



Malahat

Annual Report

2022 | 2023



PREPARED BY
Chief & Council
Malahat Nation

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Malahat

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Foreword



Chief Gordon Harry

Shane Sylvester

Steve Henry

Randy Daniels Sr.

Huy tseep q'u (thank you all) for giving us this opportunity to share with you the year's journey of our Nation, its challenges and victories, aspirations and realizations. We, the Chief and Council of **Me'luxulh** (Malahat) Nation, stand proud on the **hwulmuhw mustimuhw tumuhw** (ancestral land of our people), along the tranquil shores of **WSÁNEĆ** (Saanich) Inlet, grateful for the wisdom of our **s'ul'eluhws** (elders) and the enthusiasm of our **stl'ul'iquh** (children).

We have been fortunate this year to make unprecedented strides in areas that contribute to the well-being and self-sufficiency of **Me'luxulh** Nation. The sacred fire within our community burns brighter than ever, as we:

- Achieved an administrative surplus for the first time ever, laying a foundation for future capacity
- Strengthened the voice of our people through meaningful employment, with 82% of new staff being Indigenous and 56% from our very own **Me'luxulh mustimuhw** (Malahat community)
- Initiated the Malahat Guardian Program, a testament to our ancient commitment to stewardship of the Salish Sea

We also take pride in our economic collaborations, educational initiatives, and infrastructure development.

We remain steadfastly committed to transparency and encourage each member of the **mustimuhw** (community) to engage with this Annual Report. Let it serve as a tool for dialogue, understanding, and communal growth.

'uy' skweyul (good day),

Your Chief and Council



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Administration, Finance & Human Resources

The Malahat Nation Administration department, including the Finance and Human Resources (HR) departments, is responsible for the day-to-day management of the operations, employment, and finances of the Nation. The department operates with fiscal diligence and good governance to facilitate achievement of strategic goals and objectives, attract and retain the best and most qualified employees, and to maximize benefit to Malahat community members from the funds available.

Finance

- Generated admin surplus for first time ever, will help increase admin capacity in future years
- Set up and began implementation of budgeting software to improve efficiency and accuracy of the budgeting process, will roll out to departments next year
- Hosted all Finance and Audit Committee meetings as required by Malahat’s Financial Administration Law (FAL)
- Met with each department quarterly to review progress against the Council-approved budget
- All Audited Statements for the fiscal year 2021-22 were completed by FAL deadline
- Annual General Meeting for fiscal year 2021-22 hosted by FAL deadline
- Comprehensive annual budget completed & approved by FAL deadline (3rd year in a row)
- Taxation laws completed on time & approved by FNTC, second year generating sufficient tax revenues to offset the cost of preparing annual laws & managing taxation
- Completed updates to Finance Policies, which were reviewed and approved by Chief & Council in September 2022

Human Resources

- Completed first ever Annual Employee Survey to gather feedback and comments from staff regarding employment with Malahat Nation
- Completed updates to HR Policies, which were reviewed and approved by Chief & Council in March 2023

Recruitment Statistics

Hire Category	Total Hires	% Indigenous	% Malahat Members
Non-permanent positions	15	93%	73%
Permanent positions	12	67%	33%
Total positions	27	82%	56%
Turnover	-22		
Net increase in positions	5		



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Community Programs

The Community Programs Department provides supports to Malahat Nation Members through a variety of programming while continuing to ensure they align with community needs. Some of the main programming includes: Education K-12; Post-Secondary, Employment and Training; Income Assistance; Assisted Living; IRA; Elders Group; Language Revitalization; Youth and Adult Programming; Community Garden and other 1-1 Member Supports. Here is a brief outline of some key successes to our 2022-23 year.

Education K-12

- Local Education Agreement (LEA) was updated and signed July 11, 2022
- Hiring of new Education Liaison, Susan Picard to help students succeed as their advocate by developing and maintaining relationships with students, parents/guardians, teachers' administrators and community agencies.
- Extra supports were brought in for students during the 2022/23 school year by hiring a Teacher/ Tutor.
- Teachers from SD79 came to Malahat Nation to tour the Nation and learn a little more about Malahat Nation, Departments and Programs offered.

Post-Secondary, Employment and Training

- In collaboration with Vancouver Island University, the continuation of The Business Fundamentals for Indigenous Communities Program (BFIC) continued with 10 Malahat Nation participants. Offered as a combination of online learning and some in person classes which ran until the end of March 2023.
- Open Doors Program – Continuing to run programming a total of 26 people utilized these supports.
- Reconnecting with Maarten van Wamel through the Reignite and Reconnect program

Elders

- Secured Elders grant funding to continue Elders outings, errand supports and workshops.
- Intergenerational Gathering at Malahat Nation
- Elders Retreat at Tigh-Na- Mara providing opportunity for Elders to gather and also attend workshops that were requested

Language Revitalization

- Secured funding for Language Revitalization
- Successfully hired a Language Instructor
- Resourcing funding to continue to 2023/24 fiscal





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Early Learning, Child & Family Supports

Early Learning Child and Family Supports focuses on supporting families with children 0-6years old through our daycare Mumuxelh Child Care, Aboriginal Head Start On-Reserve program, and early intervention services. Our prevention team is currently growing to include family supports, Child and Youth Care workers and advocacy for families and children involved with Child and Family Services Agencies.

Early Learning

- Continued to Operate Mumuxelh Child Care (Caterpillar Child Care). Due to staffing challenges we temporarily converted the infant toddler classroom into a multi-age classroom.
- Continued to run our Aboriginal Head Start On-Reserve Program with a school readiness class September-June for children aged 3-5years old
- Continued to run Malahat Market in collaboration with Malahat Health
- Supported the community with a children winter clothing distribution
- Hired a private Speech and Language Pathologist for one day a week
- Support children with their kindergarten transition
- Applied for funding with First Nation's Health Authority to fund daycare spaces
- Applied for funding for new community playground
- Supported bringing programming to Malahat Nation through Kwumut Lelum's wellness team including; boxing classes, children recreation programming, beaded baby moccasins, circles of security parenting group, and body smart work shop
- In collaboration with Malahat Health provided a children's health fair
- Purchased two new vehicles to provide safe transportation of children and families to programming
- With support of Community Programs we increased language inclusion in Mumuxelh Child Care





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Economic Development

Malahat Nation is taking a two-pronged approach to developing economic capacity; one, developing a small percentage of Malahat-owned land to secure long-term revenue streams, and two, asserting the rights and title of Malahat Nation by partnering with businesses operating in Malahat Territory and creating business opportunities that align with the values of Malahat Nation. Throughout this business development work; education, training and employment opportunities for Malahat Members will be sought and promoted as a baseline for all business operations.

Land Development

- Acquired funding to replace Oliphant Lake dam – improving public safety and the long-term value of Malahat’s lands
- Secured a long-term lease in the Business Park with Thales Canada for a new warehouse.
- Progressed the Bamberton Quarry Permit Renewal process – Responding to environmental concerns from stakeholders, supporting the transition of Coast Mountain Resources to a new owner, and communicating with all relevant regulatory agencies.
- Leased the lot for the Malahat Fuels Cardlock Fuel Station –supplying low-cost, high-quality fuels to Malahat Members and the local market.
- Expanded the operations of the Malahat Nelson partnership – Providing solutions to regional environmental issues while driving profitable business on Malahat reserve lands
- Generated profit through the Malahat Skywalk project while educating the public about Malahat’s values and the ecosystems that make up Malahat’s territory.
- Finalized a lease for Ergo Eco Solutions - Recycling cooking oil into renewable eco products such as biodiesel
- Negotiated financing and partnerships to build out the Malahat Business Park– Promoting the exciting opportunity to build long-term economic activity with Malahat Nation

Partnerships

- Operated the Malahat Copcan partnership profitably to deliver construction services throughout southern Vancouver Island and low-cost construction services within the Malahat Community
- Incorporated Malahat Solutions – A partnership which will test innovative new technologies and help bring them to market. The first project will be to test equipment which removes plastics from the marine environment
- Partnered with Solar Earth and Shift Clean Energy to complete the installation of a solar energy generation and storage system for the Malahat Environment Department Building
- Signed a Partnership Agreement with a Biogas Company to explore opportunities to recycle organic waste material into environmentally friendly fuels
- Maintained existing partnerships with Civil Construction Companies, Electrical Engineers and Film Industry Leaders – Refining business models that fit with Malahat’s development plans, seeking investment and maintaining good governance of partnerships.



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Environment, Fisheries & Sustainable Development

The Malahat Environment Department aims to ensure that future generations of Malahat Members can enjoy the same natural resources that Malahat ancestors have enjoyed historically. This includes delivering programs that support Malahat members' rights to maintain and strengthen their distinctive spiritual relationship with traditionally owned territories, waters and coastal seas. Recent focuses of the Environment Department include monitoring and advocating for protection of Malahat's valuable species and habitats in the Salish Sea. The department supports long-term environment and fisheries careers for Malahat members.

Environment

- Initiated the Malahat Guardian Program to collect data, monitor, and act as stewards of the Salish Sea. Hired 2 Malahat members full-time to act as marine Guardians.
- Prepared community members for environmental careers by supporting one technician in graduating from the VIU Natural Resources Training Program and providing two summer internships with the Environment department.
- Increased Malahat members' ability to safely connect with the ocean by providing marine safety training courses and equipment to community.
- Incorporated traditional languages into environmental stewardship and monitoring practices by initiating the development of a children's environmental stewardship book. The book will include words in hul'q'umi'num', SENĆOŦEN, and Samish.
- Built relationships with community members on the water, shared knowledge, fished, and collected scientific data. Traditional knowledge helped identify important features for monitoring and protection.
- Completed crab and prawn buoy surveys for the 6th year since starting in 2016. The survey documents fishing pressure. This year, dozens of illegal crab and prawn traps were removed from Saanich Inlet with the help of DFO.
- Entered the operational phase of the Enhanced Maritime Situational Awareness pilot program, demonstrating the value of the technologies developed at Malahat, including mapping environmentally and culturally sensitive features in Malahat traditional territory.
- Strengthened Malahat's sovereignty, and gave comprehensive, and Malahat-specific responses to marine consultation for major projects. Increased capacity benefited Malahat participation in consultation, engagement requests and other referrals.
- Assisted in response to marine contamination incidents and continued building relationships with other spill response organizations. Began renovations for a spill response equipment storage site and dock on the Malahat Waterfront.
- Provided seafood to the community including, smoked chum salmon, crab and fresh sockeye salmon.
- Advocated for the rights and title of Malahat Nation by actively participating in regional environmental management boards and federal and provincial environmental assessments.





The Malahat Health Department collaborates with Members to create and oversee health programs and services that align with the community’s desired health and wellness goals. Our team is dedicated to developing a well-rounded wellness plan that considers chronic conditions, food security, and land-based healing practices. We prioritize trauma-informed mental health and wellness programs, land-based treatment and recovery, life promotion, and suicide prevention. Throughout the year, we provided the community with safe access to primary care, urgent and episodic illness care, nursing, home support services, and support for children and families, offering easy access to a Doctor, Nurse, Pediatrician, Dietitian, and SLP in collaboration with the early years department.

Health

- The annual September 2022 golf and social fundraiser raised enough to purchase an LP 15 life pack! It has been life changing for members who experienced cardiac events and were subsequently treated and transported to the hospital without delay due to having this equipment.
- Partnering with FNHA and Island Health to provide healthcare programs, including chronic disease management education, COHI, and nutrition education to Members on Malahat Lands.
- Connected Members with mental health professionals, including psychologists, counsellors, art therapists, and traditional healers.
- Provided advice on how to stay cool and hydrated, distributed water, and made it available in community spaces during the heat dome. No heat-related illnesses were reported.
- Held two COVID-19 vaccine clinics, contributing to high uptake and minimal illness.
- Continued to provide all types of immunizations.
- Hired a home support worker to support and help the elders maintain a connection to the community.
- To promote food security, we offered monthly high-quality food boxes to all Members.
- Continued to support Members’ access to harm reduction information and supplies, including warnings when toxic

This year, members were able to participate in:	
Various wellness days at the health center	Visits from the pharmacist for medication reviews
Cooking with traditional foods with the dietitian	Substance use and addiction treatment services
Diabetic education course	Grieving programs held at Malahat Nation
The Every Child Matters Pow Wow	Introduction of programming utilizing the sweat lodge
Cultural programs such as beading, weaving, and knitting	Medicine picking and hunting trips





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Information Systems & Technology

The Information Systems & Technology department at Malahat Nation plays a pivotal role in overseeing the seamless operation, deployment, and strategic planning of the community's Information Technology infrastructure. Central to our responsibilities are a wide array of technological resources, including employee workstations such as laptops, robust servers for file storage and applications, advanced networking equipment, and state-of-the-art cybersecurity measures. Anchored by our mission statement, "driving the success of our community through the effective use of technology", our department is steadfast in its commitment to charting a forward-thinking technological course that underpins and elevates the aspirations of our community.

Information Technology

- Commenced the implementation of remote monitoring and management (RMM) software, enhancing the efficiency of workstation and server management. Over the last year, we've seen growth from 78 to 93 workstations under management, marking a 20% increase.
- Introduced multi-factor authentication (MFA) for all staff, bolstering online security and minimizing the risk of privacy breaches.
- Deployed Proofpoint as an email security gateway (ESG), enhancing email filtration and alert systems to shield users from fraud and other email-based threats.
- Secured funding to initiate the groundwork for a Malahat sovereign fibre network, setting the stage for network expansion as more office buildings and residences are added. This includes integrating various wireless access points to offer free wifi across the community.
- Secured funding to establish a company functioning as an internet service provider (ISP) catering to the Malahat community, business park tenants, and the Malahat administration.
- Ramped up automation of workflows to diminish human error and enhance organizational productivity.
- Upgraded all staff phones to a self-managed VoIP system, creating a unified platform for staff across multiple locations and integrating a virtual attendant to effectively route calls to the appropriate reception desk.

Communications

- Obtained funding to redesign the Malahat website, ensuring a user-friendly interface where members can access essential details, including department-specific info, job listings, governance data, community events and more.
- Our Communications Trainee successfully completed her initial training and has seamlessly transitioned into her role, which includes supervising The Malahat News production, orchestrating community events, managing social media, and handling other communication-centric responsibilities.
- The Malahat News is now on a 6-8 week release cycle resulting in at least 6 new issues per year.
- Collaborated with the lands department to establish a historical archive dedicated to preserving information about Malahat's history and culture, ensuring adequate measures for privacy protection.





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Infrastructure, Capital Projects & Housing

The Infrastructure, Capital Projects, Operations & Maintenance and Housing teams provide work diligently to provide services daily to the residents of Malahat Nation community. Serving the immediate community, the team oversees the regular maintenance of our water and wastewater system, through regular quality control testing, community buildings, including janitorial supports and bookings, and access to community through the maintenance of the roads. Community housing is supported by our Housing Manager and O&M team to provide tenant and maintenance supports on community homes as well as renovations and new construction.

Infrastructure and Capital Projects

- Completed the construction of the Sweat Lodge and through the support of the Health team it is in active use with community
- Entered a working relationship with Corix Utilities to plan new water and wastewater infrastructure in Community and supporting Economic Development for the Nation Lands
- Completed the rebuild of a community home devastated by fire
- Received \$180,014 from United Way to support the renovation of 2 homes in community over the next year
- Received a grant of \$790,000 from CSICP for the women's and girls connection space, creating a dedicated space for programming
- Hosted a successful Golf and Social Fundraiser in September raising a net of over \$150,000 and supported the purchase of a Cardiac Monitor for the Health Clinic and towards our new community playground that will be installed this fall.

Housing

- Supported 76 individuals in community and off reserve with support from United Way Reaching Home program, including clearing out over \$26,000 in arrears and supporting members with arrears repayment agreements and signing new rental agreements
- Updated process for Maintenance Requests and Tenant Complaint forms to support communications in community
- Trained a community member to hold the interim position of Housing Manager
- Received funding support for band housing that will be allocated in the 2023/24 fiscal year



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Lands

In providing on-going effective and sustainable management of Malahat Nation lands and land-based resources while supporting strong community involvement, the Lands Department delivered on the following services and initiatives as outlined in the 2021-2026 Strategic Plan.

Land Management

- Updated the shoreline restoration design work and cost estimates to obtain permits and secure funding for project implementation in 2023-24
- Secured funding and initiated preliminary cemetery siting assessments and design
- Registered all land interests within the Malahat Business Park
- Obtained funding from Indigenous Services Canada to inventory all contaminated sites on reserve and set priority work plans and cost estimates

Stewardship and Natural Resources

- Completed the Environmental Management Plan and drafted an Implementation Workplan
- Initiated a land use and environmental review process for all developments on Malahat Lands
- Began the development of an Active Transportation and Mobility plan
- Received Species at Risk funding for pollinator habitat restoration around the Community

Rights and Title

- Continued to build referrals program and establish stronger relationships with government and external representatives to ensure Malahat's Rights and Interests are upheld across the territory
- Participated and provided input on Provincial and Federal legislation and policy
- Built connections with neighbouring Nations referral programs
- Drafted Terms of Reference with the Province for Groundwater referral process
- Supported Treaty related working groups such as the Lands Title Committee, Groundwater working group, and Culture and Heritage working group

Culture and Heritage Resources

- Designed a cultural monitoring training program for members
- In alignment with the Comprehensive Community Plan, finalized the construction of Malahat's native medicinal plant garden and talking circle fire pit, and offered workshops and events
- Collaborated with Elders and language speakers to develop interpretive signage at the garden to share knowledge on Indigenous names and uses of native plants
- Worked with Elders and knowledge holders to record, digitize and compile traditional stories and historic information/ photos into a secure database





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Huy tseep q'u

As we look ahead to the dawning years, we are excited but ever-mindful of the ancestral responsibilities that guide us. We invite you to share your wisdom, feedback, and aspirations as we continue to navigate our shared journey.