



Malahat

Annual Report

2024 | 2025

PREPARED BY
Chief & Council
Malahat Nation

September 25, 2025



Malahat

Foreword



Chief Gordon Harry

Shane Sylvester

Steve Henry Sr.

Randy Daniels Sr.

Huy tseep q'u to everyone who carried work, care, and courage this year. On **hwulmuhw mustimuhw tumuhw** (our lands), guided by our **s'ul'eluhws** (elders) and energized by our **st'ul'iqulh** (children), we kept pace with the path set in our Strategic Plan.

We advanced the basics that make community stronger. In Culture, we supported gatherings with honoraria and ceremony, and moved policy work that protects places and practices. In Language, we brought words into daily life; weekly classes, language in daycare, and visible signage across community spaces. In Health, counselling and group supports continued, and a three-year agreement secured a community Nurse Practitioner. In Education, Council adopted a Post-Secondary Program Policy and funded learners, while upgrading, tickets, and adult skills programs opened more doors.

We invested in the places that hold us. Water and wastewater construction is underway to unlock future housing; a new mini-pitch supports sport and wellness. Lands & Environment deepened stewardship, clam-garden work, food access, and emergency readiness, while drafting tools that respect cultural heritage. Economic Development grew partnerships and facilities that return value to members. In Governance & Employment, we upheld accountability under our laws, strengthened Human Resources practices including lateral-violence training, and supported a growing team serving the Nation.

This report is for shared truth: what worked, what needs fixing, and what matters next. Bring your questions, your ideas, your teachings. Together, **nutsa'maat shqwaluwun**, we move with one heart and one mind.

'uy' skweyul,
Chief and Council



Malahat

Community Statistics

366

Malahat Members

Total **MÁLEXEŁ** population as at March 31, 2025

43%

Members On-Lands

Percentage of **MÁLEXEŁ WILNEW** (Malahat People) living on-lands as at March 31, 2025

57%

Members Off-Lands

Percentage of **MÁLEXEŁ WILNEW** living off-lands as at March 31, 2025

24

Official Chief & Council Meetings

Number of Official Chief & Council meetings held

40

Band Council Resolutions

Number of Band Council Resolutions passed by Chief & Council

185

Council Motions

Number of motions passed by Chief & Council



Malahat





Malahat

Our Vision

We are a unified community, our distinct cultural values are celebrated and live on forever; our languages, traditions, and teachings from our ancestors are valued and passed down over the generations. We are committed to the wellbeing of all our people and the sustainability of our lands and resources. Together as one, we support and respect each other and embrace a bright future with member-focused services, empowered leadership, and great potential.



Malahat

Our Core Values

Pronunciations
(scan with phone camera)



1. yu ts'its'usum' 'u q'ushintul' tst

We are growing together

Operations, business and economic development on-reserve is relevant to the **MÁLEXEŁ WILNEW** (Malahat People) and provide access to services.

3. nutsa'maat shqwaluwun

Having good feelings, working together as one

MÁLEXEŁ WILNEW, young and old, take care of one another in a strong community.

5. snuw'uyulhstuhw

Managing to follow the teachings

MÁLEXEŁ culture and values are well-known, acknowledged and embraced.

7. yaays tthu thulh tst

We work in the truth

The **MÁLEXEŁ** government makes decisions and provides services with openness, accountability, and transparency.

2.

ts'ewuthaam

They will help you

Inclusive community services support the wellbeing of the **mustimuhw**.

4.

snuw'uyulh

The good teachings from the ones that went before us

MÁLEXEŁ WILNEW celebrate and carry forward the spirit of **MÁLEXEŁ** culture with pride.

6.

thuy' shenum

Getting ready for the future

MÁLEXEŁ WILNEW have leadership roles in the community and are supported in accomplishing personal career goals.



Malahat

Our Areas of Service

The strategic goals of **MÁLEXEŁ** are long-term, high-level objectives designed to guide the community toward its vision and align with deeply held values and Council priorities. Recognizing that these goals may span generations, they serve as a beacon for sustained development and cultural enrichment. Each goal is meticulously crafted within the following general service areas, ensuring a holistic approach to community advancement.

Member Services

Focuses on enhancing community programs, education, employment and training, early learning, child and family supports, and health services to foster a thriving, well-supported population.

Infrastructure

Targets operations and maintenance, housing, and capital projects, aiming for a robust and sustainable physical environment that meets current and future needs.

Stewardship

Concentrates on lands and environment stewardship, ensuring the preservation and respectful use of natural resources for generations to come.

Core Governance

Encompasses administration, Chief & Council, Finance, Human Resources, and Information Systems & Technology, ensuring effective, transparent, and accountable governance.

Economic Development

Seeks to bolster the community's economic foundation through strategic initiatives that create opportunities for growth and prosperity.

Accompanying these goals are member impact statements developed by Council, capturing the envisioned positive changes for individuals and the community at large. These statements serve as a tangible reflection of progress, embodying the transformative journey toward achieving the strategic goals.



Our Strategic Goals

Member Services

MÁLEXEŁ WILŃEW feel connected to our culture Page 10

MÁLEXEŁ languages are revitalized Page 13

MÁLEXEŁ WILŃEW are healing Page 16

MÁLEXEŁ WILŃEW are learning Page 19

MÁLEXEŁ WILŃEW are meaningfully employed Page 22

Infrastructure

MÁLEXEŁ WILŃEW have a home Page 25

MÁLEXEŁ WILŃEW have access to necessary facilities and infrastructure Page 28

Stewardship

MÁLEXEŁ lands and waters are managed with future generations leading the way Page 31

Core Governance

MÁLEXEŁ government is accountable and transparent Page 34

Economic Development

MÁLEXEŁ is a leader in economic development and innovation Page 37



SERVICE AREA

Member Services



Malahat

MÁLEXEŁ WILNEW feel connected to our culture

Values Represented

nutsa'maat shqwaluwun: Cultivating a feeling of unity and shared identity.

snuw'uyulh: Ensuring the teachings and traditions are preserved and celebrated.

snuw'uyulhstuhw: Embedding cultural understanding and reverence in every aspect of community life.

Member Impact Statements

1. **MÁLEXEŁ WILNEW** experience a profound sense of belonging and inclusion within the community.
2. **snuw'uyulh** resonates, strengthening cultural identity and knowledge.
3. Cultural respect is a cornerstone in decision-making processes, evident in community actions and governance.
4. **mustimuhw** and staff share and honor **snuw'uyulh** and traditions, enhancing mutual respect and understanding.

Initiative Progress

Cultural Support: Lands drafted a Cultural Heritage Protocol and Chance Find Procedures, began a Food Sovereignty Strategy, and started design work and a cemetery management plan to guide respectful care—so teachings are carried well into projects. Economic Development coordinated land blessings and ground-breakings and supported members' access to development lands for cultural and recreational use, keeping ceremony in scope on major builds. Across departments, event budgets and honoraria helped Elders and cultural leads be present and recognized.

Community Cultural Events: Across the year, we gathered in good ways. Community Programs hosted an Elders' Retreat and an Intergenerational Gathering that brought stories, care, and laughter into shared space. Stewardship ran 15 culture-focused events from boat days to clam-garden gatherings and seafood distributions. Information Systems & Technology backed Malahat Day operations and communications so the day ran smooth and visible. Economic Development centered Elder voices with an Elders' Roundtable at the Thales grand opening.

Cultural Education and Training Opportunities for Staff: To keep workplace culture safe and aligned with our values, Human Resources launched a Lateral Violence Workshop series for practical training to recognize harm, set good boundaries, and strengthen trust on teams and at events. HR also updated policy to add Professional Development Leave and Short-Term Education & Training Leave, so every staff member has a fair path to build skills and carry snuw'uyulh into daily work.

Cultural Knowledge Transfer Program: Environment led clam-garden restoration days that brought Elders, youth, and partners together; the relationships built there are carrying into other projects. We also joined intergenerational sharing at the Tsawout Herring Gathering and during March Break River Days. Each week in daycare, Early Learning made space for Elders to be present with children, keeping age-appropriate teachings close to daily routines.

Develop & Run Cultural Programs: We ran programs that carry culture into everyday life. Health facilitated Sweat Lodge and a set of hands-on wellness workshops; weaving, sewing, beading, flower arranging, plus a Men's Group, so people could learn, make, and heal together.



Malahat

MÁLEXEŁ WILNEW feel connected to our culture

17

Cultural Events hosted

Some examples include Elder's Retreat, Intergenerational Gathering, Boat Days, and Clam Garden events.

\$34,919

Funds raised for Community Events

Funds were raised through donations and sponsorships for general Community Events including Malahat Day, Every Child Matters walk, Halloween, Christmas, and Movie Nights.

\$42,700

Total honoraria paid

Honoraria is paid to support cultural and volunteer efforts across departments, events, programs and projects.

2

Days per week of Elders in Daycare

A Community Elder was present at **Mumuxelh** Child Care two days each week, alongside the **hul'q'umi'num'** language program.

5600

Page views of Malahat Teachings

The Malahat Teachings app can be found on the front page of malahatnation.com.

\$27,899

Grant funds accessed for Canoe Club

FNHA & Kwumut Lelum provided funding to support Salmon Arrow Canoe Club & Malahat members travelling for canoe races.





Malahat

MÁLEXEŁ languages are revitalized

Values Represented

snuw'uyulh: Preserving languages protects our heritage and identity for future generations.

snuw'uyulhstuhw: Honoring our languages enhances understanding and appreciation within and beyond our community.

thuy' shenum: Motivating **MÁLEXEŁ WILNEW** to embrace **MÁLEXEŁ** languages builds pride and leadership in cultural preservation.

Member Impact Statements

1. **MÁLEXEŁ WILNEW** gain a basic understanding of at least one of the traditional **MÁLEXEŁ** languages. **SENĆOFEN**, **hul'q'umi'num'** and **Xws7ámesh**.
2. **MÁLEXEŁ WILNEW** feel a deep connection to their ancestors through the resonance of **snuw'uyulh** in our languages.

Initiative Progress

Renaming & Language Visibility: We kept language in plain sight; expanding interior signage across community offices, meeting rooms, and bathrooms, and supporting other teams to thread language into their spaces and materials. Six community buildings now use Malahat languages on signage; Kwunew Kwasun, Malahat Health, **Mumuxelh** Child Care, Community Gym, Member Services, and the Administration Office, so everyday wayfinding becomes a moment of recognition. We've also been working to weave traditional language into our official documents, such as the Strategic Plan and Annual Report.

Malahat Language Tools: We brought our words closer this year in the pocket and on the page. The Malahat Teachings app lets people hear teachings in **hul'q'umi'num'** and **SENĆOFEN** as they read, making time with the language feel more like time with a speaker. We also published *Go Ask the Plants*, a printed storybook that roots words in places, plants, and the care we show them. Our community keeps returning to the teachings; over 5,600 visits to the Teachings pages so far. And behind the scenes, we keep tending the language database, recording more **hul'q'umi'num'** words and phrases to share in the next round of updates.

Language Integration in Programming: In daycare, a **hul'q'umi'num'** instructor was with the children three days each week, and a Community Elder joined two days; words, songs, and gentle corrections woven into snack time, circle, and play. Community Programs carried that rhythm outward with weekly **hul'q'umi'num'** classes for members and staff, offered in person and online, and backed it up by bringing language into programs run with other departments and groups.

Language Education and Training for Staff: Staff learned in dedicated sessions with weekly **hul'q'umi'num'** workshops (in person and online) to practice pronunciation, build useful phrases, and ask work-specific questions. Interior signage and everyday tools kept words within reach, so language began to show up in agendas, emails, and public events.

Language Mentorship Program: Formal mentor-pairs are still ahead, but the path is laid. In daycare, Elders are with the children two days each week; songs, stories, and gentle corrections woven into ordinary moments. Environment and Community Programs kept generations learning side by side on various occasions such as the Tsawout Herring Gathering and during March Break River Days.



Malahat

MÁLEXEŁ languages are revitalized

36

Participants in hul'q'umi'num' classes

Thirty-six community members and staff participated in **hul'q'umi'num'** classes offered both in person and online.

102

Hours of language instruction

At **Mumuxelh** Child Care, **hul'q'umi'num'** instruction totaled 102 hours, with dedicated time for both children and staff.

26

Words and Phrases

Twenty-six words and phrases were added to the Malahat Teachings database on the website, presented as teachings and values with audio in **hul'q'umi'num'** and **SENĆOŦEN**.

1

Storybook Shared with Community

The "Go Ask the Plants" language storybook integrates environmental stewardship, intergenerational knowledge, and **SENĆOŦEN**, **hul'q'umi'num'** and **Xws7ámesh** languages.

6

Community buildings with signage

Six community buildings now display signage in **hul'q'umi'num'** or **SENĆOŦEN**, supported by a signage push across offices, buildings, and gardens.

3

Days per week of hul'q'umi'num'

Mumuxelh Child Care offered **hul'q'umi'num'** instruction three days each week, with a language instructor working in the daycare classrooms.





Malahat

MÁLEXEŁ WILNEW are healing

Values Represented

yu ts'its'usum' 'u q'ushintul' tst: Emphasizing development and support systems that cultivate a thriving, resilient **mustimuhw**.

nutsa'maat shqwaluwun: Strengthening the sense of belonging and mutual support among all **MÁLEXEŁ WILNEW**.

snuw'uyulh: Integrating traditional practices and values into healing processes, honoring **snuw'uyulh**.

snuw'uyulhstuhw: Recognizing and valuing the role of culture in the healing journey, ensuring practices are culturally sensitive and empowering.

Member Impact Statements

1. **MÁLEXEŁ WILNEW** enjoy a state of well-being, supported by accessible health and happiness services.
2. Clear pathways to services ensure individual's needs are met efficiently and respectfully.
3. A safe, peaceful environment encourages individuals to seek assistance without fear.
4. A strong sense of belonging and inclusion is felt across the **mustimuhw**.

Initiative Progress

Expand Mental Health Services: Care was steady and close to home this year. Counselling, groups, and trauma-informed workshops ran throughout the year, with a focus on cultural resilience and practical coping skills. We also secured a three-year agreement with Island Health to fund a community Nurse Practitioner, strengthening primary care on-site and making warm referrals easier. And when care required a trip away, patient travel supports helped members reach specialized appointments without carrying the burden alone.

Addictions Services Programs: Health ran education and awareness workshops addressing substance misuse alongside diabetes and heart disease; pairing medical guidance with traditional knowledge so prevention and recovery supports meet people where they are.

Health Programs: Health kept the Sweat Lodge fire going alongside hands-on workshops. Early Learning, Child & Family Supports held steady touchpoints for families; a weekly Parents Group and Pre/Post-Natal circle, monthly family swims and field trips, plus transportation for children attending speech-language pathology appointments. We also advanced children's dental care through the Children's Oral Health Initiative (COHI). For school-aged kids, the team ran a full slate; summer camps, a twice-weekly youth group, monthly youth outings, after-school literacy, and age-grouped programs through the year.

Trauma-Informed Cultural Education for Staff: Member services carried trauma-informed workshops and counselling, while Human Resources held the line on safer workplaces through a Lateral Violence Workshop series and a management response session on the staff survey. HR also updated policy; adding Professional Development Leave and Short-Term Education & Training Leave so teams have room to learn and bring that learning back to the work.



Malahat

MÁLEXEŁ WILNEW are healing

\$41,050

Counselling Supports

\$41,050 was invested in direct counselling supports for members; funding one-on-one counselling, group therapy, and related mental-health programs through Malahat Health.

124

Patient Travel Requests

Malahat Health supported 124 patient travel requests to help members access medical care, coordinating bookings and reimbursements through the new patient travel tracker.

5

Cultural Programs run by Health

Malahat Health ran five cultural wellness programs; beading, sewing, flower arranging, Men's Group, and sweat lodge.

36

Children Supported through COHI

Malahat Health supported 36 children through the Children's Oral Health Initiative (COHI) program.

3

Years of NP Services

Malahat Health secured three years of Nurse Practitioner services through a new agreement with Island Health. The agreement also provides funding to offset costs of running the Health Unit.

18

Children & Youth Supported with SLP

Thirteen early-years children and five school-aged students received Speech-Language Pathology (SLP) support this year.





Malahat

MÁLEXEŁ WILNEW are learning

Values Represented

yu ts'its'usum' 'u q'ushintul' tst: Cultivating an environment that supports educational achievements and development.

snuw'uyulh: Preserving and passing on linguistic heritage and **snuw'uyulh** to all generations.

thuy' shenum: Equipping **MÁLEXEŁ WILNEW** with the skills and knowledge to achieve their personal and communal goals.

Member Impact Statements

1. Education and development begin with **MÁLEXEŁ st'ul'iqulh** (children), emphasizing early learning.
2. **MÁLEXEŁ WILNEW** gain foundational knowledge of the primary **MÁLEXEŁ** traditional languages.
3. Individual life plans support individuals in achieving personal objectives.
4. High school graduates formulate and leave with actionable life plans.
5. **MÁLEXEŁ WILNEW** have the opportunity to complete training or post-secondary education.

Initiative Progress

Post-Secondary Support Policy: Council approved and adopted the Post-Secondary Program Policy; a clear path for member supports that puts fairness and transparency in writing. 8 learners were funded this year with tuition, books, and supplies covered. SOAR adult upgrading continued (16 enrolled, 7 completed) and Open Doors offered job-readiness and essential skills; practical steps so members can transition into post-secondary with confidence.

Malahat Personal Life Plan Program: The full program is still ahead, but the path is taking shape. Seven summer student internships gave youth real time inside departments, building confidence and work habits. Information Systems & Technology equipped 29 high-school and post-secondary learners with laptops and Google accounts, tightening the tech gap so Life Plans are actionable.

Expand Education & Tutor Supports: K-12 supports expanded on multiple fronts. The Education Liaison & Tutor Support continued LEA implementation with SD79 and hosted parent advisory meetings. Families received school supplies, and extracurricular grants. **Mumuxelh** Child Care ran year-round, added structured Parents Group and Pre/Post-Natal supports, monthly family swims and field trips, plus after-school literacy and youth programming (twice-weekly youth group, monthly outings, spring break + summer camps). On-site Speech-Language Pathology and Occupational Therapy in daycare and regular transportation support kept services accessible.

Member Training & Certification Programs: Members earned job-ready credentials and safety tickets: WHMIS, Cashier, FOODSAFE, Serving It Right, First Aid, and Driver's Licensing. Beyond classrooms, Lands/Environment delivered Marine First Aid and Boat Captain training and ran emergency-readiness exercises; certifications that open doors to marine stewardship, fieldwork, and environmental careers.



Malahat

MÁLEXEŁ WILNEW are learning

\$1,263,141

Education Supports

Direct education expenses allocated to support members accessing education at all levels, including elementary, secondary, upgrading and post-secondary.

85

Members in Education Programs

Eighty-five participants in education programs including Post-Secondary, the SOAR upgrading program, Parent Support Group, and tutor supports.

2 + 59

Student Graduates

Among Malahat members and residents, we supported two high-school graduates and an additional fifty-nine students in K-12.

7

Summer Students

Seven summer student internships were provided across Malahat Nation departments, giving youth meaningful workplace experience over the summer.

5

Education Programs

Education, Employment & Training supported learners across the community by delivering five education programs.

59

Students Equipped with Supplies

School supplies and backpacks were provided to 59 K-12 students, including Chromebooks for Grades 10-12 and support for school-related fees and activities.



Malahat





Malahat

MÁLEXEŁ WILNEW are meaningfully employed

Values Represented

yu ts'its'usum' 'u q'ushintul' tst: Supporting economic development and self-sufficiency among **MÁLEXEŁ WILNEW**.

thuy' shenum: Equipping **MÁLEXEŁ WILNEW** with the skills and opportunities to lead and excel in their careers.

Member Impact Statements

1. **MÁLEXEŁ WILNEW** are prepared to assume any role within the **MÁLEXEŁ** government.
2. Every individual is supported in achieving their personal and professional goals.
3. **MÁLEXEŁ WILNEW** have access to training and educational programs to enhance employability.

Initiative Progress

A to Z Employment Program: Adults 19+ joined Open Doors for a clear path into work—28 participants building job readiness, gaining on-the-job experience, and strengthening English, math, and digital-literacy skills. We added targeted credentials where they mattered—WHMIS, Cashier, FOODSAFE, Serving It Right, First Aid—and offered driver's licensing supports (L, lessons, N) to remove practical barriers to hiring. The approach matches the plan's A-to-Z pathway: assessment, coaching, and support through applications and interviews.

Expand Summer Internship Program: Hands-on experience grew across the Nation. Seven summer student internships ran in multiple departments. Participants worked on real projects, earned references, and built a clear bridge into longer-term roles with Malahat.

Employment and Development within Malahat: Human Resources policies now include Professional Development Leave and Short-Term Education & Training Leave to support our staff to pursue education without putting their career on hold. This year saw 47 hires (net +13 positions), with 51% of hires Indigenous and 23% Malahat members, 31 Malahat members are employed by the Nation (33.33% of the workforce). These steps track the plan's goal of prioritizing member hiring and advancement across governance and related entities.

Sector-specific tickets & readiness (marine & fieldwork): To open real pathways in stewardship and marine operations, Environment delivered Marine First Aid and Boat Captain certifications, and staff trained in search and rescue, sonar surveys, and marine-mammal deterrence, alongside SCAT and WCMRC regional emergency exercises. These stackable tickets and drills translate directly to jobs in fisheries, monitoring, and emergency response. Lands reinforced by securing funding and a training plan to build capacity in the Land Guardian program.



Malahat

MÁLEXEŁ WILNEW are meaningfully employed

8

Employment programs

Malahat delivered eight employment programs such as Cashier Training, FoodSafe, Serving It Right, First Aid, Driver's License Training, and Microsoft Fundamentals.

43

Employment Program Participants

Forty-three members completed employment training and certifications this year.

\$122,051

Employment Program Expenses

\$122,051 covered direct employment program costs to train and certify members this year, excluding admin overhead.

28

Participants in Open Doors Learning

Twenty-eight adults participated in the Open Doors learning program, building job readiness and English, math, and digital literacy.

32

Credential completions

Thirty-two credential completions were achieved across five certificate programs this year.

31

Malahat members employed

Thirty-one Malahat members were employed by Malahat Nation as of March 31, 2025, representing over 33% of the workforce.



SERVICE AREA

Infrastructure



Malahat

MÁLEXEŁ WILNEW have a home

Values Represented

yu ts'its'usum' 'u q'ushintul' tst: Enhancing the **mustimuhw's** infrastructure to accommodate all individuals comfortably.

ts'ewuthaam: Providing essential services to ensure every individual has access to suitable housing.

nutsa'maat shqwaluwun: Strengthening the sense of belonging by ensuring every individual has a safe and stable place to call home.

Member Impact Statements

1. **MÁLEXEŁ WILNEW** have access to housing that is safe, stable, and affordable.

Initiative Progress

A to Z Housing Program: We set the groundwork for a true “A-to-Z” pathway this year. A Housing Working Group now meets at the staff level to coordinate and solve placements in real time, and a Housing Coordinator was hired to carry the day-to-day. Together, these pieces move us toward the plan's approach of coaching through to tenancy.

Diverse Housing Development on-Reserve: The water and wastewater utility upgrade reached financial close and entered construction; critical servicing that opens the door to new housing on-reserve. We also completed a major renovation of one housing unit, keeping an existing home safe and livable while larger builds line up. Policy and land-use work advanced in step; Lands secured funding to draft an Allotment Law, began community engagement on a Local Area Plan for residential and community lands, and initiated Zoning Law development; the groundwork that allows a healthy mix of rental, member-owned, and supportive options to take root.

Resolve Overcrowding: Housing focused on re-homing and reducing overcrowding in placements this year. In parallel, FNHA and FNHIC condition assessments of all homes on-reserve were initiated to get a clear, unit-by-unit picture of needs; so maintenance, renovations, and future builds land where they matter most.

Housing Policy Enforcement: We reviewed and began updates to the Housing Policy, implemented a 3.5% rent increase, and saw an increase in rental agreements in good standing. Finance also tracked contributions and draws on CMHC Replacement Reserves, tying dollars directly to keeping units safe and functional. These steps align with the plan's call for clear enforcement and sustainable housing finance.

Establish Housing Committee: The groundwork for a formal Housing Committee is in place. A staff-level Housing Working Group is already coordinating access and placements, and a Housing Coordinator now carries the day-to-day housing files.



Malahat

MÁLEXEŁ WILNEW have a home

43%

Households in Good Standing

Forty-three percent of rental households are up to date on rent payments.

\$42,111

Reserve Funded Repairs & Replacement

The CMHC Replacement Reserve was used to replace equipment and complete minor capital upgrades in CMHC homes.

350

Potential New Homes

Utility upgrades now underway will unlock water and wastewater capacity to support up to 350 new homes as residential areas are built out.

\$119,102

Own Source Revenues

Own Source Revenues supported community housing operations and maintenance, including garbage pickup services.

\$35,700

Contributed to Reserves

\$35,700 was contributed to the CMHC Replacement Reserve to fund future equipment replacements and minor capital upgrades in CMHC homes.

1

Major Housing Renovation

One housing unit received a full renovation this year, improving safety and livability for the tenants.





Malahat

MÁLEXEŁ WILNEW have access to necessary facilities and infrastructure

Values Represented

yu ts'its'usum' 'u q'ushintul' tst: Focusing on the expansion and modernization of community infrastructure to meet growing needs.

ts'ewuthaam: Ensuring MÁLEXEŁ WILNEW have access to a wide range of services and facilities that enhance quality of life.

nutsa'maat shqwaluwun: Strengthening the communal bond by creating spaces that foster collective activities, cultural practices, and social interaction, promoting a sense of belonging and unity within the **mustimuhw**.

Member Impact Statements

1. MÁLEXEŁ WILNEW are well-informed about where to access various community services to fulfill their needs.
2. Increased participation in community activities due to more accessible and diverse facilities.
3. Youth and elders feel more connected and supported through dedicated spaces that cater to their needs and activities.

Initiative Progress

Capital Plan Development: We laid the groundwork towards creation of the Capital Plan. Infrastructure updated the Community Infrastructure Service Plan to guide sequencing and investment, and hired an Asset Management Team Lead to standardize records and keep projects moving the same way across departments.

Feasibility Studies for Capital Projects: We readied the ground for future community amenities by moving land-use direction forward. Lands advanced the Local Area Plan for residential and community lands through engagement, and began work on a Zoning Law; the siting rules and designations that let feasibility studies come back with clear, buildable options.

Marine Safety Equipment Distribution: The Environment Department enhanced marine territory access and safety by delivering training for Marine First Aid and SVOP. PFDs and other safety equipment are stored and regularly inventoried by the Department and available for Malahat members to use upon request. Between training and equipment availability, Malahat community members are more equipped with the knowledge and essential safety gear needed for safe access to the marine territory.

Accessibility Improvements: Accessibility upgrades were completed at KKC, the Gym, and the Band Office, improving everyday access so Elders, families, and visitors can get in, move around, and take part.

Digital & Connectivity Upgrades: Information Systems & Technology moved a fibre-to-homes partnership with TELUS forward; stronger, more affordable connections for households today, and a backbone for tomorrow's smart-building needs like security, telehealth, and online learning.



Malahat

MÁLEXEŁ WILNEW have access to necessary facilities and infrastructure

3

Accessibility Upgrades Completed

Three community facilities, Kwunew Kwasun Centre, Community Gym, and the Band Office, received accessibility upgrades through the Rick Hansen Foundation program.

3

Infrastructure Projects Completed

Three infrastructure projects were completed this year: the 2SLGBTQIA+ Connection Space building, the community minipitch, and the Malahat Business Park.

\$2,674

Community Member Donations

Community donations raised \$2,674 to support Big House (Longhouse) operations and maintenance, helping cover essentials like hydro and insurance.

\$8,000,000

For Water/Wastewater Upgrade

Indigenous Services Canada revenues secured for equity investment to upgrade Malahat's water and wastewater utility, laying the groundwork for future housing and economic development.

100%

Community Votes in Favour

Following community engagement, members voted unanimously to support the new water and wastewater utility upgrade.

1

Office Energy Efficiency Upgrade

Phase 1 energy-efficiency upgrades at the Band Office were completed with support from a Clean Energy grant.



SERVICE AREA

Stewardship



Malahat

MÁLEXEŁ lands & waters are managed with future generations leading the way

Values Represented

yu ts'its'usum' 'u q'ushintul' tst: Supporting sustainable development that benefits future generations.

snuw'uyulhstuhw: Ensuring land and water management practices honor and incorporate **snuw'uyulh** and traditions.

thuy' shenum: Encouraging active stewardship and leadership in environmental preservation efforts.

yaays tthu thulh tst: Maintaining open and transparent processes in environmental decision-making.

Member Impact Statements

1. **MÁLEXEŁ WILNEW** navigate lands and waters safely and freely.
2. **snuw'uyulh** and traditions are integrated into environmental stewardship, shared with and respected by all involved.

Initiative Progress

Expand Patrol & Guardianship Programs: Capacity grew on two fronts: funding and training. Lands secured funding and a training plan to build the Land Guardian program, and the budget shows annual Guardian & Patrol wages allocated. Environment reinforced on-water safety with Marine First Aid and Boat Captain training, plus SAR, sonar, and marine-mammal-deterrence training.

Tumuhw Advisory Committee: Lands facilitated regular **Tumuhw** Advisory Committee meetings to carry member voices and place-based knowledge into land-use advice grounded in community values. The committee is made up of 11 Malahat members, met four times this year, and held a 92% average attendance. Its guidance supported work now underway in Local Area Plan engagement and early Zoning Law development, so future siting decisions reflect both values and practical constraints.

Community Engagement in Referrals: Transparency and responsiveness moved forward this year. Lands reviewed the referrals process and drafted revisions to make it clearer for everyone involved. We also hosted five community meetings on major files; Old Growth strategy, Goldstream, RBT2, Tillbury, and Trans Mountain, so members could hear the details, ask questions, and see the path ahead. And the day-to-day work stayed steady: 224 referral responses were issued over the year to keep Malahat's voice present in decisions that touch our land and waters.

Stewardship & Monitoring Programs: This year we completed a full cycle of marine and freshwater monitoring; plankton, crab, kelp, eelgrass, and birds, alongside weekly Goldstream watershed surveys and ongoing hydrophone listening across the territory. Hydrophone coverage grew with three new units, backed with over 10TB of secure storage so recordings can be studied well and shared quickly when needed. We tended habitats too—installing Purple Martin nesting boxes and advancing Phase II shoreline restoration design. For the long view, we stood up a centralized environmental database, continued digitizing imagery and sampling records, and upgraded GIS/data infrastructure so marine emergency notifications move faster and reach the right hands. Readiness stayed sharp with SCAT training and WCMRC tabletop drills, keeping roles clear before the next call comes.



Malahat

MÁLEXEŁ lands & waters are managed with future generations leading the way

\$553,597

Guardian & Patrol Support

Annual wages and related expenses for Malahat Land Guardians and Patrols, sustaining year-round stewardship and community safety across the territory.

3

Members on Lands Committee

Three Malahat community members serve on the **Tumuhw** Advisory Committee (TAC) including one council representative, representing the Nation in **Tumuhw** decision-making.

5

Information Meetings

Five community information meetings shared updates on Old Growth strategy, Goldstream, RBT2, Tillbury, and Trans Mountain impacts.

224

Referrals Responded To

The Lands & Environment team responded to 224 external referrals this year, providing Nation-specific input on projects, plans, and permitting.

3

Hydrophone Deployments

Three new hydrophones were deployed at key sites in Malahat marine territory, strengthening acoustic monitoring of vessel noise and marine mammals.

7

Standard Operating Procedures

Seven new Standard Operating Procedures standardized kelp, plankton and crab surveys, fisheries observations, drone mapping, and related fieldwork.



SERVICE AREA

Core Governance



Malahat

MÁLEXEŁ government is accountable and transparent

Values Represented

snuw'uyulhstuhw: Embedding **snuw'uyulh** and respect in governance.

thuy' shenum: Building trust and leadership within the **mustimuhw** and government.

yaays tthu thulh tst: Ensuring open, honest communication and decision-making processes.

Member Impact Statements

1. Mutual trust and respect between **MÁLEXEŁ WILNEW** and staff, with a deep understanding of **snuw'uyulh**.
2. Confidence in the government's respect for culture in all decisions.
3. Open and transparent communication, with **MÁLEXEŁ WILNEW** well-informed about Nation decisions and activities.
4. Easy access for **MÁLEXEŁ WILNEW** to ask questions and receive timely, clear responses.

Initiative Progress

Formalize Communications Procedures: Information Systems & Technology overhauled the Malahat website as the definitive source of truth, with structured posts and a data-management backend so strategic plans, annual reports, job postings, department info, and other data stays current. We also maintained a member-led, bi-monthly newsletter 6 issues and supported four hybrid (in-person/Zoom) Council meetings for broader access. Facebook remained a supporting channel for reach and quick updates alongside the website. Together, those practices function as clear communications routines as formal policy work continues.

Update Website: We're investing in the website as our primary communications hub; the front door for members to find what's current and what's next. Usage continues to grow with 19,210 visitors this year (52/day). The most-visited pages were Home, Jobs, Business, Governance, News, Planning, and Lands.

Community Information Sessions: Five community information sessions—about two hours each, averaging 12 members—gave space to brief people on key files and take questions in plain view. Alongside those sessions, Finance exceeded the FAL commitments: audited statements and the AGM delivered on time, budget approval meetings open to community, and 8 FAC meetings were held (the law requires 5).

Orientation & Training Program: This year, Human Resources ran a Lateral Violence Workshop series and completed the third Annual Employee Survey followed by a Management Response session; clear “hear it, respond to it” loops we can carry into orientation.

Establish Malahat Youth Council: A Youth Council wasn't stood up this year. Youth engagement flowed through other avenues (e.g., internships and youth participation at meetings/events), but the formal Youth Council remains a to-do for next year's transparency agenda.



Malahat

MÁLEXEŁ government is accountable and transparent

8

Finance & Audit Meetings

Eight Finance & Audit Committee meetings were hosted; exceeding the Financial Administration Law minimum of five.

5

Information Sessions

Five general community information sessions were hosted this year, averaging two hours with an average of 12 members in attendance at each.

6

Issues of The Malahat News

Six issues of The Malahat News, the member-led, bi-monthly community newsletter, were published.

19,210

Users on Malahat Website

The Malahat website had 19,210 active users, about 52 per day; The most popular pages were Home, Jobs, Business, and Governance.

1013

Facebook Posts

The Malahat Facebook group published 1,013 posts, about four per day, averaging 163 views per post.

3

Public Chief & Council Meetings

Three Chief & Council finance meetings: budget approval, audited financial statements, and the Annual General Meeting, were open to all community members.



SERVICE AREA

Economic Development



Malahat

MÁLEXEŁ is a leader in economic development and innovation

Values Represented

yu ts'its'usum' 'u q'ushintul' tst: Encouraging sustainable economic expansion that benefits the **mustimuhw**.

thuy' shenum: Equipping MÁLEXEŁ WILNEW with the knowledge and opportunities to innovate and lead in various economic sectors.

nutsa'maat shqwaluwun: Uplifting the entire **mustimuhw** through collective effort and shared vision.

Member Impact Statements

1. MÁLEXEŁ WILNEW recognize the personal and collective benefits of economic initiatives and innovations within the Nation.
2. Economic projects inspire innovation and entrepreneurship within the **mustimuhw**, leading to increased self-reliance and prosperity.

Initiative Progress

Community Economic Development Plan: We kept the Business Park moving with 3.25 acres leased; 2.54 acres to Verity Construction for a warehouse and 0.7 acres to Thales for navy-ship maintenance. Thales' warehouse is now complete, marking a key anchor for the Business Park and setting up next-phase activity. We also held land blessing and ground-breaking ceremonies for a potential battery factory. The water & wastewater utility upgrade hit financial close and entered construction, providing the servicing needed for continued leasing and build-out.

Ensure Viability of Related Entities: We strengthened governance and back-office capacity for Nation-owned companies. Five+ years of accounting catch-up for Yos and MICO is underway; board processes and records were formalized; MICO now has a Delegated & Assigned Responsibilities Policy; and Yos' mandate was set. Information Systems & Technology also delivered a secure corporate records database so Economic Development can manage partnerships, files, and contacts reliably.

Revenue Sharing Framework: Partnerships now follow a steady give-back model; agreements direct donations to a member education fund and prioritize Indigenous/Malahat hiring and contracting, so benefits flow first to our people. Own-source revenues were put back into community: capital work, essential services, and Operations & Maintenance for shared spaces, plus a per-capita distribution and supports for families in grief.

Malahat Member Entrepreneurship Support Program: Economic Development backed members stepping into business—offering entrepreneurial support (advice, introductions, and practical site access) and opening room for cultural and recreational use of econ-dev lands.



Malahat

MÁLEXEŁ is a leader in economic development and innovation

3.25

Acres Leased in Business Park

An additional 3.25 acres were leased in the Malahat Business Park, including parcels for a Verity warehouse and a Thales facility.

\$585,195

Own Source Revenues

Own Source Revenues reinvested in the community through Capital Projects [54%], Housing Maintenance [20%], Per Capita Distribution (PCD) [13%], Community Building Maintenance [11%], and Funeral/Grieving Supports [1%].

31%

Land Leased in Business Park

31% of land in the Malahat Business park has been sublet from the Development Corporation.

\$115,500

Money Raised

\$115,500 was contributed by Economic Development partners at the Golf & Social and Gala, supporting community projects and initiatives.

\$31,432

Royalties Received

Malahat received \$31,432 in royalties from Nation-owned and related entities.

\$67,565

Property Tax Revenues

Property tax revenues from the Business Park totaled \$67,565 this year, helping offset the costs of annual taxation laws and administration.





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.

Chief & Council Contact Information

Gordon Harry
Chief Councillor

Email: gordon.harry@malahatnation.com
Phone: (250) 743-3231 ext. 10003

Randy Daniels Sr.
Councillor

Email: randy.daniels@malahatnation.com
Phone: (250) 743-3231 ext. 10001

Steve Henry Sr.
Councillor

Email: steve.henry@malahatnation.com
Phone: (250) 743-3231 ext. 10004

Shane Sylvester
Councillor

Email: shane.sylvester@malahatnation.com
Phone: (250) 743-3231 ext. 10002