MUSQUEAM COMMUNITY PROFILE

Knowing our past, exploring our future
ACKNOWLEDGEMENTS

The writing and development of the Community Profile involved many people and organizations from Musqueam and beyond. EcoPlan was supported by Musqueam Administration staff who provided the majority of the data and helped edit the document. They were supported by Musqueam Administration staff who helped edit the document and provide a lot of the data it includes. Leona Sparrow and Larissa Grant helped oversee the project for Musqueam. The Community Committee for տաքացած երջանորդություն (We speak with one heart and mind) also helped provide input on the document. Contexture Design did the document layout. Thank you to everyone who helped put together our Community Profile.
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**MUSQUEAM COMMUNITY PROFILE**

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WHAT IS A COMMUNITY PROFILE?
This Community Profile provides a ‘snap shot’ of current conditions in our community. It is meant to provide a starting point for preparing our Community Plan. In addition to looking at what is happening now in our community, this profile provides some direction on areas that we may need to pay special attention to in our Community Plan. Most of all, it is meant to share information with members on how we are doing and to help get discussions going about where we want to go as a community and how.

The profile has been organized into five sections: 1) Knowledge, culture and community; 2) Community living and well-being; 3) Land, water, air; 4) Economic development and work; and 5) Governance and administration. Each section is broken into smaller sub-sections that ask the question, “How are we doing?” We looked for trends so we can start thinking about how we can build on our strengths (the positive trends) and address our weaknesses (the negative trends). We have illustrated the trends in easy-to-read text boxes in each sub-section. You will also notice that we have included quotes from some members. While some identify the member, other quotes are anonymous and were taken from earlier planning documents.

This is our first effort to profile some of the issues in the community and we know we may have missed some areas. We also expect that some members may disagree with some points. This is fine. We want people to discuss this document and we want to hear from members about it and the issues it explores.

WHAT IS THE MUSQUEAM COMMUNITY PLAN?
Our Community Plan is called ‘We speak with one heart and mind’ (n̓q̓̍̓əmət tə sx̴ʷq̓̓ələwən ct). The name and the project logo were created by youth in our community. The logo represents a Musqueam spindle whorl and is meant to show how this plan will ‘weave together’ different parts of our community in one comprehensive plan. The wolf represents family and the thunderbird represents strength, honour and integrity.

When completed, n̓q̓̍̓əmət tə sx̴ʷq̓̓ələwən ct will be our guiding plan and help guide us to a healthy, prosperous and positive future. It will incorporate our values and traditional ways and describe the future we want for our children and our grandchildren. The plan will also provide current and future leadership, administration and members with a roadmap to the future we all want. It will include specific policies for a future where we will:

• Make more efficient use of our limited resources;
• Better protect and improve our community, culture and traditional ways;
• Ensure more sustainable land use on our reserves and properties we own;
• Increase employment for members;
• Improve our Band’s overall economic health; and,
• Strengthen our governance capacity.
Culture is what brings our people together and makes our community. It is what makes us proud to be Musqueam and it is what influences how we see the world and how we work with people outside of our community.

This section talks about our culture, values, customs and history. It also looks at how we are taught, how we learn, where we learn and what we learn. This section also talks about how our community interacts with our neighbours and how we work with our leadership.

WORKSPACE
Use this space below to take notes about this section. Some of the questions you might want to keep in mind while you look through this section include:

- Is there anything missing that should be included? What?
- How should this information be used for We Speak with One Heart and Mind?
We have been present in our traditional territory for over 9,000 years. This territory is 144,888 hectares (358,026 acres) and includes all of present day Vancouver, extending north-west up Howe Sound and east up the Fraser Valley. Historically, we traveled far and wide and traded and inter-married with Nations up and down the coast of present day B.C., Vancouver Island and in Washington State.

χʷənə̓ləq – our first ancestors – are said to have descended from the sky, wrapped in clouds, before there was anything else here. These supernatural beings populated the land until χə:ls, the transformer, changed them into their present form as rocks, animals and features of the landscape that remain to this day.

Then as now, we are a fishing people whose rhythms, stories and culture are closely aligned with the Fraser River along whose banks we still live today. Our name, Musqueam (Q̏ən̓̓x̑məθkw̓il̓um) means People of the River Grass and relates back to the grass (m-uh-th-kwi) that grows in the Fraser River estuary in the tidal flats and marsh lands.

Our territory, once rich in natural resources, offered our ancestors a life of abundance. In return, our people were and still are the keepers of the lands and waters that sustain us. Our ancestors were also strong, independent people, as we are today. We governed ourselves according to specific social, cultural and moral codes. All members had a specific role and a responsibility.

As with First Nations communities throughout BC, contact with outside cultures had a profound impact on Musqueam people’s lives. Diseases like small pox and measles devastated our community and reduced our population -- once estimated to be 30,000 -- to as low as 100 members.

First recorded contact with non-native visitors occurred in 1791 and 1792 and settlement began in the mid-1800s. Choice land was pre-empted by settlers and lands were surveyed with no regard to Musqueam title or interests. Eventually, we were relegated to three small parcels of reserve land – a fraction of our traditional territory.
The past 50 years have seen an incredible show of strength by the Musqueam people and a revival of our community and our culture. Our modern day history is a proud one. Through all the challenges of post-colonial life, we have achieved many notable successes and “firsts” for Aboriginal communities in B.C. and in Canada. Some of these include electing the youngest Chief and Council ever in Canada in 1952. We also elected the first female Chief in Canada. A Musqueam woman was also the first woman in Canada to be elected to the office of Regional Chief (BC) for the Assembly of First Nations.

We have been a leading force in changing the relationship between the federal government and First Nations. In 1984 (Guerin) and 1990 (Sparrow) we won two landmark Supreme Court of Canada legal cases that helped recognize and provide legal protection for aboriginal rights. In the Guerin case, Musqueam was the first aboriginal community in Canada to successfully sue the federal government. The Supreme Court of Canada decision ruled the federal government must protect the interests of the aboriginal people and also recognized aboriginal rights were pre-existing before Canada became a country. The Sparrow case ruled that Canada’s Constitution provides a “strong measure of protection” for aboriginal rights. It also ruled that Aboriginal and treaty rights are capable of evolving over time, and must be interpreted in a generous and liberal manner.

Today, we are a rapidly growing community. While many of our elders can remember a time not so long ago when only several families lived on our main reserve, today almost 600 members live on-reserve, while an equal number live off of reserve. Our population has been growing by between 2% and 5% a year and will continue to grow faster in the future. This is because young people under the age of 19 represent almost 40% of our population. This is a much higher percentage than our neighbours in Vancouver.
THE MUSQUEAM DECLARATION
Vancouver
June 10, 1976

We, the Musqueam people openly and publicly declare and affirm that we hold aboriginal title to our land, and aboriginal rights to exercise use of our land, the sea and fresh waters, and all their resources within that territory occupied and used by our ancestors, namely:

- The lands, lakes and streams defined and included by a line commencing at Harvey Creek in Howe Sound and proceeding Eastward to the height of land and continuing on the height of land around the entire watershed draining into English Bay, Burrard Inlet and Indian Arm;
- South along the height of land between Coquitlam River and Brunette River to the Fraser River, across to the South or left bank of the Fraser River and proceeding downstream taking in the left Bank of the main stream and the South Arm to the sea, including all those intervening lands, islands and waters back along the sea shore to Harvey Creek;
- AND the sea, its reefs, flats, tidal lands and islands adjacent to the above described land and out to the centre of Georgia Strait.

We, the Musqueam people, are members of the Musqueam Indian Band and/or persons of one quarter Musqueam Indian Ancestry descended from those speaking people who from time immemorial occupied used and gained their livelihood from those lands, waters and seas described above.
It is our language and culture that make us Musqueam. Without them, we’re no different from any other group.

- Victor Guerin, Musqueam member

From the time of our ancestors to our life today in the middle of a sprawling urban metropolis we have proudly maintained our traditional culture and our strong ties to the lands and waters of our traditional territory. It is our language that gives Musqueam our identity - our values, customs and rituals are embedded in our language, and our language is a reflection of important aspects of our Musqueam culture.

**Values, Customs and Practices**

In earlier times, our people lived in large, extended family groups (parents, grandparents, aunts, uncles, children, etc.) in multi-family homes that were called big houses. Families shared in all the tasks and chores of a household. When it came to the teachings and learning our traditional ways, everybody took part in this informal education process. It was very important that our customary system of authority be taught to our young people and that our children learned the importance of family and family history.

Although we no longer live in big houses, our current values and teachings are still based on the big house system. Today, there are Musqueam who still practice traditional ways and perform ceremonies in our Longhouse. While many of our ceremonies are sacred and private, we also know that we need share our teachings and ceremonies so future generations can know and practice them too.

We also know that hunq’um’um’ (hunqumumum) is a difficult language to learn for an “English trained tongue.” But we also know that language and culture are inseparable and we must work hard to ensure our language is not lost forever. In 1997 we partnered with UBC to offer hunq’um’um’ language classes. The classes are team taught at the Elders’ Centre during the school year by a Musqueam community member and a member of the UBC staff. They are open to UBC students and Musqueam members. Over the past ten years about 60 members have enrolled in the beginners class and about 30 have moved on to the intermediate level.
Values, Customs and Practices

We have published seven hən̓q̓əm̓ailability language books for adults and youth, three illustrated story books in hən̓q̓əm̓ailability and special audio recordings for hən̓q̓əm̓availability learners.

We also offer classes three days a week at our preschool. There are 18 students participating in these classes. Four of the teachers who work at the preschool have either taken the UBC/Musqueam classes or are currently taking them.

Recently, our Chief and Council developed a new values statement. They first crafted it in English and then worked with our hən̓q̓əm̓availability speakers to translate the English words into hən̓q̓əm̓availability and back into English to give the words more authenticity and meaning. Our Vision, Mission and Values document is presented below.

VISION:

The Musqueam, a proud and unified people, will as a self-governing nation, work together to ensure enhanced quality of life for all generations of our people to develop a sustainable, self-reliant, vibrant community that is built upon the historical and traditional values of our community.

MISSION:

The Musqueam, through transparent and accountable leadership, will assert the right to govern ourselves, for the benefit of all generations of our people, and exercise that right by building capable governing institutions and economies that matches our culture through strong leadership.

VALUES:

Respect, Pride, Inclusiveness, Honour, Shared, Responsibility*  
*Musqueam MB Community Constitution - Vision, October 2006
School is really important. It will help the reserve grow... Encourage students to stay in school to further their education so we don't have to depend on others to run our affairs.

- Musqueam member

From the time of our ancestors we have always deeply valued education and learning. While learning both our traditional ways and how to excel in the urban world that surrounds us is a challenging task in today's world, it is also one of our greatest opportunities.

### HIGHLIGHTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment and graduation rates</td>
<td>Getting better</td>
</tr>
<tr>
<td>Space and resources</td>
<td>Getting worse</td>
</tr>
<tr>
<td>Cultural education</td>
<td>Getting better</td>
</tr>
</tbody>
</table>

Currently, there are almost 200 young Musqueam going to school from Kindergarten to grade 12. Over two dozen other Musqueam children are in daycare on the main reserve. We also have over 25 students in programs at UBC, Langara and the University of Victoria. Since 2001, 50 of our members have graduated from post-secondary programs. There are about 100 members on the waitlist for post-secondary education funding and we had to close the Adult Learning Centre this year due to declining enrollment – a sign that more people are graduating in regular school programs, but also making it harder for local adult learners to complete their schooling.

The Education Department recently implemented a cultural curriculum for pre-school members. This was created with input from the whole community. We also have curriculum material available for elementary schools. We are going to be one of the key signatories on the Aboriginal Enhancement Agreement to be signed in 2008 with the Vancouver School Board. This will see more First Nations culture and history incorporated into schools and provide better support for Aboriginal students.

Still, we need to work harder to make sure all students are being supported in the schools, in our community and at home. We also recognize that some of our student population require additional educational resources and support to ensure their success.
We have always looked after one another in times of need and trouble. Today, we provide a number of community services to our members in need and try to help our members lead independent, healthy lives.

**HIGHLIGHTS**

| Children in care | Mixed - Over the past 1.5 years, between eight and 16 Musqueam children under the age of eight have been “in care” with the provincial government. We are working to reduce this number and to develop our own Musqueam child care service. |
| Social Assistance rates | Getting better – Our training programs have helped reduce social assistance amongst our employable members from over 30% in 1998 to 12% today. Time will tell if training programs have long-term effect. |

Today, we operate a Social Development Department that oversees all of the our social development needs, including children and family welfare, social assistance and elder care. Most of our social service programs are funded by the federal government and must meet their regulations and standards. Often these standards do not reflect our culture or traditional ways. We are working to develop our own programs that meet our own standards to make sure Musqueam ways and traditions are integrated in our social services.

We would like to operate our own child protection services, so Musqueam youth can stay in the community and are cared for by the community instead of being removed from us. A Musqueam child protection service would also help us teach our traditions and values to our children. Over the past one-and-a-half years we have had up to 16 of our youth removed from our community and placed in care with the Ministry of Children and Families.

Currently, 31 Musqueam members under the age of 19 are not living with their parents. These children and youth are living with other Musqueam extended family members for different reasons. Through our Guardian Financial Assistance (GIF) program we work to support these children and youth and their care givers to ensure their well-being and overall health.
General awareness of our culture, our history in the region, and our present place in the Greater Vancouver area is quite low with our neighbours. While we value our privacy, some members feel we could better promote ourselves and build awareness of our history and current goals.

<table>
<thead>
<tr>
<th>HIGHLIGHTS</th>
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<tbody>
<tr>
<td>Government-to-government relations</td>
<td>Getting better – Musqueam has signed or is developing government-to-government protocol agreements with neighbouring municipal governments and institutions.</td>
</tr>
<tr>
<td>Musqueam place names</td>
<td>Mixed – Musqueam place names are not used or recognized by neighbouring governments and institutions and we should put more effort into changing this.</td>
</tr>
<tr>
<td>Public perceptions</td>
<td>Mixed – There was recent negative publicity around the UBC Golf Course settlement and a better job c to tell “our side” of the story.</td>
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</tbody>
</table>

We are located in the middle of an urban metropolis and have many neighbours. Our municipal and institutional neighbours include the City of Vancouver, the City of Richmond, the Municipality of Delta, Metro Vancouver (formerly the Greater Vancouver Regional District – GVRD), the University of British Columbia, the Vancouver Port Authority and the Vancouver International Airport Authority.

Because we share many areas of common interest, such as roads, utilities, land use, park space and the like, we are working with all of our neighbours to develop ‘protocol agreements’. These agreements spell out working relationships with our neighbours and common objectives.

Our most recent protocol agreement was signed with the City of Vancouver. It addresses what services the City of Vancouver will provide us (e.g., garbage and recycling, police and fire services, etc.) and how we will maintain shared roads and infrastructure that run through our lands.

In the future we would like to see greater respect for Musqueam history and great Musqueam presence in the region. This could be partly achieved through the use of Musqueam place names in and around Vancouver. Using our historic place names is a first step in raising awareness of our historic presence here.
Member Engagement

Traditionally, important community decisions were made by consensus with family groups taking part in the decision-making. While the Chief and Council system placed upon us by INAC forced us to change our traditional ways of decision making, we still try to honour our traditions of collective, consensus-based decision-making.

<table>
<thead>
<tr>
<th>HIGHLIGHTS</th>
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</thead>
<tbody>
<tr>
<td>General membership meetings</td>
</tr>
<tr>
<td>Keeping members informed</td>
</tr>
</tbody>
</table>

Before the Chief and Council system was imposed upon us by Indian Affairs in the 1950s, we made important community decisions by consensus. Family groups first discussed the issue and made a decision. Then family representatives would meet to discuss the problem, share their family group’s decision and make a collective, consensus-based decision. This meant that everybody agreed on the decision made.

Our ongoing negotiations have created some problems for our traditional decision-making ways. This is because leadership is sometimes not able to share details of our negotiations because of the sensitive issues being discussed and because those people we are negotiating with request at times that certain information be kept confidential. It is also difficult with many members (over half our members) living off-reserve.

In recent years, we have also had problems achieving quorum (the minimum number of members needed to be present to allow the meeting to take place) with our general membership meetings. Because of this, fewer General Meetings have occurred.

Currently, Chief and Council is involved in a strategic planning initiative that is looking at how decisions are made and shared with general membership.
Where we live and how well we live are important concerns. From the homes we live in, to playgrounds for our children, from the physical health of our members to the health services we provide - all these things are important parts of our overall well-being and health.

This section talks about our on- and off-reserve housing and our Band-owned buildings, including leisure and recreation facilities. It also talks about the general physical health and well-being of our members living both on- and off-reserve.

WORKSPACE
Use this space below to take notes about this section. Some of the questions you might want to keep in mind while you look through this section include:

• Is there anything missing that should be included? What?
• How should this information be used for our Community Plan?
Housing, or more accurately, the lack of housing is a major community issue. The number of people on our housing wait list has grown substantially over the years and there are questions about whether we can accommodate everyone on our housing wait list in homes in the village due to the lack of suitable land to build on. The types of housing that we can develop is also an issue.

Before 1950, members built their own houses. From 1950 to 1960, INAC started to provide some support like lumber for members to build their houses. In the late 1970s and early 1980s, INAC introduced social housing to our reserve. Due in part to INAC’s social housing policy that saw the construction of housing for families of less than five, we started to experience a housing deficit beginning in 1988.

Most of our 170 homes are located on our main reserve. While most of them are single family homes, we have a few newer duplexes. We currently have 214 people on the housing wait list which has been frozen for 20-years. Most on the list today live off-reserve. Of all the houses on our main reserve, about 43 are social housing units. There are mortgages left on 21 units.

The condition of our homes varies from house to house. Some are 40+ years old and require major upgrades and repairs, while others are newer but have not been well maintained. Unfortunately, we do not have much housing maintenance money and have had problems with some members not paying their rents.

While our housing wait list is a major issue, so is the lack of land on which to develop new housing. Right now, there is very little available land and the Band will likely have to consider looking at new areas both on- and off-reserve (e.g., develop areas currently leased out and/or develop housing in newly acquired lands near the UBC golf course). We also have to determine what kind of housing should be developed in our new, 40-lot subdivision which was built behind the Administration Building. Currently, we have no policy on what types of housing (e.g., single family homes, duplexes, small apartments, etc.) we should be developing and how we can help ensure housing equity.
Some of our Band-owned buildings are in a poor state of repair and may require replacing or major renovations soon.

- Norman Point, Public Works Manager

HIGHLIGHTS

<table>
<thead>
<tr>
<th>Band-owned buildings</th>
<th>Getting worse - No new community facilities have been built since the Band Administration Office. Many of our older buildings require substantial upgrades and renovations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility use</td>
<td>Getting better – There is greater demand for Band-owned facilities with improved programs and more people using the facilities.</td>
</tr>
</tbody>
</table>

For the most part, our community facilities are important and valued resources. The table below and on the following page shows our Band-owned facilities. We have used a stop light to show what kind of condition the buildings are in: green = OK; yellow = some repairs and upgrading needed; red = needs substantial repairs, upgrading and/or replacement.

<table>
<thead>
<tr>
<th>FACILITY</th>
<th>USE</th>
<th>CONDITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Complex</td>
<td>Offices for Chief and Council and administration. Formerly a factory building. There is a long-term plan to expand the facility to include a health centre or gym, youth centre and additional community meeting rooms. This would permit the redevelopment of the old gym and parking lot for new housing.</td>
<td>☢️</td>
</tr>
</tbody>
</table>

Our community facilities are buildings we own that are used for Band activities and programs. While we have eight community buildings, some are in need of repair. We also hear from members that new facilities are needed or wanted or should be relocated.
## Community Facilities

<table>
<thead>
<tr>
<th>FACILITY</th>
<th>USE</th>
<th>CONDITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gymnasium and Youth Centre</td>
<td>Includes small work-out space, storage space and gym with full size basketball court. A Youth Centre is attached in the rear of the building. Built over 35 years ago, it is one of our oldest Band-owned facilities.</td>
<td></td>
</tr>
<tr>
<td>51st Avenue Hall</td>
<td>A small, older hall that was originally used for Band Administration. It is currently used for a number of community programs (H.I.P.P.Y program, healing centre, etc.) and some community events. It is old and needs repairs.</td>
<td></td>
</tr>
<tr>
<td>Longhouse</td>
<td>The building is used for ceremonial purposes and cultural activities. The building needs major upgrades, including a new kitchen, washrooms, seating and flooring.</td>
<td></td>
</tr>
<tr>
<td>Elder’s Center</td>
<td>The Elder’s Centre is well used for luncheons, community events and as a drop-in centre. It was built for Expo 86 and could use some upgrades and improvements.</td>
<td></td>
</tr>
<tr>
<td>Pre-School &amp; Childcare Centre</td>
<td>The center offers schooling and programming for pre-school aged children. Traditional Musqueam language and artwork teachings are incorporated in pre-school activities.</td>
<td></td>
</tr>
<tr>
<td>Qey-Sta:m Learning Centre</td>
<td>This adult learning centre is located next to the art centre and near the gymnasium/ youth centre.</td>
<td></td>
</tr>
<tr>
<td>St. Michaels Church</td>
<td>Located on Crown Street next to the adult learning centre, the church is used for church services and community events.</td>
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</tr>
</tbody>
</table>
Helping ensure the health and well-being of our people is one of our most important tasks. We think of the ‘big picture’ when thinking about what ‘health’ means to Musqueam, so we include emotional, spiritual, psychological and physical health.

**HIGHLIGHTS**

| Member health | Mixed - While the overall health of our members is good, there are significant health problems, including drug and alcohol addiction, diabetes and respiratory problems. |
| Member safety | Mixed - While assault and mischief charges have dropped, theft and break-and-enter charges in and around our main reserve are relatively high. According to Vancouver Police statistics, our crime rates are similar to surrounding communities. |

The health and well-being of our people is critical. We cannot be a healthy Band if we are not healthy ourselves. In 1994, the Health Department had only one worker. Today, there is a staff of over 35 people and an annual budget of $750,000. This reflects an internal restructuring of staff.

Working closely with other Musqueam departments, Aboriginal Health Services and the Vancouver Coastal Health Authority, we provide a number of health and wellness outreach programs. Some of these include Elder health program, pre-natal care and programs for healthy babies and children. These programs are all focused on prevention.

We also provide a drug and alcohol counselling program where we support and counsel individuals and families dealing with chemical dependency and related issues. Our drug and alcohol program includes referrals to treatment centres, home and institution visits and workshops for members. This past year, about 50 members received some form of drug and alcohol counselling.
In addition to our health programs, we try to keep our community safe for all members. We work with the Vancouver Police Department who have an officer assigned to community policing in Musqueam. Crime statistics in Musqueam are proportionately similar to nearby neighbourhoods of Dunbar – Southlands and Kerrisdale.

**MUSQUEAM CRIME STATISTICS**
2002 - 2006

- Assaults
- Break & Enter (bus. & res.)
- Theft (+/- $5000)
- Mischief (+/- $5000)

Note: VPD's Musqueam neighbourhood includes lease properties and a small portion of Southlands
Leisure and recreation are important parts of community life and personal health and well-being. From organized sports teams to community events like Aboriginal Day, we have an active community that values leisure and recreation.

<table>
<thead>
<tr>
<th>HIGHLIGHTS</th>
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<tbody>
<tr>
<td>Musqueam sports teams</td>
</tr>
<tr>
<td>Physical activity</td>
</tr>
<tr>
<td>Facilities</td>
</tr>
</tbody>
</table>

Healthy recreation and leisure have always been important to us. Our gym was the first recreation facility built on a reserve, but is now quite old and requires major upgrades and repairs. We had the floor refinished not so long ago, but the wood has become so thin that we will not be able to refinish it again.

Apart from the gym, recreation facilities at Musqueam are limited. There are two small playgrounds – one near the Elders’ Centre, the other near the Adult Learning Centre – which are both old and need upgrading and repair. There has been some discussion a sports field being built somewhere on reserve. The concept has been discussed as part of our 2010 Legacies Agreement. While plans have not been formalized, many members would like to see an expanded health and fitness centre built as the next phase of Administration building improvements.

Our members could benefit from other facilities like a lacrosse box, baseball diamond, a skateboard park or an outdoor track. There is also a need to develop a diversified recreation program that provides activities to all segments of our community, including adults and Elders.

Soccer is currently the most popular sport at Musqueam. Our soccer program has nine teams. Currently, our teams practice at the “Musqueam Extension” field which is managed by the Vancouver Park Board. We have a lot of recreation programs to suit the needs of our members. These include: running-walking groups, pilates, Mommies on the Move, Seniors Stroll, canoe pulling, boxing, lacrosse, as well as rehabilitation training programs.
While our methods of transportation have changed over the years, we still move around throughout our traditional territory. Today, we understand the importance of efficient and appropriate links between good local transportation links (roads, transit, etc.) and our community’s economic and social health.

### HIGHLIGHTS

<table>
<thead>
<tr>
<th>Access</th>
<th>Mixed  - There are nearby transit lines and bike routes, but there is no direct bus service to and from the main reserve or formal bike route/pedestrian connections.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Musqueam roads</td>
<td>Mixed  - While we are developing a maintenance program, our road network is getting old and requires repairs and ongoing maintenance.</td>
</tr>
</tbody>
</table>

Today, roads leading from Southwest Marine Drive at Crown Street and Salish Drive extension and Dunabar Street at 51st Avenue provide the main road access to our reserve. We maintain the network of roads on reserve, while roads in the lease hold areas are maintained by City crews on a “phone call basis”.

According to a 2001 Physical Development Plan we completed, traffic entering and leaving IR#2 is expected to double in the next 15 years. With traffic increasing, we know that we not only have to maintain our road network, but we may have to upgrade it. We completed an engineering plan in 2005 called the Strategic Infrastructure Management Plan that we are starting to implement. Roads are an important part of the plan.

Public transit is accessible on Southwest Marine Drive with the #49 bus which travels between UBC and Metrotown in Burnaby. Transportation for students attending elementary schools in Vancouver is provided by a Musqueam owned and operated service. High school students take public transit. The closest official bike route is Southwest Marine Drive traveling east – west. There is another bike route on Camosun and Dunbar Streets that travels north – south. There are no bike route connections to Musqueam.

While we have a small boat launch and pier on the Fraser, it is only used occasionally. Most of our fishers prefer launching from Ladner or Steveston, closer to our fishing grounds.
We are connected to this place. We have always known the great value of our environment and we understand the importance of caring for the lands and waters that make up our territory. We consider ourselves to be stewards of the lands, waters and living creatures within and around our territory.

**WORKSPACE**

Use this space below to take notes about this section. Some of the questions you might want to keep in mind while you look through this section include:

- Is there anything missing that should be included? What?
- How should this information be used for our Community Plan?

---

**SECTION CONTENTS**

- Community lands
- Air and water
- Fisheries
- Natural lands
- Land servicing and utilities
All communities require land upon which to build. Our community needs land to develop new housing, community facilities, Band-owned businesses and ceremonial spaces where we can practice those traditions that require privacy. Currently, Musqueam is one of the most land poor Nations in Canada and we are hard-pressed to find suitable new lands (either on our reserves or free-hold properties) to become a complete community.

Musqueam has three reserves: Musqueam IR2, our main village site; Sea Island IR3, which is unoccupied; and Musqueam IR4, which is located in the farmlands of Delta and has two homes on it. In addition, we purchased two “fee simple” properties. These are the Fraser Arms Hotel on Granville and 71st Avenue and the Celtic Shipyard site, close to our main reserve in Southlands. The Celtic Shipyard site is for sale.

Our lands department is responsible for our reserve lands and our non-reserve, Band-owned properties. They are working to develop proper procedures and plans to manage our lands. Currently, we do not have a Land Use Plan that tells us what we can develop, where and how we can do it. We are working on one as part of our Community Plan.

Our Chief and Council has committed to participating in a two-year project called the First Nations Land Management Initiative (FNLM). This means we will be developing a plan to independently manage our lands and resources and to take these responsibilities out from the Indian Act. The two year planning project is being led by our Lands Department and will include consultation with membership and coordination with our community development planning project. When it is completed, membership will hold a referendum vote to decide on whether or not to adopt the FNLM project.

The following tables summarize our land holdings. We have used a stop light to show what kind of development we could consider for each area. Green = there could be space to develop and the land may be suitable. Yellow = there is some space that could be developed, but there are also some unsuitable areas or places that have already been built on. Red = very limited or no development capability because the land is already developed or is unsuitable (e.g., environmentally sensitive, steep slopes, culturally important, etc.).

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We need land planning and management to make sure that we use our lands sustainably and in the best interests of members. We now have that opportunity in this community planning project.

- Fran Guerin, Musqueam Lands Department

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Community Lands

HIGHLIGHTS

Land Use

Mixed - To date, we have only been able to plan for land use in an ad hoc fashion. This is partly due to the lack of funding for an over-all community needs plan. We now have our first opportunity to develop long term plans for our overall community development needs.
## MUSQUEAM LAND HOLDINGS: development suitability

<table>
<thead>
<tr>
<th>FACILITY</th>
<th>SIZE</th>
<th>USE</th>
<th>DEVELOPMENT POTENTIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Musqueam IR 2</td>
<td>190 ha</td>
<td>Our main winter village for over 3,500 years and now our main reserve and population centre. Most of the 125 hectares reserve is leased out under five long term leases that were mostly negotiated in the 1950s and 1960s. The leases are for housing projects (Shalimar townhouses, Salish subdivision and Musqueam Park subdivision) and two golf courses (Musqueam and Shaughnessy). The leases for these properties are set to expire between 2032 and 2073.</td>
<td></td>
</tr>
<tr>
<td>Sea Island IR3</td>
<td>6.5 ha</td>
<td>IR3 fronts the south-east side of MacDonald Slough, adjacent to the City of Richmond. The land currently is vacant and is subject to development restrictions due to its proximity to the Vancouver International Airport and because it is unprotected by dikes and subject to flooding. We lease a portion of the foreshore for a log storage.</td>
<td></td>
</tr>
<tr>
<td>Musqueam IR4</td>
<td>57.2 ha</td>
<td>We received these lands in exchange for the major portion of IR#3 that was required for airport development. Surrounded by the District of Delta, the site is in the provincial Agricultural Land Reserve. It includes two un-serviced homes for Musqueam members, while the farm land is currently leased out to a private farmer. The soils are very rich and can support a healthy variety of crops. There could also be potential for industrial development or to support the Roberts Bank port expansion.</td>
<td></td>
</tr>
</tbody>
</table>
## Community Lands

<table>
<thead>
<tr>
<th>FACILITY</th>
<th>SIZE</th>
<th>USE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fraser Arms Hotel</td>
<td>.48 ha</td>
<td>We purchased the property in 1993 to help preserve and protect an important Musqueam archaeological site. The 48 room hotel is built on an ancient midden which is one of BC’s largest and, potentially, oldest. We are continuing to operate the hotel and a cold beer and win store on site and considering different ways of interpreting this incredible heritage site.</td>
</tr>
<tr>
<td>UBC Golf Course</td>
<td>59 ha</td>
<td>The 18-hole golf course includes a driving range and clubhouse. The current operator has a lease until 2015. According to our reconciliation agreement with the province, we are obliged to maintain a golf course use to until 2083. The operator of the golf course will pay a $525,000 annual lease payment to us.</td>
</tr>
<tr>
<td>Block F - UBC</td>
<td>8 ha</td>
<td>This parcel of land near UBC and University Hill High School is a portion of our Reconciliation Agreement with the province. It is currently forested, but will be zoned to permit medium density development (multi-family, 4-storey) with 1.2 hectares of park land.</td>
</tr>
<tr>
<td>Bridgepoint Lands</td>
<td>3 ha</td>
<td>The Bridgepoint Lands were returned to us through our recent Reconciliation Agreement with the province. The property includes a marina, hotel, casino and parkade. The casino has prepaid its lease to 2041.</td>
</tr>
<tr>
<td>Triangle Lands – Pacific Spirit Park</td>
<td>14 ha</td>
<td>This small triangle of park land lies between South West Marine Drive and the north-west top of our reserve. It is a portion of our Reconciliation Agreement with the province. The lands can be added to our reserve if we choose and the Province will help us fast track our application. It could also be kept as fee simple, but would require a rezoning to develop.</td>
</tr>
</tbody>
</table>
The table below looks at our lease properties. They are all located on our main reserve.

<table>
<thead>
<tr>
<th>PROPERTY</th>
<th>USE</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Musqueam Golf Centre</td>
<td>This 18-hole ‘executive’ golf course, driving range and club house occupies 23 hectares of low lying land in the southeast corner of IR2. It operates as a joint venture owned 50% by Musqueam. We have an option to buy out our joint venture partner in the agreement.</td>
<td>We currently receive an 8% return on our $2.5 Million investment which translates to $200,000 a year. Currently, the Golf Centre does not make a profit after interest and depreciation.</td>
</tr>
<tr>
<td>Shaughnessy Golf &amp; Country Club</td>
<td>The Shaughnessy Golf and Country Club is a 65 hectare private golf course on the north-west of IR2. Its facilities include a golf course, driving range, clubhouse, tennis courts and other member facilities. The lease is due to expire in 2033.</td>
<td>The lease on this property generates $800,000 per year.</td>
</tr>
<tr>
<td>Musqueam Park Subdivision</td>
<td>The Musqueam Park is a fully serviced 11 hectare subdivision containing 74 single family homes located in the northeast corner of IR2. We receive yearly lease payments from properties on this land.</td>
<td>Musqueam receives over $700,000 in annual lease payments.</td>
</tr>
<tr>
<td>Salish Subdivision</td>
<td>The Salish subdivision is another fully serviced subdivision with 154 single family homes on 16 hectares of land. Because the leases are prepaid, no annual lease payments are collected from this property.</td>
<td>The lease on this property, due in 2073, was prepaid in full 1974.</td>
</tr>
<tr>
<td>Shalimar Townhouses</td>
<td>The Shalimar Townhouse Units is a 75 unit rental building on the northern portion of IR2, close to Southwest Marine Drive. Shalimar is managed by a property management company.</td>
<td>Shalimargeneratesover$1,000,000 annually in Net Operating Income.</td>
</tr>
</tbody>
</table>
We all need clean air and water. Our health depends on it, just as the health of salmon that return to Musqueam Creek require it. Without clean air and water, we are a greater risk of sickness and illness.

<table>
<thead>
<tr>
<th>HIGHLIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Air Quality</strong></td>
</tr>
<tr>
<td>Mixed - Air quality has remained fairly constant, neither improving, nor worsening too much. There are odour issues with both the Iona Island Sewage Treatment Plant and with jet fuel at the airport. Overall, air pollution is still a concern to be monitored closely.</td>
</tr>
<tr>
<td><strong>Fraser River water quality</strong></td>
</tr>
<tr>
<td>Mixed - Fraser River water quality has remained fairly constant and relatively good, but climate change is making the river warmer in summer and bringing spring floods earlier.</td>
</tr>
<tr>
<td><strong>Airport Noise</strong></td>
</tr>
<tr>
<td>Mixed - The airport is working to control and manage their noise, but Musqueam suffers from periods of loud and disturbing airplane noise.</td>
</tr>
</tbody>
</table>

In many ways, we have had little control over the air we breathe and water we drink. While the air we breathe is not bad, we do live in the middle of Canada’s third largest city next to one of the busiest international airports in North America and one of the largest sewage treatment plants in the region. Air quality in the region is closely monitored, but our location next to airport and sewage treatment plant may sometimes subject us to higher pollution levels than in other parts of the region.

Our water is supplied by the City of Vancouver from the mountains of the North Shore. It is considered some of the best municipal drinking water in the world.

Because of population growth in the region and changing climates, we have sometimes experienced droughts and water shortages. We do not have any programs to conserve it or to educate our members about this precious resource.
I can remember the time when there were over 50 creeks in Vancouver where salmon spawned. Those times are over. We have to keep protecting Musqueam Creek and help start bringing salmon back to other streams.
- Delbert Guerin, Musqueam Elder and Councilor

We are a fishing people. We have fished the Fraser River for salmon, oolichan and other fish from time immemorial, and our rhythms, stories and culture are closely aligned with the river. Many of the locations used by our fishers today are the same as those fished by our ancestors.

<table>
<thead>
<tr>
<th>HIGHLIGHTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Musqueam Creek</td>
<td>Getting Better - Musqueam Creek is getting healthier with more salmon returning each year and we have helped improve habitat along its banks.</td>
</tr>
<tr>
<td>Salmon fishery</td>
<td>Mixed - The Fraser River salmon fishery has been up and down. We have had some record years and some very poor runs, like last summer’s Chinook run. Some forecasts do not look good.</td>
</tr>
</tbody>
</table>

While some runs, including the oolichan, have all but disappeared from the Fraser River, the river remains one of the most productive salmon runs in BC. The majority of our fishing occurs in the South Arm of the Fraser River back up to the Port Mann Bridge and the Middle Arm of the Fraser. Several commercial fishing licenses (salmon and crab) are privately owned by Musqueam members.

Musqueam’s Fisheries Department assists the federal Department of Fisheries and Oceans to enforce fishing regulations and monitor salmon stocks. As part of our annual negotiations, we plan to negotiate a larger and more significant role in the fishery in all aspects from habitat management to stock management within our traditional area.

Today, there are many pressures on the Fraser River and the salmon that depend on it. From habitat loss to warmer river temperatures in the summer, to changes in the ocean, salmon face many challenges and their numbers are declining. The summer of 2007 was one of the worst years for salmon and most fisheries were closed. In 2007, the number of returning sockeye salmon was 5 million less than the projections. Many people are concerned that sockeye will soon stop returning to the Fraser at all.
Natural Lands

We have always been stewards of our lands. Today, we remain committed to protecting the few wild places left on our main reserve and restoring special places in our traditional territory that have been hurt by development.

### HIGHLIGHTS

<table>
<thead>
<tr>
<th>Natural Lands</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Musqueam Creek</strong></td>
<td>Getting Better. Since 1996, we have helped restore over 1,500 metres of Musqueam and Cutthroat Creeks and helped enhance over 5,000 square metres of lands next to the creeks. This work continues.</td>
</tr>
<tr>
<td><strong>Habitat protection guidelines</strong></td>
<td>Poor. Although we have worked to protect Musqueam and Cutthroat Creeks, we have not formally protected any areas on our reserves and have no policies for free hold properties or properties we may acquire.</td>
</tr>
</tbody>
</table>

### MUSQUEAM CREEK SALMON RETURNS

The natural ecosystems found in Musqueam traditional territory are both some of the most diverse and valuable in Greater Vancouver and some of the most threatened by urban development and pollution. Our forests, streams and foreshore areas are home to many important plant and animal species, including important traditional plants some of which we use for healing, art and ceremonies.

Musqueam Creek is the last wild salmon bearing stream in Vancouver. Both it and its main tributary, Cutthroat Creek, are impacted by urban run-off from our reserve and lease hold lands, golf course effluents, and from too many people and dogs getting into the creeks in Pacific Spirit Park. In addition to providing habitat and spawning grounds, there are important cultural areas, like bathing pools, in Musqueam Creek that must be protected and kept private so our members who use them can continue to do so for another fifty generations.

The majority of the foreshore areas on our main reserve and in IR3 near the airport are rated as “red” by the province. This means that they are environmentally sensitive areas that are also highly productive and important wildlife areas. We are stewards of these sensitive lands.
We are an urban Nation with urban levels of servicing. This means that our water supply systems, sewage, storm water management, roads and sidewalks are the same as what you find in the City of Vancouver. We are taking greater responsibility for these systems and looking at ways to make them even better and more environmentally responsible, or “greener”.

### HIGHLIGHTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Status</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency preparedness</td>
<td>Getting Better</td>
<td>We are working to improve our dykes to better protect our main reserve and are developing an Emergency Preparedness Plan for community emergencies like flooding. Initial upgrades to our dykes were done in summer of 2007.</td>
</tr>
<tr>
<td>Energy sustainability</td>
<td>Poor/Mixed</td>
<td>Today, we rely on outside providers to supply our energy needs (natural gas and electricity). We could reduce this dependence and do a better job conserving energy and being more sustainable.</td>
</tr>
<tr>
<td>Servicing and utilities self-reliance</td>
<td>Getting Better</td>
<td>We are developing greater capacity and self-reliance in managing our utilities and servicing, as we are gradually taking these responsibilities over from the City of Vancouver on our lands.</td>
</tr>
</tbody>
</table>

Our Public Works Department operates and maintains Band-owned assets (buildings, infrastructure, utilities, grounds and roads) in our village. We have five people working in this department and expect that there will be more soon. Public Works does not maintain housing, just band-owned buildings like the Administration Building.

We are currently negotiating a new agreement with the City of Vancouver on what services they will provide us and to residents of our lease hold lands (e.g., recycling and garbage collection, fire protection, police, etc.).

We are also developing something called an Asset Management System which will help us better manage and maintain Band-owned infrastructure.

One area we would like to make some improvements is with our emergency preparedness. While we handled the risk of Fraser River flooding in the summer of 2007 well, we do not have an Emergency Preparedness Plan to deal with other community emergencies (e.g., earthquake, fire, airplane crash, damage to the Highbury sewage pipe).

Working with First Nations Emergency Services and Indian Affairs Canada, we are planning to upgrade and repair the dykes near our main reserve. They will need to be repaired and reconstructed with environmentally friendly materials. There are no dykes along significant portions of our foreshore.
To regain our independence, we need a healthy economy that provides our members an opportunity to work, earn good wages and gain practical skills and experience. We have been working towards that goal through the programs we currently provide our members and through our land and treaty negotiations. Economic self-sufficiency for our nation and strong, skilled and confident Musqueam workforce are our economic development goals.

WORKSPACE
Use this space below to take notes about this section. Some of the questions you might want to keep in mind while you look through this section include:
• Is there anything missing that should be included? What?
• How should this information be used for our Community Plan?
Our goal is to reduce the unemployment rate and social dependency by providing employment and training programs and services that address our need in a holistic and culturally appropriate manner. 
- Wanona Scott, Employment and Training Coordinator

We are an independent and proud people and work has always been a part of our life. Since the Indian Act and the arrival of social assistance, these traditional values have been challenged. The types of skills required to work in a modern economy have also changed.

**HIGHLIGHTS**

<table>
<thead>
<tr>
<th>Employment</th>
<th>Getting Better - Since 1998, our unemployment rate for employable members (i.e. members not going to school or unable to work because of health or family reasons) has declined from over 30% to 12%, a reduction of over 50%.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training and capacity building</td>
<td>Getting Better - More youth are completing high school and going on to post-secondary training. More adults are also upgrading their skills and working to finish their high school education.</td>
</tr>
</tbody>
</table>

**MUSQUEAM: selected reasons for not working**

According to our most recent statistics (2001), our unemployment rate was 18%, which is about 10% higher than the unemployment rate for the City of Vancouver. We have been working to build our people’s capacity and we have had many successes: our education attainment rates (the number of people finishing high school and higher levels of education) is growing; we are continuing to offer important employment training and support programs through our Employment and Training Program, and; there may be some short-term employment opportunities related to the 2010 Olympic and Paralympic Games.

There are also member-owned businesses operating out of our main reserve. While all are smaller, home-based businesses, some of them have more than one employee.
We have to think of the cost to the community in any venture we consider. The environmental, social and cultural costs. There is no point in creating an economic venture that people are uncomfortable with.

- Musqueam Member

Revenue is critical to becoming a self-sufficient, self-governing Nation. With revenue we can greatly improve the quality of life of all members. Over the years, we have started many band-owned businesses and made many different investments. Some succeeded, while others did not fare as well. Each of our business ventures has provided lessons to apply to new initiatives.

While we do not have a Development Corporation, we have nonetheless been active in economic development. We are in the midst of creating the Musqueam Capital Corporation to deal with our companies.

Today, Musqueam posses several significant income generating holdings. We are hoping to add additional businesses to create employment for our people and revenue for our Band. We will be looking to members for their ideas.

The chart illustrates our corporate holdings. Brief descriptions of major holdings and additional revenue streams are provided on the following table.
## Band-Owned Businesses

### MUSQUEAM-OWNED BUSINESSES

<table>
<thead>
<tr>
<th>BUSINESS</th>
<th>ABOUT</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>656243 BC Ltd./669142 BC Ltd. (Musqueam Golf Centre)</td>
<td>The Musqueam Golf Centre is a 23 hectare, 18-hole golf course with a driving range and club house. The land is currently leased in a joint venture owned 50% by Musqueam. Musqueam is entitled to half of the facility’s net income. Currently, the Golf Centre does not make a profit after interest and depreciation.</td>
<td>An option to buy out partner exists. There are potential redevelopment options for the site.</td>
</tr>
<tr>
<td>562645 BC Ltd. (Shalimar)</td>
<td>The Shalimar Townhouse development includes 75 three-bedroom units and one one-bedroom unit contained within 9 separate buildings. Shalimar generates over $1,000,000 annually in net operating income.</td>
<td>Do we use the facility for Band housing?</td>
</tr>
<tr>
<td>684348 BC Ltd./3770 Investments Ltd. (Fraser Arms Hotel)</td>
<td>The Fraser Arms is an older 48-room hotel with a cold beer and wine store, pub and restaurant. It is built on one of Musqueam's most important archaeological sites, a 4,000 year old midden that is one of BC's largest. We purchased it in 1993. The business has struggled recently, but could start generating significant revenue for us once we make management changes and upgrade the facility.</td>
<td>Is there an opportunity to tell the story of the midden?</td>
</tr>
<tr>
<td>Shaughnessy Golf and Country Club</td>
<td>The lease on the 65 hectare Shaughnessy Golf and Country Club generates $800,000 per year for Musqueam. Their 99 year lease expires in 2032.</td>
<td>Lease expires in 2032.</td>
</tr>
</tbody>
</table>
We are an entrepreneurial Band who have developed partnerships with outside businesses and organizations. We hope to continue building new partnerships and strengthening our existing ones, as they can help us meet our economic self-sufficiency goals.

<table>
<thead>
<tr>
<th>HIGHLIGHTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing joint ventures</td>
<td>Getting Better – While not all of our joint ventures have generated revenue, they have provided important opportunities and experience on how best to negotiate and approach new joint ventures.</td>
</tr>
<tr>
<td>New business partnerships</td>
<td>Getting Better – We have negotiated new partnerships with local governments and federal government agencies through our Garden City Lands initiative. As part of the 2010 Winter Olympic Games, we have negotiated short-term partnerships with both business and government. The new lands we gained through our recent Reconciliation Agreement with the province may provide additional partnership opportunities.</td>
</tr>
</tbody>
</table>

We have developed a strong partnership with the City of Richmond and the Canada Lands Company through the Garden City Lands initiative. If we are successful with this project, these partnerships will continue to grow and expand.

Another area we are developing new, shorter-term partnerships involves the 2010 Winter Olympic Games. Musqueam is one of four ‘Host Nations’, along with Tsleil-Watuth, Squamish and Lil’wat. We have not yet signed our final 2010 Legacy Agreement. When we do, it will identify program, training and other economic development benefits for Musqueam’s full participation in the event.

As we continue to work towards self-government, new joint ventures and other business partnerships may be negotiated to create employment opportunities for Musqueam members, build our self-government capacity and to generate revenues for us.
There is such thing as community economic development. The first step is to determine what your prerequisites are: human, material, etc., and see what the possibilities are. Our strengths and weaknesses need to be determined and the long-term gains looked at. - Musqueam Member

While our ultimate goal is economic self-sufficiency and well-being for our people, we are still working towards that goal. Getting our financial house in order is a priority for us.

**HIGHLIGHTS**

- Band finances

Mixed – Unexpected legal costs and unpaid housing rents have hurt our financial well-being, but we are working to improve our financial health. Our recent Reconciliation Agreement with the province will help us pay off some Band debt which will improve our finances.

Currently, Musqueam is under Phase 1 of an INAC Remedial Management Program. This is because INAC generally does not permit a cumulative operating deficit in excess of 8% of a First Nation’s revenues. As of March 31, 2007, our deficit was approximately 38% of revenue. In general terms, our deficit is the result of spending money on unbudgeted items and the non-collection of accounts receivable (such as housing rent and lease revenues). As of March 31st, 2007 our deficit of $3,900,000 comprised of $3,100,000 spent on unbudgeted legal actions (Bridgepoint Lands, UBC Golf Course, Garden City lands) $800,000 of uncollected housing rent had accumulated.

Our 2006/2007 Remedial Management Plan has been approved by Indian and Northern Affairs Canada (INAC) based on our March 31, 2007 audited statements.

Because of the success of our legal actions and resulting negotiations, most recently the UBC Golf Course/Bridgepoint Lands, our financial health will improve dramatically. Our recent settlement with the province included a $20.3 million payment from the province that represented a portion of the lease that was prepaid on the Bridgepoint Lands.
Since 1876, we have lived under the Indian Act, a legal structure imposed from the outside and separate from the laws that govern other Canadians. We are gradually changing this situation and making our own laws to govern our people and our land. We are collecting taxes from people who live on our reserve and, through our ongoing land negotiations and the treaty process, working to get more control of our funding from Indian Affairs.

In this section we talk about how Council is working today, our relationships with neighbouring governments and our negotiations concerning aboriginal title and rights.

WORKSPACE
Use this space below to take notes about this section. Some of the questions you might want to keep in mind while you look through this section include:

- Is there anything missing that should be included? What?
- How should this information be used for our Community Plan?
Governing ourselves requires we have various policies, bylaws and plans (governance tools) in place to guide our leaders in their decision-making and to ensure that our rules and regulations are applied consistently, equitably and efficiently. These tools and their application will become more important as we continue to negotiate our treaty and move towards self-government.

We have developed numerous governance tools to guide us. These include our Musqueam Bill of Rights and the Musqueam Declaration, as well as our Cultural Protocol, Code of Ethics, Election Code and Rules of Conduct, to name only a few. These and other governance tools are necessary to ensure that accountability and transparency remain strong within our Band. We must work towards equity and fairness for our membership, and to practice respect for all members.

The challenge has been to base these governance tools on our values and customs. Another is to make sure our policies, bylaws and various plans are used and are coordinated with one another. A final challenge is how to keep members involved in the process of creating, implementing and evaluating our governance tools.

As part of our community planning project, we will be examining our housing policies and developing healthy housing guidelines. The healthy housing guidelines will make sure that any new housing developed on our lands meet high energy efficiency standards and provide a healthy indoor living environment for occupants. We will also be developing a land use plan as part of our community plan. The land use plan will include policies and guidelines on what kinds of development can be considered on our lands, where these development can happen and how they are approved.

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Our form of government can't be duplicated anywhere else in the world. What we have is a blend of our traditional ways and what was imposed on us by INAC and the Indian Act. We are very adaptable and because subservience has been imposed on us, we sort of wriggle around some of these things.

- Musqueam Member

Traditionally, we made our decisions collectively and by consensus. Family groups first discussed the issue and then family heads met to make their decision for the larger community. While we still try to honour these traditions, our political decision-making has changed with the imposition of a Chief and Council system that was imposed upon all First Nations by INAC over 50 years ago.

Today’s Musqueam government is based on an elected Council system. Council members, including the Chief, are elected for a two-year term. The role of Council is to manage our community’s affairs as delegated under the Indian Act and in accordance with the objectives of the Musqueam community. Council is entrusted by members to represent their political views and aspirations at the reserve, provincial and federal levels.

Our administration is responsible for day-to-day operations of our Band, program, planning and plan/program implementation as directed by Chief and Council. Recently, our Chief and Council developed a new vision statement, mission and values statement. They are also working through a strategic planning process that will result in new committee structures and protocols for Council – member communication and engagement.

The tables provide brief descriptions of Musqueam Administration’s current departments and their roles.

<table>
<thead>
<tr>
<th>MUSQUEAM ADMINISTRATION DEPARTMENTS</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Works</td>
<td>Administers and manages Musqueam Capital Projects and public works.</td>
</tr>
<tr>
<td>Employment &amp; Training</td>
<td>Helps people get into and back into the work force with training, resume writing and job searching.</td>
</tr>
<tr>
<td>Health Department</td>
<td>Manages the Musqueam Health Program and Drug and Alcohol Counseling programs and develops new community responsive programs where necessary. The department also coordinates and interacts with health programming with other government agencies and medical professionals.</td>
</tr>
<tr>
<td>Social Development</td>
<td>Oversees all of Musqueam’s social development needs, including children and family, social assistance, elder care and many other social needs initiatives. The department also provides counseling and advocacy as required.</td>
</tr>
</tbody>
</table>
## DEPARTMENT DESCRIPTION

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>Administers the Musqueam Housing Program and manages Band-owned housing.</td>
</tr>
<tr>
<td>Treaty, Lands and Resources</td>
<td>Responsible for the provision of a comprehensive treaty and land claims program. The department’s Director represents Musqueam at various meetings and venues on issues related to cultural heritage, Crown held lands, treaty and/or land claims negotiations, capacity building, and legal support on aboriginal title and rights.</td>
</tr>
<tr>
<td>Language</td>
<td>Supports language training programs for the Musqueam pre-school and the public school system and UBC.</td>
</tr>
<tr>
<td>Education</td>
<td>Oversees the administration of Musqueam’s education program. The Department Coordinator acts in an advisory capacity to the Vancouver School Board on issues affecting Musqueam and/or Band member students and their families.</td>
</tr>
<tr>
<td>Land Management</td>
<td>Responsible for the comprehensive management of the Lands Program and Lands Registry for Musqueam reserve lands.</td>
</tr>
<tr>
<td>Finance</td>
<td>Responsible for Band administration budget and financial policy development, bookkeeping and accounting.</td>
</tr>
<tr>
<td>Taxation/Legal Department</td>
<td>Administers Musqueam Taxation and Property Assessment Bylaws for leasehold properties on Musqueam land.</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Oversees and manages personnel policies to ensure they meet employment standards requirements and are fairly applied to all staff.</td>
</tr>
<tr>
<td>Fisheries</td>
<td>Works with the Department of Fisheries and Oceans and Musqueam Fisheries Commission to coordinate, manage and negotiate the Musqueam Aboriginal Food Fishery Agreement and Musqueam fishing.</td>
</tr>
</tbody>
</table>
Before we accept self-government, we have to know what it means and they will implement different aspects of self-government.

- Musqueam Member

We are currently negotiating our treaty with Canada and B.C. It has been a long process, and one that will continue for at least a few more years. While it has been long process, we have had many successes and are moving with new confidence towards self-government.

### HIGHLIGHTS

<table>
<thead>
<tr>
<th>Treaty negotiations</th>
<th>Getting Better - We are in Stage 4 of the six stage treaty process. We have had to take time away from the treaty negotiations while we successfully fought several court cases to protect lands the provincial and federal government tried to dispose of while we were at the treaty table.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negotiations – member involvement</td>
<td>Mixed - We have not always been able to openly share our negotiations with all members because of their sensitive nature, or legal implications. While we have won several landmark legal cases, some are ongoing. We should strive to inform our members by summarizing what these victories mean for us and our movement towards self-government.</td>
</tr>
</tbody>
</table>

We are currently in Stage 4, Negotiation of a Framework Agreement, of the six stage BC Treaty process. The parties at the Musqueam table (Musqueam, Province of BC, Canada) signed a Framework Agreement in April 2005. To date, negotiations have proceeded relatively slowly, principally because we have taken time from the treaty negotiations table to protect Musqueam aboriginal title and rights in court cases over the sale or development of Crown-held lands on our traditional territory (UBC Golf Course, Garden City Lands and the Bridgepoint Lands).

The court cases were very important to Musqueam and the victories we achieved — most recently with the settlement of the UBC Golf Course and Bridgepoint Lands — will greatly help us with our resolution of outstanding aboriginal title and rights issues with Canada and BC.

With the high volume of political, legal and intergovernmental activities, it is difficult to keep the information flow up to date for the community.

In addition to our treaty negotiations, we have established cooperative relationships and networks with a number of levels of government, universities and non-governmental organizations on our traditional territory. The table on the following page summarizes these relationships.
## MUSQUEAM GOVERNMENT-TO-GOVERNMENT RELATIONSHIPS

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>RELATIONSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Vancouver</td>
<td>In 2005, we signed a Protocol Agreement with the City of Vancouver that recognized that any discussions between us as being government-to-government. Since signing this agreement, we negotiated a Service Agreement (yet to be ratified) that identifies what services (e.g., water, sanitary sewage, garbage, recycling, policing, etc.) for leasehold lands on reserve.</td>
</tr>
</tbody>
</table>
| UBC                           | We have worked with UBC for many years. Some of the partnership initiatives we have developed with them include:  
• The Bridge Through Sports program, which holds an annual Musqueam/UBC Soccer Tournament for kids aged four to 16 and organize homework and reading clubs facilitated by UBC athletes;  
• Special programs at the Museum of Anthropology;  
• Musqueam 101, a weekly non-credit university-level seminar, and;  
• A for-credit hun’q’umin’um’ language course co-developed with the UBC First Nations Languages Program.  
• Musqueam museum school  
• Archeological field school  
• First Nations Studies |
| Vancouver Airport Authority   | Musqueam sits on the Airport Authority’s Environmental Advisory Committee and the Aeronautical Noise Management Committee. Musqueam has visible presence in the International Arrivals level and will soon be visible at the Canada Line station at the airport. |
| Musqueam Ecosystem Conservation Society | Originally founded in 1997 as the Musqueam Watershed Restoration Project, it is a partnership project between the Musqueam and the David Suzuki Foundation. Their mission is to conserve and restore the Musqueam Creek watershed now and for future generations. |

In addition to these organizations, Musqueam has also been involved with the Canada Line SkyTrain extension project, the province’s Gateway Project and the Department of Fisheries and Ocean’s Aboriginal Fish Strategy.
Maintaining up-to-date community information on all aspects of our community is an important part of our information management system. As important, are the policies and technology we use to create, analyze, evaluate, store, access, share and communicate information to our members. All are needed to make wise planning decisions and to monitor how Musqueam Nation is changing over time.

**Examples of information we track include:**
- Community assets (e.g. the number and condition of our houses, buildings, roads, street lights)
- Land and resource use (e.g. how much land we have, what can be developed, or how many fish are spawning in Musqueam creek)
- Population growth (e.g. the number of Youth versus number of Elders)
- Health and wellness (e.g. number of people who have chronic health issues)
- Employment related (e.g. what skills do our members have or what are the current employment trends in our area)
- Financial cash-flow (e.g. spending by department)

Musqueam has not fully developed its information systems. However, our in-house GIS (Geographical Information System) capability is an important step forward. Our GIS system allows us to record and document important information and it serves as an important management tool for all Musqueam lands, resources and services. We are continuing to develop our GIS system and capabilities as part of our ongoing capacity building, self-governance, and treaty/aboriginal title and rights activities.

In addition, we have an information technology (IT) specialist working to build Musqueam’s information and communication system.

**Highlights**

- **Mapping our history and lands**

  Getting Better - Through our treaty negotiations, we have developed a GIS mapping section in the Treaty Department that uses the latest software and tools. It has helped us map our important cultural sites and many other community features.