



# ANNUAL REPORT 2022

ESQUIMALT NATION

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# WHO WE ARE

## Community Vision

The Esquimalt 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"*



## Message from our Chief

The health and safety of our members continued as a primary focus this year. Our community faced the ongoing presence of the Omicron coronavirus (COVID), and some of our members continued to experience the intergenerational trauma resulting from the heartbreaking discoveries of unmarked graves at former Indian Residential School sites; a reality that many of our community members have been sharing for years. I am proud of the compassion and courage that carried us forward together. It is through strengthening our connection with each other and by embracing our culture that we can recognize and honour the past while moving forward, empowered by our desire

to respect the needs of future generations. The Esquimalt Nation is resilient. Despite the challenges we have faced, we have made significant progress and have many reasons to celebrate as we reflect on what we have achieved together.

Council joins me in recognizing the ongoing dedication of our Administration team. Under the direction of our Executive Director, Katie Hooper, we are building a skilled team of professionals who continued to work diligently and compassionately throughout the year to ensure the safe delivery of services and programs, while at the same time, advancing our housing initiatives, prioritizing health and education, and delivering upon our economic development and partnership initiatives. This report highlights many of their accomplishments on behalf of the Nation.

We began the year with the successful acquisition of eight acres of land on Thetis Cove at the Reconciliation table and received support from the Nation on a referendum approving lands designation on several parcels of land formerly under the control of Transport Canada. The successful transfer of these waterfront parcels to our reserve reflects a new spirit of collaboration with Transport Canada on several shared interests and represents the completion of a 20-year journey with the federal government. Through the referendum, Community members approved plans for residential, commercial, and light industrial uses, and signaled the advancement of planning for a new 55-unit multi-story residential project on Seenupin Road in partnership with BC Housing. If successful, this housing project will enable us to welcome home family members in the very near future. Other development on the newly acquired lands triggers our Property Tax Code, enabling us to collect land and business leases, in addition to presenting the opportunity to generate ongoing taxation revenue for the Nation. The organized development of these lands will continue to be guided by community members ensuring that future opportunities strengthen our vision of self-reliance, equality, and shared prosperity and that they are rooted in our spiritual, and cultural heritage.



We continue to sit at the Reconciliation Table to advocate the interests of the Esquimalt Nation people as a Douglas Treaty Nation. This is a long process, and we are expanding our focus to chart our own destiny to see greater benefits to our Nation in a timelier manner.

Education is a key determinant of health and wellbeing. Our young people are our future. To ensure equity, equality, and success for our children, we co-created and signed a Local Education Agreement with the Greater Victoria School Board. The agreement lays out the framework to provide wrap-around supports for Esquimalt Nation students and families and serves as a roadmap outlining the respective roles in improving educational outcomes and graduation rates. We must all celebrate our children's hard work and encourage their success.

Our economic partnerships with the Songhees Nation are ongoing. We are active participants in the local economy as rightful owners of businesses and lands, and, soon to be, waters. We are competing as equals in the Capital Region and members of our community are becoming educated and taking on employment and leadership responsibilities in these businesses. In 2012, the late Robert Sam, Songhees Nation, and our late Chief Andy, launched Salish Sea Industrial Services Ltd., a marine construction company. This business was the first to pioneer the abandoned vessel recovery programs for local, provincial, and federal governments. Today, we are considered leaders in this specialized field, and 5 out of 8 employees are Indigenous.

In 2017, we formed Xhamasung Holdings Ltd. with our Songhees partners and took ownership of Salish Sea RV Haven on the Esquimalt harbour, revitalizing and re-energizing the only waterfront RV park in the city. This business is now operating at capacity for most of the year – even through COVID. Next year, with our Songhees partners, we will increase our land holdings in Rock Bay to 7.5 acres, the largest parcel of assembled developable harbour land in Victoria. We are taking charge of our futures and in doing so, we are seeing the wisdom and the economic benefits of working in creative ways with our Lekwungen neighbours outside of the federal and provincial government processes into which we have been trapped since the Indian Act was imposed upon us. The creation of Indian Bands separated our families and created conflict where there was once unity.

Despite the very real challenges that we have faced this past year, we have accomplished a tremendous amount together. I raise my hands in gratitude to Council and our Administration team for their hard work and dedication. I raise my hands in gratitude to all Esquimalt Nation members for pulling together to comfort and care for one another through difficult times, and for remaining committed to our collective goals for a stronger, more prosperous future for our Nation. I look forward to the coming year and to continuing our combined efforts to realize our Vision of a sovereign future where there is appropriate housing for all the Nation's members and where members benefit from the economically viable developments that are on and off the reserve.

## Message from our Executive Director

Despite another challenging year, Esquimalt Nation staff responded with dedication, compassion, and courage, and helped the Nation take some significant steps toward achieving goals identified in the Comprehensive Community Plan.

I would like to give special thanks to every staff member, all of whom worked on the front line during the ongoing health pandemic. Your work, along with the response of our community, strengthened our Nation's health and helped keep one another safe. I am honoured to work on behalf of the Esquimalt Nation, and I am proud of our team.

Fiscal year 2022 was a successful year. Community members moved into the seven-townhouse development and, with a focus on creating more housing, the referendum on the 55-unit apartment complex saw community support to advance this important BC Housing project. Upon completion, the Nation will be very close to meeting its goal to provide adequate, affordable, and appropriate housing for all members.

The Nation began the Land Code process and completed the agreement with the Federal government to add waterfront land to the reserve. The use of these lands, in addition to the eight acres on Thetis Cove, will become part of our vision to bring sovereignty and a sustainable economy to the Nation.

We opened the Nation's new daycare centre in January 2022. Though its operation was interrupted by the presence of the Omicron virus, we are continuing to enroll more children to reach our 36-seat threshold. We are also continuing to explore funding resources to ensure our members can receive free childcare.

Esquimalt Nation entered into a formal Local Education Agreement with School District 61. This agreement identifies elements of shared accountability to ensure a pathway to success for the Nation's youth. We are hopeful that this collaboration and cooperation with the district will result in a more inclusive and supportive learning environment for Esquimalt Nation students.

Administration also began a feasibility study and undertook health statistics research to advance our goal of having a new Health Centre. This work will complete in fiscal 2022/23 and will become part of our project funding proposal for a new multi-use Health and Youth Program Centre.

Our journey into the fiscal year 2022/2023 has been an eventful one. We look forward to the advancement and completion of the projects, in addition to the continued housing renovations, marine stewardship planning, economic development growth, and reelections.



## Council

Council meetings are held biweekly for Council members to discuss Esquimalt Nation's ongoing strategy, development, and prosperity for its members.

Our current Council consists of the following:

- **Robert Thomas – Chief**
- **Barb Lecoy – Councilwoman**
- **John Thomas – Councilman**
- **Rene Thomas – Councilman**
- **Millie Modeste – Councilwoman**

Chief and Council are continuing the review of what committees are needed to support our various programs.





# TEAM VALUES

Trust & Accountability, Teamwork, Strong Communication, Respect and Kindness, Continuous Learning.

## TRUST

- Transparency
- Clear expectations
- Doing what you say you will do
- Doing quality work
- Everyone's opinion is heard and valued
- Believing people will do the right thing
- Spending time talking together
- Trust is earned
- No blaming

## STRONG COMMUNICATION

- Asking how people are doing / feeling
- Having clear objectives
- Clear messaging / open dialogue
- Positive body language / facial expressions
- Not making assumptions
- Using multiple methods and methods appropriate to the person/audience
- Scripted responses / messages for various situations

## KINDNESS/ RESPECT

- Treating others how you want to be treated
- Creating psychological and physical safety
- The glue that holds the team together
- Support one another
- Praise and recognition
- Balancing courage and consideration

No lateral violence / no bullying

## TEAMWORK

- Sharing the workload
- Operating effectively and efficiently
- Good coaching/ leadership
- Putting ego aside
- Appreciation
- Diverse skills and talents
- Moving towards a common vision
- Active Participation
- Knowing your role
- Helping your colleagues

## CONTINUOUS LEARNING

- Ongoing capacity building
- Being flexible and adaptable
- Committed to lifelong learning
- Personal support



# 2021/22 AT A GLANCE

This section outlines some of the Nation's key achievements and milestones of the past year.

In 2022, we were still navigating restrictions and public health orders issued due to COVID. We slowly opened our office to staff with rotating work from home schedules. As of the end of fiscal year, we were working at nearly 100% from the office and continuing to provide programs and services. We completed and implemented several new policies to help ensure continuity in the organization, safe work environments, as well as accountability back to our members.

## We have successfully completed the following capital projects:

- ❖ Seven-townhouse complex – these units are fully tenanted.
- ❖ Daycare facility – the space allows 36 children to learn, grow and play safely with peers.
- ❖ Renovations.



## Initiatives we started during the year:

- ❖ Development of a Chief and Council policy procedure manual.
- ❖ Review of Esquimalt Nation's election code.
- ❖ A multi-year capital management plan.
- ❖ Design of Seenupin Road expansion project and negotiations with MOTI for a controlled intersection at Seenupin and Admiral Road.
- ❖ Discussions of creating a memorandum of understanding with Songhees Nation.
- ❖ Feasibility study for the development of a health center.
- ❖ Discussions with nine local municipalities, regional districts, and other government agencies in preparing a protocol playbook.
- ❖ For Land Code, we started four of the seven phases with phase one, the environmental survey assessment, completed.

## On-going Work:

- ❖ Certification with the First Nations Financial Management Board.
- ❖ Contract negotiation with BC Housing and M'akola Development Services for the development of the apartment complex.
- ❖ Pursuit of Specific Claims with Canada.
- ❖ Land acquisition negotiations with CIRNAC.

# REPORT ON STRATEGIC PLAN

Esquimalt Nation created a new and enhanced Strategic Plan for 2021 to guide the Nation's effort and focus for the next five years through to 2026.

## Strategic Plan | 2021-2026

■ NEAR TERM 2021-2022
 ■ MEDIUM TERM 2023-2024
 ■ LONG TERM 2025-2026

**JURISDICTION OVER LANDS, WATERS AND NATURAL RESOURCES**

- Secure Addition to Reserve at reconciliation table
- Pursue Land Code
- Plan for Tier 1 – Arms Length Fund
- Implement Salish Sea Initiative
- Use close out agreement money from CED to begin the Cemetery Plan
- Develop an Environmental Management Plan
- Complete Land Designation
- Complete Land Code
- Finalize HHRA discussions for the reopening of the Plumber Bay Beach access
- Complete ATR of Lot 45
- Begin ATR of Thesis Cove
- Complete Specific Claims for Kosapsum Village Site, Inskip Island, Commercial Leases, E&N Railway
- Complete Esquimalt Nation Marine Stewardship Strategic Plan

**HEALED AND HEALTHY COMMUNITY**

- Trauma support and grief supports for residential school survivors and others
- Develop a suicide prevention program for youth
- Improve access to Drug and Alcohol treatment services (outreach workers)
- Enhance utilization of the Good Food Box program
- Enhance Community Garden
- Enhance outreach of Diabetes Support Group
- Physical health competitions to reward healthy behaviours
- Fitness programs for women
- Develop a comprehensive Health and Wellness communications program
- Create a Cultural Sensitivity Policy and cultural safety program
- Provide food services to Elders with chronic health issues in the community.
- Training to build leadership capacity
- Hire a Youth Support Worker / Program Support Worker
- Develop virtual healthcare for additional access to healthcare programs and services
- Youth mentorship program
- Expand maternal health programming
- Develop a community smokehouse
- Develop a recreational facility
- Develop a multipurpose Community Health and Wellness Centre

**HISTORY, CULTURE AND LANGUAGE REVITALIZATION**

- Hire and onboard part time language learners
- Develop Lehwungen Language Dictionary
- Develop Lehwungen language learning resources
- Establish a Big House Committee
- Revitalize Family Tree Project
- Establish an Elder's committee
- Complete MOU with the Royal BC Museum
- Establish a Cumulative Effects Action Plan and database for plumber bay revitalization
- Establish Language program curriculum and incorporate into daycare programming
- Establish a Big House Committee and scheduling for Big House programs

**EFFECTIVE GOVERNANCE AND ADMINISTRATION**

- Recruit and onboard the following positions
  - Marine project manager
  - HR coordinator
  - Claims coordinator
  - Land's manager
  - Daycare manager
  - Infrastructure manager
- Advance Financial Admin Law Compliance
  - Establish financial audit committee
  - Develop consolidated budget
  - Asset Management plan
- Governance policies and procedures
  - Governance policy and training
  - Formal decision making process
- Strategic Planning
  - Department workplans for each dept
- Policy Development and revisions
  - Review and edit 5 policies for Council adoption (incorporate standard decision process in existing policies)
  - Develop daycare policy
- Human Resources
  - Bullying and harassment risk assessment
  - Develop equitable wage and bonus structure
  - Stats Can Census
- Facilities / Admin
  - Renovations to programs building
- Develop membership code
- Continue discussions at the Reconciliation table
- Complete Constitution
- Complete Chief and Council Policy and Procedure
- Create capital development strategic plan
- Move into the second elections for Chief and Council
- Establish training and onboarding for new Council
- Review Succession planning of Executive team
- Review Executive Director role and responsibilities
- Identify and develop new committees and board of directors

**EDUCATION AND EMPLOYMENT**

- Open new daycare
- Finalize the Local Education Agreement
- Develop post secondary policy
- Develop K-12 policy
- Develop a programs policy
- Establish education and employment liaison positions
- Develop the Onsite Learning Hub K-12
- Develop a system to frequently measure, report, and celebrate student academic achievements
- Develop a plan to address bullying in school
- Support members to obtain driver's license
- Appoint a volunteer Community Garden Volunteer Coordinator Position (in a paid position if money is available)
- Support access to Flagging courses
- Provide Financial literacy course
- Provide Rent Smart program
- Provide Tax Clinic
- General Life Skills Workshop (i.e. how to open a bank account, time management, etc.)
- Create a roles chart for all the jobs needed at Esquimalt Nation including job descriptions, wages, and required qualifications
- Explore and implement proven programs that build confidence and resilience in children (e.g. Journeys of the Heart, Bridges program)
- Hire culture and language coordinator
- Develop a Headstart Program
- Secure additional funding to support greater participation in recreation activities
- Introduce job shadowing and career mentoring program to increase member employment at the Nation
- Provide more tutoring for K-12 students and academic upgrading for adult students
- Develop a program to support members in achieving their GED
- Develop a webpage that provides current information on education supports and programs and links to external resources/Arts / culture program integrated into SD 61
- Explore extension of onsite learning hub
- Develop a Seven Generations Fund to improve overall financial support of Esquimalt Nation members Build a school on reserve
- Identify Professional Skill-Building Courses to support Esquimalt Nation members advance in their careers
- Identify targeted development programs that fill gaps in the labour market by training interested individuals for specific occupations
- Build a school on reserve

**FINANCIAL SELF-SUFFICIENCY**

- Marine (TC/DND/TMX initiatives)
- Triangle development
- Thesis Cove
- Manage Esquimalt Nation Corporations
  - Kosapsum Development Corp - Triangle, Western Commercial Lands
  - Matulla - Rock Bay, Hydro Lot
  - Xhamsung - West Bay RV
  - Skungwemas - Water Lot
  - Salish Sea Industrial Services - Rainax / Songhems
- Administer tax laws to collect revenues from commercial tenants
- Apply to CORP National Program with anchor tenant to build on Triangle site to generate revenue
- Move in to phase 2 and 3 of the Commercial Lands Development Strategy

**SAFE HOUSING AND COMMUNITY INFRASTRUCTURE**

- Complete 7 Unit Townhouse Development
- 55-unit Apartment Complex application submission
- Shovel ready infrastructure plan for commercial development
- Feasibility study for Health Centre
- Complete 6 NAIHS housing units
- Covid isolation suite
- Finalize housing policy and plan including management structures
- Safe isolation suites
- Complete additional 10 renovations through Single Year NAHS program
- Lift station upgrades
- Develop sustainability guide for operations
- Develop a comprehensive maintenance request system
- Implement community composting
- Complete Water and Wastewater agreement with CRD
- Complete development of the 55-unit complex
- Complete Senrump Road expansion project

In the Strategic Plan, we identified seven key objectives. With each of the objectives identified, we determined specific strategies as well as clear outcomes and results of these strategies that reflected the Nation's goals and desires.

## Our major focus this year included:

1. Healed and Healthy Community.
2. Improved Education.
3. Employment and Self-Employment.
4. Economic Development.
5. Safe Housing and Community Infrastructure.

Progress made towards meeting each of these objectives is outlined on the following pages.

## Objective 1: Healed and Healthy Community

### Desired Outcome

- ❖ Trauma support and grief support for residential school survivors and others.
- ❖ Develop a multipurpose community health and wellness centre.
- ❖ Fitness programs for women.
- ❖ Create a cultural sensitivity policy and cultural safety program.

### Achievements

- ❖ Completed the feasibility study on the multipurpose community health and wellness centre.
- ❖ Working with ISC and the Ministry to increase health centre scope to include a youth programming centre.
- ❖ Hired additional health staff, including a mental health support worker.
- ❖ Implemented a case management team to consolidate resources for members in need.
- ❖ Continued to provide family violence programming, healthy relationships group, a women's group and several other related programs.

## Objective 2: Improved Education

### Desired Outcome

- ❖ Finalize the Local Education Agreement (LEA).
- ❖ Establish education and employment liaison positions.
- ❖ Develop education policies including K-12 and post secondary policies.

### Achievements

- ❖ Hired a language expert, early childhood educator, early childhood educator assistant, daycare manager, a casual program support worker from UVic, full-time bus driver, student support worker and program supervisor.
- ❖ Completed and signed our LEA.
- ❖ Continued to work on the post-secondary policy, K-12 policy and programs policy with our internal policy working group.

## Objective 3: Employment and Self Employment

### Desired Outcome

- ❖ To begin the process of building individual employment plans for members.
- ❖ Creating employment opportunities for the Nation.

### Achievements

- ❖ Hired a resource manager to oversee employment readiness and training opportunities.
- ❖ Connected employees with local employment opportunities.
- ❖ Effectively collaborating with Greater Victoria Harbour Authority for additional training, mentorship and/or seasonal programs.
- ❖ Created an open application process for casual staff within the Nation's Administration team.

## Objective 4: Economic Development

### Desired Outcome

- ❖ To prepare the commercial properties for development.
- ❖ To formalize the Kosapsum Development Corporation.
- ❖ To submit to the CORP National program for funding to service the triangle site.
- ❖ To improve contracts with local governments and companies for appropriate compensation and engagement.

### Investments to note:

- ❖ Kosapsum Development Corporation – 100% owned by Esquimalt Nation.
- ❖ Skuneeagus, Matullia and Xhamasung – 50/50 owned by Esquimalt Nation and Songhees Nation.
- ❖ Salish Sea Industrial Services – 25.50% owned by Esquimalt Nation, 25.50% owned by Songhees Nation, 49% owned by Ralmax.

### Update

- ❖ The administrative team, as well as Chief and Council, collaboratively pursue economic development opportunities as they serve the Nation.

### Achievements

- ❖ Applied and received funding through the Regional Community Opportunity Readiness Program (CORP) in the amount of \$249,000 to design the Seenupin Road Expansion Project.
  - The completion of this project positions the Nation to be eligible for the CORP National funding of up to \$3 million to build Seenupin Road through the triangle site, as well as to build an intersection at Seenupin and Admirals.



- This will add services to the commercial properties, enhancing the opportunity for sustainable revenue with future development.
- ❖ Skuneejus, Matullia and Xhamasung, jointly owned corporations with Songhees Nation have seen successes during the year. The highlights are in their respective annual reports attached.
- ❖ The Nation ended the contract with Trio Ready Mix site and negotiated remediation to the land as well as repairs to Modeste Rd.
- ❖ The Nation's development of our Land Code will further assist in the economic development of our commercial properties.

## **Objective 5: Safe Housing and Community Infrastructure**

### **Desired Outcome**

- ❖ To complete emergency repairs and housing renovations.
- ❖ To provide COVID-19 isolation suites.
- ❖ To finalize the housing policy and housing plan, including management structures.
- ❖ To advance the 55 -unit apartment complex.
- ❖ To complete a shovel-ready infrastructure plan for commercial development.
- ❖ Negotiate mutual trade services agreements with the local government.

### **Achievements**

- ❖ Completion of COVID-19 isolation suite.
- ❖ Completed 15 repairs and renovations (additional repairs are ongoing).
- ❖ Finalize and ratified the 2021 multi-year housing plan and retained an indigenous led reserve housing consulting company to help complete our housing policy.
- ❖ Continued negotiating with BC Housing and local housing societies to advance the multi-unit apartment project on Seenupin Road.
- ❖ Townhouses completed and tenants moved in August 2021.

# DEPARTMENTAL OVERVIEWS

This section provides a summary of past-year accomplishments, current projects, and future undertakings for each department.

## **Governance**

### ***Past-year accomplishments***

- ❖ Chief and Council completed their education in financial literacy and good governance with Governance Solutions.
- ❖ Esquimalt and Songhees began discussions to develop a MOU to enhance negotiations at the Reconciliation and Treaty tables.
- ❖ Chief and Council responded to immediate health and housing concerns.
- ❖ Chief and Council ratified the Housing Plan.
- ❖ Chief and Council ratified the multi-year strategic plan.

### ***Current projects***

- ❖ Chief and Council are developing a Chief and Council governance manual.
- ❖ Chief and Council are developing a Housing Policy.
- ❖ Chief and Council continue to negotiate contracts and agreements with various levels of external government bodies to enhance economic and employment opportunities.
- ❖ Chief and Council continue to advocate for cultural integration and recognition.

### ***Future Projects***

- ❖ Complete the Chief and Council governance manual.
- ❖ Prepare for the next elections scheduled for October 2023.

## **Administration**

### ***Past-year accomplishments***

- ❖ Administration hired a temporary housing manager.
- ❖ Developed new positions including marine program manager, office manager, elder and support worker, and resource manager.
- ❖ Updated our technology for reliable service and comprehensive record management.
- ❖ Completed and implemented department-specific strategic plans that reflect the ratified Comprehensive Community Plan (2020).
- ❖ Developed an Occupational Health and Safety committee.

### ***Current projects***

- ❖ Human Resource Strategic Plan is nearly complete.
- ❖ Identified gaps in staffing needs and created a strategy to create new, much-needed administrative positions.
- ❖ Succession planning and business continuity plans are underway.

### ***Future Projects***

- ❖ Create and post up to three new positions in FY 2023/24.
- ❖ Complete a comprehensive succession plan.
- ❖ Complete the business continuity plan.

## Health & Wellness, Social Development

### Past-year accomplishments - Health

- ❖ Esquimalt Nation was able to add four new permanent members to the health team.
  - Health and wellness program support – Tessianne Jimmy.
  - Home maker – Marge Brown.
  - Mental health worker – Ayushi Sukula.
  - Community health nurse – Raven Davern.

- ❖ Increased the hours of Elizabeth Lofts nurse practitioner from three to ten hours per week on Mondays and Thursdays. This allows for an increased number of Esquimalt Nation members both on and off reserve to access primary care services.



- ❖ Hosted several COVID-19 clinics, which were successful in providing both Pfizer and Moderna vaccines to members of all ages. Additionally, Esquimalt Nation implemented the first CDC emergency plan in response to the COVID-19 pandemic.
- ❖ Held multiple programs, including men's, women's, teen, and baby groups. Each group highlighted topics related to mental health, health promotion, and disease management. Additionally, participants participated in various cultural activities such as drum-making cedar & wool weaving. Each program averaged between five and twenty participants per session.
- ❖ Completed the following food security initiatives:
  - 23 active families received Good Food Boxes weekly.
  - Four active Elder clients received lunches twice a week.
  - Provided dry and frozen goods to families who were experiencing food insecurity.



- ❖ Statistics per fiscal year included:
  - Foot care – 11 clients.
  - Communicable disease control – 45 encounters.
  - Health promotion & prevention – 39 encounters.
  - Home and community care – 134 encounters.
  - Immunization – 139 encounters.
  - Mental wellness – 353 encounters.
  - Maternal child health – 563 encounters.

### **Current projects - Health**

- ❖ In collaboration with FNHA and Neighboring First Nations communities, Esquimalt Nation joins the First Nations Primary Care Initiatives (FNPCI) to increase primary care services through increasing practitioner hours, physiotherapists, occupational therapists, acupuncture, and traditional wellness support in the community. The FNPCI is still in the early stages and will see a proposal submitted to the Ministry of Health in spring 2023.

### **Future Projects - Health**

- ❖ Implement new groups for pre-teens and regular fitness classes.
- ❖ Provide more localized primary care services.



### ***Past-year accomplishments – Social Development***

- ❖ The main priority of Social Development is to support Nation members who are on social assistance, and those needing extra support.
- ❖ The objective of the resource manager is to support community members with various applications and paperwork, such as:
  - Applying for pension or Employment Insurance.
  - Connect community members with free tax services.
  - Support with housing applications.
  - Support with Jordan's Principle applications.
- ❖ Locating internal and external resources for community members and staff.
- ❖ Other activities include supporting the health team with Women's group and supporting all other departments with various resource needs.

### ***Current Projects – Social Development***

This has been a productive year. We are excited for the next year and some of the opportunities it may offer the community. This year many Nation members have obtained employment in many areas, received support from the employment department and gained work experience in the community. With support from CSETS, we were able to accomplish many things.

- ❖ Highlights for the employment department
  - Worked with the Greater Victoria Harbour Authority to support three-Nation members in a job shadowing program. One Nation member was hired on as seasonal staff.
  - Working with QM Environmental and Pomerleau Construction to employ Nation members for a long-term Jetty reconstruction project for the Department of National Defence. Three Nation members have been employed recently, with more employment opportunities in the future.
  - Supported five Nation members who secured full-time, permanent employment, with work gear.
  - Updated and created resumes for 28 community members.
  - Supported three Nation youth to gain work experience with wage subsidies.

### ***Future Projects – Social Development***

- ❖ Identify additional training opportunities.
- ❖ Offer some workshops to obtain certificates in First Aid and Food Safe.
- ❖ Continue to work with employers to match community members with employment opportunities.

- ❖ Input all client/community members into our software program to streamline the department. This will enhance record keeping and support the social development worker to aid finance in automating some of the payment processes.
- ❖ Support members to find work and exit from Social Assistance.

## **Land & Infrastructure**

### ***Past-year accomplishments***

- ❖ Officially recognized as signatories on the Framework Agreement for developing a Land Code.
- ❖ Successfully completed the Additions to Reserve (ATR) of several parcels of land.
- ❖ Completed the survey for the final ATR parcel (initially included in the above ATR project).
- ❖ Revised the director of lands and infrastructure job description to include Land Code responsibilities and strategic planning.
- ❖ Began negotiations for water and wastewater with CRD to reduce costs and increase volume.
- ❖ Began discussions with local municipalities to explore Municipal Trade Service Agreements (MTSAs) for public work services.

### ***Current projects***

- ❖ Created a Land Code committee.
- ❖ Five phases of seven completed for Land Code.
- ❖ Formalizing the Kosapsum Development Corporation board activities.
- ❖ Completed the job description for a new director of lands and infrastructure.
- ❖ Environmental survey assessments I and II are underway.
- ❖ Creating an asset management plan and inventory database.
- ❖ Creating a capital management plan.

### ***Future Projects***

- ❖ Ratify Land Code in August 2023.
- ❖ Begin construction on two new community buildings.
- ❖ Begin construction of a multi-unit apartment complex.
- ❖ Enter new MTSAs with local governments.
- ❖ Complete land negotiations at the Reconciliation table.

## **Finance & Tax**

### ***Past-year accomplishments***

- ❖ Established finance policies and procedures and approved by Chief & Council.
- ❖ Set up a Finance & Audit committee (FAC).
- ❖ Engaged MNP to provide support, consultation, and aid the Nation.
- ❖ Set up Financial Management Board and approved Financial Administration Law.

### ***Current projects***

- ❖ Working on document submission to First Nation Financial Management Board (FNFMB).
- ❖ Completing and updating FNFMB documentation requirements.
- ❖ Planning upgrades and enhancements to our current account software system.
- ❖ Identified the key information application requirements to manage membership and housing.
- ❖ Implementing Financial Administrative Law's new policies and procedures.
- ❖ Implementing monthly financial review meetings of FAC.

### ***Future Projects***

- ❖ To apply for FNFMB certification testing and Financial Management System Certification.
- ❖ To focus on improving efficiency.
- ❖ To increase transparency and accountability of the Nation's finances.
- ❖ To improve financial reporting timelines.



# REPORT ON CAPITAL PROJECTS

The section provides a summary of dollars spent on capital projects or purchases of capital assets.

## **Capital Assets Purchased or Constructed**

1. CMHC Townhouses 2022 – \$2,611,940
2. Daycare Centre – \$1,318,066
3. Daycare Centre Equipment – \$11,899

# REPORT ON RISK MANAGEMENT

Risk management is a key component to the financial health of a Nation. The risk management plan in the next three pages identifies high-level risks to the Nation, prioritize them by impact, and indicate steps to mitigate the risks.

## Esquimalt Nation Risk Management Plan

Risk Description		Risk Assessment		Monitor and Manage
	Risk	Potential Impact	Likelihood	Risk Management Plan
1.	<p><b>For-Profit Businesses</b></p> <p>No rules to guide for-profit businesses owned by the Nation, according to the FAL</p>	Medium-High	Low	<ul style="list-style-type: none"> <li>Esquimalt Nation has three Joint Venture Partnerships with Songhees Nation (Matullia, Xhamasung, and Skuneeagus). The JV's are overseen by a board of directors comprised of Councillors from both Nations.</li> <li>The Board has hired a CEO and works with various business advisors.</li> <li>The Nation also has its own company - Kosapsum Dev Corporation. The company has minimal operations at the moment. Chief and Council are working on renewing the corporation's governance structure.</li> </ul>
2.	<p><b>Investments</b></p> <p>No rules to guide investments by the Nation, according to the FAL</p>	Medium-High	Low	<ul style="list-style-type: none"> <li>Council makes all major investment decisions. Esquimalt Nation's financial institution manages portfolio investments and provides monthly reports to Council. Council has adopted finance policies and procedures, according to the FAL.</li> </ul>
3.	<p><b>Loans Guarantees and Indemnities</b></p> <p>Council does not enforce or have rules to govern loans, guarantees, or indemnities, according to the FAL</p>	Medium	Low	<ul style="list-style-type: none"> <li>Esquimalt Nation offers loans to members through James Bay Trust. The Nation also provides guarantees to members for mortgages. Council has adopted finance policies and procedures for loans to members, guarantees and indemnities, according to the FAL.</li> </ul>
4.	<p><b>Insurance</b></p> <p>No documented or appropriate insurance coverage</p>	Medium	Low	<ul style="list-style-type: none"> <li>Esquimalt Nation has an Insurance policy instated, which is reviewed every year.</li> </ul>
5.	<p><b>Emergencies</b></p> <p>No emergency and contingency planning</p>	High	Medium	<ul style="list-style-type: none"> <li>The Nation has adopted an emergency plan and is developing a business continuity plan.</li> </ul>
6.	<p><b>Financial Reporting</b></p> <p>Lack of rules to govern financial management, according to the FAL</p>	Medium	Low	<ul style="list-style-type: none"> <li>The Nation has adopted financial reporting policies, according to the FAL, which require regular financial reporting.</li> </ul>

Risk Description		Risk Assessment		Monitor and Manage
	Risk	Potential Impact	Likelihood	Risk Management Plan
7.	<b>Fraud</b>	Medium	Low	<ul style="list-style-type: none"> <li>The Nation has adopted finance policies and procedures, according to the FAL. The Nation has a Finance &amp; Audit Committee in place.</li> </ul>
8.	<b>Technology</b> Do not have appropriate information technology systems and controls	High	Low	<ul style="list-style-type: none"> <li>The Nation outsources to an IT service company and has them handle all network security and back-ups.</li> </ul>
9.	<b>Lack of funds required to achieve strategic priorities</b> Not linking cultural values to economic development activities	Medium	Medium	<ul style="list-style-type: none"> <li>Throughout the year, the Nation applies for grants for cultural practices based on determined need.</li> <li>The Nation will develop an economic development plan based on community's long-term goals, cultural values, and unique market opportunities.</li> </ul>
10.	<b>Knowledge loss</b> Lack of succession plans	Medium	Medium	<ul style="list-style-type: none"> <li>Exploring digital content management program</li> <li>Revise and implement the Nation's succession and mentoring program.</li> <li>Developed employment strategic plan</li> </ul>
11.	<b>Accountability for Decision Making</b> Leadership not following policies and procedures adopted	High	Medium	<ul style="list-style-type: none"> <li>Implement the Council Policy and Procedure Manual, Financial Administration Law and related policies to ensure transparency to members and accountability to members.</li> </ul>
10.	<b>Language loss</b> Not recording our stories and language	High	High	<ul style="list-style-type: none"> <li>Completed the Lekwungen dictionary and training language teachers</li> </ul>

Risk Description		Risk Assessment		Monitor and Manage
	Risk	Potential Impact	Likelihood	Risk Management Plan
11.	<p><b>Educational outcomes of members do not support sustainable jobs</b></p> <p>Our youth do not graduate</p>	High	Medium	<ul style="list-style-type: none"> <li>• Negotiating a Local Education Agreement with the School District and Province</li> <li>• Implement the 5-year strategic plan for education</li> <li>• Complete development of a Daycare on reserve</li> <li>• On-reserve learning hub created to provide tutoring</li> <li>• Incentive program for children to go to school</li> <li>• Lunch program</li> <li>• Financial support for post-secondary</li> </ul>
12.	<p><b>Health and Safety of staff (Critical incident)</b></p> <p>Staff member injured on-site or in the function of their duties due to a critical incident</p>	Medium	Low	<ul style="list-style-type: none"> <li>• Created an Occupational Health and Safety committee</li> <li>• Implement the Bullying &amp; Harassment Policy</li> <li>• Implement the Personnel Policy and Procedure Manual</li> <li>• Implement the Manager Policy and Procedure Manual</li> <li>• Complete incident reports</li> <li>• Instituted an investigation process</li> <li>• Retained an HR lawyer</li> <li>• Have a Fire Emergency Plan</li> <li>• Have an on-site nurse</li> <li>• Institute First Aid Certification Training for employees</li> </ul>
13.	<p><b>Unsafe/ inadequate infrastructure</b></p> <p>Delaying infrastructure/asset maintenance</p>	Medium	Low	<ul style="list-style-type: none"> <li>• Regularly inspect buildings (last inspected in 2017)</li> <li>• Developed Asset Management plan and inventory list</li> <li>• Vehicles are leased and have pre-check/post-check procedures, logbooks and regular maintenance</li> </ul>
14.	<p><b>Poor health outcomes</b></p> <p>Members not participating in exercise programs</p>	Medium	Medium	<ul style="list-style-type: none"> <li>• Implement exercise programs (i.e. Walking club)</li> <li>• Implement cooking programs with healthy food alternatives</li> <li>• Implement Nutrition Awareness program</li> <li>• Implement Health Strategic Plan</li> </ul>



## 2021 – 2022 FINANCIALS

This section highlights the audited financials for April 1, 2021 to March 31, 2022. The full package of audited financials for Fiscal Year 2022 are available at the Nation office. To provide context to the financial information, budget to actual comparisons as well as prior to actual year comparisons are provided.

<b>STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS</b>			
<b>for the year ended March 31, 2022</b>			
	<b>Budget</b>	<b>2022</b>	<b>2021</b>
<b>REVENUES</b>			
ISC	\$ 2,654,968	\$ 2,563,046	\$ 3,017,920
Government of Canada - other	1,325,000	1,651,709	588,099
Settlement Trust and fund (Note 16)	1,625,000	1,893,396	1,899,888
Commercial leases and residential rentals	365,011	364,986	544,544
FNHA, CSETS and other First Nations sources	1,631,500	1,796,503	1,626,794
Capital Regional District	-	-	224,945
Earnings from Nation business enterprises and partnerships (note 12)	300,000	45,710	481,986
Investment income	100,000	83,967	111,302
CMHC	35,000	33,771	69,384
School District #61	85,683	105,683	58,227
Province of British Columbia	600,000	602,096	1,379,216
Other miscellaneous - net	525,000	445,039	809,278
	<b>9,247,162</b>	<b>9,585,906</b>	<b>10,811,583</b>
<b>EXPENDITURES</b>			
Nation generated	214,450	265,644	178,534
Nation administration	1,024,500	957,561	939,743
Education	470,523	392,177	387,026
Social assistance and health	1,590,917	887,472	1,091,479
Social Housing	118,299	448,072	326,793
Land use and public works	250,076	266,006	1,020,492
Employment	204,566	181,355	107,102
Settlement Trusts and fund activities	100,000	79,097	263,041
Economic development	1,496,737	1,270,012	1,118,870
Other miscellaneous programs	372,887	487,620	254,817
	<b>5,842,955</b>	<b>5,235,016</b>	<b>5,687,897</b>
<b>ANNUAL (DEFICIT) SURPLUS</b>	<b>3,404,207</b>	<b>4,350,890</b>	<b>5,123,686</b>
<b>ACCUMULATED SURPLUS, BEGINNING OF YEAR</b>	<b>28,679,699</b>	<b>28,679,699</b>	<b>23,556,013</b>
<b>ACCUMULATED SURPLUS, END OF YEAR</b>	<b>\$32,083,906</b>	<b>\$ 33,030,589</b>	<b>\$ 28,679,699</b>

**STATEMENT OF FINANCIAL POSITION**  
**as at March 31, 2022**

	2022	2021
<b>FINANCIAL ASSETS</b>		
Cash (Note 3)	\$ 18,276,836	\$ 14,914,210
Restricted cash (Note 4)	3,558,780	3,765,041
Accounts receivable (Note 5)	2,455,418	2,575,779
Ottawa Trust Funds (Note 6)	23,482	22,307
	24,314,516	21,277,337
<b>FINANCIAL LIABILITIES</b>		
Accounts payable and accrued liabilities (Note 7)	351,093	833,594
Deferred revenues (Note 8)	91,923	156,220
Long term debt (Note 9)	1,538,171	690,255
	1,981,187	1,680,069
<b>NET FINANCIAL ASSETS</b>	<b>22,333,329</b>	<b>19,597,268</b>
<b>NON FINANCIAL ASSETS</b>		
Tangible capital assets (Note 11)	7,467,467	3,329,552
Construction in progress (Note 11)	-	2,580,303
Investments in Nation business enterprises and partnerships (Note 12)	3,127,396	3,096,282
Prepaid expenses	102,397	76,294
	10,697,260	9,082,431
<b>ACCUMULATED SURPLUS</b>	<b>\$ 33,030,589</b>	<b>\$ 28,679,699</b>

**STATEMENT OF CASH FLOWS**  
**for the year ended March 31, 2022**

	2022	2021
<b>CASH PROVIDED BY (USED IN):</b>		
<b>OPERATING ACTIVITIES</b>		
Annual Surplus (deficit)	\$ 4,350,890	\$ 5,123,686
Items not involving cash		
Amortization of tangible capital assets	293,677	191,615
Nation Business Enterprises and Partnerships income	(45,710)	(481,986)
Change in non-cash operating accounts	(452,540)	(654,442)
	4,146,317	4,178,873
<b>CAPITAL ACTIVITIES</b>		
Acquisition of tangible capital assets	(1,836,693)	(24,147)
Construction in progress	-	(2,580,303)
	(1,836,693)	(2,604,450)
<b>INVESTING ACTIVITIES</b>		
Funds advanced (to) from investment entities	-	-
<b>FINANCING ACTIVITIES</b>		
Repayment of long-term debt	(49,606)	(47,914)
Long-term debt forgiven	(50,000)	-
CMHC Funding for town homes	947,522	188,963
	847,916	141,049
<b>INCREASE (DECREASE) IN CASH</b>	<b>3,157,540</b>	<b>1,715,472</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<b>18,701,558</b>	<b>16,986,086</b>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>\$21,859,098</b>	<b>\$ 18,701,558</b>
<b>CASH AND CASH EQUIVALENTS ARE REPRESENTED BY:</b>		
Cash	\$ 18,276,836	\$ 14,914,210
Land Acquisition Trust fund	2,670,745	2,670,745
Cadboro Bay Minors Trust	875,393	947,000
Ottawa Trust funds	23,482	22,307
Construction Hold-back account	12,642	147,296
	\$ 21,859,098	\$ 18,701,558