



“With Teamwork We Create Action and Pride”



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Strategic Plan 2010-2011

Company: **Kamloops Indian Band**
Plan: **2010- 2011**

Strategic Plan

Foundation

Our Mission

To provide leadership, services, and opportunities to our community by focusing on our people, land, resources, organizational structure and asserting our jurisdiction. Tk'emlups te Secwepemc will accomplish this by ensuring all stakeholders accept individual and collective responsibility and accountability with a focused, supportive approach to service delivery.

Our Core Values

"With Teamwork, we create Action and Pride"

Organization-Wide Strategies

How we will get there

Fulfilling the vision and mission of the Tk'emlups te Secwepemc will be guided by our long-term goals of focusing on our:

- People
- Laws and jurisdiction
- Land
- Resources
- Institution

Strategic Objectives and Band Goals

Our People

1 Development of a Comprehensive Community Plan

- 1.1 Coordinate the Comprehensive Community Plan
- 1.2 Designation Plan for new residential areas
- 1.3 Complete Community Sewer Infrastructure
- 1.4 Develop Emergency Preparedness Plan
- 1.5 Implementation of Housing Management Software
- 1.6 Build to Suit Reserve

2 Development of a Community Wellness Plan

- 2.1 Community Wellness Engagement
- 2.2 Develop Transportation Strategy
- 2.3 Create Community-Based Infrastructure and Programs
- 2.4 Develop Day Scholars Plan
- 2.5 Develop Community Garden and Seed fund

3 Empower Band Membership Employment

- 3.1 Develop Community Education and Employment Policy and Plan
- 3.2 Summer Youth Employment - Ahousat Canoe Trip
- 3.3 Develop and implement a Community HR Strategy

Laws and jurisdiction

4 Assessment and Refinement of Governance Structure

- 4.1 Development and Execution of Indian Act Initiatives
- 4.2 Governance Review
- 4.3 Develop and Implement Heritage Conservation Bylaw
- 4.4 Develop and Implement Hunting Ordinance

5 Expansion of jurisdiction related to provincial/federal authorities

- 5.1 Develop and Execute on a Chief and Council Lobby Plan

6 Policy, Regulation and Bylaw Development

- 6.1 Develop and implement Administration, Finance and Membership Policy and Procedures
- 6.2 Develop Genealogy Numbers

7 Focus on Separation of Administration from Politics

- 7.1 Develop and Approve Chief and Council Terms of Reference and Rules Governing GBMs

8 Enhance Public Safety

- 8.1 Develop and Execute a Justice Strategy
- 8.2 Develop and Execute a Policing Strategy

Our Land

9 Repatriation of the Douglas Reserve

- 9.1 Development of Lands Acquisition Strategy
- 9.2 Development of Land Use Inventory

10 Natural Resource assertion over Timber and Forest Licenses

- 10.1 Complete the Restorative Justice Protocols - Ministry of Environment

11 Development and Governance of the SSN Revenue Sharing Agreement

- 11.1 Development of Referral Program

12 Easement and Trespass Resolution

- 12.1 Address easement and trespass issues between TIB and Terasen/Hydro

13 Preservation of Cultural and Historical Resources

- 13.1 Create inventory and archives of cultural materials

Our Resources and Institution

14 Development of strong financial infrastructure

- 14.1 Develop a strong and integrated financial system supporting the overall organization
- 14.2 Develop and promote strong controls around Accounts Receivable collections
- 14.3 Development of a strong information management system
- 14.4 Organizational Structure Strengthening
- 14.5 Coordinate and implement a corporate approach to IT planning

15 Development of diversity in our revenue streams and internal reserve funds

- 15.1 Develop and staff funding and revenue management
- 15.2 Cross merchandising with Car Wash
- 15.3 Increase off-season sales
- 15.4 Build an addition to South end of Gas Station Building
- 15.5 Prepare and implement Ranch Business Plan
- 15.6 Develop strong business plan development process
- 15.7 Develop Mount Paul Concept Plan
- 15.8 Develop external consulting policy and framework

16 Build Human Resource Capacity

- 16.1 Develop and implement training and development for staff
- 16.2 Reactivate Tk'emlups Community Fund-raising Society for Museum Fund-raising

17 Build and Implement a Long-term Human Resource Plan (succession, performance management, wage grid, professional development for skills gaps)

- 17.1 Manage employee performance
- 17.2 Strengthen Compensation and Reward programs

18 Create a Strong, Ethical Corporate Culture that is Culturally Aligned

- 18.1 Develop Facilities Plan
- 18.2 Develop and implement internal and external relationships
- 18.3 Develop communications strategy
- 18.4 Implement operational improvements
- 18.5 Invest in Occupational Health and Safety

Vision

What our Band will look like

Guided by our ancestors, we, the Tk'emlups te Secwepemc are proud caretakers who strive to secure and protect our lands and exercise our rights for the greatest good of our people, for future generations

Implementation

How we make strategy a habit

Overall Strategic Plan management is the responsibility of the CEO.

Department Managers are responsible for:

1. Setting Department Goals and Specific Action Items
2. Developing and measuring Key Performance Indicators
3. Monthly tracking of progress and action items
4. Updating status and scorecard
5. Keeping Senior Administration informed on a timely basis of issues or obstacles
6. Attending quarterly strategic planning review meetings

An Executive Summary to Chief and Council will be performed monthly (3rd Tuesday of each month) by the CEO.



Chief's Message

This year we have developed a budget that is realistic but also achievable through strong planning while keeping in mind that our future is about self-sustainability, building our community one step at a time. Every budget item was carefully planned out maximizing our greatest resource, our people. Our community wellness plans speaks volumes towards leaving no one behind as we build upon our strengths.

We are focusing on Education, building our Human Resource capacity and partnerships with thoughtful process while always keeping our strength but also recognizing our weaknesses.

As we reflect on our organizations stability, we have much to celebrate; creation of partnerships, looking at Economic Development opportunities and standing up for our Title and Rights. We are looking after our peoples' needs as a leading First Nations in Canada while breaking down barriers. We are doing less talking and taking more action while delivering strong business and organizational plans that benefit our people and community needs while providing certainty with careful, thoughtful planning in each functional area.

We had many great achievements during 2009/2010 and I look forward to reaching even higher this year. Some highlights from the past year include but are not limited to:

1. **Olympic Torch Ceremony in our Community**
2. **Ahousaht Canoe Journey**
3. **Shuswap Gathering in Invermere, BC**
4. **First All Native Jr. BC championships hockey tournament**
5. **30th Annual Kamloopa Pow Wow**
6. **Truth & Reconciliation Event**
7. **Aboriginal Hockey Night @ ISC**
8. **Key acquisition with Northern Trailer**

Meanwhile, our teams continue to strive forward on our ongoing issues such as Day Scholars, Douglas Reserve Initiative, TFL 35, Health Concerns, Waste Water Trunk Main, Plant, Membership Code and Title & Rights. We continue to make significant progress in each of these areas through the dedication and commitment of the TIB employees that devote themselves each day for the betterment of us all. These are just a few of the successes we have achieved in our community over the past 12 months. We continue to develop our organization to benefit the community as a whole and provide ongoing opportunities for our people. Council and I welcome you to share any thoughts, concerns, ideas or initiatives with us as our doors are always open.

As we head into the 2010/2011 year I urge you to keep your hearts and minds open to the endless possibilities that we can manifest for the benefit of us all.

Our Vision



Councillor Evelyn Camille
Housing, Education,
Cultural Resource
Management and Public
Relations



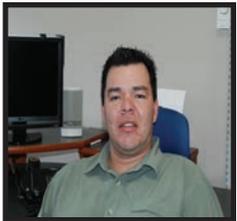
Councillor Fred Seymour
Planning and Engineering,
Business Development,
and Shared Services



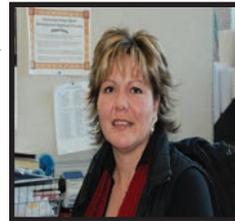
Councillor Jeanette Jules
Cultural Resource
Management, Shared
Services, and Lands



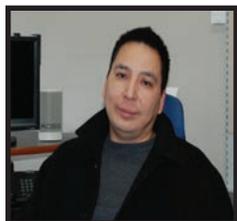
Councillor Connie Leonard
Shared Services, Lands, and
Housing



Councillor George Casimir
Business Development, Plan-
ning and Engineering, and
Education



Councillor Rosanne Casimir
Lands, Housing and Business
Development



Councillor Dolan Paul
Education, Cultural
Resource Management,
and Planning and
Engineering

Guided by our ancestors, we, the Tk'emlu'psemc ne Secwepemcul'ecw are proud caretakers who strive to secure and protect our lands and exercise our rights for the greatest good of our people, for future generations.



"With Teamwork We Create Action and Pride"

Business Development

Business Development Department Activities

This report covers the fiscal year ending on March 31, 2010. The Business Development Department (the Department) team continually works hard to keep pace with the organizational and external demands. Efforts are underway to complete the department team building phase. The end result is the addition of an Economic Development Specialist and Marketing Coordinator. This will allow the Department to further address the issues of the business units plus realize on potential economic development opportunities. Training has been completed for the monthly roll out of MyStratPlan.com (strategic projects) and variance budget reporting for the Department and business units.

Promotional Campaigns

We continue to promote Tk'emlúps Indian Band (TIB) as a great place to do business. The Department sets up trade show booths at the annual conferences for the Assembly of First Nations (AFN) and the Council for the Advancement of Native Development Officers (CANDO). In addition, we get excellent advertising exposure by advertising with NL Radio and the Kamloops Blazer Hockey games.



Sagebrush Downs/Mt. Paul Centre

A 3.2 million dollar prepaid lease with Northern Trailer was completed this past year and a successful settlement agreement with the Kamloops Exhibition Association (KXA) was negotiated. The KXA will provide TIB with all the necessary management services, equipment, and volunteer labor to host all 2010 Sagebrush Downs' events. Discussions are also underway with potential investors who have expressed interest in working with TIB to upgrade the track's facilities and future gaming operations.

Forestry

For the last two years, the demand for forestry products have been down due to a downturn in the world and US economies. Consequently, our forestry operations have had to focus on completing silviculture initiatives and other related forestry preparation and clean-up work that will contribute to more profitable years when market conditions improve.

Secwépemc Museum and Heritage Park

The focus of the past year was to enhance sales and customer traffic by increasing marketing efforts and improving the quality of our attractions. In 2009 there were two pit-houses re-built and the museum exhibits were secured by way of security measures and systems (video surveillance and alarms). We have maintained regular full time employees, along with a STEP worker. The First Nation Education Council increased their funding for the Cultural Educator program by 25%. In addition, a trial run (test shows) production targeted at Rocky Mountaineer Rail Tour guests (a museum and heritage park tour, traditional meal, and a drum/dance production) was developed in the hope of securing contracts for future seasons. Further marketing accomplishments include the development of a new brochure and a standalone web site which is currently under construction. Also, an agreement has been secured with Meeting Point North America Tours (Orlando, FL) and American Ring Travel (Winter Garden, FL). We have been working closely with Tourism Kamloops to highlight the Museum as a part of their international marketing program. Tour bus companies have been approached to encourage more regular stops at the museum.

Business Development

Spiyu7ullucw Ranch

A three-year business plan, aimed at improving the profitability of the Ranch, was completed and is being implemented. Measures taken to date include placing the day-to-day operations under a management contract, making improvements to the Scheidam Lake dam, and purchasing a pivot irrigation system for the upper field and a new John Deere tractor, a bale wrapper, and mower. The ranch's bottom line has shown steady improvement.

Tk'emlúps Car Wash and Tk'emlúps Petroleum

After its first year of operations, the car wash market share continues to increase. Largely due to repeat customers, word-of-mouth referrals, and aggressive cross marketing campaigns with the gas station. Revenues are ahead of projected budget figures. As for the gas station, sales and revenues remain high considering the regional and local economies remained fairly flat. Managerial efforts resulted in lower costs of goods sold while sales remained relatively high in comparison to industry averages.

Chief Louis Centre Coffee Shop

Efforts to secure a coffee shop for the site between the car wash and gas station continues. Since a market study showed it to be a relatively risky and costly venture, Council abandoned the notion of developing a TIB branded outlet. Sixteen other franchises were evaluated before a directive came to re-pursue a Tim Horton's outlet. It is viewed as the preferred option because of the significant spin off benefits that a Tim Horton's store would offer the car wash and gas station. Negotiations are presently underway to secure a sublease from Tim Horton's; thereafter, attempts will be made to secure a franchise.

Highlights

Despite the emergence of the global recession, highlights for the new Business Development Department in 2009 include:

- Set up Business Development Office and team building begins
- Played a key role in helping secure the \$3.2 million Northern Trailer Sublease
- Roll out of brand new TIB website
- Grand Opening of Tk'emlups Carwash
- Negotiated KXA settlement agreement
- Made capital improvements at the Secwepemc Museum and Heritage Park
- Increased tobacco quota for the Tk'emlúps Petroleum and Convenience Store
- 300,000+ new trees planted and \$ 882,430 in forestry corporation revenues
- Roll out of three year business plan for the Spiyu7ullucw Ranch



Cultural Resource Management

Mandate

The CRM department is responsible to manage and advocate for the sustainable use of our cultural and natural resources within the reserves of the Tk'emlúps Band and traditional territory.

The CRM department develops and maintains relationships with various levels of government ministries, agents, industry and individuals for the purposes of advancing aboriginal rights and title interests including but not limited to Consultation and accommodation activities, resource protection and management and development of policy within the reserves and traditional territory and related waterways of the Tk'emlúps Band.

Activity Highlights 2009-2010

Consultation and Accommodation Update

Referral Management Update

Referral Tracking System (RTS)

Filing System

Referral Meetings

Consultation Policy

TIB Terms of Reference for Archaeology Overview Assessment

Arc Mapping 9.1

SSN Consultation Update

New Gold – New Afton Participation Agreement

Ministry of Energy, Mines and Petroleum Resources

Consultation and Accommodation

The process of consultation and accommodation has evolved from case law, where it has been established by the Courts and the Provincial Crown (and the Federal Crown) that there is a legal duty to consult with and potentially accommodate, First Nations whose Aboriginal rights may be infringed upon by development projects and other such activities in their traditional territory.

The Tk'emlúps¹, as yucwmin'men, the caretakers of the land, we hold the responsibility to the future generations to ensure the sustainability of the resources; lands, waters, animals, and medicines. Cultural and spiritual places in our territory have been impacted by settlement and resource extraction activities such as forestry, mining, road building, hunting and fishing. The Crown² has had the exclusive decision making power and control over all the territorial resources. As a result, the Tk'emlúps¹ have experienced adverse impacts on the lands, waters, animals, medicines, cultural and spiritual places and to our rights and interests.

To ensure that we, as yucwmin'men, meet our obligations to our future generations, it is essential that we fully engage in the decisions made by the Crown regarding our resources. As well, we seek to ensure that our rights and interests are respected, so as to minimize harmful effects and maximize beneficial ones.

The Tk'emlúps Indian Band, in recognition of the legal duty upon the Crown to consult with First Nations³, is committed to establishing constructive, cooperative relationships with the Crown and industry that are based on mutual respect and which lead to improved economic opportunities for the Tk'emlúps¹ while at the same time balancing the obligations of yucwmin'men.

The CRM department provides technical support to the SSN and represents the interests of TIB. The CRM department manages the "day-to-day" referral aspects of consultation. Notices or "referrals" are received from the responsible government ministry or developers (proponents who wish to conduct activities such as resource extraction, building of roads or related infrastructure or renewal of permits) within the traditional territory or on band lands. Earthworks permits are examples of referrals that we receive internally. Referrals often necessitate an Archaeological Overview Assessment ("AOA"), to evaluate proposed projects, and to ensure that they are compatible with the Band's mission to protect archaeological and cultural heritage resources within our territory.

Cultural Resource Management

Consultation and Accommodation Cont.

Each referral involves conducting office reviews, supervising AOA monitoring of the proposed activity, reviewing AOA reports and making recommendations to the proponents. In some cases, we may request an Archaeology Impact Assessment. We then administer the invoicing to proponents, if necessary prepare reports and other such related materials for SSN or Council and to our portfolio councilor, Jeanette Jules.

1. *Meaning the people of the confluence. "Due to our community's great economic and military strength, as well as our ancestor's pivotal role in the creation of the peace accords, the Tk'emlúpsmc were designated the Secwepemc7uwi – The Real Shuswap"; online: <http://www.kib.ca/history.htm>.*

2. *The word "Crown" in this document refers to representatives of the Crown of Canada, Crown of British Columbia, their Cabinets, Deputy Ministers, committees, Ministries, Crown corporations, employees, contractors, agents, representatives and delegates authorized to discharge the Crown's duty to consult with Aboriginal peoples, including municipalities and regional districts.*

3. *See Haida Nation v. British Columbia (Minister of Forests), [2004] 3 S.C.R. 511, 2004 SCC 73 (CanLI), [Haida], Taku River Tlingit First Nation v. British Columbia (Project Assessment Director), [2004] 3 S.C.R. 550, 2004 SCC 74 (CanLI), Mikisew Cree First Nation v. Canada (Minister of Heritage), [2005] 3 S.C.R. 388, 2005 SCC 69 (CanLI), [Mikisew]. These cases outline who, when and how to cons*

Stk'emlupsemc of the Secwepemc Nation (SSN)

Through a Resource Sharing Protocol and Memorandum of Understanding (May 27, 2007), the SSN (a division of the Secwepemc Nation) is the entity that represents Tk'emlúps and Skeetchestn Indian Bands, in the management and conservation of resources and in related negotiations with government and industry.

John Jules moved from the manager of the CRM department to the newly created position of Director of Operations of the SSN in November, 2009. He was joined by Don Ryan (Gitxsan), the lead negotiator for the SSN and Barb Stewart as his Executive Assistant. The activities of the SSN and its corporate entities are guided by the councils of each Band in monthly and quarterly meetings.

SSN Consultation Update

The New Gold "New Afton Participation Agreement" signed by the SSN bands on March 20, 2008, guides the relationship between the SSN and the New Gold mine. The two main objectives of the agreement are to provide the SSN "with economic opportunities and social and financial benefits including employment, education, training and business opportunities" and "to minimize negative social and environmental effects of the mine." CRM is represented at the quarterly meetings of the New Gold Environmental Monitoring Board Committee.

A Ministry of Energy, Mines and Petroleum Resources (MEMPR) agreement was signed by the SSN on April 7, 2009. This Agreement sets out the consultation and accommodation objectives of the SSN and the MEMPR. It also establishes the Mines and Minerals Joint Resources Committee, which works to address interests of the SSN in both the operational and policy levels. TIB is represented on this Committee by the CRM department.



Cultural Resource Management

Referral Management Update

CRMD staff also attends referral meetings between Skeetchestn and TIB, attend SNTC Consultation and Accommodation Technical team meetings and may also participate in other projects and negotiations lead by SSN. Most recent referral activities of CRM Department are listed below.

Referral Tracking System (“RTS”)

We have implemented the RTS software. Current referral data is being entered into this system which allows us to track and respond to referrals. We currently have over 300 referrals in our system which we are actively working on.

Filing System

In addition to a Master referral list, a corresponding file and numbering system for files has been established with copies of all correspondence, AOA reports and invoices relevant to that particular referral in each file.

Referral Meetings

Regular meetings take place between the technical referral team members of Skeetchestn and Tk'emlúps Indian Band.

Consultation Policy

A consultation matrix was developed by CRM. Further work is required to complete a TIB Consultation Policy which will establish our approach to consultation.

TIB Terms of Reference for Archaeological Overview Assessment Monitors

A draft document has been developed which outlines our expectations and standards of work for AOA monitors.

ARCVIEW 9.3

Mapping software has been upgraded and we are able to create and print maps. All of our electronic mapping data has been organized. We will be hosting an ARCVIEW Mapping course and GPS training module in October and November 2010 for interested band members to a limit of 8 participants.

REFERRAL PROCESS

A referral or notice of proposed activity on TIB traditional territory is received by CRM where the following process begins.

STEP 1: Research the Province's Archaeology Branch Remote Database for any traditional land use information about the proposed area.

STEP 2: Review past Archaeological Overview Assessment reports if available.

STEP 3: Conduct additional office review on impacted area, which may include a site visit, Traditional Use Studies or other cultural information.

STEP 4: May recommend that an AOA be conducted.

STEP 5: AOA is conducted, data is gathered and a report is assembled.

Pending no issues with the AOA, CRM will issue an approval on behalf of the TIB to the proponent.

Cultural Resource Management

Ministry of Environment (MoE)

MoE Conservation Office – Restorative Justice Protocol

Skeetchestn and TIB worked together with the MOE Conservation Office to draft a Restorative Justice Protocol. This Protocol establishes a process for responding to wildlife offences within the traditional territory of the SSN. We plan to complete this Protocol this year.

MoE Regional Planning Office – Traditional Use Study

A traditional use study was conducted in the Lac du Bois Grasslands Protected Area and the Tranquille and Dewdrop-Rosseau Wildlife Management Areas which will be used by the Province in future land management of Ministry of Forests and Range (MoFR)

MoFR “Culturally Significant Plants of the Secwepemc” Booklet

CRM with the assistance of Skeetchestn and Simpcw prepared for foresters a field guide of culturally significant plants of the Secwepemc with financial contribution from MoFR. Final editing was completed in May 2010 and the field guide is currently in print.

MoFR Archaeology Overview Assessment Process

In cooperation with the Kamloops Forestry District, John Jules continues to take the lead on this Committee which provides clarification for discussions between licenses and First Nations communities with contractors for the Archaeology Overview process and to provide standardized procedures for a more consistent approach to implementation⁴.

City of Kamloops

Spirit Square Project

Christine Thompson led this project last summer; providing several tiles representing the Secwepemc culture. The Spirit Square is located on the North Shore at McKenie and Yew.

Hunting Ordinance

The Hunting Ordinance which was drafted several years ago to reflect the traditional and cultural hunting practices of the Tk'emlúpsmc will be updated through a community consultation and research process we will be conducting. We look forward to receiving input from the community members. Once it is complete, it will be made available to all community members and accessible on the TIB website. We have received \$25, 000 from the New Relationship Trust and \$3000 from band funds to assist with this project.

TIB Heritage Conservation Bylaw (1997)

This bylaw, which established the Cultural Resource Management Department in 1997, will be updated through further research and community consultation. Once complete it will be available to all community members and accessible on the TIB website. Funds from the New Relationship Trust (referenced above) and \$2500 from band funds will be used to assist with this project.

⁴Guidelines for the Archaeological Overview Assessment Process for Forest Development Planning in the Kamloops TSA – January 12, 2010
<http://www.for.gov.bc.ca/dka/DistrictPoliciesProcedures/TableofContents.htm>UTH

Douglas Reserve Initiative Update



The original Kamloops Indian Band Reserve was reduced without consent or compensation by nearly 100 000 acres to the present 33 000 acres. Twice, a claim has been submitted to the Specific Claims Branch (SCB), both times it was rejected on the basis that it is not a valid claim.

In November 2008, the Specific Claims Tribunal Act was enacted and although we considered resubmitting a claim through this revised process, it was decided to pursue our claim through court. We hired Ratcliff & Company, a North Vancouver law firm, recognized across Canada as a leading law firm for First Nations issues.

On December 17, 2009, the Tk'emlúps Indian Band filed a writ and statement of claim. Recently, we have received a statement of defense from HMTQ5 Canada and the province of British Columbia. We will inform you of our next steps in the litigation once we are updated by our lawyers in September.

Do be sure to visit our Douglas Reserve Facebook page. We have more than 185 'fans'.

Education

MISSING: Due August

Education

MISSING: Due August

Human Resources

The Human Resources Department provides a comprehensive human resources function to the band and its entities with specific mandate to add value to the organization through human resource capacity building initiatives. Human resources service delivery is aligned with Chief and Council core values and strategies for service delivery in the following areas:

- Professional practice
- Organization effectiveness
- Total compensation
- Occupational health safety and wellness
- Employee relations
- Organization learning, training and development
- Staffing

During the past year the Human Resources Department has become increasingly aware of the value of human capital and their correlation with organizational success. By

focusing and supporting an appreciation for strategic management, human resources has partnered with all departments and business entities to be a tactical strategic partner. In partnership with its clients, the department furthermore ensures programs are legally compliant and conform to the many exigencies that exist in progressive organizations.

The Human resources strategic plan is aligned within the band strategic goals which focus on people, laws and jurisdiction, land, resources and institutions. Strategic deliverable's for the human resources department have a primary focus on people and institution. Deliverable's are realized through professional development, occupational health, safety and wellness programs, organization improvement interventions, mentorship and compensation.

During the fiscal year, the Human Resources Department assisted in administering practicum positions, summer employment and special employment initiatives aimed at providing work experience to participants. Much progress has been made in the development of a management information system, mentoring system, review of policy, review of the compensation program and the staff evaluation system.

The band staffs the following categories of staff:

- Full time positions
- Time limited positions
- Relief/on-call positions
- Seasonal positions
- Shuswap training and employment positions (STEP)
- Special initiatives

The Human Resources Department strives to fill vacancies and newly created positions with the most suitable candidates through a formal competition, behavioral based panel interviews, and selection criteria are based upon knowledge, skills and educational qualifications

Housing

The Tk'emlúps Housing Department has been developing and improving procedures that hopefully improve the effectiveness and efficiency of the repair, maintenance and renovation processes for years to come.

There are 279 houses on the Tk'emlúps Indian Band reserve. According to 2006 census statistics, there were 1,786 people living within the Tk'emlúps Indian Band reserve area including through leases on Sun Rivers (which the Lands/Leasing/Taxation Department manages). There are 710 registered first nations people living on our lands, most of whom are band members.

There is a wait list for TIB that is updated annually by a selection committee. TIB is currently trying to increase the number of homes on TIB lands and has plans to build 50 new homes over the next 5 years, at a rate of 10 homes per year, to increase the number of band members living on-reserve. TIB will also be improving accessibility, by seeking out a direct lending system between the band and band members that would be funded by the First Nation Market Housing Fund. In fact, TIB has already made significant strides in this area, including being a member of the Homebuilders Association. We are also among the few bands to provide a First Time Homeowners subsidy of \$15,000 for new home infrastructure to band members to cover septic and sewer drains, 50 feet of water line, a meter box, hydro hook up, gas hook up, and a driveway culvert.

As for existing homeowners and tenants, TIB's work order process had its challenges. In the early days of the TIB Housing Department, home repair requests were done at Housing Committee meetings and the department was under-staffed. Today, housing repairs are done through work orders filed through the Housing Department. However, in the future, we expect that we will track all home maintenance issues through a computer databasing system that will log all needed repairs, maintenance issues and renovations to improve the effectiveness, efficiency and speed of the process. The TIB Housing Department believes it is now moving in the right direction by looking forward and by addressing the larger social and economic issues that are impacting its homeowners and tenants.

TIB Housing offers the following programs and services:

- CMHC social housing,
- Ministerial Guarantee application assistance,
- Renovations,
- Emergency health and safety repairs,
- Service contracting for maintenance and daily upkeep of TIB houses,
- Collections, and
- Property management.



In the future, TIB Housing is looking at:

- Computer databasing to guarantee Work Order completion and speed up the repair and maintenance process,
 - Direct lending between the band and band members to increase the number of TIB homeowners,
 - Christmas Lights and Best Yard Contests for our homeowners and tenants to be competed annually,
 - Increasing capacity of Band Members on housing and maintenance issues.
- The Tk'emlúps Indian Band has a Housing Committee to assist with improving the Housing Department and to provide feedback and address the concerns of band members. If you would like to be on the Housing Committee or have any questions, comments or concerns, contact our Housing Assistant.

Lands, Leasing and Property Taxation

Lands Operations

The operational plan for lands operations pertains to the administration of the delegation of authority under section 53/60 of the Indian Act. This is a contribution funding arrangement and not a flexible transfer payment. This includes any lands transactions as outlined in the delegation of authority such as leasing, transfers, sub-rights and sub-interests.

Property Tax Operations

The property tax operational plan is consistent with the objectives as set out in the department's mandate for property taxation and servicing agreements. The mandate is to administer the KIB's laws for property taxation, and the servicing agreements with the City of Kamloops, locatee landlords, and a master development servicing agreement with Sun Rivers.



The Important Milestones for 2009-2010

- The Mount Paul Centre signs a sublease agreement in the amount of \$3,365,460 with Northern Trailer in December 2009.
- Annual Earth Day/Rez Clean Up Day – another success.
- Successful meetings with the Leaseholders/Taxpayers Associations – Mt Paul Industrial Park Leaseholders Association, Sun Rivers Tenants Association, Paul Lake Tenants Association, G&M/Leonard Estates Association, Silver Sage Association, Sage Meadows Association.
- Successful meetings with the Locatee Landlords- Tagish Association, Paul Lake Tenants Association, G&M/Leonard Estates Association, Silver Sage Association, Sage Meadows Association.
- Visiting delegations regarding presentations on lands, leasing and taxation from: Lower Kootenay Indian Band, Chippewas of Thames, Chippewas of Stoney and Kettle Point, and Skidigate Haida First Nation.
- Meetings with INAC BC Region on outstanding lands issues that fall outside of the section 53/60 delegation of authority such as section 35 highway transfers, addition to reserve, amendment to designation, cancellations of leases, amendment to section 60 delegation of authority, and locatee leases over 49-years.
- Completed all of the environmental requirements preceding the Mount Lolo Addition to Reserve. The environmental concerns were the dump sites at the former Department of National Defense housing and radar installation. The final reports on those sites have indicated that there are no outstanding environmental concerns with the land transfer. Ground water monitoring will remain in place.
- The environmental considerations for the Addition to Reserve of the Rayleigh property have been completed and the property will be certified as free of contamination.

Lands, Leasing and Property Taxation Data

The Important Milestones for 2009-2010 CONT.

- The process for meeting all of the environmental considerations and requirements under section 53 and 60 delegated authority have been fully mapped and are now part of all land transfers and assignments through the Lands, Leasing and Tax Department.
- We now have an established environmental process for a lessee to relinquish a lease that ensures that the property will meet all environmental requirements. Lessees are required to have a Phase 1 Environmental Assessment conducted as one of the final steps in releasing a lease. If there are any environmental concerns these will be followed by a Phase II Environmental Assessment and a Phase III if a clean-up of the property is required.
- We conducted a second successful household hazardous waste day this spring and collected waste paints, oils and car batteries as well as fertilizers and other dangerous household products for proper disposal.
- We have established a permanent site for dropping off household hazardous waste at the Public Works Yard. The "Big Red Box" is now the drop off point.
- The Lands, Leasing and Tax Department has successfully applied for and received confirmation of funding in the amount of \$40,000 for a Health Canada First Nations Environmental Study to investigate the potential health effects of inhaleable dust particles.
- The Lands, Leasing and Tax Department has received a commitment from INAC to fund a \$40,000 Environmental Management Planning project. We will use iCompass as the platform for the environmental management of leases within the industrial

park and on registered locatee leases. This will allow better departmental accessibility and tracking of any incident reports, waste management requirements and monitoring on leases. Through iCompass the terms of industrial and commercial leases can be kept updated and an environmental audit schedule can be set up to ensure we keep good track of all operations that present an environmental risk. iCompass will provide a platform for an environmental web page and a monthly news letter.

- The K.I.B. dump site used for all municipal solid waste disposal and for some commercial industrial waste disposal has been subjected to a complete environmental investigation. The final reports are complete and indicate that the dump does represent a minimal environmental risk. A closure plan has been formulated for the dump and the site will be closed in the next 12 months. Waste diversion planning, recycling and planning for alternative waste disposal is underway.
- Chief and Council has confirmed a Band Council Resolution to require all commercial and industrial activity on Reserve meet the best minimum requirements for environmental management. This means that all activities on Reserve must meet at minimum the environmental standards set in the Province as well as Federal environmental standards and regulation. This BCR will set the standard and legal requirements for an environmental Bylaw.
- The Lands, Leasing and Tax Department has established an environmental management enforcement authority within the industrial park. Commercial and Industrial business owners and managers have welcomed environmental oversight recognizing that doing business according to

accepted environmental standards increases the value of their products and business investment.

- The Lands, Leasing and Tax Environmental Section has developed a solid working relationship with A.R.E.A . This is the B.C. Automotive Recyclers Environmental Association which sets an environmental operations standard for the auto recycling association in B.C. in conjunction with I.C.B.C. Two of three auto recyclers holding leases on K.I.B. lands have met the top standards awarded by A.R.E.A



Lands, Leasing and Property Taxation

Residential Leases				
Band				
	Sunrivers	Leases/Subleases	567	Total Band
	KIB General	(Security)	12	579
Locatee				
	Paul Lake	GG Estates	109	Total Locatee
	KIB General	Locatee	1	110
Buckshee				
	G&M/Leonard Estates	Locatee	167	Total Buckshee
	Silver Sage	Locatee	80	292
	Sage Meadows	Locatee	30	
	Windchiimes	Locatee	7	
	KIB General	Locatee	8	
TOTAL Residential Leases			981	
Utilities Leases			16	
Industrial & Commercial Leases				
Band			163	
Locatee			38	
TOTAL Industrial & Commercial Leases			0	
Recreation Leases				
Band			2	
Locatee			1	
TOTAL Recreation Leases			0	
Total Land Transactions			997	
			-19	
			1182	

Planning and Engineering - Regulations, Water Treatment, Security, Maintenance and Public Works

Most people know this department as Planning and Engineering. Regulations, water treatment, security, custodial and public works are also integral parts of the Planning and Engineering department. In all areas, our objective is to provide quality services to band members and to facilitate growth.

Regulations have been busy throughout the year with the issuing of business licenses, earth works permits, building permits and burning permits. Burning permits are usually issued in April, for spring burning and October fall. By-law enforcement is an ongoing, daily operational task.

Public Works has continued to provide services including landscaping in the summer, snow removal in the winter and refuse pick up all year around, and supports development with items like fire hydrant installation and water connections. The the public works group has added three employees and replaced three major pieces of equipment, added one small excavator and is replacing two pick up trucks. The staff additions and equipment upgrades are for the long-term but became necessary in order to support the sewer main project that is presently in progress for .

Water Treatment is adding two employees because this group is taking on the long term operation of the new waste water system. The two individuals chosen are scheduled to attend Thompson Rivers University and then take over the operation of the new waste water system.

Security has undergone some changes over the course of the year in order to provide a better and timelier service. Last year the custodial group provided the extra cleaning and disinfecting service that was necessary during the H1N1 pandemic. Summer is always a busy time for both of these departments due to the many events that are an integral part of the summer season.

As mentioned above we are undertaking the construction of one of the largest infrastructure projects ever taken on by the band. Once this first phase of the waste water project is completed, it is our plan to proceed with Phase II which is the sewer servicing of the Mount Paul Industrial Park. The north reservoir project will be considered again in the coming years.



Social Development

2009/2010 was a busy fiscal year for the Social Development Department with many new programs being implemented, policies being written and new staff joining our team. We continued to provide varied support to the community, and offered a diverse range of programming designed to help band members accomplish their goals. The department also hosted annual gatherings for Christmas, Halloween, and Easter, as well as the TIB Picnic, and Women's Retreat.

In Home Support

The In Home support program provides assistance for band members, through qualified social workers, in areas such as family conflict, bereavement support, and group programming. In Home Support is mandated to provide social services in community homes where needed, and to provide members with the support they need to get through life's obstacles. In 2009/2010 the department hosted Parenting workshops, Single Parent, Men and Women's groups, and the Women's Retreat, in addition to carrying out their regular responsibilities.

Community Health



Health funding per band member was increased to \$2,000 per person in the 2009 fiscal year. A policy was

also developed for Medical and Dental funding for band members. If anyone wants a copy of the new policy it can be picked up from the Social Development office. The department coordinates the delivery of the Medical/Dental Assistance program.

Community Health Representative Colleen Mosterd-McLean ran programs to promote health which included a 13-week Honour Your Health Program, a Community Run Club, CPR/First Aid training, grocery store tours, a Food Safe course, and a Healthy Eating presentation and coordinated two community playground building projects.

Elders



Denise Thomas organized monthly Elder's lunches, activities, and information sessions, as well as the Elder's Retreat, and annual Elder's trip. Last year the TIB Elders went on two trips, one in May to Alaska and another in November to Hawaii. Fun was had by all in attendance! Denise also distributed the annual seed (May) and heat (November) allowances, Social Development Christmas gift cards and presented Christmas bonus cheques.

Membership

Don Seymour and Denise Thomas processed approximately 60-80 Status Cards (CIS) per month, in addition to registering all births and deaths for the Tk'emlups Indian Band. They also assisted members to write Blood Quantum letters which helped members work in the United States. They also worked with other departments to provide statistics and verify membership information. The membership staff also attended General Band meetings to sign in and confirm eligible voters.

Denise also oversaw the annual winterworks project which provided additional funds (through employment) for qualified band members prior to Christmas. She also organized the annual Kids Christmas Party.

Recreation



In 2009/2010 a much needed Recreation Funding Policy was developed. Copies of this policy can be picked up at the Social Development office. Denise Thomas and Anne Keith implemented the Recreation mandate. Denise helped TIB members fill out applications and access funding for activities they registered for. Anne developed athletic programming and activities for band members.

Social Development

In 2009/2010 programs included: FN Snowboard Team, Sk'elep School Alpine Ski Program, TIB Golf, Canoe and Kayaking camps, and speed skating. The department also received financial grants from Walk BC, Health Day, the New Relationship Trust, 2010 Legacies Now and the CBA which totaled more than \$10,000! Anne also organized the Shuswap Recreation Leaders, Sip Smart BC, CAAWS-on the Move, Shuswap Gathering Hula Hoops for fitness and Heart & stroke Foundation workshops. The Recreation staff is looking forward to an even healthier, activity filled 2010!

Drug & Alcohol

Misty Casimir works with TIB members to overcome drug and alcohol issues. Misty employs an open door policy and encourages those who are seeking help to stop by so she can discuss treatment options. She also offers court support on Mondays and Tuesdays for those who need it. Misty's desire to help her community also led her to run NA information sessions in her personal time in 2009/2010.

Misty organizes Women's Group activities such as moose meat, fruit canning, and smoking salmon. In 2009/2010 she ran the school's DARE program, spoke to students about the affects of drugs and alcohol, and the advantages of leading a healthy lifestyle. She attended the Henry Grube Conference on Gangs, the QHS Staff Retreat and the Issues of Substance Conference. Furthermore, Misty ran a twice weekly Residential School Women's Support Group, Hepatitis C information sessions and worked with Ask Wellness on AIDS/HIV issues.



Youth Centre/Attendance

The Attendance Program for Youth operates September through June on Tuesdays and Thursdays. For July and August it runs Monday through Friday. For 2009/2010: on Tuesdays there was a youth group for ages 10-13 that went swimming, bowling, to movies, and to the petting zoo or on hikes (when weather permitted).

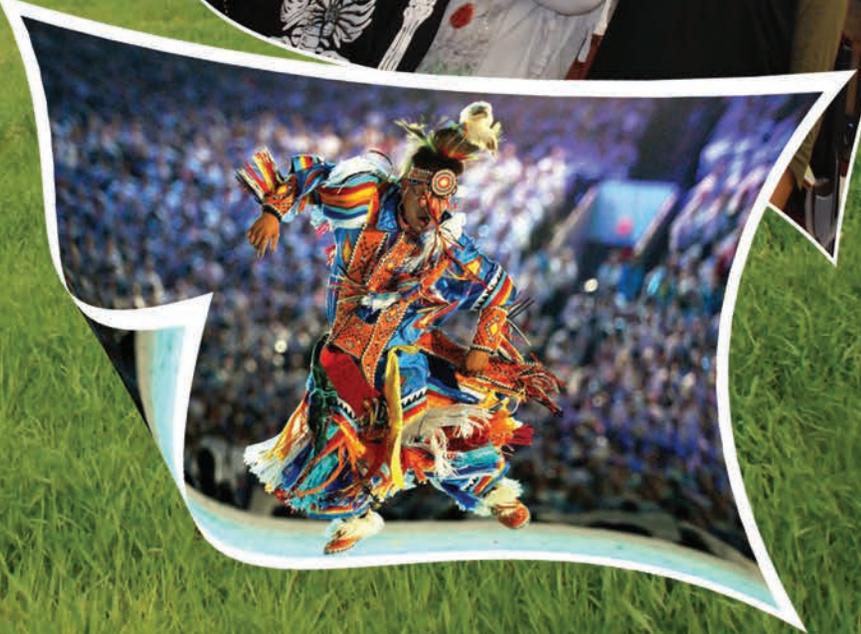
Thursdays the youth group for ages 13-18 played weekly floor hockey. The kids in the attendance program also volunteered with the Social Development Department to host various parties and gatherings throughout the year.

The Youth Centre on Kamloopa Road is open Monday to Friday from July through August, and Monday, Wednesday and Friday the rest of the year. The Youth Centre has board and video games, a DVD player, crafts, air hockey, and a variety of sports equipment. For July and August the centre is operated by summer students who, in 2009/2010, hosted day camps, youth parties, and took groups on field trips, such as to the waterslides. All TIB youth are welcome!

Social Assistance

Winterswan Casimir, with Tilly Hlatky as backfill, assisted Tk'emlups Band Members to fill out appropriate Social Assistance forms, reviewed applications and provided funding in the form of a cheque, available on the last Wednesday of each month to those who qualified.

Photos



Financial Report

Our financial statements are intended to assist readers to evaluate how Band resources are being managed. They compare the deployment of financial resources against budget and past performance.

This Annual Report also contains information about the goals and objectives within the focus areas identified by Chief and Council in their Strategic Plan.
2009/2010 Financial Year in Review

2009/2010 was the first year of the current Chief and Council's mandate and efforts were focused on establishing the key strategic priorities for the Band's long-term health and growth. The five pillars of priorities focus the organization on enhancing:

1. **Our People**
2. **Laws and Jurisdiction**
3. **Our Land**
4. **Our Resources**
5. **Our Institution**

To the right you will find the 2010/2011 Strategic Plan presented to membership at the May 25, 2010 General Band Meeting.

The evolution of our strategic planning process this year has resulted in bringing the Band closer to achieving the intended vision. Through the commitment of Chief and Council, the membership and the organization we are realizing significant movement in our ability to deliver on these initiatives. The work performed on the identification and strengthening of the Band's plans for the next three years has created a strong foundation for the implementation strategic objectives and Band goals.

We will be reporting on our progress through various communication means to keep the community informed. We are working hard to provide clear and transparent reporting to Band membership to be fully informed on decisions and actions being undertaken by the Band on your behalf.

The following highlights just a few of the accomplishments realized during 2009/2010:

- Secured \$8.2 million in major capital infrastructure funding under Canada's Economic Action Plan for waste water trunk main project
- Recovery of more than \$600,000 in outstanding INAC funds from years 2006 to 2009 year end periods.

Financial Overview

Audited Consolidated Financial Statements

The Band is committed to providing accurate financial reports that enhance stakeholder trust and confidence. The following discussion and analysis provides information in support of the 2009/2010 Audited Consolidated Financial Statements and is intended to enhance understanding of the economic resources, obligations and accumulated surplus of the Band. It is supplementary to the financial statements and should be read in conjunction with the Consolidated Financial Statements, accompanying notes and supplemental information.

The Band is responsible for the accuracy of the data and the completeness and fairness of presentation, including all disclosures. The report provides readers with an overview of the ongoing financial and operational performance of the Band.

The Consolidated Financial Statements are prepared in accordance with generally accepted accounting principles for local governments, as recommended by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. They report the Band's actual financial activities in comparison to planned activities and the resulting financial condition of the Band. They are not intended to replace a variety of other financial reports used in planning, analysis and decision-making, nor are they intended to be the sole measure of the Band's performance. Rather, they present financial information that is useful in evaluating the Band's financial condition at the end of the accounting period and its financial performance during the accounting period.

The External Audit

Included in the Consolidated Financial Statements is an Auditors' Report for the external auditor, KNV Chartered Accountants, LLP. The role of the external auditor is to present an independent opinion as to the fair presentation of the Band's financial position and operating results and confirm the financial statements are free of any material misstatements. The auditor is responsible for advising management and the Finance Committee of any control or operational items that may have been identified during the audit process.

The Finance Committee is a committee of Chief and Council and Finance representatives to oversee and make informed decisions on the financial and business affairs of the Band. Meetings are open to the membership except for those items deemed to be "in camera" and the Chief and Council must, by resolution, approve motions from the Committee meetings. The Committee is responsible for appointing/dismissing the external auditor, reviewing the terms of the audit engagement, fees and scope of the audit and any non-audit services contracted, and evaluating the performance of the auditor. The Committee also reviews any reports, the Management Letter and financial reports of the wholly-owned business entities of the Band. The Committee has the authority to request from management specific reports or analysis.

The Financial Statements

The Consolidated Financial Statements are presented to the Finance Committee. The second and third quarter consolidated financial results are also made available to the Committee. In addition, the Committee meets periodically with the external auditor and management to discuss the auditor's Management Letter, the scope and timing of the annual audit and, to determine whether specific findings or other related matters need further investigation or audit.



2009-2010 Auditors Report

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AUDITORS' REPORT

To the Members of Kamloops Indian Band:

We have audited the summary statement of financial position of KAMLOOPS INDIAN BAND as at March 31, 2010 and the summary statements of change in net financial assets, operations and accumulated surplus and cash flows for the year then ended. These financial statements are the responsibility of the Band's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free from material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the Band's management as well as evaluating the overall financial statement presentation.

In our opinion, these statements present fairly, in all material respects, the financial position of the Band as at March 31, 2010 and the results of its operations and the changes in its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Board Standards.

A handwritten signature in black ink, appearing to read 'KN&V', is positioned above the printed name of the firm.

May 21, 2010

Chartered Accountants LLP

In 2009/2010, the Tk'emlúps Indian Band once again received an unqualified audit opinion on its Consolidated Financial Statements. The Auditors' Report and related financial statements are required to be submitted to INAC by the July 31, 2010 filing deadline, which we are proud to report, occurred for the 2009/2010 fiscal year end.

Consolidated Statement of Financial Position

FINANCIAL ASSETS	2010	2009
<i>Cash</i>	\$3,121,473	\$6,911,167
<i>Funded Reserves</i>	1,343,303	1,336,115
<i>Ottawa Trust Funds</i>	609,585	584,088
<i>Trust funds</i>	209,820	208,882
<i>Accounts receivable</i>	3,561,922	2,963,493
<i>Capital lease receivable</i>	2,034,765	2,206,539
<i>Property taxes receivable</i>	1,891,717	931,850
<i>Long-term investments</i>	508,695	294,216
<i>Investment in partnership</i>	-	328,259
<i>Advances to related entities</i>	13,582,368	12,207,911
<i>Total financial assets</i>	26,863,648	27,972,520
FINANCIAL LIABILITIES		
<i>Accounts payable and accrued liabilities</i>	2,267,128	1,719,752
<i>Deferred revenue</i>	1,849,365	1,828,378
<i>Long-term debt</i>	4,253,423	4,705,052
<i>Investment in business enterprises</i>	1,283,168	1,575,656
<i>Investments in partnership</i>	328,695	-
<i>Total financial liabilities</i>	9,981,779	9,828,838
NET FINANCIAL ASSETS	16,881,869	18,143,682
NON-FINANCIAL ASSETS		
<i>Tangible capital assets</i>	16,197,892	16,299,746
<i>Prepaid expenses</i>	785,420	505,414
<i>Total non-financial assets</i>	16,983,312	16,805,160
REPLACEMENT & OPERATING RESERVES	1,105,033	1,330,293
ACCUMULATED SURPLUS		\$33,618,549

From a financial perspective, the results for 2009/2010 are positive. The year ended with a significant reduction in the net debt originally projected for the 2009/2010 financial plan. Expenditures exceeded revenue by \$858,000 compared to a projected excess of \$2.3 million.

The following sections provide an analysis of the 2009/2010 financial statement and supplemental financial information. The dollars quoted are approximate and are intended to account for only the significant part of the variances being discussed. Some key highlights are:

Net Financial Assets (Financial Assets less Financial Liabilities) remained stable, with a decrease of \$1.3 million to \$16.8 million largely due to:

- Cash (decreased by \$3.8 million) as a result of utilizing Band dollars rather than obtaining externally financing on large projects like the Car Wash construction.
- Accounts receivable (increased by \$600,000) due to an increase in service delivery receivables
- Property taxes receivable (increased by \$929,000) as a result of increased collectables from property taxation
- Accounts payable (increased by \$560,000) as a result of the March 31, 2010 wage accrual for 13 days in 2010 versus 3 days at March 31, 2009.
- Long-term debt (decreased by \$500,000) resulting from repayment of mortgage principle during the year

Non-Financial Assets remained consistent at approximately \$16.9 million and Replacement Reserve equity remained largely unchanged at \$1.1 million.

Financial Statements

Summary Statement of Operations and Accumulated Surplus

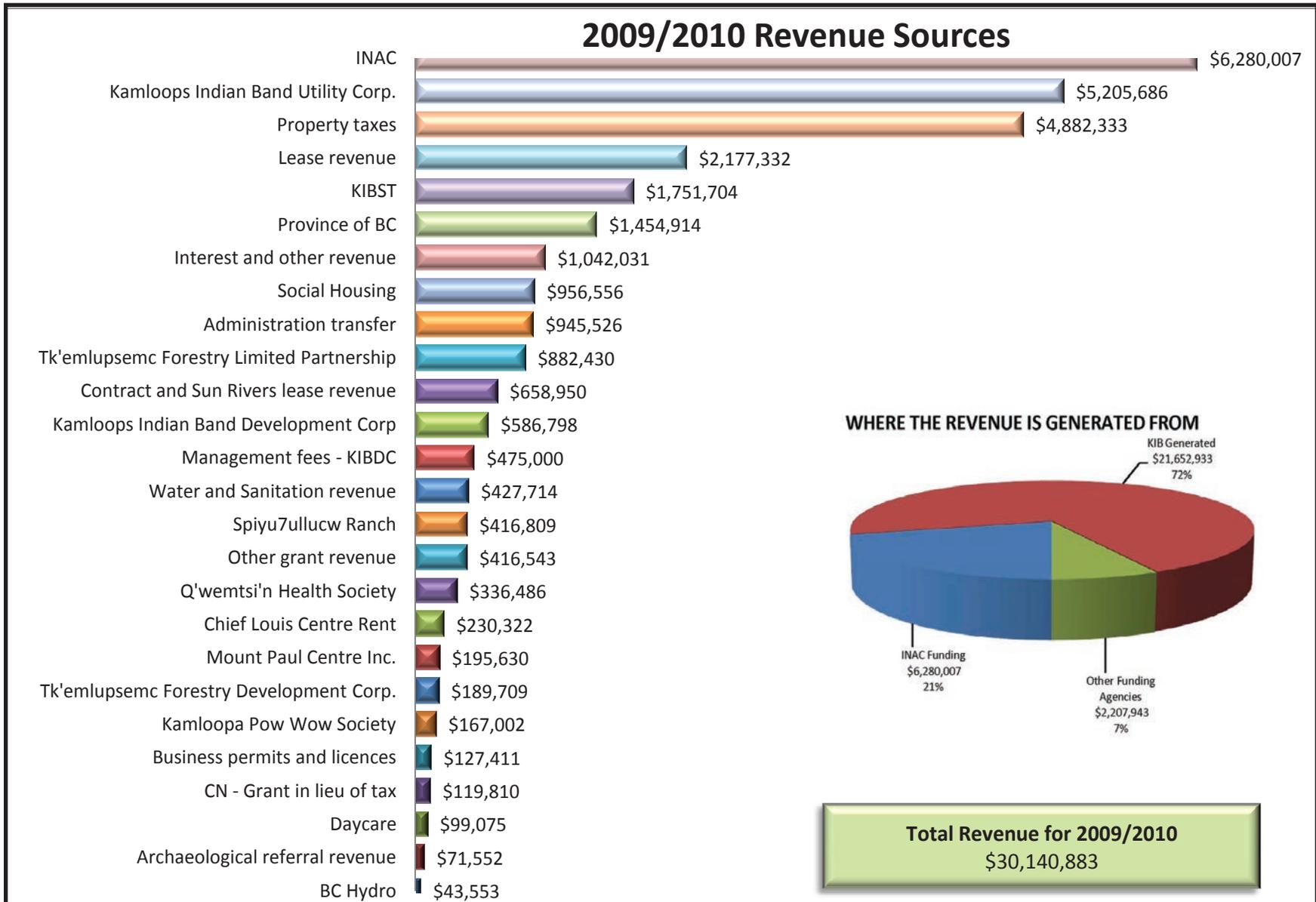
This statement reports the Band's changes in economic resources and accumulated surpluses for 2009/2010 by significant operating area, and is compared with the 2008/2009 results.

Kamloops Indian Band								
Summary Statement of Operations and Accumulated Surplus								
For the Years ended March 31, 2010 and 2009								
	Accumulated Surplus (Deficit) March 31, 2009	I.N.A.C. Contributions	Total Other Revenue	Available Funds	Current Expenditures	Excess (Deficiency) Revenue over Expenditures	Transfers From (To) Other Funds	Accumulated Surplus (Deficit) March 31, 2010
Operations Fund	\$15,033,117	\$ 6,280,007	\$15,224,402	\$21,504,409	\$21,488,539	\$ 15,870	\$ (738,000)	\$14,310,987
Social Housing	(1,179,429)	--	956,556	956,556	1,113,929	(157,373)	--	(1,336,802)
Business Enterprises	(1,575,656)	--	6,761,634	6,761,634	6,469,147	292,487	--	(1,283,169)
Business Partnership	328,259	--	882,430	882,430	1,539,384	(656,954)	--	(328,695)
Non-operating funds	21,012,258	--	35,854	35,854	388,285	(352,431)	--	21,397,827
	\$33,618,549	\$6,280,007	\$23,860,876	\$30,140,883	\$30,999,284	\$ (858,401)	\$ NIL	\$32,760,148

It is important to note that the reduction in the Business Enterprises deficit was supported by a \$220,000 net income generated by Spiyu7ullucw Ranch Corporation, an improvement of \$460,000 over last years' net loss of \$240,000.

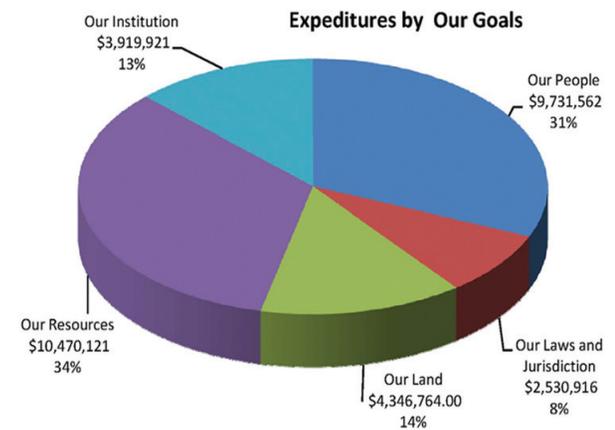
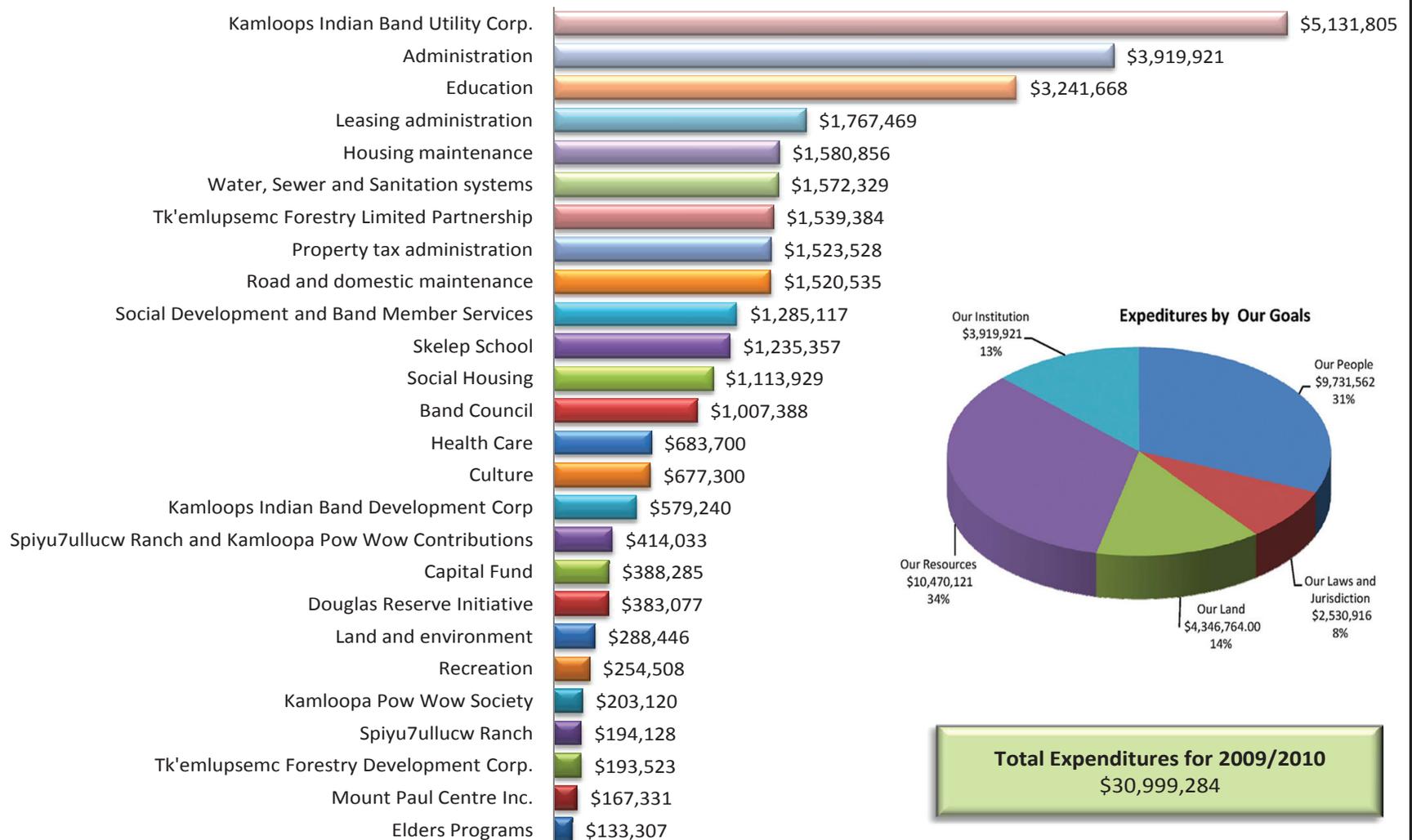
2009/2010 Revenue from all Services

The Band is focused on the delivery of services to band membership and to that end, the analysis of the statement of operations is presented in chart format to represent where dollars were collected in revenue and how those dollars translated into service delivery areas.



2009/2010 Expenditures by Service Delivery

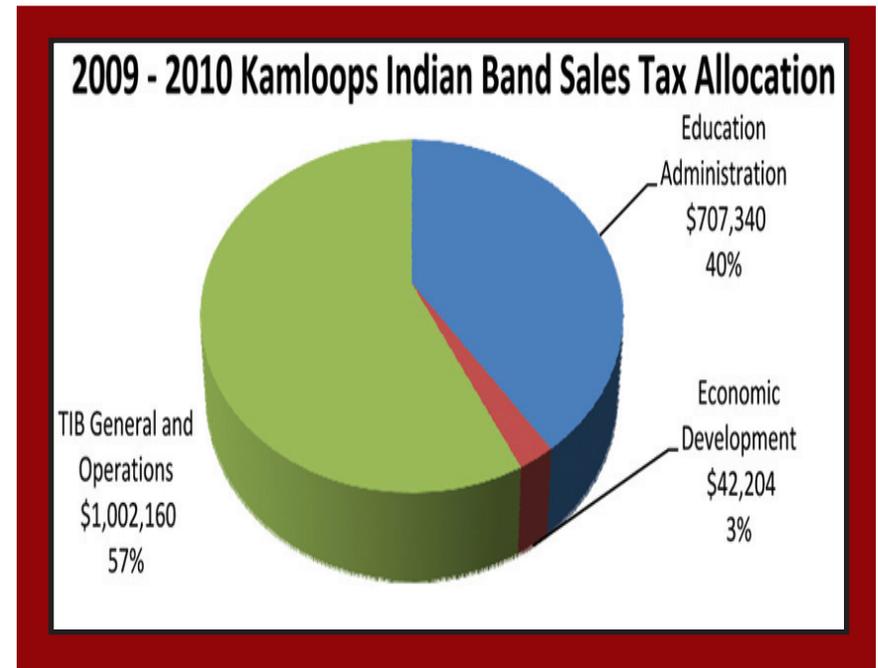
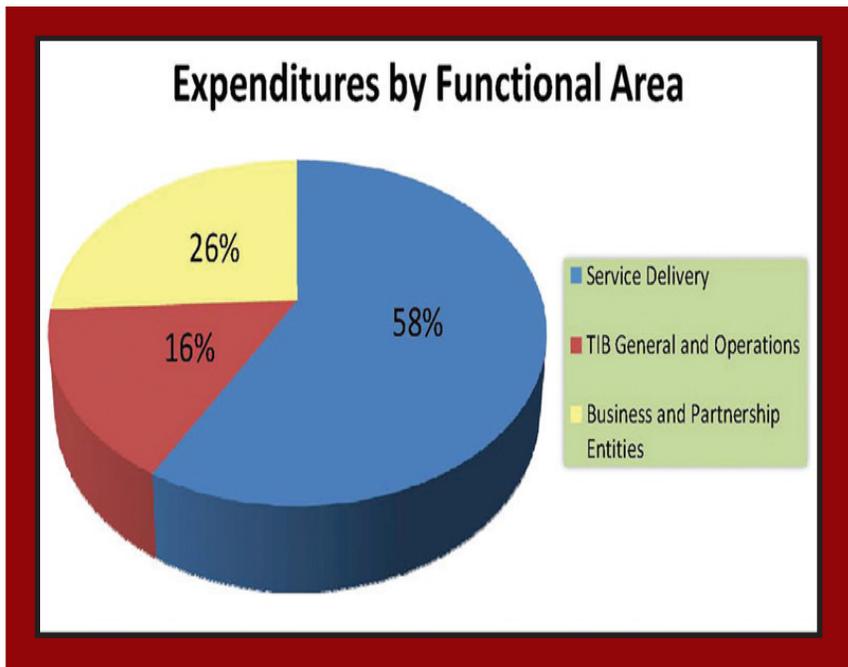
2009/2010 Spending Allocation



Total Expenditures for 2009/2010
\$30,999,284

Financial Statistics

Key financial statistics



Message from the Chief Financial Officer

I am pleased to present, on behalf of the Tk'emlups Indian Band administration, the 2009/2010 Annual Report for the Tk'emlups Indian Band. This report includes the Audit Report from KNV LLP, the Consolidated Financial Statements and supplementary information for the fiscal year ended March 31, 2010.

The purpose of the Annual Report is to provide insight into the operational and financial results for our fiscal year ended March 31, 2010.

For the 2009/2010 Annual Report, we are expanding our presentation of financial information and explanations that address key areas of interest for stakeholders. For your convenience, it is divided into three sections, as follows:

1. Goals and Objectives – provides an overview of Chief and Council's strategic direction and the economic and administrative context in which the Band operates.
2. 2009/2010 Service Delivery Results – provides an overview of some of the significant accomplishment related to the operations of TIB
3. 2009/2010 Financial Report Results – presents the Consolidated Financial Statements, accompanying notes and supplementary information and the independent auditors' report.

With the election of a new Council in November, 2009 and addition of key organizational roles, we are finding new ways of supporting the Tk'emlups Indian Band's mission of "providing leadership, services and opportunities to our community" – ways that we propose will make big differences to the membership.

We're fostering improved relationships with our members, partners and customers

Our employees are focused on improved service delivery to the Tk'emlups Indian Band membership through the implementation of improved, more integrated information systems to serve clients more efficiently.

The implementation of stronger administrative policies and procedures has resulted in significant INAC fund recoveries from previous years, approval of the operating budget prior to the end of the fiscal year for the first time in recent memory, and the ability to make more timely decisions related to significant projects. A significant win for the Finance team was the on-time filing of the Annual Financial Statement audit before the July 31, 2010 filing deadline for the first time in recent memory. This was the culmination of strong leadership and teamwork, for which the organization should be proud.

We're delivering services and supporting significant projects simultaneously

At any one time, the Tk'emlups Indian Band is juggling many separate projects and a vast array of programs and services. 2009/2010 was no different and if anything, the workload of the Band continued to climb as we started new projects designed to address emerging or long-term needs.

The Waste Water Trunk Main and the Douglas Reserve initiatives are two examples that will reap significant long-term benefit to the Band.

We're making positive changes to administration to better serve the community

While there have been bumps along the road, with the unfilled position of CEO, the Chief Operating Officer, Chief Financial Officer and the Manager of Human Resources have come together to provide the support necessary to the organization while maintaining their daily duties. With all that is happening, the Band is moving forward and striving for continuous improvement, and so I thank the Finance team for their support and hardwork necessary to sustain this multi-tasking. I eagerly anticipate the hiring of a new CEO that will resume the role of management oversight and allow my focus to return primarily to the financial aspects of the Kamloops Indian Band.

As a new member of the Tk'emlups Indian Band administration, I am proud of the accomplishments to date but most importantly, thankful to the wonderful community members I have had the opportunity of meeting. We have a diverse group of men and women who work for the Band that I would like to thank for their valuable work, insights and contributions in 2009-2010. It would not be possible to support the many services provided to the membership and community without the support and working relationship that has been fostered with Chief and Council, and the team of employees who are committed to the mission and goals of the Band, and dedicate themselves to making these ideals a reality.

Andrina Benazic, CA.CISA



Chief Financial Officer

