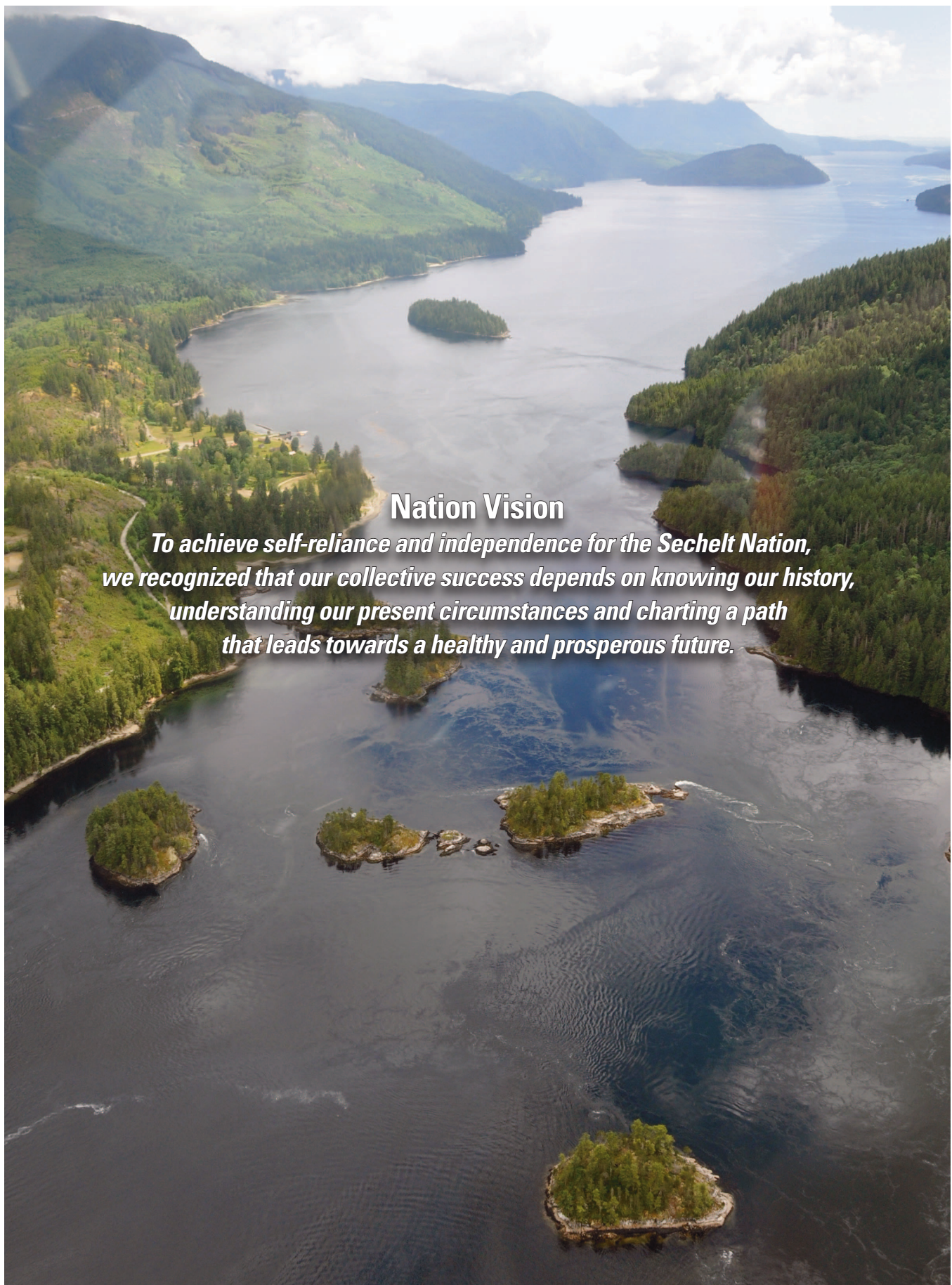




**shíshálh Nation  
Annual General Assembly  
2013 Report**





## Nation Vision

*To achieve self-reliance and independence for the Sechelt Nation,  
we recognized that our collective success depends on knowing our history,  
understanding our present circumstances and charting a path  
that leads towards a healthy and prosperous future.*



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## Message from Chief Garry Feschuk

I am pleased to welcome and update our shíshálh Nation members on the events of the past year and to look ahead towards 2014 goals.

This last year has been very busy for the Council working on the Day Scholar legal case and we are now documenting affidavits and evidence for court.

The Council have also travelled to the Supreme Court in Ottawa where we had intervened in the tsilquotin case as the outcome of that decision will have a significant impact on our own title litigation. We are currently working on commissioned evidence with our elders that are documenting their evidence in a court setting.

The Council and staff have also been working on an updated draft Constitution to begin community engagement in the new year. Our current Constitution is over 25 years old and we need to update various sections to keep pace with other Self Governing First Nations.

Our Council will continue to ensure that we seek out business opportunities to generate revenue for the nation including clean energy. We are close to completing an Accommodation Agreement with the Province for the Pender Harbour dock infringement.

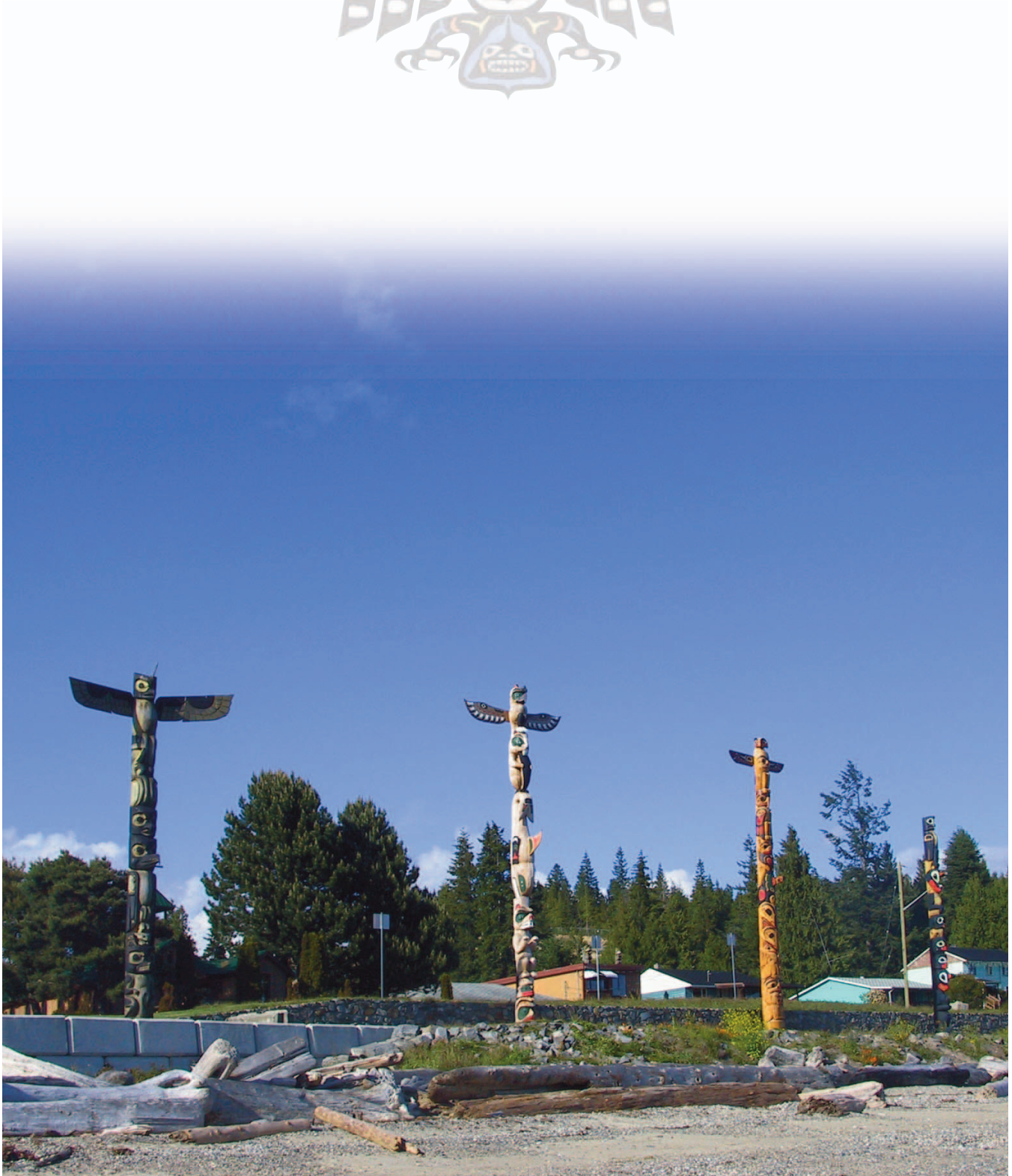
We have developed a Decision Making Document that we believe will improve communications with proponents in our territory.

2014 will start with community budget meetings, community engagement meetings and community elections. We look forward to sharing with you at our Annual General Assembly.

Chief?akista, Garry Feschuk









### **Message from CAO Barbara Joe**

The staff of the Sechelt Nation are pleased to present our Annual General Assembly report to the membership on our accomplishments over the last year and to outline our goals for the upcoming year.

The Council have directed staff to improve communications and support new initiatives that will lead to better information sharing with our community.

We have now hired a Communications Coordinator who will work with Council and staff and we are introducing a live stream channel accessible through the [secheltnation.ca](http://secheltnation.ca) website to broadcast information to our members. We are excited to introduce a new AGA talk show format to start our new direction in improved communication approaches.

The staff of the Nation have worked hard this past year in learning about historical trauma and how we, as staff are affected and how we can support our members and ourselves in working towards wellness. We have worked on developing a draft constitution to use as a tool to facilitate community engagement on governance matters of the Nation in 2014.

Each department will report on their accomplishments and new goals for 2014 in this report. Members are invited to view and ask questions at the AGA displays of each department.

We look forward to many community engagement sessions in 2014 as we continue to develop our comprehensive community plan.

CAO, Barbara Joe















## Administrative Services

### Administration 2013

The Administration department duties and achievements can be describe as being the hub of a wheel, with the other departments being the spokes which Administration coordinates and holds together. The Administration department's primary focus is on supporting the work of Chief, Council and the CAO in the delivery of services to the community, communication to the community and staff, communication and planning with people and organizations outside of the Sechelt Nation. We arrange agendas, take minutes and follow up on meetings ranging from the Constitution, Council, departmental Directors, the Annual General Assembly, and more. Due to the high number of out of town meetings, we schedule all of the Council's travel requirements; meeting locations included Ottawa, Kamloops, Victoria, Vancouver Island, Powell River, and most often Vancouver. On average we schedule 60 meetings per month for the Council and CAO.

#### 2013 Accomplishments:

Development and maintaining the SIB website to improve communications including the newsletter now being available online  
 Implemented a new in house manual filing system  
 Preparation of Band correspondence, minutes and other publications  
 Prepared a proposed draft Constitution amendment ready for community engagement and consultation.

#### 2014/15 Goals:

Constitution roll out to community  
 Obtain increased attendance at public meetings  
 Revamp the SIB newsletter  
 Holding public policy consultation meetings in order to finalize policies  
 Finding innovative ways to communicate with more Band members.



## Administrative Services

### Sechelt Indian Government District & Sechelt Indian Band; Public Works Department

Sechelt Indian Government District, a Government arm of the Shíshálh Nation, establishes property taxes on Band Lands, develops Bylaws with Chief and Council approval, maintains roads, and provides services such as sewer, water, garbage/recycling collection and other utilities. SIGD also looks after building permits, animal control and other Bylaw enforcement duties. Five year Operation and Capital Financial Plans are presented to Chief and Council for approval after a public consultation process.

SIGD is working towards replacing aging Bylaws, streamlining the building permit process, establishing a more efficient Bylaw enforcement process, and managing finances to provide for the future financial health of SIGD. SIGD needs to look at long term planning in terms of infrastructure and land use to enhance the quality of living, while supporting the environment.

The Shíshálh Nation (Sechelt Indian Band) Public Works Department is responsible for carrying out new infrastructure construction as well as maintenance and remedial work to existing buildings. The Public Works Department also manages the grounds maintenance and janitorial to Band buildings. The Department has its own yard and building where equipment of various kinds is serviced by our mechanic.



Some of this equipment includes dump trucks, backhoes, pickup trucks, play field maintenance equipment and a substantial amount of small tools. Personnel consist of a superintendent/mechanic, road foreman, equipment operator and two trade's technicians (5 staff).

The focus is on finding efficiencies to become more prudent with expenditures and to produce a higher quality of workmanship while increasing productivity. With respect to expenditures, purchase orders are being used to make purchases and each project is coded so that on completion costs can be compared or tracked to budgets to assist with reducing waste.

Public Works staff has come a long way to reaching planned objectives and exhibiting professionalism while performing their duties at an acceptable productivity level. But this just the first step, the Department will continue to forge ahead and look for new ways to do things, and more importantly, provide Band Members quality services they deserve.





## Administrative Services

### Sechelt Indian Government District & Sechelt Indian Band; Public Works Department

#### **SIGD: GOAL A**

Long term financial planning for infrastructure maintenance and expansion.  
Negotiate the waste water agreement with the District of Sechelt.  
Prudent financial management of reserve funds to meet future financial needs.

#### **SIGD: GOAL B**

Update aging Bylaws and develop new Bylaws to reflect current needs.  
Establish an efficient building permitting process.  
Provide assistance with planning to establish a land use policy.

#### **SIB: GOAL A**

Concentrate on Public Works staff training and succession planning.  
Provide efficient services to Band Members at an affordable cost.  
Manage infrastructure to extend longevity.

#### **SIB: GOAL B**

Assist other departments to accomplish positive results.  
Insure Chief and Council policies are adhered to.  
Staff accountability.

#### **ACCOMPLISHMENTS:**

- Renovated lower floor Administration Building to provide offices for Chief and Council and the Sechelt Indian Government District.
- Completed the foreshore protection at Bay View Subdivision; well below budget.
- Upgraded the Chapman Creek channelization project on budget.
- Finalizing completion of the Sinku Drive slope stabilization project.
- Installed and commissioned the Sinku Drive Water Main on budget and on time.
- Finished numerous upgrades to band Buildings while maintaining costs at budgeted levels.
- Upgraded the Sinku Drive Water Main, on budget.
- Finished numerous upgrades to Band buildings while maintaining costs at budgeted levels.







## Administrative Services

### Resource Management

The shíshálh Resource Management Department is actively involved in many cooperative fisheries, wildlife, and environmental stewardship activities throughout the territory. The department's main goal is to protect, conserve and manage natural resources in a sustainable manner. We operate the Maclean Bay fish hatchery under a Fisheries and Oceans Canada (DFO) contract as part of the Salmon Enhancement Program to release coho, chinook, pink and chum salmon into Sechelt Inlet.

The shíshálh Nation is currently entering into its 21<sup>st</sup> year with an Aboriginal Fisheries Agreement (AFS) with DFO. The intent of the agreement is to carry out orderly management of the fisheries, and to ensure involvement of the shíshálh people. The agreement with DFO is not seeking to determine the existence, nature or scope of Aboriginal or treaty rights.

The department works closely with the Nation's Commercial Fishing Enterprise 'Sechelt Fishing Limited Partnership' (SFLP) to maximize benefits for our fishermen. We are responsible for managing the following shíshálh aboriginal communal commercial licenses under our AFS Agreement: 15 ZACL clam licenses for Area C, 11 salmon gillnet, 1 salmon seine, and 2 shrimp trawl licenses.

The Resource Department provides an environmental consulting service (ECS) in a 'one stop shop' fisheries/environmental assessment service. The ECS, established in 1993, provides fisheries and environmental services accepted by DFO and the Ministry of Forest, Lands and Natural Resource Operations (MFLNRO) as well as a variety of clients involved in land development, forestry management and hydroelectric.

### Resource Management Goals:

- A** To communicate awareness of Invasive Plants inhabiting the community, survey areas, and document the results.
- B** To review the multi-year AFS agreement.
- C** To assist the SFLP Board with modifying the commercial fishing PICFI company structure.
- D** To update CEDP Hatchery Operations and Agreement.
- E** To develop an overview of what the Resource Management Dept. is now responsible for.



## Administrative Services

### Resource Management Accomplishments

- The department developed a new two-year work plan with DFO for various field activities throughout the territory that includes: shellfish beach surveys; water station sampling; adult and juvenile salmonid enumerations; stream assessments; and Food Social and Ceremonial harvest monitoring.
- The department had a shíshálh University summer student Jamel Paul who inventoried SBL#2 for invasive plants, developed a website and brochure learning material on invasive plants. He also updated our Invasive Plant Strategy and prepared an invasive plant display for the shíshálh Nation Earth Day.
- The department assisted the SFLP commercial fishing enterprise Operations Manager Calvin Craigan and his administrative assistant Collette Craigan with their 2012/13 DFO reporting requirements and preparing a 2014 Pacific Integrated Commercial Fishing survey and application for funding. A service agreement was established with the SFLP to have shíshálh Nation fishermen harvest prawns and chum for the community so they can acquire benefits.
- The Maclean Bay Hatchery released 75,000 chinook and 278,000 chum from our net-pen facility. A new incubation facility for chum was established at the Target Marine hatchery and Bacterial Kidney Disease sampling was undertaken for all chum females incubated. The staff has also taken on more of a stewardship role in our new contract with DFO, which involves Sakinaw Lake smolts migration, adult enumeration studies and fish habitat assessments. The adult salmon returns to the Sechelt Inlet were very strong, and band and local fishers enjoyed catching the returning coho, chinook, and pink salmon. Hatchery Manager Darlene Bulpit stated “it was one of the best years ever for fishing”.
- The shíshálh Nation was awarded an Environmental Stewardship Award at the Clean Energy BC Conference “Generate 2013” for its great work in rebuilding the pink salmon run at Sechelt Creek with Regional Power and Capstone Infrastructure. A record 25,000 pink salmon returned this past fall.
- An overview on the various environmental stewardship activities that are not externally funded was developed in collaboration with our support biologist and was presented to Council for their review. It outlined various aspects of the Resource Management Department’s involvement in activities outside our core funding activities.
- Sakinaw Lake experienced an excellent sockeye smolt migration from April 9th through June 15. Our fisheries technicians enumerated 243,000 juvenile Sockeye and 24,686 Coho smolts. During the adult migration this fall 140 adult sockeye were counted into the lake. These are very positive results from all of the hard work of the Sakinaw Recovery team that our Resource Department is part of. All the smolts leaving the lake are counted by our staff, mainly at night and our losses were minimal from handling techniques.
- Juvenile salmonid mark recaptures surveys were conducted at the Vancouver Bay spawning and rearing channel, Grey Creek, and Chapman Creek.
- Dredging the head pond and unplugging culverts at the Vancouver River spawning channel occurred with the assistance of Interfor contractor machinery. This helps to provide stable flows to the channel.





## Administrative Services

### Resource Management Accomplishments

- Shellfish beach surveys occurred at Doriston, Emerson and Skookumchuk beaches to determine ageclass, types of shellfish, and standing stock estimates.
- The build-up of material at the end of our Selma Park Breakwater was dredged and Vancouver Pile and Dredge removed 1,140 cubic meters of material from the breakwater dredging project. This will help prevent vessels from grounding while navigating to this refuge.
- We had 47 elk permits to issue to community members. Community Elk applications mainly concentrate on local areas; however, good opportunities exist throughout the territory.
- We are in our 8th year of monitoring the effects of the BC Hydro Clowhom Dam located at the head of Salmon Inlet. Completion of the 7th year our reporting requirements were met.
- The Fraser River sockeye return was low; however, we were persistent and able to harvest 6,500 sockeye for the elders and community.
- We conducted a number of environmental monitoring projects that included: Bayview Sudvision; Trail Bay headwall installation on outfall pipe, Chapman Creek riprap; Sinku erosion projects; and, the Egmont Subcable Installation.
- The department successfully passed our 2013 Safety Audit and remains Safe Certified through the Forest Safety Council. This allows the department to bid on outside work for other Safe Certified Companies and help to improve overall safety for its crew.



## Administrative Services

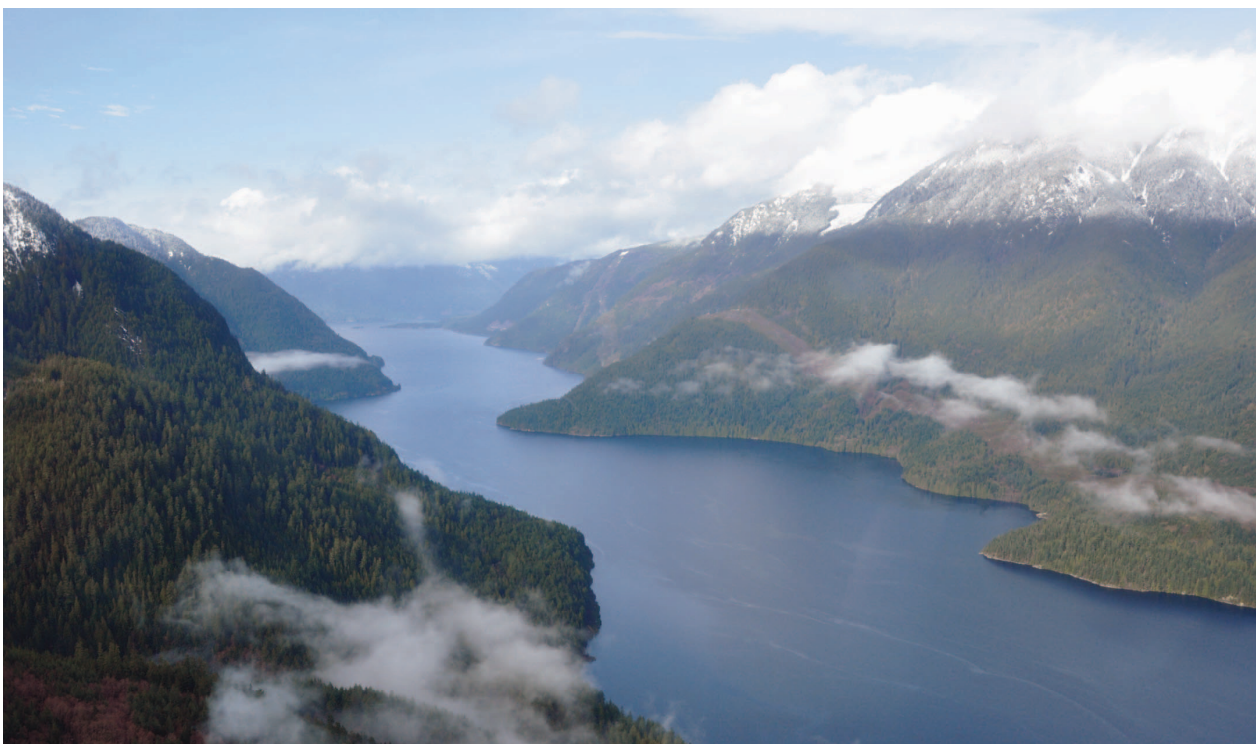
### Lands Department

The Band Lands or Sechelt Lands are pockets of land that were transferred to the Sechelt Indian Band pursuant to the Sechelt Indian Band Self-Government Act. Included in this transfer was 28 Band Lands consisting of 33 parcels of land located throughout the Traditional Territory.

The Lands and Economic Development Director oversees existing Land leases, both commercial and residential and develop new leasing or business opportunities. The department is responsible for Land Use planning in conjunction with the Chief Administration Officer, Tsain-Ko Business Division and the Sechelt Indian Government District.

#### Achievements

- Began work on a Lands Policy/Procedures Manual.
- Completed a Lands Operation and Budget Plan for 2013-2014.
- Undertook a Reconciliation of Revenue Streams with Finance.
- Lease renewal agreements for residential, commercial, and industrial.
- Updating land's applications, templates, agreements, etc.
- Started Tree Management Plan.
- Took on management of the rock quarry.





## Administrative Services

### Lands Department

#### Lands Staff Goals

##### General Goals:

Eliminate lease arrears.  
Complete account reconciliations for each individual lessee.  
Increase internal system development.  
Records management - organized and up to date.

##### Individual Staff Goals:

###### Jessie August

Better understanding of LUP, CCP and continuation on Business Degree.

###### Kate-Lynn Dixon

To review and understand our LUP, CCP, Decision Making Policy and Constitution for an in-depth understanding of the Lands department.

###### Lucy Joe-Desousa

Create a detailed listing of all leases, and re-organization of files into new format and continual upkeep of files.

##### Lands Department Goals:

- A** To research information for the SIB Comprehensive Community Plan (CCP) and a Land Use Plan (LUP)
- B** To manage commercial and residential lease files to ensure document integrity add leasehold compliance.
- C** To develop policies and procedures for the department to ensure consist application processes.
- D** Update and maintain financial records in coordination with Finance.
- E** Secure site plans for all residentially leased lots.
- F** Identify and measure roads in outer lying Band Lands for precise permitting







## Band Member Services

### Shishalh Nation Health and Social Development – 2013/14

#### Health and Social Development

The Department delivers a wide variety of Health and Social Development programs to assist all shíshálh members on Band Lands. The Health and Social Development Departments # 1 priority is the wellness of individuals, family and community.

#### Vision Statement

*To achieve a united “self-reliance” and independence for the Sechelt Nation and our members... healthy in mind, body and spirit.*

#### Mission Statement

*We recognize that our collective success depends on knowing our history, understanding our present circumstances and charting a path that leads towards a healthy prosperous future. In pursuit of our vision, and aligning our actions and behaviors with our values.*

#### Programs and Services

The shíshálh Nation has a strong vision for all our member to be healthy in mind, body and spirit; all of our children, youth and adults have access to high-quality Health Care services which include:

- Community Health Nurse, Home and Community Care Nursing services, immunizations for children and adults, pre-natal and post-natal care.
- Community Health Representative who liaises with Optometrist, dentist, physio- therapist, acupuncturist, optical, patient travel, pharmacists and coordinates rides for clients if required, support band members who are denied treatment through Non-Insured Health benefits and deals with vendors for medical supplies.
- Community Nutritionist which include individual consultations, meals on wheels, Best Babies, Craving Success, Diabetes Program and the Community Garden. The community garden also includes the harvesting, preserving and cooking of foods.
- Drug and Alcohol Counsellor provides individual counselling, referral to other counselling services and agencies, assessment and referral to a treatment centre, aftercare for client, arrange travel to and from treatment, work with Vancouver Coastal Health, accept referrals from probation and attend court proceeding to support band members.







## Band Member Services

### Shishalh Nation Health and Social Development – 2013/14

Aboriginal Child and Youth Wellness Liaise provides support for Band member families with children aged 7-18 years who may have mental health concerns. Support is available for advocacy and to attend mental health appointments or if on the wait list for clinical services. The Wellness Liaison will also promote and accompany children and youth to any Aboriginal Gathering or Cultural group such as those with School District #46 and Community Services.

Family Support Worker provides individual or families with the appropriate support services, Liaises with Community Agencies, takes referrals from the Ministry of Children and Families or self referrals and supports individual or family with housing advocacy.

Social Assistance provides financial benefits and services to individuals and families, residing on Band Lands, who are in need. Social Assistance is to assist a person living on Band Lands to maintain a basic standard of living, to prevent dependency by developing individual and family strengths and to assist recipients to access services that will enhance their ability to assume primary responsibility for their own affairs.

The Health and Social Development Department provides services in the areas of communications, information distribution, advocacy, program and service delivery, program administration and networking. We also strive to collect and share up-to-date information related to programs, government policies and initiatives, Local, Provincial and National Health and Social Development issues that affect our band members Health and Social Development services.

Over the last year our Team has worked very hard and strived to address, develop and implement Wellness Programs for individuals, families and our community. The Health and Social Development's goal is to ensure success and healthy inter-independence.



#### Some highlights over the past year:

*Historical Trauma Training with Anna Hansen which included 4 workshops, 20 days of training with 97 participants*

*Wellness Committee*

*Sobriety Dinners*

*Social Assistance Active Measures*

*Chronic Disease Management and Prevention*

*Health Eating Programs*

*Shaman Retreats*

*The last year has been exciting for our organization, as we have continued to build upon many of our successful programs and services.*

*We look forward to working with our community on our journey of Health and Wellness. Let's continue and build upon the excellent work that we have accomplished this year.*

**“WELLNESS IS THE RESPONSIBILITY OF THE WHOLE COMMUNITY”**

## Band Member Services

### Shíshálh Nation Housing Department – 2013/14

#### Objective

To provide support for Sechelt Band membership to attain and maintain quality housing on Band Lands

#### Programs and Services:

Individual ownership	Minor Repairs & Appliance Replacements
Royal Bank Native Housing Program	Renovations
SIB Mortgages	House Insurance
CMHC subsidized Rent-to-Own	CMHC – RRAP Renovations
CMHC subsidized Rentals	CMHC – RRAP Disability Renovations
SIB Rentals	CMHC – HASI Renovations for seniors

Housing staff are responsible for maintaining records for all member housing units on Band lands, tracking of expenditures and revenues, and preparing documentation as needed. Staff implements decisions of Housing Trustees in allocation of units and funds for construction or renovation. Staff must also act on decisions of collection and repossession. Staff acts as liaison with contractors, inspectors, repairmen and vendors, insurance brokers, as well as Canada Mortgage & Housing Corp. and other government agencies.





## Band Member Services

### Housing

The last year has been challenging for our organization, as we have continued to work towards collection of arrears and changes in our financial software, building towards more frequent, clearer statements and reporting. Two members managed early payout of their mortgages and two more made lump sum payments to clear arrears and bring their accounts up to date. One more house was built under the RBC program and members purchased and installed 3 more trailers in the Modular park bringing the total houses in member subdivisions up to 169. 169 work orders or contracts have been processed for renovations, minor repairs and appliance replacements. We are nearing completion on 7 large renovation projects, including 2 with RRAP grants. We currently have 3 active RRAP applications under consideration by CMHC.

The CMHC officer conducting a 5 year monitoring review confirmed that administration and financial reporting requirements under our operating agreements were met or exceeded and complimented our community on excellent upkeep of homes and care of yards. Fire extinguishers were inspected and replaced in all units as necessary. Documentation on 6 outstanding Estates files was completed. A survey geared to developing a construction strategy was launched on our website and in our newsletter in August; preliminary response has been slow so a door-to-door campaign will be launched shortly. Staff and Trustees held a meeting on the set-up of our current Housing Waiting List as requested by the community. Staff and Trustees have recently completed review of the latest draft of the Housing Policy and sent it to the Policy Committee for review and comment before review with membership. Staff and Trustees have attended several workshops geared to gathering knowledge and improving processes for handling our Housing programs.

ʔewkw' mes siiyaya (all my relations)

Sasenítla, Lynne Quinn – Housing Director





I listened to my chief. He says, you're going to be in two different worlds – our world and the white man's world. Don't forget that, he says. Our world, don't forget it. Keep it up. And this how come I dreamt about this one, about the school here.

Clarence Joe, May 14, 1980  
Talking to students at the NES at ts'unay





## Band Member Services

### Shishalh Nation Education and Culture Department – 2013/14

The Shishalh Nation has a strong vision for education: all of our children, youth and adults have access to high-quality educational opportunities, initiate from our language and culture, which prepare us for success in all of life's opportunities.

The Education and Culture department provide services in the areas of research, communications, information distribution, advocacy, program and service delivery, program administration and networking. We also strive to collect and share up-to-date information related to programs, government policies and initiatives, local, provincial and national education issues that affect our learners.

Our Team has worked very hard over the last year to address, develop, implement and evaluate programs and services. The Goal is to ensure success and independence, some programs and services that are provided;

- Career Promotion
- Exploring career development information
- Career workshops, conferences, fairs and leadership projects
- Trades programs
- Employment and Training
- Professional Development







## Band Member Services

### Education and Culture

#### Shishalh Nation Education and Culture Department – 2013/14

The last year has been exciting for our organization, as we have continued to build upon many of our successful programs and services. Momaymon Child Development Center has been highlighted several times a publications related to childcare centers who are on the forefront in delivering innovative programs and services for children such as the Regio program and outdoor education programs recently implemented at Momaymon. We have had over 125 band members take part in employment and trades programs this year with a very high success rate. Our OFA level 3 training had 14 participants and 12 earn certification in OFA level 3 which is a very hard course to pass. We have 29 band members enrolled in Post Secondary programs and the highest high school graduation rate this year which was 14 students, 7 students went right into university programs.

Our department is very grateful for the support from our Leaders, Elders and community members for the tremendous support and participation for Education and Culture. The dedication shown by the people with whom we work is truly inspirational and they continue to astonish us every day.

?ewkw' mes syiyaya (all my relations)

Yalxwemult, Lenora Joe









## Professional Services

### Human Resources

Human Resources spent this year moving a number of projects towards their end, and also began work on new projects. Along with the larger initiatives, considerable time was spent working on day-to-day human resources issues with the nation's departments, including SIGD and Tsain-Ko.

One of the projects that is coming to a conclusion is the job evaluation and pay-grid development work. We have now developed a draft salary grid that is being "tested" by comparing it to previously identified target or benchmark rates. In cases where the grid rate doesn't fit with the comparison rate, we will review both the job evaluation score and the benchmark to see why there is a discrepancy. After we have completed the "testing" we will develop an implementation plan to introduce the salary grid into use.

One of the areas of regular work that regularly takes considerable time is recruiting. In 2012/2013 we issued 21 employment letters. Recruiting, whether it's new employees from outside or internal postings, usually requires a number of steps. First, the job description is reviewed and updated as necessary. Next, the job posting is written for the Newsletter, and for the website and newspaper if we're advertising externally. After the posting closing date, the applications are reviewed to determine which ones meet the posted experience and training qualifications, and a shortlist is developed. Interviews are then scheduled, and interviews are held using questions that have been developed to fit the vacancy. After the interviews, references are checked for the candidate(s) who seem to best match the requirements. Finally, a job offer is made to the selected candidate.



### Plans for the coming year

- Increase the communication of job opportunities to members by making use of the members-only section of the nation's website.
- Complete the plan for implementation of the new salary grid.
- Begin development of Succession Planning model. Succession Planning will provide the organization and nation with a structured way to prepare existing staff and other members plan for filling future vacancies. By helping members to learn more about what types of the jobs the nation has, and about the skills and experience required to do the job, and by supporting the acquisition of the necessary skills and experience, the Succession Plan will support the Council's vision "To achieve a united "self-reliance" and independence for the Sechelt Nation and our members healthy in mind, body and spirit."

## Professional Services

### Finance Overview

The financial focus for 2013 was on financial planning relating to economic development, government projects and business entities. A five year business plan has been started to assist in the development decision making process. The finance responsibilities have been expanded to include the Housing Authority, SIGD and the Tsain-ko group and these are now being incorporated in the business plan. This started with the annual budget process and was expanded to cover an initial five years. A large portion of the budget process time was spent on presentation and how we can effectively communicate how the funds flow into and out of the nation. A pictorial version of the budget was produced and presented to Council, staff and the community members who attended the budget presentation.

The major area of concern was that the AANDC funding continues to be our major revenue source and the government is working diligently on revenue production to reduce the nation's dependence on the Federal funding. The 2012 - 13 years represented a new era in AANDC funding as this was the first year that SIB received funding under the Financial Transfer Agreement. This now requires varied and stringent reporting which forces a reduction in funding, over a period of time, based on Sechelt's production of own source revenue.

Policy development continued with a focus on updating the constitution to cover fundamental fiscal direction requirements.





## Professional Services

### Finance Overview

The goals for Finance over the next year will continue to focus on supporting the strategic plan with a long term financial plan coupled with accurate and expeditious reporting so that management can manage. Finance will continue to provide analysis on potential business opportunities to council and in so doing assist them in achieving the vision of self reliance and independence.

### Goals

- Develop Finance Policy that meets constitution requirements once the changes to the constitution are finalized and ratified.
- Maintain a five year financial and project plan.
- To develop, implement, maintain and train on an effective department fiscal management reporting structure.
- To assist in the creation and sustainability of a vibrant economy for current and future generations.



### Accomplishments

- Produced, in house, Sechelt Indian Band's unqualified audited Consolidated Financial Statements, as well as unqualified audited financial statements for Sechelt Band Housing Authority.
- Staffed the Finance Department to the required level.
- Continued analysis of potential investments.
- Implemented the Accounts Receivable system for SIB & SBHA.
- Produced and presented the SIB Consolidated Budget which was understood by the recipients.
- Continued the development of a Central Treasury policy tying in to the proposed amended constitution.
- Acquired new mortgage and accounts receivable software
- Met the day to day requirements of finance i.e. payroll, accounts payable, accounts receivable, reporting, and all other aspects of finance









## Government Relations

### Rights and Title Department – Maximizing Relationships with Proponents

#### Application Review and Engagement

We must be consulted, accommodated, and our interests must be addressed by the Crown regarding all proposed activities within shíshálh Nation territory that may impact shíshálh title and rights. shíshálh however has taken a proactive approach working directly with proponents. shíshálh requires that consultation occur at the earliest stage, before the issuance or approval of any plans, licenses, permits or other authorizations. This ensures that only projects, which meet shíshálh's objectives, proceed; further it ensures that proponents invest in projects which have a strong likelihood of success.

#### Holistic Approach

shíshálh has taken a holistic approach to addressing the development pressures within the territory by:

- Clearly outlining and consistently applying the principles used during decision making
- Completing the Strategic Land Use Plan
- Working collaboratively with local governments
- Negotiating protocol agreements with development proponents
- Continuously collecting new information on our lands and resources
- Completing cultural and environmental impact studies
- Protecting cultural sites through heritage and cultural permitting

#### shíshálh Nation Declaration

*We, the shíshálh Nation, openly and publicly declare that we have Aboriginal Title and Aboriginal Rights to our Territory, including the lands, waters, and resources that have been ours since time immemorial. We have been given the responsibility from the Creator to care for our Territory. Our Territory sustains our people, maintains our indigenous way of life, and is integral to our identity as shíshálh. We have always governed ourselves and our Territory, and have never relinquished our authority or jurisdiction over such. We assert our collective right to live as a distinct people.*

*March 1, 2010.*

#### Cultural Assessments

Archaeological assessments are required and completed by the Rights and Title Department for many residential, commercial, and industrial including forestry developments within the territory prior to the initiation of land-altering activities. All archaeological investigations (excluding Preliminary Field Reconnaissance) conducted within shíshálh territory must be conducted under a shíshálh Nation Heritage Investigation Permit.

#### Forestry Developments

All major forestry licences in the territory have signed a Forestry Protocol Agreement with the Nation. The agreement does not provide approval, but allows the Nation to conduct its due diligence and to work collaboratively with proponents to address concerns.

## Government Relations

### Rights and Title Department Accomplishments

#### Lands and Resources Decision-Making Policy

- The shíshálh Nation has concluded that strategically planned and sustainable development are possible within our Territory. We believe in a win-win approach that is based on sound economic and business principles while ensuring respect for our Rights and Title as well as the environment.
- The shíshálh Nation has established a Lands and Resources Decision-Making Policy which provides direction and clarity to proponents as it relates to resource applications. Released in May of 2013, this process includes the requisite resources to allow for due diligence by the shíshálh Nation. The decision-making process is directed by the Chief and Council. The Rights and Title Departments works closely with the Resource Management Department in the review of applications.

### Leadership in Small Hydro Power

#### BC Hydro Integrated Resource Plan (IRP)

Shishalh developed a position paper and response to the IRP. First Nations Working Groups were struck and draft responses developed which were provided to First Nations Province wide to ensure a large scale response. We continue to work with Ministry of Energy to ensure our recommendations are implemented and IPP development continues within shíshálh territory

#### Allteck Line Contractors

An MOU was signed with Allteck regarding training opportunities for transmission line maintenance and development of a potential joint venture.

#### Narrows Inlet Hydro Projects - NI Holdings

- We reviewed and responded to dozens of reports totalling over 10,000 pages of documentation. We, the Rights and Title and Resource Management Departments, also participated in the Working Group for the Environmental Assessment Process
- A \$500,000 grant was received from the First Nations Clean Energy Business Fund to invest in the project





## Government Relations

### Rights and Title Department Accomplishments

#### Photo Project

Presentations were made to:

- Kinnikinnick Elementary School
- Sechelt Arts Festival
- Then and Now Heritage Photo Display

#### Archeology Project

Eight students participated in the summer project with the University of Toronto and Museum of Civilization

#### Traditional Use Study Database

The construction of the Tradition Use Study database was commenced by summer university student Margaret Brier

#### Commissioned Evidence

Completion of elder Jamie Dixon's deposition of evidence

#### Language Translation

George Grekoff 1965 recording translated and transcribed with the shíshálh elder's language group



## Business Services

### Mission Statement

*“As the Corporate arm of the shíshálh Nation, we build, manage and promote existing businesses that will generate wealth and opportunities for our members, partners and stakeholders.”*

### The tsain-ko Group

tsain-ko Development Corporation is the parent company of the shíshálh Nations corporate arm. It is the sole shareholder of the following Corporations:

tsain-ko Land Development Corporation which is the general partner responsible for the development of the tsain-ko Village Shopping Center Limited Partnership

tsain-ko Forestry Development Corporation which is the general partner responsible for the development of the tsain-ko Forestry Limited Partnership and management of the forest tenures (NRFL / FLC) secured by the Nation.

tsain-ko Entertainment Limited, operating as Ricky’s All Day Grill.

**Chief Operations Officer: Vicki Macfarlane**

**Accounting and Operations Assistant: Julie Petersen**





## Business Services

### Goals for 2014:

- Develop appropriate levels of working capital for the corporate group
- Secure a long term tenant for Unit 310 at the tsain-ko Village Shopping Center LP
- Develop a five year operational plan and budget for the tsain-ko Village Shopping Center LP
- Develop a five year operational plan and draft budgets for the new NRFL volume (162,700.00 m3)
- Work with the tsain-ko Board, our Logging Managers and eligible prime contractors to develop working relationships with Band Member Contractors and to provide employment opportunities on upcoming projects.
- Work with the education department wherever possible to provide information on employment opportunities

### Successes from 2013:

- Completed harvesting remaining NRFL Volume – earning a substantial profit for the Nation
- Completed harvesting the Cultural License in Powell River – proceeds from this block are committed to the Gym project
- Relocated the corporate office to the main Band Office building creating substantial cost savings for the corporate group.
- Completed evaluation and assessment of assets for Village Shopping Center to assist with cost recovery from tenants and improve financial presentation
- Developed working communications and reporting processes with SIB
- Developed a long term working relationship with Capacity Forest Management to provide general contract and logging management services





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600 Cathedral Place  
925 West Georgia Street  
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## Independent Auditor's Report

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### To the Chief and Council of Sechelt Indian Band

We have audited the accompanying consolidated financial statements of Sechelt Indian Band, which comprise the Consolidated Statement of Financial Position as at March 31, 2013, and the Consolidated Statements of Operations and Accumulated Surplus, Changes in Net Financial Assets and Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.





#### Opinion

In our opinion, the consolidated financial statements present fairly in all material respects, the financial position of Sechelt Indian Band as at March 31, 2013, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

#### Other Matter

The consolidated financial statements of Sechelt Indian Band for the year ended March 31, 2012 were audited by another firm of chartered accountants who expressed an unmodified opinion on those consolidated financial statements on November 15, 2012.

A handwritten signature in black ink that reads "BDO Canada LLP". The signature is written in a cursive, flowing style.

Chartered Accountants

Vancouver, British Columbia  
November 12, 2013

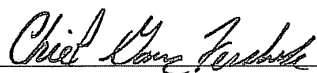
# Sechelt Indian Band

## Consolidated Statement of Financial Position

March 31, 2013

	2013 \$	2012 \$(Restated - note 12)
<b>Financial Assets</b>		
Cash (note 2)	25,069,020	22,270,628
Restricted cash (note 3)	1,146,689	915,034
Accounts receivable (note 5)	578,531	2,270,019
Investments (note 4)	2,517,916	2,291,120
Investment in Government Business Enterprises (note 6)	4,601,254	4,824,942
Mortgages and rent receivable (note 7)	2,752,932	3,186,744
	<u>36,666,342</u>	<u>35,758,487</u>
<b>Financial Liabilities</b>		
Deferred revenue (note 8)	6,151,204	6,151,004
Accounts payable and accrued liabilities (note 9)	1,277,943	1,471,236
Amounts held in trust (note 10)	120,632	120,632
	<u>7,549,779</u>	<u>7,742,872</u>
<b>Net financial assets</b>	<u>29,116,563</u>	<u>28,015,615</u>
<b>Non-Financial Assets</b>		
Prepaid expenses	131,845	101,143
Inventory	286,622	149,113
Tangible capital assets (schedule 2)	23,453,045	23,599,347
	<u>23,871,512</u>	<u>23,849,603</u>
<b>Accumulated Surplus</b>	<u>52,988,075</u>	<u>51,865,218</u>
<b>Contingent liabilities (note 11)</b>		

Approved on behalf of Council




The accompanying notes are an integral part of these financial statements.



## Sechelt Indian Band

### Consolidated Statement of Operations and Accumulated Surplus

For the year ended March 31, 2013

	Budget 2013 \$ (Note 13)	Actual 2013 \$	Actual 2012 \$ (Restated - note 12)
<b>Revenue</b>			
Department of Aboriginal Affairs and Northern Development Canada (AANDC)	6,689,478	6,937,520	4,958,943
Release of deferred revenue - other	8,528	26,488	97,942
Release of deferred revenue - AANDC	-	-	129,032
Health Canada	-	-	306,730
Interest	410,686	345,372	344,831
Other government grants - Provincial	501,663	426,889	483,526
Royalties and transport	547,440	426,423	808,642
Contracts	109,500	20,847	144,638
Leases and permits	1,297,607	845,421	1,285,810
Housing operations	-	488,752	493,059
Interest on mortgages receivable	-	157,336	168,859
Other	656,181	1,022,453	1,978,361
Water, sewer, development charges and permits	78,600	78,600	65,492
School tax commission	2,600	2,513	2,512
Recycling	49,000	50,400	46,200
Property taxation	618,396	614,358	591,277
Rental income	37,365	55,993	82,691
Other government grants - Government of Canada	432,452	442,386	435,509
MOF Accommodation Agreement	-	392,166	384,372
Equity pickup from Government Business Enterprises (note 6)	-	(487,857)	(867,291)
	<u>11,439,496</u>	<u>11,846,060</u>	<u>11,941,135</u>
<b>Expenses (schedule 1)</b>			
Band operations	1,830,713	2,095,405	1,272,967
Band capital	-	224,319	-
Education	1,185,958	921,535	991,018
Finance	386,677	401,246	359,538
Program administration	898,467	1,069,129	952,636
Local government services	640,657	703,184	747,236
Social services	1,007,246	1,061,309	1,056,768
Health services	736,837	659,212	785,562
Child and Family Services - MCFS	66,715	61,290	74,060
VCHA Programs	71,305	77,147	40,597
IRSS Community Healing	-	-	110,628
Cultural enrichment	80,000	75,190	88,228
CEDP	122,354	129,821	111,837
Aboriginal Fisheries strategy	246,000	227,835	254,658
Resource management	94,816	39,618	79,135
Rights and titles	1,316,861	924,252	878,118
Language	-	-	317,288
	<u>8,684,606</u>	<u>8,670,492</u>	<u>8,120,274</u>
Carried forward			

The accompanying notes are an integral part of these financial statements.

## Sechelt Indian Band

### Consolidated Statement of Operations and Accumulated Surplus - Continued

For the year ended March 31, 2013

	Budget 2013 \$ (Note 13)	Actual 2013 \$	Actual 2012 \$ (Restated - note 12)
Brought forward	8,684,606	8,670,492	8,120,274
Council	372,458	401,874	398,874
MNS childcare	302,982	223,387	214,891
Province of British Columbia ECD	29,993	47,950	63,046
Province of British Columbia SCD	30,557	37,689	40,718
GIS mapping	-	-	45,708
Housing operations	-	674,111	354,714
Environmental services	165,800	178,000	121,860
Government services	471,996	220,734	107,043
Transportation services	129,000	57,200	101,647
Fiscal services	123,200	114,998	115,124
Sewage services	84,100	72,979	66,156
Protection services	2,500	-	-
Recreation	68,000	23,789	57,301
	<u>10,465,192</u>	<u>10,723,202</u>	<u>9,807,356</u>
Annual surplus	974,304	1,122,857	2,133,779
Accumulated surplus - Beginning of year	<u>51,865,218</u>	<u>51,865,218</u>	<u>49,731,439</u>
Accumulated surplus - End of year	<u>52,839,522</u>	<u>52,988,075</u>	<u>51,865,218</u>

The accompanying notes are an integral part of these financial statements.



## Sechelt Indian Band

### Consolidated Statement of Changes in Net Financial Assets

For the year ended March 31, 2013

	Budget 2013 \$ (Note 13)	Actual 2013 \$	Actual 2012 \$  (Restated - Note 12)
Annual surplus	974,304	1,122,857	2,133,779
Acquisition of tangible capital assets	-	(403,468)	(175,787)
Amortization of tangible capital assets	345,000	549,770	501,072
Increase in prepaid expenses	-	(30,703)	(35,311)
Increase in inventory	-	(137,509)	-
<b>Increase in net financial assets</b>	<b>1,008,804</b>	<b>1,100,948</b>	<b>2,423,753</b>
<b>Net financial assets - Beginning of year</b>	<b>28,015,615</b>	<b>28,015,615</b>	<b>25,591,862</b>
<b>Net financial assets - End of year</b>	<b><u>29,024,419</u></b>	<b><u>29,116,563</u></b>	<b><u>28,015,615</u></b>

The accompanying notes are an integral part of these financial statements.

**Sechelt Indian Band**  
**Schedule 1 - Consolidated Schedule of Expenses by Type**

For the year ended March 31, 2013

	Budget 2013 \$ (Note 13)	Actual 2013 \$	Actual 2012 \$
<b>Expenses</b>			
Amortization	345,000	549,770	501,072
Bad debts	-	292,419	210,028
Christmas bonus	78,000	69,600	70,600
Community services and recreation	1,614,509	1,616,163	1,495,738
Consulting	243,950	165,069	121,090
Contracts	169,025	181,197	249,957
Council compensation	237,061	234,823	237,069
Elder rent/other	306,000	310,315	295,948
Family services and programs	15,025	16,683	13,674
Government district services	969,596	586,808	508,902
Housing construction and operations	224,319	674,111	354,714
Insurance	90,000	87,135	81,259
Materials, supplies and resources	113,000	95,262	30,027
Negotiations	179,637	4,802	41,455
Office and administration	229,016	280,804	230,816
Other	278,869	302,633	254,038
Other programs	29,000	86,780	23,076
Professional fees	992,386	1,132,347	705,997
Property taxes	232,000	256,724	305,510
Rent	4,596	3,000	3,000
Repairs and maintenance	46,000	65,253	51,918
Repayable to INAC	-	-	2,079
Student allowances and tuition	761,900	503,491	694,541
Telephone and utilities	124,991	155,027	142,260
Training	50,354	34,205	47,945
Travel and promotion	91,195	103,350	94,927
Vehicle costs	113,310	94,606	98,821
Wages and benefits	2,926,453	2,885,887	2,940,895
	<u>10,465,192</u>	<u>10,723,202</u>	<u>9,807,356</u>



# Sechelt Indian Band Profile



*shíshálh Nation*  
*Territory*

## Population:

Total 1315  
On Band Land 615  
Non-Band Member Lessees 700

## Territory:

514,520 hectares

## Land Base:

33 parcels  
1013 hectares

## Elected Officials

Chief and Council

## Staff Members:

Administration, Lands, H/R, SIGD	10
Housing	4
Finance	5
Public Works	9
Rights & Title/Litigation	4
Education, Language, Culture & Daycare	23
Health & Social Development	15
Resource Management	5
GIS	1
<b>TOTAL STAFF</b>	<b>81</b>

ts'unay  
(Deserted Bay)

skwakwiyam  
(Vancouver Bay)

kalpilin  
(Pender Harbour)

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Facebook: Sechelt Indian Band

0 12.5 25 50 Kilometers

scale 1 : 500,000  
Projection: UTM 10  
Base Datum: NAD 83



