

Naut'sa mawt
TRIBAL COUNCIL



GAINING MOMENTUM

Naut'sa mawt Tribal Council Annual Report 2016 - 2017

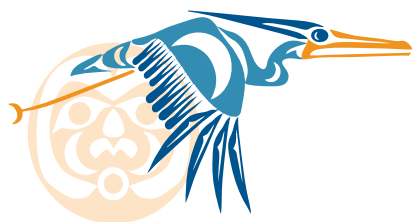


The Homalco Canoe
Photograph by Tricia Thomas, Salish Sea Sentinel



WORKING TOGETHER AS ONE

WORKING TOGETHER AS ONE TO SUPPORT AND STRENGTHEN OUR ELEVEN COAST SALISH MEMBER COMMUNITIES THROUGH ECONOMIC DEVELOPMENT, STRONG GOVERNANCE, COMMUNITY PLANNING, FINANCIAL MANAGEMENT AND TECHNICAL SERVICES.



Naut'sa mawt TRIBAL COUNCIL

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This document was created for the Members of Naut'sa mawt Tribal Council
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Cover Photo: Water Blessing in Tsleil-Watuth Territory
 Photograph by Cara McKenna, Salish Sea Sentinel



Cheyenne Hackett, Homalco
 Photograph by Tricia Thomas, Salish Sea Sentinel



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Message from the Chairman of the Board and the Chief Administrative Officer

Bryce Williams - Chairman of the Board

Gary Reith - Chief Administrative Officer

Dear NmTC Members and Elders,

At each Annual General Meeting, we identify a theme to characterize the efforts of the past year. This year, the theme of "Gaining Momentum" seems most apt. After a period of change, transition and walking the path, NmTC has been able to witness the impacts of its new approach. This approach reflects the importance of listening, learning, sharing and evaluating. Our advisory services are hitting their stride. Further in this report is much more detail about the individual service areas. In general, it is encouraging that each of our eleven members has called upon NmTC to provide advice or help. This is not by accident. In 2016, NmTC conducted a member needs assessment. This permits us to update our strategic plan and develop detailed work plans. Needs assessments have led to creating the Elders Council, which celebrated its 2nd term. It also led to conducting the Youth Leadership Gathering in Stz'uminus. The needs assessment will be a standard feature of services planning going forward. We will also learn lessons by measuring satisfaction with our programs. This will make it possible to keep our services relevant and valuable in the future.

This year, NmTC took the step of appointing a full-time communication liaison. The purpose of this position is to augment efforts by our Directors and to be sensitive to the needs of our members. It is also another opportunity for NmTC to share knowledge of our programs and services. Throughout the year, NmTC also produced another ten issues of the Salish Sea Sentinel. The Sentinel garners praise for its vivid writing and design. It is yet another means to communicate with our members and beyond.



*Chief Bryce Williams
Chairman of the Board
Chief, Tsawwassen*



*Gary Reith
CAO
Naut'sa mawt Tribal Council*

Advisory services are the heart of NmTC and the very reason we exist. These services would be much less comprehensive if we did not earn our own income. In 2016 -2017, NmTC's project management and event management were busier than ever. They account for the majority of our operating revenue. Subsidiaries, such as Naut'sa mawt Resources Group and Xyntax, are continuing to thrive. We are planning to establish joint ventures with entities that share our values. Once we establish these, we hope that the joint ventures will broaden our revenues even more. Our goal is to ensure that while earning income, we follow the same values as those for our core services.

This year has been fruitful and satisfying. We have seen NmTC's efforts to better link services to the needs of our members. Tools that we have developed for our members serve First Nations across Canada. Our efforts to be resilient and self-sufficient show success. Momentum is gaining. The challenge in the upcoming year will be to continue this pattern. The path to providing services that meet the need of our members requires that we be open to new ideas. The question of whether we are doing the right thing, in the right way, should always be on our minds.

We thank all those who have contributed their time, energy, thoughts and wisdom to NmTC. It will be an honour to see this organization continue its fine tradition of success in the upcoming year.

Sincerely,



Chief Bryce Williams, Chair
NmTC Board of Directors



Gary Reith, CAO
Naut'sa mawt Tribal Council

2016-2017 Board Of Directors

Chief Bryce Williams - Chair
Tsawwassen First Nation

Terry Sampson - Vice-Chair
Stz'uminus First Nation

Chief Gordon Planes - Secretary/Treasurer
T'sou-ke First Nation

Dorothy Andrew
Homalco First Nation

Billy Barnes
Klahoose First Nation

Chris Bob
Snaw'naw'as First Nation

Deanna George
Tsleil-Waututh First Nation

Caroline Harry
Malahat First Nation

Chief James Thomas
Halalt First Nation

Chief John Wesley
Snuneymuxw First Nation

Hegus Clint Williams
Tla'amin First Nation



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Working Together As One

Our Vision

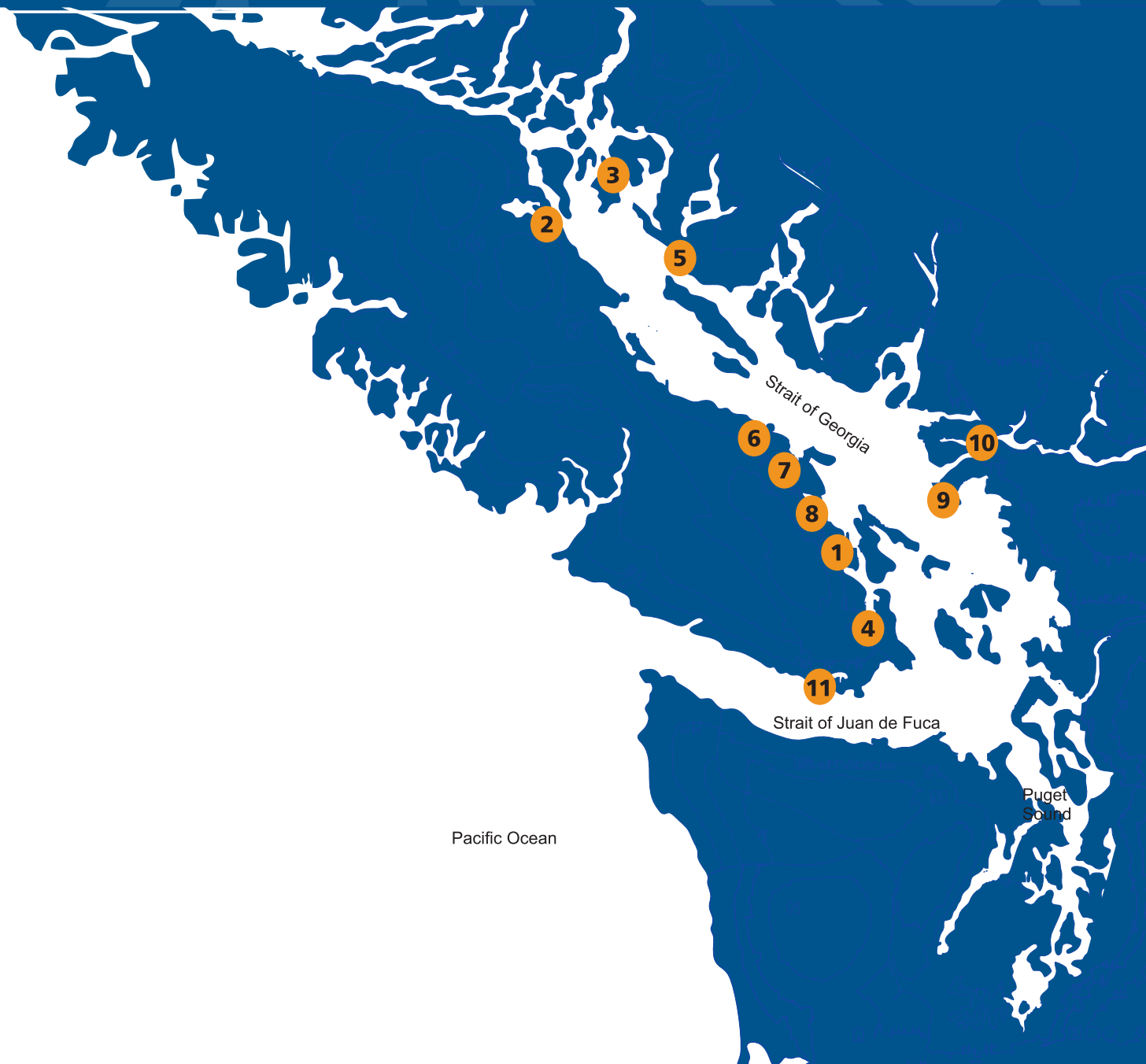
Naut'sa mawt Tribal Council supports its member nations in realizing their efforts towards self-reliance, self-governance, connection to culture, and quality of life now and for future generations.

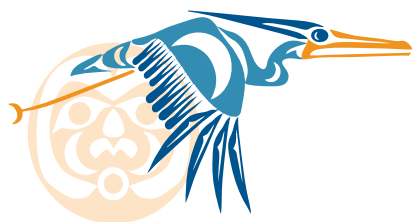
Our Mission

Our mission is to work together as one with our members as we provide services in: community planning, economic development, financial management, governance, and technical services. We are constantly evaluating to seek other subject areas where we may offer support.

Our Member Nations

1. Halalt
2. Homalco
3. Klahoose
4. Malahat
5. Tla' amin
6. Snaw-naw-as
7. Snuneymuxw
8. Stz'uminus
9. Tsawwassen
10. Tsleil-Waututh
11. T'Sou-ke





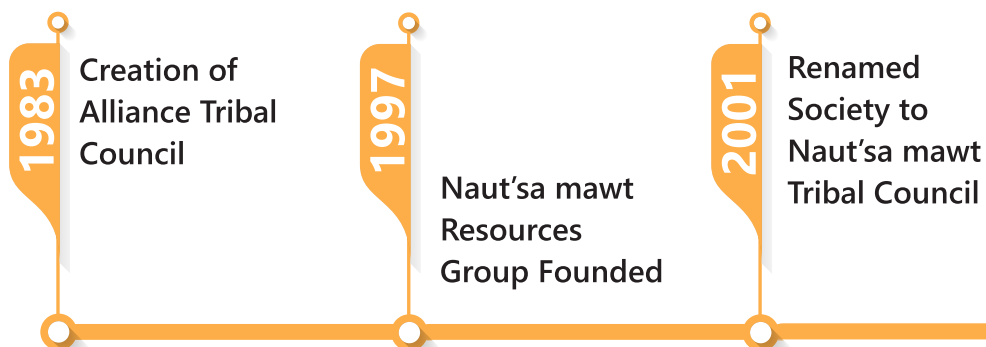
Naut'sa mawt
TRIBAL COUNCIL

About Naut'sa mawt Tribal Council

Naut'sa mawt Tribal Council (NmTC) was incorporated as a non-profit society in 1983 under the name "Alliance Tribal Council", operating under broad authorities provided by Indigenous and Northern Affairs Canada (INAC) and the Indian Act. A Tribal Council is defined as a grouping of First Nations with common interests who voluntarily join together to provide advisory and/or program services to their member nations. NmTC is a registered society under the BC Society Act, S-0018531.

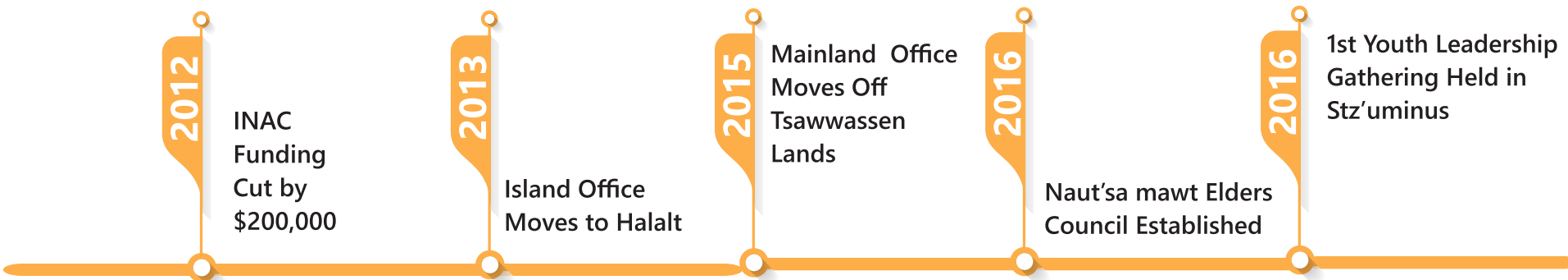
NmTC proudly serves eleven member First Nations. We receive funding support from INAC under the Tribal Council Policy program and from our earned income, which includes joint ventures, corporate subsidiaries, event management, and project management services.

Our History



NmTC offers services in five core delivery areas that include: economic development; financial management; community planning; technical services; and governance. However, these are subject to adjustment and modification depending on the needs of our members.

NmTC is primarily funded under INAC's Tribal Council Funding Program. Tribal councils are eligible for the Tribal Council Funding Program when they have been endorsed by the board of directors and agree to take on responsibility for the delivery of programs/services and capacity development of member First Nations as designated by their member First Nations. The Tribal Council Funding Program supports the core operations of tribal councils to enable them to develop the capacity of their member First Nations, as well as provide aggregated program and service delivery as agreed to by their member First Nations. Seventy-eight Tribal Councils are funded in Canada and twenty-one of those are from BC. INAC is no longer accepting the formation or funding of any new Tribal Councils. Under the federal funding formula, NmTC is a Tier 3 tribal council and is eligible for a maximum of \$500,000 per year.





Naut'sa mawt
TRIBAL COUNCIL

Our Values

O'siem or Emot (Respect)

Our greatest asset is our people. We respect each other and our partners in all that we say and do. We build trusting relationships based on open and honest communication, transparency, sharing, and inclusiveness. We treat everyone with dignity, understanding and respect.

Culture

We are mindful of our cultural values, respectfully seeking cultural guidance from our elders and echoing their teachings in the performance of our duties. We respect, understand and learn from the past so that we can grow the good, share and revitalize our traditional languages and practices, and reflect cultural pride in all we do.

Listening

We listen with a peaceful heart and help each other to understand, succeed, and realize our shared goals and the individual needs and goals of our communities.

Naut'sa mawt or Ay'Ajuthum (Collaboration)

We work together as one, collaborating with our member nations for the common good of our communities by sharing knowledge and best practices, building capacity through skills development, connecting with each other, and developing a vision for a sustainable future.

Providing Value

Naut'sa mawt Tribal Council is a values-based learning organization that adapts to, aligns with, and strategically supports the professional capacity development of members and member nations. We are flexible, innovative and creative in our delivery of programs and services, fostering an enjoyment of lifelong learning through storytelling and real world applications. We maximize member outcomes and benefits by removing barriers, networking, and fulfilling needs through mentorships, the sharing of knowledge, and best practices.

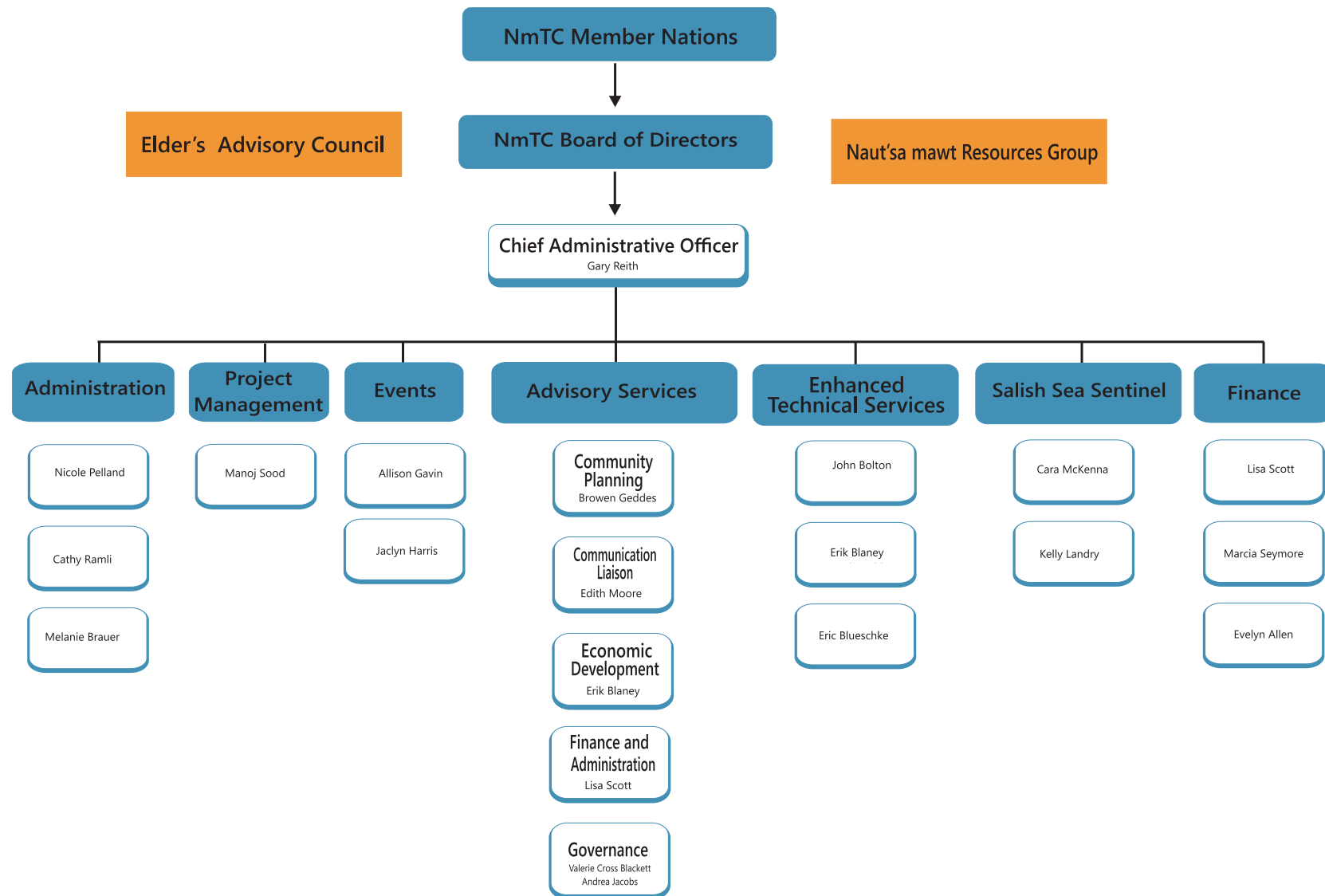
Integrity

We stand with our member nations, building relationships at high corporate and government levels based upon a foundation of professionalism, accountability and ethics.



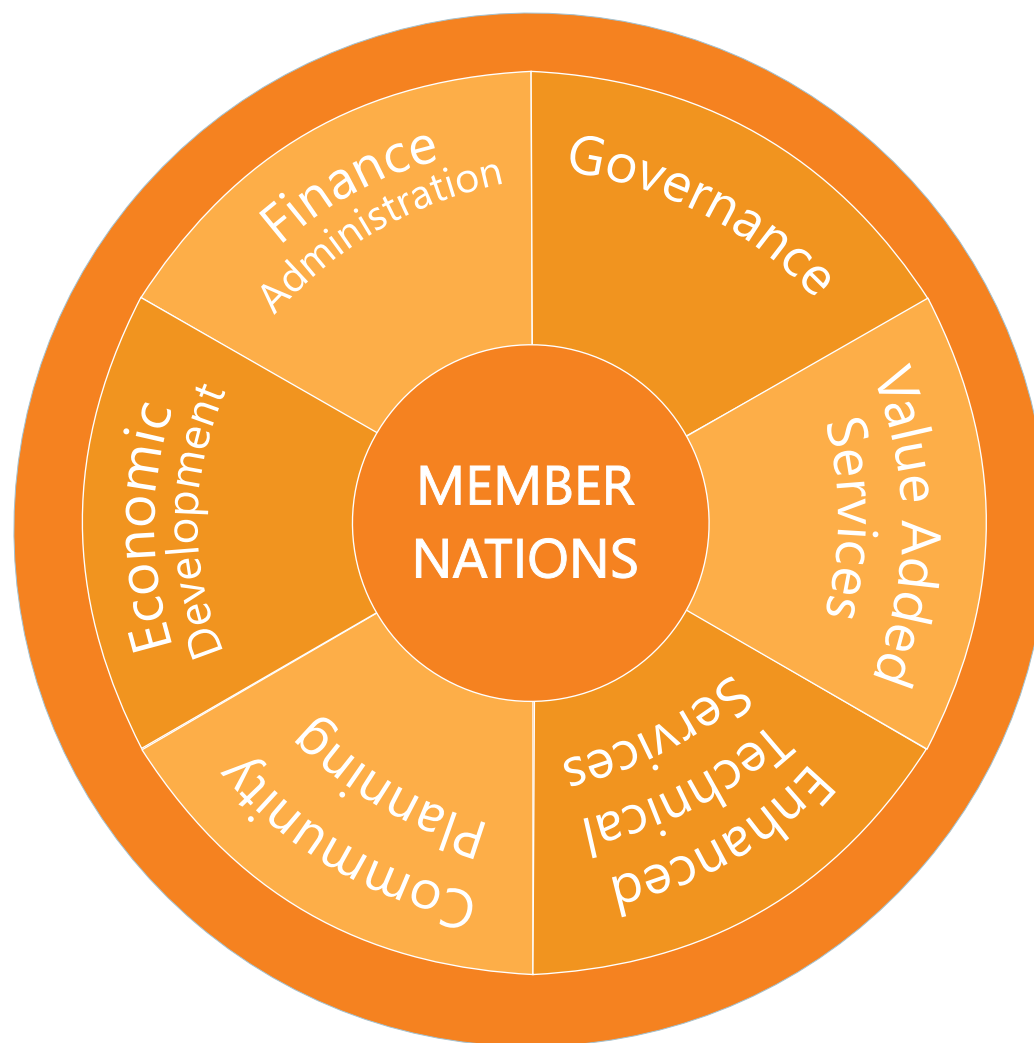
- Dakota McQueen was just two years old when he first held this drum. At the T'Sou-ke cultural evening, held during the Energy and Food Security Workshops in T'Sou-ke, he was given the drum by Chief Gordon Planes who painted the design.
- Photograph by Barclay Martin

Organizational Structure





Photograph by Tricia Thomas, Salish Sea Sentinel



ADVISORY SERVICES



NmTC Youth Leadership Gathering, Tla'amin
Photograph by Youth Participant, Salish Sea Sentinel



Naut'sa mawt
TRIBAL COUNCIL

Advisory Services

Why we are here

According to the NmTC vision statement, NmTC is here to support its member Nations in realizing their efforts towards self-reliance, self-governance, connection to culture and quality of life, both for members today and for future generations.

What we do

NmTC provides its advisory services to eleven member First Nations in a manner that reflects the values and priorities of each Nation. We offer services in core delivery areas that include: community planning, communications, economic development, financial management, governance, housing policy support and enhanced technical services.

How we do it

NmTC does this by 'working together as one' to strengthen our eleven Coast Salish communities through advisory services, while embracing indigenous knowledge and sharing best practices.

The general approach to providing the core advisory services is guided by several key factors:

- Working with NmTC Directors, fostering their active role as conduits of information to and from their communities;
- Identifying key contacts in all of the communities corresponding to each of the core advisory areas;
- Designing a flexible blend of services that recognize the unique requirements of each member Nation as well as common elements;
- Affirming that NmTC does not charge its members to provide any of the core advisory services;
- Actively seeking the expertise and involvement from NmTC members to encourage First Nation to First Nation learning;
- Ensuring that member Nations are aware of resources offered by other organizations and that NmTC services are not a duplication;
- Identifying and entering into collaborative programs with other providers of services to First Nations;
- Seeking funding from other programs that will enable cores services to be expanded and enhanced beyond levels that are affordable with INAC core funding;
- Making full use of all staff in the delivery of core services;
- Co-ordinating to avoid duplication of effort, share best practices and develop synergies;
- Committing to solicit community feedback continuously; and
- Building an evaluation mechanisms in all programs.



Ta'kaiya Blaney, Tla'amin
Photograph by Mark Kiemele,
Salish Sea Sentinel



Photography by Tricia Thomas

The 2016-2017 Plan

Collecting Members' Input

In February 2016, NmTC conducted its first member needs assessment survey. The survey covered a wide range of topics, including each of the Tribal Council's five key service areas: community planning, economic development, finance and administration, governance, and technical services.

The survey was well received by respondents. There was strong support for NmTC's new stability and direction and a desire for ongoing and increased collaboration. Housing, culture and language, community planning, renewable energy and energy efficiency, and governance were areas of top priority identified by members for assistance by NmTC. Members indicated that they would like NmTC to support them by hosting workshops, providing in-community training and facilitation support, and helping make connections with other nations for knowledge-sharing. Email and Facebook were considered to be preferred means of communication. Respondents indicated that each of the five key service areas remained relevant to members and that they would like specific training and support in each area to build capacity and enhance effectiveness.

Senior staff and/or elected leaders from each of the member nations was invited to participate in the online NmTC Needs Assessment survey. A total of 33 people responded from ten of the eleven member nations. The feedback from the survey was incorporated in to NmTC's 2016-2017 strategic plan, as well as in individual advisor staff workplans.

The 2016-2017 Plan

What type of support members require

COMMUNITY PLANNING

Members requested NmTC planning support requested primarily in the areas of strategic planning, energy security, food security, housing planning, and community planning. Members also highlighted the need for support with culture and language revitalization, communications planning and youth engagement. In terms of planning-related skill development, members indicated that they would like support with writing skills, facilitation skills, designing newsletters and web pages, presentation skills, using social media effectively, and strategic planning.

ECONOMIC DEVELOPMENT

Members indicated that they would like support in small business planning, creating economic development entities, communicating with community members, identifying economic development opportunities, and supporting individual entrepreneurship. Three-quarters of respondents indicated that their community had an economic development strategy, as well as an economic development department. Only one-quarter of respondents was familiar with the Heron's Nest initiative.

FINANCE AND ADMINISTRATION

Members indicated that they would like capacity building to develop and renew policies, deal with difficult people, maintain a positive work environment, understand and use employment and labour laws, and effectively manage human resources. They asked NmTC to provide on-site support, as well as financial support for them to attend existing training events. In addition to receptionists' training, members requested that NmTC provide specific training for housing officers, social development workers, and administrative assistants.

GOVERNANCE

In the area of governance, members indicated that they would like to learn from the best practices of other nations and receive in-community training for leadership and staff. They requested training in proposal writing, Robert's Rules of Order, Band Council 101, conflict resolution, understanding financial documents, budgeting and reporting, records management. Only 45% of people said they had received training specific to their role as a staff person or elected leader. Elected leaders indicated that they would like training in reporting, communicating with community, conflict resolution, and youth leadership development.

TECHNICAL SERVICES

The top six areas in which members indicated that they would most like technical services support included housing inspections, fire prevention, maintenance and management plans, municipal agreements, maintenance safety, and housing plans and policies. Specifically, members requested training in project management, municipal-type service agreements, and asset management and maintenance management plans. With regards to housing, members said they would like support with lease-hold mortgages, revolving loan funds, and developing lots.

The 2016-2017 Plan

What members said about NmTC Performance

We also asked how about our performance. How are we doing? What NmTC is doing well and where we could improve?

What is Naut'sa mawt Tribal Council doing well?

Members appreciated the communications received by NmTC, as well as the training opportunities, and advisory services.

"Offering training to meet the specific needs of communities. Sharing best practices and communicating with Nations."

"NmTC is doing a great job as compared to the recent past. With the change in the leadership in NmTC, we have become very stable. The new format to get information to the communities is much appreciated."

"Technical support and assistance with proposal development. The variety of workshops available has been very good."

"Keeping Chiefs engaged. I like the staff workshops you offer (receptionist training), CCP, and general outreach."

What could Natu'sa mawt Tribal Council do to improve its service to members?

Members would like to see NmTC advisors even more present in communities. They would like to have more training opportunities (in-person or online), receive ongoing proposal-writing support, and have a clear outline of the services NmTC provides.

"Bolster communications, continue to meet specific needs within each community, recognizing the specific challenges facing each community."

"A resource list on the tribal council web site might be helpful if member nations are willing to share information, whether it is policy, consultant and other technical support contact information."

"I believe we as nations need to capitalize on the wealth of knowledge that our elder have while they are here."



Halat Community Garden, Halalt
Photograph by Edith Moore, Salish Sea Sentinel

Community Planning

What We Do

NmTC aims to ensure that the services provided in the area of community planning meet the planning needs of each member nation. With respect for culture, we work with our members to bridge traditions with modern practices. We assist with community engagement, mentorship, research, proposal development, plan review, and implementation. We encourage knowledge sharing through tools, templates, and best practices and offer skills development training and workshops.

Who Is Doing It



Advisor Bronwen Geddes

Bronwen's passions lie in bringing people together to tackle challenges in creative and community-appropriate ways. She is a facilitator, planner and doer. She enjoys pulling together big ideas, including strategies, events, and programs, with the ability to make them happen.

How We Do It

With a focus on collaboration, building capacity, and providing services that are responsive to the priority needs of member Nations, the Community Planning Service Area supported nation-to-nation mentorship, youth, capacity building, and community planning by developing project initiatives that supported mentorship, youth engagement, assistance with proposal development, workshop facilitation and responding to member needs.

5 WORKSHOPS
DEVELOPED AND HELD

\$220,000+
VALUE OF PROPOSALS
DEVELOPED AND AWARDED

The Nation-2-Nation Mentorship Project was a mentorship project for Land Use, Community Planning, and Treaty-Preparedness. Funding for this project came through INAC's BC Capacity Initiative (\$78,000), making it a key project for the Community Planning Service Area from September 2016 through March 2017. This project directly supported 8 member nations and three of them on multiple initiatives. Key success of this project included:

- Supporting **Tsawwassen** and **Tla'amin** in presenting Treaty to Lheidli Teneh on treaty process.
- Connecting **Snuneymuxw** with land policy development support.
- Working with **T'Sou-ke** to organize and host two one-day workshops on energy security and food security.
- Connecting **Malahat** with land code specialist to provide direct mentorship support for lands team.
- Training member nations in effective communications.
- Providing support to **Halalt** for their Elders to receive a treaty presentation and observe the Tsawwassen Legislative session.

A focus on youth engagement, which a directive from the needs assessment to build leadership skills, create friendship, and acquire language and cultural experience resulted in the 2016 NmTC Youth Leadership Gathering at Shell Beach in **Stz'uminus** First Nation in August 2016 where 33 youth from six member nations attended.

Increase capacity building around community engagement was a service objective that was accomplished by supporting and leading the following workshops and initiatives:

- Developed and implemented the **T'Sou-ke** Food and Energy Security workshop in March 2017 at T'Sou-ke Nation.
- Organized one-day Communications 101 workshop for member nations in December 2016.
- Organized and held Community Engagement Workshop in Nanaimo in June 2016.
- Promoted numerous funding and training opportunities, including the 2016 Comprehensive Community Planning Workshop.
- Supported Coast Salish Development (**T'sou-ke**) in delivering the Power in Numbers 2016 workshop.
- Developed internship placements in **Tla'amin** and at NmTC for UBC's Indigenous Community Planning students.
- Worked closely with **Snaw'naw'as** to develop a Training and Employment Needs Assessment with the community. Supported staff with community kick-off meeting, produced summary of results, and assisted in the development of a training plan.
- Supported **Tsawwassen** First Nation Farm School through implementation of the Real Estate Foundation of BC's funding agreement.

Members asked for support with proposal-writing and assistance with finding funding, our advisor, Bronwen, successfully sourced and acquired multiple funding opportunities for our member nations, including:

- Provided advice and proposal writing support to **T'Sou-ke** regarding their successfully-funded CCP renewal process.
- Worked with Kwantlen Polytechnic University and the **Tsawwassen** First Nation Farm School to implement Real Estate Foundation of BC funding agreement.
- Developed playground funding proposals for three member nations – **Klahoose**, **Snuneymuxw**, and **Tla'amin**.
- Supporting member nations in pursuing Heritage Canada funding for cultural spaces. Provided proposal writing support for **Tla'amin**, **Snaw-naw-as**, **Tsleil Waututh**, **T'Sou-ke**, **Klahoose**, and **Homalco**.



Youth building a sweat lodge at NmTC Youth Leadership Gathering in Tla' amin
Photograph by Cara McKenna, Salish Sea Sentinel



One-year Treaty Anniversary, Tla'amin
Photograph by Todd Peacey, Salish Sea Sentinel

Economic Development

What We Do

The Economic Development Service Area's Entrepreneurship Program is a grass-roots initiative designed specifically to support entrepreneurs in realizing their dreams. Formerly called the Heron's Nest, the program has morphed into "an NmTC Economic Initiative", however it still honors the steps and vision of Mark Kimele, who implemented the program. The first step prepares entrepreneurs for self-employment with support in marketing, branding, retail, and business planning. The second step incubates ideas and provides one-on-one support to participants. The third step identifies funding sources and suppliers to help with the process of the launching the business. The fourth step celebrates success. Our economic development initiative will continue to support entrepreneurs in the critical early years of their business development.

There is void that exists within many of our Nations – creating self reliance with a focus on **Self Employment** and being a successful **Entrepreneur**. This is a void that the Economic Development Service Area is working to fill. The mentoring and networking of successful business peoples in our communities can really help encourage others to create their own destiny and that's always been the focus.

Who Is Doing It



Advisor Erik Blaney (Tiy'ap thote)

Working with the membership on individual plans and ideas has been Erik's focus. Erik believes that this service area is important because many of our Nations are thriving in today's economic times, however the members of our Nations are needing extra help with their initiatives to create self-employment.

The first 6 months started off slowly, but momentum built with each month as many people began talking in the communities about future possibilities. There are many opportunities for entrepreneurs – business opportunities, funding opportunities, and training. Our members just need to reach out and access them.

How We Do It

With a focus on creating collaboration, building capacity, and providing services that are responsive to the priority needs of member Nations, the Economic Development Service Area engages in building support services for entrepreneurs, building rapport and lasting relationships with communities, and one-on-one mentoring by developing visiting communities, listening to member needs and seeking out relationships that would benefit entrepreneurs.

Building support services with partners like ABEST and ICLD has had some challenges and some successes. The first **Aboriginal Best Entrepreneurial Training** in the Powell River area had over 15 people registered but only 3 showed up on the day. After the event, a useful discussion with our partners at ICLD led to a new approach for the Heron's Nest. This approach included partnering with ICLD on some in-community financial literacy training followed by entrepreneurial training.

12 ENTREPRENEURS
MENTORED AND SUPPORTED

STZ'UMINUS
SNUNEYMUXW
KLAHOOSE
TSLEIL WAUTUTH
HOMALCO

The need for **developing essential skills linked to entrepreneurship** was further supported after working with several 'Nesters'. Most of our Nesters already had a business in the works or were well on their way when they realized that they needed to have an actual business plan prior to going in to apply for funding. They had business concept and principles, but not a plan. They were caught up in the frenzy of a start up business. Providing support to set back and go through the business planning exercise frustrated some Nesters when they discovered that their business was not going to be feasible. This identified a future need for workshops for the next fiscal year.

Building **rapport and lasting relationships** with entrepreneurs and leadership was achieved with travel to each of the Nations, research, networking, and face-to-face meetings. The type of support provided to member nations economic development initiatives included:

- Land development
- Mall development and potential tenant recruitment
- Grizzly Bear Tour operations
- Health center and health-related tenants
- Food catering truck
- Gas station and convenience store

One-on-one mentorship was provided to a large large majority of our Herons Nesters. Sometimes intensive and sometimes casual one-on-one mentorship, which included assistance with business plan development, networking, sourcing financing or investors, placement of businesses, and compliance research, was provided to over 12 individuals over the year in various areas of business:

- Casket making
- Commercial fishing and aquaculture
- Construction company
- Family fishing business
- Medical marijuana dispensary
- Tour business
- Tanning salon
- Commercial real estate

Entrepreneur Success Stories

Laurier Mathieu

Our Advisor worked with Laurier, who has been getting some major projects accomplished in the Powell River area with his business, True Foundations. Laurier is currently working on the Brookfield Dam Project with two of his machines and has three staff working with him. He has really started to take on the Social Media aspect to business marketing and is coming a long way with his business.

Lawrence Dingwall

Lawrence was able to start his business, Low Ohm Vaping, with a small loan from his sister. Lawrence and his wife quickly realized that they had something with their business operating out of their basement and started to sell on-line with the hopes of opening up a store front. After conducting some research on their behalf, our Advisor quickly realized that a number of customers who smoke vapor prefer to shop online. In order to keep the overhead down, they were encouraged to try Facebook sales first, followed by a website.



Wes and Jeff Edwards welcome guests to Malahat territory
Photograph by Barclay Martin



Deanna George, Tsleil-Waututh
Photography by Cara McKenna

Finance and Administration

What We Do

This service area aims to help member Nations strengthen financial and administrative skills by sharing information, providing access to training, and providing networking and capacity building workshops. Services include: developing planning and reporting systems; supporting fundraising and proposal-writing activities; providing short term emergency staffing support; assisting with drafting financial management policies, procedures and bylaws; advising on budgets and budget policies; and assisting with personnel recruitment and selection.

Who Is Doing It



Advisor Lisa Scott

Lisa is responsible for the accounting and financial management of the Tribal Council, its programs and subsidiaries. She sits on the board of Xyntax, and is actively involved in human resources, business development, and strategic planning. As required, she provides financial guidance and administrative support to the 11 member nations of the Tribal Council.

How We Do It

With a focus on creating collaboration, building capacity, and providing services that are responsive to the priority needs of member Nations, the Finance and Administration Service Area meets its service objectives by hosting workshops, removing financial barriers so individuals can attend conferences, providing support with Xytnax, and coordinating HR support.

TWO Capacity building workshops were organized and hosted for receptionists and administrative assistants.

Receptionist's Professional Development Retreat

Tigh-na-mara Seaside Spa Resort, Parksville on July 22, 2016

- 3rd annual workshop
- Partnered with ICLD
- Fully funded up to two receptionists per nation
- 9 participants from 4 nations: **Snaw'naw'as, Klahoose, Snuneymuxw, Tla'amin**
- 8 participants from other nations who paid fees for the workshop
- NmTC reimbursed each participating Nation the cost of a temporary replacement

Administrative Assistant's Conference

Westin Bear Mountain Golf Resort & Spa, Victoria BC on September 27, 2016

- 19 participants from 8 nations: **Halalt, Homalco, Malahat, Snaw'naw'as, Snuneymuxw, Stz'uminus, T'sou-ke, Tsleil Waututh**
- Fully funded by NmTC
- 12 participants from other nations who paid
- Partnered with ICLD

"A lot of admins don't really get to leave their work place, but this workshop was very interesting. I would like to join and receive more information. It was great to meet and hear what everyone has experienced. Huy ch' qa! Thank you."

**T'SOU-KE MALAHAT
SNUNEYMUXW
STZ'UMINUS HOMALCO
SNAW'NAW'AS
TSLEIL WAUTUTH**

AFOA Conference support was provided to remove financial barriers, reimbursing **SIX** members for registration fees. AFOA British Columbia held a 2-day conference for Band Administrators on July 15-16, 2016 at the Tigh-Na-Mara Seaside Resort, Parksville, BC. NmTC reimbursed tuition (\$500-650) for one participant per member nation. **Homalco, Klahoose, Malahat, Snuneymuxw, Stz'uminus, and Tsleil-Waututh** took advantage of this support.

Training and support for Xyntax. Our in-house expert provide Xyntax as well as accounting support to **TWO** of our member nations.

Coordinating Human Resources Support. NmTC developed a working relationship with Human Resources Group (HRG) and responded to requests for assistance by coordinating human resources support to **Halalt** and **Stz'uminus** in the following areas:

- HR policies
- Developing job descriptions
- Interviewing for senior management positions





Malahat Gala
Photograph by Barclay Martin, Salish Sea Sentinel

Governance

What We Do

Support provided under the governance services area is intended to provide elected leadership, and the management teams that support them, access to the tools, training and advice to support each of the tribal council members' governance needs. The goal of the Governance Service area is to assist member Nations in building governance capacity, receiving relevant support and blending modern governance practices with traditional and cultural governance practices.

Who Is Doing It



Advisor Valerie Cross-Blackett

Valerie has more than 15 years of governance and management experience. During the 11 ½ years with her nation, she held key management, administrative and negotiating roles. After the Effective Date of the Tsawwassen Treaty, she was responsible for the daily operation of their public institutions, such as the Legislature and Executive Council. She played an integral part in the growth and development of the Tsawwassen Legislature by developing numerous governance tools, processes and policies. Valerie has a passion for integrating culture and blending modern governance practices with traditional ones.

How We Do It

With a focus on creating collaboration, building capacity, and providing services that are responsive to the priority needs of member Nations, the Governance Service Area meets its service objectives by hosting training events, building member capacity, creating opportunity for sharing successes and networking and supporting corporate governance.

Leadership Capacity Development Project ~ two training events

- Long time vision of board for governance training and e-training
- \$54,058 funded by INAC and NRT, remaining \$16,000 funded by NmTC
- Interviewed **20** NmTC Chief and Council participants to identify priority areas of training for the NmTC Leadership Development Training Project
- **Two** courses developed in partnership with Carden Consulting, NVIT and NmTC Courses accredited with NVIT for two credits per course – Pre- and Post-election Leadership Development Training
- Workbook and on-line modules developed
- Successful pilots of **two** courses conducted in December 2016 and February 2017

3 TRAINING EVENTS
DEVELOPED AND HELD

\$54,058
VALUE OF PROPOSALS
DEVELOPED AND AWARDED

Pre-election Leadership Development Training

River Rock Casino & Resort, Richmond on December 1, 2016

- Fully funded up to two members per nation for travel and accommodations
- **16** participants from **10** nations – **Halalt, Homalco, Klahoose, Malahat, Snaw'naw'as, Snuneymuxw, Stz'uminus, T'sou-ke, Tla'amin, Tsleil Waututh**

Post-election Leadership Development Training

Songheese Wellness Centre, Victoria on February 8 & 9, 2017

- **11** participants from **6** nations – **Halalt, Homalco, Klahoose, Malahat, Tla'amin, T'sou-ke**
- Fully funded up to two members per nation for travel and accommodations

Youth Leadership Gathering

Shell Beach, Stz'uminus First Nation on August 16-17, 2016

- Board directive to build leadership skills in youth; solely funded by NmTC
- Collaborated with NmTC team members, Bronwen Geddes and Marcia Seymour
- Funded up to two youth per nation for travel and accommodations; camping in tents
- 33 participants from 6 nations – **Halalt, Homalco, Malahat, Snaw'naw'as, Snuneymuxw, Stz'uminus, T'sou-ke**
- Held in **Stz'uminus** big house with cultural teachings as the focus
- Traditional foods, dancing, drumming, big house protocols, canoeing and protocols, bone game, and story telling with Elder Ray Peters
- Cultural crafts and activities: drum making, cedar weaving, traditional medicines, paddle making
- Video for gathering developed and shared at board and AGM

Build Capacity

- Provided proposal writing support for **Snaw-naw-as** for CSETS and FNEESC.
- Mentored **Snaw-naw-as** staff with developing a Training and Employment Needs Assessment, which included planning meetings workplan, drafting the assessment, survey and community meetings Continued to provide mentoring to complete training plan, year end reporting and workplan for next fiscal
- Worked with **Stz'uminus** leadership to successfully MC their AGM on December 7, 2017

Sharing Success, Lessons Learned, Best Practices

- Coordinated and liaised with **Halalt** and **Tsawwassen** to provide an information opportunity for sharing successes. Under the N2N Mentorship program, NmTC provided travel reimbursement **Halalt** Elders to come to **Tsawwassen** to receive information on Tsawwassen's as well to observe the Tsawwassen Legislature in action.
- Prepared a presentation for **Tsawwassen** and co-presented with Tsawwassen members on panel at the Lheidli T'enneh AGM regarding Tsawwassen's Treaty.

Corporate Governance

Provided corporate records management and governance support to NmTC, NRG and Xytnax board of directors. Planning agendas, minutes, drafting meeting reports materials, and issuing notices for **7** NmTC board and executive committee meetings; **4** NRG board meetings; **2** AGMs; **2** annual reports,

Coordinate logistical aspects for all board meeting meetings such as venue, catering, accommodations and travel. Supported local catering from host nations:

Stz'uminus (May 2016)

Tsawwassen (July 2016)

Snaw-naw-as (Sept 2016)

Tsleil Waututh (Nov 2016)

Snuneymuxw (January 2017)

Halalt (March 2017)

Worked with the NmTC board to develop a Terms of Reference for the NmTC Elders' Advisory Council. First council appointed in May of 2016. Then drafted nomination process and send out a Call for Nominations for NmTC Elders' Advisory Council for election in December. New council of 5 members were elected at the NmTC AGM held in December 2016 for the next one year term. (See Elders' Advisory Council section of this report for additional details for the council)



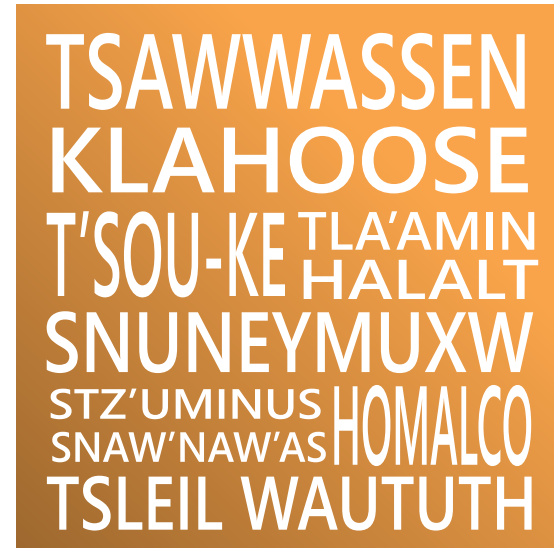
Snuneymuxw Elder Trudy Johnny
Photograph by Mark Kiemele, Salish Sea Sentinel

Technical Services

What We Do

This service area aims to provide advisory services for technical services, such as:

1. Capital Project Management
2. Infrastructure Planning
3. Municipal Agreements
4. Maintenance Management Plans
5. Maintenance Budgets
6. Operational Maintenance
7. Asset Condition Reporting
8. O & M Purchasing
9. Maintenance Safety
10. Housing Inspections
11. Fire Prevention



Who Is Doing It



Advisor John Bolton

John is a registered Professional Engineer in BC and has worked for consulting engineering firms in design and construction of industrial facilities, including pulp mills, mines, power stations (thermal and nuclear), docks, harbours, foreshore protection etc. Over the years, he has worked for the Department of Fisheries and Public Works, providing design and construction expertise, managing engineering facilities maintenance teams and much more. John has also managed an engineering team working for INAC as District Engineer for 50 First Nations. He very much enjoys working with all First Nations

How We Do It

With a focus on creating collaboration, building capacity, and providing services that are responsive to the priority needs of member Nations, the Technical Services Service Area meets its service objectives by sharing best practices in areas such as inspections, building permitting and opportunity for land development with our NmTC communities, by conducting focus groups with NmTC member Nations to identify service needs, and by supporting implementation for Technical Services in our NmTC communities.

Sharing Best Practices

A booklet of good practices “Building Permits, Regulations and Inspections” prepared by NMTC (sourced from Tsawwassen practices) and was shared with **TWO** our member nations.

ONE Workshop was organized and hosted for members for building capacity and sharing:

An Occupational Health and Maintenance Safety Workshop
Coast Hotel, Tsawwassen, October 20th and 21st, 2017

- **Nine** participants from **FIVE** member nations: **Homalco, Snuneymuxw, Stz'uminus, Tla'amin, and Tsleil Waututh**
- Reimbursed member travel and accommodation



Tsawwassen Elder Ruth Adams
Photograph by Salish Sea Sentinel

Conducting focus groups

INAC reduced funding to Technical Services to all Tribal Councils and increased reporting requirements. These changes led to extra work, but also initiated a call for a needs study. With board approval, NmTC engaged in a region-wide needs study.

Advisory staff visited all **11** NMTC First Nations and the **8** First Nations in the Carrier Sekani Tribal Council (CSTC) out of Prince George, at their request, to conduct the Technical Services needs studies (engineering and housing). This needs study covered the Capital Planning Process, Operation and Maintenance, Capital Project Management Delivery, Land Use Development, Occupational Health and Maintenance Safety, Training and Capacity Development, Housing Inspections Planning and Policy Support, Emergency Planning and Fire Preparedness.

With the objective of securing extra funds for the 2017-2018 fiscal year, the reports from the study were completed and available to all member nations at the end of March.

Supporting Implementation

Assistance was given to **Snuneymuxw** for occupational health and safety.

Set up meetings with INAC, Urban Systems Engineering and Chatwin Engineering. Chatwin Engineering are currently working on projects with **FIVE** of our member Nations: **Halalt, Klahoose, Snaw-naw-as, Stz'uminus and T'Sou-ke.**

Meetings were held with **THREE** member First Nations to address Housing and Maintenance Safety – **Snaw naw as, Tla'amin and Tsawwassen**



Food and Energy Security Workshop, T'Sou-kee
Photograph by Mark Kiemele, Salish Sea Sentinel

Technical Services - Housing Policy

What We Do

With a focus on creating collaboration, building capacity, and providing services that are responsive to the priority needs of member Nations, the Housing Policy Service Area supports housing policy needs by building and deploying policy tools.

Who Is Doing It



Advisor Eric Blueschke

A former fishing guide and environmental campaigner, Eric has had the opportunity to work closely with First Nation organizations, agencies and communities, local stakeholders and municipal, provincial and federal governments within the contexts of Environmental Assessment, First Nations Housing Policy and Strategy Development, Capital Planning and Delivery, Comprehensive Community Planning, Consultation and Accommodation and BC Supreme Court processes. As a life long resident of the Coast Salish Territories, Eric is honoured to serve the member Nations of the NmTC.

How We Do It

We BUILD Policy Tools

The NmTC Housing Policy Toolkit Project is where housing policy tools are built. The project is national in scope and works in collaboration with project advisors, First Nation organizations, funding agencies, specialized legal counsel and the NmTC Member Nations. The Toolkit is intended to provide a comprehensive, flexible, user-friendly and non-prescriptive discussion and policy framework that can be adapted to specific housing policy requirements without having to “re-invent the wheel”.

Toolkit 2.0 (Rent and Rent-To-Own) was released in February 2016 and has been requested by, and distributed to, over 250 First Nation across Canada. Toolkit 3.0, which will add Home Ownership, Break-Even Budgets and Shelter Policy, is currently in development and scheduled for a spring 2018 roll-out.

We SUPPORT deployment of Policy Tools

As part of the 2017-2018 NmTC Enhanced Technical Services Unit (ETSU) Workplan, this service area is using Toolkit 2.0 to provide each member Nation the opportunity for GAP analysis, recommendations and hands-on technical support to begin strengthening housing policies.

THREE Workshops were organized and hosted.

Identifying Home Maintenance Needs

Beach Club, Parksville, April 21-22, 2016

- Nine members participated from five member Nations: **Snaw-naw-as, Homalco, Klahoose, Tsleil-Waututh, Tla'amin**
- Reimbursed member travel and accommodation
- The workshop included completing an on-site maintenance needs assessment. The NmTC gratefully acknowledges the **Snaw-naw-as** First Nation for providing this opportunity.

Property and Home Maintenance Management Workshop

Coast Bastion Inn, Nanaimo, BC, October 31, 2016

- Funded by CMHC
- Ten members participated from six member Nations: **Snaw-naw-as, Homalco, Klahoose, Tsleil-Waututh, Tla'amin, Malahat**
- Reimbursed member travel and accommodation

3 WORKSHOPS
DEVELOPED AND HELD

\$90,000+
VALUE OF PROPOSALS
DEVELOPED AND AWARDED

Shelter Policy and Break-Even Budget Toolkit Development

Coast Bastion Inn, Nanaimo, March 29, 2017.

- Funded by INAC Budget 2016 and CMHC
- **Fifteen** members participated from **seven** member nations: **Snaw-naw-as, Homalco, Klahoose, Tsleil-Waututh, Tla'amin, Stz'uminus, Halalt**
- Reimbursed member travel and accommodation

Achievements for 2016-2017

Developed and submitted Budget 2016 proposal for Home Ownership Policy Toolkit Project; assembled project team; secured 10K VanCity contribution; funding awarded; project on schedule for spring 2018 roll-out.

Developed and submitted funding Budget 2016 proposal for Break-Even Budget and Shelter Policy Toolkit Project; funding awarded; project on schedule for spring 2018 roll-out.

Supported drafting and submission of ETSU Member Needs Assessment Proposal.

Facilitated ETSU Member Needs Assessment interviews with **ten** NmTC member Nations and seven Carrier Sekani TC member Nations; aggregated data; drafted final report and 2017-2018 ESTU Work Plan and Budget.



Elmer and Marvin Sampson, Stz'uminus
Photograph by Tricia Thomas, Salish Sea Sentinel

Enhanced Technical Services Unit (ETSU)

Background

A report by INAC in 1994 recommended a full time technical staff of three for the NmTC (formerly Alliance Tribal Council). However, in 1996 INAC provided funding for only one full time employee - a third of the funding recommended. By 2016-2017, adjusting for inflation, the funding had been further reduced to about 38% of what it was in 1996, a level that supports a half-time engineer and minimal travel. This limited funding has greatly reduced the Technical Services effectiveness. In the fall of 2016, the NmTC undertook a detailed Technical Needs Assessment of the NmTC member Nations. Based on the results of the needs assessment, a 2017-18 Enhanced Technical Services Unit (ETSU) Work Plan and Budget was developed and approved.

What's New

01

Increased funding to support a 3-person team

02

Erik Blaney brought on as Technical Services Planner

03

Housing Policy Advisory Services is now a core ETSU service area

04

2017-18 ETSU Work Plan based on member Nations needs

ETSU Team: Eric Blueschke, John Bolton, and Erik Blaney



Achievements For 2016 - 2017

The single biggest achievement of Technical Services in 2016-2017 was the Technical Services Needs Survey carried out in conjunction with the Carrier Sekani Tribal Council. A total of 18 First Nations participated in the process.

The survey, final report and 2017-18 work plan have not only highlighted the Nations' needs, they highlighted shortfalls and deficiencies in the procedures, programs, and funding resources of federal agencies, particularly INAC.

In 2017 -2018 NmTC will continue to document these shortfalls, which should allow for meaningful discussion between Bands, Tribal Councils and INAC to improve the effectiveness, efficiency and delivery of programs.



Children from Snaw-naw-as perform
Photograph by Cara MaKenna, Salish Sea Sentinel

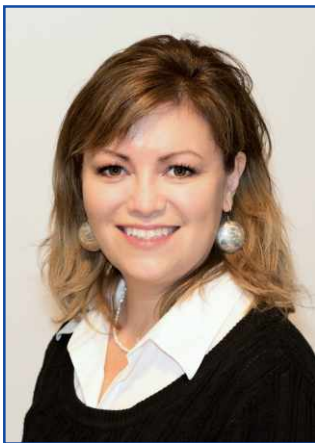
Communications Liaison

A New Initiative

NmTC identified a need to improve communication between its members and our Advisors. that need was met with the Communications Liaison position.

Edith Moore started her role as Communications Liaison in the beginning of the year. Her role will be to pass on information to member Nations and assist in the exchange of knowledge between the advisors and Naut'sa mawt Tribal Council's member Nations.

Message from Edith Moore, Communications Liaison



I am so pleased to have moved into a communication liaison position for NmTC. I am following my passion of reaching out to our people by being a part of the NmTC mission – assisting our nations in building skills and capacity in the core areas of community planning, governance, finance and economic development. It is the tribal council's belief that we can learn from one another as we move forward together. Now having a communications liaison person, a gap can be filled to better meet all our communities' growth and development.

My hope is to meet and build real relationships within every one of our nations. My goal is to listen to the needs of our member nations and NmTC staff. And my plan is to connect us all with better and more personalized communications.



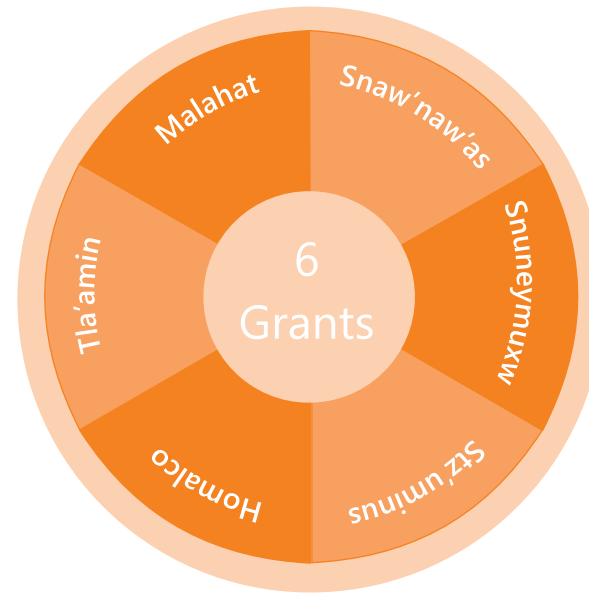
NmTC Administrative Assistant's Conference Participants
Photograph by Tricia Thomas, Salish Sea Sentinel

Cultural Grants

Available Annually to NmTC Member Nations

The Cultural and Community Grants Program is a small grant that is intended to assist with cultural activities, sporting events, community gatherings, attendance at gatherings – whatever the member nation deems appropriate. Each member First Nation has access to a maximum \$3,000 grant in any one-year period.

During the 2016-2017 fiscal year, SIX member nations took advantage of this grant. All of these funds are from own-source revenues.



Children from Stz'uminus with their artwork on display in Ladysmith
Photography by Tricia Thomas, Salish Sea Sentinel

NmTC Golf Tournament Fundraiser

Naut'sa mawt Tribal Council held its first Golf Fundraising Tournament on Sunday, July 17th, 2016, at the Tsawwassen Springs Golf Club located in Delta, British Columbia.

The day began with a shotgun start at 1:00 pm, followed by a buffet dinner, silent auction, and dancing in the grand banquet room of the new clubhouse. There were fantastic prizes, including a car for hole-in-one and cash awards and contests with prizes for longest drive, closest to the pin, and more!

All proceeds benefited the NmTC Elders' Advisory Council.

\$7,000
RAISED FOR
NMTC ELDERS
ADVISORY COUNCIL



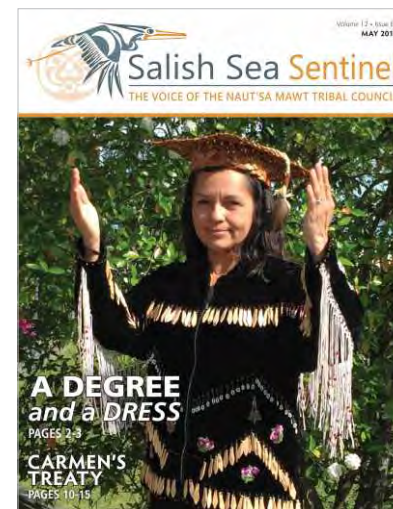
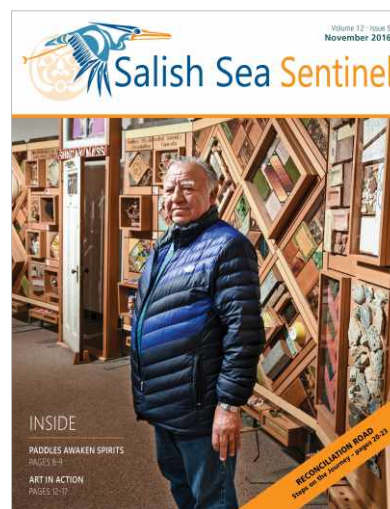
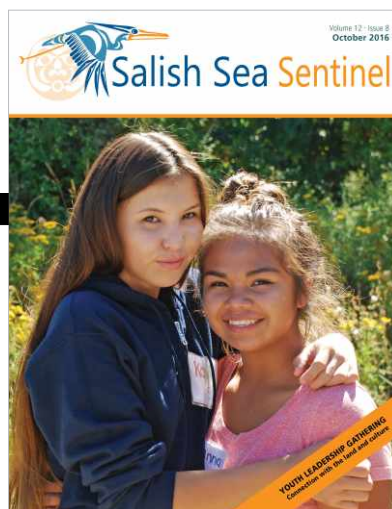
Halalt Elder Janet Moore with her granddaughter Mikaela
NmTC 2015-2016 AGM
Photograph by Cara McKenna, Salish Sea Sentinel

Salish Sea Sentinel

THE VOICE OF THE NAUT'SA MAWT TRIBAL COUNCIL

This year saw some changes in the Salish Sea Sentinel, with a new editor taking over in spring of 2017. Since then, the magazine has broadened its focus to include more general Coast Salish stories outside of Naut'sa mawt communities and features with a provincial and national focus. We have had increasing interest from the larger community about the magazine and how it can be used as an education tool for the general public, and are working to expand our distribution outside of the Nations we serve to include places such as universities, museums/galleries and Indigenous organizations. Importantly, the Sentinel has also been working with and encouraging freelance Indigenous writers, who have submitted everything from personal essays to cultural stories to news features. This is an ongoing effort.

The magazine remains committed to telling the stories that other media doesn't -- whether it's on the ground with the communities fighting the Kinder Morgan pipeline or highlighting grassroots projects within nations or in urban areas. We thank the leaders from Naut'sa mawt Tribal Council's member nations and beyond who have made our work this year possible and continue to take the time to sit down with our team to make the magazine possible. We want to keep listening to you to make our publication even better.



1,300+

FRIENDS ON
FACEBOOK

22
Issues

1/4

AD SALES
RATIO

10,000

MAX
DISTRIBUTION

- Social media interest rising; as new “web only” content is posted between issues.
- 1,800 people viewed the Facebook post on “The Indian in the Child” article.
- As of April 2016 we have published 22 issues of the Salish Sea Sentinel and since inception we have increased from a 24 page magazine to a 32 page magazine.
- Advertising totalled 1/4 of magazine content
- Sales for our magazine remained steady with 7 pages of paid ads
- BC Ferries distributor for travellers and tourists
- Increased distribution during summer months and December to 10,000 copies



Hundreds of people took to the streets in Vancouver for the 27th annual Women's Memorial March to remember Indigenous women whose lives were lost on the Downtown Eastside.
Photograph By Cara McKenna, Salish Sea Sentinel



Naut'sa mawt
TRIBAL COUNCIL

Value Added Services

NmTC engages in a variety of other activities, programs, and partnerships intended to expand the resources available to its member Nations and other Indigenous communities across Canada. NmTC provides project management services principally to INAC. We receive funding through amendments to our Comprehensive Funding Agreement (CFA). The CFA includes core funding from INAC to support our advisory services and the additional projects, which form an important source of own-source revenues. These own-source revenues help us deliver quality services to our member Nations.

VALUE ADDED SERVICES



Homalco Cultural Tour, Homalco
Photograph by Todd Peacey, Salish Sea sentinel

NmTC Event Management

Fee-for-Service Event Management

NmTC Event Management is one of Canada's most established and trusted Indigenous organizations. We have a strong relationship with the Government of Canada based upon a commitment to successfully execute contracts, meet deliverables, and satisfy objectives. For over 15 years, NmTC's Event Management Services team has worked with both Government and First Nations across Canada on a wide range of issues, and has been honoured to manage hundreds events centered around Aboriginal initiatives.

Information Sessions on the MTSA Funding Application Process

- Vancouver, BC, June 15, 2016

Land Use Planning Phase III

- Osoyoos, BC, June 8-10, 2017
- Haida Gwaii, October 4-6, 2016
- Vancouver, BC, December 19-21, 2016
- Victoria, BC, February 1-3, 2017

Information Sessions on the MTSA Funding Application Process

- Prince George, BC, June 22, 2016
- Kelowna, BC, June 29, 2016
- Victoria, BC, July 6, 2016

Asset and Maintenance Management Workshop

- Prince George, BC, October 3, 2016
- Smithers, BC, October 26, 2016
- Burnaby, BC, November 7, 2016

Descheneaux Engagement Session

- Vancouver, BC, October 12, 2016

Kamloops Sustainable Infrastructure for BC First Nations Workshop

- Kamloops, BC, November 15 - 17, 2016

Aboriginal Community Economic Development Foundations Workshop

- Victoria, BC, November 17th, 2016

Cranbrook Sustainable Infrastructure for BC First Nations

- Cranbrook, BC, December 8th - 9th, 2016

Joint Gathering 2017

- Vancouver, BC, January 17-19, 2017

Adapting to Climate Change Impacts -Richmond

- Richmond, BC, March 21st & 22nd, 2017

Promising Practices Conference 2017

- Vancouver, BC, March 28th & 29th, 2017

18 TOTAL NUMBER OF
EVENTS MANAGED

\$225,000
TOTAL INCOME RECEIVED

25

PROPOSALS
SUBMITTED

Naut'sa mawt Project Management

Fee-for-Service Project Management

In its role as project manager, NmTC provides financial administration services and is a liaison between INAC, sub-contractors and other parties. NmTC also manages Requests for Proposals, recommends contractors, and even provides emergency trouble-shooting advice. NmTC must take care to track revenues and expenditures. The individual projects not only have their own reporting requirements to each funder, but income and balance sheets for each project are a necessary part of our audited financial statements. Projects vary in scope and complexity, from several thousand to several million dollars, and can involve hundreds of financial transactions in some cases. Managing the projects places high demands on our finance department team.

Naut'sa mawt has been successfully managing projects on behalf of federal and provincial government departments for 15 years. Activity for this fiscal year has continued to form one of the primary fee-for-service activities undertaken by the Tribal Council. The Gross revenues from the various projects managed by Naut'sa mawt was \$13,000,000 which was \$5,000,000 more than the previous fiscal year.

58 PROJECTS
MANAGED

\$500,000
TOTAL INCOME RECEIVED

120 PROPOSALS
SUBMITTED



Water Blessing, T'Sou-ke
Photo by Mark Kiemele, Salish Sea Sentinel

Naut'sa mawt Resources Group (NRG)

Strategic Partnerships for Aboriginal Economic Development

Naut'sa mawt Resources Group (NRG) was founded by the Naut'sa mawt Tribal Council in 1997 after the Government of Canada announced its Procurement Strategy for Aboriginal Businesses. It pursues opportunities to offer value-added products and services to private and public sectors across Canada. It establishes strategic partnerships with service providers and manufacturers, augmenting access to different products and specialized expertise.

As a community-owned venture, NRG is mindful of its Coast Salish cultural values, which guide the conduct of the business at every level.

Naut'sa mawt Resources Group (NRG) continued its drive toward increased business activity that began in 2015-2016, while the move to profitability remained a goal to be attained in the next fiscal year. Highlights of activities include:

- Securing more work with NRG's existing purchasing vehicles
- Realizing new partnerships
- Completing the assessment of opportunities and challenges facing Xyntax
- Maintaining enhanced governance activities of the NRG Boar and enhanced reporting of activities to the NmTC Directors
- Revisiting and refining the NRG Strategic Plan

NRG enjoyed increased levels of activity after securing more work with its principal partner in Ottawa. In 2016, NRG assisted Contract Community in qualifying to receive a Standing Offer to provide real property managers. This effort was rewarded with several sub-contracts. NRG also received direct awards to provide services to clients, such as the First Nations and Inuit Health Branch, Public Works and Government Services Canada, and Indigenous and Northern Affairs Canada, through procurement vehicles which have been in existence for nearly a decade. Our expectation that these procurement vehicles would be subject to renewal in 2016-2017 did indeed materialize and applications were submitted for six separate vehicles

NRG successfully negotiated joint ventures with partners that will enable the award of additional purchasing vehicles in the following fields:

- Information technology and information management
- Learning services
- Printing, office furniture and office supplies
- Solar energy
- Printing

NRG has established a strong relationship with the Federal Government of Canada based upon a commitment to successfully execute contracts, meet deliverables, and satisfy objectives. We have honoured our contractual commitments for each and every one of our projects – big and small. We have created a legacy of trust and confidence by treating our suppliers, customers and partners with dignity, honesty and respect.

NRG moved gradually towards aligning directors' meetings to coordinate with NmTC directors meetings to be efficient in terms of time and travel. It is planned that NRG will continue this practice in the upcoming fiscal year.

The second annual strategic planning session was held in August 2016 with the third annual planning session set for May 2017. The strategic planning process provides an important means by which to link the goals and objectives of NRG to those of its parent organization and its other partnerships

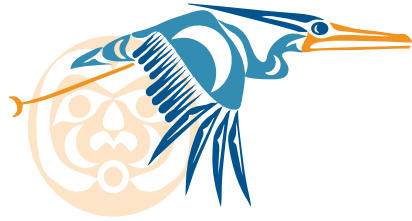
First Annual Report

NRG published its first annual report this year. The 2016-2017 Annual Report was presented to the shareholders at the NRG AGM held on September 21, 2017, at Klahoose First Nation. The financial statements and full report are available upon request.

**350 PROJECTS
MANAGED**

**\$1,000 –
\$100,000**

**RANGE IN VALUE OF CONTRACTS
AWARDED UNDER STANDING
OFFER & SUPPLY ARRANGEMENT**



Naut'sa mawt
TRIBAL COUNCIL

Corporate Governance

12

DIRECTORS

6

BOARD MEETINGS

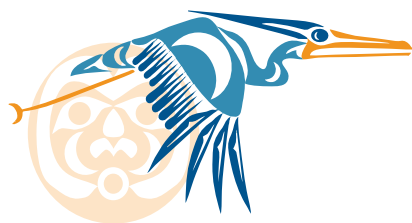
20

DECISIONS &
RESOLUTIONS



CORPORATE GOVERNANCE

NmTC Board Meeting, Klahoose
Photograph by Salish Sea Sentinel



Naut'sa mawt TRIBAL COUNCIL

Naut'sa mawt Tribal Council supports its member nations in realizing their efforts towards self-reliance, self-governance, connection to culture, and quality of life now and for future generations.

Corporate Governance

NmTC Board of Directors

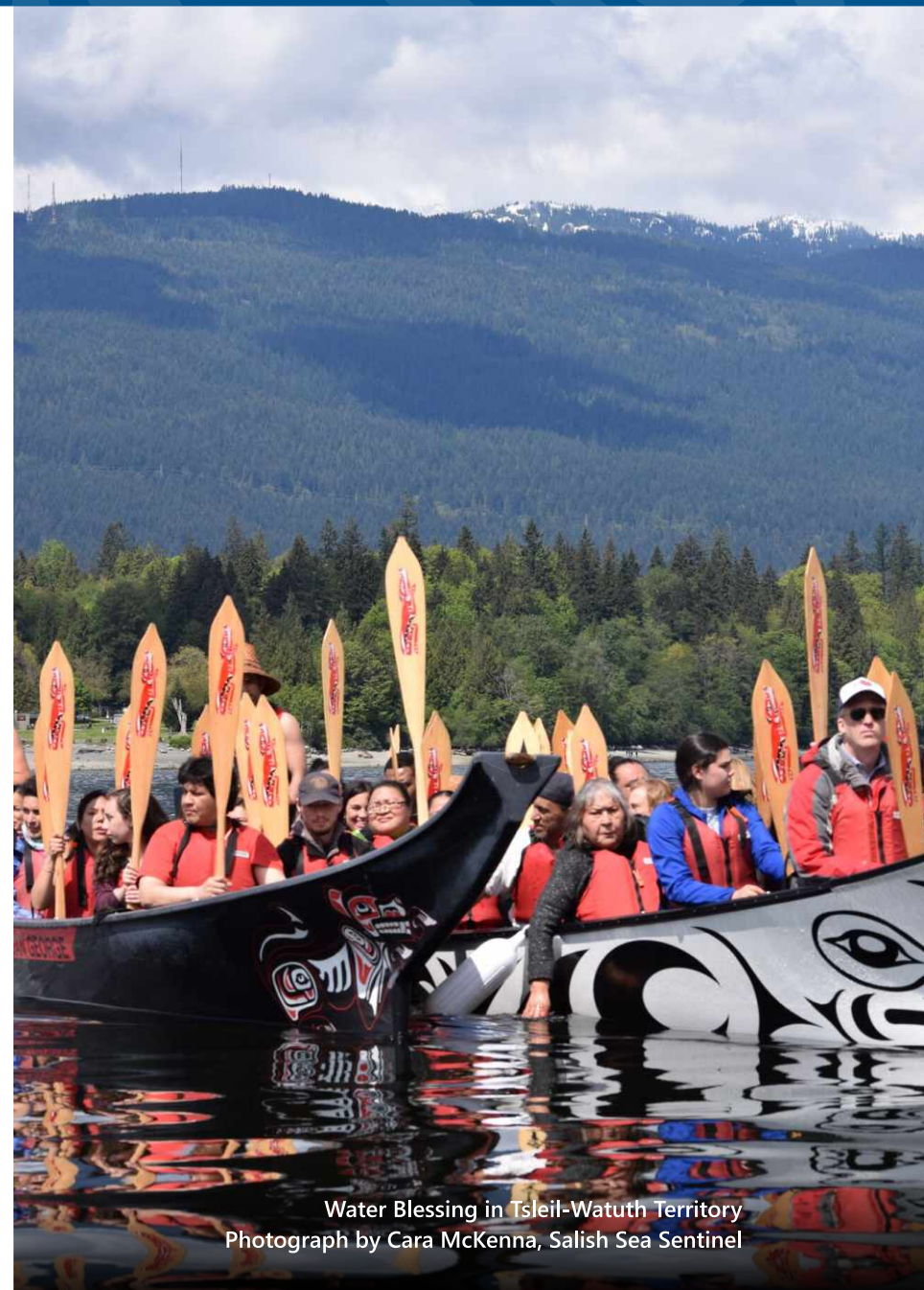
The Directors on the Board of Directors are appointed by their respective councils to represent their nations at the Tribal Council. After each election, the Chief is automatically appointed to the board. A BCR or Order will allow a nation to appoint another member from their council. The Board of Directors as a whole is responsible for managing the society and is accountable for the proper conduct of the society's affairs. The board of directors of a society must:

- Take action to achieve the objectives of the society
- Establish policies about how the society will be governed
- Propose amendments to the constitution and bylaws of the society, as circumstances change, for the consideration of the members
- Approve an annual budget and secure the needed financial resources
- Elect or appoint officers who will ensure high-quality board leadership in accordance with the bylaws
- Report to Members

Highlights of Decisions and Resolutions Made For 2016 -2017

In accordance with the NmTC Bylaws, the board of directors is required to meet a minimum of six times per fiscal year. The following is a summary of those decisions and resolutions:

- Appointed the CAO and Executive Committee as signers for contracts, documents and instruments
- Authorized any member of the NmTC Board of Directors or the Chief Administrative Officer to sign cheques
- Directed staff to draft letter to Snuneymuxw inviting their council to meet the Executive Committee
- Directed staff to issue a correction to the February 12, 2016, AGM minutes and to gather signatures for a Special Resolution to be submitted to the BC Registry to accept the bylaw amendment
- Assigned the Executive Committee to conduct the CAO performance evaluation
- Authorized staff to submit the NmTC Home Ownership Policy Toolkit Project and the NmTC Housing Management Workshop Series applications to INAC's 2016-2018 Capacity Development Fund



Water Blessing in Tsleil-Watuth Territory
Photograph by Cara McKenna, Salish Sea Sentinel

- Authorized staff to coordinate and submit a proposal to the BCICE Initiative subject to at least three members of the Tribal Council providing written support
- Directed staff to bring Salish Sea Sentinel business plan to next meeting
- Directed staff to add room on the board agenda for Q & A from the Elders' Council
- Directed Executive Committee and staff to organize a signing ceremony with Staples and other substantial partnerships
- Directed staff to obtain additional background information on Tribal Journey 2017, available grants, and conduct a survey of member nations to establish level of interest in participation
- Directed staff to arrange a meeting with Executive Committee and Snuneymuxw Council
- Approved the 2015-2016 audit and that it be presented to the NmTC Members at the AGM being held on December 1 & 2, 2016
- Authorized funding application to INAC under the following conditions: a) a suitable program is implemented by INAC, b) NmTC is identified as being an eligible applicant under said program, and c) at least three Nation members of NmTC express their support
- Authorized staff to submit a funding application to New Relationship Trust provided that at least three Nation members of NmTC express their support
- Authorized staff to coordinate a funding application to the BCCI for the "Preparing for Self-Government: Nation 2 Nation (N2N) Mentorship" project, subject to at least three NmTC member Nations supporting the application
- Authorized NmTC staff to coordinate a funding application to the First Nations Food Systems Project for involving the development of food production and preservation skills and/or the formulation of comprehensive community food plans, subject to at least three NmTC member nations supporting the application
- Elected Officers of the board for the next fiscal year
 - Bryce Williams as Chairman of the Board
 - Terry Sampson as Vice-Chairman of the Board
 - Deanna George as Secretary/Treasurer of the Board
- Directed ETSU team to Engage the FNHIA initiative on behalf of NmTC and/or share the aggregated data from the 2016 NmTC ETSU Need Assessment with the FNHIA initiative; updated and engaged NmTC member Nations regarding the process
- Directed staff to explore Oil Spill Training for member nations who may be impacted

NmTC Elders Advisory Council

The role of the NmTC Elders' Advisor Council (Council) is to provide advice on Coast Salish traditions, languages and cultures to the NmTC Board. The Council is a source of wisdom and knowledge about Coast Salish spiritual and cultural protocols rather than a political body. The Council members are considered honorary members of the tribal council under section 10 of the NmTC Bylaws.

- To be eligible to serve on the Council, the individual:
- Must be a members of one of the eleven NmTC Member Nations
- Be recognized as an Elder within their Nation
- Not be a member of their Nation's elected council
- Be interested in serving their Nation

The term of the Elder's Council expires and begins at each annual general meeting. The board approved the Terms of Reference for the Council and, after a brief nomination process, Elder Janet Moore from Halalt First Nation and Elsie Paul from Tla'amin Nation were acclaimed as the first NmTC Elders' Advisory Council in May 2016 and served until December 2, 2016.

At the December 2016 AGM, five Elders were elected for the 2017 term:

- Elsie Paul, Tla'amin First Nation
- George Harris, Stz'uminus First Nation
- Germaine Sutherland, T'sou-ke Nation
- Janet Moore, Halalt First Nation
- Vera Peacey, Homalco First Nation

"I appreciate coming to the Board meetings and I thank the Board for inviting me. I appreciate all the work that the board is doing."

Elder Janet Moore,
Halalt

"It is a pleasure and honour to sit on the NmTC Elders' Council and I am available to provide any cultural or language teachings. It is good to see the tribal council trying to incorporate the language."

Elder Elsie Paul,
Tla'amin

Thank you to everyone who came. I am happy to be at the meetings to provide support."

Elder Germaine Sutherland,
T'sou-ke



Naut'sa mawt
TRIBAL COUNCIL

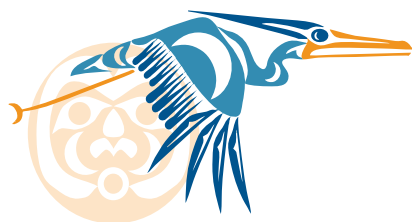
Financial Management

The Financial Management Team of Naut'sa mawt Tribal Council is located in the Naut'sa mawt Tribal Council Halalt Office on Vancouver Island.

A group of people, including children and adults, are seated in traditional wooden canoes on a calm body of water. They are holding long, narrow paddles decorated with indigenous designs, including red hands and black faces. The background shows a forested shoreline and distant mountains under a clear sky. The scene is captured in a wide-angle shot, emphasizing the group and their traditional watercraft.

FINANCIAL MANAGEMENT

Tribal Journeys
Photograph by Mark Kiemele, Salish Sea Sentinel



Naut'sa mawt
TRIBAL COUNCIL



"The activity generated by Naut'sa mawt Tribal Council's advisory and revenue generating activities continues to grow."

Message from the Director of Finance

Lisa Scott, Nautsa'mawt Tribal Council

It has been my pleasure to continue to serve Naut'sa mawt Tribal Council as Director of Finance. I thank the Board of Directors for their leadership and guidance as we continue to lift up and support our People through the various endeavors and services provided through this valuable organization.

In 2016, the Aboriginal Economy reached \$30 to \$31 Billion in combined income across households, businesses and government. This represents 1.25% of the economy. As aboriginals represent 4% of the Canadian population, there is room to grow. NmTC is becoming a major Aboriginal Entity, contributing to the Canadian economy and to NmTC member nations. This year we have continued to grow; gaining momentum as we expand our services within our nations, and increase our fee-for-service programs. With this level of financial activity, maintaining service excellence is a priority.

Continuous review and evaluation of our financial systems enables us to ensure we have the resources required to provide generally accepted accounting practices throughout Naut'sa mawt. Our centralized accounting and financial operations in Halalt is working well, and we are working closely with the Delta office to manage new and amended projects. Growth management requires diligence and continuous efforts to "do the right thing". This requires strategy and appropriate human resources.

Our relationship with INAC continues to flourish, and we have enjoyed a steady increase of funding over these last few years as we continue to develop our event and project management services and expand our services to members. This fiscal

year, the Tribal Council's INAC Financial Services Officer was changed. This created a few challenges in cashflow shortages, as a clerical error held up funding and our new Financial Services Officer required time to become familiar with our complex arrangements. Despite the increasing demands from suppliers and programs, we managed to meet the challenge and appropriately manage our cashflow. INAC was able to resolve the issue and we couldn't have been more relieved. Keeping in contact with the funder was a key issue. We are happy to have met our new FSO and look forward to years of a good working relationship.

We completed our Naut'sa mawt Resources Group review. Guided by Reid Hurst Nagy, a decision to audit NRG may be forthcoming due to our policy of adhering to auditing standards and INAC's request that we proceed with diligence. The Naut'sa mawt Tribal Council Audit was delayed this year due to the large increase in activities and projects for this fiscal year, but has been completed and accepted by the Board of Directors. To allow us to more effectively manage our audit, new systems and process have been implemented for the next fiscal year. Following up on the long standing deficits will be a priority of Senior staff moving forward.

Naut'sa mawt Tribal Council has established a reputation that garners trust and confidence through financial transparency and accountability. As our organization grows, it becomes even more important to maintain the high standards of financial responsibility attributed to Naut'sa mawt Tribal Council and our subsidiaries. Guided by strong leadership and good governance, The Naut'sa mawt Finance office will continue to meet the financial management needs of our dynamic organization

Lisa Scott

Lisa Scott, Director of Finance



Elder John Louie, Tla'amin
Cara McKenna, Salish Sea Sentinel

ACCOUNTANTS AND BUSINESS ADVISORS

200 - 2000 West 12th Avenue
Vancouver, BC V6J 2G2

T: 604.736.8911
1.866.519.4723
F: 604.736.8915
Info@rhncpa.com



November 21, 2017

Naut'sa mawt Tribal Council
c/o Lisa Scott, Director of Finance
8017 Chemainus Rd, Chemainus, BC, V0R1K5

Dear Board:

Please find attached the draft financial statements, working trial balance, adjusting journal entries, reclassifying journal entries, unadjusted journal entries, draft management letter and representation letter of Naut'sa mawt Tribal Council for the year ended March 31, 2017. A final invoice will be rendered once the audit has been finalized.

Please note that under the new Canadian Auditing Standards, the Audit Report must be dated after the draft package has been approved by the Board and the representation letter has been signed. Since we are required to review any events that occur between the date of our fieldwork and the date of the audit report we would appreciate receiving written approval within thirty days in order to limit the amount of material we need to review. Should the draft approval be outstanding for longer than thirty days, we may need to charge additional fees for the longer review period.

Management is required to take full responsibility for the financial statements so we ask that you review each of these documents carefully and notify us if there is anything that is not correct and needs to be changed.

After review and approval, please sign, date and return this letter and the representation letter to indicate that Management has reviewed, approved and taken responsibility for the financial statements. Signing this letter also authorizes Reid Hurst Nagy Inc. to finalize the audit and publish the financial statements of Naut'sa mawt Tribal Council for the year ended March 31, 2017.

If you have any questions regarding the above or the audit in general, please do not hesitate to contact me.

Yours truly,

REID HURST NAGY INC.
Chartered Professional Accountants

Per: 

David Leung, Bcom, CPA, CGA
Manager, Client Services

Attached

Naut'sa mawt Tribal Council have reviewed and approve the draft financial statements for the year ended March 31, 2017 to be finalized by Reid Hurst Nagy Inc.

Approval of Financial Statements,
Adjusting and Unadjusted Entries

Deanna B. George
Board Member Name


Board Member Signature

Nov 23, 2017
Date

RICHMOND VANCOUVER KELOWNA OSOYOOS

Managements Statement of Responsibility for Financial Reporting March 31, 2017

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING MARCH 31, 2017

The accompanying consolidated financial statements of Tribal Council are the responsibility of management and have been approved by the Board of Directors.

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards prescribed for governments as recommended by the Public Sector Accounting Board of CPA Canada and as such include amounts that are the best estimates and judgments of management.

Management is responsible for the integrity and objectivity of these statements and for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and is ultimately responsible for reviewing and approving the consolidated financial statements.

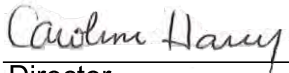
The Board of Directors meets periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities, and to review the consolidated financial statements and the external auditor's report.

The external auditors, Reid Hurst Nagy Inc., conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the consolidated financial statements. The external auditors have full and free access to financial management of Tribal Council and meet when required.

On behalf of Tribal Council:



Director



Director

Nov 23/2017

Date

Nov 23/2017

Date

Independent Auditors Report

To the Members of Naut'sa mawt Tribal Council

We have audited the accompanying consolidated financial statements of Naut'sa mawt Tribal Council, which comprise the consolidated statement of financial position as at March 31, 2017, and the consolidated statements of revenue, expenses and accumulated surplus, change in net debt, cash flows and the related schedules 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.

Auditors' 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 Tribal Council'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 Tribal Council'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 qualified audit opinion.

Basis for Qualified Opinion

The Tribal Council holds an investment in a government business enterprise. We were unable to satisfy ourselves as to the carrying value of these investments because the financial records were not audited. Accordingly, we were not able to determine whether any adjustment might be necessary to the investment in a government business enterprise, the net income (loss) from these investments and the accumulated deficit in enterprise fund.

Qualified opinion

Except as noted in the above paragraph, in our opinion, these financial statements present fairly, in all material respects, the financial position of the Naut'sa mawt Tribal Council as at March 31, 2017 and the results of its operations for the year then ended in accordance with Canadian public sector accounting standards.

Report on Other Legal and Regulatory Requirements

As required by the Society Act (British Columbia), we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

A handwritten signature in black ink that reads "Reid Hurst Nagy Inc." in a cursive, flowing script.

REID HURST NAGY INC
CHARTERED PROFESSIONAL ACCOUNTANTS

Vancouver, B.C.
November 23, 2017



**CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2017**

	2017 \$	2016 \$
FINANCIAL ASSETS		
Cash and cash equivalents	2,080,634	1,285,817
Accounts receivable (Note 3)	1,246,326	1,952,161
Investment in government business enterprise (Note 4)	616,535	605,940
	3,943,495	3,843,918
LIABILITIES		
Accounts payable and accrued liabilities (Note 5)	3,192,699	2,184,742
Deferred revenue (Note 6)	2,719,053	2,597,067
	5,911,752	4,781,809
NET DEBT	(1,968,257)	(937,891)
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 7)	6,967	8,709
Prepaid expenses	7,941	2,992
	14,908	11,701
ACCUMULATED SURPLUS (DEFICIT) (Note 8)	(1,953,349)	(926,190)

APPROVED ON BEHALF OF THE NAUT'SA MAWT TRIBAL COUNCIL

, Director

, Director

**CONSOLIDATED STATEMENT OF CHANGE IN NET DEBT
FOR THE YEAR ENDED MARCH 31, 2017**

	2017 \$	2016 \$
ANNUAL DEFICIT	(1,027,159)	(1,194,767)
Acquisition of tangible capital assets	-	(2,150)
Amortization of tangible capital assets	1,742	1,908
Disposition of tangible capital assets	-	212,990
	1,742	212,748
Acquisition of prepaid assets	(7,941)	(2,996)
Use of prepaid assets	2,992	204,780
	(4,949)	201,784
DECREASE IN NET FINANCIAL ASSETS	(1,030,366)	(780,235)
NET DEBT, BEGINNING OF YEAR	(937,891)	(157,656)
NET DEBT, END OF YEAR	(1,968,257)	(937,891)



**CONSOLIDATED SUMMARY STATEMENT OF REVENUE, EXPENSES AND ACCUMULATED SURPLUS FOR
THE YEAR ENDED MARCH 31, 2017**

	2017 Budget \$	2017 Actual \$	2016 Actual \$
REVENUE			
Indigenous and Northern Affairs Canada	13,374,362	13,594,320	8,820,068
INAC Recovery	-	-	(86,553)
Net loss from government business enterprise	-	(241,637)	(64,051)
Administration fee	-	751,794	457,166
Loss on sale of tangible capital assets	-	-	(91,990)
Interest income	-	52,395	55,732
Other revenue	1,255,410	1,010,541	612,340
Deferred revenue - prior year	347,026	2,597,068	2,211,105
Deferred revenue - current year	821,344	(2,719,053)	(2,597,068)
	15,798,142	15,045,428	9,316,749
EXPENSES			
Administration	230,000	1,747,799	1,441,663
Programs	16,075,797	14,284,188	9,029,253
Enterprise Fund	-	40,600	40,600
	16,305,797	16,072,587	10,511,516
ANNUAL DEFICIT	(507,655)	(1,027,159)	(1,194,767)
ACCUMULATED SURPLUS (DEFICIT), BEGINNING OF YEAR	-	(926,190)	268,577
ACCUMULATED DEFICIT, END OF YEAR	(507,655)	(1,953,349)	(926,190)

**CONSOLIDATED SUMMARY STATEMENT OF CASH FLOWS FOR
THE YEAR ENDED MARCH 31, 2017**

	2017 \$	2016 \$
OPERATING ACTIVITIES		
Annual deficit	(1,027,159)	(1,194,767)
Items not affecting cash		
Amortization	1,742	1,908
Net loss from government business enterprise	241,637	64,051
Loss on sale of tangible capital assets	-	91,990
	(783,780)	(1,036,818)
Change in non-cash items on statement of financial position		
Accounts receivable	705,835	(695,805)
Prepaid expenses	(4,949)	201,786
Accounts payable and accrued liabilities	1,007,957	(1,983,911)
Deferred revenue	121,986	385,962
	1,047,049	(3,128,786)
CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	-	(2,150)
Proceeds from disposition of tangible capital assets	-	121,000
	-	118,850
FINANCING ACTIVITIES		
Principal repayment on obligation of capital lease	-	(26,095)
INVESTING ACTIVITIES		
Due from government business enterprise	(252,232)	(287,716)
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	794,817	(3,323,747)
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	1,285,817	4,609,564
CASH AND CASH EQUIVALENTS, END OF YEAR	2,080,634	1,285,817





NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2017

1. NATURE OF OPERATIONS

The Naut'sa mawt Tribal Council (Tribal Council) is a non-profit society, incorporated in 1983, that proudly serves eleven member First Nations. We receive funding support from Indigenous and Northern Development Canada and from our own source revenue which includes joint ventures, corporate subsidiaries, event management, and project management services.

The Tribal Council offers services in five core delivery areas that include: economic development; financial management; community planning; technical services; and governance.

The Tribal Council is governed by a Board of Directors, made up of one representative from each of the eleven member First Nations, appointed annually by their respective Councils.

The Tribal Council has until November 28, 2018 to transition to the new British Columbia Societies Act, which became effective November 28, 2016.

2. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with Canadian public sector accounting standards for governments as recommended by the Public Sector Accounting Board of CPA Canada.

(a) Principles of Consolidation

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of entities which are controlled by the Tribal Council. Controlled entities are consolidated, except for government business enterprises (GBE) which are accounted for by the modified equity method. All inter-fund and inter-organization transactions and balances have been eliminated on consolidation.

The Tribal Council records its investments in GBE on the modified equity basis. Under the modified equity basis, the GBE accounting policies are not adjusted to conform with those of the Tribal Council and inter-entity transactions and balances are not eliminated. The Tribal Council recognizes its equity interest in the annual earnings or loss of the GBE in its consolidated statement of operations with a corresponding increase or decrease in its investment asset account. Any dividends or other cash distributions that the Tribal Council may receive from the GBE will be reflected as deductions in the investment asset account.

Entities accounted for on a modified equity basis include:

- Naut'sa Mawt Resources Group Inc. (NRG) - 100% Interest

(b) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, balances with banks net of bank overdraft and term deposits having a maturity of three months or less at acquisition which are held for the purpose of meeting short-term cash commitments.

2. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES (continued)

(a) Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset.

Leases that transfer substantially all the benefits and risks of ownership to the lessee are recorded as capital leases. Accordingly, at the inception of the leases, the tangible capital asset and related lease obligations are recorded at an amount equal to the present value of future lease payments discounted at the lower of the interest rate inherent in the lease contracts and Naut'sa mawt Tribal Council's incremental cost of borrowing.

Amortization is provided for on a declining balance basis over their estimated useful lives as follows: Buildings 4% Declining

balance	
Computer equipment	20% Declining balance
Furniture and equipment	20% Declining balance

Tangible capital assets are written down when conditions indicate that they no longer contribute to Naut'sa mawt Tribal Council's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as expenses in the consolidated statement of operations.

Contributed tangible capital assets are recorded into revenues at their fair value on the date of donation, except in circumstances where fair value cannot be reasonably determined, in which case they are recognized at nominal value. Transfers of tangible capital assets from related parties are recorded at carrying value.

Certain assets which have historical or cultural value, including works of art, historical documents and historical and cultural artifacts, are not recognized as tangible capital assets. Assets under construction are not amortized until the asset is available to be put into service.

(b) Measurement Uncertainty

The preparation of financial statements in conformity with Canadian public sector accounting standards for governments requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Items requiring the use of significant estimates include amortization, allowance for doubtful accounts and accruals. Actual results could differ from those estimates.





2. BASIS OF PRESENTATION AND SIGNIFICANT ACCOUNTING POLICIES (continued)

(a) Revenue Recognition

Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Contributions from other sources are deferred when restrictions are placed on their use by the contributor, and are recognized as revenue when used for the specific purpose.

Revenue related to fees or services received in advance of the fees being earned or the services performed is deferred and recognized when the fees are earned or the services performed.

(b) Financial Instruments

Financial instruments are initially classified upon initial recognition as a fair value or an amortized cost instrument. The fair value category includes investments in equity instruments that are quoted in an active market, and any other items elected by the Tribal Council to be recorded at fair value. All other financial instruments, including financial instruments with related parties for which fair value cannot be estimated, are recorded at amortized cost. Transaction costs directly attributable to the acquisition or issue of a financial instrument are added to the amortized cost or expensed if related to instruments recorded on a fair value basis. The effective interest rate method is used to measure interest for financial instruments recorded at amortized cost.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss, calculated as the excess of the net recoverable amount of the asset and its carrying value, is reported in the statement of operations and any unrealized gain is adjusted through the statement of remeasurement gains and losses.

When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations.

The Tribal Council's financial instruments consist of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities, deferred revenue. It is management's opinion that the Tribal Council is not exposed to significant interest rate, market, currency, credit, or liquidity risks arising from these financial instruments and that the fair value of these financial instruments approximate their carrying values.

3. ACCOUNTS RECEIVABLE

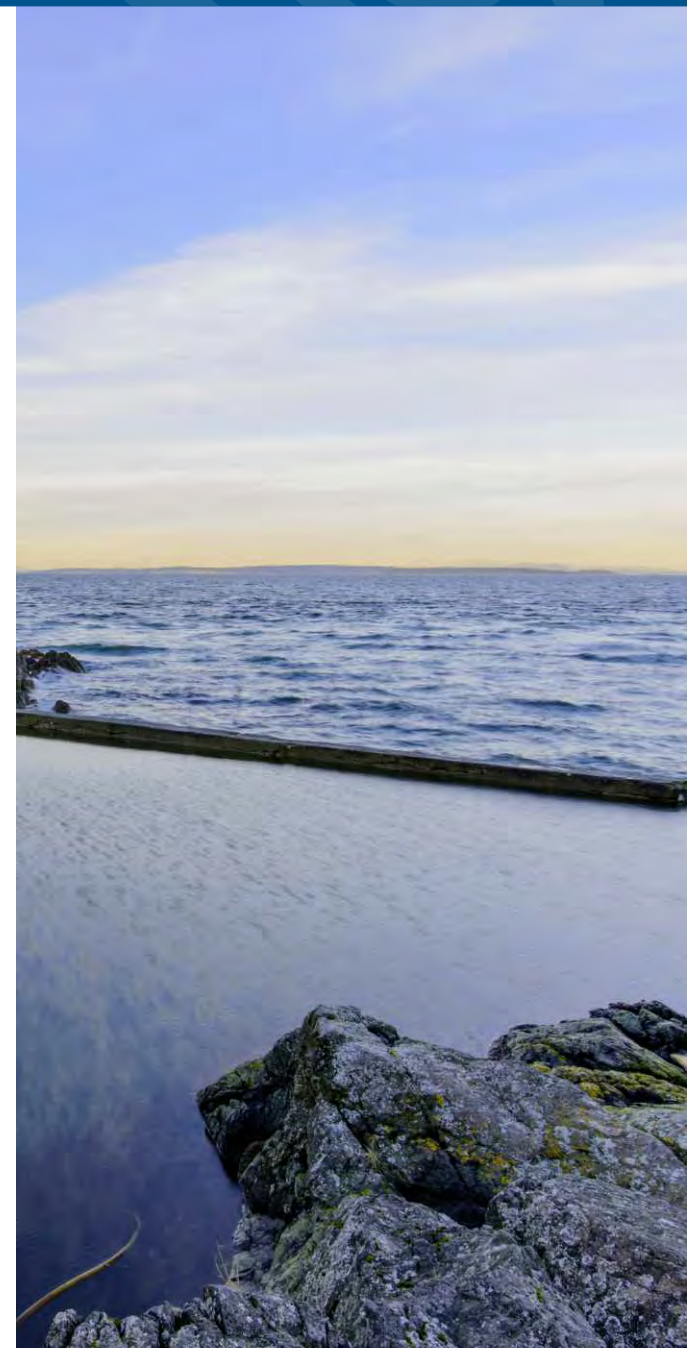
	2017	2016
	\$	\$
INAC	722,924	1,808,686
GST/HST Public Service Bodies' Rebate	14,694	6,498
Others	712,812	136,977
	1,450,430	1,952,161
Allowance for doubtful accounts	(204,104)	-
	1,246,326	1,952,161

4. INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISE

The investment in Naut'sa Mawt Resources Group Inc. (NRG) consists of the following:

	2017	2016
	\$	\$
Investment in NRG	(1,419,343)	(1,177,656)
Due from NRG - (i)	2,035,878	1,783,596
Interest bearing loan - (ii)	580,000	580,000
Interest receivable - interest bearing loan	185,981	145,381
Allowance for doubtful account - principal and interest of the interest bearing loan	(765,981)	(725,381)
	616,535	605,940

- i) The amount due from NRG is unsecured and without interest or fixed terms of repayment.
- ii) The interest rate on the interest bearing loan due from NRG is 7% per annum. The loan principal and interest was due on August 31, 2017. The Tribal Council charged NRG \$40,600 (2016: \$40,600) of interest on the loan and the same amount was set up as allowance for doubtful account. The loan was not settled as of the date of the Independent Auditor's Report nor any arrangements made for the repayment of same.





4. INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISE, continued

As disclosed in the Independent Auditor's Report, the financial information for NRG has not been audited. The unaudited financial information of NRG for year ended March 31, 2017 and 2016 are presented as follows:

	2017	2016
	\$	\$
Cash	307,316	243,545
Accounts receivable	440,736	61,149
Note receivable	49,611	-
Capital assets	1,650	2,234
Investment	1,250,827	1,364,444
Total assets	2,050,140	1,671,372
	\$	\$
Accounts payable	326,312	51,639
Government remittances	43,046	511
Due to shareholder	2,011,582	1,783,597
Current portion of long-term debt	144,000	144,000
Long-term debt	-	144,000
Note payable	765,981	725,381
Due to joint venture	178,512	-
Total liabilities	3,469,433	2,849,128
Share capital	50	50
Deficit	(1,419,343)	(1,177,806)
Total equity	(1,419,293)	(1,177,756)
Total liabilities and equity	2,050,140	1,671,372
	2017	2016
	\$	\$
Revenue	1,036,706	195,899
Interest	913	124
Income (loss) on investment	(113,617)	19,391
	924,002	215,414
Direct cost	988,804	195,479
Expenses	176,735	84,086
Total expenses	1,165,539	279,565
Net income	(241,537)	(64,151)

5. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

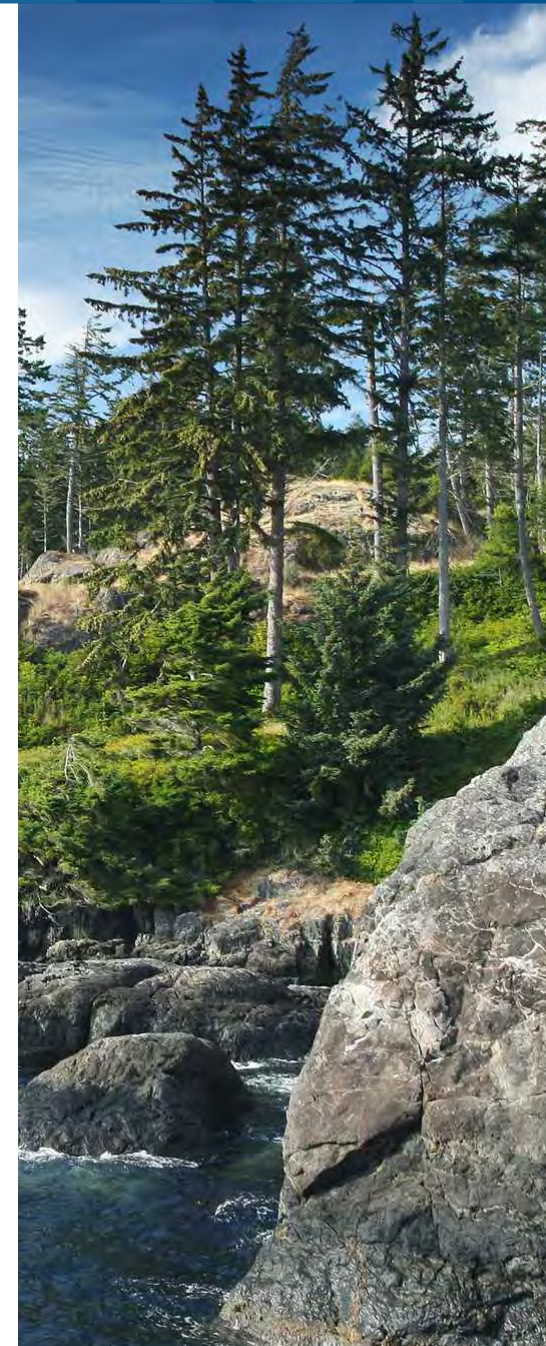
	2017	2016
	\$	\$
Accounts payable	3,150,110	2,058,730
Amounts payable to INAC	15,924	83,220
Payroll remittance payable	12,559	7,524
WCB payable	3,101	4,088
Pension payable	11,005	3,617
Vacation accrual payable	-	27,563
	<u>3,192,699</u>	<u>2,184,742</u>

The vacation accrual liability is comprised of the vacation that employees are deferring to future years. Employees have either earned the benefits or are entitled to these benefits within the next budgetary year.

The Tribal Council provides a defined contribution plan for eligible members of its staff. Members are required to contribute 5% of their salary and the Tribal Council is required to match their contribution of 5%. The amount of the retirement benefit to be received by the employees will be the amount of the retirement annuity that could be purchased based on the member's share of the pension plan at the time of the member's withdrawal from the plan. The Tribal Council contributed during the year \$27,131 (2016:\$22,090) for retirement benefits. The Tribal Council does not have any other obligations with regards to the pension plan as at March 31, 2017..

6. DEFERRED REVENUE

	2017	2016
	\$	\$
INAC	2,570,745	2,481,867
Others	148,308	115,200
	<u>2,719,053</u>	<u>2,597,067</u>



NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2017

7. TANGIBLE CAPITAL ASSETS

	Cost				Accumulated amortization				
	Balance, beginning of year \$	Additions \$	Disposals \$	Balance, end of year \$	Balance, beginning of year \$	Amortization \$	Accumulated amortization on disposals \$	Balance, end of year \$	2017 net book value \$
Computer equipment	72,285	-	-	72,285	67,436	970	-	68,406	3,879
Furniture and equipment	11,332	-	-	11,332	7,472	772	-	8,244	3,088
	83,617	-	-	83,617	74,908	1,742	-	76,650	6,967

	Cost				Accumulated amortization				
	Balance, beginning of year \$	Additions \$	Disposals \$	Balance, end of year \$	Balance, beginning of year \$	Amortization \$	Accumulated amortization on disposals \$	Balance, end of year \$	2016 Net book value \$
Buildings	259,417	-	(259,417)	-	46,427	-	(46,427)	-	-
Computer equipment	72,285	-	-	72,285	66,224	1,212	-	67,436	4,849
Furniture and equipment	9,182	2,150	-	11,332	6,776	696	-	7,472	3,860
	340,884	2,150	(259,417)	83,617	119,427	1,908	(46,427)	74,908	8,709

8. ACCUMULATED SURPLUS (DEFICIT)

	2017 \$	2016 \$
Restricted Capital Reserve Fund	452,992	452,992
Unrestricted Operating Fund	(713,206)	70,574
Enterprise Fund	(1,700,102)	(1,458,465)
Invested in Tangible Capital Assets	6,967	8,709
	(2,406,341)	(1,379,182)
	(1,953,349)	(926,190)

ECONOMIC DEPENDENCE

Naut'sa mawt Tribal Council receives a significant portion of its revenue pursuant to a funding agreement with INAC. The nature and extent of this revenue is of such significance that the Tribal Council is economically dependent on this source of revenue.

10. COMPARATIVE AMOUNTS

Certain comparative amounts have been reclassified to conform with the presentation adopted in the current period.

11. BUDGET INFORMATION

Budgeted figures have been provided for comparison purposes and have been derived from the estimates approved by the Board of Directors.

12. REMUNERATION

Section 36(1) of the new British Columbia Societies Act requires that all remuneration paid to directors and remuneration paid to any employee/contractor that is greater than \$75,000 be disclosed. For the fiscal year ending March 31, 2017, the Tribal Council paid:

	2017 \$
Total director's fees paid to 17 directors	29,350
Total remuneration paid to 2 employees with remuneration over \$75,000	281,271
	310,621



9. EXPENSES BY OBJECT

	2017 Budget	2017 Actual	2016 Actual
	\$	\$	\$
Contractor	13,304,988	12,667,523	7,869,391
Meeting	887,955	762,030	550,344
Administration	853,273	751,794	457,191
Wages and benefits	(439)	581,492	490,305
Catering	563,653	506,626	428,195
Bad debt	-	244,704	78,816
Professional development	573,483	164,756	96,756
Professional fees	-	81,927	72,875
Office	66,634	68,987	55,167
Equipment rental	-	52,893	17,437
Honorariums	26,250	48,756	34,528
Repairs and maintenance	-	35,318	58,584
Grants cultural	-	27,000	29,000
Advertising	30,000	26,860	214,127
Telephone and utilities	-	21,931	23,191
Rent	-	19,842	20,863
Insurance	-	5,616	6,519
Interest and bank charges	-	2,790	6,319
Amortization	-	1,742	1,908
		16,072,587	10,511,516

14. SEGMENTED INFORMATION

	2017 Budget	Administration 2017 Actual	2016 Actual	2017 Budget	Programs 2017 Actual	2016 Actual
	\$	\$	\$	\$	\$	\$
Revenues						
INAC	115,000	537,825	537,935	13,241,362	13,056,495	8,282,133
INAC Recovery	-	-	(6,812)	-	-	(79,741)
Administration fee	-	751,794	457,166	-	-	-
Loss on sale of tangible capital assets	-	-	(91,990)	-	-	-
Interest income	-	11,795	15,132	-	-	-
Other revenue	-	87,283	7,616	1,255,410	923,260	604,722
Other revenue	-	-	-	1,168,369	(121,987)	(385,961)
Total revenue	115,000	1,388,697	919,047	15,665,141	13,857,768	8,421,153
Expenses						
Contractor	162,000	456,731	269,326	13,142,988	12,210,792	7,600,065
Meeting	-	42,626	2,883	887,955	719,404	547,461
Administration	-	-	-	853,273	751,794	457,191
Wages and benefits	(34,300)	558,975	490,305	33,861	22,517	-
Catering	15,000	17,247	15,156	548,653	489,379	413,039
Professional development	38,000	117,916	88,913	535,483	46,840	7,843
Professional fees	-	81,927	72,875	-	-	-
Office	49,000	66,083	52,963	17,634	2,908	2,202
Other expenses	300	406,294	449,242	55,950	40,554	1,452
Total expenses	230,000	1,747,799	1,441,663	16,075,797	14,284,188	9,029,253
Annual surplus (deficit)	(115,000)	(359,102)	(522,616)	(410,656)	(426,420)	(608,100)

	Enterprise Fund			Capital Reserve Fund			Consolidated totals		
	2017 Budget	2017 Actual	2016 Actual	2017 Budget	2017 Actual	2016 Actual	2017 Budget	2017 Actual	2016 Actual
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues									
INAC	-	-	-	-	-	-	13,356,362	13,594,320	8,820,068
INAC Recovery	-	-	-	-	-	-	-	-	(86,553)
Net loss from government business enterprise	-	(241,637)	(64,051)	-	-	-	-	(241,637)	(64,051)
Administration fee	-	-	-	-	-	-	-	751,794	457,166
Loss on sale of tangible capital assets	-	-	-	-	-	-	-	-	(91,990)
Interest income	-	-	-	-	-	-	-	11,795	15,132
Other revenue	-	-	-	-	-	-	1,255,410	1,010,543	612,338
Other revenue	-	40,600	40,600	-	-	-	1,168,369	(81,387)	(345,361)
Total revenue	-	(201,037)	(23,451)	-	-	-	15,780,141	15,045,428	9,316,749
Expenses									
Contractor	-	-	-	-	-	-	13,304,988	12,667,523	7,869,391
Meeting	-	-	-	-	-	-	887,955	762,030	550,344
Administration	-	-	-	-	-	-	853,273	751,794	457,191
Wages and benefits	-	-	-	-	-	-	(439)	581,492	490,305
Catering	-	-	-	-	-	-	563,653	506,626	428,195
Professional development	-	-	-	-	-	-	573,483	164,756	96,756
Professional fees	-	-	-	-	-	-	-	81,927	72,875
Office	-	-	-	-	-	-	66,634	68,991	55,165
Other expenses	-	40,600	40,600	-	-	-	56,250	487,448	491,294
Total expenses	-	40,600	40,600	-	-	-	16,305,797	16,072,587	10,511,516
Annual surplus (deficit)	-	(241,637)	(64,051)	-	-	-	(525,656)	(1,027,159)	(1,194,767)

THE NAUT'SA MAWT TEAM



Homalco Cultural Tour, Homalco
Photograph by Todd Peacey, Salish Sea Sentinel

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WORKING TOGETHER AS ONE

WORKING TOGETHER AS ONE TO SUPPORT AND STRENGTHEN OUR ELEVEN COAST SALISH MEMBER COMMUNITIES THROUGH ECONOMIC DEVELOPMENT, STRONG GOVERNANCE, COMMUNITY PLANNING, FINANCIAL MANAGEMENT AND TECHNICAL SERVICES.



Naut'sa mawt
TRIBAL COUNCIL

