

Naut'sa mawt
TRIBAL COUNCIL



CELEBRATING SUCCESS

Naut'sa mawt Tribal Council Annual Report 2017 - 2018

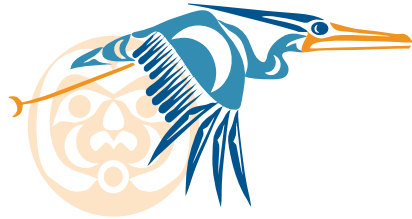


The Homalco Canoe - photography by Tricia Thomas



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

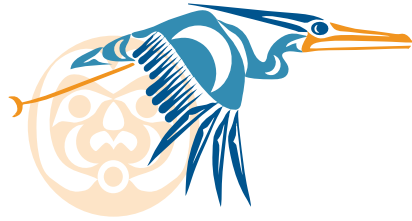
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Dakota McQueen was just two years old when he first held this drum. At the T'Sou-ke cultural evening, held during the Energy and Food Security workshops, he was given the drum by Chief Gordon Planes who painted the design.



Naut'sa mawt
TRIBAL COUNCIL

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,

The theme of this year's Annual General Meeting is "Success and Achievement." Over the past five years, Naut'sa mawt Tribal Council has taken steps to ensure that we go about our work in a respectful and proactive way, honouring the vision and values that our members have bestowed. To illustrate:

- We have an active and involved Board of Directors with by an equally engaged Elder's Advisory Committee, now about to enter its third year of service.
- Our advisory services programs and services are driven by detailed needs assessments that help staff understand priorities of our member Nations.
- We thoroughly consider in what manner Naut'sa mawt Tribal Council should best provide services. We ask: do the needs dictate a collective approach in dealing with issues that are of broad interest, or do they suggest a more customized, one-on-one approach? Sometimes we are best able to help by linking our member Nations with existing service providers.
- We actively monitor feedback that pertain to our programs and seek means to improve our effectiveness.



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



*Gary Reith
CAO
Naut'sa mawt Tribal Council*

This year, our advisory services culminated in joint meetings, workshops, and one-on-one work that involved each of our member Nations to some degree. We continue to describe our core services with the traditional terms of community planning, economic development, finance and administration, governance, and technical services, which includes both housing and infrastructure. However, there is a substantial amount of overlap among these terms, and it is becoming more and more common for programs to be collaborative. Regardless of how we describe our advisory services, the final say about our effectiveness rests with members of Naut'sa mawt Tribal Council, and the members of your Nations. While we are gratified to know that most comments are positive, we would like to strive for a 100% rate of satisfaction.

The year 2017/2018 involved success and achievement outside of our advisory services. In order to augment and enrich the so-called core services we actively pursue other projects that we know serve the vision and values of Naut'sa mawt Tribal Council. Here are some examples from 2017/2018.

- Pathways to Self-Governance focused on Nation to Nation learning. With funding from the B.C. Capacity Initiative, the program bridged expertise among our eleven member Nations and connected them with other B.C. First Nations experiencing success in self-governance and independent land management.
- The First Nation On-Reserve Community Home Ownership Housing Policy and Procedures was largely completed. This Toolkit is intended to provide a basic structure and information from which First Nations can develop individualized home ownership policies.
- The First Nations Land Use Planning Handbook in B.C. continued with funding from Naut'sa mawt Tribal Council, the Real Estate Foundation of BC, and Indigenous Services Canada. Once completed in 2019, this collaborative effort will uphold an Indigenous approach to planning.
- The Salish Sea Sentinel flourished under a new editorial direction which had a focus on art, culture and people of our Coast Salish member Nations.
- Our Golf Tournament support for our elders and our youth, helping to send a soccer team to compete, and achieve a gold medal, in the Indigenous Games in Toronto.

Generating discretionary income is vital to Naut'sa mawt Tribal Council in order for us to sustain both our core services and undertake other projects that support its vision and values. Revenues in 2018 are more than 2 ½ times what they were in 2015/16, and 30 times what they were in 2004 – some 15 years earlier.



The "Yos"(Thunderbird)pole has been cemented to mark a section of the Trans Canada Trail that travels along the west side of Malahat Mountain.

The resulting increase in the scope and scale of our activities has helped Naut'sa mawt Tribal Council emerge as an organization with a National profile. There is no doubt that being tasked with meeting logistics for the Murdered and Missing Indigenous Women and Girls stretched our organization in ways that we did not fully anticipate. These challenges continue. However, we have created a strong foundation for financial management that will support future development of both our advisory services and our revenue-generating activities and this is a success

In 2017/2018 our subsidiary company completed purchasing 80% of the shares in Xyntax, and is now the largest such company in Canada serving First Nations and only First Nations with software for band management and administration. Xyntax has been thriving and now functions coast to coast. In 2017/2018 we also solidified partnerships with other companies that provide learning services, solar energy solutions, printing and publishing, and even artificial intelligence for solving disagreements. Beyond the financial benefits, these partnerships are also intended to support our member Nations with services and tools to help with governance, economic development, and community infrastructure.

In 2017/2018 we noticed new programs and priorities emanate from government – at least in the areas where Naut'sa mawt Tribal Council is most often involved. We saw the beginning of the new Housing and Infrastructure Council initiative. Depending on what results from the outcome of the initiative, the institutional arrangements for housing and infrastructure could change in dramatic fashion, and with it the demands on First Nations. We have also seen the development of the Oceans Protection Plan, with a huge number of programs and services that are

to involve or engage First Nations. Funding for programs to enable First Nations to embark on measures to become resilient and adaptive in the face of Climate Change was renewed in 2017/2018. Similarly, the First Nation Financial Management Board (FMB) and its role in the 10-year grant is a funding mechanism is of great importance for First Nations. The grant is intended to provide flexibility and predictability in how a First Nation government uses its funding to address the Nation's needs and priorities..

With these matters in mind, we move forward into 2018/2019. We will strive to meet our challenges together: with our best efforts, with open ears, open minds, and a dedication to our mandate.

We conclude this address by thanking the Board of Directors for their support and leadership during the past year. We also offer our respect and appreciation to members of our Elders Advisory Committee, which provides guidance and wisdom to Naut'sa mawt Tribal Council. Finally, we extend our appreciation to staff, who are tasked with making sure that Naut'sa mawt Tribal Council lives up to its mission and values by providing relevant services to its members, and by operating in a sound and responsible fashion.

Thank you,



Chief Bryce Williams, Chair
Naut'sa mawt Tribal Council



Gary Reith, CAO
Naut'sa mawt Tribal Council

2017-2018 Board Of Directors

Chief Bryce Williams - Chair
Tsawwassen First Nation

Chief James Thomas - Vice-Chair
Halalt First Nation

Deanna George - Secretary/Treasurer
Tsleil-Watuth First Nation

Chief John Elliot
Stz'uminus First Nation

Dorothy Andrew
Homalco First Nation

Chris Bob
Snaw-naw-as First Nation

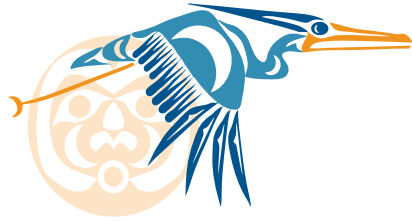
Chief Kevin Peacey
Klahoose First Nation

Chief Caroline Harry
Malahat First Nation

John Wesley
Snuneymuxw First Nation

Hegus Clint Williams
Tla'amin First Nation

Chief Gordon Planes
T'Sou-ke First Nation



Naut'sa mawt
TRIBAL COUNCIL

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. K'omox
5. Malahat
6. Tla' amin
7. Snaw-naw-as
8. Snuneymuxw
9. Tsawwassen
10. Tsleil-Waututh
11. T'Sou-ke





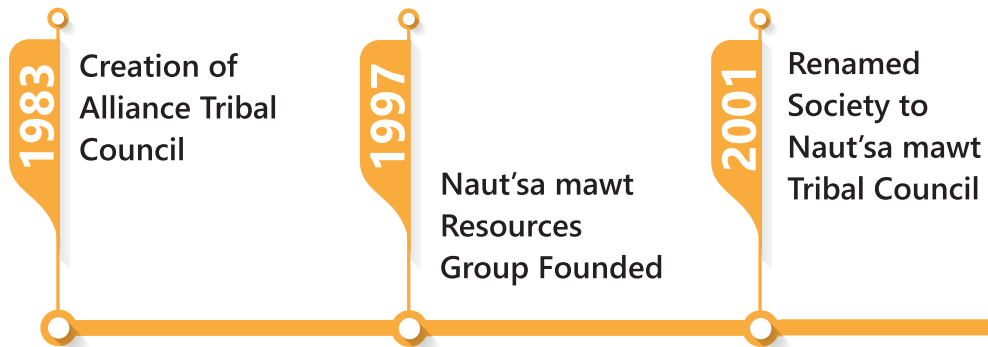
Naut'sa mawt TRIBAL COUNCIL

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 Services Canada (ISC) 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 ISC 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 ISC'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. ISC 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.

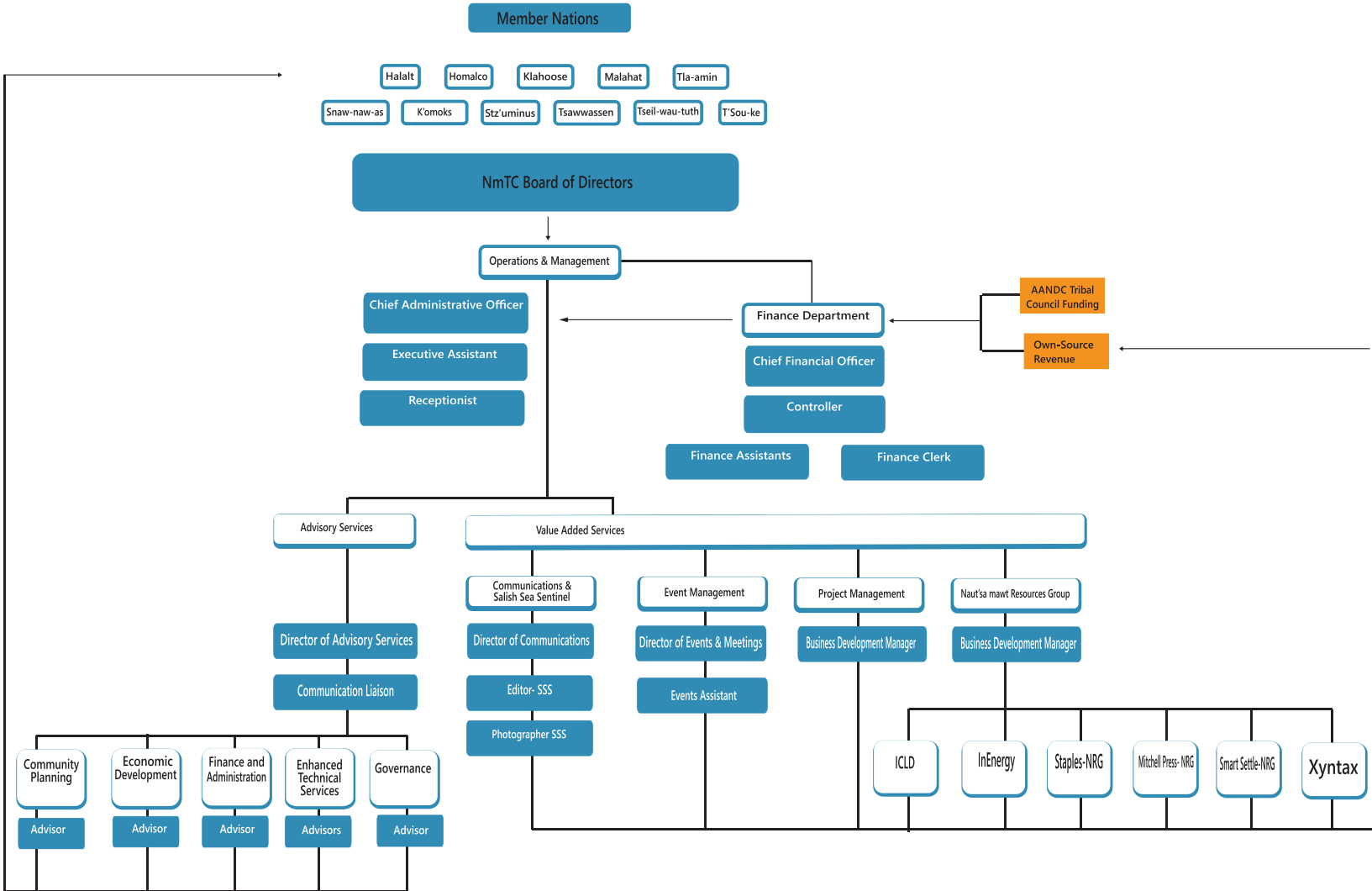
Integrity

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



Ladysmith Art Gallery showcases work of Stz'uminus Grade 1 class with their ocean-themed artwork behind them.

Organizational Structure





A group from NmTC and its member nations toured Tsawwassen Nation's art-filled megamall, Tsawwassen Mills.



ADVISORY SERVICES





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

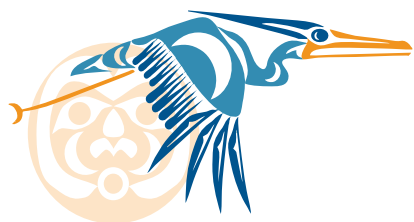
NmTC provides its advisory services to eleven member First Nations in a manner that reflects the values and priorities of each Nation. We offer services in core delivery areas that include: community planning, communications, economic development, financial management, governance, housing policy support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



Naut'sa mawt
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Valerie Cross-Blackett
(Chemkwaat)
Director of Advisory Services
Naut'sa mawt Tribal Council

Message from the Director of Advisory Services Valerie Cross-Blackett (Chemkwaat), Nautsa'mawt Tribal Council

2017-2018 was a successful year for NmTC of providing relevant services to its eleven member nations and built capacity in many areas. Using the needs assessment and work plans, the NmTC team continued to strive to meet the needs identified and requested of their member nations:

- Nation to nation planning mentorship
- Support for entrepreneurs and businesses
- Governance support, including best practices
- Capital management, occupational health, and emergency planning support
- Housing policy and budget assistance
- Continued growth of Salish Sea Sentinel
- Engagement of youth and elders

The Advisory & Technical Services team focused efforts on relevant and appropriate services to provide to our Members by creating new models of delivery. In addition to the comprehensive engagement and assessment work conducted by our Enhanced Technical Services Unit, the Advisory Team launched a highly successful Nation to Nation mentoring model. Seeking governance experts, tailoring workshops agenda to each participating nation and creating an inclusive participation, our team launched a mentoring model that resulted in high participation that included Member leaders, community and staff.

Attracting experts like Dr. Manley Begay and Chris Derickson created excitement and enthusiasm and bringing those experts to the nation allowed the workshop to be accessible to a wider audience.

The NmTC Team continues to evolve and learn from each experience and be engaged with its member nations to provide relevant and appropriate advisory services to help them do the important work that they do. NmTC Team maintains its mandate and vision to work together as one, to supporting its member nations in realizing their efforts towards self-reliance, self-governance, connection to culture, and quality of life now and for future generations.

I am honoured to be working with the talented and committed people who make up the NmTC Team and I am equally honour to be serving the 10 Coast Salish nations who are the Naut'sa mawt Tribal Council. I am excited to see how we will improve our services and relationships the next fiscal year and embody Naut'sa mawt as we move forward.

All my relations,

Valerie Cross Blackett

Chemkwaat, Valerie Cross-Blackett
Director of Advisory Services



Malahat Golf & Gala raises more than \$247,000 for new multipurpose centre.

The 2017-2018 Needs Assessment

Collecting Members' Input

Naut'sa mawt Tribal Council (NmTC) is committed to building work plans that respond to member needs and priorities. In 2016-2017, NmTC circulated its first-ever needs assessment survey, covering all core service areas. NmTC advisors conducted a second needs assessment December 2017 and presented the results to the board of directors at their January 2017 board meeting.

Members indicated that they wanted to see:

- Nation to nation planning mentorship
- Support for entrepreneurs and businesses
- Governance support, including best practices
- Capital management, occupational health, and emergency planning support
- Housing policy and budget assistance
- Engagement of youth and elders

The results from the assessment were reviewed by advisors and incorporated in to their 2017-2018 work plans. The board approved the work plans and budget, which was then submitted to INAC for the 2017-2018 Tribal Council funding application.

The assessment also provided an opportunity for performance feedback from NmTC members and here is what members said:

“Keep up the great work that NmTC does for all our Nations. Gilakasla!”

“Good job Gary. My hands go up to you and your staff.”

“Moving down the right path. Good listening and working with our nations. Amazing team and good guidance from the BOD.”

“We Love Naut'sa mawt!”

“Good job. Excellent work.”


Community Planning


Bronwen Geddes leads the Community Planning service area with the support of her amazing NmTC team members. Bronwen's passions lie in bringing people together to tackle challenges in creative and community-appropriate ways. She is a facilitator, planner and doer. Bronwen works to ensure that the services she provides meet the planning needs of each member nation.


- ✓ Workshop Delivery
- ✓ Proposal Writing
- ✓ Comprehensive Community Planning Coaching
- ✓ Surveys & Needs Analysis
- ✓ Facilitation
- ✓ One-on-One Support
- ✓ Strategic Planning
- ✓ First Nation to First Nation knowledge Sharing





- **\$25,000 NRT**
For Snaw-naw-as Nation
- **\$120,000 CCP**
Comprehensive Community Planning Workshop
- **\$91,600 BCCI**
Nation 2 Nation mentorship
- **\$24,000 FUNDING**
First Nations Food Systems Project
Homalco, Snaw-naw-as, Snuneymuxw, Stz'uminus, Tla'amin, and Tsleil-Waututh


- 


T'Sou-ke Energy and Food Security Workshop
35 attendees from **8** member nations attended this successful workshop in T'Souke-Ke Nation.
- 

Snaw-naw-as Strategic Planning Session
 A full day workshop to support planning efforts with leadership and senior management. Staff Mentoring on drafting annual report for Employment and Training Program. Facilitated All Candidates Meeting
- 

2018 Needs Assessment
 A comprehensive survey allowed NmTC members to highlight their priorities for NmTC support services in 2018/19.
- 

2017 Youth Leadership Gathering
 Three-day, culturally-rich agenda with co-host, Tla'amin Nation. **35** youth from **8** member nations participated.
- 

Thriving Nations Conference
 This innovative partnership with Nuu-chah-nulth Economic Development Commission (NEDC) produced a two-day conference exploring options for self-governance. **15** participants from **7** NmTC member nations participated.
- 

Nation to Nation Self-Governance Mentorship
 Toured Dr. Manley Begay through Coast Salish territory, bringing his wisdom and decades of work on self-determination and nation rebuilding to **5** NmTC member nations.
- 

2017 Comprehensive Community Planning (CCP) Workshop
 Four-day workshop, held in Port Hardy, included **21** speakers and facilitators, **90** participants from across BC, concurrent break-out sessions, and **2** evenings of cultural programming. **7** NmTC members participated.



NmTC Member Nations Visited

Halalt • Homalco • Klahoose
 Malahat • Tla'amin • Snaw-naw-as
 Snuneymuxw • Stz'uminus • Tsawwassen
 Tseil-Waututh • T'Sou-ke



Proposals

First Nations Food Systems Project (FNFS), Heart and Stroke Foundation: Worked with **6** member nations to secure **2** years of community garden funding

BC Capacity Building Initiative (BCCI)

Professional & Institutional Development Proposal (P&ID)







New Relationship Trust (NRT)

Economic Development

Economic development services include a grass-roots initiative designed specifically to support entrepreneurs in realizing their dreams. The first step prepares entrepreneurs for self employment with support in marketing, branding, retail, and business planning. The second steps incubates ideas and provides one on one support to participants. The third step identifies funding sources and suppliers to help launch the business. The forth step celebrates success. Our economic develop initiative will continue to support entrepreneurs in the critical early years of their businesses.

- ✓ Workshop Delivery
- ✓ Proposal Writing
- ✓ Facilitation
- ✓ One-on-One Support
- ✓ Business Plan Assistance
- ✓ First Nation to First Nation knowledge Sharing



- 
Procurement Agreement with EHI Group
 Our member nations now have access to short term and long term lease vehicles from Enterprise, Alamo and National Car/ Truck Rentals at negotiated lower rates. This includes pick ups and snow plows for Operations and Maintenance Departments.
- 
Assistance for fuel station operation, logistics, planning, lease review
- 
Youth Leadership Gathering
 August 22nd - 25th, 2017 in Tla'amin Territory at the beautiful Powell Lake Outdoor Learning Centre.
- 
Aboriginal Tourism
 Linked Aboriginal Tourism, NEDC and TACC with members interested in the Tourism Market.
- 
Business planning and development
 Developed business plans for a bed and breakfast, tanning salon/gym facility, mini charter bus, tattoo parlour and spa.
- 
Business Consultation
 Provided feedback on operations and efficiencies and assisted in sourcing partners and requested for economic development projects



NmTC Member Nations Visited

Halalt • Homalco • Klahoose
 Malahat • Tla'amin • Snaw-naw-as
 Snuneymuxw • Stz'uminus • Tsawwassen
 Tsleil-Waututh



Business Plans

6 business plans developed
 3 businesses started
 1 business growing regionally with new equipment purchased through successful grant application.

Finance and Administration

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. Lisa Scott, CFO of Naut'sa mawt Tribal Council, 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. 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 objectives by hosting workshops, removing financial barriers so individuals can attend conferences, providing support with Xyntax and coordinating HR support.

- ✓ Developing planning and reporting systems
- ✓ Supporting fundraising and proposal writing
- ✓ Providing short term emergency staffing support
- ✓ Assisting with drafting financial policies
- ✓ Advising on budget and budget policies
- ✓ Assisting with recruitment and selection
- ✓ One-on-One Support
- ✓ First Nation to First Nation knowledge Sharing

Assisting Individuals interested in attending the AFOA finance conference

1 Member Nation Requested Support

AFOA Canada is a non for profit association that helps Indigenous people better manage and govern their communities and organizations through a focus on enhancing finance and management practices and skills. It is the only organization in Canada that focuses on the capacity development and day-to-day needs of those Indigenous professionals who are working in all areas of finance, management.

Xyntax Training

4 Member Nations Requested Training

Halalt • Snaw-naw-as
Snuneymuxw • Homalco

NmTC provides on-site and remote Xyntax assistance, training and troubleshooting to members as requested.

Administrative Support

2 Member Nations Requested Support

NmTC provides confidential support in Human Resources and Administration to members as requested.

Corporate Finance Roles and Responsibilities

Follow Generally Accepted Accounting Practices (GAAP)

Ensure NmTC is following GAP in all areas, including A/P, Payroll, A/R, Reporting, Bank Reconciliation and all daily, weekly and monthly finance tasks.



Develop NmTC Statement of Policies and Procedures for Finance

Ensure staff are documenting procedures



Review and Update Financial Policies and Procedures

Work with CAO to reconcile major projects, implement and enforce procedures, and help manage risk.



Prepare the Audit

Close year end, work with project authorities, work with auditors on adjustments, and implement recommendations.



Manage Finance department staff to meet current and future needs.

Review NmTC finance needs and provide recommendations for support.



Budgets

Prepare and review budgets to ensure a balanced budget for funders

Proposal Writing Workshop

7 Member Nations Participated

Snaw-naw-as • Klahoose • T'Sou-ke • Halalt
Tla'amin • Stz'uminus, • Malahat

The workshop took a practical, hands-on approach that has been tested, evaluated, and adjusted over numerous deliveries.

The participants worked in small groups (4-6 people), and were tasked with building an outline of a project proposal. The activities cycled through the presentation of information lecture style, group work, writing, brainstorming, and presentation exercises.

Key topics were presented on screen, and a wide variety of handout materials included: terminology, key concepts, and exercises. Overall, information was presented through a diversity of formats in order to appeal to a wide array of learning styles. Moreover, care was taken to present information in bite-sized portions to ensure that participants stayed focused and engaged.

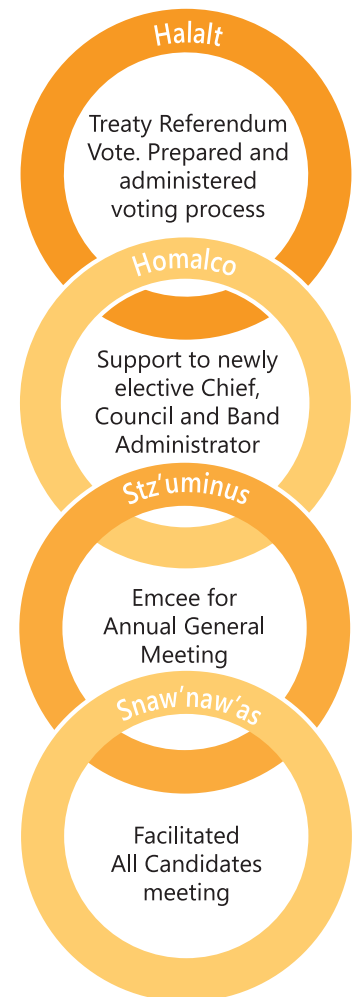
Governance

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. Valerie Cross-Blacket has more than 15 years of governance and management experience. With a passion for integrating culture and blending modern governance practices with traditional ones, Valerie also provides corporate governance support to Naut'sa mawt Tribal Council and its subsidiaries.

- ✔ Workshop Delivery
- ✔ Governance Capacity Building and training
- ✔ Facilitation
- ✔ Strategic Planning
- ✔ Proposal Writing
- ✔ One-on-One Support
- ✔ First Nation to First Nation knowledge Sharing
- ✔ Supporting corporate governance



Governance Support



- Records and Information Management Symposium**
NmTC partnered with Archive and Records Management Association (ARMA) Vancouver Chapter to host and emcee the 2nd annual First Nations Records Management Symposium over two days with **90** participants and **5** members
- Snaw-naw-as Strategic Planning Session**
A full day workshop to support planning efforts with leadership and senior management. Staff Mentoring on drafting annual report for Employment and Training Program.
- Homalco Community Clean up and Garden Reconciliation**
A weekend with Carden Consulting Seacove Social Justice class, teachers and volunteers and the Homalco community
- 2017 Youth Leadership Gathering**
Three-day, culturally-rich agenda with co-host, Tla'amin Nation. **35** youth from **8** member nations participated.
- Thriving Nations Conference**
This innovative partnership with Nuu-chah-nulth Economic Development Commission (NEDC) produced a two-day conference exploring options for self-governance. **15** participants from **7** NmTC member nations participated.
- Nation to Nation Self-Governance Mentorship**
Toured Dr. Manley Begay through Coast Salish territory, bringing his wisdom and decades of work on self-determination and nation rebuilding to **5** NmTC member nations.
- 2017 Comprehensive Community Planning (CCP) Workshop**
Four-day workshop, held in Port Hardy, included **21** speakers and facilitators, **90** participants from across BC, concurrent break-out sessions, and **2** evenings of cultural programming. **7** NmTC members participated.



NmTC Member Nations Visited

Halalt • Homalco • Klahoose

Malahat • Tla'amin • Snaw-naw-as

Snuneymuxw • Stz'uminus • Tsawwassen

Tsleil-Waututh • T'Sou-ke

Board Governance

Provided corporate records management and governance support to NmTC, NRG, and Xyntax board of directors. Managing logistical aspects including accommodation and travel, planning agendas, minutes, drafting meeting reports materials, and issuing notices for **7** NmTC Board and executive committee meetings and **1** AGM.

Provided administrative support to NRG to support the Executive Committee assignment to conduct the CAO performance evaluations, such as coordinating meetings and processing travel claims, etc.

Enhanced Technical Services -(ETSU)

Erik Blaney, Eric Blueschke, and John Bolton are the NmTC Enhanced Technical Services Unit Team. After ISC transformed the Technical Services area to the Enhanced Technical Services Unit, NmTC, ever innovative, adapted and applied for funding to implement at 14 project work plan to support its member nations with these services.

The workplan was reviewed and approved by the board and implementation started on April 1st, 2017.

- ✔ Collaboration
- ✔ Follow and Implement ETSU workplan
- ✔ Workshop Delivery
- ✔ Capacity building
- ✔ Feasibility studies
- ✔ Nation to Nation knowledge Sharing

The Integrated Community Infrastructure Service Planning Process

Many Operations and Maintenance Departments struggle with long term planning due to either lack of resources, capacity, or time to undertake a long term strategic plan for their departments. The Integrated Community Infrastructure planning process will assist participating member Nations with looking 5-100 years ahead at their community infrastructure needs. **Stz'uminus** and **Malahat** have signed on to participate at the next level and NmTC has been able to work with ISC and the Member Nations on obtaining Special Project Funding to proceed for both Nations.

ETSU Work Plan Kick Off Workshop

7 Member Nations Participated

Snaw-naw-as • Malahat • Homalco • Tla'amin
Snuneymuxw • Stz'uminus, • Tseil-Waututh

What attendees found valuable:

Discussion of the various agenda items & hearing from other Nations' experience
The ETSU work plan and how NmTC is moving forward to support Nations
Housing Policy & Liability information

Moving Forward with Infrastructure and Housing Workshop

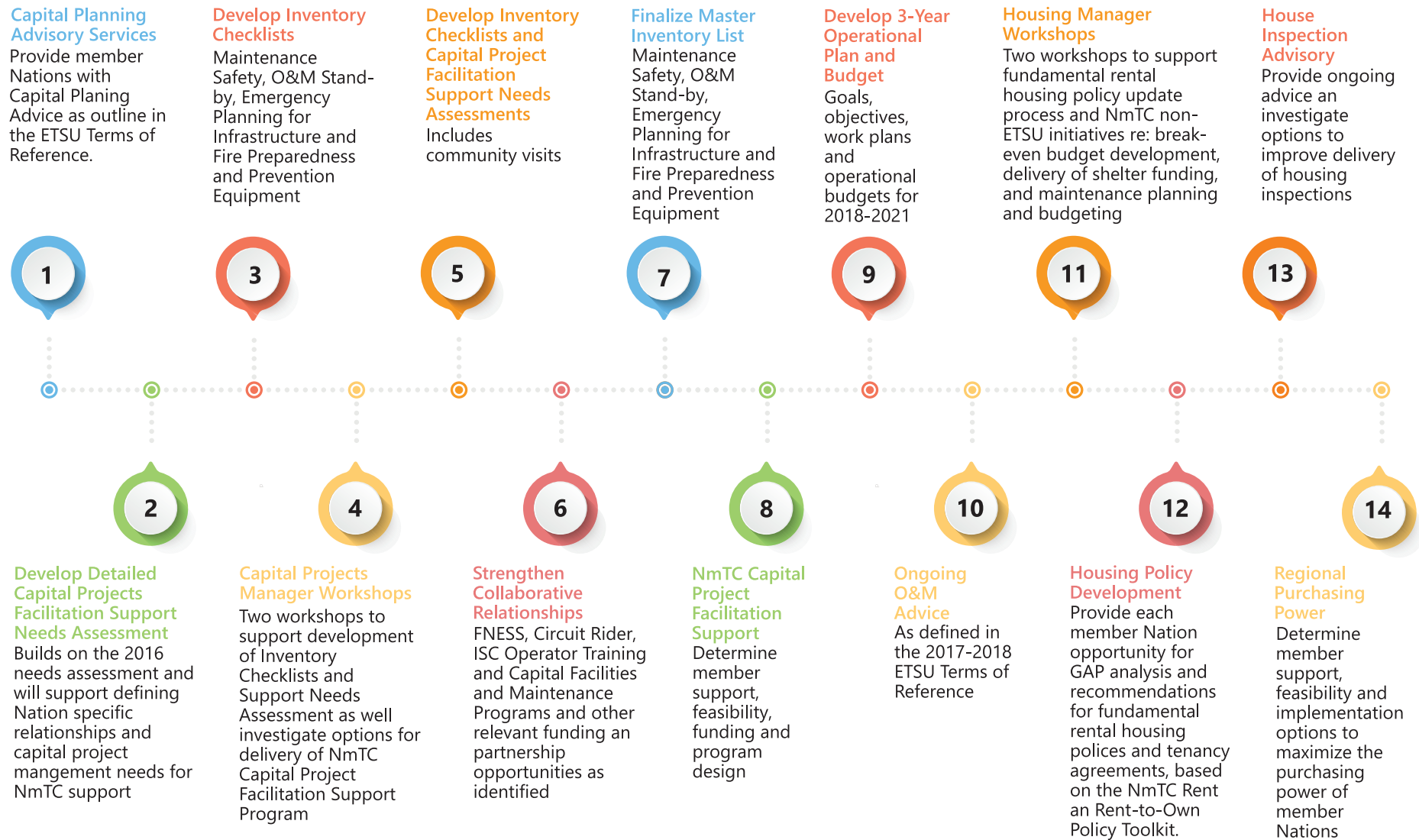
8 Member Nations Participated

Snaw-naw-as • Malahat • Homalco • Tla'amin
Snuneymuxw • Stz'uminus, • Tseil-Waututh • T'Sou-ke

What attendees found valuable:

TC sharing work plan and successes
Morning presentations were short and to the point
Learning about the different organizations and programs available, especially in regards to housing/asset management being done safely.

Enhanced Technical Services Unit (ETSU) 14 Project Work Plan



Enhanced Technical Services - Housing Policy

Eric Blueschke is honoured to serve as the NmTC Housing Policy Advisor. With a focus on collaboration and knowledge sharing amongst the NmTC member Nations, Eric is focused on building an supporting the implementation of trustworthy and comprehensive housing policy development tools.

- ✔ Collaboration with project partners
- ✔ Building Housing Capacity
- ✔ Housing toolkit development
- ✔ Proposal writing and reporting
- ✔ Workshop Delivery
- ✔ Nation to Nation knowledge Sharing

8 Housing Policy GAP Analysis Provided

The Housing Policy Gap Analysis is the first step in updating and revising housing policies. It provides a snapshot of where your housing policies are and provides recommendations and potential areas of priority for consideration.

Rent and Rent-to-Own Housing Policy Toolkit

NmTC's Rent and Rent-To-Own Housing Policy Toolkit was released in February 2016 and has been requested by and distributed to, over **250** First Nation communities Canada wide..

Shelter Policy and Break-Even Budget Toolkit Development Session

7 Member Nations Participated

Snaw-naw-as • Klahoose • Homalco • Halalt
Tla'amin • Stz'uminus, • Tseil-Waututh

What attendees found valuable:

New information & networking
Excellent presenters with real examples and great contributions from participants encouraged and responded to by the presenters
There are actionable ways to make things better in the housing area
The group discussions - hearing from other nations on how they dealt with difficult circumstances

Housing Policy Working Group Kick-Off Workshop

7 Member Nations Participated

Snaw-naw-as • Klahoose • Homalco • Halalt
Tla'amin • Stz'uminus, • Tseil-Waututh

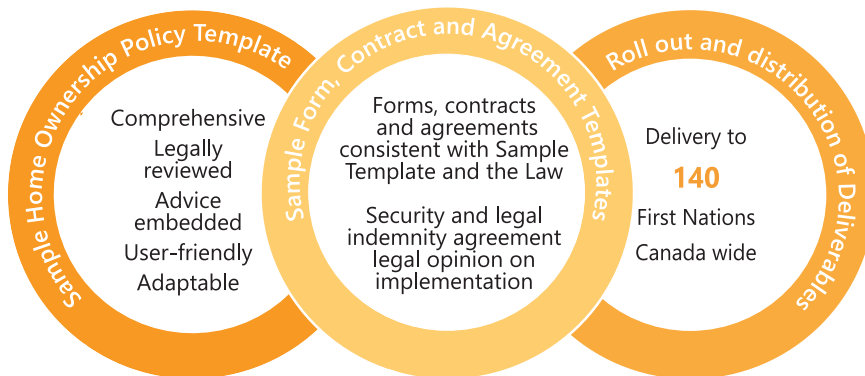
What attendees found valuable:

A clear path forward to develop a housing policy and strategy
Common ground & collaboration opportunities
That all or some First Nations can adapt the policy toolkit & be on the same page
Walking through the policy piece by piece - this inspired thoughts I had not had during the first read.

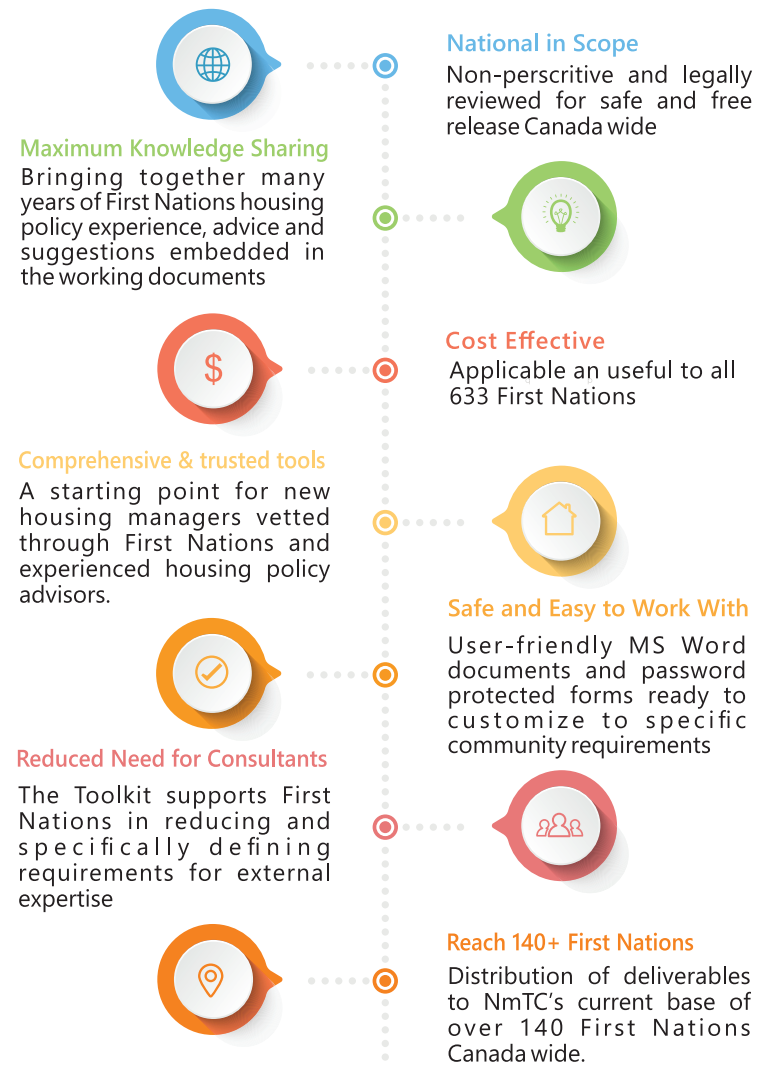
Home Ownership Policy Toolkit

The Home Ownership Policy Toolkit will support First Nation communities who wish to increase their capacity to develop, oversee and manage their on-reserve home ownership programs. The Toolkit will provide comprehensive and flexible sample policy templates and experienced, trusted advice on how to tailor the documents to the specific Home Ownership requirements of on-reserve First Nation communities.

Completion of the Home Ownership Policy Toolkit, and use in combination with the NmTC Rent and Rent-to-Own Housing Policy Toolkit, provides two robust tools that comprehensively address the full spectrum of First Nation housing policy needs.



Value-added project benefits - more than just policy templates



Communication Liaison

As Communication Liaison, Edith Moore Tut'Keet provides two-way communication between NmTC and its member Nations. Through the efforts of the Communication Liaison, NmTC is more proactive in identifying programs and services to better serve our member communities and NmTC members have better knowledge regarding resources available from NmTC. This service area has improved the engagement with our communities, and provides generous support to Advisors

- ✔ Visit NmTC member communities
- ✔ Support advisors as needed
- ✔ Communicate nation feedback to NmTC
- ✔ First Nation to First Nation knowledge Sharing
- ✔ Workshop facilitation and on-site assistance
- ✔ Share information with member communities

Articles

10 articles were written for the Salish Sea Sentinel, covering what our nations have accomplished and reporting on what the Communications Liaison took part in.

Member Nation Tour with CAO Gary Reith

Ten of the Eleven Nations were visited with the CAO of Naut'sa mawt Tribal Council. These visits are a stepping off for a better relationship between all first nation staff, council members, and concluded with an open invitation for further get together to continue the relationship building.

56 invited visits were made between April, 2017 – March, 2018





- **T'Sou-ke Energy and Food Security Workshop**
35 attendees from 8 member nations attended this successful workshop in T'Souke-Ke Nation.
- **2017 Youth Leadership Gathering**
Three-day, culturally-rich agenda with co-host, Tla'amin Nation. 35 youth from 8 member nations participated.
- **Nation to Nation Self-Governance Mentorship**
Toured Dr. Manley Begay through Coast Salish territory, bringing his wisdom and decades of work on self-determination and nation rebuilding to 5 NmTC member nations.

Tribal Climate Change Camp

Allan Planes - T'Sou-ke
Melanie Walker - Tseil-Waututh
Carleen Thomas - Tseil-Waututh

Upon an invitation from the Affiliated Tribes of Northwest Indians to the Naut'sa mawt Tribal Council, a delegation from the Naut'sa mawt Tribal Council was able to attend the Tribal Climate Change Camp. Attendees included participants from all over the U.S. and as far as Indonesia.

The camp was set up to support teams of tribal leaders, climate change coordinators, planners, student interns, and program managers to build skills, gather information, and develop tribal policy needed to address climate change impacts.

The camp was held at the University of Washington's Pack Forest Conference Center in Eatonville, WA, on the territory of the Nisqually Indian Tribe.

Tla'amin Elder John Louie teaches a group of youth about how to build a sweat lodge



Developing Future Leaders Coast Salish Youth Gather in Tla'amin

Teens spent three days learning and bonding at NmTC's second annual Youth Leadership Gathering

Several years ago, Lawrence Mitchell of Snaw-naw-as First Nation had a vision to give Coast Salish youth an opportunity to come together and learn about their culture.

This summer, he saw his idea realized for the second time at Naut'sa mawt Tribal Council's 2017 Youth Leadership Gathering.

The camp from Aug. 22 to 25 saw three dozen teenagers from the tribal council's 11 member nations come together to learn from their elders, have fun together and practice their culture. Standing in the main hall of the outdoor learning centre in Tla'amin territory where the event was held, Mitchell expressed his gratitude.

"What we're doing here, it's very meaningful," he said.

"It took me several years to fight for this event to happen, and I know it takes time, it takes resources, it takes people to come together and make this a success."

Mitchell said it is particularly meaningful to have seen the tribal council realize his idea of engaging youth because it was something he was never afforded himself as a child.

"I just started learning more and more about who I am ... I'm 38 and I only started really tapping into it several years ago," he said.

"Imagine how strong you're going to be if you start figuring this stuff out when you're younger. How strong of an adult you will be if you start

grasping onto that language and learning the songs."

Activities that took place during the camp included drum-making, creating traditional art, making jam, ceremony and games.

Matthew Louie, a 13-year-old from Tla'amin, said he used to rarely see other kids from his nation participating in cultural activities, but now he sees that increasing.

"It's really cool to do this type of thing, and take part in culture. I'm really glad to see other kids here from my nation," he said. "I like to see people actually take part because if you don't take part, it's going to die."

Matthew has learned many teachings from his grandfather John Louie, who was at the camp showing groups of youth how to build a sweat lodge.

The elder Louie said now that the sweat lodge is built, he will continue to pass his knowledge on through programs with the local school district and beyond.

"So I'll be doing sweats here with the youth from the schools, I think there's five different groups that I'll be working with," he said. "I'll also work with different men's groups. It's all about sharing."

Valerie Cross-Blackett, camp planner and governance advisor with NmTC, said she is grateful to see that the youth camp is not only

planting seeds of knowledge for future leaders, but resulting in other positive benefits such as the sweat lodge.

"I really appreciate the teachings that people are willing to share," she said. "We've got all kinds of people working together for one common goal."

Bronwen Geddes, who also planned the camp and works as a community planning advisor with NmTC, said each year has been a learning experience.

"Last year the youth said they loved the camp and they got a lot out of it, but they wanted it to be longer," she said. "It's a great way for the youth to get outside of their own home communities ... and also for the youth to meet each other."

Next year, Geddes and Cross-Blackett will be looking for more sponsorship opportunities and take feedback from this year's gathering in order to keep improving.

In the meantime, the youth from this year's camp were left with the words of elders such as Tla'amin's Elsie Paul, who urged the teens to learn words in their Indigenous languages and to take time for self-reflection.

"We're tested all the time in what we do in this life," Paul said. "Don't ever feel defeated, don't ever feel like you can't do this or that. Take a deep breath, go somewhere, meditate, even if it's just to your room. Think about life, think about the blessings you have."

This story was published in the October 2017 issue of the Salish Sea Sentinel

Budding Entrepreneurs Get Prepared at Business 'Boot Camp'

Budding entrepreneurs get prepared at business 'boot camp' Up-and-coming Coast Salish entrepreneurs learned some tips about what it takes to start a business during a weekend training session in late August.

Naut'sa mawt Tribal Council's event in Tsawwassen saw about a dozen people sit in on sessions with experts, discuss business ideas and take part in group exercises.

The seminar was led by Jay Silverberg from Synergy Management Group and Chris Cathers of Evolution Business Group, who run a regular 12-week Indigenous entrepreneurship program out of the Victoria Native Friendship Centre.

Silverberg said the point of the weekend event was to get people thinking in the right direction. "This weekend is really all about a boot camp on Indigenous entrepreneurship," he said. "We cover as much as we can. It gives people an idea of where to take it from here.

Participants in the workshop percolated business ideas that stemmed from their experiences and skills, and heard from successful entrepreneur Erik Blaney, who runs the Tla'amin Convenience Store and a tourism business along with his job at Naut'sa mawt Tribal Council.

Cathers said many successful businesses are extensions of people's interests and skill sets.

"It's amazing what drives businesses," he said. "You want to do something that you are comfortable with and that's fun as well, hopefully."

This story was published in the October 2017 issue of the Salish Sea Sentinel



NmTC Helps Team B.C. Bring Home Soccer Gold

By Penny Baird, Tsawwassen First Nation

A huge thank you to Naut'samawt Tribal Council and their partners!

Team B.C.U16 Girls soccer team competed at the North American Indigenous Games (NAIG) in July with funding support from Naut'sa mawt Tribal Council's 2nd Annual Golf Tournament.

The NAIG experience was an inspiring display of athleticism and hard work, and more importantly, sportsmanship and team bonding. To boot, our girls succeeded in bringing home the GOLD!

We couldn't have done it without you!



U.S. Indigenous Governance Expert Dr. Manley Begay tours 5 B.C. Nations'

Naut'sa mawt Tribal Council recently hosted Dr. Manley Begay on a tour of five of our member First Nations.

Dr. Begay is a world-renowned leader in Indigenous governance with Arizona State University. He has spent 30 years studying, travelling and gaining knowledge of what works for many nations that wish to exercise sovereignty and jurisdiction, and he now offers instruction of what he has learned.

Dr. Begay held sessions at Homalco, Tsleil-Waututh, Tsawwassen, Malahat and T'Sou-ke.

His presentations posed challenging questions as he told inspiring stories of growth from First Nations around the world.

Communities Work With NmTC On Housing Policy

A "toolkit" document intended to help solve dilemmas with on-reserve housing has already been distributed to more than 250 First Nations across Canada.

Now those behind the report are working with communities to put the Housing Policy Toolkit 2.0 document into use.

The toolkit was developed by Naut'sa mawt Tribal Council with input from Indigenous organizations, consultants and First Nations.

On Oct. 19, Naut'sa mawt's Housing Policy Advisor Eric Blueschke led a workshop in Nanaimo to further the discussion on creating a community housing policies.

He said, now that communities have the policy tools, they can start to use and expand them to make things easier when it comes to housing on-reserve.

"The workshop was the first step in using our policy tools," he said.

Blueschke said the toolkit is important because it helps nations down housing rules on reserve and helps nations to create custom plans to deal with their unique needs.

He is now working with communities under NmTC's umbrella to use the toolkit and to expand the document by springtime. "(NmTC) member nations are leading the way in this approach," he said. "They're the first ones to use this toolkit."



Naut'sa mawt
TRIBAL COUNCIL

Value Added Services

NmTC engages in a variety of other activities, programs, and partnerships that align with its values and are intended to expand the resources available to member Nations and other Indigenous communities across Canada. Generating discretionary income is vital to Naut'sa mawt Tribal Council in order to sustain core services and undertake other projects that support its vision.

VALUE ADDED SERVICES



Salish Sea Sentinel

The Salish Sea Sentinel is honoured to tell the stories and share the successes of our member nations. This year, Todd Peacey from Homalco Nation joined the Sentinel team as a photographer and contributor and we have introduced a couple of new freelance Indigenous writers, who have submitted everything from personal essays to cultural stories and news features. This year we have continued to focus on Coast Salish art and culture, profiled Elders and Youth from our communities, and shared stories with a provincial and National focus.

The Salish Sea Sentinel participated in many events this year, including Naboc, the ABM, and the AFOA National Conference, with the goal of increasing the profile of our magazine. The Salish Sea Sentinel has been very well received, by both potential advertisers and community members from Nations across Canada. We have increased our advertising sales and expanded our distribution to include universities, museums, galleries, and Indigenous organizations.

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.

Cultural Grants

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



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

Naut'sa mawt 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 of events centered around Aboriginal initiatives.

Key Events Managed in 2017/18

- Adapting to Climate Change Impacts
- National Enquiry into Missing Women and Girls
- Fire Prevention
- Safe Water Drinking Act
- Land Use Planning Session IV: Module 1
- 2017 CPP Workshop National
- National Sustainable Infrastructure Workshop
- Land Use Planning Session IV: module 2
- Asset Management Meeting
- Tribal Council Technical Services Units Meeting
- Yukon Indigenous Community-Based Climate Monitoring Forum
- INAC Fiscal Policy Meetings/Collaborative Group and Negotiating Groups
- Minister Bennett's Engagement Sessions
- Department of Justice Canada Privacy Act Focus Groups

The Inquiry into the Murdered and Missing Indigenous Women and Girls

In 2017 Naut'sa mawt Tribal Council was awarded the MMIWG meeting logistics contract, which is the largest direct award in the history of our organization.

Event Management Services for the Federal Government

On July 11, 2017 Naut'sa mawt Tribal Council was awarded a Supply Arrangement to provide event planning services to any Federal department in any geographic region of Canada.

Naut'sa mawt Project Management

NmTC provides project management services principally to ISC. We receive funding through amendments to our Comprehensive Funding Agreement (CFA). The CFA includes core funding from ISC 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.

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. As the following table illustrates, NmTC must take care to track revenues and expenditures. The individual projects not only have their own reporting requirements to the funder, 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. Ensuring that we keep project reporting up to date in is almost a halftime job for one employee.

Project management and event management activity continues to be buoyant. The table below estimates the revenue and net income from project and event management activity. As of September 30, 2017, potential revenues were roughly 66% higher than for all of 2016-2017. As there are still five months left in the fiscal year, it is more than likely that this amount will grow further. Managing the projects places high demands on our finance department team. Keeping projects up to date on reporting requirements is critical, and is currently a halftime job for one employee. A failure to meet reporting requirements can result in delays in funding.

Naut'sa mawt Resources Group (NRG)

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.

We pursue opportunities to offer value-added products and services to private and public sectors across Canada. We establish strategic partnerships with service providers and manufacturers that enable us to augment our access to different products and specialized expertise.

As a community owned venture, we are mindful of our Coast Salish cultural values, which guide the conduct of our business at every level.

Our Vision

To provide substantial support to the goals of NmTC through generating ethical revenue and providing opportunities for employment amongst NmTC's Coast Salish Members.

Our Mission

NRG will provide a highly profitable source of discretionary income that will support NmTC to reach its vision and mission and to be self-sufficient. NRG will conduct business that provides opportunities for all generations in an ever-changing world. NRG will be a business leader that respects and preserves the cultural integrity of the Coast Salish peoples while adhering to its values and principles.

- ✔ Forming partnerships and expanding to new partners
- ✔ Recognize and capitalize on competitive advantages
- ✔ Leverages past successes and reputation

- ✔ Adapt Recruit and sustain human resources
- ✔ to change and are flexible to client's needs
- ✔ Procurement vehicle for other businesses

Ethically Generate Income

- We will demonstrate a moral conscience in how we make our money
- We will be transparent and accountable
- We will not jeopardize our cultural values
- We will protect sacred and cultural sites
- We will not be wasteful, but will contribute to clean water and air and a healthy environment for future generations

Empower Self Sufficiency

- We will balance risk and reward
- We will not rely on government funding
- We will provide funds to NmTC and indirectly support employment for NmTC members

Respect for our Ancestors

- We will celebrate our cultural differences as a source of pride and competitive advantage
- We will be a role model organization with regards to respecting and incorporating our history, ways, and traditions of our ancestors
- We will keep our cultural protocols in practice as often as possible
- Staff and partners will have knowledge of our history, ways and traditions
- Inclusivity and respect will be a part of everything we do

Most of NRG's business activity and marketing effort focusses on the federal government. While this is changing, and new markets such as the Province of British Columbia are emerging, the federal government remains the main target because it implemented the Procurement Strategy for Aboriginal Business – or PSAB in the 1990's. In fact, PSAB was the stimulus for creating NRG.

Among PSAB's key features was the “set-aside” program. This program restricted competition on a small percentage of federal contracts to businesses or other entities that met the federal government's definition of being Aboriginal (e.g. through criteria such as ownership, control, and the percentage of Aboriginal employees). Under PSAB, being an aboriginal entity became a competitive advantage when it came to certain federal contracts.

Under PSAB, then, it was possible for a First Nation business to form a partnership with a non-Aboriginal business that had particular expertise in a particular field, such as information technology, environmental sciences, organizational development, or printing and publishing. If the partnership was prepared correctly, and satisfied definition of being Aboriginal under PSAB, then the partnership would be eligible to bid on set-aside opportunities for which neither party would qualify on their own.

Through this means, NRG formed partnerships with several progressive non-Aboriginal businesses and was able to receive numerous awards to provide goods and services. In many cases, awards were the result of competitive bidding on a specific project. However, most awards originated through NRG and its partner qualifying for *Standing Offers* (SO's) and *Supply Arrangements* (SA's). Although SO's and SA's differ in some respects, they both enable the federal government to purchase goods or services, that are commonly required, from a list of pre-qualified vendors.

Since the late 1990's NRG and its various partners have undertaken well over 300 individual projects for more than 35 different federal agencies using SO's and SA's. Each project that was successfully completed became part of NRG's corporate resume. This resume enables NRG to continue to qualify for various SO's and SA's. As NRG has grown in experience and sophistication, it has been able to both retain long standing SO's and SA's as well as receive new awards on its own merits. However, partnerships still figure prominently in NRG's business strategy.



Naut'sa mawt
TRIBAL COUNCIL

Corporate Governance

The **11** board members of the Naut'sa mawt Tribal Council held **7** Board Meeting in 2017/18:

May 25, 2017 Tsawwassen

July 20, 2017 Tla'amin

September 21, 2017 Klahoose

November 14, 2017 Snuneymuxw

November 22, 2017 Teleconference

January 24, 2018 Tsleil-Waututh

March 14, 2018 T'Sou-ke



CORPORATE GOVERNANCE

NmTC Board Meeting, Klahoose



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 2017 -2018

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:

- Directed staff to seek out an appropriate relief agency and donate up to \$2,000 to support the aboriginal people that are affected by the BC Wildfires in the interior.
- Assigned the Executive Committee to conduct the CAO performance evaluation
- Directed staff to review Elders' honorarium policy for workshop attendance
- Set Auditor remuneration for the 2018-2019 fiscal year
- Authorized staff to submit NmTC's 2018-2019 workplan and funding application to INAC's Tribal Council program
- Authorized staff to coordinate a funding application to the 2018-19 BCCI program for the "From People to Policy: Building Skills for Land and Resource Management" project, subject to at least three NmTC member nations supporting the application.
- Authorized TC staff to coordinate a funding application to the 2018-19 P&ID Program for the 'Nm TC 5-Year Comprehensive Strategic Planning' project, subject to at least three NmTC member nations supporting the application
- Approved the 2016-2017 Audit and presentation at the 2017 AGM
- Directed the NmTC Technical Services Unit to seek membership on the Aboriginal Capital Committee on behalf of the Naut'sa mawt Tribal Council;
- Approved and authorized the submission of the 2018-2019 INAC Enhanced Technical Services Unit funding application and work plan.
- Directed the Chair to arrange a meeting with Chief of Snuneymuxw to set up a meeting NmTC Board and Elder's Advisory Council and Snuneymuxw Council
- Elected Officers of the board for the next fiscal year:
 - Chief Bryce Williams as Chairman of the Board;
 - Chief Darren Blaney as Vice-Chairman of the Board;
 - Deanna George as Secretary/Treasurer of the Board



NmTC Elders Advisory Council

In May 2016, the NmTC Board of Directors established an NmTC Elders' Advisory Council (Council). The role of the 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. They may attend any board meeting and AGM, at the discretion of the board, but do not have voting rights.

To be eligible to serve on the Council, the individual:

- Must be a member 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. At the AGM held on November 28, 2017, the NmTC Members insisted that all Elders nominated be appointed and that the three nations that were not represented be contacted to nominate Elders from their respective communities. A consistent theme at this year's AGM was the value of our Elders and the need to collect teachings, learn from them and protect our history and culture. This is why our Elders' Council has been expanded to represent each of our NmTC Member Nations.

The following Elders were elected to the NmTC Elders' Advisory Council. Their term starts on November 28, 2017 and runs until the next AGM.

- Janet Moore, Halalt
- Vera Peacey, Homalco
- Jessie Louie, Klahoose
- George Harris Sr., Wholwolet'za, Stz'uminus
- Germaine Sutherland, Hi ah watt, T'souke
- Elsie Paul, Qaxustala's, Tla'amin
- Tony Jacobs, Thaymut, Tsawwassen
- Deanna D. George, Tsleil-Waututh

"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



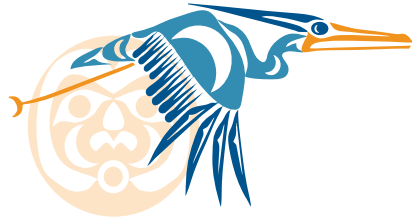
Naut'sa mawt
TRIBAL COUNCIL

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.

FINANCIAL MANAGEMENT





Naut'sa mawt
TRIBAL COUNCIL



Lisa Scott
CFO
Naut'sa mawt Tribal Council

Message from the Director of Finance

Lisa Scott, Nautsa'mawt Tribal Council

It has been my pleasure to serve Naut'sa mawt Tribal Council as Chief Financial Officer.

Naut'sa mawt Tribal Council has developed a reputation that garners trust and confidence through financial transparency and accountability, and treating our partners and members with dignity, honesty and respect. We have experienced tremendous growth over the past fiscal year as a result of this reputation. Our commitment to successfully execute contracts, meet deliverables, and satisfy objectives, has continued to provide us with new opportunities to generate own source revenue. Growth in our fee for service programs, project management, and event management services in turn, enable us to expand our core services to members.

Growth is not always easy. Growth management requires diligence and continuous effort, strategy and human resources. The Murdered and Missing Indigenous Women and Girls contract was the largest direct award in the history of our organization, at over 15 million. The Finance Department was unprepared for this substantial increase in workload. We faced considerable challenges.

Supported by strong leadership and good governance, the Finance Team was able to re-examine our policies and procedures, increase our resources and expand our finance team. This year we hired a Controller, an Accounting Technician, and a Finance Clerk.

The Audit was completed in January, and presents a favorable position for NMTC For the 2017/18 fiscal, despite ISC recoveries for 2015/16 and 2016/17. The recovery of funds pertained to certain projects showing a surplus that could not be carried forward. However, we will receive a partial reimbursement of this recovery because there are also ISC projects that incurred deficits.

As our organization continues to grow, it becomes even more important to maintain the high standards of financial responsibility attributed to Naut'sa mawt tribal Council and our subsidiaries. It is imperative that we have a plan so that we are prepared. It is an exciting time for Naut'sa mawt Tribal Council, and I am honoured to be a part of such a dynamic organization.

Sincerely,

Lisa Scott

Lisa Scott, Director of Finance

Tla'amin celebrated the one year anniversary of its treaty, which came into effect one year ago, with a community event that included a feast, drummers and presentations from leaders.





T-Sou-ke Chief Gordon Planes gave a presentation and took guests on a hike on Broom Hill during the UVIC Ethnoecology Symposium.

Managements Statement of Responsibility for Financial Reporting March 31, 2016

The accompanying consolidated financial statements of Naut'sa mawt 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 judgements 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 Naut'sa mawt Tribal Council and meet when required.

On behalf of Naut'sa mawt Tribal Council:



Director


Director

January 17, 2019
Date
January 17, 2019
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, 2018, 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 ent 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, 2018 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.

Basis of Accounting and Restriction on Use

Without modifying our opinion, we draw attention to Note 2(a) to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist Naut'sa mawt Tribal Council with its internal reporting to its member Nations. As a result, the financial statements may not be suitable for another purpose. Our report is intended solely for the Naut'sa mawt Tribal Council and is not to be used by parties other than the Naut'sa mawt Tribal Council and its member Nations.



REID HURST NAGY INC
CHARTERED PROFESSIONAL ACCOUNTANTS

Vancouver, B.C.
January 18, 2019



Tla'amin Elder Elsie Paul and a youth, T'sou-ke
Photography by Barclay Martin


NAUT'SA MAWT TRIBAL COUNCIL

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2018

	2018 \$	2017 \$
FINANCIAL ASSETS		
Cash and cash equivalents	5,495,852	2,080,634
Accounts receivable (Note 3)	7,715,222	1,246,326
Investment in government business enterprise (Note 4)	630,800	616,031
	<u>13,841,874</u>	<u>3,942,991</u>
LIABILITIES		
Accounts payable and accrued liabilities (Note 5)	5,440,560	3,192,195
Deferred revenue (Note 6)	10,832,619	2,719,053
	<u>16,273,179</u>	<u>5,911,248</u>
NET DEBT	<u>(2,431,305)</u>	<u>(1,968,257)</u>
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 7)	20,874	6,967
Prepaid expenses	463,409	7,941
	<u>484,283</u>	<u>14,908</u>
ACCUMULATED DEFICIT (Note 8)	<u>(1,947,022)</u>	<u>(1,953,349)</u>

APPROVED ON BEHALF OF THE NAUT'SA MAWT TRIBAL COUNCIL

 Director

 Director

NAUT'SA MAWT TRIBAL COUNCIL

CONSOLIDATED STATEMENT OF CHANGE IN NET DEBT FOR THE YEAR ENDED MARCH 31, 2018

	2018 \$	2017 \$
ANNUAL SURPLUS (DEFICIT)	6,327	(1,027,159)
Acquisition of tangible capital assets	(17,001)	-
Amortization of tangible capital assets	3,094	1,742
	(13,907)	1,742
Acquisition of prepaid assets	(463,409)	(7,941)
Use of prepaid assets	7,941	2,992
	(455,468)	(4,949)
DECREASE IN NET FINANCIAL ASSETS	(463,048)	(1,030,366)
NET DEBT, BEGINNING OF YEAR	(1,968,257)	(937,891)
NET DEBT, END OF YEAR	(2,431,305)	(1,968,257)



A Fish Hatchery For Halalt. Chief James Thomas is taking action on dwindling Salmon populations in the communities's waters.



NAUT'SA MAWT TRIBAL COUNCIL

CONSOLIDATED SUMMARY STATEMENT OF REVENUE, EXPENSES AND ACCUMULATED SURPLUS FOR THE YEAR ENDED MARCH 31, 2018

	2018 Budget \$	2018 Actual \$	2017 Actual \$
REVENUE			
Indigenous Services Canada (ISC)	-	22,238,758	13,594,320
ISC Recovery	-	(605,924)	-
Province of BC	-	110,000	-
Privy Council	-	5,434,495	-
Net loss from government business enterprise	-	(73,530)	(241,637)
Administration fee	-	864,819	751,794
Interest income	-	54,323	52,395
Other revenue	-	420,764	1,010,541
Deferred revenue - prior year	-	2,719,053	2,597,068
Deferred revenue - current year	-	(10,832,620)	(2,719,053)
	-	20,330,138	15,045,428
EXPENSES			
Administration	-	1,449,092	1,747,799
Programs	-	18,834,119	14,284,188
Enterprise Fund	-	40,600	40,600
	-	20,323,811	16,072,587
ANNUAL SURPLUS (DEFICIT)	-	6,327	(1,027,159)
ACCUMULATED DEFICIT, BEGINNING OF YEAR	-	(1,953,349)	(926,190)
ACCUMULATED DEFICIT, END OF YEAR	-	(1,947,022)	(1,953,349)

NAUT'SA MAWT TRIBAL COUNCIL

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED MARCH 31, 2018

	2018 \$	2017 \$
OPERATING ACTIVITIES		
Annual surplus (deficit)	6,327	(1,027,159)
Items not affecting cash		
Amortization	3,094	1,742
Net loss from government business enterprise	73,530	241,637
	82,951	(783,780)
Change in non-cash items on statement of financial position		
Accounts receivable	(6,468,896)	705,835
Prepaid expenses	(455,468)	(4,949)
Accounts payable and accrued liabilities	2,248,365	1,007,957
Deferred revenue	8,113,566	121,986
	3,520,518	1,047,049
CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	(17,001)	-
INVESTING ACTIVITIES		
Due from government business enterprise	(88,299)	(252,232)
INCREASE IN CASH AND CASH EQUIVALENTS	3,415,218	794,817
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	2,080,634	1,285,817
CASH AND CASH EQUIVALENTS, END OF YEAR	5,495,852	2,080,634





NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2018

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. Funding support includes Indigenous Services Canada and from 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.

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) Basis of Accounting

As an not-for-profit organization, the Council should adhere to the standards applicable to not-for-profit organization in Part III of the CPA Canada Handbook - Accounting. Accordingly, the Council is required to prepare its financial statements using Accounting Standards for Not-for-Profit Organizations. Management has determined that the internal reporting needs of the Council and its member Nations are met through the use of Public Sector Accounting Standards (PSAS) excluding 4200 series from CPA Canada Public Sector Accounting Handbook, therefore, these financial statements have been prepared in accordance with the framework of PSAS. Since PSAS is not designed to necessarily meet the needs of all stakeholders of the Council and users of the financial statements, the readers of these financial statements may require additional information.

(b) 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

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

MARCH 31, 2018

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

(c) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, balances with banks net of bank overdrafts 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.

(d) 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.

(e) 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.





NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2018

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

(f) 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.

(g) 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. 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.

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2018

3. ACCOUNTS RECEIVABLE

	2018	2017
	\$	\$
ISC	1,418,699	722,924
GST/HST Public Service Bodies' Rebate	352,860	14,694
Others	6,138,478	712,812
	7,910,037	1,450,430
Allowance for doubtful accounts	(194,815)	(204,104)
	7,715,222	1,246,326

4. INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISE

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

	2018	2017
	\$	\$
Investment in NRG	(1,492,823)	(1,419,293)
Due from NRG - (i)	2,123,623	2,035,324
Interest bearing loan - (ii)	580,000	580,000
Interest receivable - interest bearing loan	226,581	185,981
Allowance for doubtful account - principal and interest of the interest bearing loan	(806,581)	(765,981)
	630,800	616,031

- 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, 2018. The Tribal Council charged NRG \$40,600 (2017: \$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.





NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2018

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, 2018 and 2017 are presented as follows:

	2018	2017
	\$	\$
Cash	50,149	307,316
Accounts receivable	133,248	440,736
Note receivable	-	49,611
Capital assets	1,225	1,650
Investment	1,425,625	1,250,827
Other assets	21,262	-
Total assets	1,631,509	2,050,140
Accounts payable	97,305	326,312
Government remittances	88,861	43,046
Due to shareholder	2,131,585	2,011,582
Current portion of long-term debt	-	144,000
Note payable	806,581	765,981
Due to joint venture	-	178,512
Total liabilities	3,124,332	3,469,433
Share capital	50	50
Deficit	(1,492,873)	(1,419,343)
Total equity	(1,492,823)	(1,419,293)
Total liabilities and equity	1,631,509	2,050,140
	2018	2017
	\$	\$
Revenue	831,856	1,036,706
Interest	454	913
Income (loss) on investment	174,798	(113,617)
Others	(133,089)	-
	874,019	924,002
Direct cost	716,033	988,804
Expenses	231,516	176,735
Total expenses	947,549	1,165,539
Net income	(73,530)	(241,537)

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2018

5. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2018	2017
	\$	\$
Accounts payable	4,786,244	3,149,606
Amounts payable to ISC	621,448	15,924
Government remittance payable	6,793	12,559
WCB payable	-	3,101
Pension payable	8,269	11,005
Vacation accrual payable	17,806	-
	5,440,560	3,192,195

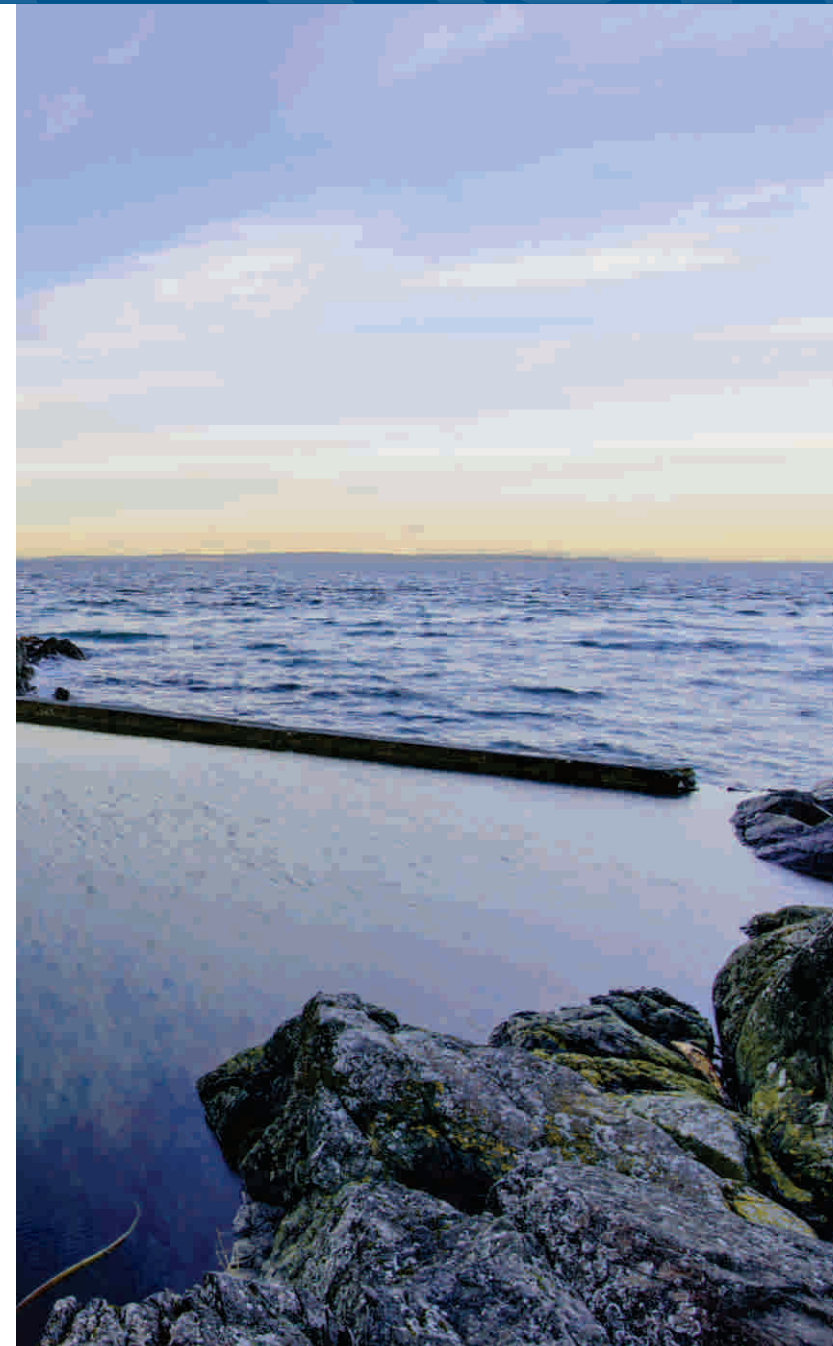
The vacation accrual liability is comprised of the vacation that employees are deferring to future years. Employees have either earned the benefits or are entitled to these benefits within the next budgetary year.

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 \$39,701 (2017: \$27,131) for retirement benefits. The Tribal Council does not have any other obligations with regards to the pension plan as at March 31, 2018.

6. DEFERRED REVENUE

	2018	2017
	\$	\$
ISC	10,536,938	2,570,745
Others	295,681	148,308
	10,832,619	2,719,053

Management have been working with ISC funding service officers to identify projects managed by ISC that were running into deficits. ISC will review the details of each identified project and reimburse the Council for such approved deficits. These recoveries will be recorded in the period received.



NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2018

7. TANGIBLE CAPITAL ASSETS

	Cost			Accumulated amortization			2018 net book value
	Balance, beginning of year	Additions	Balance, end of year	Balance, beginning of year	Amortization end of year	Balance, end of year	
	\$	\$	\$	\$	\$	\$	
Computer equipment	72,285	17,001	89,286	68,406	2,476	70,882	18,404
Furniture and equipment	11,332	-	11,332	8,244	618	8,862	2,470
	83,617	17,001	100,618	76,650	3,094	79,744	20,874

	Cost			Accumulated amortization			2017 Net book value
	Balance, beginning of year	Additions	Balance, end of year	Balance, beginning of year	Amortization end of year	Balance, end of year	
	\$	\$	\$	\$	\$	\$	
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

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2018

8. ACCUMULATED SURPLUS (DEFICIT)

	2018 \$	2017 \$
Restricted Capital Reserve Fund	452,992	452,992
Unrestricted Operating Fund	(630,256)	(713,206)
Enterprise Fund	(1,773,632)	(1,700,102)
Invested in Tangible Capital Assets	3,874	6,967
	(2,400,014)	(2,406,341)
	(1,947,022)	(1,953,349)

9. DIRECTORS REMUNERATION

Section 36(1)(a) of the British Columbia Societies Act requires that all remuneration paid to directors be disclosed and listed individually. For the fiscal year ending March 31, 2018, the Tribal Council paid the following:

	2018 \$	2017 \$
Director/Chairman	2,400	3,200
Director/Vice-Chair	3,200	2,800
Director/Secretary/Treasurer	3,600	3,200
Director - Chiefs:		
	1,200	800
	1,800	-
	800	2,000
	400	1,400
	400	-
	1,400	800
Director - Proxy and Elders:		
	2,600	1,200
	1,200	1,200
	1,800	2,800
	400	-
	600	1,200
	800	2,000
	400	-
	400	-
	400	-
	800	-
	1,200	3,000
	800	1,600
	-	400
	26,600	27,600



Cheyenne Hackett, Homalco - photography by Tricia Thomas



NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2018

10. EMPLOYEES/CONTRACTORS REMUNERATION

Section 36(1)(b) of the British Columbia Societies Act also requires that all remuneration paid to employee/contractor that is greater than \$75,000 be disclosed. For the fiscal year ending March 2018, the Tribal Council paid the following:

	2018	2017
	\$	\$
Chief Administration Officer	121,862	157,488
Chief Financial Officer	109,825	123,783
Director of Advisory Services	92,342	85,924
	324,029	367,195

11. EXPENSES BY OBJECT

	2018 Budget	2018 Actual	2017 Actual
	\$	\$	\$
Administration	-	833,748	751,794
Advertising	-	2,508	26,860
Amortization	-	3,094	1,742
Bad debt	-	50,914	244,704
Catering	-	1,046,075	506,626
Contractor	-	13,803,687	12,667,523
Donations	-	2,000	-
Equipment rental	-	43,939	52,893
Grants cultural	-	21,000	27,000
Honorariums	-	80,123	48,756
Insurance	-	9,595	5,616
Interest and bank charges	-	2,919	2,790
Meeting	-	1,761,230	762,030
Office	-	257,963	68,987
Professional development	-	296,663	164,756
Professional fees	-	72,357	81,927
Rent	-	19,838	19,842
Repairs and maintenance	-	16,299	35,318
Telephone and utilities	-	33,738	21,931
Travel	-	1,135,925	-
Wages and benefits	-	830,196	581,492
		20,323,811	16,072,587

12. ECONOMIC DEPENDENCE

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

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2018

13. SEGMENTED INFORMATION

	2018 Budget	Administration 2018 Actual	2017 Actual	2018 Budget	Programs 2018 Actual	2017 Actual
	\$	\$	\$	\$	\$	\$
Revenues						
ISC	-	552,014	537,825	-	21,686,744	13,056,495
Administration fee	-	864,819	751,794	-	-	-
Interest income	-	13,723	11,795	-	-	-
Other revenue	-	67,393	87,283	-	353,371	923,260
Other revenue	-	-	-	-	(3,174,996)	(121,987)
Total revenue	-	1,497,949	1,388,697	-	18,865,119	13,857,768
Expenses						
Contractor	-	164,133	456,731	-	13,639,553	12,210,792
Meeting	-	1,255	42,626	-	1,759,976	719,404
Administration	-	-	-	-	833,748	751,794
Wages and benefits	-	750,902	558,975	-	79,294	22,517
Catering	-	47,410	17,247	-	998,664	489,379
Professional development	-	141,890	117,916	-	154,773	46,840
Professional fees	-	72,357	81,927	-	-	-
Office	-	88,482	66,083	-	169,477	2,908
Other expenses	-	182,663	406,294	-	1,198,634	40,554
Total expenses	-	1,449,092	1,747,799	-	18,834,119	14,284,188
Annual surplus (deficit)	-	48,857	(359,102)	-	31,000	(426,420)

NAUT'SA MAWT TRIBAL COUNCIL

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS MARCH 31, 2018

13. SEGMENTED INFORMATION, continued

	Enterprise Fund			Capital Reserve Fund			Consolidated totals		
	2018 Budget	2018 Actual	2017 Actual	2018 Budget	2018 Actual	2017 Actual	2018 Budget	2018 Actual	2017 Actual
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues									
ISC	-	-	-	-	-	-	-	22,238,758	13,594,320
Net loss from government business enterprise	-	(73,530)	(241,637)	-	-	-	-	(73,530)	(241,637)
Administration fee	-	-	-	-	-	-	-	864,819	751,794
Interest income	-	40,600	40,600	-	-	-	-	54,323	52,395
Other revenue	-	-	-	-	-	-	-	420,764	1,010,543
Other revenue	-	-	-	-	-	-	-	(3,174,996)	(121,987)
Total revenue	-	(32,930)	(201,037)	-	-	-	-	20,330,138	15,045,428
Expenses									
Contractor	-	-	-	-	-	-	-	13,803,686	12,667,523
Meeting	-	-	-	-	-	-	-	1,761,231	762,030
Administration	-	-	-	-	-	-	-	833,748	751,794
Wages and benefits	-	-	-	-	-	-	-	830,196	581,492
Catering	-	-	-	-	-	-	-	1,046,074	506,626
Professional development	-	-	-	-	-	-	-	296,663	164,756
Professional fees	-	-	-	-	-	-	-	72,357	81,927
Office	-	-	-	-	-	-	-	257,959	68,991
Other expenses	-	40,600	40,600	-	-	-	-	1,421,897	487,448
Total expenses	-	40,600	40,600	-	-	-	-	20,323,811	16,072,587
Annual surplus (deficit)	-	(73,530)	(241,637)	-	-	-	-	6,327	(1,027,159)



THE NAUT'SA MAWT TEAM

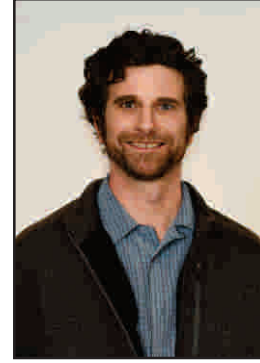
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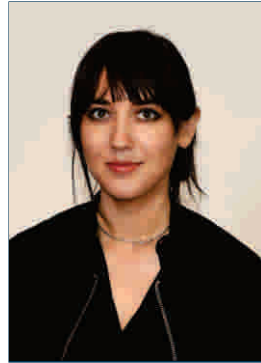


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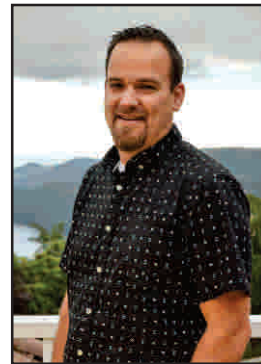
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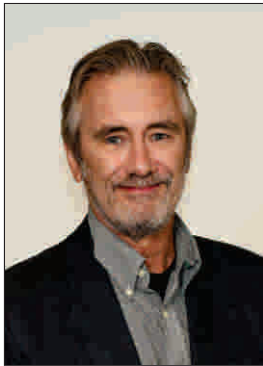


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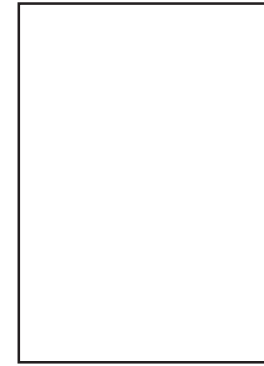
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OYSTER BAY Development Opportunity


Residential Housing
Commercial and Office Space
Resorts and Hospitality
Eco/Cultural



Stz'uminus celebrates growth with new businesses at Oyster Bay.

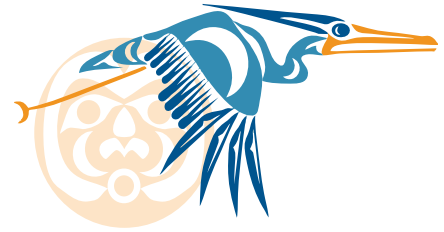


The Homalco Canoe - photography by Tricia Thomas



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