



ANNUAL REPORT 2023

Who We Are

The Esquimalt Nation is a small nation on the water of Esquimalt Harbour. Our traditional name is Xwsepsum, also written Kosapsum. Our connection with the land and the resources of our large territory goes back thousands of years. In that time, we have learned to live in a finely balanced relationship with the seasons, the lands, the tides, and the seasons of our lives that have sustained us. We repaid the land through our commitment to stewardship, and through our ceremonies. We understand this obligation as our Sacred Trust.

Community Vision

The Xwsepsum Nation is a community that is strongly rooted in its unique spiritual and cultural heritage. That heritage is based on the Sacred Trust and the Natural Laws that are derived from that Trust. This Trust takes into consideration the seven generations before, and the seven generations after.

The Community continues to work towards a future that is socially, economically, and physically sustainable in honour of the past, and in stewardship for the future generations.

The Community will strive for physical, economic, and spiritual health in balance for the benefit of all members of the Nation, equally and equitably.

Council Mission

Our mission is to build a strong community for future generations by focusing on employment, economic development, land expansion, education, health, healing, and improved quality of life.



“The Creator put each of us here for a purpose.”

“Take care of the land, water, and resources, and they will take care of you.”

“The community comes first.”

Chief and Council

Chief
Jerome Thomas

Councillor
Sherry Thomas

Councillor
Edward Thomas Jr

Councillor
Anastasia Thomas

Councillor
Alicia Thomas

Message from our Chief

"We have accomplished much worth celebrating."

"Together, we have made significant strides towards our shared goals."

"Your commitment to our shared mission is at the core of our success."

As we come together to reflect on the events and accomplishments of the past year, it is my privilege to share with you the Xwsepsum (Esquimalt) Nation Annual Report for 2022-2023.

This report captures the collective efforts, resilience, and achievements of our vibrant community. Our mustimuhws' (community members') unwavering support and active participation have been instrumental in shaping the positive trajectory of Xwsepsum Nation.

Under the leadership of the former Chief and Council, we have accomplished much worth celebrating. These achievements include: the successful signing of the Local Education Agreement; expansion of our education and health programs and services; development of a Marine Department; development of our draft Land Code; advancements at the reconciliation table; procurement of funds for diverse housing projects, a Health Centre, and a new road to our commercial properties; and diligent preparation for our second Chief and Council election, held October 3, 2023.

These milestones are a testament to the dedication and hard work of our community members, staff, and leadership. Together, we have made significant strides towards our shared goals.

Reflecting our commitment to transparency and open communication, the report also provides important insights into the challenges we've faced and the lessons we've learned. Our community members' feedback and contributions have been invaluable in guiding us through these experiences and steering the course for the future.

Looking forward, we are enthusiastic about the opportunities that lie ahead. As we continue to grow and evolve, the input and involvement of members will remain crucial to making decisions that align with the aspirations and needs of our community.

It is my hope that you find the information presented in the 2022-2023 Annual Report both informative and engaging, offering a comprehensive view of the initiatives undertaken and their impact on our community. Should you have any questions, feedback, or if you simply wish to share your thoughts, please feel free to reach out to me directly or to other Council members. Your engagement is vital to the continued success of our Nation.

Thank you to each and every one of our staff members for dedicating yourselves to the vision and values of Xwsepsum. Your commitment to our shared mission is at the core of our success and I am truly grateful for your remarkable work.

Finally, I would like to express my heartfelt gratitude to each member of the Xwsepsum Nation for your steadfast support and commitment. Together, we are creating a positive and sustainable future for our community.

Jerome Thomas

Jerome Thomas

Chief Councillor, Xwsepsum (Esquimalt) Nation



Message from our Executive Director

I am pleased to present the 2022-2023 Annual Report for Xwsepsum (Esquimalt) Nation. It is with great pride and gratitude that I reflect on the accomplishments, challenges, and progress we have made together as a community.

This year has been a testament to the resilience, strength, and unity of the Xwsepsum Nation. Despite the ongoing challenges presented by external factors from the global pandemic, we have continued to work together to achieve our goals and fulfill our responsibilities to the community.

Our community's health and well-being have been at the forefront of our efforts. We have successfully secured capital funding from the First Nation Health Authority to begin the design of our new health facility. The development of this facility will ensure the safety of our mustimuhws (members), providing essential services, resources, and support in our community.

Meanwhile, our commitment to education remains unwavering. We have made significant strides in empowering our youth through educational programs, providing financial and logistical support, offering in-school liaison staff, and creating mentorship opportunities. Additionally, we have secured funding through the Canadian Human Rights Tribunal (41) to continue our feasibility study for a new program building and gymnasium.

Preserving our rich cultural heritage also continues to be a top priority. We have undertaken various projects to document, promote, and celebrate the traditions and values that define the Xwsepsum Nation. This includes the onboarding of a full-time languages expert and continuing to provide resources to our Language Department.

In the face of economic uncertainties, Xwsepsum has taken crucial steps in economic development. Initiatives such as the Seenupin Road extension project contribute to the sustainable growth of our community, paving the way for a prosperous future.

Throughout 2022-2023, we have also underscored our commitment to protecting and preserving our land, waterways, and natural resources for future generations by implementing our Marine Stewardship Plan, expanding our Marine Department, and developing our Land Code.

Our success is a result of the active engagement and participation of our community mustimuhws. The events, open houses, workshops, and gatherings held throughout the year have provided opportunities for meaningful connections and shared experiences.

As we look ahead, our commitment to the well-being and prosperity of the Xwsepsum remains steadfast. We will continue to work collaboratively, leveraging the strengths of our community to overcome challenges and seize opportunities.

Finally, I would like to express my deepest appreciation for the hard work and dedication of our staff. Their commitment to the vision and values of Xwsepsum has been instrumental in our success. Each member of our team has played a crucial role in navigating challenges and realizing our collective goals.

I also extend my heartfelt gratitude to each mustimuhw of the Xwsepsum for your dedication, resilience, and contributions. Together, we are building a future that honours Xwsepsum traditions and paves the way for generations to come.

Katie Hooper

Katie Hooper

Executive Director, Xwsepsum (Esquimalt) Nation



The Year in Review

Thanks to the steadfast commitment, determination, and hard work of our Chief and Council, executive directors, program staff, and amazing mustimuhws, Xwsepsum Nation has made meaningful strides toward achieving the goals of our Comprehensive Community Plan (CCP). Along the way, we've continued to develop, expand, and enhance community programs and services essential to our quality of life. Here are just some of this year's highlights.

Education

- Co-facilitated training for School District 61 (SD 61) regarding the Local Education Agreement (LEA) signed last year, as well as the needs of our learners
- Supported youth in schools with a new high school student advocate/facilitator

Health and Wellness

- Successfully applied to become a hub nation for numerous healthcare providers, increasing primary care services for members and neighbouring communities
- Conducted a feasibility study for a Health Centre
- Completed a needs assessment for a youth program centre and gymnasium

Resources and Employment

- Established a community pantry of nutritious food for families to access year round as needed
- Launched our Hawk Communications app to put our Nation's policies, templates, procedures, programs, and emergency planning info at mustimuhws' fingertips 24/7

Lands and Natural Resources

- Completed the first seven phases of developing a Land Code for our community, by our community — a significant step in establishing our autonomy to make decisions on our own land
- Finalized and ratified our Marine Stewardship Action Plan to reconnect with our marine territory, create a vision for our waters, and outline the steps to realize our vision
- Completed a land survey and designation of Lot 39 to build a multi-unit apartment complex through BC Housing, as part of our ongoing effort to build homes for our community

Governance, Administration, and Operations

- Elected a new Chief and Council to guide our decision-making over the next five years and ensure the physical and spiritual well-being, prosperity, and future of the Xwsepsum
- Developed and ratified our Human Resources Strategic Plan and Human Resources Policy, to ensure we have mentorship opportunities and succession plans in the departments that run our Nation, and qualified staff for our community programs
- Secured funding for 37 daycare spots for children in our community through the Aboriginal Head Start on Reserve (AHSOR) program
- Created the Bilateral Caucus with our sister nation, Songhees, to pursue opportunities, land claims, and projects together as one entity, the Lekwungen



Supporting our Teens in Local Schools

Just walking through the school doors can be tough when a student has high anxiety, previous trauma, a difficult history or family history with schools, or feels like an outsider. Many of our youth have had trouble making it to school due to these factors. But that's changing thanks to Alicia Thomas, Xwsepsum Nation's High School Student Advocate/Facilitator.

Alicia is a familiar face in the classroom—someone from our community who is there to help on-reserve students, advocating for their needs and more.

"Just feeling like they have somebody there to be a voice for them and to be able to really stand up for their education has improved things quite a bit," she explains. They're staying in school, returning to school, and making school a priority.

While our K to 8 students have had an advocate for several years, Alicia's position was created in November 2022, after the Xwsepsum signed a Local Education Agreement with School District 61—a plan to build a better relationship and create a school environment where our students can thrive.

Alicia splits her time between Esquimalt High School, a local school of 883 students attended by eight of our eleven secondary students, and SJ Burnside Education Centre, an alternative school of 161 students attended by the remaining three.

A big part of Alicia's job is making sure Xwsepsum students have the support they need to succeed. "A lot of my

students are really shy, so they will never speak up for themselves," she notes. "That way, they go unheard and they go unseen, right?"

Not with an advocate sitting in on their classes. "I typically jump from classroom to classroom in order to see that the children's needs are being met and make sure they're turning in their work."

For her student who requires support in math, Alicia ensures his individual education plan (IEP) is followed. "I need to make sure that they're not overloading him. And if they are, I just have a conversation, like, 'Is there a way that we can work around this?'" Then she works with the teacher and education assistants to find the best way to accommodate the student.

Alicia also facilitates accommodations for students participating in Xwsepsum culture. One of her students is involved this winter, she explains. "She's being initiated in our longhouse and it requires her to be away for the winter months." So Alicia brings schoolwork to her and delivers her completed assignments to her teachers.

After just one school year, the advocacy program has made a real difference. In June 2023, three on-reserve students graduated from high school and one more is on track to graduate in 2024. "We are a really small reservation, and to have so many students graduate has been a success."



EDUCATION

Our Education department encourages the holistic development of Xwsepsum Nation members at all ages—K to 12, post-secondary, and adult learners. **"We support and advocate on behalf of our learners, both at the individual and system level,"** says Education Director Kalie Dyer. The department also organizes community events and recreational activities, including after school education programs, and it leads the Nation's language revitalization effort, facilitating language learning, as well as documenting, digitizing, and developing language resources.

ACCOMPLISHMENTS

- Completed the draft Xwsepsum Nation Post-Secondary Policy Manual
- Supported 10 mustimuhws studying at college/university full-time
- Co-facilitated training for School District 61 (SD 61) regarding the Xwsepsum's Local Education Agreement (LEA) and the needs of our learners
- Implemented LEA accountability meetings with SD 61 and our education team
- Facilitated a homework club for elementary, middle, and secondary students
- Established the Xwsepsum Nation Parent Group
- Improved training, increased staff, and introduced a mentorship program in our spring break/summer camps
- Created new early reader storybooks and shared them with children in the after school program, families in community gatherings, and staff at the community daycare
- Developed and secured funding for a language plan project

BY THE NUMBERS Post-Secondary Education

10

mustimuhws supported to go on to full-time college/university study

1

mustimuhw completed education upgrading

4

mustimuhws finished short certificate programs (less than 6 months)

2

mustimuhws achieved standard certificate programs (1 year)

1

mustimuhw accomplished a full degree program

Upcoming Priorities

- Continuing to implement the LEA with SD 61
- Collaborating with Songhees Nation to create an LEA training video featuring our students
- Creating an Education Advisory Committee
- Finalizing the Post-Secondary Policy Manual with the Education Advisory Committee
- Onboarding a Language Department manager to facilitate the department's growth
- Offering regular language classes to the community
- Creating a strategic plan to revitalize our Nation's language

The Nurse is in the Nation: Empowering Members to Boost Their Health

Xwsepsum's community health nurse Raven Davern doesn't have a sign on her office door that says "The Nurse Is In." But maybe she should.

During her office hours—from 8 a.m. to 4 p.m., Monday through Thursday—the registered nurse is just as likely to be out on house calls as she is to be seeing members in the office or checking in with them over the phone. Come Friday, she usually does administrative work from home, all while fielding clients' texts, calls, and messages.

"I have a pretty close relationship with my clients, especially those that have diabetes," Raven says. She does regular check-ins with them to go over their blood glucose readings and see how they're feeling.

"Just having that relationship and that follow-up really empowers them to keep a closer eye on how they're managing it," Raven explains. She notes that they end up feeling a lot more capable *and* physically better—not sluggish, tired, or headachy.

Establishing relationships like these is a huge part of her job. When Raven came to Xwsepsum in October 2022, the Nation had been without a community health nurse for about a year. "For the first three to six months, my main goal was just building trust with people and getting those relationships solidified."

That focus on relationships has been life-changing for many, particularly mustimuhws with chronic wounds.

"Before I started, they had to go into a wound care clinic, or have home care nurses from Island Health come see them, and things just weren't working. The wounds were getting worse, treatment plans weren't being followed, and they weren't having proper follow-up."

One man had multiple wounds deep in his skin and muscle caused by an internal condition, which could spread quickly without proper care, Raven recalls. He'd been grappling with the painful lesions for about three years and they weren't getting better.

Raven set up a routine care schedule with him, cleaning and changing his dressings during twice weekly home visits and taking him to a specialty wound care clinic monthly. Along the way, she forged a bond with the man and built a relationship with his doctor at the clinic, and together, they collaborated to develop a new treatment plan.

As a result, in just over a year, almost all of the man's wounds have healed. "Having that regular and consistent set of eyes on him has really impacted his health and well-being."

Raven's focus on tailored, collaborative care and relationships is transforming health in our community. "Everyone seems a lot more involved with their health now that they have access to someone who's here just for their health." Raven says. "I support the community in a very holistic way."



HEALTH AND WELLNESS

The Xwsepsum's Health and Wellness Department aims to optimize the health and well-being of all our mustimuhws. We provide access to a wide range of healthcare professionals and wellness services, and offer group programs where participants discuss healthy living, mental health, and prevention strategies that highlight mental, physical, and spiritual well-being.

ACCOMPLISHMENTS

- Secured funding for expanding the health building to support additional First Nations Primary Care Initiative (FNPCI) services
- Successfully applied to become a hub nation for healthcare providers, increasing primary care services for members and neighbouring communities
- Provided access to a mental health worker, who led workshops on seasonal depression, anxiety, and other topics
- Supported our elders, providing lunch twice a week and working with nine homemaking clients
- Conducted a feasibility study for a community healthcare centre
- Completed a needs assessment study for a youth program centre and gymnasium

BY THE NUMBERS

82

mustimuhws accessed nurse practitioners for community healthcare and prevention services

400

Good Food Boxes and pantry bags supported our families' food security

84

mustimuhws accessed maternal and child health services

55

community members received immunization services (in addition to flu and COVID vaccination clinics)

40+

mustimuhws met with our mental health worker

Upcoming Priorities

- Establishing an FNPCI in collaboration with 20 Coast Salish communities and the First Nations Health Authority (FNHA) to submit a service plan to the Ministry of Health
- Collaborating with FNPCI to increase primary care services
- Working with the FNHA to implement a new electronic medical records system for better access to health records and improved care for our mustimuhws

Helping Community Members Access Training and Jobs for a Brighter Future

Gordon Thomas-Roy knew working the night shift stocking shelves at Walmart was a grind he didn't want to repeat. But after being a stay-at-home dad for two years, he needed to support his family and wasn't sure how else he could make a living. So he went back to the nightly cycle at the big box store temporarily—and he reached out to Xwsepsum Nation's Resource Manager, Seneca Ambers.

"I had been unemployed for about two years," Gordon recalls. "As soon as my daughter was able to get into daycare, I talked to Seneca."

Gordon wanted to find a job he liked better with regular daytime hours, so he could spend more time with his wife and daughter. With Seneca's help, he landed a job doing maintenance for the Nation. Though the position wasn't full-time, Gordon liked the work and was good at it.

Eager to grow, he began taking courses and training offered by the Resources and Employment department to learn about other jobs and become qualified for them.

"With that program, we were able to try a bunch of different jobs and see if they fit our lifestyle," explains Gordon. "At least once a year, they have a bunch of courses where we'll go work downtown with the marina. And we get the option to do security training as well, to get our tickets [certifications], our boater's license, and everything else to help us get different jobs."

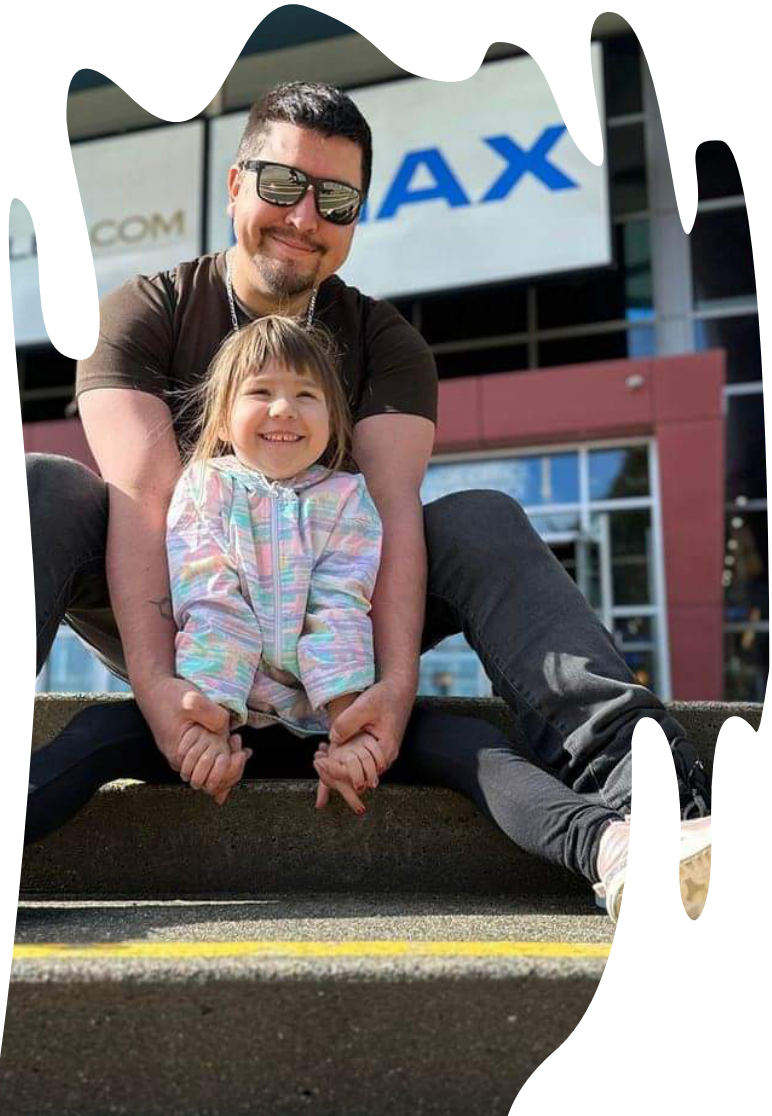
The opportunity to learn on the job for a week was invaluable. "It made me realize that I had different options for work, with a better career path," Gordon says, adding that it also boosted his confidence.

Six months into his job at Xwsepsum Nation, he was contracted out to help with remediation of the former coal gasification site at Rock Bay. While he was there, Gordon worked hard and he made connections that helped him get steady work afterward.

From there, with Seneca's help, he landed a full-time job in maintenance and security at the Salish Seaside RV Resort and Marina, only a five-minute drive from his home.

"I love everything about it," says Gordon. "It's a great location, it's friendly staff. I'm working right by the water every day, which I really enjoy."

But the best thing about his job, Gordon adds, is what it means for his family. "It's given me the opportunity to give my daughter everything that I couldn't have growing up, and a bit more—just a better quality of life for her and my wife."



Gordon Thomas-Roy and his daughter, Veronica

RESOURCES AND EMPLOYMENT

No two days are ever the same in the Resources and Employment Department. Resource Manager Seneca Ambers might be working with a community member to research a job, update a resumé, apply for a pension, connect with legal or case management support, or find training programs. Whether someone needs ongoing support or is dealing with an emergency like a house fire, the department's focus is to connect our mustimuhws with whatever resources they need.

ACCOMPLISHMENTS

- Helped 11 mustimuhws find full-time permanent jobs
- Worked with the Coast Salish Employment Training Society (CSETS) to:
 - create job shadowing opportunities with the Greater Victoria Harbour Authority and networking opportunities with potential employers
 - acquire work gear (hard hats, work boots, and green gear)
 - provide food safety, first aid, and CPR courses
- Created and updated resumé for 25 community members
- Assisted mustimuhws in applying for housing and pensions, finding free tax services, and obtaining learning disability assessments
- Organized activities for a women's group program
- Set up a community pantry to provide nutritious food year-round for families to access as needed

BY THE NUMBERS

25

mustimuhws received help updating or creating resumé

2

open houses planned and hosted

4

mustimuhws received work gear

50

Christmas Hampers distributed

4

mustimuhws with Special Needs for Social Assistance supported

Upcoming Priorities

- Facilitating driver training for youth and adults to obtain their driver's licences
- Working with CSETS to deliver workshops and training based on individual interests
- Providing opportunities for youth to gain work experience in the community
- Hosting employment and training open houses, including opportunities both inside and outside the Nation
- Creating a staff position to provide support and programs for elders
- Providing free tax services for community members
- Maintaining the community pantry with fresh, nutritious foods for families in need

Taking Back Management of our Traditional Territories

In 2019, Xwsepsum Nation set out to develop a Land Code: a comprehensive law created by our community, for our community to manage our reserve lands. Throughout 2022-2023, we moved into the final step, ratifying the Land Code, and we expect to have the process completed in 2024.

This is a milestone for our Nation and our future.

With the ratification of our Land Code, the Government of Canada will no longer have a say in how we manage our reserve lands. **"It removes 44 sections of the Indian Act and puts land development options in the hands of the Nation,"** explains Xwsepsum Nation Executive Director Katie Hooper.

Currently (and until the Land Code is ratified), the Nation has to ask permission from the Government of Canada to initiate any development activity on reserve. **"It's a very long, lengthy, tedious process,"** notes Katie. **"So you miss out on all types of opportunities, like housing, development funding initiatives, or commercial development."**

The Land Code removes this red tape, so the Nation's Chief and Council can pursue opportunities on behalf of the Xwsepsum community members, explains Katie. **"If a community member is interested in securing a parcel of land under what's known as a certificate of possession (a type of ownership of land), they can do that by going through their own laws instead of having to go through Canada. That's a big change."**

Having our Land Code in place will give us autonomy over our lands and any revenue created from them. **"Looking at the community as a whole, it will mean a greater opportunity for generating wealth and economic benefits,"** says Katie. **"This will mean more resources for development on reserve, more opportunities for employment, additional education and training, and more funding for building maintenance, including housing,"** she explains.

It will also bring new responsibilities and jobs. **"We are building a Lands and Natural Resources Department,"** says Katie. **"The immediate goal for this department will be the implementation of the Land Code."** When it's fully up and running, the department will have five staff to maintain, preserve, and protect our traditional territories, enforce by-laws, and service and repair our roads, bridges, and other public works.

The department will also assert community members' Douglas Treaty rights to hunt, fish, harvest, and perform cultural activities in traditional territories—rights that, up to only a decade ago, First Nations were restricted from accessing.

"With the Lands and Natural Resources Department, we can start to build the tools and co-management plans with, say, Parks Canada and other governments, so that Xwsepsum Nation can take back management of its traditional lands," she says. **"It's like coming home."**



LANDS AND NATURAL RESOURCES

We're creating a Lands and Natural Resources Department to manage our traditional land and marine territories according to the principles of our Land Code. The new department will restore and rehabilitate our lands and waters, reinvigorate our treaty rights, and develop and build housing and commercial sites.

ACCOMPLISHMENTS

- Developed a Land Code by our community, for our community
- Completed and ratified a Marine Stewardship Action Plan for our marine territory
- Finalized a land survey and designation of Lot 39 for building a multi-unit apartment complex through BC Housing
- Completed Greenshores Level 1 and 2 training for governing and managing shoreline ecology
- Participated in local marine working groups, including Victoria Harbour Floor Working Group, Indigenous Advisory and Monitoring Committee, Human Health and Risk Assessment WG, Esquimalt Harbour Habitat Offsetting, BC Coastal Marine Strategy, and Federal DFO SRKW Strategy
- Established connections with local non-governmental organizations (NGOs), including Peninsula Streams Society, World Fisheries Trust, Ocean Networks Canada, and Ocean Wise

Upcoming Priorities

- Ratifying and implementing the Land Code created by our community
- Breaking ground to expand Seenupin Road, which will provide safe access to our commercial sites
- Working with a land developer and Kosapsum Development Corporation to create a community vision for our commercial sites
- Developing an Indigenous food system and ecosystem protection plan, including identifying areas that need to be protected, and how to salvage and relocate plants
- Implementing our Marine Stewardship Action plan to protect, restore, and reconnect with our marine territory
- Assessing the current funding and reporting landscape for marine stewardship activities
- Conducting a feasibility study for the Xwsepsum Nation dock



Providing Free Daycare for our Families with Young Children

Josephine Dominic doesn't know what she would have done without Xwsepsum Nation's new Child Care Center. The mom of two toddlers, Tariq, now 2, and Kyle Jr., now 1, is grateful for the daycare access that gives her a much-needed break, providing time to prioritize her own care and pick up some work.

Funded by the Aboriginal Head Start on Reserve (AHSOR) program, the Child Care Center offers free daycare for 37 children in the community—and it's a vital service for parents like Josephine.

"The past three years have been like a roller coaster," explains the young mom, who has PTSD, anxiety, and depression. Tariq and Kyle Jr. were born just 10 months apart—meaning Josephine went through all the emotional ups and downs of being pregnant only to become pregnant again just one month after giving birth.

Then, when Tariq was three months old, he was diagnosed with epilepsy and CPT-A1 deficiency, which means his body can't break down certain fats. Though he's outgrown the epilepsy, Tariq has to eat often to avoid low blood sugar and seizures caused by the deficiency.

Meanwhile, Josephine's second pregnancy brought all the stresses to a head. "After having Kyle Jr., my postpartum really got the best of me. So it was a rough year."

With intense anxiety, she often stayed home with her boys, isolating from others in the community. But having the boys in daycare has been a game-changer: "It's given me my independence back," she says.

"I really depend on the daycare for taking them during the day," Josephine says, noting that it gives her the time to work on herself, including going to counselling for her mental health and taking parenting classes. She also uses the time to pick up temporary work with her husband, like yard clean up, general labour jobs, and construction jobs.

Daycare has been beneficial for the boys, too. Josephine has noticed that when they go grocery shopping, Tariq and Kyle Jr. smile and wave at people they meet. "They're meeting new people, socializing, and daycare is also building up their independence and teaching them new things, especially our language."



Josephine Dominic and her sons, Tariq and Kyle Jr.

GOVERNANCE, ADMINISTRATION, AND OPERATIONS

Our Governance, Administration, and Operations departments work together to lead and manage Xwsepsum Nation. The Governance Department, composed of Chief and Council, creates strategic plans and policies for the lands, natural resources, economic development, health, housing, employment, and education of the Nation. The Administration Department supports Chief and Council and directs the Operations Department to implement their strategic plans and policies. The Operations Department manages the Lands and Natural Resources, Resources and Employment, Health, and Education departments to deliver programs and services that meet the goals of the Nation's strategic plans and policies.

ACCOMPLISHMENTS

- Developed and ratified our Human Resources Strategic Plan and Human Resources Policy, to build our capacity in community programming
- Engaged with the South Island Indigenous Authority (SIIA) to ensure traditional ways of being and knowing are incorporated into future family development legislation
- Secured \$1 million in operational funding from the AHSOR program for our daycare
- Introduced our compensation policy to provide equitable and transparent pay for all Nation employees
- Participated in developing the Arm's Length Fund, securing \$1 million to enhance and further marine stewardship activities in the Salish Sea
- Developed a case planning committee to provide holistic and wrap-around services to mustimuhws experiencing challenging times

Upcoming Priorities

- Supporting Chief and Council with governance training
- Updating our Comprehensive Community Plan (CCP) and creating an action plan to achieve its goals
- Creating a Head Start preschool/daycare curriculum suited to our Nation and children
- Creating a parent advisory committee for our daycare centre
- Hiring staff to realize our Human Resources Strategic Plan (e.g., Executive Assistant, Human Resource Manager, Housing Manager, Social Worker)
- Developing Health and Communications policies
- Succession planning for the Nation's departments, including mentorship opportunities
- Building capacity of community members to mentor and apply for jobs in the Nation
- Renovating the Administration building according to Xwsepsum Nation's 2020 CCP goals
- Updating IT infrastructure

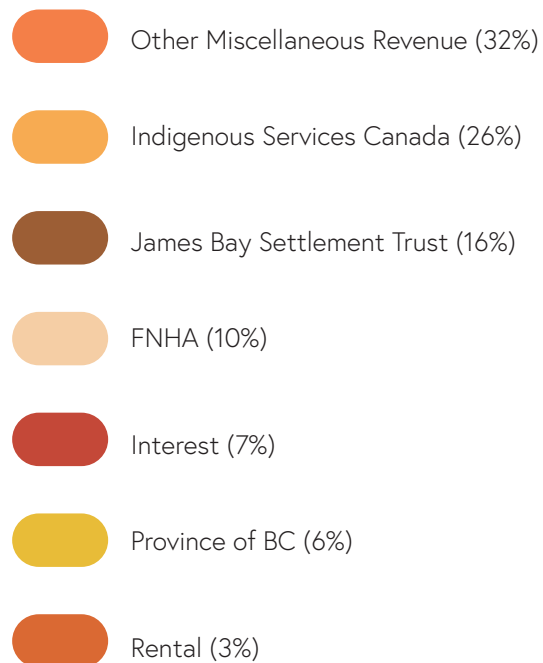
Financial Summary

Year End March 31, 2023

REVENUE

Revenue Source	Amount (\$)
Indigenous Services Canada	2,128,412
Canada Mortgage and Housing Corporation	63,548
First Nations Health Authority	840,472
BC First Nations Gaming Revenue Sharing	445,483
James Bay Settlement Trust	1,285,899
Province of British Columbia	501,981
Coast Salish Employment and Training Society	85,902
Fisheries and Oceans	626,923
Other Federal	223,183
Other First Nations	443,502
Kosapsun Development Corporation	1,047
Earnings from First Nation business entities	189,451
Rental	212,881
Interest	598,281
Miscellaneous	564,187
TOTAL REVENUE	\$8,211,152

BREAKDOWN



AT A GLANCE

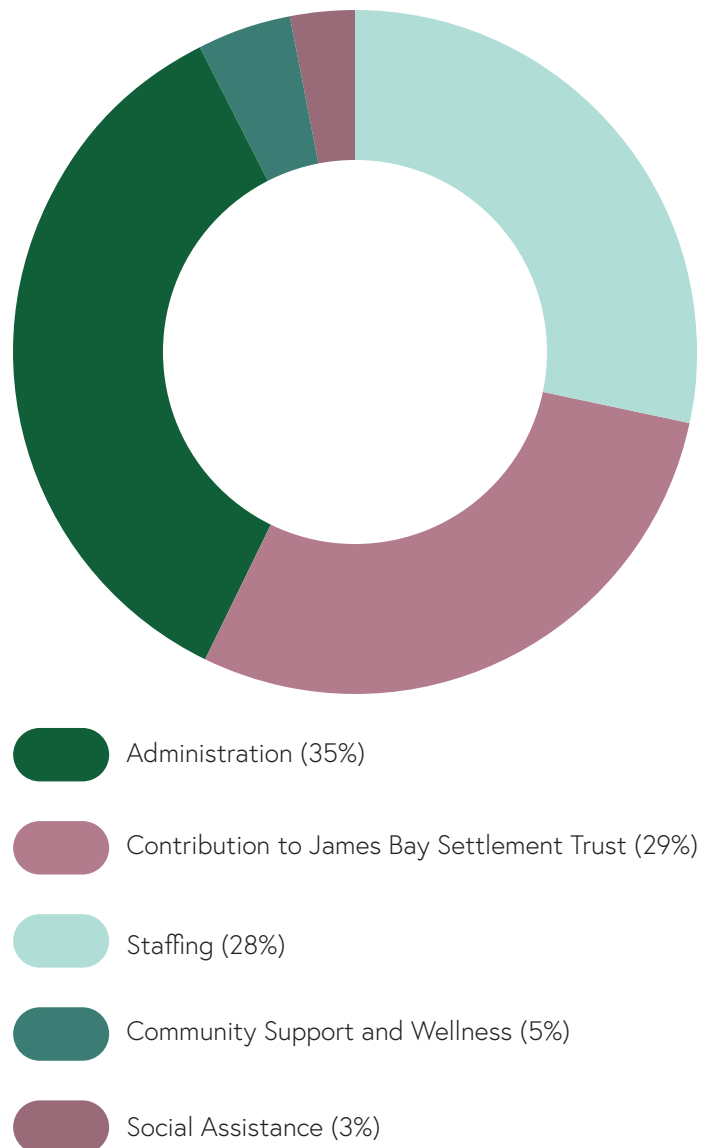
Annual (deficit) surplus	(718,930)
Accumulated surplus, beginning of year as restated	\$31,724,023
Accumulated surplus, end of year	\$31,005,093

* In fiscal 2022/2023, the Nation's expenditure reflected a contribution back to James Bay Settlement Trust for \$2.3 million due to expected investment performance over the next year under the terms of the trust. The Nation itself has \$669,655 surplus in fiscal year 2022/2023.

EXPENSES

Expense	Amount (\$)
Nation administration	766,134
Nation generated	368,726
Education	470,981
Social assistance	521,612
Health	579,024
Social housing	217,942
Land use & public works	164,622
Employment	177,293
Contribution to James Bay Settlement Trust	2,630,854
Economic development	1,883,255
Kosapsun Development Corporation	44,039
Other	1,105,600
TOTAL EXPENSES	\$8,930,082

BREAKDOWN





**ESQUIMALT NATION
ADMINISTRATION
OFFICE**



NOTICE
The Esquimalt Nation is a sovereign nation and is not subject to the laws of the Province of British Columbia. The Esquimalt Nation is a sovereign nation and is not subject to the laws of the Province of British Columbia. The Esquimalt Nation is a sovereign nation and is not subject to the laws of the Province of British Columbia.

IMPORTANT
PLEASE READ
ENTRY
BY
APPOINTMENT
ONLY

Vision for Tomorrow

What does the future hold for our community? In a word: opportunities.

Thanks to the commitment, perseverance, and hard work of our citizens and staff, who run our Nation day to day, many opportunities lie on our horizon. We have the scope to set new goals for our community and to develop new businesses, jobs, and capacity to create prosperity for ourselves, our children, and our future generations.

Our new Chief and Council are continually learning and growing to fulfil their roles and responsibilities within the community. One of their first tasks is to review and update our Comprehensive Community Plan to reflect current goals and priorities.

Xwsepsum Nation is also developing capital management and asset management plans, which will enable us to budget for many important things: constructing homes and community buildings, purchasing tools, maintaining our assets and infrastructure, and creating and investing in new programs our community needs and wants.

But that's only the beginning. As we ratify and implement our Land Code, we'll have greater opportunities for generating wealth and economic benefits in ways that align with our values and Sacred Trust.

The benefits will ripple out, creating more resources for community programs and projects, such as facilitating more education and training opportunities, and providing additional healthcare services. In turn, our mustimuhws will be empowered to excel, with more opportunities to learn, increase job prospects, contribute to the capacity of our community, and have a better quality of life, with the chance to pursue their goals and dreams.

This is our future, and it is bright.

The Year in Photos







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