



Malahat

Annual Report

2023 | 2024

PREPARED BY
Chief & Council
Malahat Nation

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Malahat

Table of Contents

Foreword	3
Economic Development	5
Infrastructure, Capital Projects & Housing	7
Community Programs.....	9
Administration, Finance & Human Resources	11
Health	13
Early Learning, Child & Family Supports	15
Lands	17
Environment	19
Information Systems & Technology	21
Huy tseep q'u.....	22



Malahat

Foreword



Chief Gordon Harry

Shane Sylvester

Steve Henry Sr.

Randy Daniels Sr.

Huy tseep q'u (thank you all) for giving us the opportunity to share the journey of our Nation this past year—its challenges, achievements, and ongoing aspirations. 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, guided by the wisdom of our **s'ul'eluhws** (elders) and inspired by the energy of our **stl'ul'iqulh** (children).

This year, we have continued to build upon the strong foundation laid by our ancestors, making significant progress across key areas vital to the future well-being of Me'luxulh Nation. Our community's growth and resilience are evident as we:

- Strengthened our infrastructure with the completion of key projects, including the 2SLGBTQQA+ connection space and the first phase of water and wastewater system upgrades; a major limiting step in the creation of new houses.
- Merged and expanded the Lands and Environment Departments, reflecting our ongoing commitment to the stewardship of our lands and waters, as well as the protection of our cultural heritage.
- Provided new opportunities for meaningful employment within the Nation, with nearly half of our growing staff being Me'luxulh mustimuhw (Malahat community members).

As always, we are proud of the strides made in education, health, and cultural vitality, and we recognize that these efforts are just the beginning. We remain committed to engaging our community in the ongoing development of Malahat Nation and to creating opportunities for growth and shared prosperity.

We encourage each of you to engage with this Annual Report, as it is a tool for dialogue, understanding, and collective progress.

'uy' skweyul (good day),

Your Chief and Council





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Economic Development

Business development at Malahat Nation is continuing to grow. Existing tenants on Malahat's Lands are refining their operations to align more closely with Malahat's values. New tenants are coming to Malahat's Lands and new businesses are beginning operation. Malahat's reputation as a capable and reliable business partner is resulting in many new promising relationships.

Land Development

- Opened the first gas station on Malahat lands in February 2024, offering tax-free gas to Malahat members and generating revenue through commercial sales.
- MICO successfully increased the permitted output of the Bamberton quarry, boosting returns by approximately 100%.
- Hired a leading Canadian engineering firm to rehabilitate the Oliphant Lake dam, ensuring public safety and extending infrastructure lifespan (funded by Infrastructure Canada).
- Completed the Malahat Eco-Industrial Framework, led by intern Hayden Ord in August 2023, aimed at making economic development more sustainable by promoting business cooperation to reduce waste and save costs.

Partnerships

- Malahat Solutions secured Ocean Supercluster funding to test the electrification of small marine vessels.
- Malahat Nelson LP operated profitably, delivering environmental services on Malahat Nation and securing regional contracts.
- Formed a partnership with Arkon Solutions to provide specialized chemical supply services across western Canada.
- Negotiated a partnership with Energy Plug Corp to develop the largest Indigenous-owned battery production facility in Canada within the Malahat Business Park.

Operations

- In January 2024, Tristan Gale became the Director of Economic Development, growing the team to four and expanding Malahat's economic development capacity.
- Companies interested in collaborating with Malahat Nation hosted multiple community movie nights and engagement events.
- Developed a database of all Malahat Nation business agreements, ensuring legal documents are organized and easily accessible.





Malahat

Infrastructure, Capital Projects & Housing

The Infrastructure, Capital Projects, Operations & Maintenance and Housing teams 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 Administrator and O&M team to provide tenant and maintenance supports on community homes as well as renovations and new construction.

Community Infrastructure and Asset Management

- Completed construction of the 2SLGBTQIA+ connection space at 2 Kwunew Kwasun Lane.
- Built a new community playground and removed the old playground.
- Created a database for the Building Maintenance Management Plan, to be executed in the 2024-2025 fiscal year.
- Secured funding to update the Community Infrastructure Service Plan and create an Asset Management Plan
- Completed the E-ACRS evaluation and report.

Water and Wastewater Systems

- Completed the first phase of validation for water and wastewater system upgrades.
- Entered negotiations for funding with Indigenous Services Canada (ISC) and Canada Infrastructure Bank (CIB).

Emergency Management and Future Development

- Established the Emergency Management Coordinator role to update plans and resources related to community and staff emergency management.
- The EMC re-established relationships with external agencies, including FNESS, CVRD, Mill Bay Fire Department, and EMCR.
- Supported the Economic Development department in negotiations with BC Hydro on servicing strategies for the Business Park.

Housing and Rental Agreements

- Created an inventory of all homes in the community and hired a Housing Administrator to enforce the Housing Policy.
- Reviewed and posted applications for the Housing Committee.
- Implemented a 3.5% rent increase and renewed several rental agreements, increasing the number of new agreements in the community.





Malahat

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.

Hul'q'umi'num' Language Program

- Classes offered in-person and online for community and staff; Total of 20 participants
- Language Integrated into daycare with 168 hours dedicated to working with children and staff
- Supported other departments and programs including Environment Team, Elders Group, SD79, and Administration

Elders Support and Programs

- Hosted events such as the Intergenerational Gathering at Malahat Nation on November 25, 2023 and the Elders Retreat at Tigh-na-mara in March 2024, featuring workshops on wills, traditional foods, nutrition and health and other wellness activities. Received New Horizons Grant to support continued Elder's programming.
- Continued weekly outings post lunch supports for Elders, assisting with banking, grocery shopping, errands and provided workshops and other outings including: Jewelry Making, museum visits and Wildlife Recovery centre

Education K-12

- Continued implementation of the Local Education Agreement (LEA) with SD79 to support Malahat Nation students.
- Education Liaison connected regularly with students and teachers at local schools while also providing supports with literacy program and development of Personal Life Plans for students
- Hired Tutor/ Education support person to provide extra supports for students Grd 6-12; 8 students supported
- Start of Parent Advisory Group with the intention to share and have discussions around education supports for parents' school aged children

Children, Youth and Adult Recreation

- Hired a Child and Youth Care worker to support with afterschool programming including Spring and summer camp which had a total of 25 children.
- Offered youth and adult fitness classes along with two family skates over the winter break and youth outings and drop-in gym time.

Post-Secondary, Employment and Training

- Supported 9 Mel'uxulh mustimuhw in post-secondary education, with 3 completing the Business Fundamentals for Indigenous Communities (BFIC) program, and 4 completing with individual Selected Certificates.
- Hosted pre-employment workshops, including driving license training, first aid, food safe, serving it right, selling it right with a total of 84 participants and 53 certificates issued
- Post Secondary Policy completed and in process of review before finalizing





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

- Continued trend of building administrative surplus, will help increase admin capacity in future years
- Hired a Finance Intern to encourage and foster interest in financial careers for Indigenous youth
- 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 2022-23 were completed by FAL deadline
- Annual General Meeting for fiscal year 2022-23 hosted by FAL deadline
- Comprehensive annual budget completed & approved by FAL deadline (4th year in a row)
- Taxation laws completed on time & approved by FNTC, third year generating sufficient tax revenues to offset the cost of preparing annual laws & managing taxation

Human Resources

- Completed 2nd Annual Employee Survey to gather feedback and comments from staff regarding employment with Malahat Nation
- Hired HR Clerk, successfully providing a Malahat community member with a job opportunity in the field of HR

Recruitment Statistics

Hire Category	Total Hires	% Indigenous	% Malahat Members
Non-permanent positions	20	80%	70%
Permanent positions	22	41%	19%
Total positions	42	60%	43%
Turnover	-24		
Net increase in positions	18		





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Health

In the fiscal year 2023-2024, Malahat Health has undertaken several initiatives to improve its community members' health and well-being. These initiatives have been carefully planned to address the community's unique needs, emphasizing modern healthcare practices and traditional Indigenous knowledge. Below is a summary of the key health activities carried out during this period, highlighting the ongoing commitment to fostering a healthier and more resilient community.

Community Health Plan and Partnerships

- Initiated the Community Health Plan with consultant collaboration, incorporating community surveys and stakeholder meetings to assess health needs.
- Partnered with other Indigenous communities and healthcare organizations to share resources, knowledge, and best practices to improve health outcomes for Malahat Nation members.

Cultural Wellness and Mental Health Support

- Integrated traditional crafts, including weaving, sewing, flower arranging, and beading workshops, into wellness programs. These workshops promoted mental health, creativity, and cultural continuity, offering therapeutic spaces for mindfulness and stress relief.
- Continued offering mental health support services, including counselling, group therapy, and trauma-informed workshops focused on cultural resilience and coping strategies.

Health Education and Community Engagement

- Organized health-focused outings and events to promote physical health, mental wellness, and cultural connection.
- Held workshops to raise awareness of common health issues such as diabetes, heart disease, and substance misuse.
- Blended traditional knowledge with modern healthcare practices to ensure a holistic approach to health education within the community.





Malahat

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 has grown to include family supports, Child and Youth Care workers and advocacy for families and children involved with Child and Family Services Agencies.

Early Learning

- Hul'q'umi'num language instructor present in the daycare three days a week.
- Community Elder involved in the daycare two days a week.
- Increased staffing to seven daycare staff, one on-call staff, with three staff members having over three years of experience.
- Secured funding and built the community playground in December 2023.
- Secured long-term funding for a Speech and Language Pathologist, now available two days a week.
- Caterpillar Childcare operates with 28 fully funded spaces, offering no parent fees for Indigenous, Métis, Inuit, or Aboriginal children.
- Increased number of Indigenous Child Care staff.

Child and Family Supports

- Hired a Designated Band Representative in January 2024.
- Created a Case Note protocol for improved documentation and support.
- Purchased two new Child and Family Support vehicles.





Malahat

Lands

The mandate of the Lands Department is to provide for the effective and sustainable management of Malahat Nation lands and resources while supporting strong community involvement through the implementation of the Land Code. The approach in achieving this mandate is to continue to build and support land management and administration projects; support sustainable stewardship of Malahat lands and resources; uphold and assert Malahat Nation Aboriginal interests, rights and title; and promote cultural protection and resurgence. In 2023/24 the Lands Department staff grew from 2 to 8, with 4 of the team members being Malahat Nation members. One of the most significant changes that occurred in 2023/24 was the merger of the Lands and Environment Departments in January 2024. Work is on-going to re-align department priorities and resourcing.

Land Management

- Initiated strategic planning work to reflect the merger of the Lands and Environment Departments, set for completion in 2024-2025.
- Established the Tumuhw Advisory Committee in November 2023 to provide community input on the Land Code implementation. Council participated in selection of community members to serve on the committee, with one rescinded and replaced in 2024-2025.
- Began drafting a Development Procedures Law to support sustainable development on Malahat lands.

Environmental Stewardship and Cultural Vitality

- Completed Phase I of the Shoreline Protection Project at Malahat Beach, addressing climate change and shipping impacts on the shoreline.
- Trained eight community members as cultural monitors, who then supported the Shoreline Protection Project.
- Completed Year 1 of the Environmental Management Plan, including a reserve-wide bio-inventory, initial work on a Cultural Heritage Policy, archaeological procedures, and drafting of an Environmental Review Law.
- Initiated conceptual design for a new community cemetery space.
- Finalized the Transportation and Mobility Plan, identifying barriers to transportation and infrastructure needs.
- Began developing a community Solid Waste Management Plan to address waste diversion and wildlife interaction concerns.

Rights Assertion

- Responded to 213 referral requests from federal, provincial, and regional governments, as well as other proponents proposing projects within Malahat's territory.
- Hired a second Referrals Coordinator to focus on provincial legislation, policy updates, and the review of the referral and consultation policy.
- Established a co-management working group with the province to review all groundwater licence applications under the Water Sustainability Act.





Malahat

Environment

The Malahat Environment team 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 sites, species and habitats in the Salish Sea. The department supports long-term environment and fisheries careers for Malahat members.

Environment & Community Preparedness

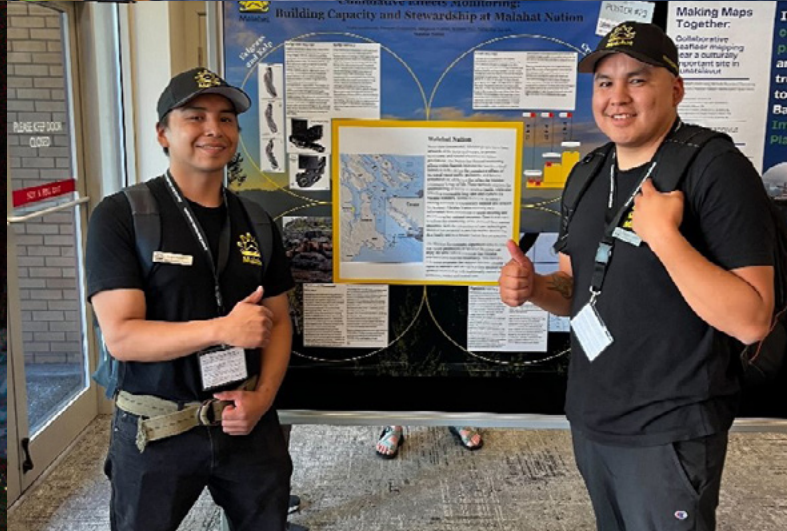
- Assisted in response to marine contamination incidents, improving relationships and communication protocols with other spill response organizations. Added a wave attenuator, and upgraded dock and oil spill response equipment.
- Increased Malahat members' access to the ocean by providing marine safety training and equipment for safe ocean access.
- Continued employment of six Malahat members in full-time permanent marine stewardship roles, with opportunities for training and participation in conferences.
- Provided three full-time summer internships to prepare community members for environmental careers.

Food Sovereignty & Cultural Vitality

- Provided seafood to the community, including smoked chum salmon, crab, and sockeye salmon.
- Facilitated Clam Garden Stewardship events focused on knowledge sharing and restoration.
- Completed the next phase of a children's environmental stewardship book, incorporating traditional languages (Hul'q'umi'num', SENĆOŦEN, and Samish).
- Continued to share knowledge and collect scientific data on the water, using traditional knowledge to identify key features for monitoring and protection.

Stewardship & Rights Assertion

- Continued to develop Guardian, marine, and freshwater stewardship programs, supporting data collection on habitats, species, and ecosystem health.
- Completed habitat improvements through the removal of ghost fishing gear and illegal traps, in coordination with DFO. Initiated planning for future shoreline habitat restoration.
- Developed a database to store environmental stewardship data and map Malahat's environmentally or culturally sensitive areas in Malahat territory.
- Collaborated with Infrastructure and Capital Projects to install a water sampling and boarding float at the Malahat boat launch, improving ocean access and seawater condition monitoring.
- Strengthened Malahat's sovereignty by providing comprehensive, Malahat-specific responses to marine consultations for major projects.
- Advocated for the rights and title of Malahat Nation by actively participating in regional environmental management boards and federal and provincial environmental assessments.





Malahat

Information Systems & Technology

The Information Systems & Technology department at Malahat Nation plays a critical role in managing the community's IT infrastructure, including workstations, servers, networking, and cybersecurity. This year, we expanded the department by promoting a Malahat member to a clerk role and hiring a new team member to enhance IT user support. Guided by our mission to "drive the success of our community through the effective use of technology," we remain committed to advancing our IT capabilities to meet the evolving needs of the Nation.

Website & Application Development

- Developed and published a new version of malahatnation.com, a modern web application with modular integration, enabling centralized data management, streamlined workflows, and improved access to information for members.
- Created an application to track corporate records, including business agreements, legal documents, and contacts.
- Developed an application to assist the education liaison in tracking student progress, maintaining communication with parents and teachers, and providing measurable metrics for decision-making.
- Designed an HR management application for job postings and staff information, using data gathered to automate several internal processes.

IT Infrastructure

- Successfully implemented a sovereign Malahat fibre network connecting all Malahat-owned office buildings, facilitating efficient resource sharing across departments and reducing maintenance costs.
- Supported the Environment department in developing an environmental monitoring database with modern technologies, integrating it with the new Malahat Nation website.
- Collaborated with Shaw/Rogers to plan high-quality fibre connectivity for the Malahat Business Park.

Communications

- The Malahat News was fully produced by a Malahat member and released on schedule every two months.
- Managed the Facebook Community Group, facilitating approximately 1300 annual posts (480 official posts by IST) and over 3000 comments, fostering two-way communication between members and the administration.
- Organized Malahat Day, overseeing food, t-shirts, door prizes, children's activities, and more.
- Created approximately 45 event posters for various departments to enhance event and program awareness.

IT User Support

- Hired a new team member to assist with user onboarding and support calls, enhancing user experience and response times.
- Onboarded 24 new users into systems, including email, laptops, accessories, training, and security configurations.
- Responded to approximately 1300 IT support requests.



Malahat

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.

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