due to the expansion of allocated lot housing under construction which is funded through capital contributions.



nexw'níw Governance

Big & Black
Fire Emblem

An aerial photograph of a forest with many bare, thin trees and a stream winding through it. The image is used as a background for the text.

s7ulh nexwníw

Our 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.

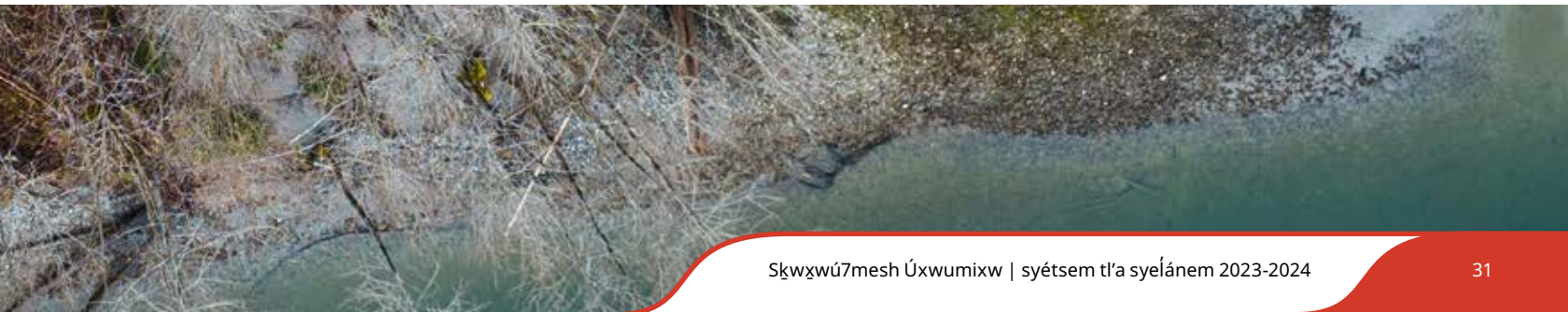
It is essential that the Nation’s work be guided by values and a plan that ensures we are all moving in the same direction together, that the work of each division complements the work of others, and that we hold a shared vision of what we strive to achieve. Skwxwú7mesh Úxwumixw 2026 – our Strategic Plan – defines who we are, where we want to go, and how we will measure our success.



Listen to audio pronunciations of our values and principles at squamish.net/strategic-plan



Úxwumixw Siyámin
Snewíyelh Nexwnínew
Wanáxws Stélmexw



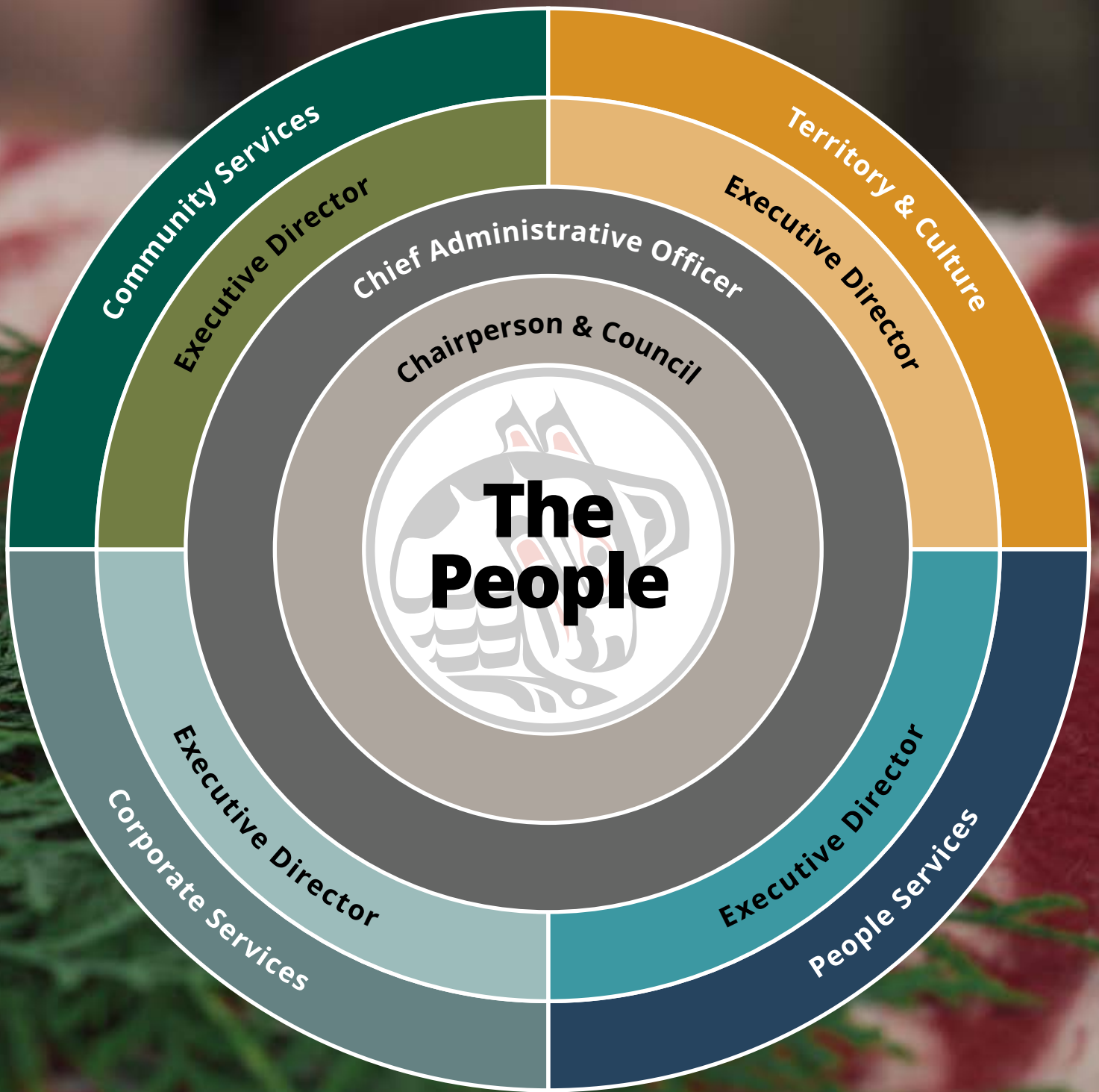


swa7s skwálwen chet Our Structure¹



Learn more about the departments that make up each of the four divisions.

¹ This organizational structure came into effect in tem tsá7tskáy (April) 2023.



Nexwsxwníwntm ta Úxwumixw Council

Always Advised by the People

Chief of Staff: Ses Siyam, Ray Natraoro¹

¹ As of mir̄na lh̄kaych' (January) 2024.

Nexwsxwníwntm ta Úxwumixw (Council) is the elected decision-making body that sets the overall strategy direction and policy agenda of S̄kw̄xwú7mesh Úxwumixw, both internally and externally, as well as acting in the best interest of all Squamish People, for a four-year term.

It has a mandate to protect the Amalgamation and enhance the Úxwumixw cultural values and traditions through respect, equality, and harmony for all.

Wa Iyím ta S̄kw̄xwú7mesh Protocol Agreements

As part of the 100-year anniversary of Amalgamation, the Nation signed Protocol Agreements with the City of North Vancouver, District of Squamish, and the City of Vancouver in tem k̄w'élemexw (July) 2023.

The Wa Iyím ta S̄kw̄xwú7mesh (Squamish Strong) protocols provide guidance on how the parties will meaningfully engage in advancing reconciliation. They also lay the groundwork for the development of Memorandums of Understanding (MOU) and commit both parties to the following S̄kw̄xwú7mesh principles to guide the reconciliation process:

- tkwáya7n iy nexwne'wítm
– Listen & Engage
- wa nexwniwnen chet ta nexwni'w t'l'a
S̄kw̄xwú7mesh – Follow the Ways of the Squamish
- tēxwlá' m̄ ns7eyx –
Genuinely Care
- chet wa telnexw tina t'l'a
snewiyelh t'l'a
S̄kw̄xwú7mesh – Learn the Advice of the Squamish
- na wa neln̄ilhtway ta úxwumixw – The People Go Through It Together
- we7us chet ta S̄kw̄xwú7mesh siyá' m̄ in
– Protect the Rights and Title of the Squamish

37	1182
Duly convened Council meetings ²	Squamish People attended 4 People's Assemblies ³
30	11
Council Committee meetings held	People's Assembly Resolutions passed
<small>² Does not include Committee meetings, meetings off-site, or Council workshops at which a recording secretary was not present. ³ The dates of the People's Assemblies that took place over the fiscal year are: April 28, July 28, and October 13 & 14, 2023 and March 10, 2024.</small>	

Protocol Policy Approved

In tem yetwán (May) 2023, Nexwsxwníwntm ta Úxwumixw (Council) approved the S̄kw̄xwú7mesh Úxwumixw Protocol Policy, which was developed by Ta na wa Che'htm (Chair & Council Office).

The need for this policy came from a lack of clear guidelines for defining and ensuring compliance with S̄kw̄xwú7mesh Úxwumixw protocols, managing Council event requests, and educating external entities. Through the Protocol Policy, there are now formal processes in place for upholding S̄kw̄xwú7mesh rights and title and ensuring recognition and proper engagement.

The policy applies to requests for strategic or political S̄kw̄xwú7mesh Úxwumixw representation and is followed by Nation employees and elected officials. It does not apply to ceremonial or cultural activities that are traditionally the responsibility of families.

Council and Committee Meeting Attendance

		Council (37)	Community Services Committee (5)	External Relations Committee (1)	Finance & Audit Committee (7)	Organizational Operations Committee (4)	Policy Committee (2)	Rights & Title Advisory Board (8)	Strategic Priorities & Budget Committee (4)
	Present								
	Excused								
	Absent								
Khelsilem Dustin Rivers <i>Chairperson</i>	36.5 0.5								
Syexwáliya Ann Whonnock <i>General Councillor & Spokesperson</i>	33.5 3.5			7		2	6 2		
Sxwíxwtñ Wilson Williams <i>General Councillor & Spokesperson</i>	25.5 10.5 1	5	1					2 2	
K'ána Deborah Baker <i>General Councillor⁴</i>	10 1								
Sempúlyan Stewart Gonzales <i>General Councillor</i>	30 7	5		6 1	4				
Sumkwaht Shayla Jacobs <i>North Shore Councillor</i>	29.5 7.5		1		4			3	
Tiyáltelut Kristen Rivers <i>Regional Councillor</i>	32 5				3 1	1 1		3 1	
Joyce Williams <i>Squamish Valley Councillor</i>	31.5 5.5		1			2	8		
Xwélxwelacha-t Late Richard Williams <i>General Councillor</i>	23.5 2.5	4 1 ⁵		3.5 0.5 3 ²			5 1 2 ²		

⁴ As of mir'na lhkaych' (January) 2024.

⁵ Following passing.





tiñá tti wa chénchensway Division Overviews

K'iyáxan Čh'áwch'aw Community Services

The infrastructure and services required for our people to live together in safe and thriving communities.

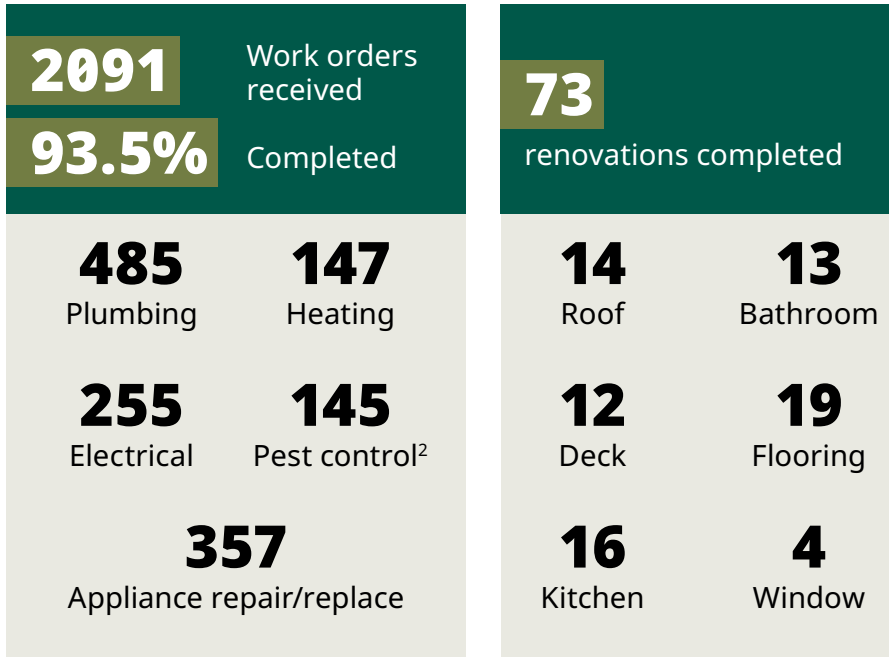


Listen to this in
Skw̓wú7mesh Sníchim
(Squamish Language)

Nexwsp'áyaken ta Úxwumixw Community Operations

Often Fixing the Community

Director: **Brian Baker**



To support with efficient tracking and processing of work orders, the department implemented a **new asset management program: Cityworks.**

² Including ants, rats, raccoons, skunks, bed bugs, bees etc.

Ta na wa Ch'áwat ta Seńákw Seńákw Operations

The Ones Who Help Seńákw

Director: **Xayil, Jacob Lewis III**

Residential Tenancy Regulations for Seńákw

In tem kw'elemexw (July) 2023, the Nation announced that the protections in the British Columbia Residential Tenancy Act (BCRTA) will be in place for the Seńákw development.

Through the Government of Canada's First Nations Commercial and Industrial Development Act (FNCIDA), Skwxwú7mesh Úxwumixw has more control over economic development by using federal regulations for Skwxwú7mesh land that incorporate provincial rules.

Indigenous and non-Indigenous residents moving into the development will be protected by the BCRTA as they would in any other rental property in the province.

This includes important protections for renters such as:

- Maximum allowable rent increases.
- Maintenance of properties.
- Protection against unfair evictions.
- A first-in-Canada Indigenous led approach to dispute resolution, informed by Skwxwú7mesh culture, heritage and traditions.

Watch our video to learn more



Ta na wa Ch'áwat ta Sxwéxwel Squamish Valley Operations

The Ones Who Help the Valley

Director: **Austin Chandler**

The Project Charter for Strategic Objective 1.1.12 "Increase capacity to deliver more Squamish Valley programs" was **approved by Nexwsxwníwntm ta Úxwumixw (Council)** in tem ekwáyanexw (November) 2023.

Major projects completed by the Community Operations team last year include **resurfacing the floor of Totem Hall and replacing the parking lot barrier** as well as six furnace replacements and 16 renovations related to health and safety in community members' homes.

1327

Work orders submitted

91%

Work orders completed

na k'ánatsutstem ta temíxwcht Our Land Returned

As part of Skwxwú7mesh Days Festival 2023, Ta na wa Ch'áwat ta Sxwéxwel (Squamish Valley Operations) and Wa Ns7eyx ta Temíxw (Community Lands) hosted a celebration for the return of our lands at Upper St'á7mes (Stawamus).

Although the 21.62 acres were officially added through the Addition to Reserve (ATR) process in 2021, the occasion of the 100th Amalgamation in 2023 provided an opportunity to celebrate again. The day consisted of drumming and singing, sharing of stories, and acknowledgments

of the ancestors and all those who worked over the years to get this parcel of land back. This ATR provided much needed additional land in St'á7mes which can be used to expand community facilities and services.

Watch a video to hear about what this meant to our people.



Ayas Lam Family Programs & Early Intervention Services³

Alongside Shewaynewas in North Vancouver, Ayas Lam Family Programs & Early Intervention Services provides proactive prevention and education strategies to families with young children on- and off-reserve.

Funding comes from the First Nations Health Authority (FNHA) and the Ministry of Child & Family Development.

³ Data is for Squamish Valley. For North Vancouver data, please visit the section on Ayás Méh men (Child & Family Services).

2

Parents registered for es7á7tsiwen (prenatal) classes

132

Number of skákel (infant) and s7íxwalh (toddler) parent classes

13

Total number of staff (8 full-time, 5 casual Support Workers)

12

8 on-reserve & 4 off-reserve
Aboriginal Infant Development Program (AIDP) clients

59

36 on-reserve & 23 off-reserve
Aboriginal Supported Child Development (ASCD) clients

43

Children receiving specialist supports/therapies⁴

⁴ Includes speech and language therapy, occupational therapy, pediatric physiotherapy, developmental psychology, music therapy or other specialist services.

26

22 on-reserve & 4 off-reserve
Children enrolled in
Tin Mun Mun Daycare⁵

6

Tin Mun Mun Daycare staff

7

Sḵw̱wú7mesh families on
Tin Mun Mun Daycare waitlist

13

12 on-reserve & 1 off-reserve
Children enrolled at
Totem Preschool⁶

4

Totem Preschool staff

The Menkis Youth Leadership
Group raised **\$11,000** at a
dinner auction to help fund a
trip to Maui in June 2024.

14 Youth participated.

5 For children 3 months to pre-school.

6 For children ages 3 to 4.

Recreation

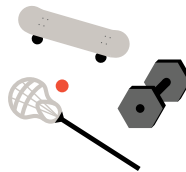
The Squamish Valley
Recreation team is seeing
increased participation rates
for their programming.



The Youth ski/snowboard
program had **20 participants**,
the best attendance since the
program started five years ago.



The after School Program for
school aged children is at
capacity with **20 participants**
and a growing waitlist.



45 youth are registered
with the Teen Centre.



Family events and parties
average over **150 attendees**.



The bi-monthly Cineplex family
movie night sees full registration
of **55 attendees** each time.



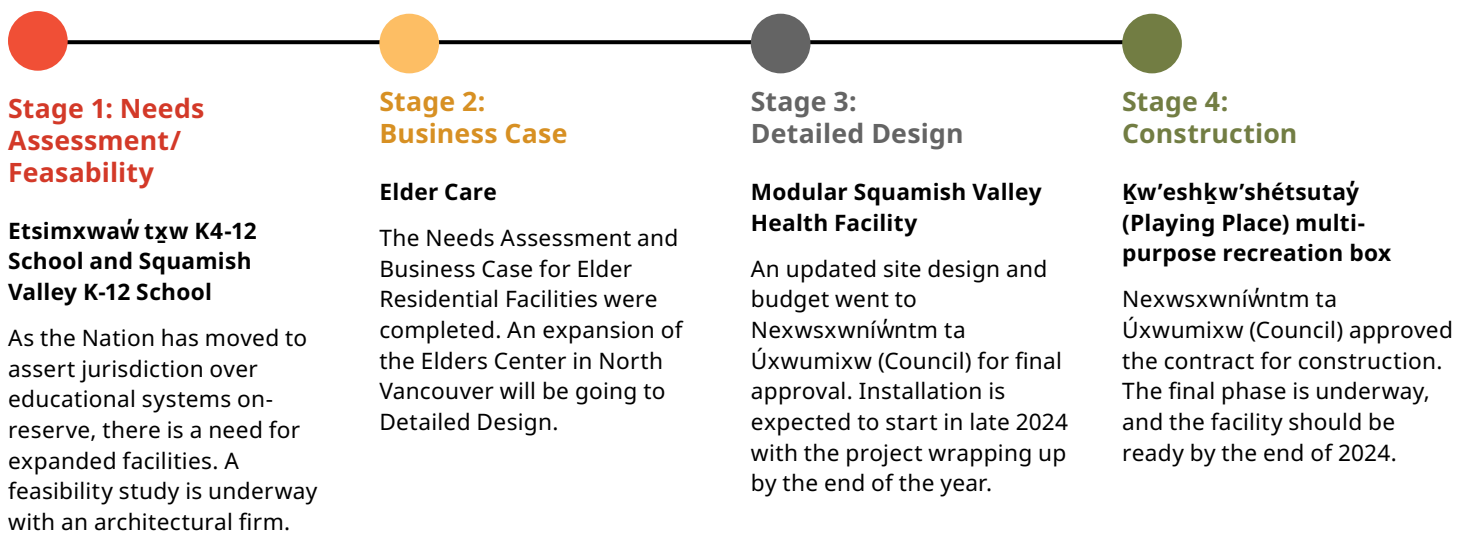
Ta na wa Shéway I7xw ta Úxwumixw Planning & Capital Projects

The Ones Who Grow All the Communities

Director: **Bob Sokol**

Capital Project Status

Capital projects are carefully managed through a four-stage process. Below are some current examples at each stage; it is not the full list of projects that the department is managing.



Generational Plan

During the 2023-2024 fiscal year the team began to write and design the Generational Plan, after nearly two years of community engagement.

The work focused on confirming the plan with Nation staff and community and prioritizing the communication of our people's voices in a way that can be

understood by all. As the year wrapped up, the team prepared to take the final draft of the document to Nexwsxwníwntm ta Úxwumixw (Council) for approval.

The Generational Plan will be brought back to the community to be heard, celebrated, and put into action for the generations to come.

Learn more at squamish2050.net



15

Community events and info sessions

17

Meetings of the Community and Nation Staff Working Groups

7

Pieces of artwork designed by SƷwƷwú7mesh artists for the Generational Plan document

Housing Needs Assessment and Build 600 Affordable Homes Action Plan

The number one priority of Skwxwú7mesh Úxwumixw is to house all Members within a generation, defined as 25 years.

The Nation, with its partners, Hiýám Housing and Nch'kay Development Corporation, is working to make more housing available and address a diversity of housing needs. Significant work on this topic took place over the past fiscal year.

A Housing Needs Assessment was conducted, based on information collected in Eshíhkw'íws Chet (the Nation Census). It looked at how much housing is needed to address overcrowding, bring people home, keep up with population growth, as well as where people want to live and how much they can afford. The findings were brought to Nexwsxwníwntm ta Úxwumixw (Council) for approval in early 2024 and will be used by the Nation and its partners to plan for and build new housing for Skwxwú7mesh People.

One example is the Build 600 Affordable Homes Action Plan. The objective of the plan is to build more homes faster, with the goal of breaking ground over the next two years. The plan identifies where new housing can be built and includes a range of types and densities, which will be delivered in partnership by Nation, Hiýám Housing, and Nch'kay.

885 homes

Needed in the short term (2023-2028)

620 homes

Needed in the long term (2028-2048)

Have you checked out the Census data yet?

Visit census.squamish.net



Ta na wa Téywilhaýlhem Public Safety

The Ones Protecting the Descendants

Public Safety Commissioner: **Gursimran Gill**

Public Safety Report Launched

Skwxwú7mesh communities need to be places where we all feel safe and like we belong.

In spring 2022, Nexwsxwníwntm ta Úxwumixw (Council) created a Public Safety Task Force (PSTF). The PSTF was tasked with providing a high-level framework and recommendations on how to improve public safety.

A report with 11 recommendations was shared in mirna lhkaych' (January) 2024. We have a vision and a plan to keep moving forward on this important work – one that is uniquely Skwxwú7mesh and rooted in values, principles, and cultural practices, emphasizing the following:

- Behaviour on the land and in the waters
- Be protected at home
- Be protected in the community/ villages
- Be protected on the land

The 11 recommendations are community-led, rooted in prevention, supportive of mental health, wellness and housing, and aim to meet Skwxwú7mesh People where they are at.

173

People signed up for the Voyent Alert! emergency app

Learn more about the Public Safety Report



Introducing the Community Safety Team

The newly formed Community Safety Team (CST) provides a pro-active, preventive, and trauma-informed approach to the day-to-day safety of Skwxwú7mesh People on- and off-reserve. They are the eyes and ears on community safety issues and proactively educate, observe, and report safety incidents. The team also assists those who are affected by crisis or emergency situations. CST members are based on the North Shore and Squamish Valley.


8

Community Safety Team members

13

Community Safety Team trainings

Watch a video about the team:



Wa Ns7eyx ta Temíxw Community Lands

Guarding the Land

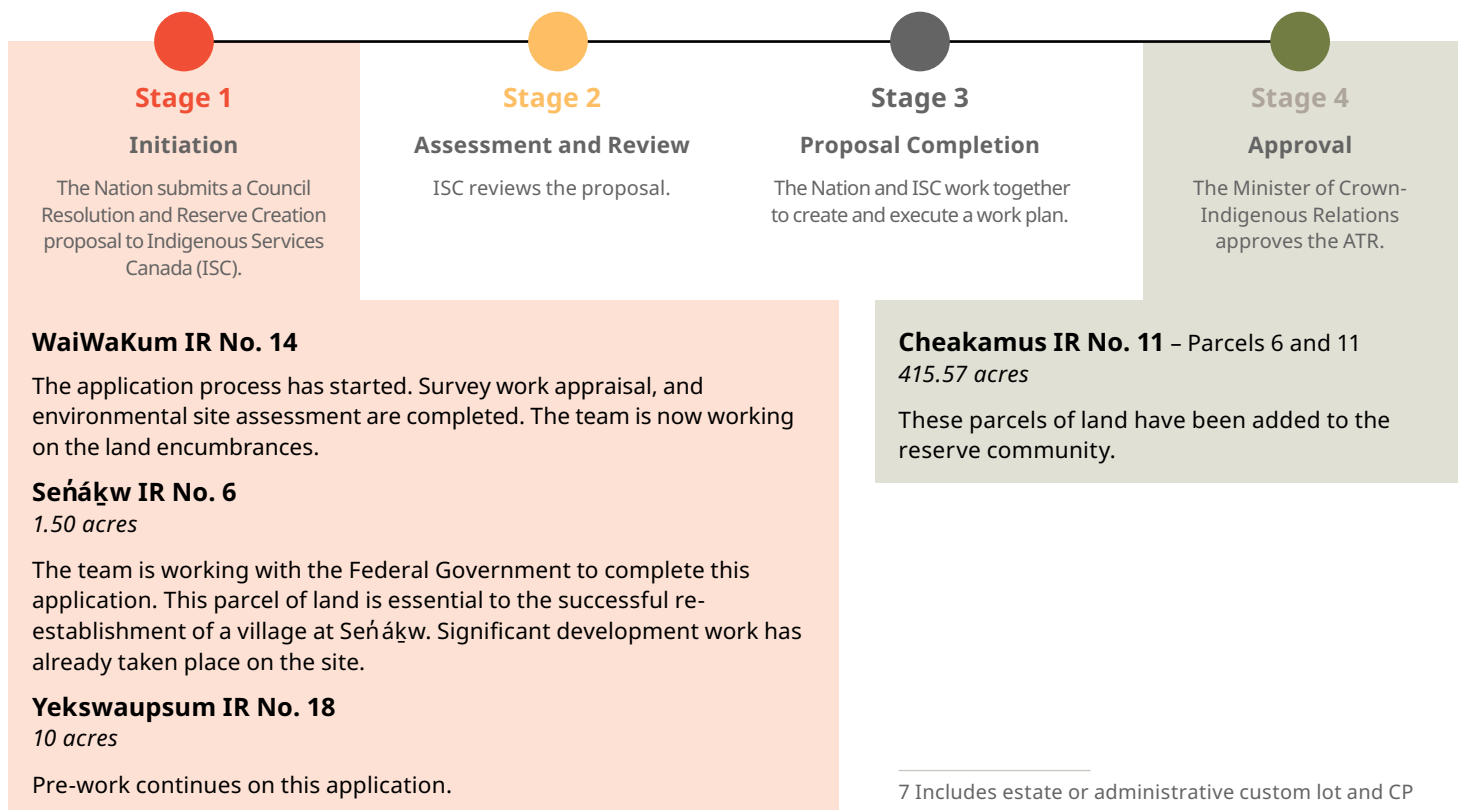
Director: **Juniper Groves**

Addition to Reserve

Addition to Reserve (ATR) increases the Nation's land base and safeguards it for future generations. This process is currently underway for several plots of land.

Conducted or assisted with

15 lot transfers⁷



⁷ Includes estate or administrative custom lot and CP (Certificate of Possession) lot transfers.

Nexwnínlhewá7nem Ch'áwch'aw

People Services

The programs and services that provide wrap around supports for our people to live healthy and engaged lives.



Listen to this in
Skw̓wú7mesh Sníchim
(Squamish language)

Nexwñinlhewa7nem



Nexwñinlhewa7nem



Executive Director:
Yataltenat, Kelley McReynolds

357

Employees in the division



46% Skwxwú7mesh
17% Status
37% Non-Status
(non-Skwxwú7mesh)

Ayás Méhmen

Child & Family Services

Peace to Our Children

Directors: **Tanya Brown, Early Years & Youth Services and Hannah Rushton, Child & Family Support Services**

Work continues on the *chiyáxw* (Child & Family Law) project. Scan the QR code to see the latest updates.



Shewaynewas Family Programs & Early Intervention Services¹

Alongside Ayas Lam in the Squamish Valley, Shewaynewas Family Programs & Early Intervention Services provides proactive prevention and education strategies to families with young children on- and off-reserve.

Funding comes from the First Nations Health Authority (FNHA) and the Ministry of Child & Family Development.

¹ Data is for North Vancouver. For Squamish Valley data, please visit the section on Ta na wa Ch'áwat ta Sxwéxwel (Squamish Valley Operations).



11

es7á7tsiwen (prenatal) classes

292

skákel (infant/parent) classes

112 parents & 91 infants

292

s7íxwalh (toddler/parent) classes

147 parents & 136 toddlers

74

Aboriginal Infant Development Program (AIDP) clients

80

Aboriginal Supported Child Development (ASCD) clients

19

Total number of staff

12 full-time, 3 part-time, 4 casual Support Workers

134

Children receiving specialist supports²

² Includes speech and language therapy, occupational therapy, pediatric physiotherapy, developmental psychology, music therapy or other specialist services.

chésa7 mīxálh méńmen

Mother Bear Child Development Centres provide early care and education to all Skwxwú7mesh families. Two licensed facilities – one in Xwemélch'stn (Capilano) and another in Eslha7an (Mission) – provide over 70 childcare spots. As licensed facilities, these programs are eligible to receive funding from the Government of BC through the Childcare Operating Fund and the Fee Reduction Initiative which supports families both on- and off-reserve to access affordable childcare. Families may also be eligible for the Affordable Child Care Benefit to support the cost of fees.

15

Children on the waitlist

28

total staff

8 at Mission, 18 at Capilano, 2 casual Early Childhood Educators (ECE)

60

children enrolled

39 at Capilano and
21 at Mission

18

Children aged 0 months – 3 years

42

Children aged 3 – 5 months

14

Children from off-reserve families

40

Children from on-reserve families

Youth Services

Support for the Youth Center in North Vancouver is provided through Own Source Revenue (OSR) and federal funding. Youth camps and groups are funded through Indigenous Services Canada (ISC).

2480

Unique visits to the Youth Center

145

Youth registered with the center

91 on-reserve, 32 off-reserve & 22 unknown

41

Program participants

14 on-reserve, 10 off-reserve & 17 unknown

8-9 years: 7, 10-12 years: 17, 13-15 years: 7,
16-18 years: 6, 19-24 years: 4

17 Youth Ambassador Program participants

17 Let's Cook participants

7 Shewayantsut (Growing Up) participants

27

Youth receiving 1-1 supports

8 on-reserve, 17 off-reserve & 2 unknown

91

Camp participants

49 on-reserve, 38 off-reserve & 4 unknown

Child & Family Support Services

Family Support Services, Family Preservation, and Guardianship services are accessible to on- and off-reserve families through provincial and federal funding.

29

Children in care

119

Family support services clients

91 North Vancouver & 28 Squamish Valley

30

Resource homes

10

Youth agreements

13

Post-majority supports³

³ Post-majority support services assist youth aging out of care and young adults formerly in care from the age of majority up to and including the age of 25.



Wellness & Therapeutic Services

The Wellness team offers a range of therapeutic services to Skwxwú7mesh community members – this includes traditional and cultural wellness supports, counselling for children, parents and families, therapeutic and wellness groups, and community events that promote healing and wellness. These services are accessible to children and families on- and off-reserve through funding from Ministry of Child & Family Development and the federal government.

5

Child, youth & family mental health therapists

1376

Hours of counselling with Child & Youth Therapists

54

Total hours of group therapy delivered

119

Applications completed through Jordan's Principle Coordinator

3

Family preservation workers

633

Hours of counselling with Family Wellness Counsellors

54

Families accessed counselling

136

Nexwniwnitway Family Circles held

26

Youth/families on the waitlist

77

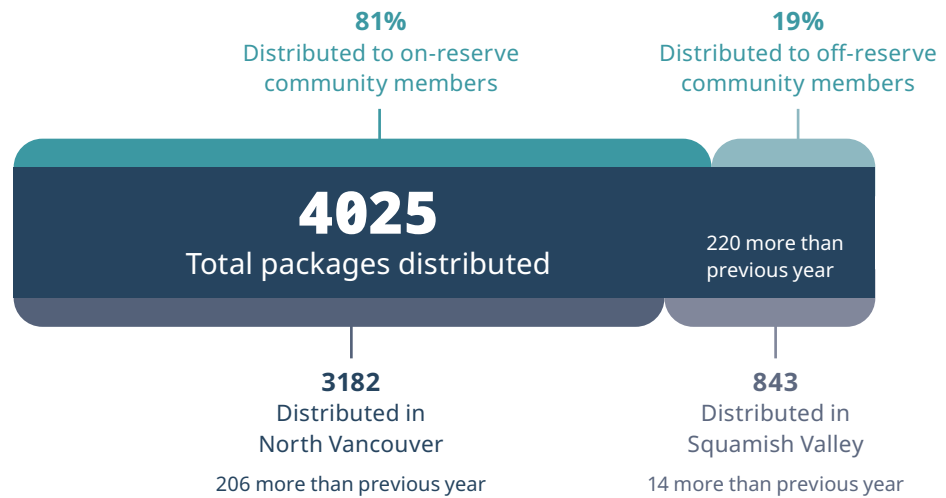
Youth accessed 1-1 counselling

152

Total hours of group therapy delivered

Food Sharing

Monthly food package distribution



The Growcer

29 harvests
for a total of
5560 plants

Food recipients



S7ilhen Food Pantry

S7ilhen facilitates access to nutritious food for community members experiencing an emergency food need. Federal funding supports this service.



Xwmélch'tstn Etsímxwawtxw Skwul

Capilano Little Ones School is seeing an increase in enrollment and now offers up to Grade 6. An Interim Language Plan was developed over the last fiscal as work continues on becoming a full Skwxwú7mesh Sníchim immersion school.

s7ulh wa nexwniwéyah

et'ím lhkaych' (December) 2023 marked a year since 87.5 per cent of Members voted YES in the s7ulh wa nexwniwéyah (Our Ways of Education) referendum.

One of the biggest developments following the results of the referendum was the signing of agreements that define how and when we will manage education for Skwxwú7mesh children:

- Canada – First Nation Education Jurisdiction Funding Agreement
- British Columbia – Squamish Nation Education Jurisdiction Agreement
- First Nation Education Authority Co-Management Agreement

This is a huge jurisdictional step and was celebrated on tem cháylhen (September) 25, 2023 with two other

Nations who also finalized their agreements with the federal government.

Work continues to bring the community into the process of reclaiming education as we look towards drafting new laws.

To learn more about this project's progress, visit squamish.net/reclaiming-education

91

Students enrolled

77 on-reserve & 14 off-reserve

An increase of 14

23

Total staff

An increase of 4

Watch the Education Jurisdiction celebration video.



⁴ In tem kw'eskw'ás (June) 2024, this department split into two: Ta7Inewás (Education) and Employment & Future Skills. Both departments remain part of Nexwnínlhewá7nem Ch'áwch'aw (People Services) division.

K-12

The West Vancouver School District (WVSD) and the Nation signed a Protocol Agreement on tem lhawt' (March) 12, 2024.

The agreement highlights areas of collaboration including fostering success in the education journeys of Skwxwú7mesh learners, supporting community development, and providing guidance to WVSD on decolonizing and Indigenizing its work.



30

Students using tutoring services

22 on-reserve & 8 off-reserve



42

Students receiving inclusive education supports⁵



43

High school graduates

32 on-reserve & 11 off-reserve

3

Inclusive education graduates

⁵ Inclusive education supports are specialized to each student's learning profile and need. These schools have fewer students in class so are able to provide the required one-on-one individualized supports in a timely manner and as frequently as required.

Post-Secondary⁶

138

Post-secondary students receiving funding

57 on-reserve & 81 off-reserve

3

Certificate graduates

1 on-reserve & 2 off-reserve

4

University & College Prep program graduates

4 off-reserve

5

Bachelor's degree graduates

3 on-reserve & 2 off-reserve

10

Diploma graduates

1 on-reserve & 9 off-reserve

7

Masters of Skwxwú7mesh Education graduates

7 on-reserve

10

Simon Fraser University Skwxwú7mesh Language Diploma graduates

9 on-reserve & 1 off-reserve

10

Simon Fraser University Skwxwú7mesh Language Certificate graduates

9 on-reserve & 1 off-reserve

⁶ Data for post-secondary is reported by school year: tem yetwán (May) 1, 2023 to tem tsá7tskaý (April) 30, 2024.

Eslha7an Learning Centre

35

Students enrolled in Foundation Program (Capilano University)

22

Students enrolled in Adult Dogwood Program (Capilano University)

32

Students enrolled in Youth Grade 8 -12 Program (NVSD 44)

5

Graduates

Nexw7áystwaý

Training & Trades Centre

9

Programs held⁷

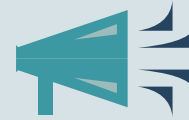
40

Skw̓wú7mesh
People enrolled

28 completed their programs

Success Story

Name: **Owen Joseph**
 Employer: **Ventana Construction**
 Program: **Youth in Trades, Introduction to Carpentry and Carpentry Level 1**



"I loved the Carpentry program; it was an awesome experience and a great environment to be and learn in. The staff were very helpful with everything and made the course so much easier to follow through with and be able to be employed right away. The training I got at the Training & Trades Centre made it so much easier to catch on being on a site and being able to get work

done efficiently, growing my skills in so many ways.

"I did my two-week work practicum with Ventana Construction, who offered me a job opportunity as well, that I am really enjoying. Ventana is building a project on Xwméłch'tstn (Capilano Reserve) which happens to be where I live. The work

practicum was amazing and made me more motivated to stay in this trade. I'm excited to see how my future with Ventana unfolds.

"I plan to stick with carpentry and get my Red Seal, then move on to a career in architecture using carpentry to widen my knowledge and help me get to where I want to be."

Stitsma Career Centre

417

Total clients

276 are Skw̓wú7mesh People

196

Participants enrolled in short-term training/certification programs⁸

122 North Vancouver & 74 Squamish Valley

Success Story

Name: **David Gonzales**

"I joined Seńákw̓ to be part of a historic site that is on our Squamish Territory. This position ensures long term employment for me and others. I am happy with the support I have been receiving from my family and friends and appreciate Stitsma's support as well. I look forward to my personal growth, and seeing where this journey takes me."

⁷ Some typical programs offered include Leadership Development Program, Indigenous Early Childhood Education Certificate Program, Heavy Equipment Operators Program, Environmental Monitoring Program, Indigenous Building Maintenance Worker Program, and many others. They are open to First Nations, Inuit, and Metis students.

⁸ Some examples of the programs include: Traffic Control Certification, FoodSafe, Whmis/WCB, Class 4 Driving Class, First Aid, Fall Protection & Confined Space, Swift Water Rescue Training, Construction Preparedness.

⁹ In tem kw'eskw'ás (June) 2024, this team moved to Ts'its'ixwnítway (Member Services).

Income Assistance⁹

652

Skw̓wú7mesh
People supported

95

Families (clients with
children) supported

Ts'its'ixwnítway

Member Services

To Take Care of One Another

Director: **Marie Natrall**¹⁰

Christmas Turkey Hampers

Christmas hampers were distributed to Skwxwú7mesh People in partnership with Ayás Méhmen (Child & Family Services).

872

Christmas hampers delivered

706 on-reserve & 166 off-reserve



270

gift cards handed out to families away from community

Eslhék' chat

We Are Close Family

Our Membership Code lays out the rules and ways for becoming a Skwxwú7mesh Member based on our laws and traditions. Originally developed in 1987, it was updated in 2000 and 2013. The department is engaging the community on potential updates to the Code.

The focus of engagement over 2023 was info sessions in a variety of formats (community forums, family sessions, Zoom meetings, youth events, online surveys, open houses etc.) to build awareness of the Membership Code and answer questions people have about it.

The next steps are to develop referendum questions and hold a ratification vote if the community wants changes to the Code.

To get the latest updates on this important project, visit squamish.net/membership-code



104

Youth Gathering attendees in tem ekwáyanexw (November) 2023

165

Skwxwú7mesh People filled out an engagement questionnaire

10

Group info sessions

chet wa í7sun

We Pull Together: Elders' Program Plan

2023 marked the completion of the wa í7imeshnews chet (We Walk Together) Elders' Program Engagement Project, and the start of a new vision for the Skwxwú7mesh-ulh síiyuxwa7 (Squamish Elders) Program.

The project was guided by a group of nominated Elders and Youth, known as Xwí7ski (Let's Go!): Elders' Project Action Team (EPAT). Funding was provided by First Nations Health Authority (FNHA), BC Healthy Communities, First Nations Public Services Secretariat (FNPSS), and the Nation.

The chet wa í7sun (We Pull Together) Elders' Program Plan was launched at a celebration in tem p'í7tway (October) 2023 and guides the direction of the new Elders' Program. One of the key initiatives in the new Plan is the development of an "Elders' Program Respectful Relationships Code" to better support inclusion and safety.

400+

Elders engaged

35+

Engagement opportunities

21

Program Initiatives developed

12

Action Priorities identified

¹⁰ Joined as Interim Director in tem lhawt' (March) 2024.

Yúustway Health & Wellness

Working Together and Taking Care of Each Other

Director: **Glenda Gibbon**

ta skwálwentn App Launched

ta skwálwentn, a wellness app, was launched on Mental Health Awareness Week tem cháylhen (September) 2023.

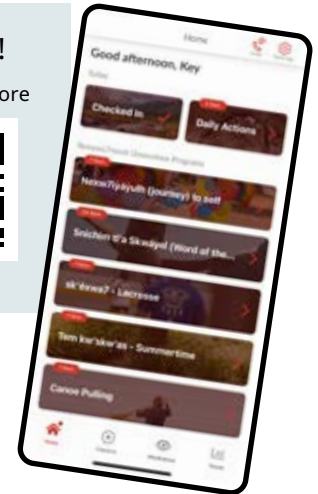
It features mindfulness teachings, check-ins for mental, physical, spiritual and emotional health, emergency resources, and Skwxwú7mesh cultural teachings, language, and knowledge sharing. Each month features a themed program and those who successfully complete it are entered into prize draws.

Download the app today!

App Store



Google Play Store



174 teachings
shared as part of
14 programs

97 Skwxwú7mesh
People shared their
teachings

13,101 teachings
completed by
874 active users

Sports and Recreation Grants

Individual High Performance

Youth: \$69,200
(54 recipients)

Adult: \$9,000
(10 recipients)

Individual Recreation

Youth: \$65,590
(136 recipients)

Adult: \$41,900
(112 recipients)

Team Sponsorship

\$12,200
(7 teams)



Event Sponsorship

\$5,000
(1 event)

322

Youth sport
participants

612

Family activities
participants

1490

Holiday/community
event attendees

246

Youth camps &
after school
program
participants

226

Adult recreation
and fitness program
participants

Accreditation

Yúustway has started the process to become accredited!

Accreditation demonstrates that Yúustway is a quality organization, meeting standards of excellence, in order to provide better services to community members. The department hopes to achieve their Accreditation Primer Award by end of 2024.

The First Nations Primary Care Network (FNAPCN), of which Kal'numet Primary Care Clinic is a founding member, has become the **first Indigenous Primary Care Network in BC**. The network includes the development of culturally safe, Indigenous physician contracts, which are the first of their kind in the province.



\$150,187.05

Distributed for medical equipment through the Squamish Nation Emergency Health Benefits program

184

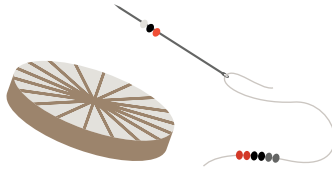
Home & Community Care clients

75

Clients enrolled in the Better at Home Program

1077

Patients registered at Kal'numet Primary Care Clinic



42

Workshops/events organized¹²

¹² Does not include on-going programs that occur every week/month.

Community Health & Wellness

The team offers a variety of mental wellness, cultural healing, harm reduction, peer support, and land-water based healing events, workshops, and programming¹¹ on the North Shore and Squamish Valley, as well as to those who live farther away from community through virtual options. Funding is provided mainly by the First Nations Health Authority (FNHA) with microgrants for some programming covered by the Canadian Mental Health Association and Transcare.

¹¹ Workshop types have included drum making, pow-wow fitness, rifle certification, beading, diabetes sharing circle, Naloxone training, and much more.

46

Skwxwú7mesh People accessing peer support

314

Community Health & Wellness clients

194 on-reserve & 120 off-reserve

1942

Harm reduction items handed out (including naloxone, fentanyl test strips etc.)

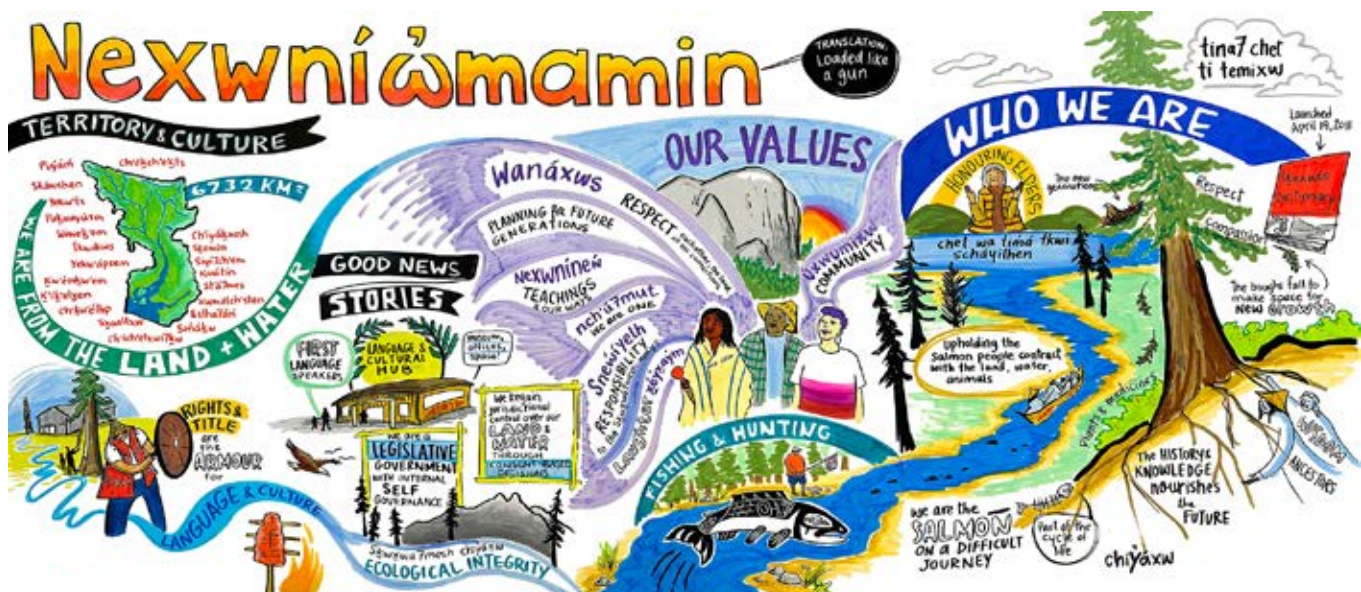


Nexwníw̓mamin Ch'áwch'aw Territory & Culture Services

The programs that protect our land, water, and resources while honouring the inherent connection to our language and culture.



Listen to this in
Sk̓w̓x̓w̓ú7mesh Sníchim
(Squamish language)



Executive Director: Peter Baker

74

Employees in the division



68%
Skwxwú7mesh

5%
Status
(non-Skwxwú7mesh)

27%
Non-Status

Ta na wa Ns7éyxnitm ta Snewíyelh

Language & Cultural Affairs

The Ones Who Guard the Teachings

Director: **Samaya Jardey**

22

Téltélnúmut Cht (Studying Who We Are) sessions

118

Cultural Grants recipients¹

101 on-reserve & 17 off-reserve

16

Language Nest students

10 on-reserve & 6 off-reserve

¹ Cultural Grants are awarded to individuals (up to \$500) and groups (between \$4,000 – \$10,000).

Permanent Home for ta tsíptspi7lhkn

In tem t'áka7 (August) 2023 a 111-year-old building in Kitsilano, known locally as the "Little Yellow Schoolhouse", was saved from demolition, and repurposed to help fill the Nation's infrastructure needs.

The building was moved from its original home on the Skwxwú7mesh village of Sehákw across the Vancouver harbour by barge, passing under the Lions Gate Bridge, before being moved by trailer to a permanent site next to Chief Joe Mathias Centre.

The building was modernized and fitted out to prepare to welcome our littlest ta tsíptspi7lhkn (Language Nest) learners (ages 0-3) and their caregivers. The

building is the first permanent space dedicated to the learning and revitalization of Skwxwú7mesh Sníchim (Squamish language). A grand opening was held in tem lhawt' (March) 2024.

Watch a video



Ta Xay Sxwimálatncht

Ta Xay Sxwimálatncht means "Our sacred storage tool or place," or "Our sacred storage tool/place where we store our belongings for when we need them again."

This is the name of the digital home for the Nation's Collections which consists of archives, reference library, academic research, cultural collection, and curriculum resources.

After two years of work, a database to manage archived materials with a back-end cataloguing interface for Archives staff, and a front-end web portal to view the holdings, was made available for Skwxwú7mesh People to access. The digital portal ensures that our cultural

and historical knowledge will be preserved for this and future generations. It also allows all Skwxwú7mesh People, including those who live in and away from community, to access the materials. Funding for the development of the database and portal came from Own Source Revenue (OSR).

Visit the Collections



Ta na wa Yúus ta Stitúyntsam̓ Rights & Title

*The Ones Who Take Care of What Was Handed Down
or What Will Be Handed Down*

Director: **Kathleen Edwards**



183

Squamish Nation Archaeological Investigation Permits (SNAIP) issued



755

Referrals received through Squamish Connect
582 closed



21

Elk hunt tags issued
8 tags filled



~9600lbs

of fish harvested through the ESSR (Excess Spawning to Salmon Requirement) for distribution to Sk̓wx̓wú7mesh People



\$91,665

Received from Tourism Whistler, Destination BC, and the BC Government for a Sk̓wx̓wú7mesh artist to create a marker pole at the Squamish Valley Forest Service Road entrance



7

Indigenous Monitors hired
4 for FortisBC Eagle Mountain Pipeline and 3 for Woodfibre LNG

Stsék̓tsek̓ Forestry Framework

In early 2024, the Stsék̓tsek̓ Forestry Framework was shared with the Squamish People.

It is an extension of the X̓ay Temíxw (Sacred Land Use Plan) and follows the protocol that “everything is connected.” It guides decision making and sets the stage for collaborative partnerships with governmental bodies and stakeholders, in a way that asserts Indigenous rights and title, as we move to a new model of forestry management in Sk̓wx̓wú7mesh

territory. All proposed forestry activities in our territory must undergo a rigorous evaluation process by the Nation and meet strict criteria before receiving consent to proceed.

Learn more at
squamish.net/xay-temixw.



Work continues on the Climate Legacy project.

Scan the QR code to see the latest updates.



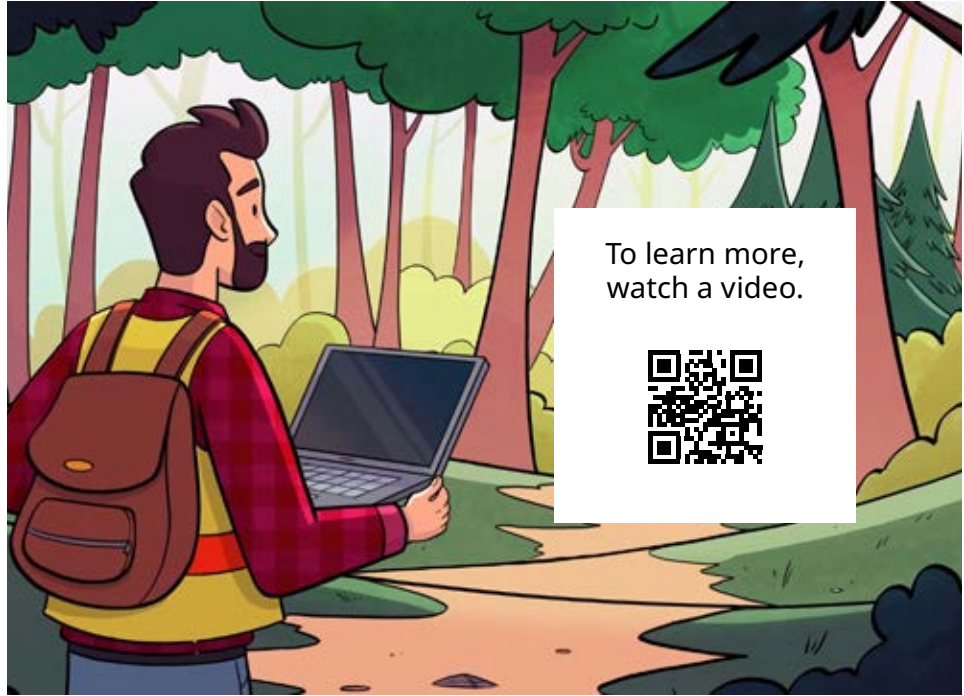
The Nation as a Regulator

The Squamish Nation Environmental Assessment Agreements (SNEAA) give the Nation a unique and independent regulatory role over two major projects in our territory: Woodfibre LNG and the FortisBC Eagle Mountain Pipeline.

This means that the Nation holds similar regulatory oversight as the provincial and federal governments, and the projects cannot proceed unless they meet the Nation's unique conditions of approval. These agreements are the first legally binding, Indigenous-led assessment processes for major projects in Canada.

In 2023, Nexswxwíwntm ta Úxwumixw (Council) approved two amendments. The first was regarding a temporary floating worker accommodation, or "floatel" for the Woodfibre LNG project in Squamish. The second involved approval for a larger worker accommodation camp for the FortisBC Eagle Mountain Pipeline.

The Nation conducted a thorough review of the proposed changes to these projects. As part of the approval, the projects must now meet conditions developed to reduce or remove impacts to the Nation and Squamish lands and waters.



Yúusnewás

Yúusnewás, the Skwxwú7mesh community-led project to research and document the residential school experiences of our people, continued in a good way as work moved into a second phase.



Visit squamish.net/yuusnewas to learn more.





Xetxítayus Čh'áwch'aw Corporate Services

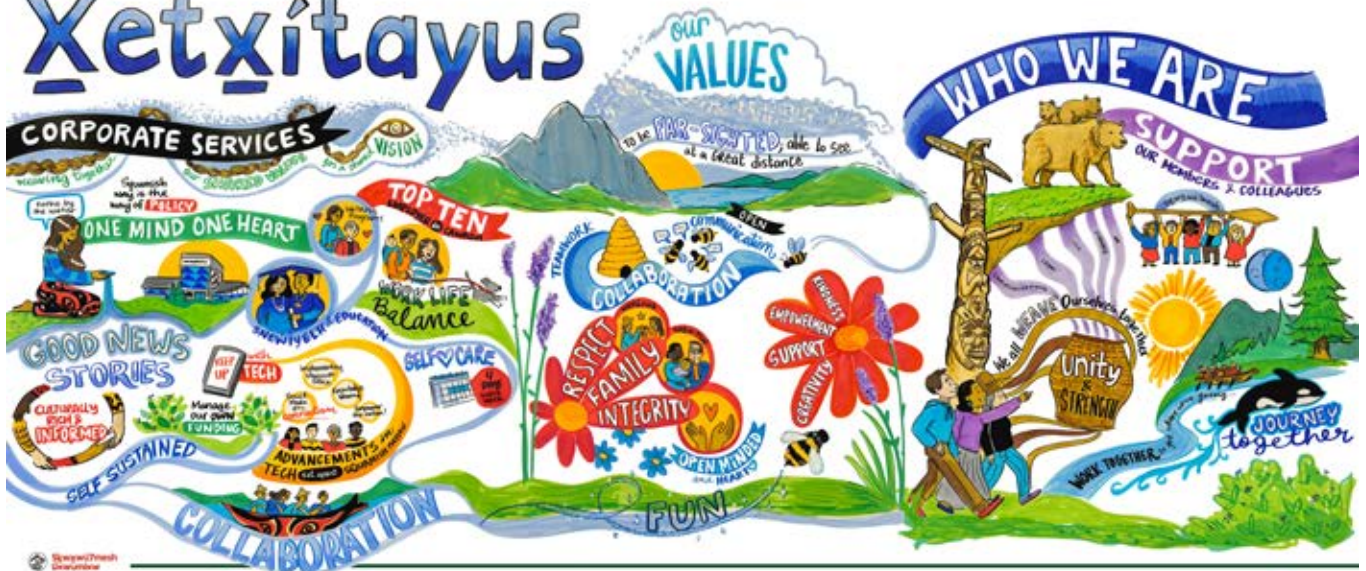
The organizational services required to support the running of a modern efficient Indigenous government.



Listen to this in
Skwxwú7mesh Sníchim
(Squamish language)



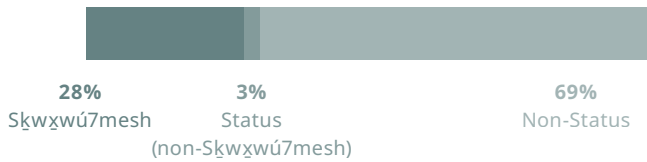
Xetxítayus



Executive Director: Caroline Bonesky¹

69

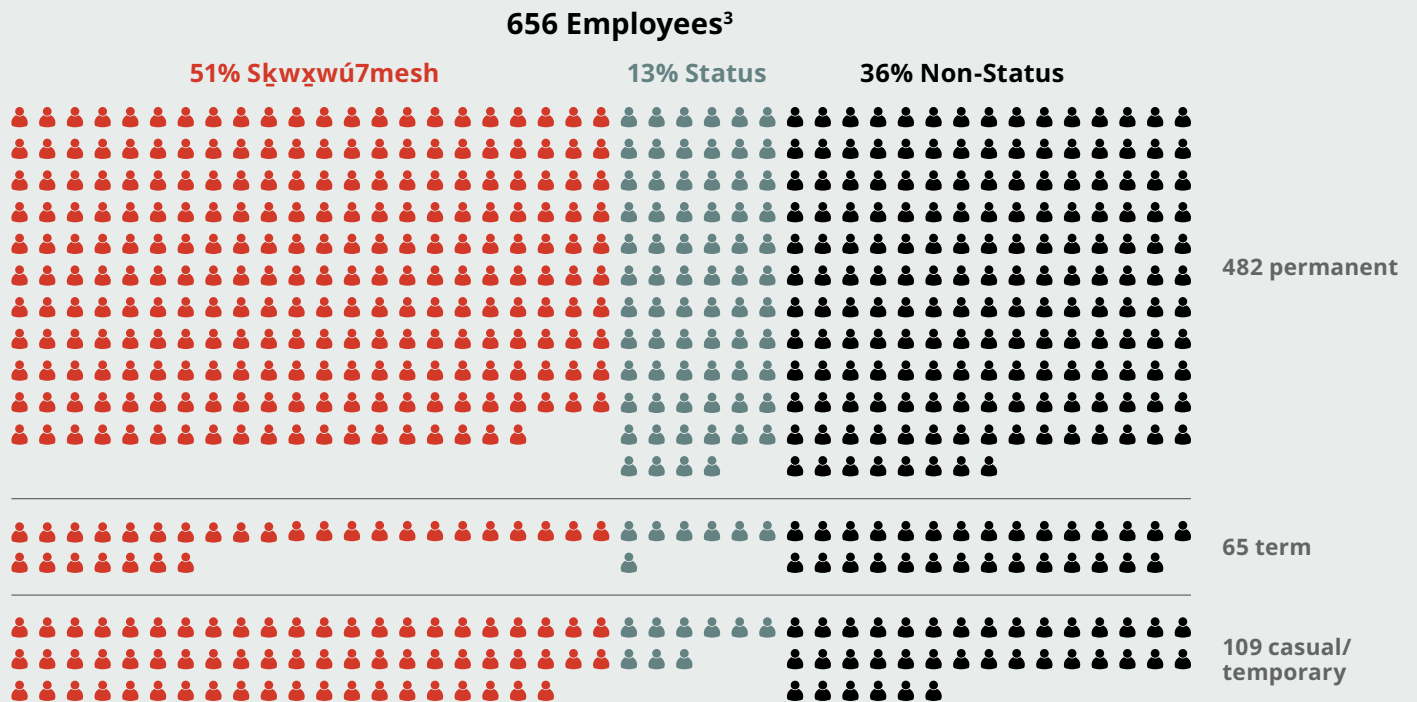
Employees in the division



¹ As of tem tsá7tskaý (April) 2024.



Employee Statistics²



Including 173 New Hires

36% S̓kw̓xwú7mesh⁴

14% Status

50% Non-Status



48 S̓kw̓xwú7mesh People

earned promotions to new positions at the Nation over the last fiscal year.

² Data as of tem lhawt' (March) 31, 2024.

³ This does not include elected Nexwsxwníw ntm ta Úxwumixw (Council) members or employees of any entities.

⁴ 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 employees, including creating employment opportunities for our Squamish people.

Squamish Nation Internship Program

Ché́chenstway is the department responsible for Strategic Objective 1.2.03 "Implement an internship program for Sḵw̱wú7mesh Stélmexw in the Sḵw̱wú7mesh government."

na wáyatsut chexw ta asḵwálwen is the Sḵw̱wú7mesh name given to the Internship Program, which launched tem welẖs (February) 2023. It can be interpreted as "reveal your heart to yourself." The program offers opportunities for Sḵw̱wú7mesh People and connected community members to explore their career path, passion, and talents in different departments.

Interested in an internship?
Find out more at
squamish.net/internships.



12

Internships offered to date



5

Interns transitioned to permanent full-time employment

Estḵwáyusem Finance & IT

To Look at Carefully or to Examine

Director: **Keith Hester**



4

Financial literacy training sessions held



500+

Sḵw̱wú7mesh People accessed income tax preparation support through a partnership with H&R Block



Estḵwáyusem has now gone paperless! An environmentally conscious move, it also allows for more efficient processing. This has also supported the department with meeting their reporting deadlines on time.

Nexwsp'áyaken ta Smets'álken Kw'áxwa7 IT & IS

The Ones Who Fix Computers

Manager: **Erica Ikari**

The IT & IS department is committed to finding innovative solutions and offering value for money in the equipment it provides Nation employees staff to support their work.



Some highlights from the last year include moving from the traditional office desk phone to **IP-based voice services**. This decreases operational costs, streamlines processes, and provides enhanced security measures.

Another innovative change was the switch to a **leasing model for laptops and other equipment**. This will deliver better value for money in the procurement process while ensuring employees have access to updated and efficient models.

Nexwsyétsem Communications & Engagement

The Ones That Report

Director: **Michael Ford**⁵



9,796
Facebook
followers
(17% increase)



6,241
Instagram
followers
(51% increase)



7,994
Twitter/X
followers



3,963
LinkedIn
followers
(42% increase)



89
New YouTube
subscribers



1152
Skw̓xwú7mesh
People on the
email distribution
list



917
Skw̓xwú7mesh
people with
website user
accounts



11,000
Average website
visitors per
month⁶

Most viewed webpages:

1. About our Nation – 36,000 views
2. Skw̓xwú7mesh Days Festival – 34,000 views
3. Careers with Skw̓xwú7mesh Úxwumixw – 26,000 views

⁵ As of tem kw'élemexw (July) 2024.

⁶ Data as of tem lhawt' (March) 31, 2024. Numbers may be higher at time of publication.

Improving the squamish.net website

The Nation's website is a critical communications tool to reach Skwxwú7mesh People on- and off-reserve, as well as the general public, other government bodies, and external partners.

Throughout 2023, Nexwsyétsem (Communications & Engagement) carried out a website revitalization project with the goal of creating a sustainable platform that reflected the community, provided Skwxwú7mesh People with access to the information they frequently seek, and enhanced their experience of connecting with the Nation administration.

The project placed community members at the heart of the development process, including on- and off-reserve, Nation staff, Youth and Elders, as well as those who frequently used the website and those who did not.

The revamped website launched mirna lhkaych' (January) 2024 with a fresh look that surrounds visitors with the culture of the Skwxwú7mesh People and their connection to the land and waters. A digital campaign called kwi heńí ek' stélmexw á7awt t'l'a nímalh (The Future of Our Nation) was launched alongside it. The campaign featured seven Youth sharing their inspiring stories of strength and commitment to passing down history and culture.

The digital campaign was an incredibly successful example of organic (non-paid) content distribution. On Facebook, the videos received nearly five times the engagement as other post types, and they amassed three times the views of any others on the Nation's YouTube channel.

Watch the videos.



300+

People engaged during the project

74,135

Total accounts reached during the campaign

Squamish Nation App

In tem tsá7tskaý (April) 2023, an app was launched to support the Nation's existing website and social media channels.

It can be downloaded on mobile devices such as phones and tablets and is a way for Skwxwú7mesh People on- and off-reserve to quickly access events, news, and other updates of interest to them. The app is not a duplication of the squamish.net website but instead features a selection of key information.

Push notifications are sent for important posts which means that community members will never miss an update. Users

can also download events from the app directly to their device's calendar, bookmark their favourite content, read Members only documents, and much more.

856

Users signed up in the first year

Sign up today.







**Skwxwú7mesh
Úxwumixw st'ex̣t'xáchxw
Squamish
Nation Entities**

Hiyám Housing is a not-for-profit organization that was created in 2019 to lead the development and management of non-profit housing for the Nation, with the goal of housing all Skwxwú7mesh within a generation. It is separate from Nation-run housing programs. Hiyám 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.

hiyamhousing.com

55 units

At Estítkw Place in Xwmélch'tstn, North Vancouver (84% occupancy)

27 units

At Eskékxwi7ch t'l'a Sp'ákw'us Place in Siyich'em, Squamish Valley (33% occupancy)

25

Hiyám Housing staff (32% Skwxwú7mesh)

140

Squamish Nation Assistance with Rent recipients

Solar Project

A **solar panel project** was completed at Mañalhánenawtxw (the 13-plex at WaiWaKum, Squamish Valley) in tem t'áka7 (August) 2023. This is just one of the ways that the Nation is taking action to make our communities more resilient to climate change. The project was funded through the CMHC Canada Greener Affordable Housing program and the First Nation Clean Energy Business Fund grants.



Chenkw Erút Affordable Housing

On tem t'áka7 (August) 4, 2023, the Nation and Hiyám Housing were joined by federal and provincial representatives to announce a combined **investment of nearly \$20 million** to support the construction of the 95-unit affordable housing development in Xwmélch'tstn. The development is called Chenkw Erút – which means "I am home".

Nch'kaý Development Corporation¹



Mount Garibaldi

CEO: Mindy Wight

Nch'kaý was established in 2018 as the economic development arm of the Skwxwú7mesh Úxwumixw with a mandate to develop and manage the active businesses of the Nation. This entity operates independently with a CEO reporting to a Board of Directors to facilitate the separation between business and politics. The name Nch'kaý was chosen as a reference to the Great Flood – the flood that forced our ancestors to tie their canoes to the highest mountain in the territory, Mount Garibaldi, in order to survive.

nchkay.com

Sehákw

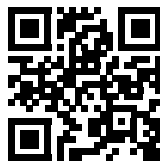
By the summer of 2023, the first buildings of Sehákw began emerging from the land.

By year's end, Tower 3 had reached the height of the Burrard Bridge deck, an unmistakable statement on the return of the Skwxwú7mesh village. This work was part of the Phase One Implementation Plan, which will be complete in 2025. Nch'kaý completed and received approval for the Phase Two Implementation Plan in early 2023.

Sehákw is only possible because of the collaboration of many. The Nch'kaý team is prioritizing subcontracting and

employment opportunities for Skwxwú7mesh People - including for the build-out phase and the eventual operation of the village.

For the latest project updates, visit senakw.com.



3

Residential towers to be built in Phase One

1,400+

Units in Phase One

63

Affordable units reserved for Skwxwú7mesh People

70%

Of Sehákw Phase One workforce is Indigenous, including **40% Skwxwú7mesh**

¹ Nch'kaý's reporting period is from mir'na lhkaych' (January) 1 – etl'im lhkaych' (December) 31, 2023.

\$1.6 million

Return on Equity (ROE) to the Nation based on rent, property tax, and other contributions

10.2%

Revenue growth

17.2%

Gross profit growth

60

Skw̓wú7mesh People employed across Nch'káy

30

Skw̓wú7mesh owned businesses on the Nch'ú7mut Endorsed Business Registry

Land Development Strategy

In mir̓na lh̓kaych' (January) 2023, Nexwsxwníwntm ta Úxwumixw (Council) approved a moratorium on unsolicited development proposals on Skw̓wú7mesh lands.

The pause provided the opportunity for the Nation to strategically assess its lands with the goal of creating development plans that are in the best interests of the Skw̓wú7mesh People. The resulting plans will identify possible land uses, development forms, community amenities, and revenue streams that could benefit the Nation through the sites' redevelopment.

Nch'káy, along with staff from the Nation and Hiyárn Housing, were directed to create land development strategies for five sites.

- Marine Drive at Xwmélch'tstn (Capilano IR No. 5)
- Ch'ich'élxwí7kw (Seymour IR No. 2)
- Stá7mes (Stawamus IR No. 24)
- Ch'kw'elhp (IR No. 26)
- A fifth site in the Squamish Valley

Following a publicly competitive procurement process, two consultant teams were offered the opportunity to collaborate on these projects. Both consultant teams include Skw̓wú7mesh design professionals who will integrate values and culture throughout the process. A Community Working Group (including nine Skw̓wú7mesh People) was created in 2023 to review the progress of the projects and provide feedback. The work also included a number of engagement events with community members.

4

Project Open Houses

3

Nation community events attended by the project team

240

Survey responses

2

Lunches at the Elders Centres

1

Meeting with the Elders Advisory Group



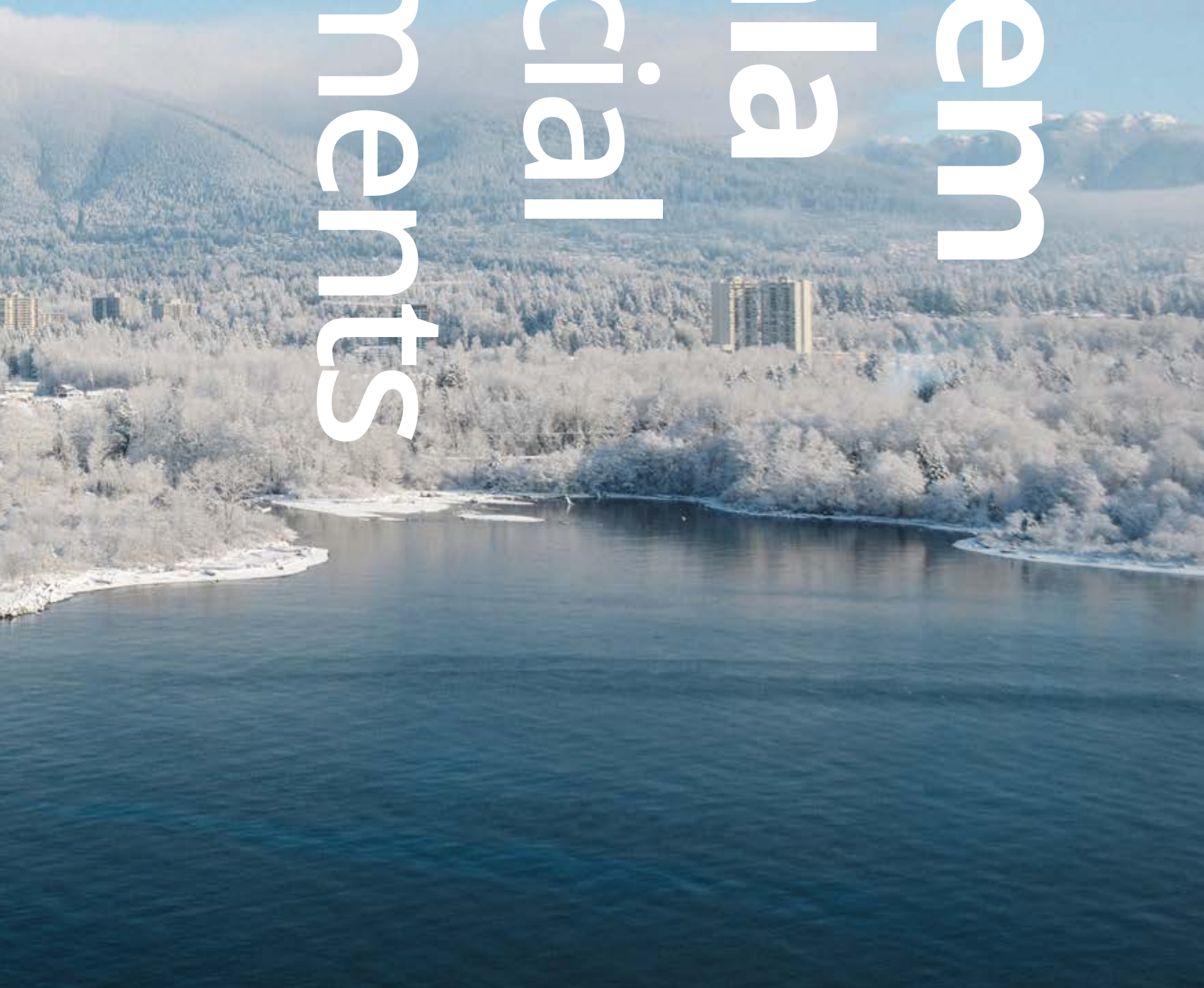


KEEP
LEFT | RIGHT



1923-
2023

syétsen t'a tála Financiai Statemennts



For the year ended tem lhawt' (March) 31, 2024. All in thousands except for note disclosures.

Summary Consolidated Statement of Operations and Accumulated Surplus

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

	Notes	Budget \$'000	2024 \$'000	2023 \$'000
Revenue				
Leases		40,187	40,959	36,470
Government transfer		39,046	58,416	45,431
Lands and resources accommodation	3 (p. 84)	1,552	1,547	3,395
Taxation		11,029	12,146	10,770
Retail		—	397	749
Interest and other		32,365	49,023	28,783
Committed funds from prior year		4,715	12,033	10,236
Equity earnings		—	—	4,438
Committed funds to next year		—	(16,759)	(12,033)
		128,894	157,762	128,239
Other items				
National amenity contribution	5 (p. 86)	63,793	60,658	57,782
Capital contribution released as revenue	13 (p. 89)	—	13,944	29,594
		192,687	232,364	215,615
Expenses				
	19 (p. 91)			
Program costs (Schedule 2)		125,284	134,877	113,653
Interest and other expense		4,808	6,414	2,866
Equity loss		—	4,157	5,127
		130,092	145,448	121,646
Excess (deficiency) of revenue over expenditures		62,595	86,916	93,969
Accumulated surplus – Beginning of year		379,695	379,695	285,726
Accumulated surplus – End of year		442,290	466,611	379,695

For the year ended tem lhawt' (March) 31, 2024. All in thousands except for note disclosures.

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(Refer to Note 3)

	Notes	Budget \$'000	2024 \$'000	2023 \$'000
kwi tála wa p'í7nexwat				
wa néwnachtumulhaswit		40,187	40,959	36,470
eskwewwíń tálacht		39,046	58,416	45,431
ta temíxw chet welhes ánuńtem	3 (p. 84)	1,552	1,547	3,395
sk'aw t'l'a temíxw		11,029	12,146	10,770
sk'aw t'l'a sxwúyumcht		—	397	749
ta es-hích tála		32,365	49,023	28,783
tepánu es ek' tála		4,715	12,033	10,236
nek'ík'ewch		—	—	4,438
herńi syelánem tála		—	(16,759)	(12,033)
		128,894	157,762	128,239
ħáws				
tálas wa tilám chat ek'	5 (p. 86)	63,793	60,658	57,782
kwi ħáws tála	13 (p. 89)	—	13,944	29,594
		192,687	232,364	215,615
sk'aw				
	19 (p. 91)			
na xwekwstas chet tsi tála		125,284	134,877	113,653
ta es-hích tála		4,808	6,414	2,866
t'l'xwétem		—	4,157	5,127
		130,092	145,448	121,646
esí7chmin tála ti syelánem		62,595	86,916	93,969
ti esí7ch tálacht kwelh wa p'ík'sim		379,695	379,695	285,726
ti esí7ch tálacht kwelh wa huy ti syelánem		442,290	466,611	379,695

As at tem lhawt' (March) 31, 2024.

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 Skwxwú7mesh People.

	Notes	2024 \$'000	2023 \$'000
Financial Assets			
Cash and cash equivalents	6 (p. 86)	217,282	229,651
Restricted cash	7 (p. 86)	2,257	2,055
Accounts receivable	4, 5, 16 & 18 (p. 84, 86, 90, 91)	98,222	30,968
Inventory held for resale		110	103
Funds held by the Government of Canada		1,289	1,250
Investments and advances	8 (p. 86)	83,226	76,392
		402,386	340,419
Liabilities			
Accounts payable and accrued liabilities	16 & 18 (p. 90, 91)	24,276	19,944
Committed program funds (schedule 2)		16,759	12,118
Deferred revenue	3 (p. 84)	43,759	42,639
Loans payable	12 (p. 88)	42,997	24,909
Restricted funds		526	301
		128,317	99,911
		274,069	240,508
Non-Financial Assets			
Tangible capital assets (schedule 1)		190,294	131,509
Property under development		—	4,742
Prepaid expenses		731	1,305
Deferred lease costs	10 (p. 87)	1,517	1,631
		192,542	139,187
Accumulated surplus	22 (p. 91)	466,611	379,695

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(Refer to Note 3)

	Notes	2024 \$'000	2023 \$'000
S7ulh			
na wa mi kxi kwi tálacht	6 (p. 86)	217,282	229,651
ta tála wa eskw'áy kwis na xwekwstat	7 (p. 86)	2,257	2,055
ta tála na wa cheshnúmulhwit ek'	4, 5, 16 & 18 (p. 84, 86, 90, 91)	98,222	30,968
wa xwúyum chat ek' kiyát ti s7á7te'ícht		110	103
ta tálacht na wa ip'ístáswit ta Government		1,289	1,250
na wa mi kxi kwi tálacht	8 (p. 86)	83,226	76,392
		402,386	340,419
s7ip'a7íím			
s7ip'a7íím	16 & 18 (p. 90, 91)	24,276	19,944
na wa eswéxwkwstumulhat kwi tálacht		16,759	12,118
kwi tála na pí7nexwát	3 (p. 84)	43,759	42,639
wa kík'twit chet ek'	12 (p. 88)	42,997	24,909
men huy wa xwékwstas chat ek' ti t naantm		526	301
		128,317	99,911
		274,069	240,508
eswá7cht			
ta temíxwcht iy i7xw stam na na7		190,294	131,509
tsíyeltxwem		—	4,742
nekw esk'áw		731	1,305
ta skweshnáchcht welh wa timáshitway wa xwekwstas kwi temíxwcht	10 (p. 87)	1,517	1,631
		192,542	139,187
ti esí7ch tálacht	22 (p. 91)	466,611	379,695

For the year ended tem lhawt' (March) 31, 2024.

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	2024 \$'000	2023 \$'000
Cash provided by [used in]			
Operating activities			
Excess of revenue over expenses for the year		86,916	93,969
Items not involving cash			
Amortization of tangible capital assets		5,307	3,954
Capital contribution released as revenue		(13,944)	(29,594)
Equity loss (earnings) from government business		4,156	689
Amortization of deferred lease costs		114	114
		82,549	69,132
Change in operating working capital	18 (p. 91)	(56,370)	4,582
		26,179	73,714
Capital activities			
Acquisition of tangible capital assets		(62,057)	(37,651)
Acquisition of property under development		—	(67)
		(62,057)	(37,718)
Investing activities			
(Increase) decrease in restricted cash		(201)	5,521
Increase in funds held by the Government of Canada		(39)	(48)
Cash impact of deconsolidation of subsidiaries		(9,086)	(463)
Decrease in investments and advances		(65)	(1,562)
		-	3,911
Financing activities			
Proceeds from loan payable		802	9,430
Repayment of loans		(8,524)	8,902
Deferred capital contribution		865	27,919
		6,837	24,608
(Decrease) / increase in cash and cash equivalents during the year		(12,369)	51,735
Cash and cash equivalents – Beginning of year		229,651	177,916
Cash and cash equivalents – End of year		217,282	229,651

For the year ended tem lhawt' (March) 31, 2024.

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(Refer to Note 3)

	Notes	2024 \$'000	2023 \$'000
estl'átl'em u kwi tepánu ta tálacht			
stam melh wa kwiyíntsut ta tálacht i7xw skwáyel			
esí7chmin tála ti syelánem		86,916	93,969
i7xw ta skwekw'íyíntsut chet welh hawk ta tála			
kwétsi k'aw kwis na p'áyak ta wa lhná7s chet		5,307	3,954
kwi xáws tála		(13,944)	(29,594)
nek'ík'ewch iy t'l'xwétem		4,156	689
ta sk'awcht kwi hiñ wa es-húystas ta s7á7tamcht		114	114
		82,549	69,132
nilh u nach'twaywit kwi tsí7scht iy kwi kwúlhencht	18 (p. 91)	(56,370)	4,582
		26,179	73,714
wa ánuñumulh u kwi xáws stam			
xáws s7á7tamcht		(62,057)	(37,651)
wa silh7áncht kwi stam smen wa kwiyíntsutas		—	(67)
		(62,057)	(37,718)
kwíyintm			
nach' u kwi tálacht kwi tepánu		(201)	5,521
shéway u ta tálacht t na wa ip'istás ta Government		(39)	(48)
t'l'xwétem		(9,086)	(463)
men kw'íni7 u iyk kexí u kwi tálacht wa k'awstm		(65)	(1,562)
		-	3,911
wa kwíyintsut ta tálacht			
árnektemswit		802	9,430
wa kíktaswit chet i7xw swat na kwúlhenitas kwi tála		(8,524)	8,902
men huy wa xwékwstas ti tála tíhá ti		865	27,919
		6,837	24,608
t'l'xwétem / na ch'ixw ta tálacht		(12,369)	51,735
ta tálacht tíhá ti na7 ts'umlh yelánem		229,651	177,916
ta tálacht tíhá ti na7 stseyks t'l'a syelánem		217,282	229,651

1. Nature of organization

Sḵwḵ wú7mesh Úxwumixw, also known as the Squamish Nation, operates as a governmental entity under the regulations of the Province of British Columbia. As such, it is exempt from income taxes.

2. Basis of preparation

Applied criteria in preparation of the summary consolidated financial statements are as follows:

- The information in the summary consolidated financial statements is in agreement with the related information in the complete consolidated financial statements; and
- The summary consolidated financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete consolidated financial statements, including the notes thereto.

3. Translation of the summary consolidated financial statements

The Nation has translated a portion of the summary consolidated financial statements from English language into Squamish language. The auditor has not performed any services on any information in the Squamish language contained within:

- The translated summary consolidated statement of operations and accumulated surplus for the year ended tem lhawt' (March) 31, 2024;
- The translated summary consolidated statement of financial position as at tem lhawt' (March) 31, 2024;
- The translated summary consolidated statement of cash flows for the year then ended; and
- The translated schedule of tangible capital assets and translated consolidated schedule of segment disclosure.

4. 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.
- Figures 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 or significant effect.

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

Entities consolidated

What entities were included in the statements and how were they incorporated

The summary financial statements encompass the financial data of both the Nation and entities under its control. 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 entities controlled by the Nation are integrated fully into the financial statements, with each line item considered. However, commercial enterprises categorized as government business enterprises or government business partnerships follow a different approach in the summary financial statements. In these cases, the Nation employs the modified equity method. The equity method involves adjusting the investment value recorded in the Nation's statement of financial position based on the income or loss of the entity.

Organizations consolidated in the Nation's financial statements include:

- Nch'káy Development Limited Partnership
- Hiý árñ ta Sḵwḵwú7mesh Housing Society
- Nchu'7mut Contracting Limited Partnership
- Squamish Nation Youth Centre
- Spo7ez Cultural Centre and Community Society (government partnership, 50% share, proportionately consolidated)
- MST Development Corporation (government partnership, 33% share, proportionately consolidated)
- 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:

- Nch'káy Development Limited Partnership (Nch'káy)
- Nch'káy West (Señ áḵw) GC Limited Liability Partnership
- Señ áḵw (Head Lease) Limited Partnership
- Señ áḵw (Building 1) Limited Partnership

- Seńákw (Building 2) Limited Partnership
- Seńákw (Building 3) Limited Partnership
- Seńákw (Building 4) Limited Partnership
- Seńákw (Building 5) Limited Partnership
- Seńákw (Building 6) Limited Partnership
- Seńákw (Building 7) Limited Partnership
- Northwest Squamish Forestry Limited Partnership
- LDB Developments (AQ/MIB/SN/TWN) Limited Partnership (25% share)
- MST (Jericho) Limited Partnership (33% share)
- MST (Fairmont) Limited Partnership (33% share)
- MST (West Vancouver) Limited Partnership (33% share)
- MST (Jericho 2016) Limited Partnership (33% share)

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

Asset classification

Assets are classified as either financial or non-financial

Financial assets are assets that could be used to meet existing liabilities or represent a contractual claim to receive payment from another party.

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. Non-financial assets include the following:

- Tangible capital assets
- Property under development
- Prepaid expenses
- Deferred lease costs

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

Non-financial assets

a) Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to the acquisition, construction, development or betterment of the assets. The cost, less residual value of the capital assets, is amortized on a straight-line basis over their estimated useful lives as follows:

Office buildings, prefabricated structures, and other buildings	3–35 years
Infrastructure	30 years
Computer hardware and software	5–15 years
Vehicles	5 years
Squamish Lil'wat Cultural Centre	3–60 years

Amortization expense is recorded over the useful life of the asset, including the year of acquisition and the year of disposal.

When conditions indicate that a tangible capital asset no longer contributes to the ability to provide goods or services, or that the value of future economic benefits is less than its carrying value, the carrying value of the asset is reduced to reflect the decline in value.

b) Property under development

Property under development is recorded at cost and is not amortized until the asset is brought into use. Once development is completed and the asset is ready for its intended use, it is then transferred from the property under development category to the appropriate tangible capital asset category.

c) 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

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 or receivable. 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 retail operations are recognized upon delivery of performance obligations. Amounts received but not yet earned are recorded as deferred revenue.

Government Transfers

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.

Tax Revenue

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

Financial Instruments

Revenues from lands and resource accommodation, and interest and other income, are recognized as they are earned, and collectability is reasonably assured.

Interest and other income

The Nation receives various streams of revenue categorized as other income, which are both recurring and nonrecurring. Other income sources can be categorized into:

- Administration fees from related businesses
- Grants from local institutions
- Donations
- Various other streams of funding

Adoption of new accounting standards

The Nation adopted the following new public sector accounting standards effective tem tsá7tsqáý (April) 1, 2023:

- PS 3400 Revenue (PS 3400)
- PS 3160 Public Private Partnerships (PS 3160)

5. Nation amenity contribution

During the year ended tem lhawt' (March) 31, 2020, the Nation entered into a series of agreements with the City of Vancouver and a development partner to develop a parcel of land on the Nation's Kitsilano IR6 reserve in Vancouver, BC. The Seńákw development will consist of four phases and will serve as a mixed-use property.

The development partner for each phase is required to pay the Nation a community amenity contribution based on the gross floor area in square feet of that phase adjusted for square footage of below-market housing. As construction of the second phase commenced during the year ended tem lhawt' (March) 31, 2024, the Nation earned a community amenity contribution of \$60,657,741 (2023, first phase – \$57,782,416).

6. Cash and cash equivalents

Cash and cash equivalents include cash on hand and short-term deposits and are measured at cost.

Portions of cash and cash equivalents are designated for future projects and strategic initiatives as of tem lhawt' (March) 31, 2024. These funds are earmarked to support the Nation's growth objectives and operational strategies. These amounts are as follows:

	2024	2023
	\$	\$
Total cash and cash equivalents	217,281,755	229,650,745
Less: Target Funds (note 22)	(40,652,655)	(40,652,655)
Less: Investment fund	(91,689,386)	(91,689,386)
Cash and cash equivalents available for general expenditure	84,939,714	97,308,704

In tem yetwán (May) 2022, Nexwsxwníwntm ta Úxwumixw (Council) approved the 2022-2026 Strategic Plan, which includes the objective for the Nation to establish an investment fund consisting of advances from non-recurring sources of revenue. The objective of the investment fund is to utilize the Nation's cash reserves to maximize its financial returns at an appropriate level of risk.

7. Restricted cash

Restricted cash consists of the Nation's 50% share of the cash held by SLCC, a replacement reserve which has been internally restricted by Hiýáń's Board of Directors to facilitate the repair or replacement of major building components as well as externally restricted by Canada Mortgage and Housing Corporation ("CMHC") and security deposits collected from tenants. Restricted cash for the replacement reserve is kept in a separate bank account.

8. Investments and advances

Further information on the Nations 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.

9. 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 for the year ended tem lhawt' (March) 31, 2024, is as follows:

	Nation Share	Assets \$'000	Liabilities \$'000	Accumulated Surplus/ (Deficit) \$'000
Spo7ez	50%	14,030	412	13,618
MST Development Corporation	33%	3,731	4,332	(601)
		17,761	4,744	13,017

	Nation Share	Revenue \$'000	Expenses \$'000	Excess/ (deficiency) \$'000
Spo7ez	50%	3,003	2,824	179
MST Development Corporation	33%	503	1,069	(566)
		3,506	3,893	(387)

10. Deferred lease costs

	Cost \$'000	Accumulated amortization \$'000	2024 Net book value \$'000	2023 Net book value \$'000
Deferred lease costs	3,142	1,625	1,517	1,631

11. Operating line of credit

The Nation has an operating line of credit with a maximum authorized limit of \$4,000,000 (2023 – \$4,000,000), bearing interest at the bank prime rate. \$285,000 has been drawn on this line as at tem lhawt' (March) 31, 2024 and tem lhawt' (March) 31, 2023.

12. Loans Payable

	Interest Rate	Note	2024 \$'000	2023 \$'000
Canadian Imperial Bank of Commerce	3.00%	1	7,000	8,000
BC Housing (promissory note)	0.00%	2	21,490	8,451
CMHC	4.04%	3	947	978
CMHC	0.00% ²	4	36	36
Bank of Montreal	3.89%	5	-	708
Bank of Montreal	-	6	1,523	1,971
Royal Bank of Canada	3.20%	7	1,091	1,317
Sqomish Sea to Sky Developments LP (promissory note)	0.00%	8	3,415	3,415
MST	0.00%	n/a	33	33
Vancity	1.00%	9	3,840	-
MST	-	10	3,622	-
			42,997	24,909

¹ Canadian Imperial Bank of Commerce, payable at \$88,297 per month, interest at 3% per annum secured by property lease income, maturing in April 2031

² BC Housing promissory note, non-interest bearing, repayable at earlier of (i) the first mortgage loan advance or (ii) May 26, 2024 and (iii) due on demand and (iv) forgiven if the respective housing project does not proceed

³ CMHC, interest at 4.04% per annum, repayable at \$4,286 per month principal including interest, secured by personal property, maturing on March 1, 2047

⁴ CMHC, no interest payable until maturity date (Canada prime rate plus 2%), maturity date is earlier of (i) date project proceeds to a commitment for capital financing, (ii) date project discontinued, (iii) date of notice of termination or, (iv) date CMHC notifies failure to meet project objectives

⁵ Bank of Montreal, interest at prime plus 1% per annum, repayable at \$8,045 per month principal plus interest, secured by an assignment of rents, payable on demand

⁶ Bank of Montreal, repayable on demand and secured against equipment purchased. Borrowing maximum \$3,000,000

⁷ Royal Bank of Canada, non-revolving term loan facility, repayable in monthly principal payments of \$20,721, plus interest at prime plus 2% per annum, secured by personal property and assignment of leases, maturing on January 31, 2024

⁸ Promissory note without interest payable on demand to Sqomish Sea to Sky Developments Limited Partnership (Cheekeye Fan Lands), unsecured

⁹ Vancouver City Savings Credit Union (Vancity) open credit facility, interest at prime plus 1% per annum, payment of monthly interest only

¹⁰ Share of promissory note payable to Musqueam Indian Band, Tsleil- Waututh Nation and SN Federal Properties GP Holdings Ltd. with interest payable and unsecured

13. Deferred capital contributions

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

Pursuant to the agreement, CMHC advanced a sum of \$32,376,796 to Hiýárm during the year ended tem lhawt' (March) 31, 2022. The total contribution from the Nation to Hiýárm as at tem lhawt' (March) 31, 2022 was 6,075,251.

As at tem lhawt' (March) 31, 2024, the total cumulative contribution from the Nation to Hiyam was \$13,697,464 of which \$7,622,213 advanced in the year ended tem lhawt' (March) 31, 2024. Deferred capital contribution after the elimination of the intercompany contribution for tem lhawt' (March) 31 is as follows:

	2024	2023
	\$'000	\$'000
Balance – Beginning of year	-	28,730
Amounts received during the year	13,944	866
Amounts incurred on capital and amortized into revenue	(13,944)	(29,596)
Balance – End of year	-	-

14. Commitments and contingent liabilities

a) The Nation has commitments of \$1,344,568 (2023 – \$3,666,232) related to the completion of housing under construction.

b) MST (Jericho 2016) Limited Partnership holds a mortgage payable to the Province of B.C. in accordance with the terms of the purchase agreement for the Provincial Jericho lands in the amount of \$460,060,000. The mortgage bears interest of 2% per annum, calculated semi-annually. As the Nation is a 33% limited partner of MST (Jericho 2016) Limited Partnership, the Nation acts as one of three proportional guarantors in the event of default.

c) The Nation has outstanding letters of credit for \$100,000 (2023 – \$100,000) relating to a guarantee for a petroleum products supply and purchase agreement by Squamish Valley Gas Limited Partnership, \$150,000 (2023 – \$150,000) relating to a guarantee in connection with the operation of a gas station, and \$35,000 (2023 – \$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 Members 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 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.

g) 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 tem lhawt' (March) 31, 2024 and 2023.

15. Related party transactions

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

- Paid \$2,300,000 to Nch'kay pursuant to development of land and site use strategies.
- Received \$4,668,553 (2023 – \$1,701,876) 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 16).
- Received administrative fee income of \$48,000 (2023 – \$28,000) from the Trust.
- Included in accounts receivable is \$405,142 (2023 – \$857,895) due from band Members.
- Received \$399,000 (2023 – \$362,583) in rents, and \$201,891 (2023 – \$175,377) in property taxes, from Lynnwood Marina Limited Partnership.
- Earned interest of \$2,412,305 (2023 – \$1,662,509) on the promissory note with MST (Jericho 2016) Limited Partnership.

During the year ended tem lhawt' (March) 31, 2024, management has assessed that Nch'kaý is self-sustaining. As a result, the Nation has ceased to recognize Nch'kaý as a governmental unit, and has instead recognized Nch'kaý as a government business enterprise using the modified equity method. Upon de-recognition of Nch'kaý as a governmental unit, the Nation has recognized an investment balance of \$4,668,405.

Effective fiscal year ended tem lhawt' (March) 31, 2024, Nch'kaý is deemed to be a government business enterprise and as such is accounted for using the modified equity method in the Nation's consolidated financial statements. Upon de-recognition of Nch'kaý as a governmental unit, the Nation has recognized an investment balance of \$6,718,291. In the year ended tem lhawt' (March) 31, 2024, the Nation converted its promissory note receivable from Nch'kaý of \$13,277,254 to a capital contribution and as a result, this amount was also added to the investment balance.

Effective mir'na lhkaych' (January) 1, 2023, legal steps concluded the transfer of ownership of Nchu'7mut Partnership, Lynnwood Industrial Estates Limited, and Lynnwood Industrial Estates Holdings Limited to Nch'kaý. As a result, the Nation has ceased to recognize Nchu'7mut as a governmental unit. For the year ended tem lhawt' (March) 31, 2024, Nch'kaý has consolidated Nchu'7mut, Lynnwood Industrial Estates Limited and Lynnwood Industrial Estates Holdings Limited in its financial statements.

16. Squamish Nation Trust

On tem yetwán (May) 11, 2000, the Government of Canada (Canada) signed a Settlement Agreement (the Agreement) with the Nation 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 Squamish People. Trustees appointed 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 the Squamish People, 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 tem lhawt' (March) 31, 2024, the Nation had an amount payable to the Trust of \$nil (2023 – \$95,857), 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 was \$nil (2023 – \$864,109).

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 tem lhawt' (March) 31, 2024, cumulative loans receivable of \$4,668,533 (2023 – \$1,701,876) was 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 tem lhawt' (March) 31, 2024, management was not aware of any such proceedings, and considers any such contingent loss to be unlikely to occur.

17. Defined contribution plan

The Nation participates in individual defined contribution pension plans (the Plans) for its permanent employees. Permanent employees who elect to participate in a plan are required to contribute 5% of their earnings. An additional voluntary contribution of 3% of earnings is permitted. The Nation contributes amounts equal to the employees' contributions. The Nation contributed \$2,101,929 to the Plans during the year (2023 – \$1,663,344).

18. Supplemental cash flow information

	2024	2023
	\$'000	\$'000
Accounts receivable	(67,254)	(1,641)
Prepaid expenses	575	(743)
Inventory held for resale	(7)	101
Accounts payable and accrued liabilities	4,330	5,045
Deferred revenue	1,120	(436)
Committed program funds	4,641	2,229
Restricted funds	225	28
	(56,370)	4,583

19. Expenses by object

	2024	2023
	\$'000	\$'000
Salaries and benefits	48,796	41,863
Interest	6,414	2,026
Amortization	5,307	4,605
Program costs	75,883	61,032
Taxation and commercial ventures	9,048	12,120
	145,448	121,646

20. Remuneration of elected officials and senior staff

Senior staff compensation

The Squamish Nation Salary Index and Performance Management Plan (Salary Plan) is a compensation plan which applies to all Nation employees, and is designed to attract, retain and motivate the caliber of employee needed to support the achievement of the Nation's goals of providing the best service to the Nation. The Salary Plan has been approved by the Council.

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 tem lhawt' (March) 31, 202, regular base pay for senior staff ranged from \$130,953 (2023 - \$117,753) to \$299,903 (2023 - \$218,896). These pay rates are annual and may differ based on number of months of employment.

Elected official compensation

For the year ended tem lhawt' (March) 31, 2024, all members of the Nexwsxwníwntm ta Úxwumixw (Council) and the Band Manager were paid in accordance with remuneration provisions included in the Squamish Nation Council Governance Policy, ranging from \$91,336 (2023 - \$83,082) to \$103,638 (2023 - \$103,495) annually. 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 are eligible to claim mileage.

Out of town - all business-related out-of-town travel by Councillors, the Band Manager and senior employees is pre-approved, either by the Nexwsxwníwntm ta Úxwumixw (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 Squamish people 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 community members.

21. Contractual rights

The Nation has entered in confidential agreements with various parties, whereby 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 (2023 - \$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 facilitate delivery of programs and services. The terms of these agreements range from one year to ten years, and the funding ranges from \$1,000 to \$11.11 million (2023 - \$1,000 to \$11.11 million) per agreement.

22. Accumulated surplus

Pursuant to the Target Fund Policy approved during the year ended tem lhawt' (March) 31, 2018, the Nation will allocate a portion of cash and cash equivalents to Targeted Funds based on the surplus for the year ended tem lhawt' (March) 31, 2024. The intention of the Target Fund Policy is to establish cash and cash equivalents to pay for major future expenditures, protect against unforeseen events, fund strategic investments, or finance extraordinary expenditures while ensuring these funding activities do not negatively impact current operating budgets and cash flow.

For the year ended tem lhawt' (March) 31, 2024.

Summary 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				
Land	25,369	-	-	25,369
Residential housing	79,986	37,030	-	117,016
Buildings	20,978	1,894	-	22,872
Lil'wat Cultural Centre	13,850	444	-	14,294
Public infrastructure	39,548	166	-	39,714
Vehicles	3,468	948	-	4,416
IT	6,043	416	-	6,459
Office and other	92	945	-	1,037
Construction in progress	40,532	20,213	2,035	62,780
	229,866	62,056	2,035	293,957
Accumulated amortization				
Residential Housing	54,751	2,783	-	57,534
Buildings	14,952	516	-	15,468
Lil'wat Cultural Centre	3,550	-	-	3,550
Public Infrastructure	17,932	1,224	-	19,156
Vehicles	2,236	388	-	2,624
IT	4,923	295	-	5,218
Office and other	14	100	-	114
	98,358	5,306	-	103,664
Net book value				
Land	25,369	-	-	25,369
Residential Housing	25,235	34,247	-	59,482
Buildings	6,026	1,378	-	7,404
Lil'wat Cultural Centre	10,300	444	-	10,744
Public Infrastructure	21,616	(1,058)	-	20,558
Vehicles	1,232	560	-	1,792
IT	1,120	121	-	1,241
Office and other	78	845	-	923
Construction in progress	40,533	20,213	2,035	62,781
	131,509	56,750	2,035	190,294

For the year ended tem lhawt' (March) 31, 2024.

wa naantm ta es7á7tetemcht

(Refer to Note 3)

	Balance – Beginning of year \$'000	Additions during the year \$'000	Reclassification during the year \$'000	Balance – End of year \$'000
ta skweshnách tkwétsi				
ta temixw tl'a Skwxwú7meshulh	25,369	-	-	25,369
lemlármcht	79,986	37,030	-	117,016
sts'its'áp'aáwtxw	20,978	1,894	-	22,872
ta wa lhtirnááwtxw tl'a Skwxwú7mesh iy tl'a Stl'álmexw	13,850	444	-	14,294
wa stl'i7stm i7xw tkwétsi welh na7s chet	39,548	166	-	39,714
kwétsiáwt tétxwem chet	3,468	948	-	4,416
kwi kex smétselkenkw'axwa7cht	6,043	416	-	6,459
sts'its'áp'aáwtxw s7á7tatm	92	945	-	1,037
we7ú chat wa ta7scht	40,532	20,213	2,035	62,780
	229,866	62,056	2,035	293,957
ma7áti ta es7á7tetemcht				
lemlármcht	54,751	2,783	-	57,534
sts'its'áp'aáwtxw	14,952	516	-	15,468
ta wa lhtirnááwtxw tl'a Skwxwú7mesh iy tl'a Stl'álmexw	3,550	-	-	3,550
wa stl'i7stm i7xw tkwétsi welh na7s chet	17,932	1,224	-	19,156
kwétsiáwt tétxwem chet	2,236	388	-	2,624
kwi kex smétselkenkw'axwa7cht	4,923	295	-	5,218
sts'its'áp'aáwtxw s7á7tatm	14	100	-	114
	98,358	5,306	-	103,664
ta skweshnách tl'a es7á7tetemcht kwetk ma7átiwit				
ta temixw tl'a Skwxwú7meshulh	25,369	-	-	25,369
lemlármcht	25,235	34,247	-	59,482
sts'its'áp'aáwtxw	6,026	1,378	-	7,404
ta wa lhtirnááwtxw tl'a Skwxwú7mesh iy tl'a Stl'álmexw	10,300	444	-	10,744
wa stl'i7stm i7xw tkwétsi welh na7s chet	21,616	(1,058)	-	20,558
kwétsiáwt tétxwem chet	1,232	560	-	1,792
kwi kex smétselkenkw'axwa7cht	1,120	121	-	1,241
sts'its'áp'aáwtxw s7á7tatm	78	845	-	923
we7ú chat wa ta7scht	40,533	20,213	2,035	62,781
	131,509	56,750	2,035	190,294

Consolidated Schedules of Segment Disclosure

(Refer to Note 3)

		Revenue						
		Leases	Government transfers	Lands and Resources	Taxation	Interest and other income	Committed funds from prior year	Committed funds to next year
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Nexwsxwníwntm ta Úxwumixw	Council Advisory	-	8,311	-	-	603	-	(706)
	CAO and Strategic Operations	-	40	-	-	17	-	-
K'iyáxan Ch'áwch'aw	Community Operations	-	2,174	-	-	497	-	-
	Sehákw ¹	-	-	-	-	576	-	-
	Planning & Capital Projects	-	664	-	-	675	1,458	(488)
	Public Safety	-	1,499	-	-	111	78	(1,594)
Xetxítayus Ch'áwch'aw	Communications	-	-	-	-	15	-	-
	Finance, Accounting & IT	-	1,209	-	-	21,342	-	(542)
	Human Resources	-	375	-	-	-	-	-
	Legal	-	-	-	-	-	-	-
	Property Management & Taxation	40,958	-	210	12,146	1,746	-	-
Nexwnínlhewá7nem Ch'áwch'aw	Child & Family Services	-	16,616	-	-	1,017	4,614	(5,770)
	Education, Employment & Training	-	14,415	-	-	4,127	2,167	(2,931)
	Member Services	-	750	-	-	1,048	-	(615)
	Distribution	-	-	-	-	-	-	-
	Squamish Valley Operations	-	1,572	-	-	546	94	(50)
	Health & Wellness	-	7,375	-	-	574	2,223	(1,642)
Nexwníwmamin Ch'áwch'aw	Language & Cultural Affairs	-	322	-	-	338	294	(331)
	Rights & Title	-	3,094	1,337	-	8,406	728	(1,467)
Hiyárn, Nch'ka'y iy kwi nach'	Hiyárn Housing, MST and other ²	-	-	-	-	7,783	376	(622)
		40,958	58,416	1,547	12,146	49,421	12,032	(16,758)

1 During the year ended tem lhawt' (March) 31, 2024 the Nation earned an amenity contribution of \$60,657,741 from the development partner for Phase 2 of the Sehákw Senakw development. See Note 5 for details.

2 This section includes revenues and expenses from consolidated entities, equity income and losses from entities recognized through the modified equity method, and other non-routine transactions.

(continued)

		Revenue continued		Expenses		Surplus (deficiency)
		Other items	Total revenue	Program cost	Other expenditures	Surplus (Deficiency) for the year
		\$'000	\$'000	\$'000	\$'000	\$'000
Nexwsxwníwntm ta Úxwumixw Council & Nation Administration	Council Advisory	-	8,208	6,563	-	1,645
	CAO and Strategic Operations	-	57	2,393	-	(2,336)
K'iyáxan Ch'áwch'aw Community Services	Community Operations	-	2,671	6,988	-	(4,317)
	Sehákw	60,658	61,234	1,136	-	60,098
	Planning & Capital Projects	-	2,309	2,991	-	(682)
	Public Safety	-	94	1,546	-	(1,452)
Xetxítayus Ch'áwch'aw Corporate Services	Communications	-	15	1,379	-	(1,364)
	Finance, Accounting & IT	-	22,009	19,859	-	2,150
	Human Resources	-	375	3,252	-	(2,877)
	Legal	-	-	571	-	(571)
	Property Management & Taxation	-	55,060	2,991	-	52,069
Nexwnínlhewá7nem Ch'áwch'aw People Services	Child & Family Services	-	16,477	15,803	-	674
	Education, Employment & Training	-	17,778	21,769	-	(3,991)
	Member Services	-	1,183	7,442	-	(6,259)
	Distribution	-	-	8,096	-	(8,096)
	Squamish Valley Operations	-	2,162	3,308	-	(1,146)
	Health & Wellness	-	8,530	9,078	-	(548)
Nexwníwmamin Ch'áwch'aw Territory & Culture Services	Language & Cultural Affairs	-	623	2,683	-	(2,060)
	Rights & Title	-	12,098	6,256	-	5,842
Hiyárm, Nch'káy iy kwi nach'	Hiyárm Housing, MST and other	13,944	21,481	10,773	10,571	137
		74,602	232,364	134,877	10,571	86,916





ta huy awít sníchnim Closing Message (The Last Words)

ta huy a'wt sníchim

ta nímalh kiyát ta na wa Nexwsxwníw tm ta Úxwumixw wa chet k'ayáchn iy wa kw'enmántm i7xw ta néwyap ta stélmexwcht. an ha7lh skwálwencht kwis wé7u ts'its'áp'shitumiyap na7 ta xay sts'its'áp' t'l'a úxwumixwcht. Nilh ek' huy a'wt syelánemcht na7 ta Nexwsxwníw tm ta Úxwumixw wé7us chat ta sts'its'áp' kwis mi shewáynit iy iyímentm t'l'a úxwumixwcht na7 ti syelánem iy kwi hemí syelánem. timá tkwétsi ta sníchimcht iy chet kw'enmántumiyap.

Closing Message (The Last Words)

We, the Council, raise our hands and thank all of our people. It is an honor and privilege to continue working for you all in the sacred work of our Nation. We will continue to work on growing and strengthening our Nation as we enter into the final year of our four-year term. Thanking you all for your kind attention.



Listen to this message in
Skwxwú7mesh Sníchim
(Squamish language)







1923-
2023

