



M U S Q U E A M

F I R S T N A T I O N

Monitoring and Evaluation Report 2016

J U N E 2 0 1 7



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Our 2016 Musqueam Monitoring and Evaluation report is the second of its kind for our Nation. It follows four years after our first ever M & E report. It is filled with the voices of our community who spoke to us through our 2016 Musqueam Household Census and Personal Census. Without those who participated in the Census surveys, this report would not be possible. This report, like the others that make up the cycle of our Comprehensive Community Plan, relies on the participation of our members, as well as the willingness of our leadership and dedication of our administrative team.

The Musqueam-wide Census that is included comprehensively in this report is possible because of the efforts of Dianne Sparrow, Jessica Carson, Sasha Wiley-Shaw, Joanne Kienholz, and our Census recorders Zoe Craig, Sara Louie, Brittany Point, Sacheen Point, and Angelia Rice-Louis.

Project funding was provided by Indigenous and Northern Affairs Canada, the New Relationship Trust, ESDC Canada Summer Jobs, and Musqueam Indian Band.

BACKGROUND

náćəmat tə šx^wq^weləwən ct (We are of one heart and mind), Musqueam's Comprehensive Community Plan, was approved in 2011 by Musqueam Chief and Council. Built on Musqueam values and incorporating traditional ways and community input at all stages, the Community Plan provides direction and guidance for our community. The 4-year monitoring and evaluation cycle is a time to reflect on how we are doing at achieving our vision of a sustainable, healthy, self-governing nation.

In 2012, we conducted our first monitoring and evaluation initiative, which involved asking community members to fill out a Musqueam Community Census and gathering indicator statistics from each department at the Band Office. The census survey had 116 questions and was answered by 143 community members. The community input and departmental indicator statistics were shared with the community in the *Musqueam First Nation: Monitoring and Evaluation Report 2012*.

In 2016, we reworked the 2012 Community Census questions to increase their accuracy and relevancy to the community. We split it into two separate surveys - a Household Census and a Personal Census - and reduced the number of questions overall to lessen the workload on the community. We collected survey responses online and in person over a 5 month period. Five Census recorders went door-to-door on reserve and reached out to the community on social media and in community spaces. Off-reserve members were encouraged to participate online, and paper copies were mailed out upon request. We offered the Census at 5 community outreach events, and made regular calls for participation on the Musqueam Community Census Facebook page and in the Musqueam newsletter.

Many of the actions laid out in náćəmat tə šx^wq^weləwən ct have been or are being implemented and the community has undergone several changes since 2011. The two monitoring and evaluation initiatives (the 2012 and 2016 Censuses) provide us with snapshots of our community over the past 4 years. The results will be used to assess our progress towards fulfilling the community vision and objectives outlined in the Community Plan. The results help us understand the community's current state and serve as a starting point from which to review the Community Plan. These results, combined with extensive community engagements, will inform a review and update of the Community Plan.

This report summarizes the results of the two 2016 Census surveys and presents departmental indicators. The following charts and tables illustrate the unique characteristics and voices of our community and common feelings and thoughts. You may or may not think the results reflect your own experiences and opinions; that's okay! This summary is intended to help us start conversations about our concerns, hopes, and aspirations for our community.



HOUSEHOLD CENSUS

The Household Census gives us basic demographic information about the Musqueam Community by examining Musqueam households – that is, all of the people who live together in a home with a Musqueam person. This includes family and anyone else who is part of the household. As a result of the Household Census, we know how many people are in the Musqueam Community, both on and off reserve, as well as data about health, education, language, culture, and housing. The data is anonymous, so it tells us nothing about any one individual, but many vital things about our community as a whole.

With this data, we are able to study the needs, successes, and challenges that people in our community face, as well as evaluate our wellbeing so that we can track our efforts to improve the lives of all Musqueam people. Knowing our education levels, how crowded our homes are, the health challenges we face, and other issues contained in the Household Census allows our Council and Administration to plan for a brighter future for all.

When looking at the figures throughout this chapter, please note:

The actual value is within +/-4% for Household Census results. The scale used in the graphs changes, so be sure to look to the left side of each graph and also at the percentage values at the top of each bar. When looking at the percentages, note that all values have been rounded to the nearest percent or half percent for small values.



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WHAT DID WE DO?

The 2016 Census team reviewed the topics from the Musqueam 2012 Census and divided them into the 2016 Household and Personal Censuses so that we could get enough Household Census responses for a reliable sample. The Census team met with MIB Administration Managers to review and revise the questions; additions include a trans or two-spirit gender option, identifying membership in other Bands, expanded health sections, and some service access questions. The Household Census was open for all Musqueam households to respond to between August 10, 2016 and January 30, 2017, using the Musqueam census website or paper copies of the census survey. The questions asked can be found in Appendix 3.

After the response period, the response data set was outputted, anonymized, and coded for analysis. All responses that contained usable information were retained for analysis. Generally, all of the response rates are high enough for accurate analysis ($n \approx 350-417$), although the existence of some small population groups (for example, trans and two spirit people, those with PhDs, those over 70) means that our ability to analyze them is limited.

Combining data on 417 individuals, this Household Census is accurate at describing the Musqueam Community within a 4% margin of error at a confidence interval of 95. This means actual values are 4% higher or lower. This exceeds research standards, indicating that this data is highly reliable.

WHAT'S CHANGED SINCE 2012?

The biggest change from 2012 is the reliability of our information. The 2012 information came from a small number of responses, so we knew what those people thought but could not use the data to accurately describe the characteristics of our community. Now, we can. This section begins with information about the population of the Musqueam community, which we can now measure beyond our membership list, to capture everyone who lives with our people. The analysis that follows shows percentages. Those percentages are of the total Musqueam community population, except when the title refers to a specific group of people, such as women or men, youth or adults, and so forth.

The Musqueam 2016 census data is being analyzed by staff within administration, so further reports that cover specific topics in greater detail will be forthcoming as we move through the next 4 years. Then, in 2020, we will launch the next census to see how far we have come.

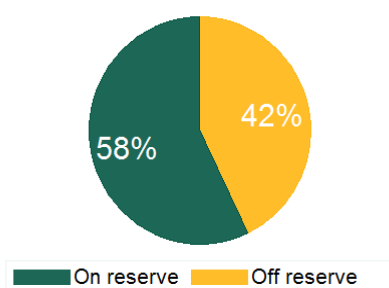
WHAT DID WE LEARN?

Demographic Information

DEMOGRAPHICS - POPULATION ESTIMATE	
Total number of people in Musqueam households	~1637 (range 1579-1682)
Musqueam Membership (as of December 31, 2016)	1284
Proportion of Musqueam household members who are Musqueam Members	72.48%
Proportion of Musqueam household members who are not Musqueam Members	27.51% (~17% non-status, ~10% Members of other First Nations)
Total number of people in Musqueam households on reserve	~949 (range 884-1015)
Total number of people in Musqueam households off reserve	~688 (range 622-753)

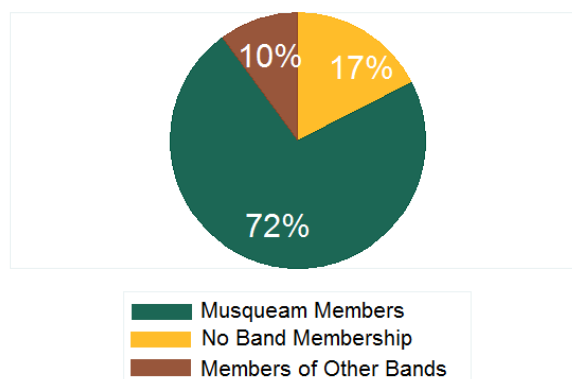
Please note: The ~ symbol indicates an estimate. The household population estimates were calculated by applying the proportion of household members who are and are not Musqueam members to the membership population, and then applying the proportion of household members on and off reserve.

Where do you live?

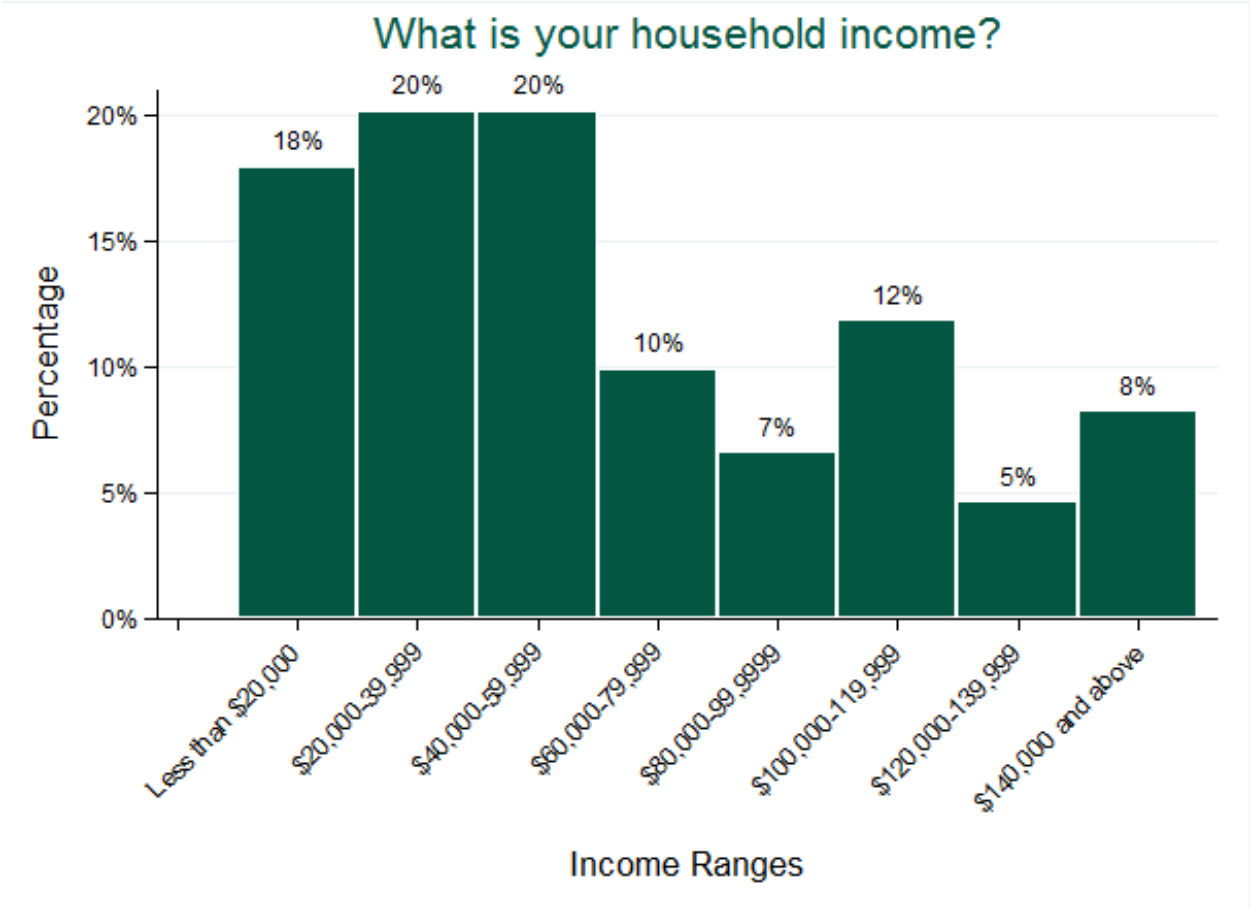


DEMOGRAPHICS - ON/OFF RESERVE

Are you a Musqueam Band Member?



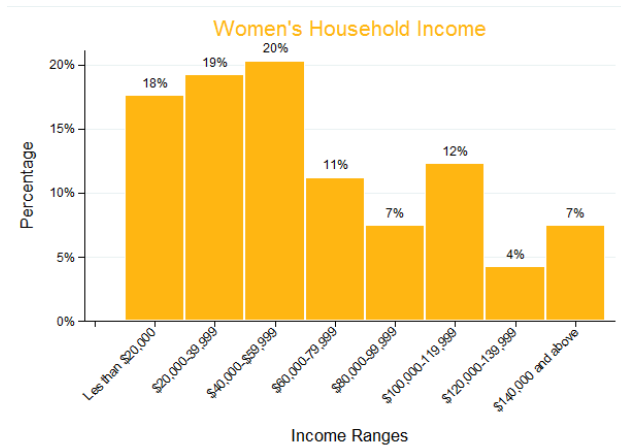
DEMOGRAPHICS - BAND MEMBERSHIP



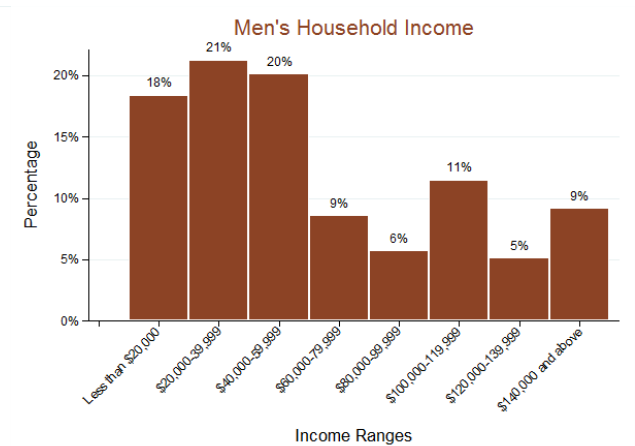
DEMOGRAPHICS - HOUSEHOLD INCOME - OVERALL

TRENDS - INCOME

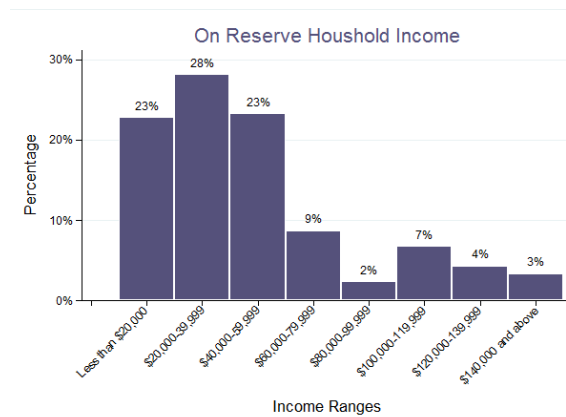
Musqueam incomes are lower on average than those in Vancouver. Vancouver’s median household income (which means half of households earn less and half earn more) is about \$76,000, while for Musqueam, it is closer to \$50,000. The graphs on the next page show that women and men’s household incomes are similar, but off reserve incomes are considerably higher than on reserve. The on reserve median income is about \$40,000 compared to about \$80,000 off reserve.



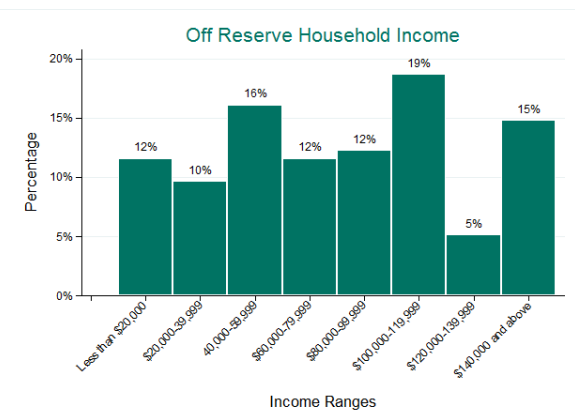
DEMOGRAPHICS - HOUSEHOLD INCOME - WOMEN



DEMOGRAPHICS - HOUSEHOLD INCOME - MEN

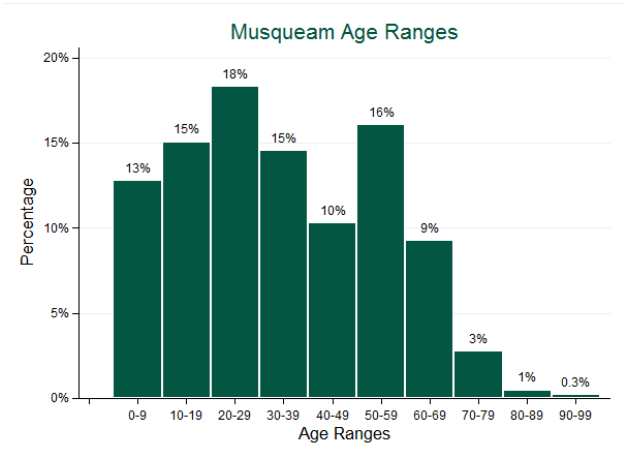


DEMOGRAPHICS - HOUSEHOLD INCOME - ON RESERVE



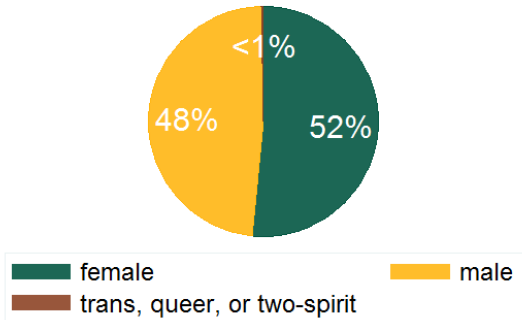
DEMOGRAPHICS - HOUSEHOLD INCOME - OFF RESERVE

COMMUNITY AGE RANGE

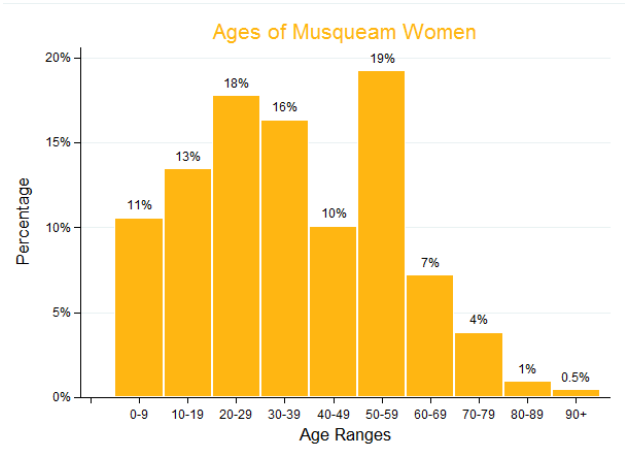


DEMOGRAPHICS - AGE - OVERALL

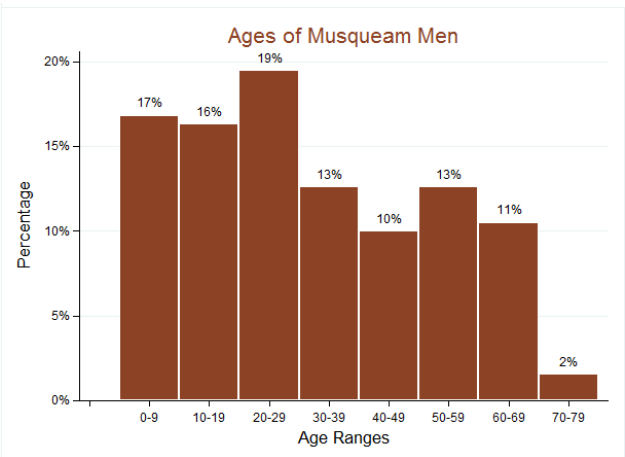
What is your gender?



DEMOGRAPHICS - GENDER



DEMOGRAPHICS - AGE - WOMEN

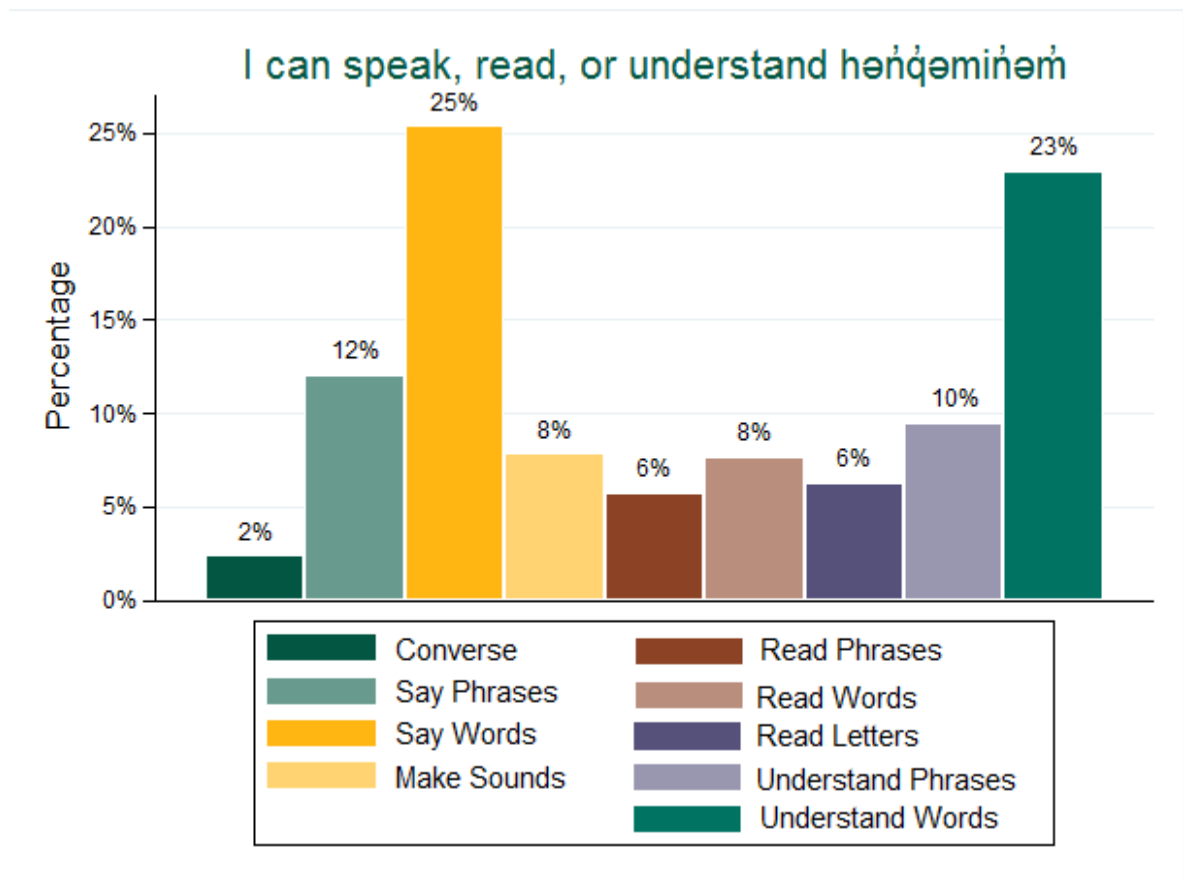


DEMOGRAPHICS - AGE - MEN

TRENDS - DEMOGRAPHICS

Over half of our community lives on reserve and the graph on page 9 shows about three of every four people in our community are Musqueam members. Our Musqueam community is young and growing, with more men in the younger age ranges, and more older women. In the Musqueam Age Ranges graph, you can see the younger generations of Musqueam people increasing in number. While the current largest age group is 20-29 years, we can expect that the current 0-9 group will end up being larger, as those in the 20-29 and 30-39 group are having children.

Culture

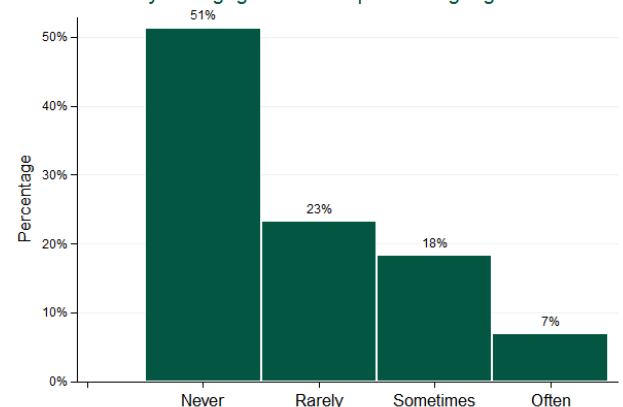


CULTURE - LANGUAGE COMPREHENSION

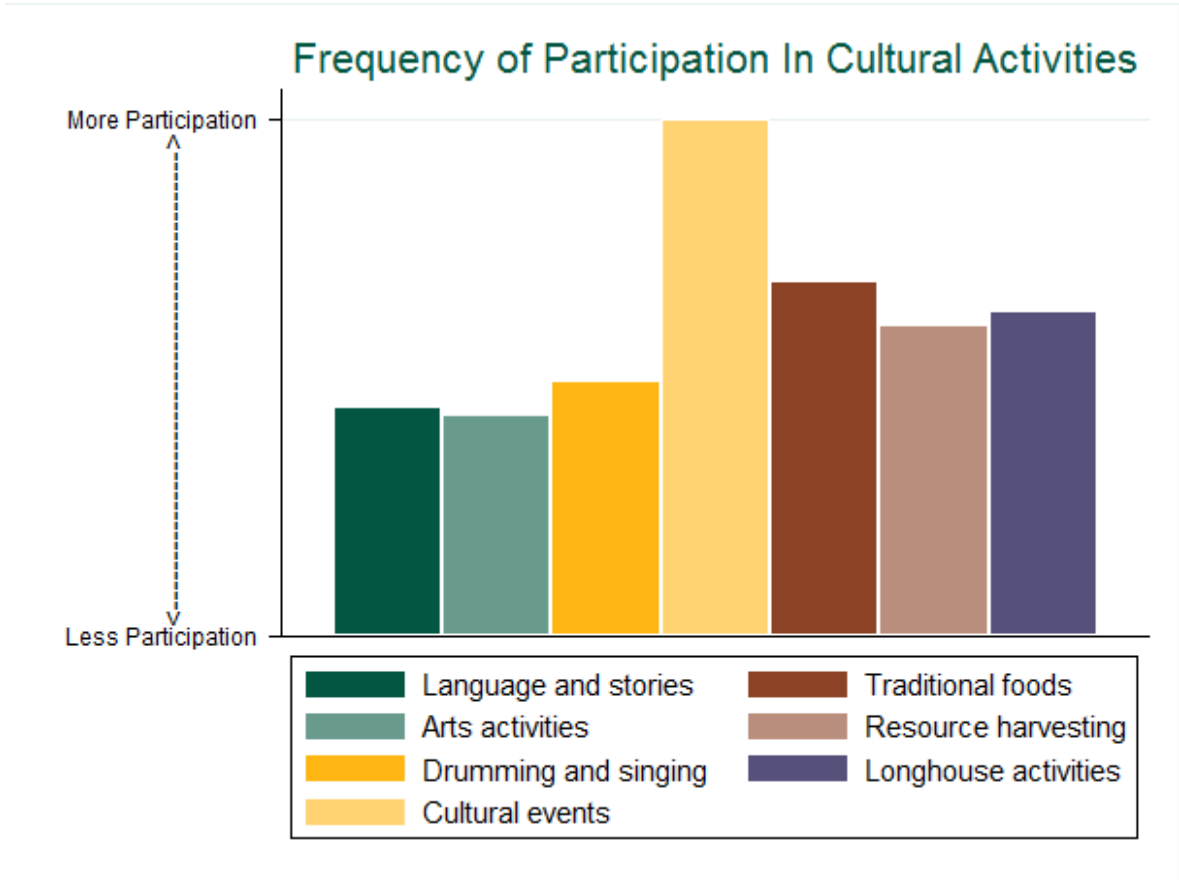
TRENDS - LANGUAGE

Over half of Musqueam (53.4%) knows some hə́nqəminəm. Speaking and understanding words are the most common levels of language knowledge among our hə́nqəminəm speakers and learners. Compared to 2012, we see an increase in the number of community members who say that they can say, read, and understand hə́nqəminəm phrases. This is an indicator of increased depth of language learning, as more hə́nqəminəm learners are moving beyond single words.

How often do you engage with Musqueam language and stories?



CULTURE - ACTIVITIES - LANGUAGE AND STORIES

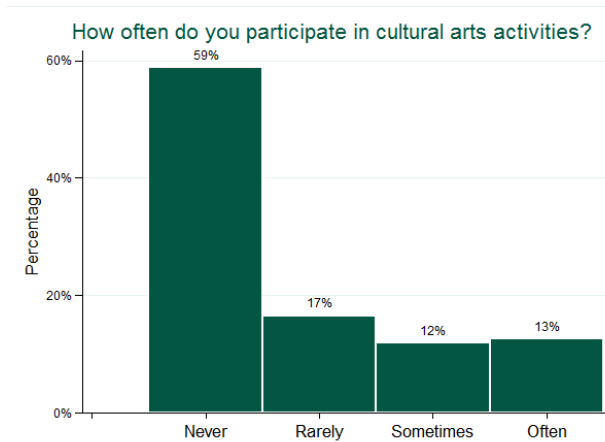


CULTURE - ACTIVITIES - OVERALL

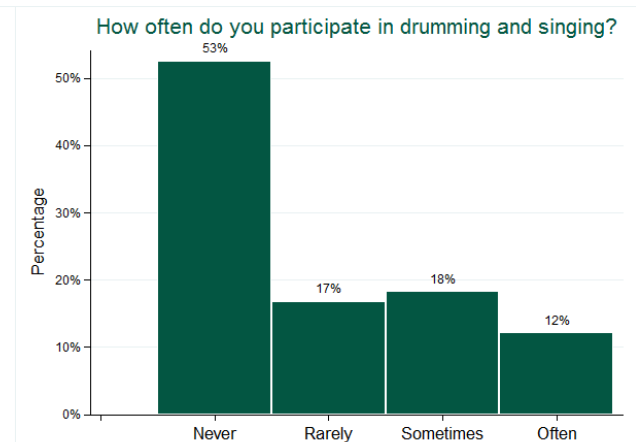
TRENDS - CULTURAL ACTIVITIES

This index compares participation in different Musqueam cultural activities. For each activity, the taller the bar is, the more people participate and the more often they participate. We can see here that cultural events and traditional foods are the most popular cultural activities in our community. The green graphs on pages 13 and 15 show what percentage of people said they participate in each activity and how often.

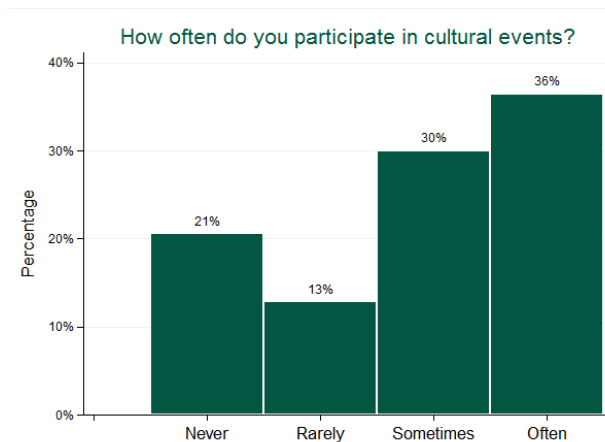
The graphs on page 16 show that, compared to men, women engage in cultural activities slightly more often. Also, compared to those living off reserve, on reserve households participate in more Musqueam cultural activities more often.



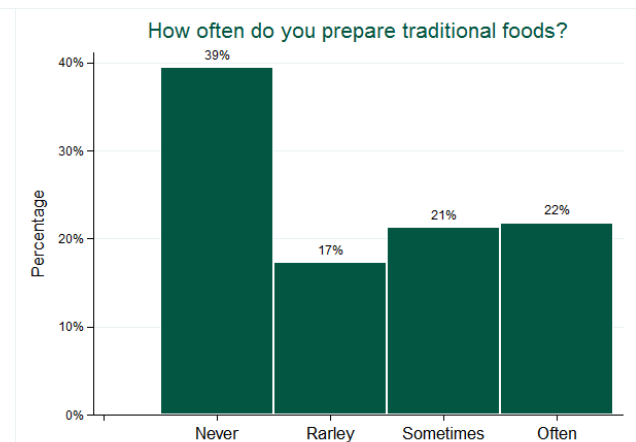
CULTURE - ACTIVITIES - ART



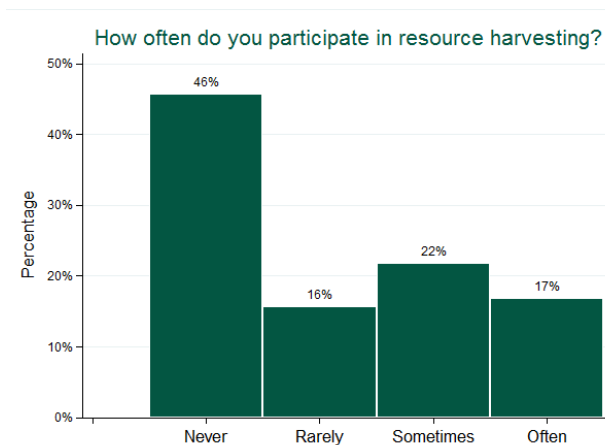
CULTURE - ACTIVITIES - DRUMMING



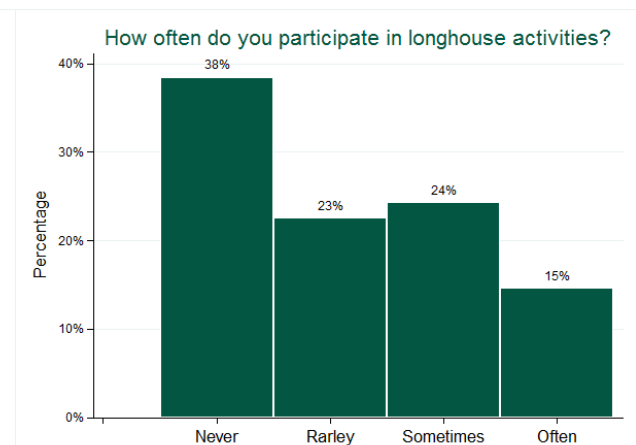
CULTURE - ACTIVITIES - EVENTS



CULTURE - ACTIVITIES - TRADITIONAL FOODS

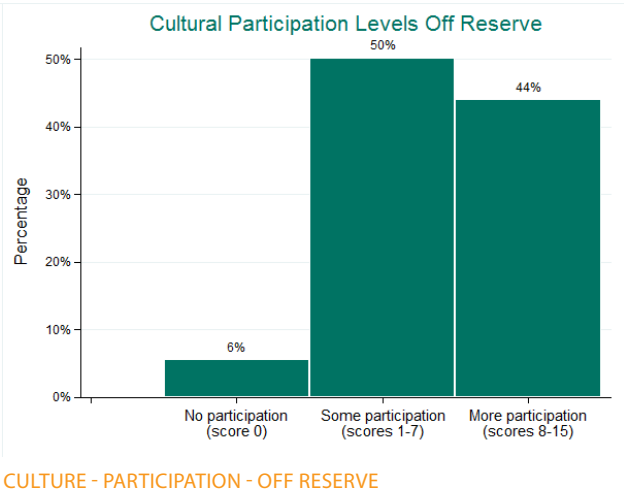
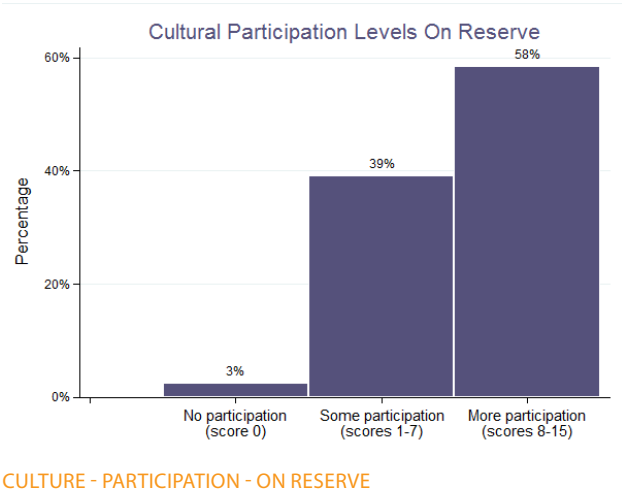
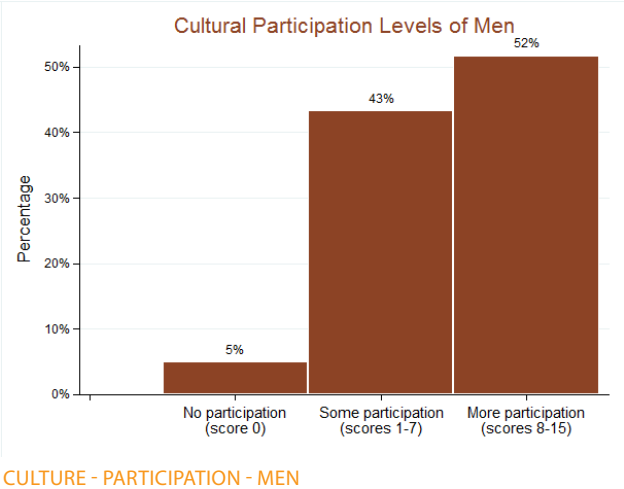
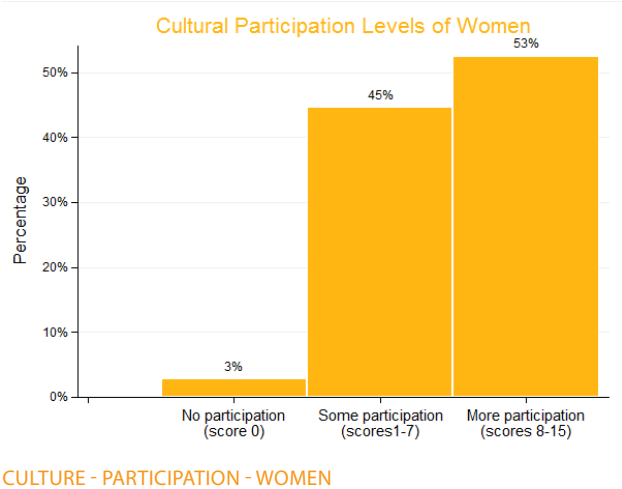
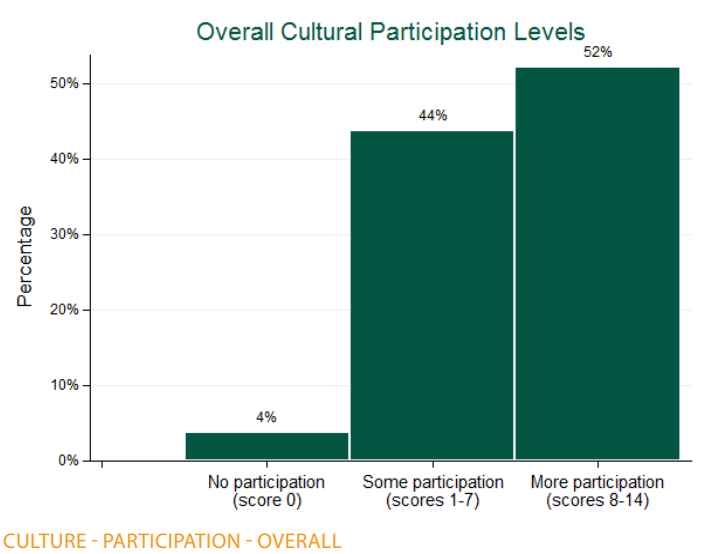


CULTURE - ACTIVITIES - HARVESTING

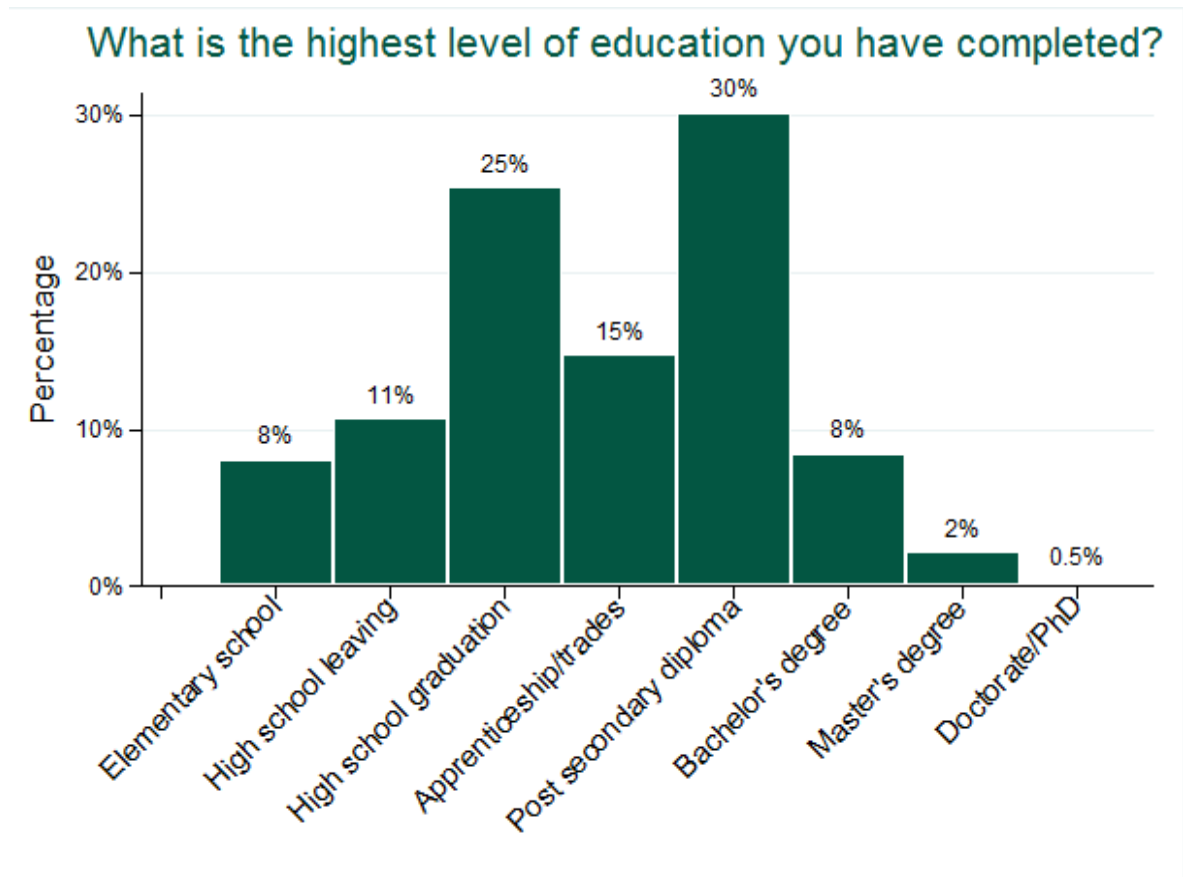


CULTURE - ACTIVITIES - LONGHOUSE

Please note: These graphs display total cultural participation scores for the comparison of different groups in our community. The scores represent the number and frequency that each respondent gave for each cultural activity we asked about. Frequent participation (total cultural participation scores of 15-21) and constant participation (scores of 22-28) do not appear in these graphs because they received no eligible responses.



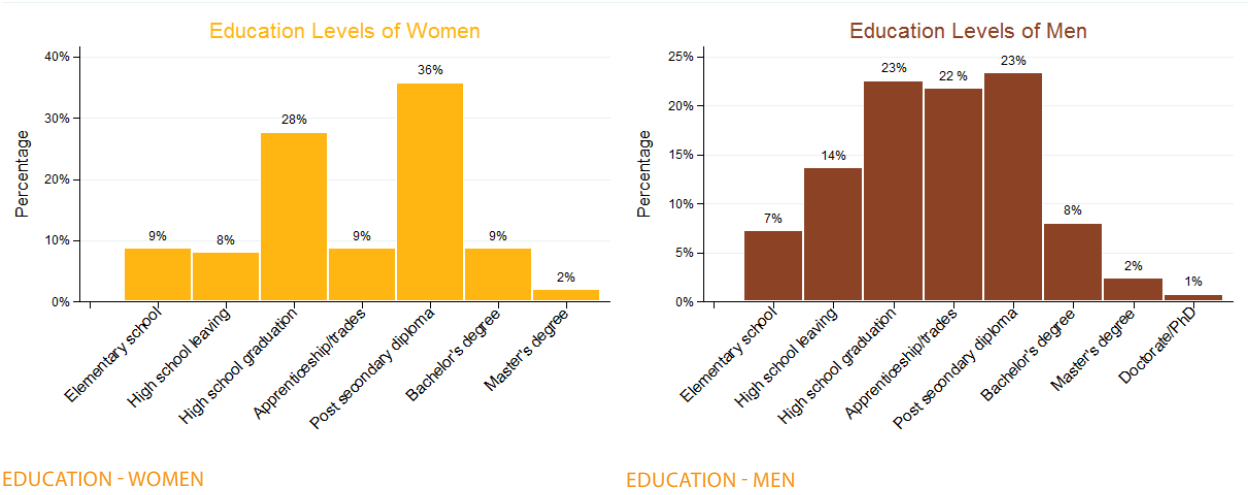
Education



EDUCATION - OVERALL LEVELS

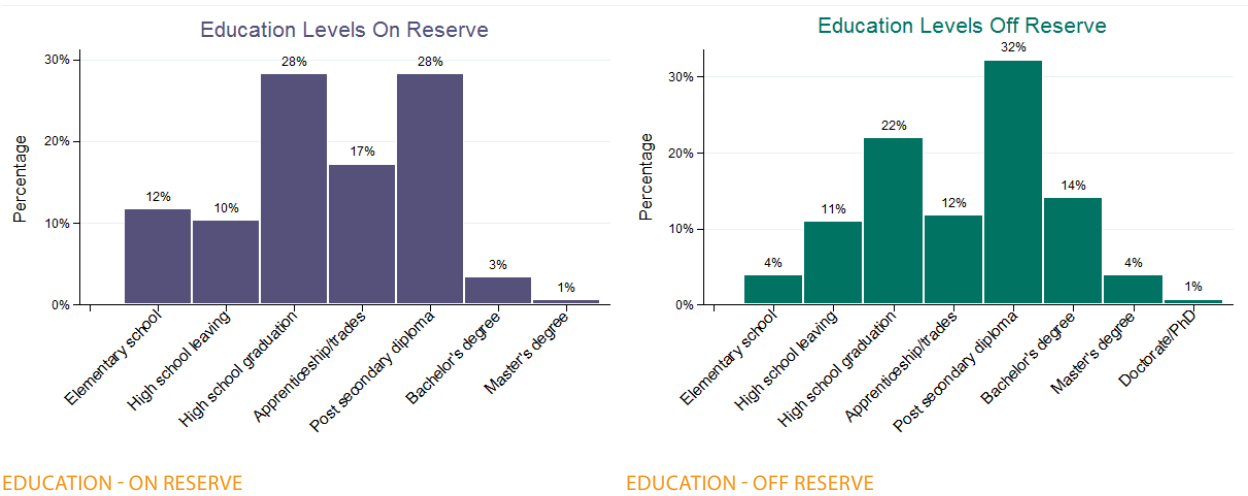
TRENDS - EDUCATION

These graphs show the education levels of those aged 20 and above. Musqueam's secondary school graduation rate of about 80% is much better than the BC average for aboriginal people (63%) but slightly lower than the total BC average (84%). Musqueam's rate of post-secondary attendance is about 56%, which is better than the BC average for aboriginal people (48%) but lower than the general population (76%). The next step towards higher education levels overall will occur with increased degree completion rates.



EDUCATION - WOMEN

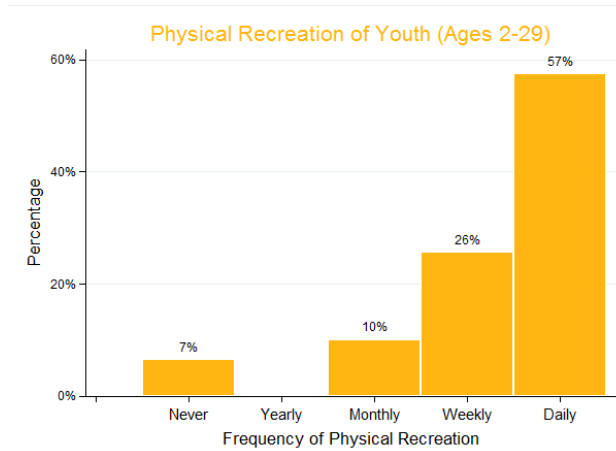
EDUCATION - MEN



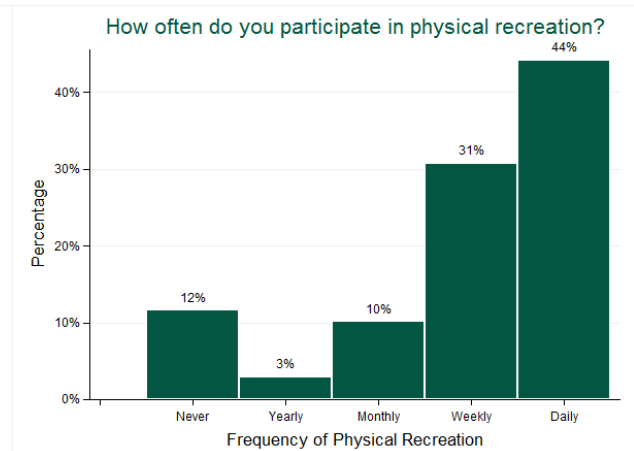
EDUCATION - ON RESERVE

EDUCATION - OFF RESERVE

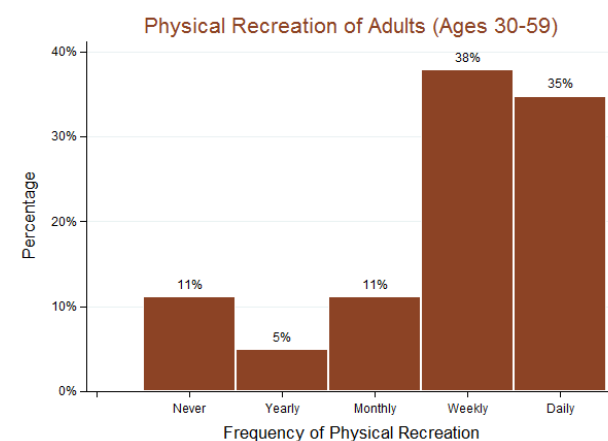
Health



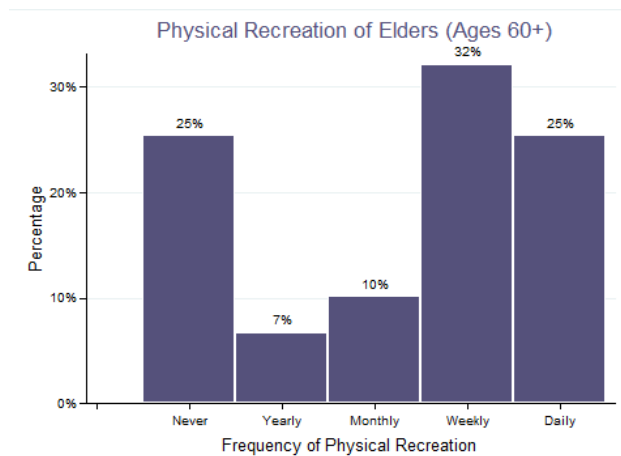
HEALTH - PHYSICAL RECREATION - YOUTH



HEALTH - PHYSICAL RECREATION - OVERALL



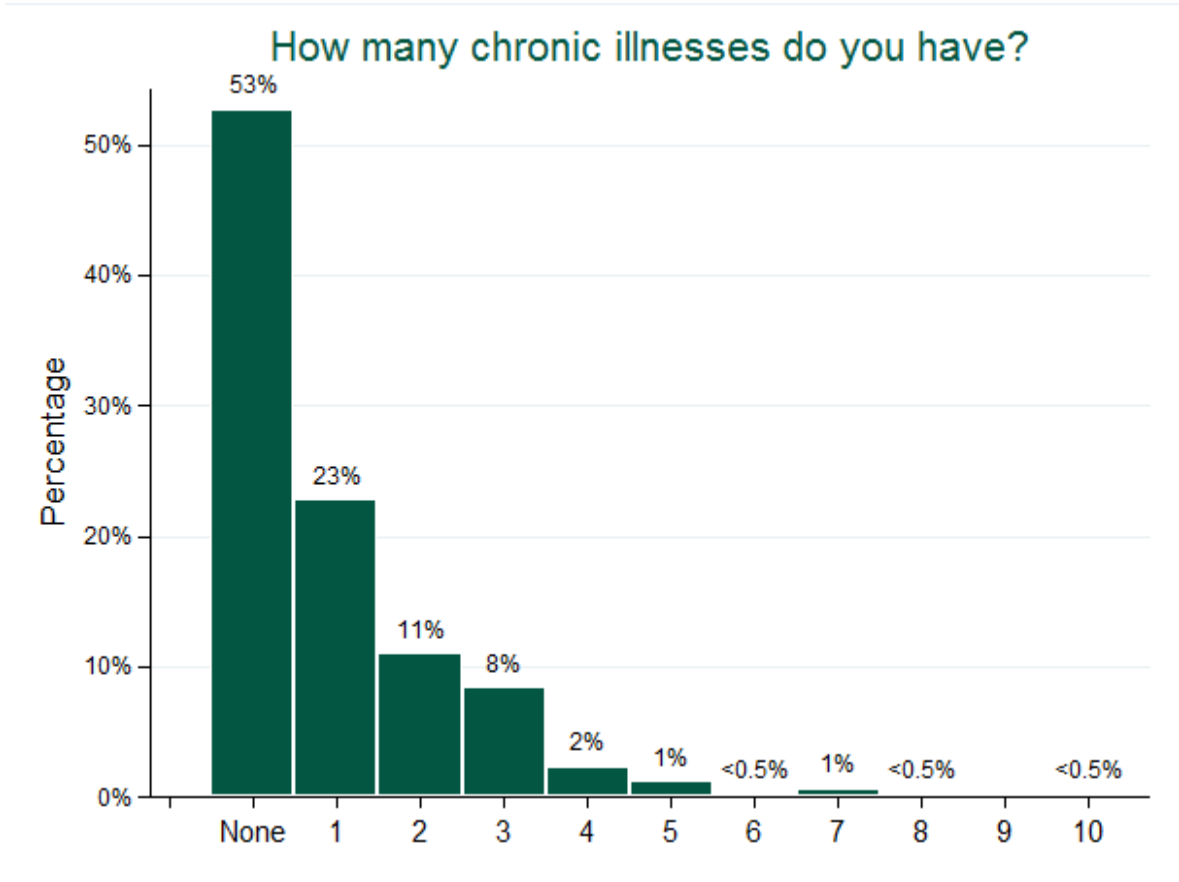
HEALTH - PHYSICAL RECREATION - ADULTS



HEALTH - PHYSICAL RECREATION - ELDERS

TRENDS - RECREATION

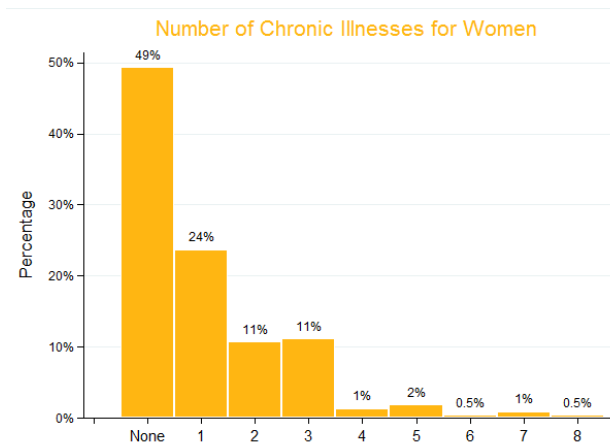
Compared to the data collected in 2012, there appears to be an increase in the frequency of physical recreation over the last four years. Since our community centre opened in 2012, our rates of daily physical activity for youth have grown by nearly 20% and for adults they have grown by 30%. This data shows a strong upwards trend but there remain 17% of youth (aged 2-29) who aren't getting physical recreation even once a week. There also remain 17% of adults (aged 30-59) and 32% of Elders (aged 60+) who aren't getting physical recreation even once a month.



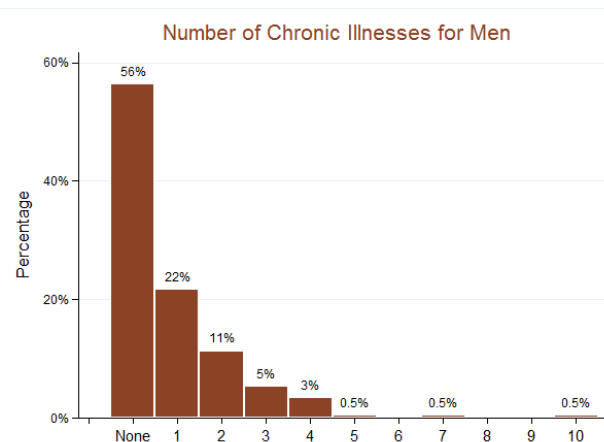
HEALTH - CHRONIC ILLNESSES - NUMBER - OVERALL

TRENDS - ILLNESSES

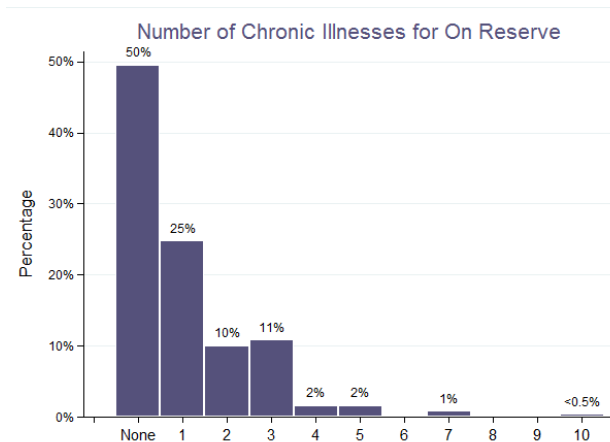
These graphs give information about the rate of occurrence of chronic illnesses overall, and about how many in our community are dealing with the challenges of comorbidity – more than one illness at the same time. Understanding comorbidity is a critical aspect of population health management because comorbidities are known to significantly increase health risks and costs. Our comorbidity rates are highest on reserve. While women have more chronic illnesses, the most complex comorbidity situations occur among men, a small number of whom have up to 10 different illnesses.



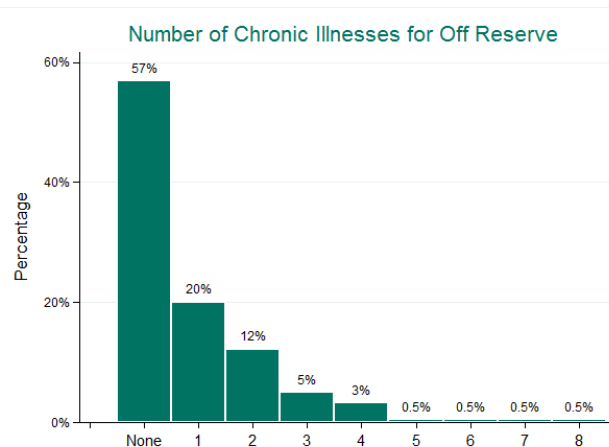
HEALTH - CHRONIC ILLNESSES - NUMBER - WOMEN



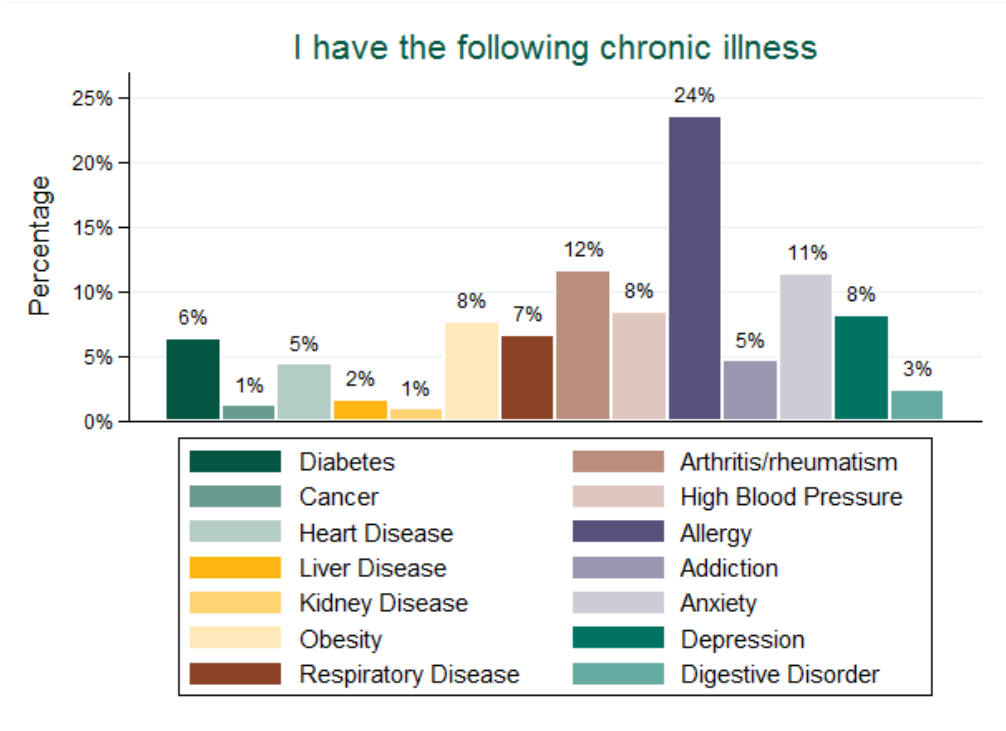
HEALTH - CHRONIC ILLNESSES - NUMBER - MEN



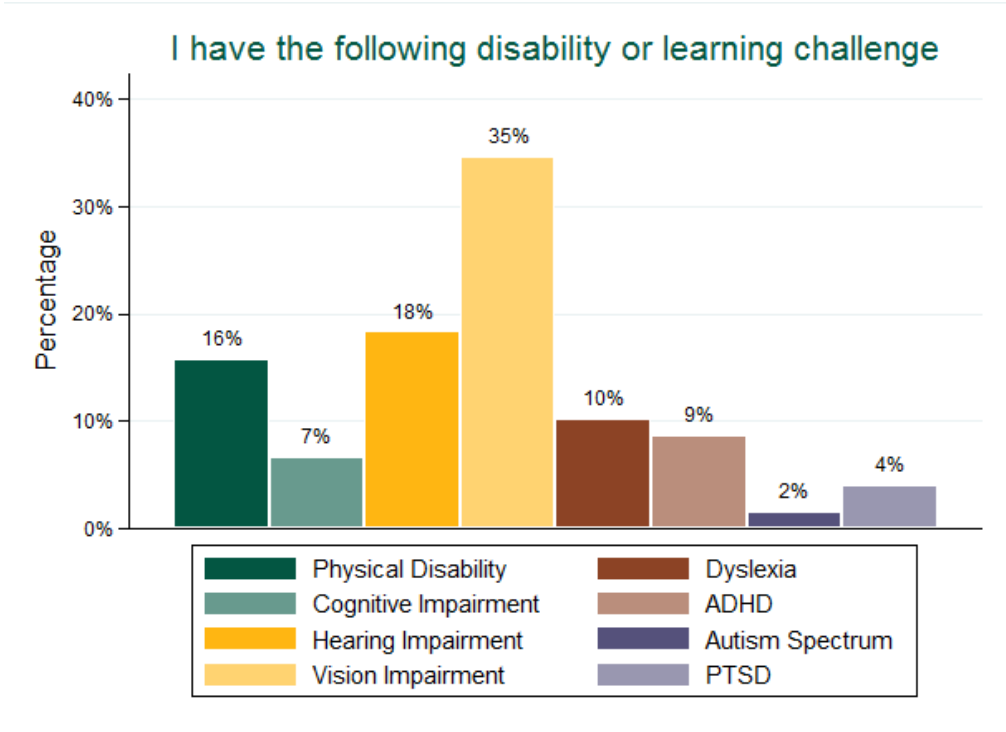
HEALTH - CHRONIC ILLNESSES - NUMBER - ON RESERVE



HEALTH - CHRONIC ILLNESSES - NUMBER - OFF RESERVE



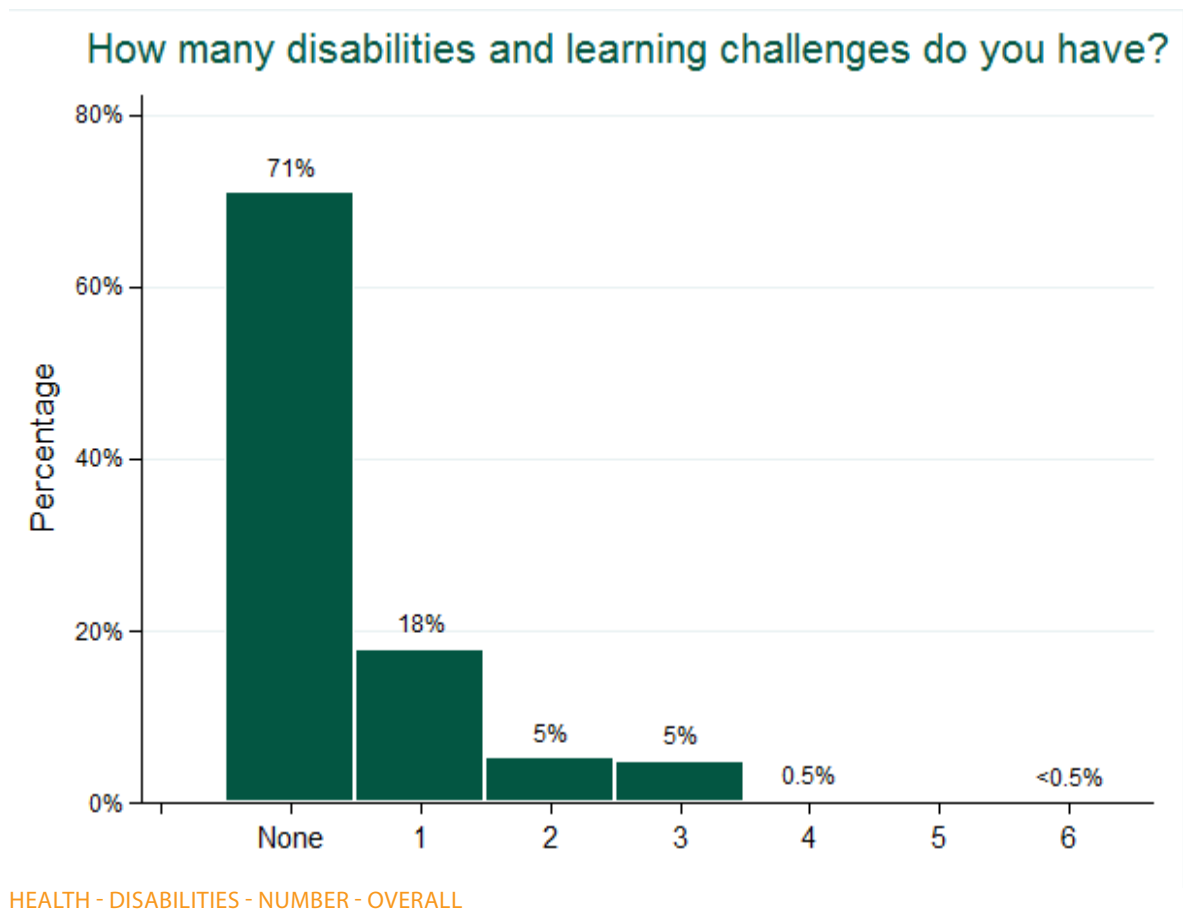
HEALTH - CHRONIC ILLNESSES - FREQUENCY

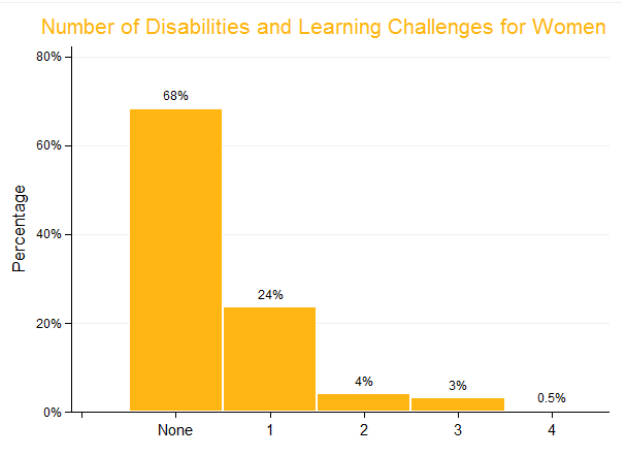


HEALTH - DISABILITIES & LEARNING CHALLENGES - FREQUENCY

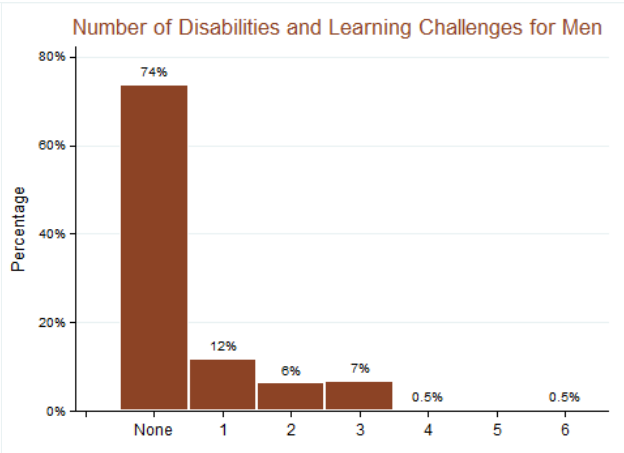
TRENDS - HEALTH

The colourful graphs on page 22 are health indexes. They show the proportion of our community who live with chronic illnesses (about 48%) and disabilities (about 30%). For those with chronic illnesses, the most common are allergies, arthritis, and anxiety. In disabilities, we have higher rates of visual impairment, hearing impairment, and physical disabilities. Further analysis of the large amount of health data collected will allow us to identify risk factors for illness and disability, helping us plan for a healthier future.

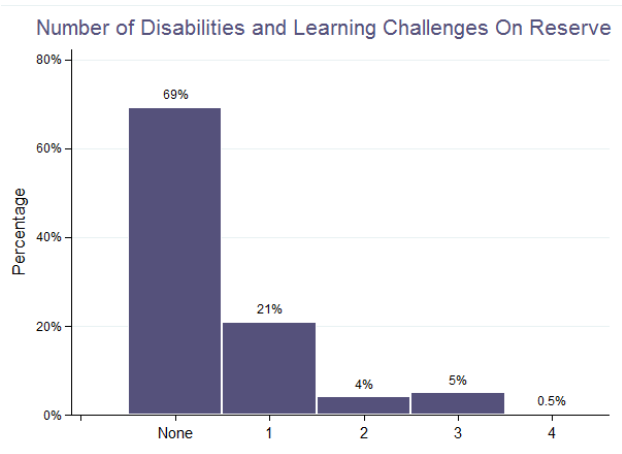




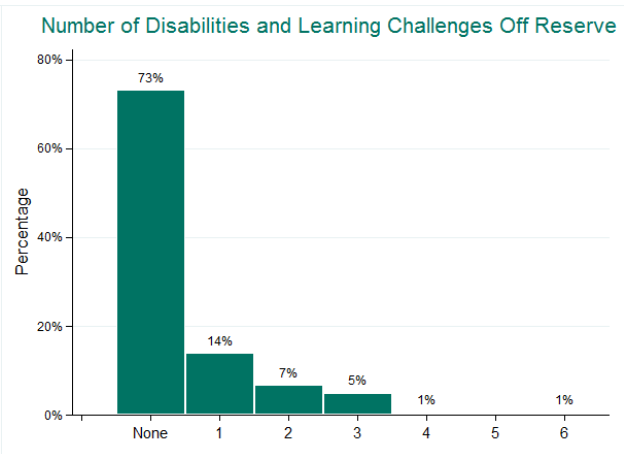
HEALTH - DISABILITIES - NUMBER - WOMEN



HEALTH - DISABILITIES - NUMBER - MEN

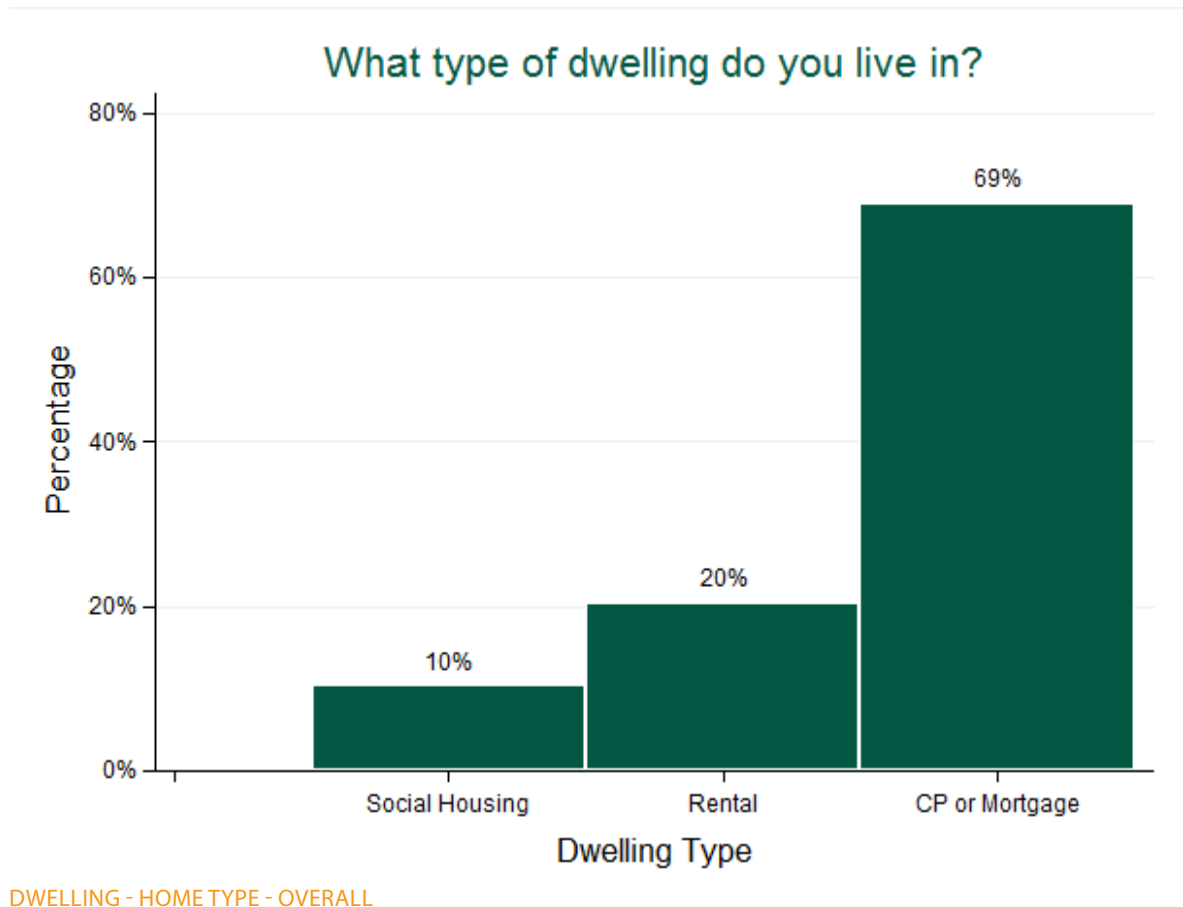


HEALTH - DISABILITIES - NUMBER - ON RESERVE



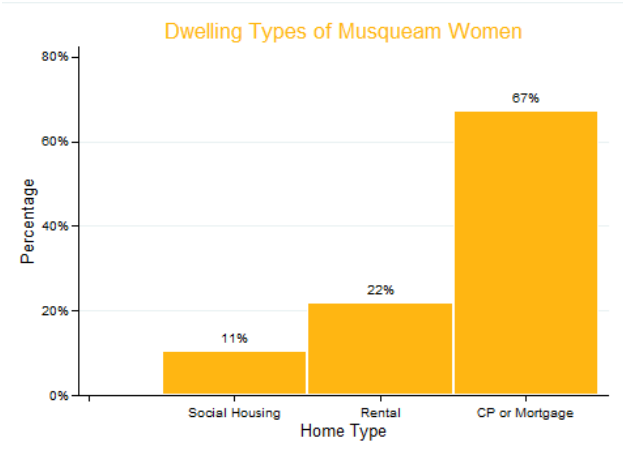
HEALTH - DISABILITIES - NUMBER - OFF RESERVE

Dwelling

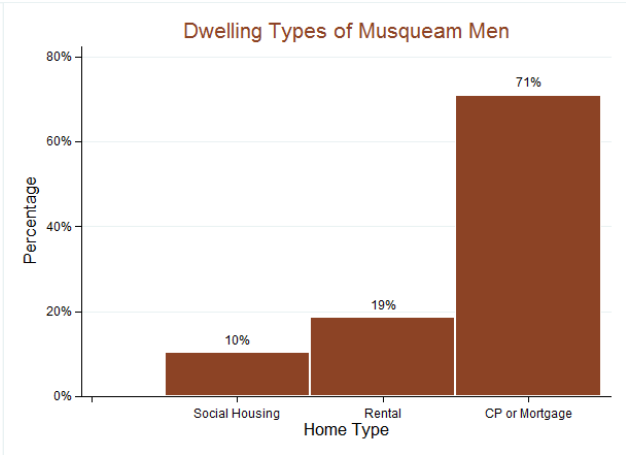


TRENDS - HOUSING

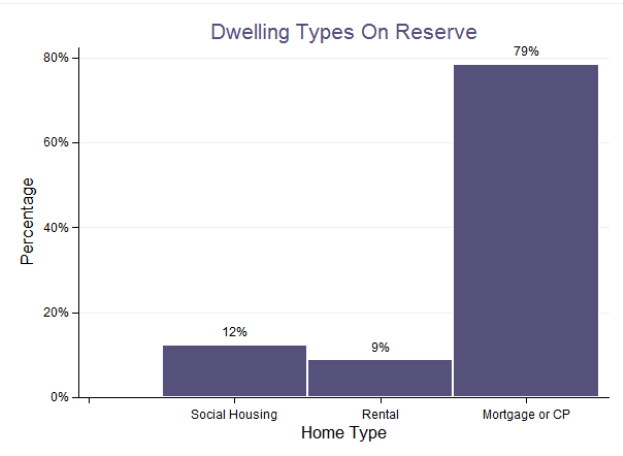
Most of our community live in homes that are CP or mortgaged. However, the graphs on the next page show that more women than men rent housing, and almost three times as many off reserve households are renting. This means that women and those off reserve are more likely to experience housing instability. The higher rental rate also likely contributes to smaller home sizes off reserve; on reserve, 95% have three bedrooms or more compared to 67% off reserve. Household sizes follow this trend, with four being the most common size on reserve, and three off.



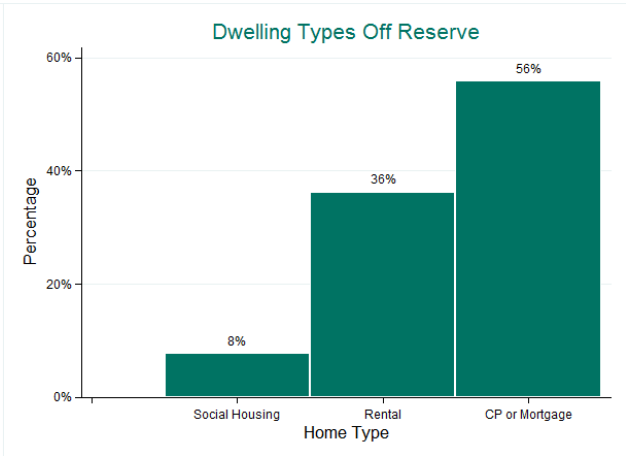
DWELLING - HOME TYPE - WOMEN



DWELLING - HOME TYPE - MEN



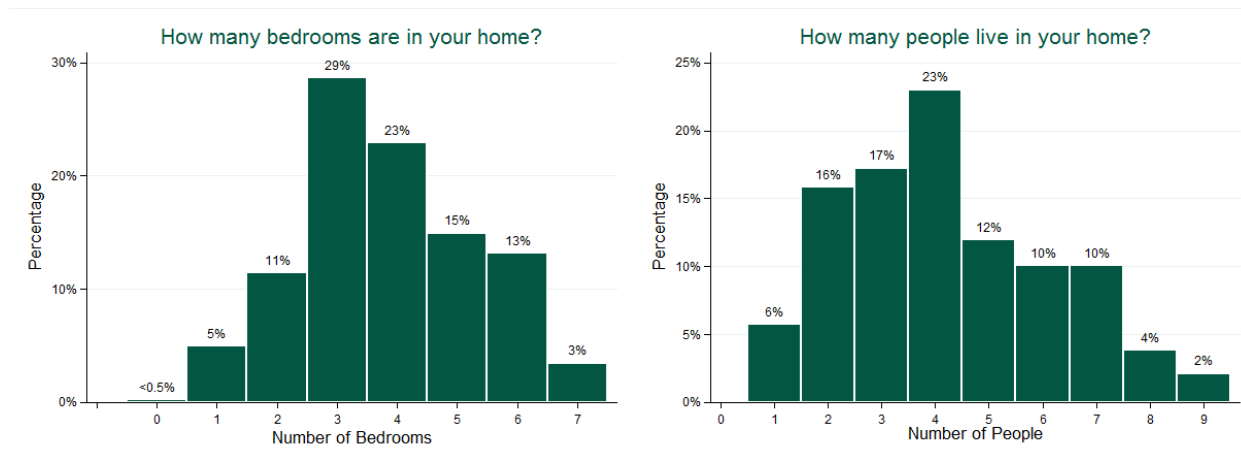
DWELLING - HOME TYPE - ON RESERVE



DWELLING - HOME TYPE - OFF RESERVE

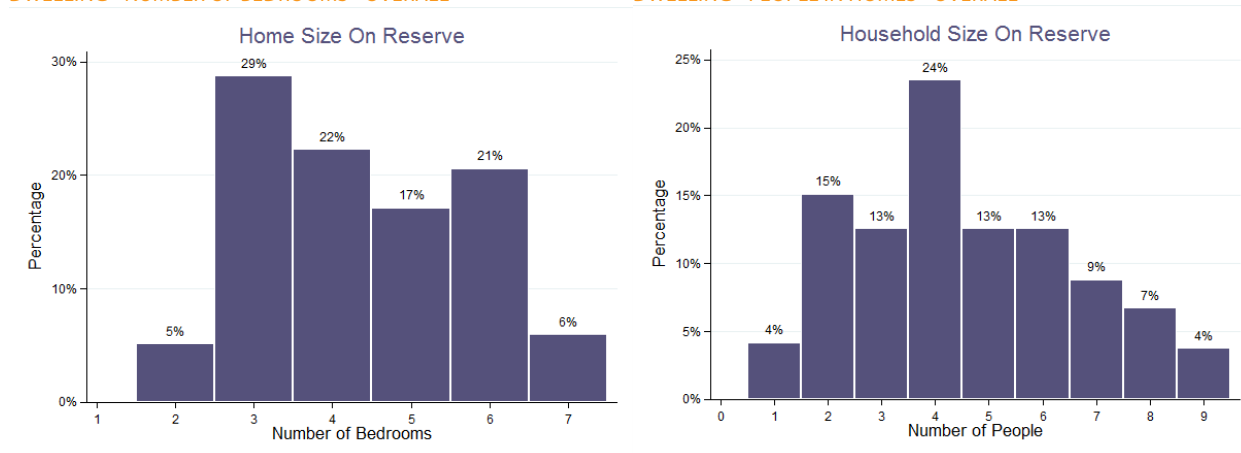
NUMBER OF ROOMS

NUMBER OF PEOPLE IN HOMES



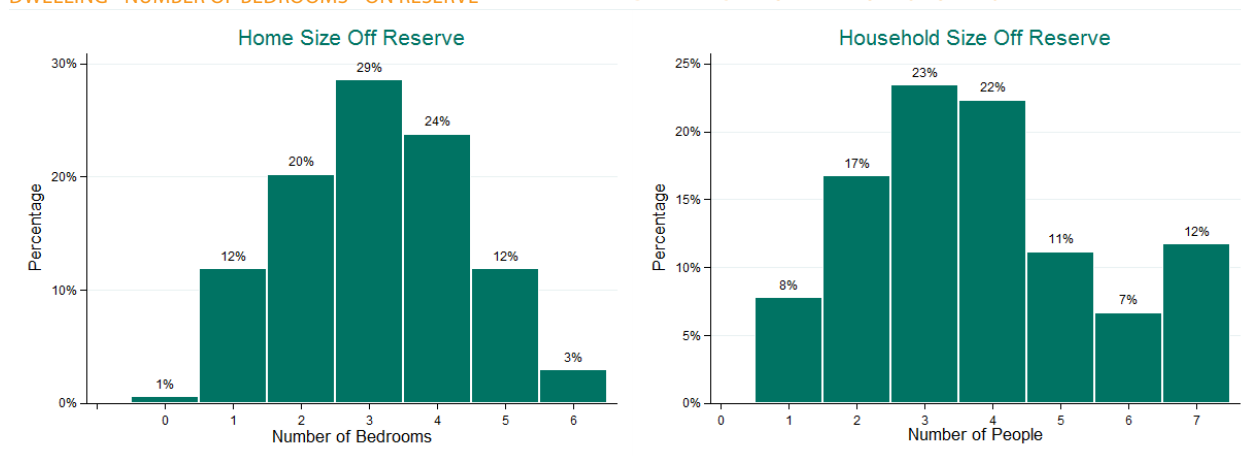
DWELLING - NUMBER OF BEDROOMS - OVERALL

DWELLING - PEOPLE IN HOMES - OVERALL



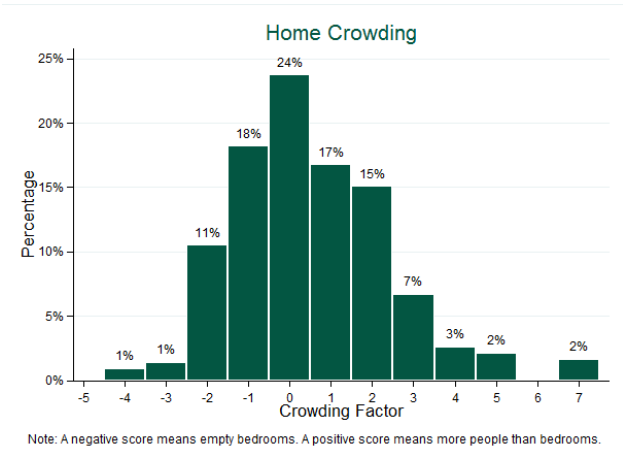
DWELLING - NUMBER OF BEDROOMS - ON RESERVE

DWELLING - PEOPLE IN HOMES - ON RESERVE

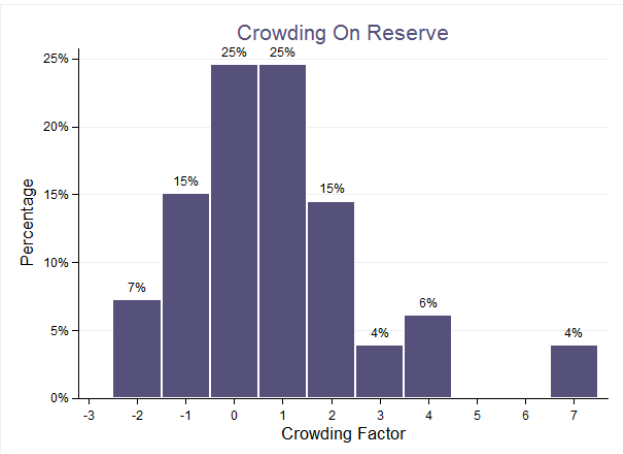


DWELLING - NUMBER OF BEDROOMS - OFF RESERVE

DWELLING - PEOPLE IN HOMES - OFF RESERVE



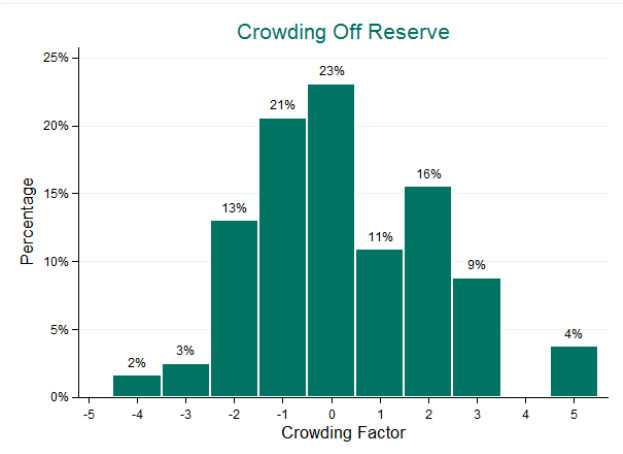
DWELLING - HOME CROWDING - OVERALL



DWELLING - HOME CROWDING - ON RESERVE

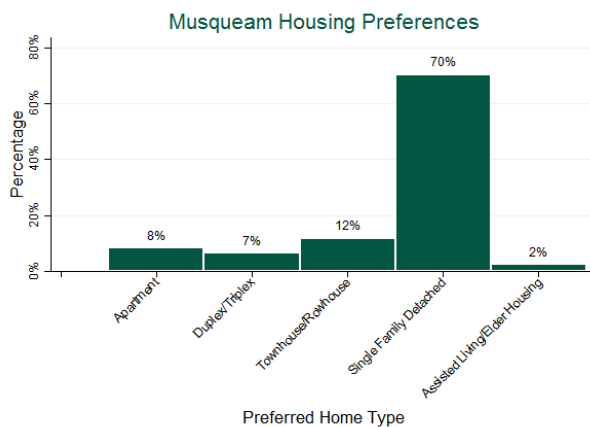
TRENDS - CROWDING

To measure crowding in Musqueam homes, we compared the number of bedrooms in each home to the number of people living in each home. Negative crowding scores (-1, -2 etc.) mean that those homes have more bedrooms than people. Positive scores mean more people than bedrooms. For homes that have a score of 1, we will conduct further analysis, as this category includes homes with two adult spouses who share one bedroom that are not over crowded, as well as homes with one parent and one child, where there is crowding in a one bedroom home.



DWELLING - HOME CROWDING - OFF RESERVE

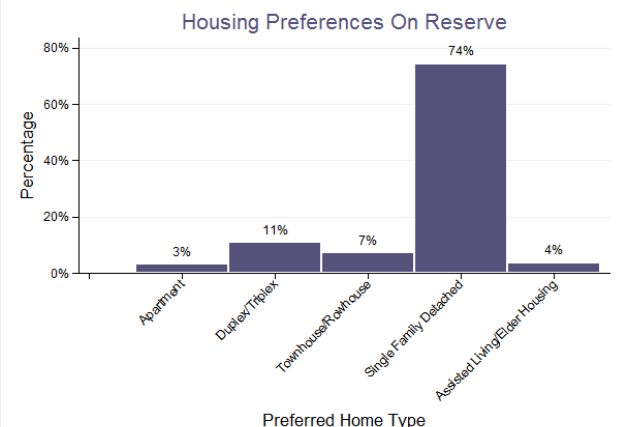
Overall, about 30% of households are experiencing some crowding. About 9% of our community on reserve lives in homes where there are four to seven more people than bedrooms. These households are experiencing intense crowding that may increase health and safety risks. As with the 2012 Census, this data shows the need for more on reserve housing. However, many of us, both on and off reserve, have larger homes than our family size. This suggests that attention must be paid to ensuring that the right size of homes are provided, especially given the limited land we have available.



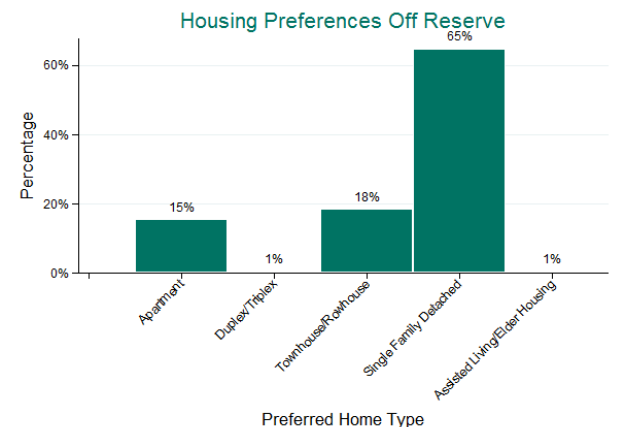
DWELLING - HOUSING PREFERENCES - OVERALL

PREFERENCE OF HOME TYPE

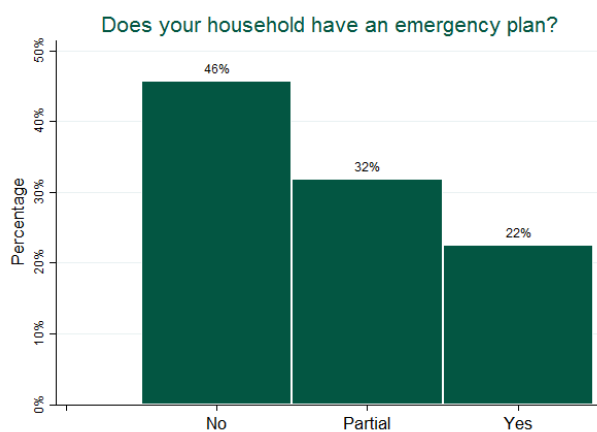
While most of us prefer single family detached housing, an increasing number of us would like to have apartment and townhome options for housing. This is especially true of the off reserve population, suggesting that higher density housing may be an efficient solution for members who want to move to the reserve. Most households do not have complete emergency plans in place, so action will be needed to support increasing this rate for the safety of the community.



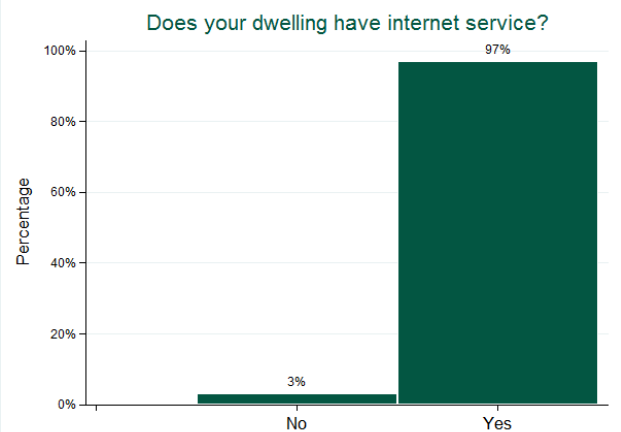
DWELLING - HOUSING PREFERENCES - ON RESERVE



DWELLING - HOUSING PREFERENCES - OFF RESERVE



DWELLING - HOUSEHOLD EMERGENCY PLAN



DWELLING - HOUSEHOLD INTERNET ACCESS



PERSONAL CENSUS

The Personal Census asked questions about individual opinions, preferences, and experiences. It gives us information about what people are thinking and concerned about, how people are managing safety and community issues, harvesting traditional resources, and finding and maintaining employment. Like the Household Census, Personal Census data is anonymous. We can use it to look at trends among groups of people in our community, but not at any specific person or family.

In this section, you can find information about how our community feels about our community objectives, the performance of Chief and Council, Band communications, our quality of life, and important information about what our community's safety and social issues are, as well as how community members are handling them and where they need support. Alongside the Household Census data, this data will contribute to planning and program design aimed at improving the safety and wellbeing of our community.

When looking at the figures throughout this chapter, please note:

The actual value is within +/-6% for Personal Census results. The scale used in the graphs changes, so be sure to look to the left side of each graph and also at the percentage values at the top of each bar. When looking at the percentages, note that all values have been rounded to the nearest percent or half percent for small values.



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WHAT DID WE DO?

The 2016 Census team reviewed the topics from the Musqueam 2012 Census and divided them into the 2016 Household and Personal Censuses so we could get enough Household Census responses for a reliable sample. The Personal Census that remained was longer and got fewer responses than the Household Census. However, it mostly presents opinions, not empirical facts as shown in the Household Census, so sample size is not as big of a consideration. The questions are in Appendix 4.

The Personal Census was open for all Musqueam community members to respond to between August 17, 2016 and January 30, 2017. The Personal Census data set was outputted, anonymized, and coded for analysis. All responses that contained usable information were retained for analysis. The Personal Census brought in 214 responses. A lot of work went into each one – we appreciate your responses!

Overall, this survey has about a 6% Margin of Error at the 95th confidence interval. Both women and those living on reserve are over-represented, which means they sent in the most responses. Data for other groups (men, off reserve) are somewhat less reliable (closer to 10% Margin of Error) because they had a lower response rate.

WHAT'S CHANGED SINCE 2012?

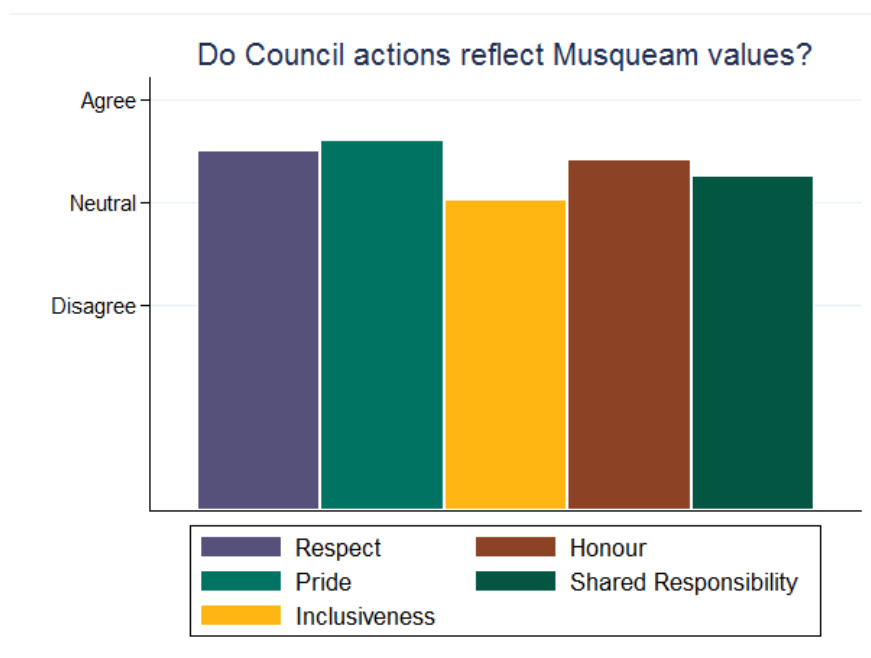
One major change from the 2012 Census to the 2016 Personal Census is that we have changed the way we are using data to assess the performance of Musqueam Administration and its departments. Previously, opinion data about departments was included in the Census report. However, this data is not very reliable, both because it is opinion based, and because it includes opinions of those who may have had no contact with the departments and programs they were expressing views about.

Instead, for 2016, we have included indicators from every department in the final section of this report, and will be assessing departments and programs over time by using our empirical Household Census data. This will enable us to, for example, measure if health is improving, rather than people's opinions about our Health Department. This type of assessment allows for better measurement of the effectiveness of our programs. In addition, we have added a new section about resource harvesting to help us learn about how Musqueam people are making use of our traditional territories to collect resources for themselves and their families. Documenting these practices is helpful in asserting our Indigenous rights.

WHAT DID WE LEARN?

What does our community think about...

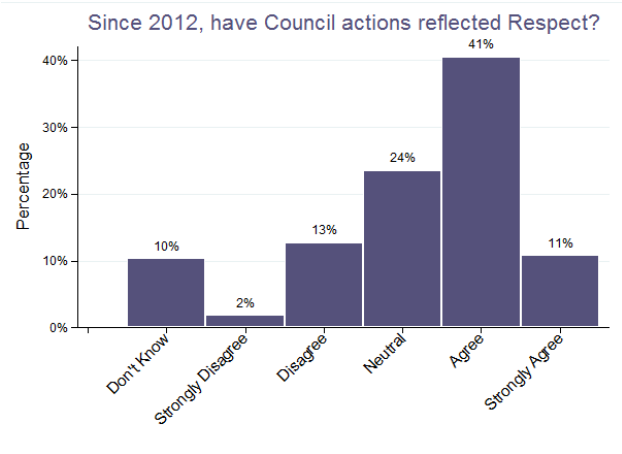
...Musqueam's community priorities?



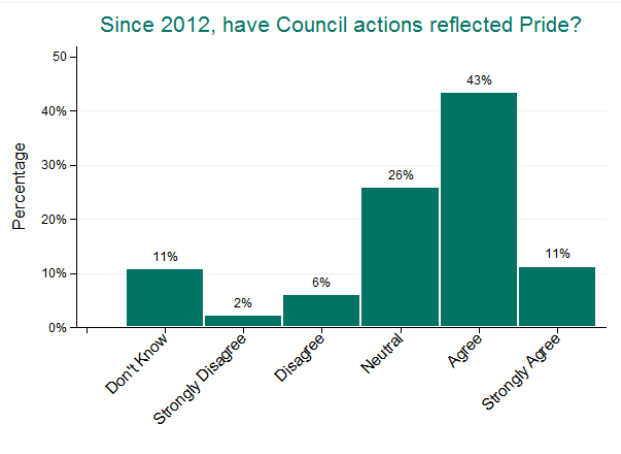
COMMUNITY PRIORITIES - COUNCIL VALUES

COUNCIL VALUES

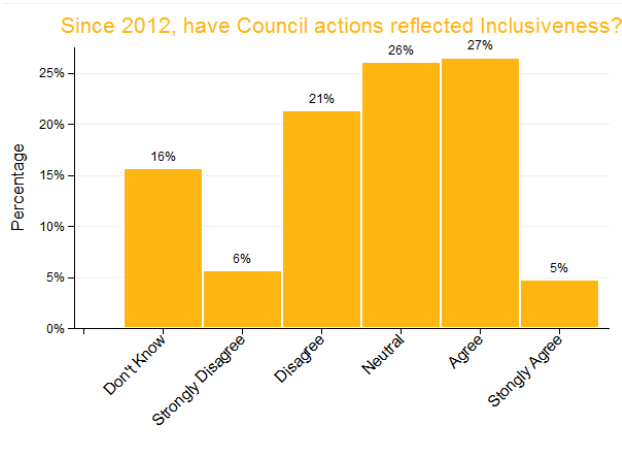
The above index graph shows an averaging of people's opinions about whether Council actions reflect Musqueam values. The neutral line marks the point at which an equal number of people agree and disagree. Where the bars on the graph are taller than the neutral line, more people agree. The shorter the bar, the more disagreement was found in the survey. The graphs on the next page show the range of responses to the questions we asked about Council values. As we can see, there is not much disagreement except on the topic of inclusivity.



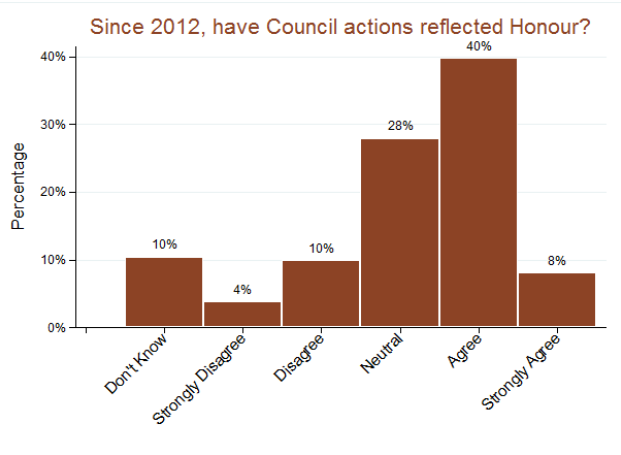
COMMUNITY PRIORITIES - COUNCIL - RESPECT



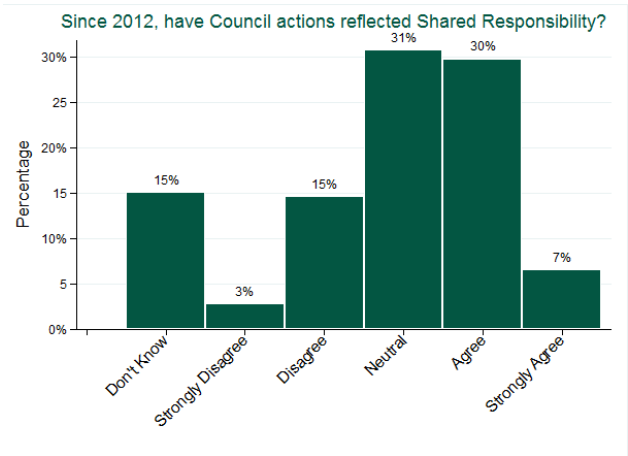
COMMUNITY PRIORITIES - COUNCIL - PRIDE



COMMUNITY PRIORITIES - COUNCIL - INCLUSIVE



COMMUNITY PRIORITIES - COUNCIL - HONOUR

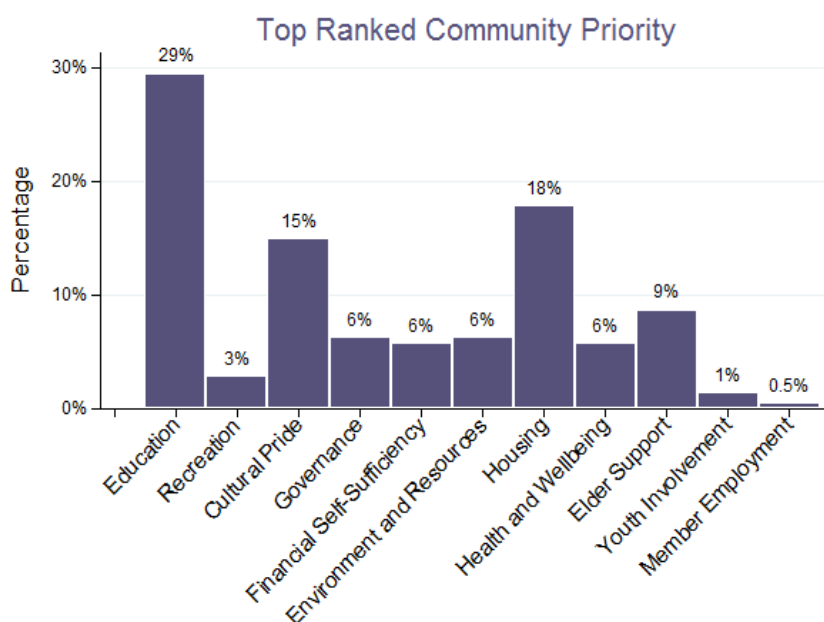


COMMUNITY PRIORITIES-COUNCIL-SHARED RESPONSIBILITY

UNDERSTANDING OUR COMMUNITY PRIORITIES

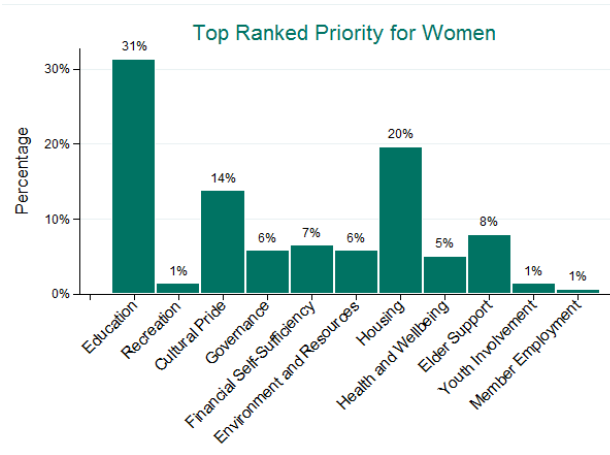
We asked people to rank the importance of our 11 CCP community objectives. To rank the priorities, we assigned points based on how people had ranked each item (11 points for first, 10 for second and so on). **Education** came out as the top priority (1654 pts), followed by **housing** (1554 pts), and **health** (1402 pts). While completing the survey question, several of you commented that all of the objectives are important and linked to one another. This reminds us that all of these objectives are considered priorities that need attention.

WEIGHTED RANKING OF COMMUNITY PRIORITIES	
Rank	Objective (<i>Weighted Score</i>)
1	Address our community's educational needs (1654)
2	Address our housing needs (1554)
3	Improve our health and well-being (1402)
4	Support our Elders (1363)
5	Take pride in our culture (1327)
6	Achieve financial self-sufficiency (1220)
7	Protect our environment & conserve natural resources (1203)
8	Advance better governance of our Nation (1120)
9	Support youth involvement (1090)
10	Help members get the jobs they want (868)
11	Address our community's recreation needs (861)

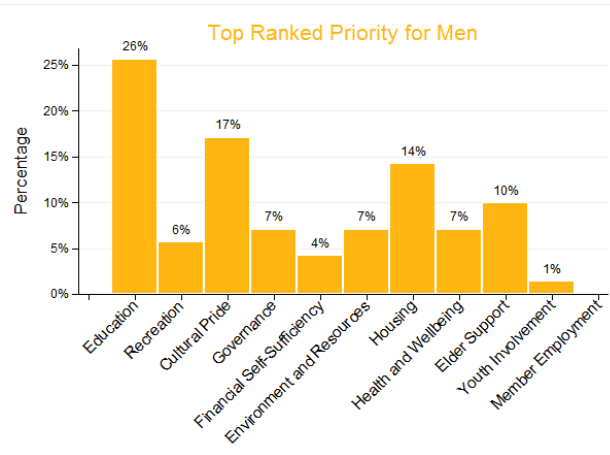


To illustrate the top priorities of community members, the graph to the left shows the percentage of people who ranked each priority as number one. While education and housing were ranked first by the highest percentages of people, taking pride in our culture was the next most common first choice. The graphs on the next page show the top picks of different segments of the community.

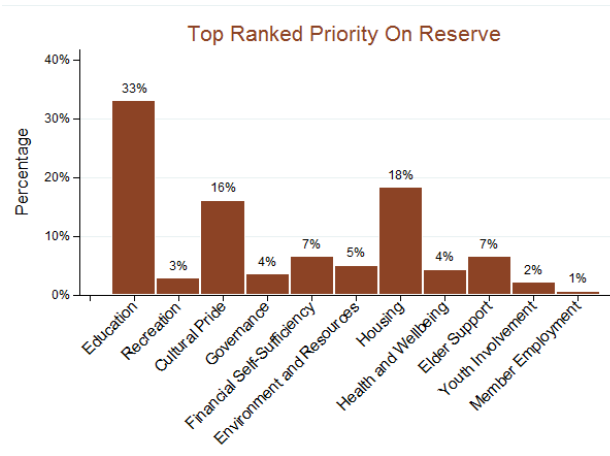
COMMUNITY PRIORITIES - TOP RANKED



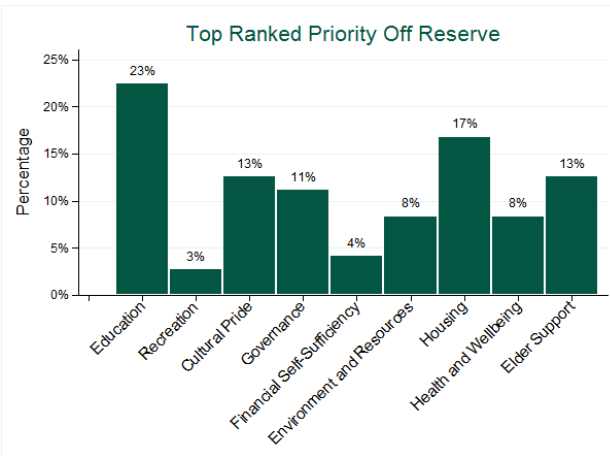
COMMUNITY PRIORITIES - TOP RANK - WOMEN



COMMUNITY PRIORITIES - TOP RANK - MEN



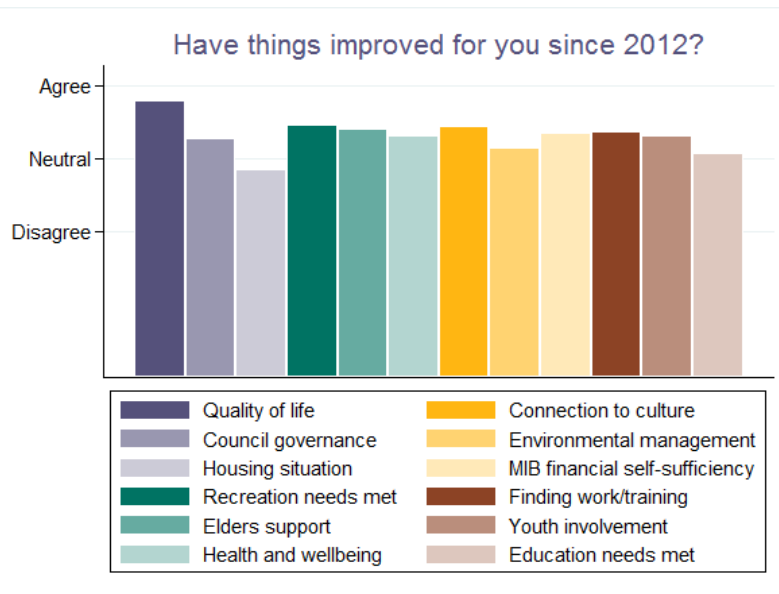
COMMUNITY PRIORITIES - TOP RANK - ON RESERVE



COMMUNITY PRIORITIES - TOP RANK - OFF RESERVE

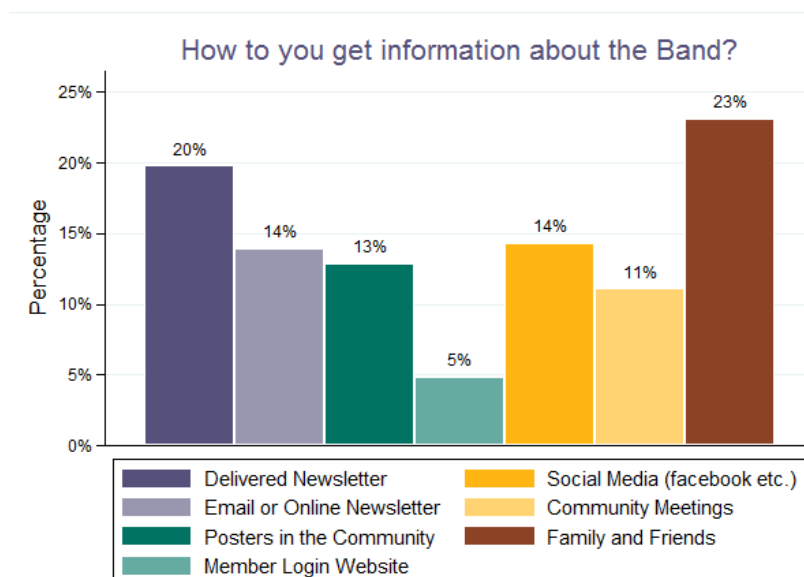
TRENDS - OUR COMMUNITY

In this index graph, we see an averaging of people's opinions about aspects of their quality of life. The neutral line marks the point at which an equal number of people agree and disagree. The Housing bar is below the neutral line, which means that overall, people disagree that their housing situation has improved. On the other hand, the tall Quality of Life bar means that most people feel their lives have gotten better.



COMMUNITY PRIORITIES - IMPROVEMENT FOR MEMBERS

What does our community think about... ...Band communications?

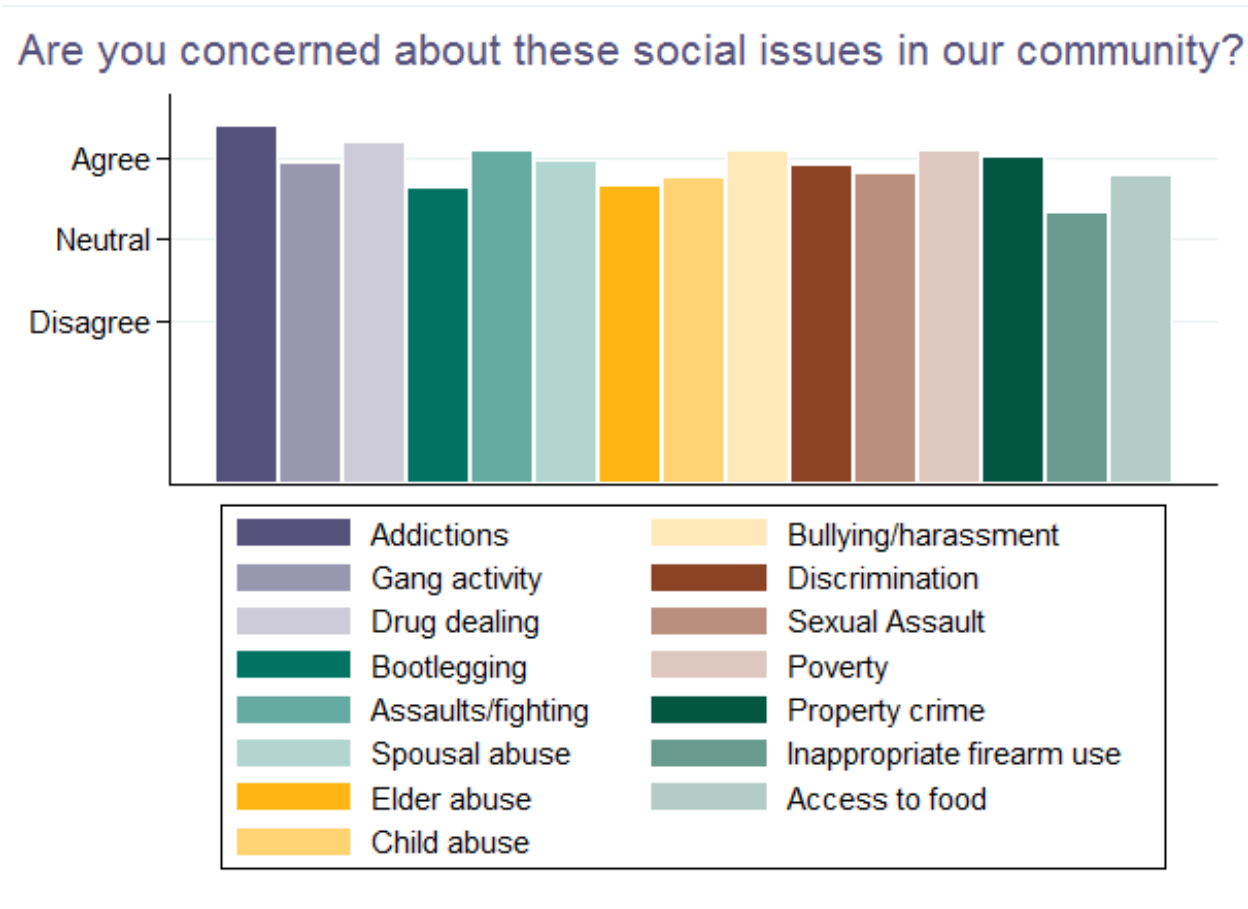


COMMUNICATIONS - INFORMATION SOURCES

TRENDS-COMMUNICATIONS

Talking with friends and family and our community newsletter remain the most important ways we spread the word! This information provides insight for communication planning, ensuring people get the information they need. We have also collected information on other types of electronic communications that may be useful, so watch for upcoming innovations in Band communications – but don't worry, we've heard our newsletter is important, and it's here to stay.

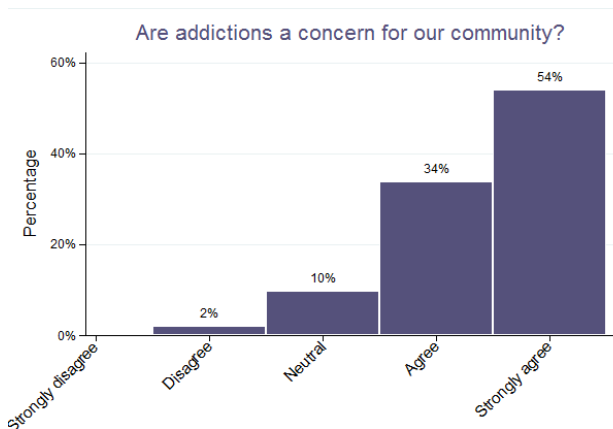
What does our community think about... ...community safety?



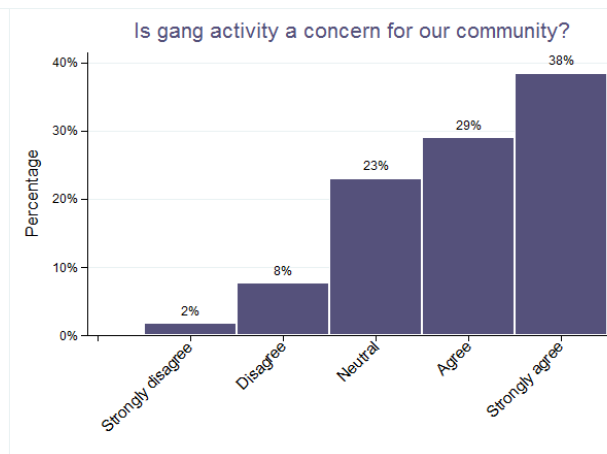
SOCIAL ISSUES

ABOUT THIS SECTION

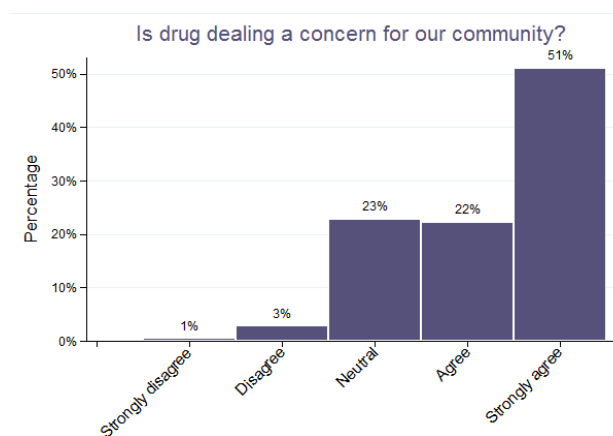
On the next seven pages, you will see colourful index graphs showing community views about social and safety issues, and then a series of purple graphs exploring each concern contained in the index graph. The colourful indexes express the community’s agreement on these issues - with bars taller than the neutral line indicating agreement and shorter bars showing disagreement - while the purple graphs show the differences of opinion, as each bar represents a different opinion.



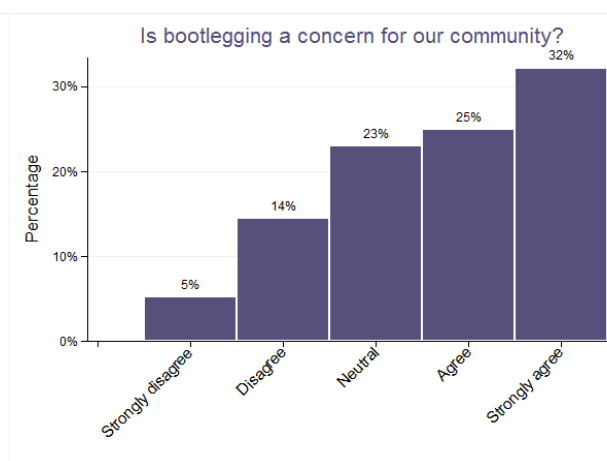
SOCIAL ISSUES - ADDICTIONS



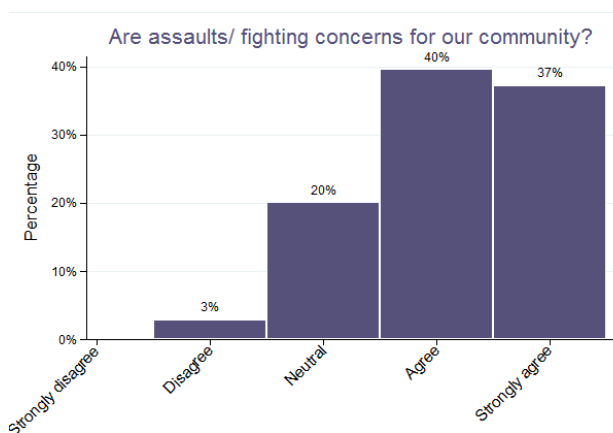
SOCIAL ISSUES - GANGS



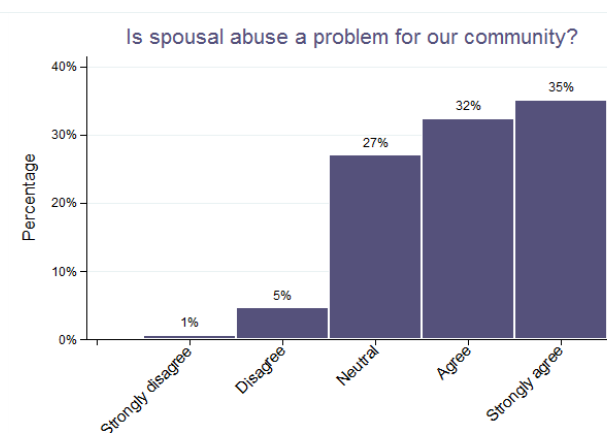
SOCIAL ISSUES - DRUG DEALING



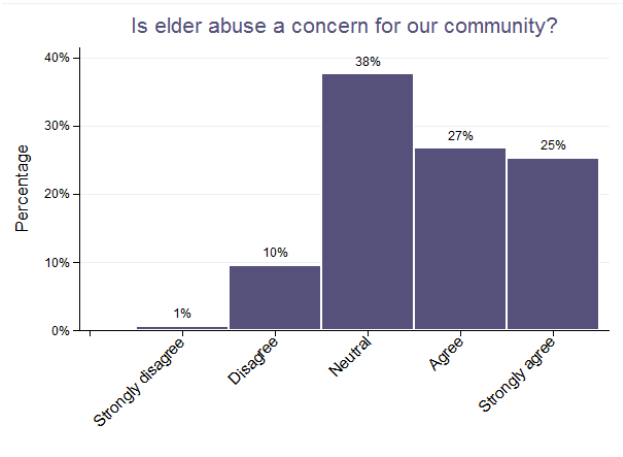
SOCIAL ISSUES - BOOTLEGGING



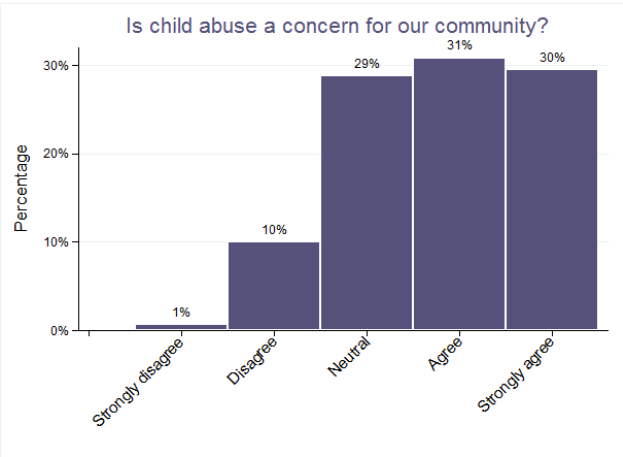
SOCIAL ISSUES - ASSAULT



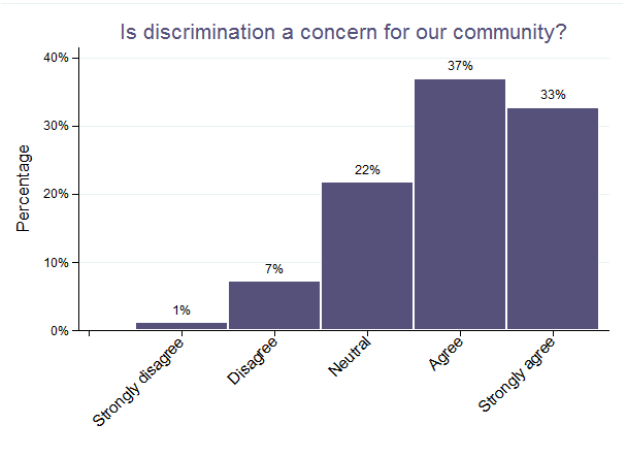
SOCIAL ISSUES - SPOUSAL ABUSE



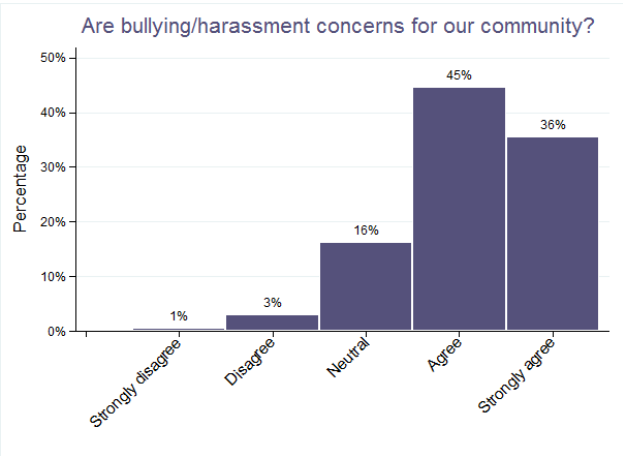
SOCIAL ISSUES - ELDER ABUSE



SOCIAL ISSUES - CHILD ABUSE



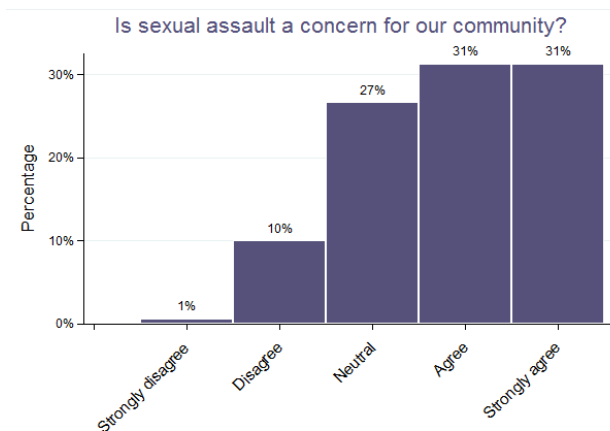
SOCIAL ISSUES - DISCRIMINATION



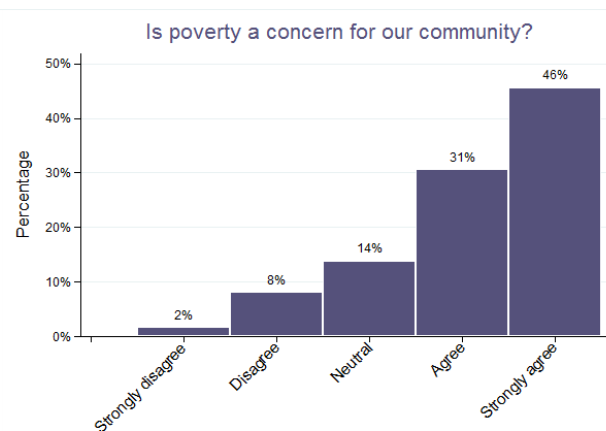
SOCIAL ISSUES - BULLYING

TRENDS - SOCIAL ISSUES

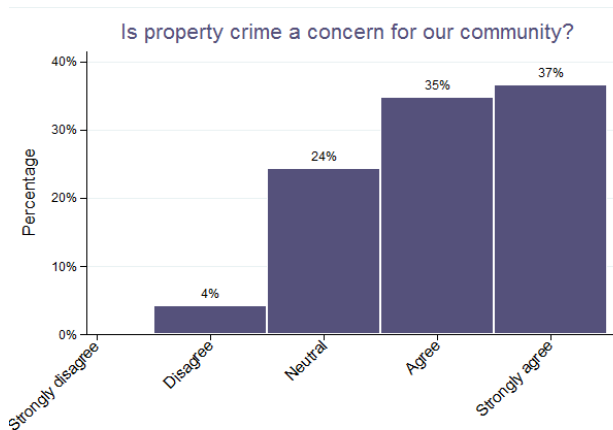
Addictions, drug dealing, bullying/harassment, and assaults/fighting are challenges our community is clearly concerned about. For other problems, overall concern is also quite high. Where there are opposite views on an issue, it's often because of what individuals see or experiences themselves, compared to others. Further analysis will help us identify if there are particular risk groups or areas that need to be addressed.



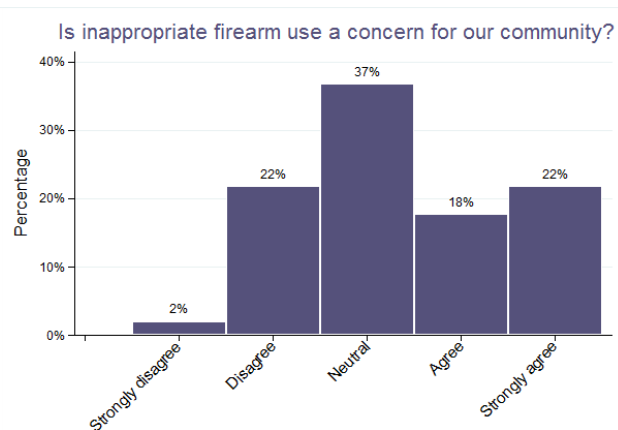
SOCIAL ISSUES - SEXUAL ASSAULT



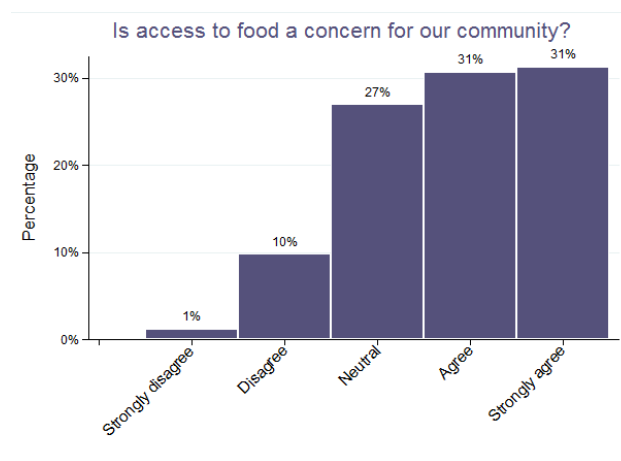
SOCIAL ISSUES - POVERTY



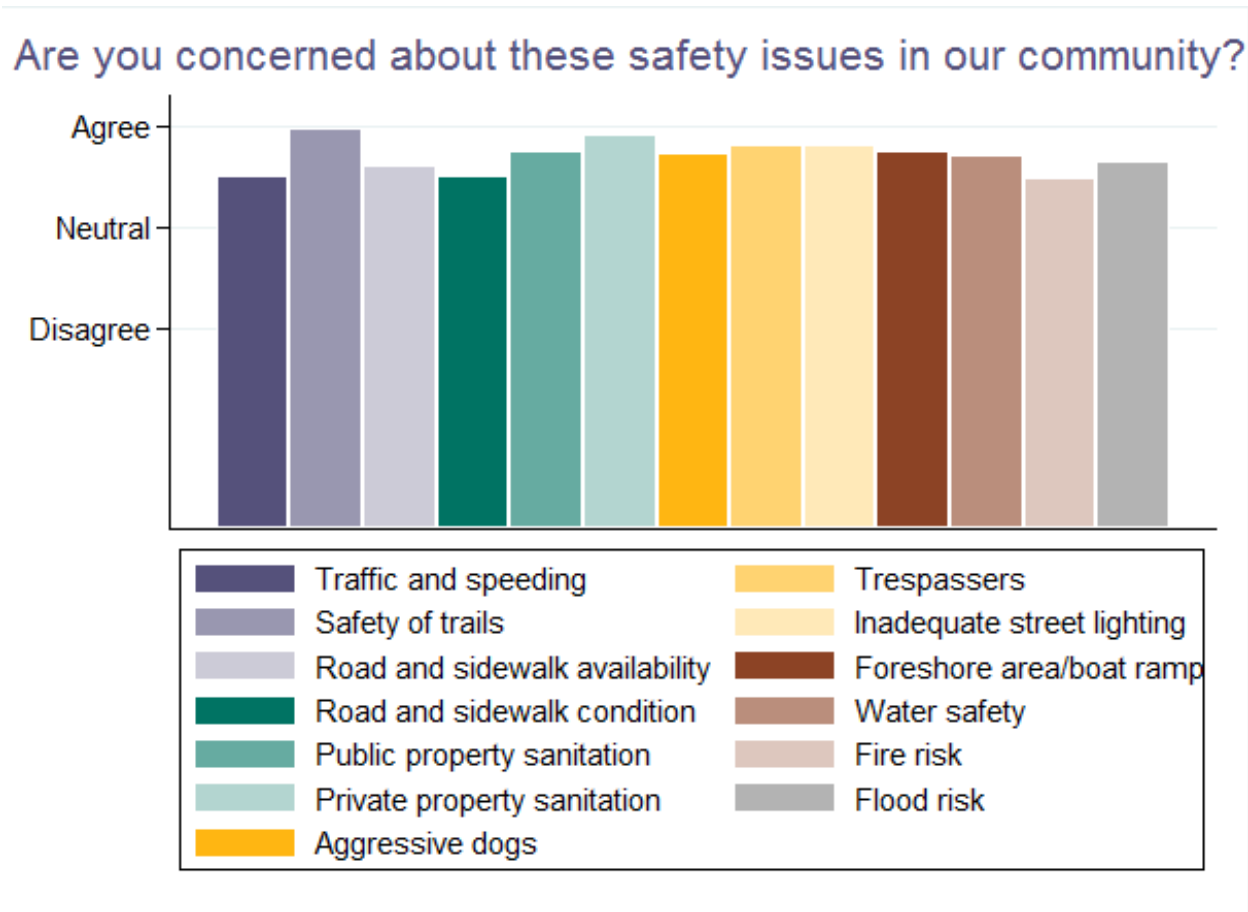
SOCIAL ISSUES - PROPERTY CRIME



SOCIAL ISSUES - FIREARMS



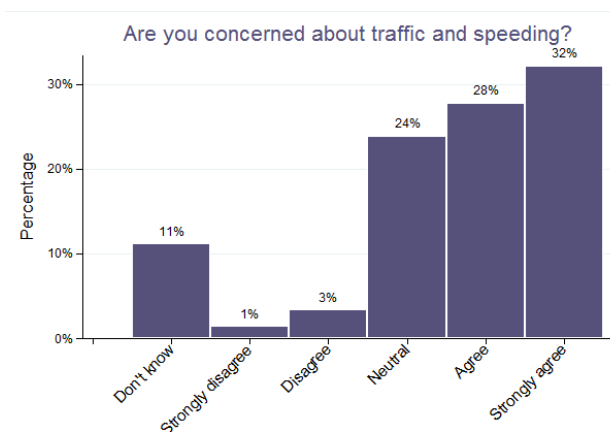
SOCIAL ISSUES - ACCESS TO FOOD



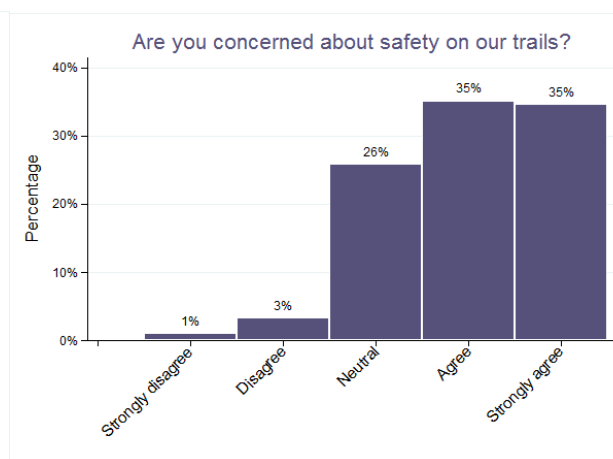
SAFETY ISSUES

TRENDS - SAFETY CONCERNS

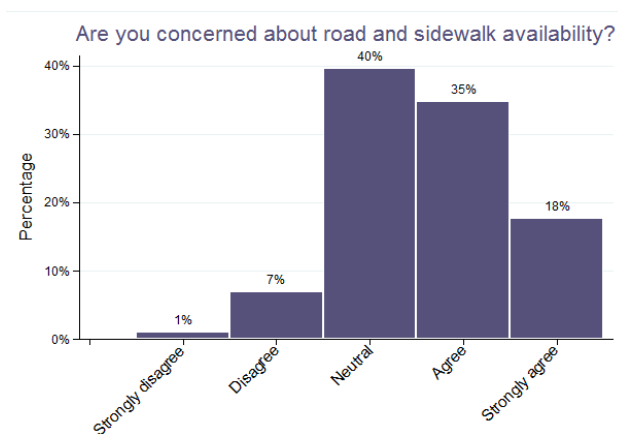
Trail safety, sanitation, trespassers, and inadequate street lighting are safety issues our community agrees that we need to take action to address. The safety issue graphs, along with the previous graphs on social issues, relate to the data provided by the Vancouver Police Department on page 73 about the number and kinds of calls they respond to. We can see that there are some gaps between what happens in our community and what people perceive our challenges to be. This information can help us know more accurately what the safety issues around us are.



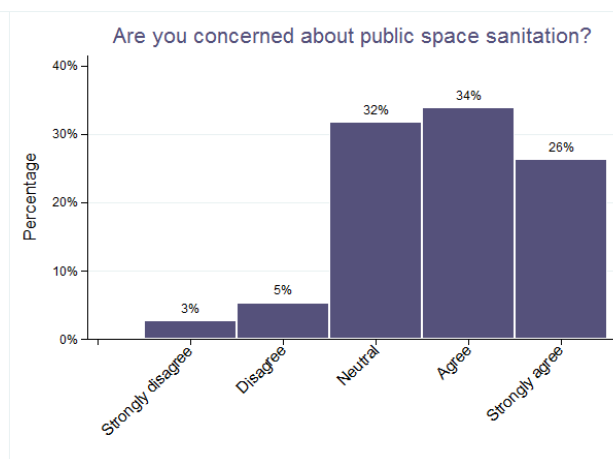
SAFETY ISSUES - TRAFFIC & SPEEDING



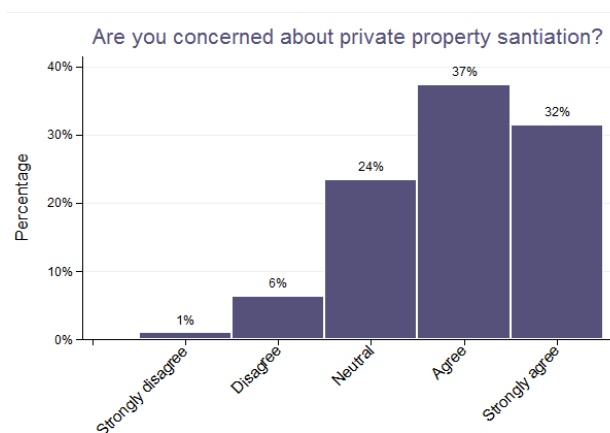
SAFETY ISSUES - TRAILS



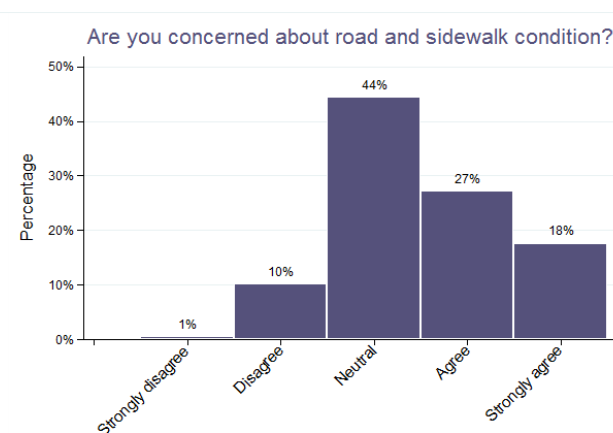
SAFETY ISSUES - ROAD & SIDEWALK AVAILABILITY



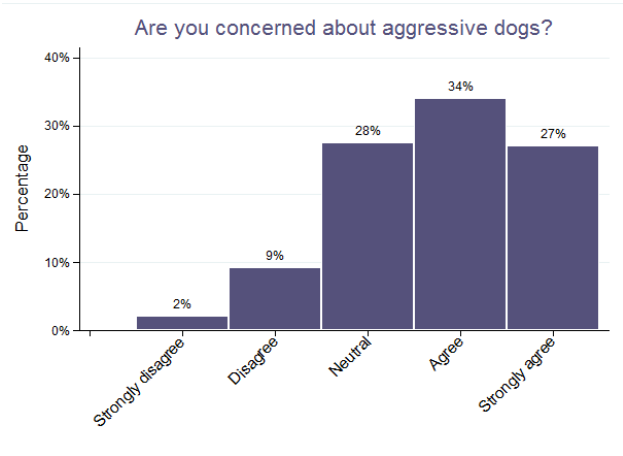
SAFETY ISSUES - PUBLIC SPACE SANITATION



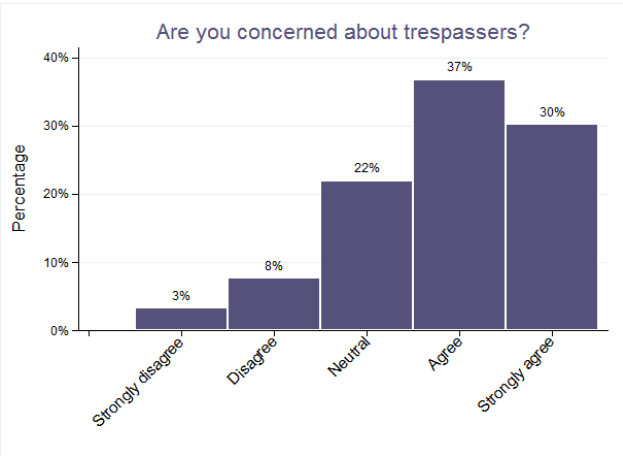
SAFETY ISSUES - PRIVATE PROPERTY SANITATION



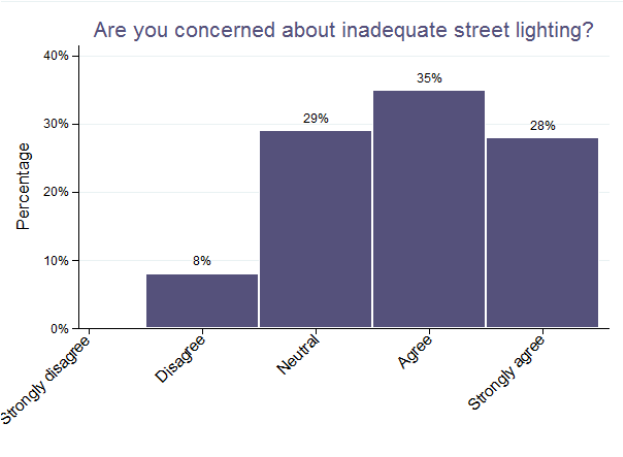
SAFETY ISSUES - ROAD & SIDEWALK CONDITION



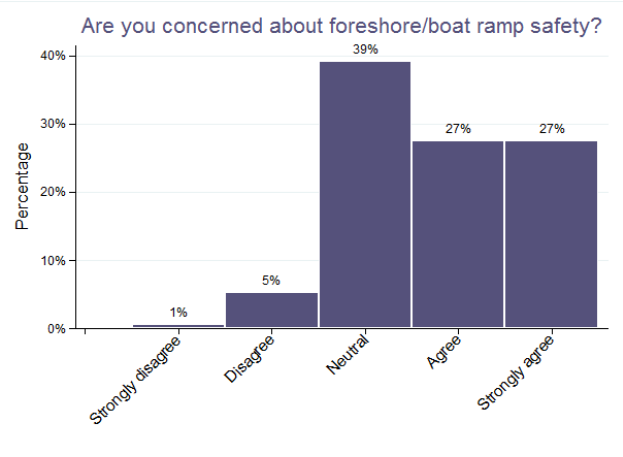
SAFETY ISSUES - AGGRESSIVE DOGS



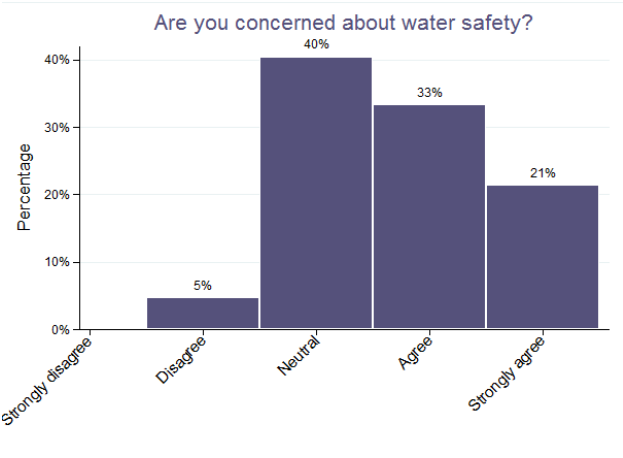
SAFETY ISSUES - TRESPASSERS



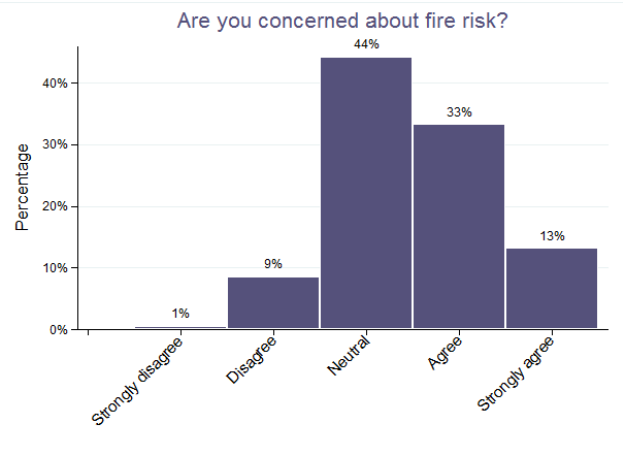
SAFETY ISSUES - STREET LIGHTING



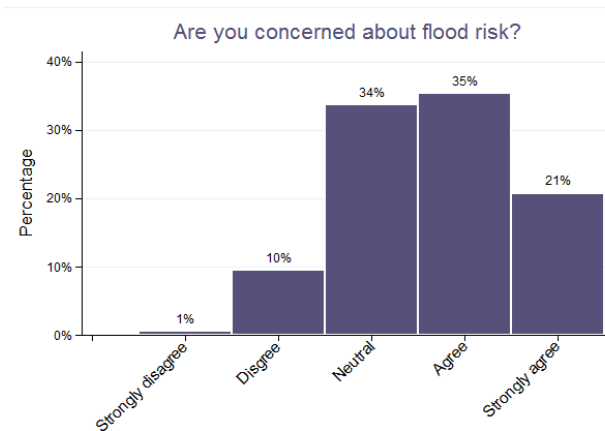
SAFETY ISSUES - FORESHORE SAFETY



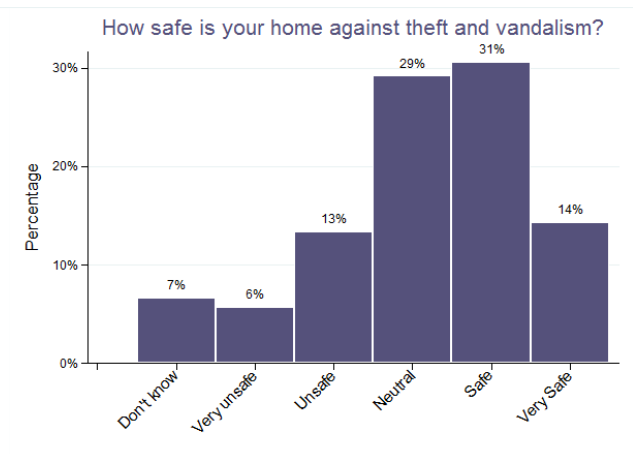
SAFETY ISSUES - WATER SAFETY



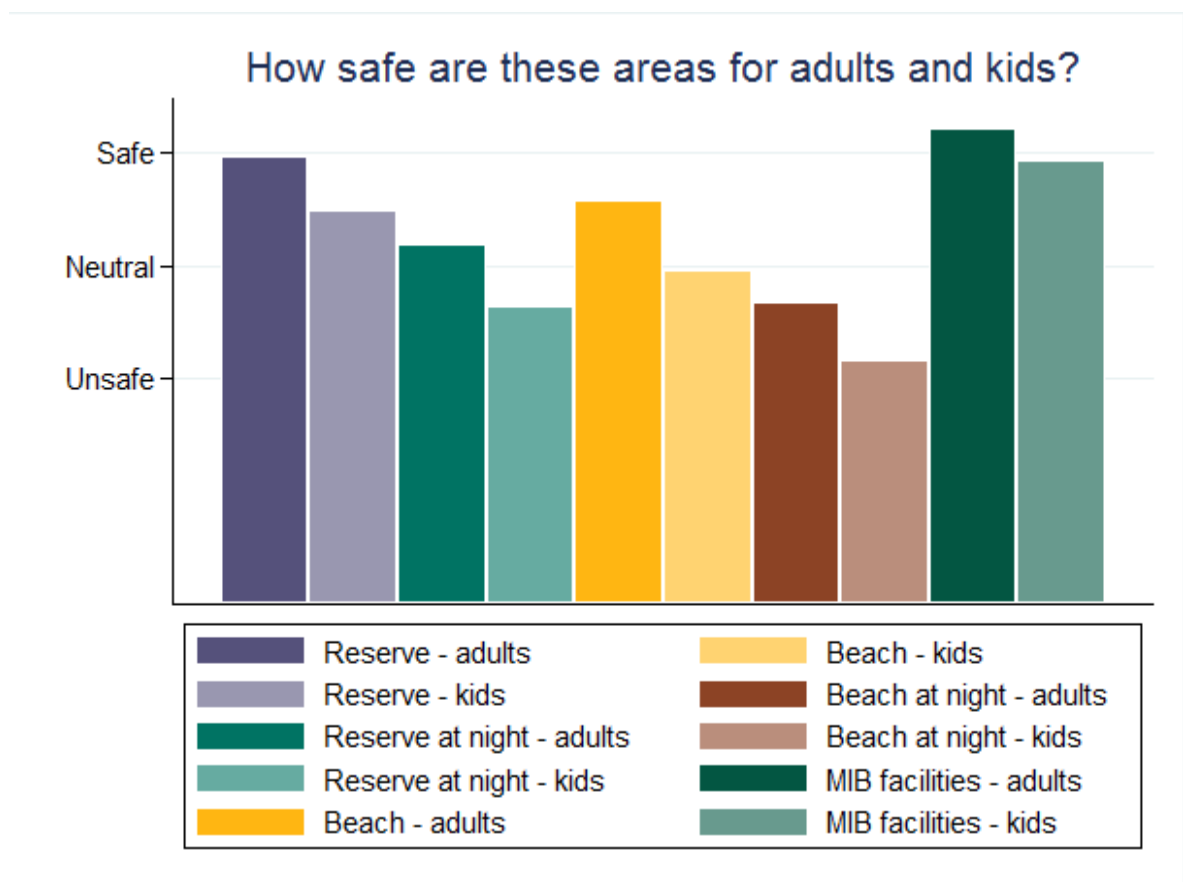
SAFETY ISSUES - FIRE



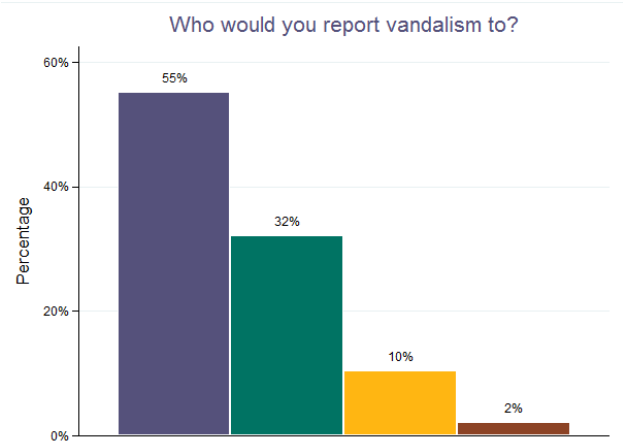
SAFETY ISSUES - FLOOD



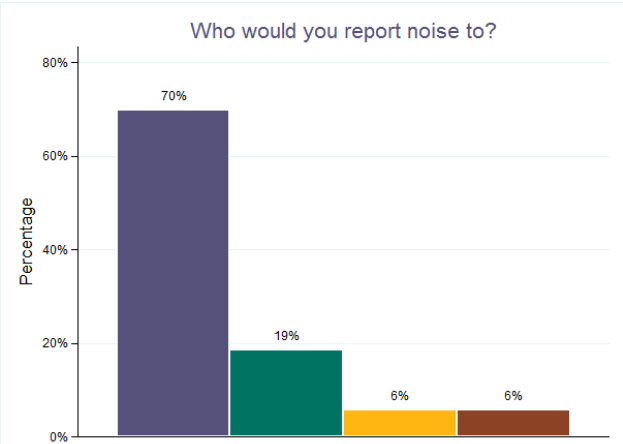
SAFETY ISSUES - THEFT & VANDALISM



SAFETY ISSUES - PERCEIVED SAFETY FOR ADULTS & CHILDREN



REPORTING - VANDALISM



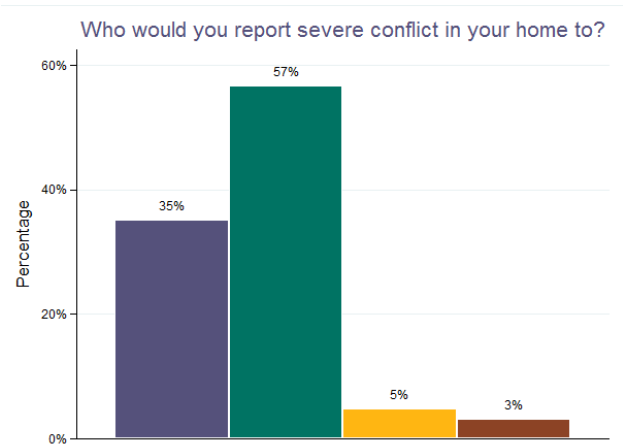
REPORTING - NOISE

TRENDS - COMMUNITY SAFETY

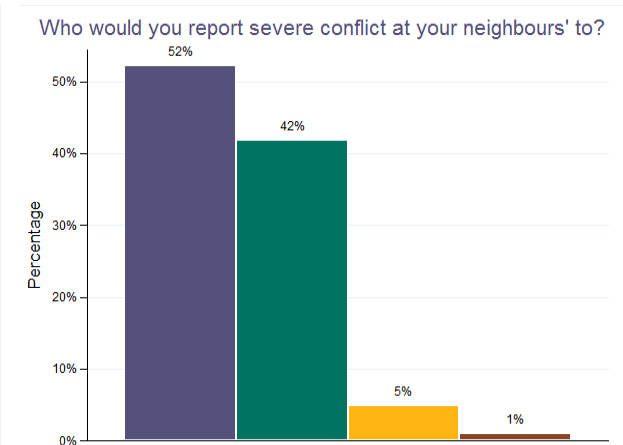
Many people identified that they would notify police and MIB Security for less serious issues, such as noise and vandalism. For more serious matters, we are more likely to call the police. Exploring why people don't report is an important step toward increasing safety for all.

Community Reporting Graph Legend

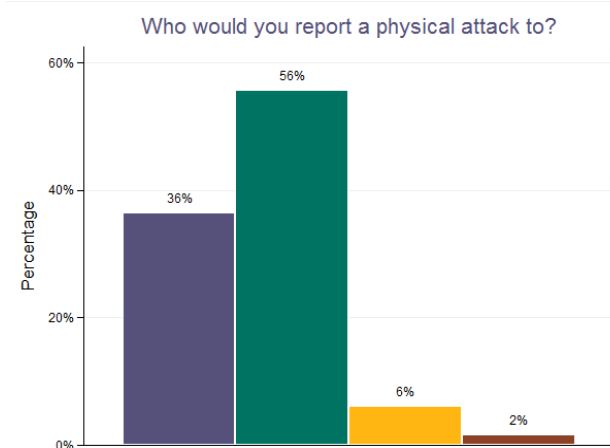
- MIB Safety & Security
- Vancouver Police Department
- MIB Band Office
- Wouldn't Report



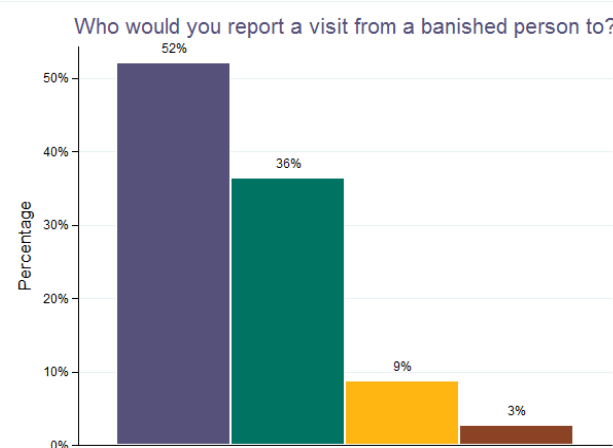
REPORTING - SEVERE CONFLICT AT HOME



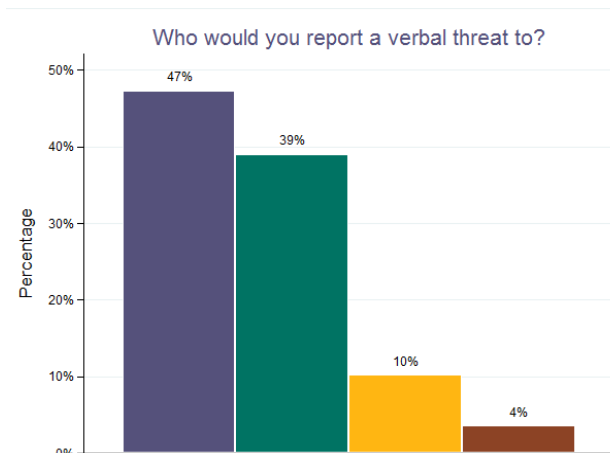
REPORTING - SEVERE CONFLICT AT NEIGHBOURS



REPORTING - PHYSICAL ATTACK



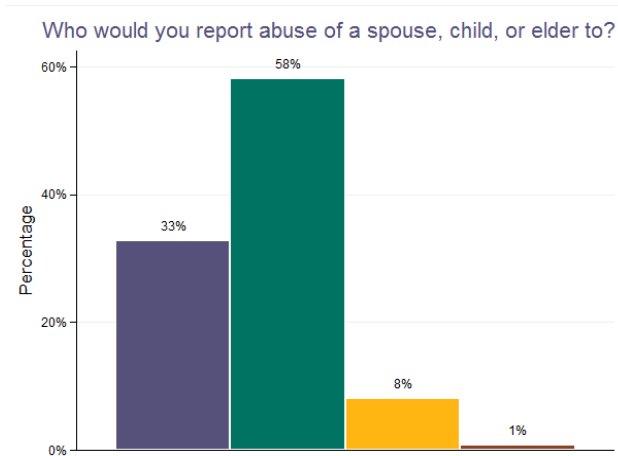
REPORTING - BANISHED PERSON



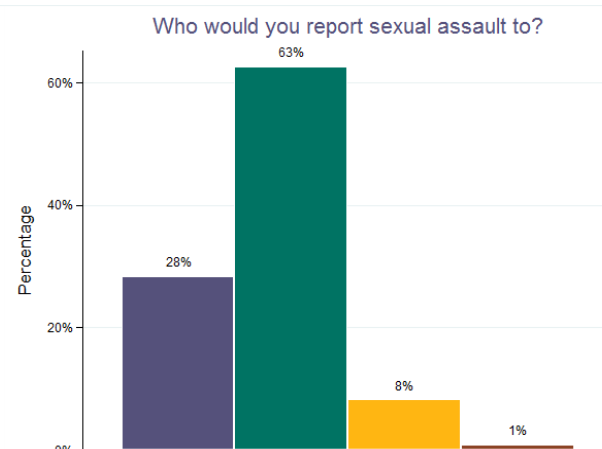
REPORTING - VERBAL THREAT

Community Reporting Graph Legend

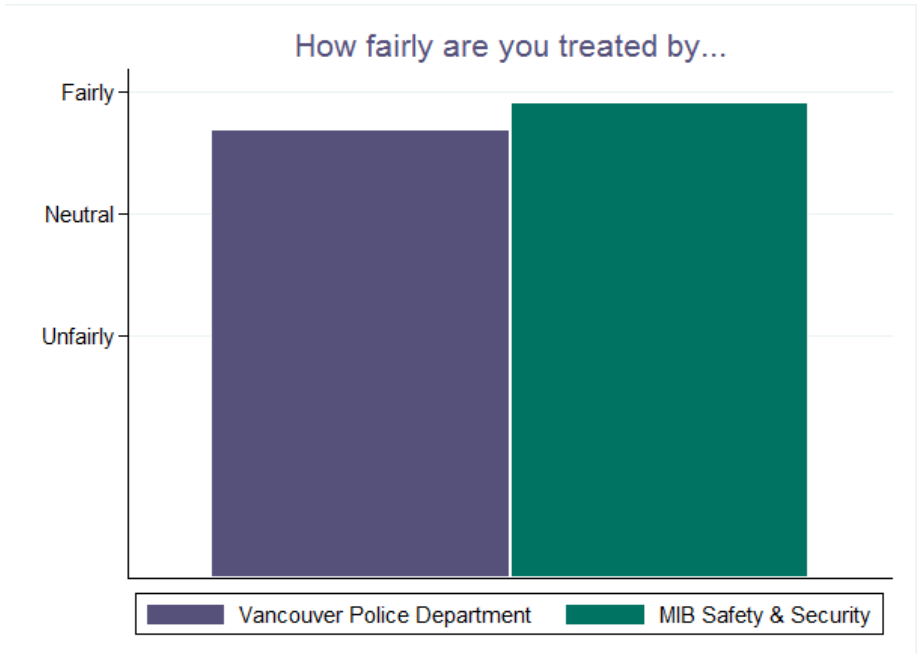
- MIB Safety & Security
- Vancouver Police Department
- MIB Band Office
- Wouldn't Report



REPORTING - ABUSE OF SPOUSE, CHILD OR ELDER



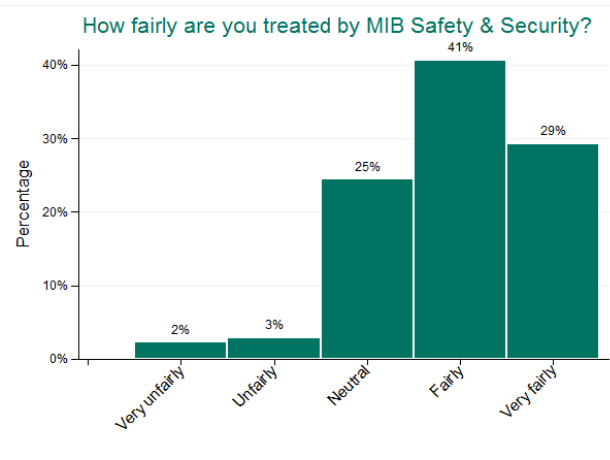
REPORTING - SEXUAL ASSAULT



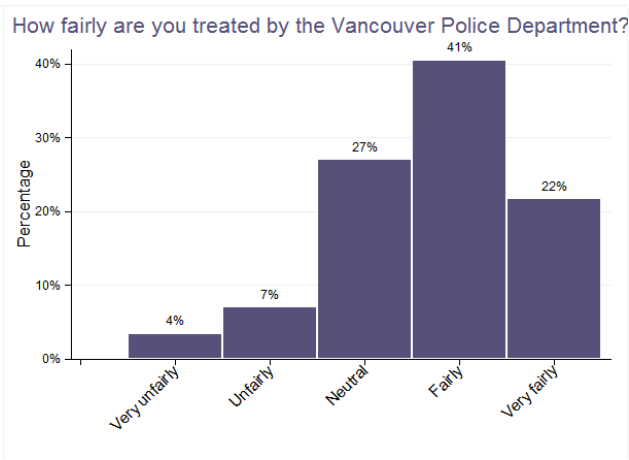
FAIR TREATMENT - OVERALL

TRENDS - COMMUNITY JUSTICE

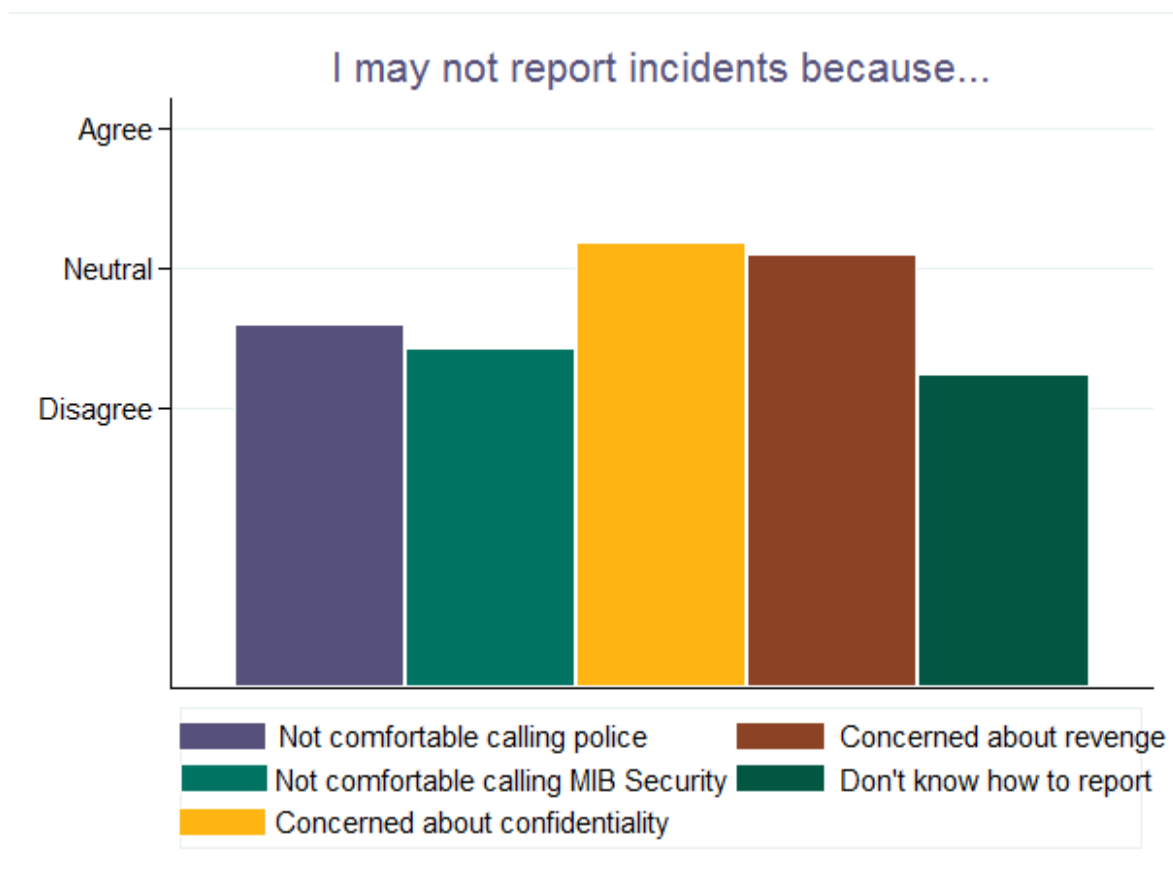
Our community agrees that generally MIB Security and Vancouver Police treat us fairly. However, there is a greater sense of fair treatment by MIB Security than by the Vancouver Police. Since we call the Police for the most serious incidents, this presents a problem. It is important that we feel those who respond when we are in crisis treat us fairly.



FAIR TREATMENT - MIB SAFETY & SECURITY



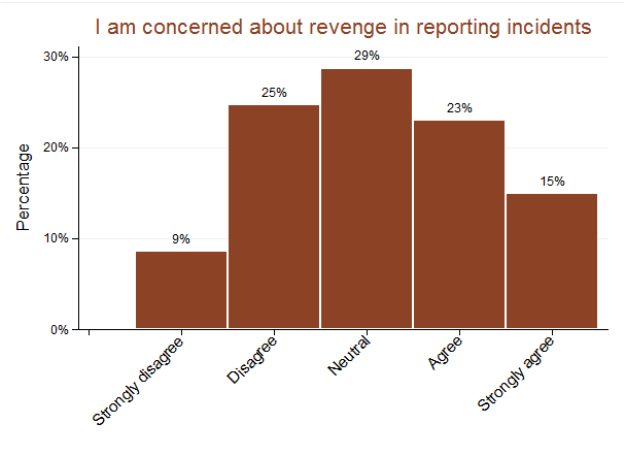
FAIR TREATMENT - VANCOUVER POLICE DEPARTMENT



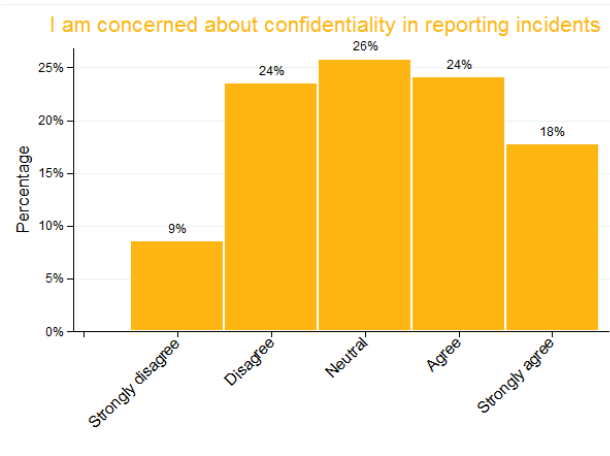
REPORTING - BARRIERS - OVERALL

TRENDS - INCIDENT REPORTING

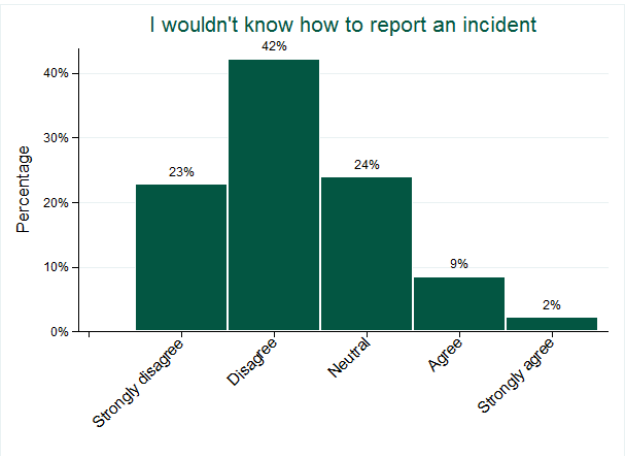
Most of us feel comfortable calling both Security and police, although it is important that we identify if there are any groups of people in our community who have less comfort than others. Concerns about confidentiality and revenge appear to be having a negative effect on community safety, as they are likely causes of people not reporting incidents.



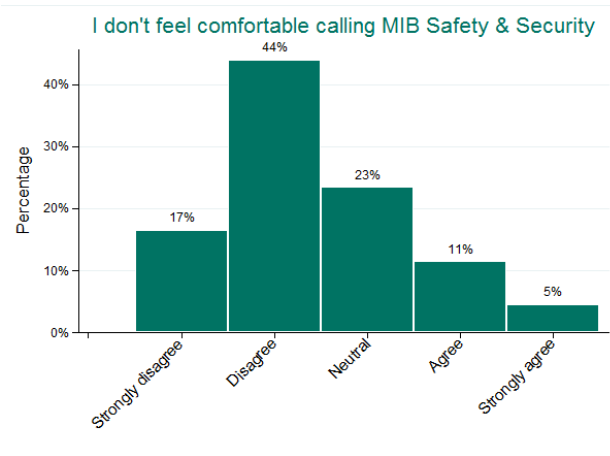
REPORTING - BARRIERS - REVENGE



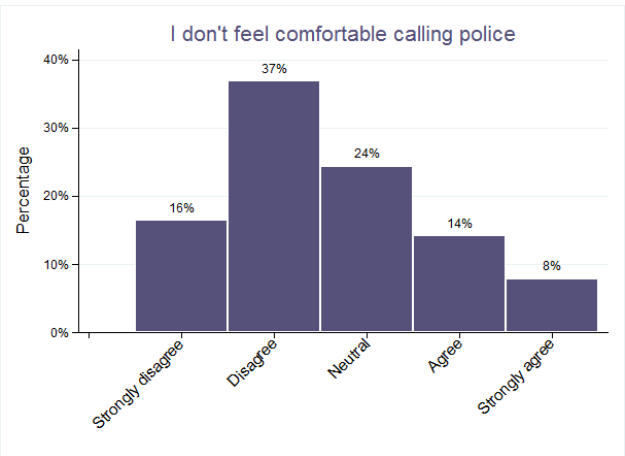
REPORTING - BARRIERS - CONFIDENTIALITY



REPORTING - BARRIERS - DON'T KNOW HOW

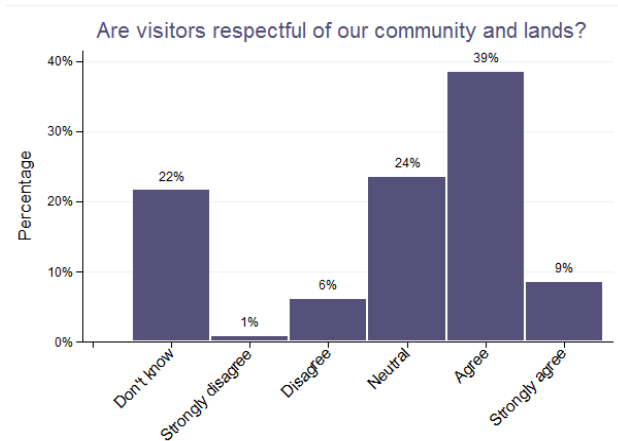


REPORTING - BARRIERS - DISCOMFORT WITH MIB S&S

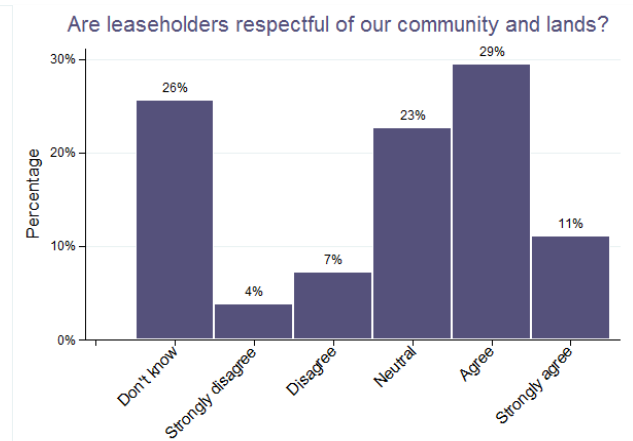


REPORTING - BARRIERS - DISCOMFORT WITH VPD

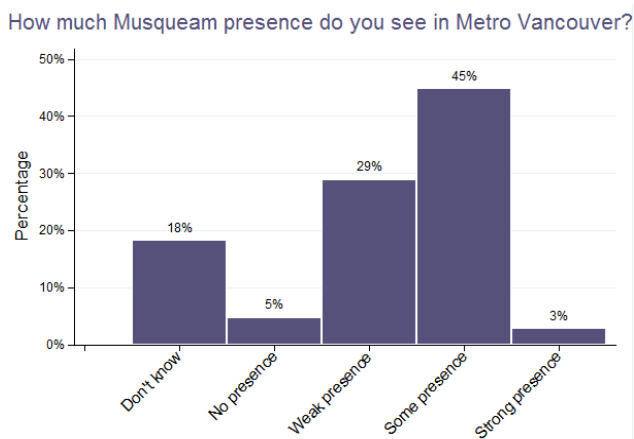
What does our community think about... ...Musqueam's external relationships?



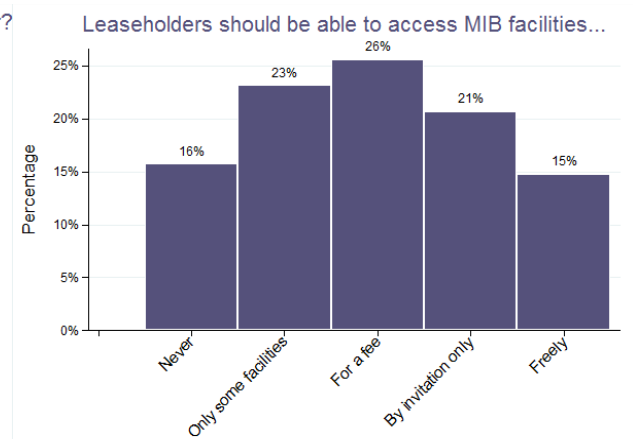
EXTERNAL RELATIONS - VISITOR RESPECT



EXTERNAL RELATIONS - LEASHOLDER RESPECT

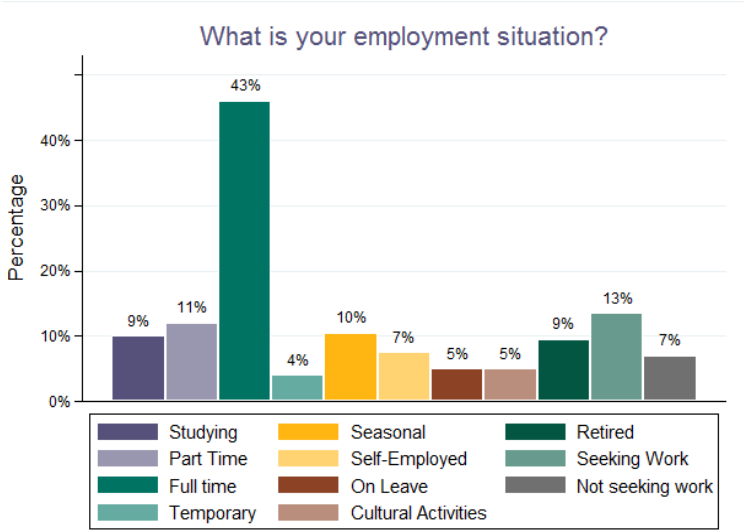


EXTERNAL RELATIONS - MUSQUEAM PRESENCE



EXTERNAL RELATIONS - LEASHOLDER FACILITIES ACCESS

What does our community think about... ...our job situations?

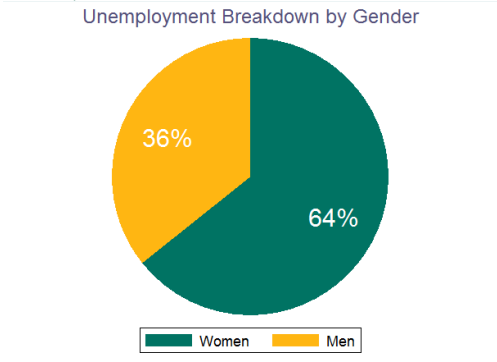


JOBS - EMPLOYMENT SITUATIONS

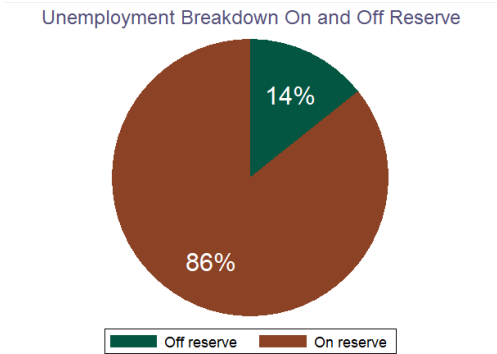
TRENDS - EMPLOYMENT & INCOME

The above graph shows the employment situations of our community. Full-time paid employment is the largest category, but nearly two out of every three people are not working full-time. Our unemployment rate (those seeking work) is 12.6% and is highest among women and those living on reserve.

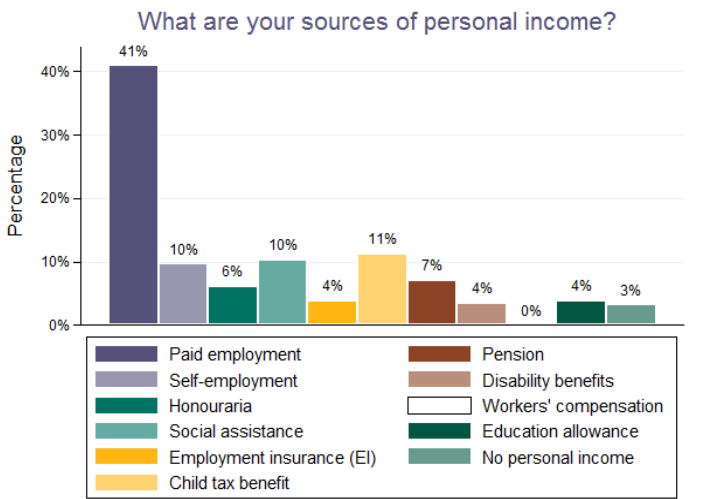
The graph to the right shows the diverse income sources Musqueam community members are relying on. Almost 60% of our income sources are not from paid employment. Child benefits are important, and so is social assistance, but people have income from self-employment at about the same rate.



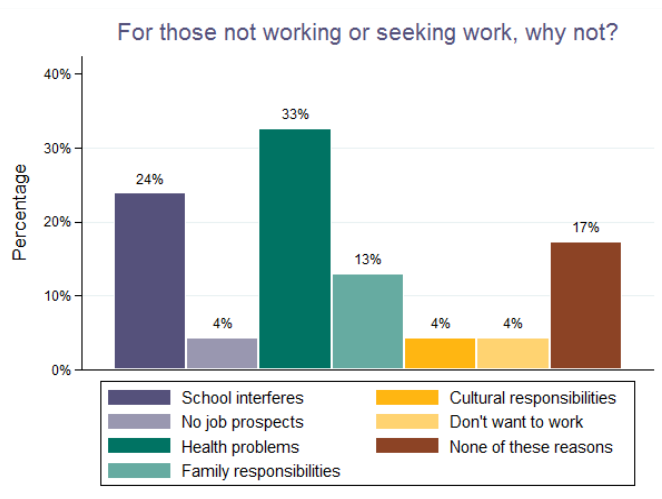
JOBS - UNEMPLOYMENT - GENDER



JOBS - UNEMPLOYMENT - ON/OFF RESERVE



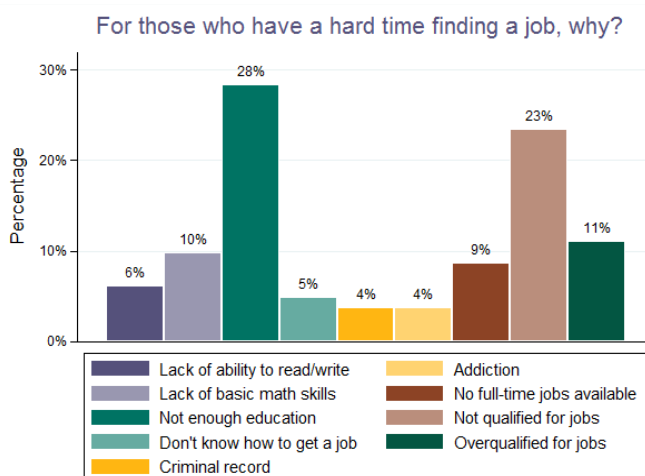
JOBS - SOURCES OF INCOME



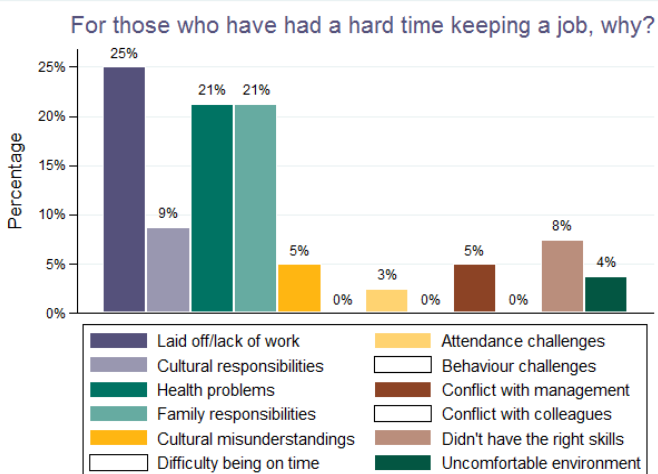
JOBS - REASONS FOR NOT SEEKING WORK

TRENDS - JOB STABILITY

These graphs represent the responses of people who these questions apply to, so it is important to note that most people said that these questions did not apply to them. Of those not looking for work, many are pursuing other priorities; however, 30% are not seeking work because of health problems. For those who have struggled to find or keep work, health and education related challenges as well as family responsibilities seem to be interfering often. Qualification issues can make finding work a challenge, but family, health, and a lack of work are the main obstacles in job stability.



JOBS - DIFFICULTY FINDING WORK



JOBS - DIFFICULTY KEEPING A JOB

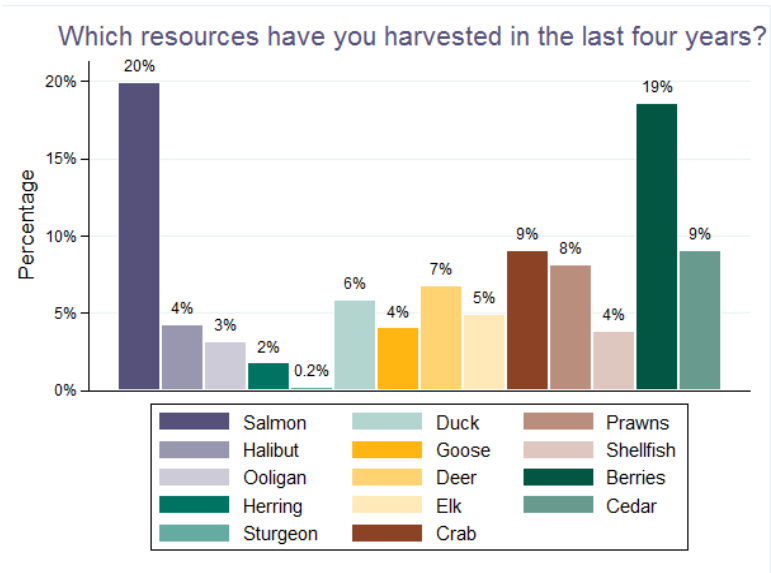
What does our community think about... ...Musqueam's land and resources?

hənqəmínəm RESOURCE TERMS

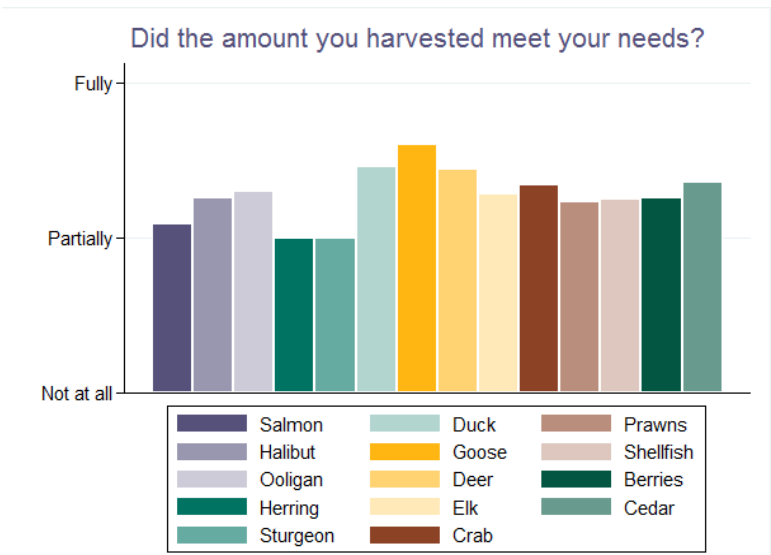
English	hənqəmínəm
Salmon	sce:ʔtən
Halibut	scaɣt
Ooligan	swiʔwə
Herring	sʔewəʔ
Sturgeon	qʷta:yəən
Ducks	maʔəqʷ
Geese	χəʔχəʔc 'Brant', ʔeχeʔ, 'Canada', ʔekʷəχən 'Snow'
Deer	sməyəθ
Elk	qəyiʔəc
Crab	ʔeɣχ
Other Shellfish (e.g. clams, oysters, cockles)	sʔkʷtey 'little-neck', sʔaχʷaʔ 'butter clam', swe:m 'horse clam', ʔəχʷʔəχʷ 'oyster', sʔəlaʔəm 'cockles'
Berries	sʔi:m
Cedar (bark, roots, wood)	χpeyʔəʔp 'cedar tree', χpeycəs 'cedar boughs', sləwəy 'inner bark', χpey 'wood'

TRENDS - NATURAL RESOURCES

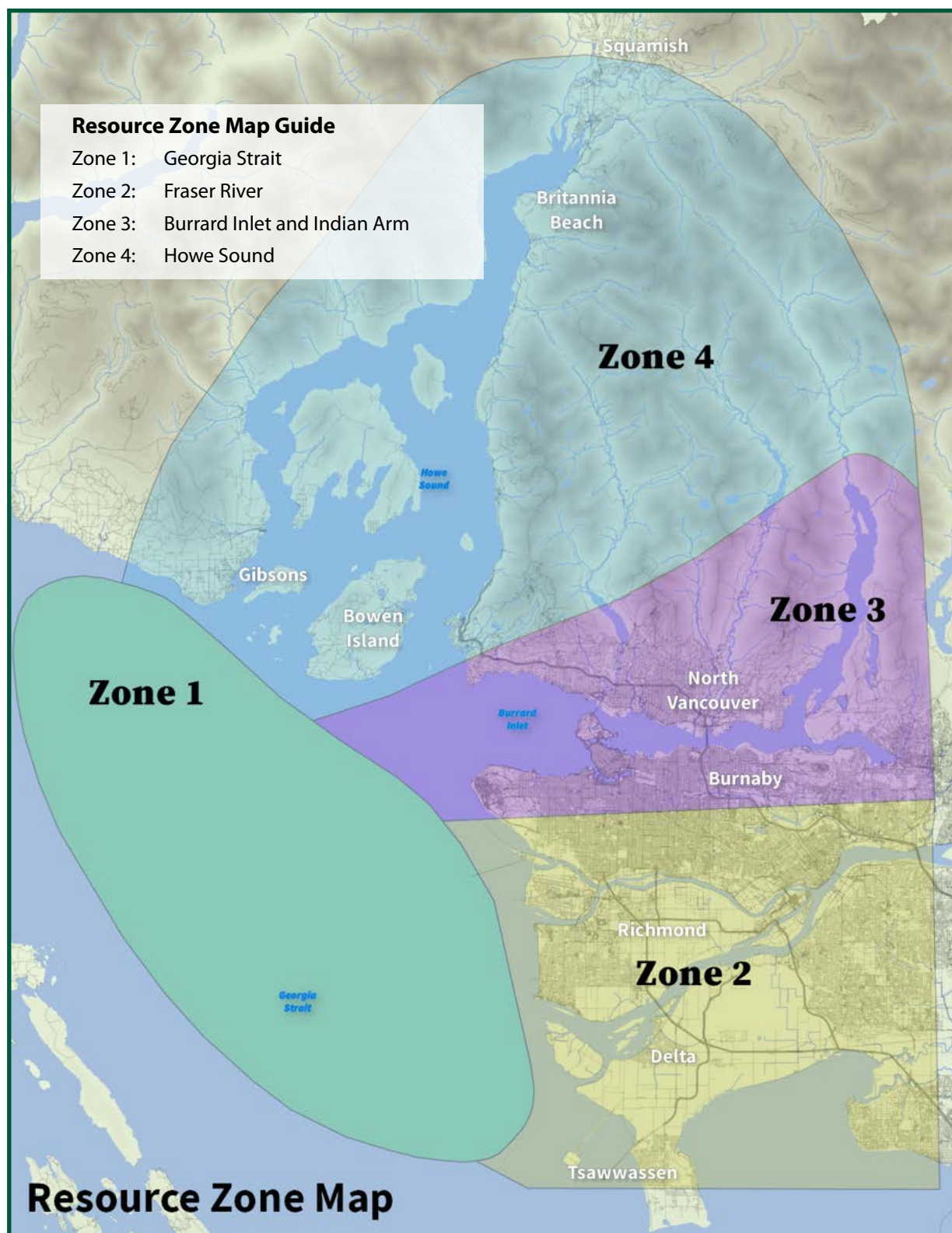
Our lands are rich in resources, and we are actively harvesting a wide variety of them across our traditional territories. The graphs on these pages describe the activities of those in our community who are active in resource gathering, which is about 60% of the Musqueam community. Please note that we harvest other important resources not captured in this report.

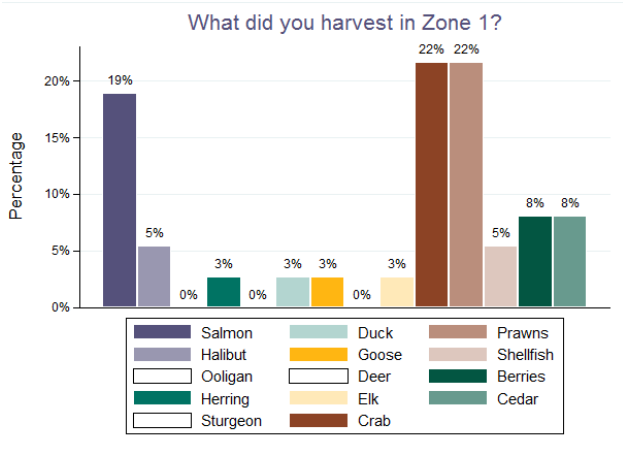


RESOURCE HARVESTING - WHAT HAVE YOU HARVESTED?

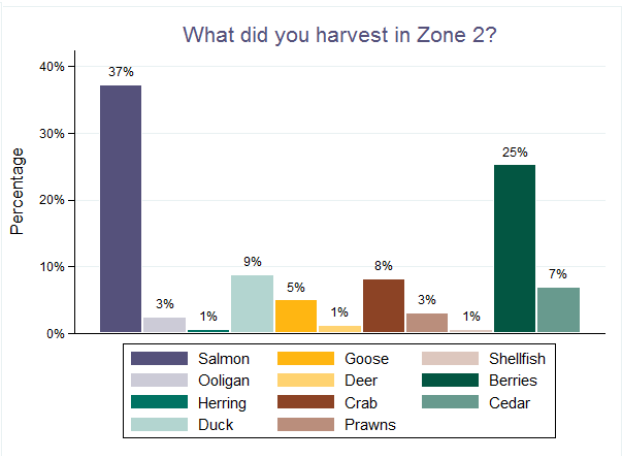


RESOURCE HARVESTING - DID RESOURCES MEET YOUR NEEDS

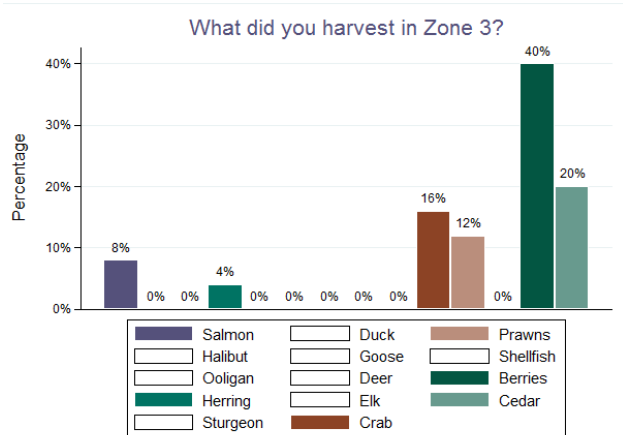




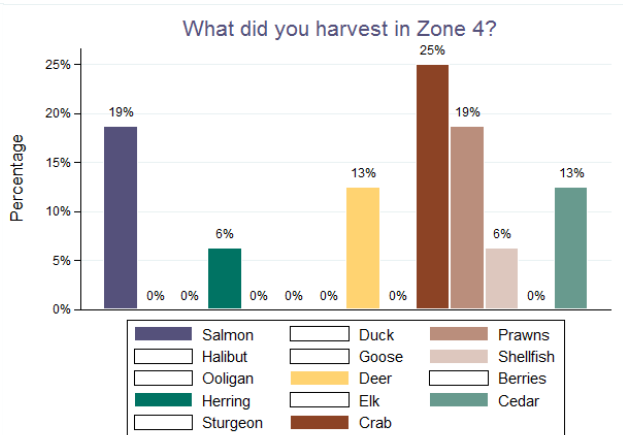
RESOURCE HARVESTING - LOCATION - GEORGIA STRAIT



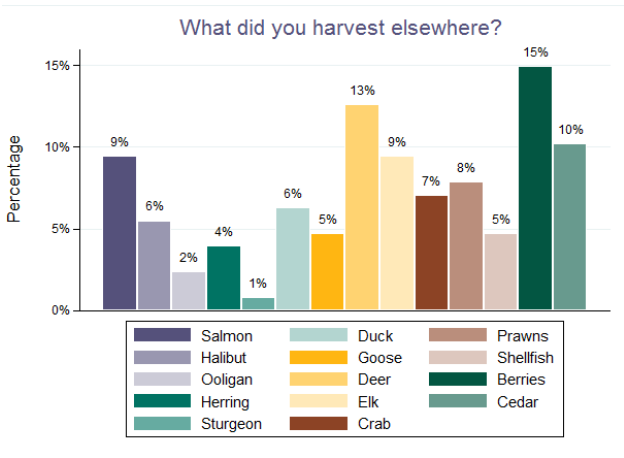
RESOURCE HARVESTING - LOCATION - FRASER RIVER



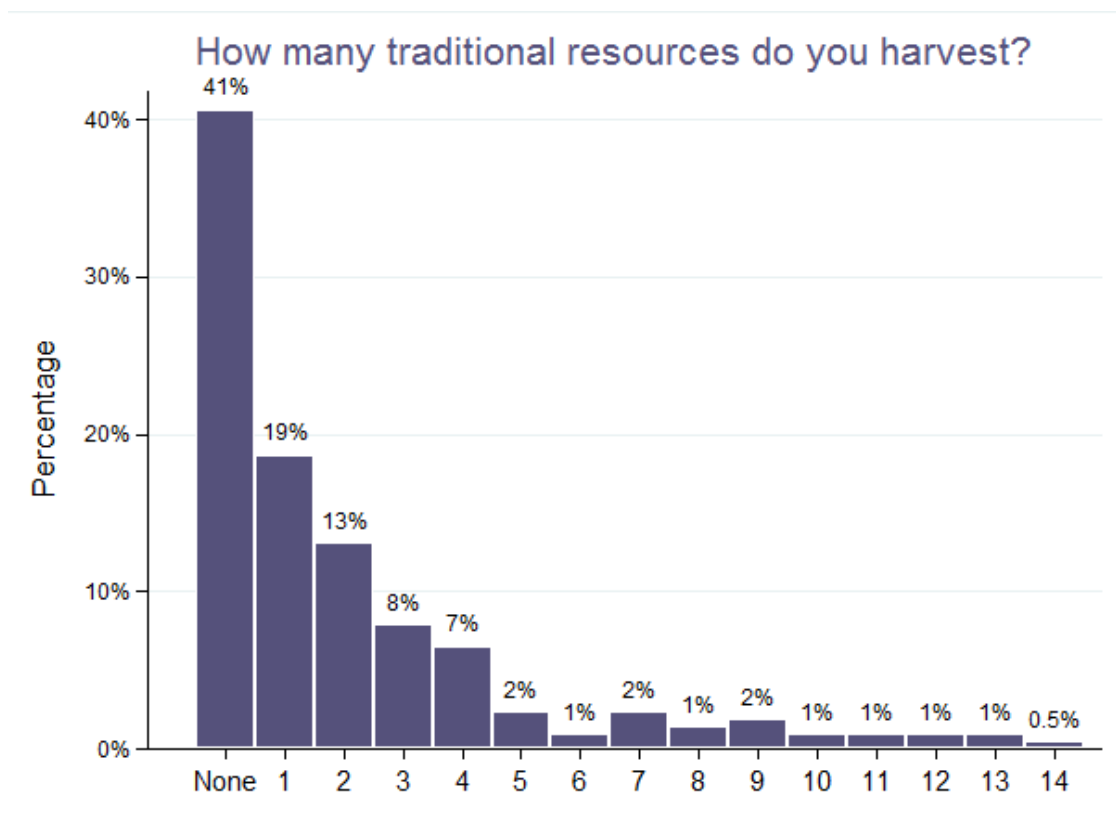
RESOURCE HARVESTING - LOCATION - BURRARD INLET



RESOURCE HARVESTING - LOCATION - HOWE SOUND



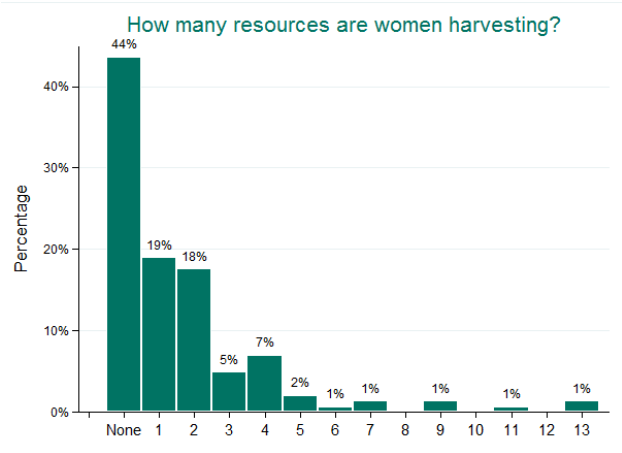
RESOURCE HARVESTING - LOCATION - OTHER AREAS



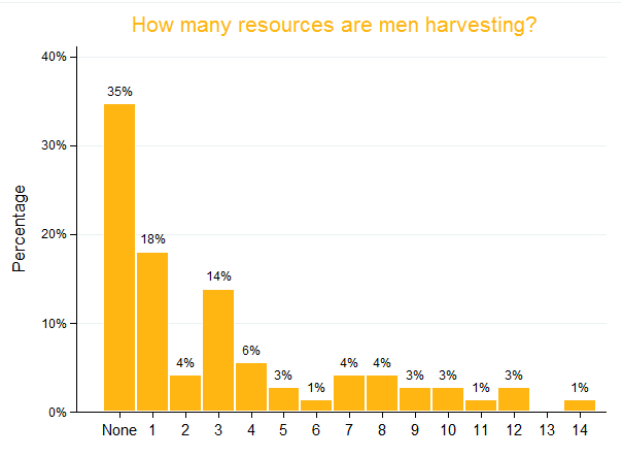
RESOURCE HARVESTING - HOW MANY - OVERALL

TRENDS - RESOURCE HARVEST

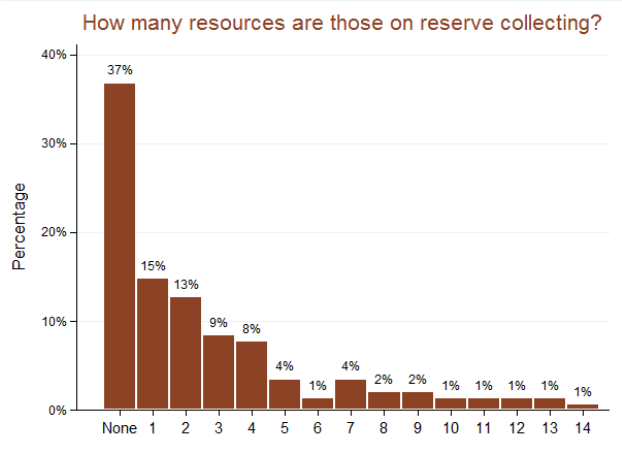
Among those engaged in resource harvesting, over two thirds are actively harvesting more than one resource. This suggests that our traditional economic activities are still central to many people's lives. While about 60% of our community do engage in harvesting, that number falls to 52% for those living off reserve. We actively protect the resources on our reserve to ensure their presence for harvesting, but our influence is limited off reserve, so those living off reserve likely have less access to traditional resources overall.



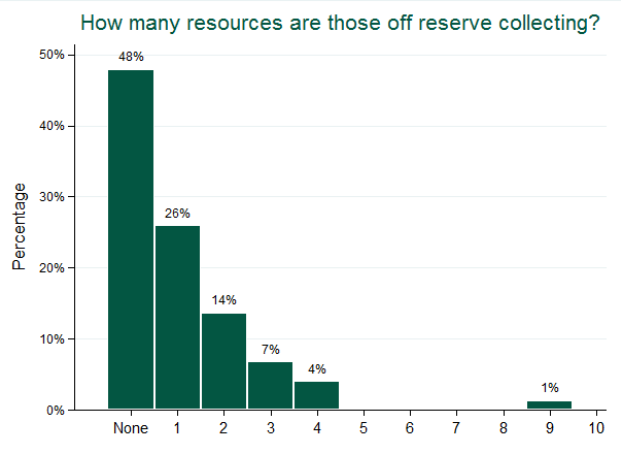
RESOURCE HARVESTING - HOW MANY - WOMEN



RESOURCE HARVESTING - HOW MANY - MEN



RESOURCE HARVESTING - HOW MANY - ON RESERVE



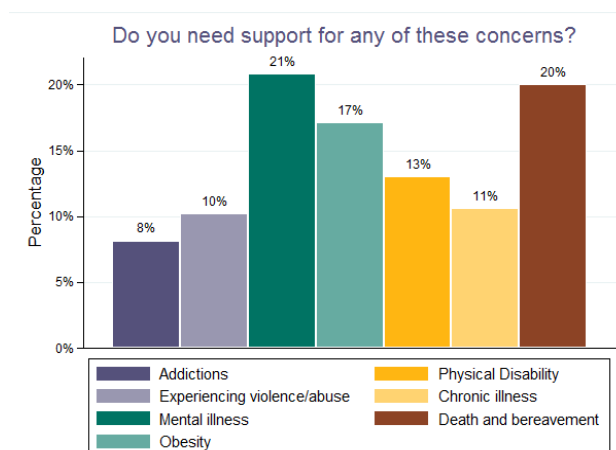
RESOURCE HARVESTING - HOW MANY - OFF RESERVE

What does our community think about... ...how we support community members?

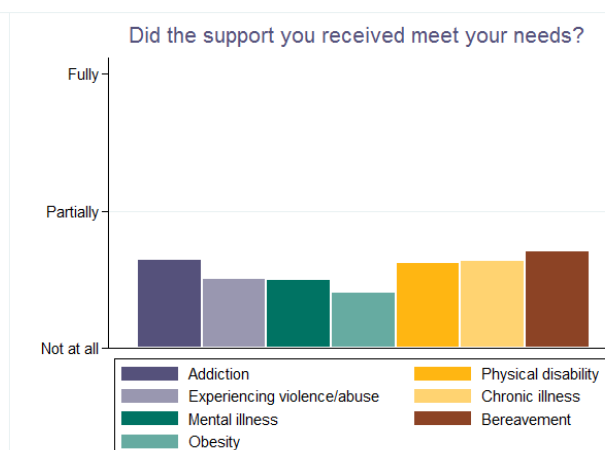
SUPPORT FOR ELDERLY AND YOUTH

We asked you to rank a number of different priorities for supporting Elders and youth. It was a question from 2012 included with the intent to compare across a four year period. However, seeing the responses – both the data generated by these questions and the written comments – it was clear that these questions were not successful. People indicated that the Elders and youth should be directly consulted, and that all of the priorities needed to be addressed, rather than ranked. The resulting data was a picture of selection bias – priorities were ranked in the order they appeared. We will work to find better ways to cover these topics in future censuses, and meanwhile, ensure all of your feedback goes forward to our program staff.

All '1's. Take care of
their whole being.
These are our ways!
-Respondent



COMMUNITY SUPPORT - NEEDS



COMMUNITY SUPPORT - SUFFICIENCY OF SUPPORTS

TRENDS - SUPPORT FOR MEMBERS

People in our community need support for a range of issues, and for mental illness, grief/bereavement, and obesity in particular. Not all of our community members who need such support are accessing it yet, and further analysis of this data may help us understand why. For those receiving support, assistance is helping, but more prolonged and more in depth assistance is needed.



DEPARTMENTAL INDICATORS

Departmental indicators are numbers, percentages, and other types of information provided by each department in the Musqueam Administration. Indicators are used to measure how well departments are doing at meeting their goals and objectives, according to the data they track. They are based on specific aspects of our departments' activities. It is important to track indicator data so that we know what each department has been working on each fiscal year and how their work and outcomes may be changing over time. This helps inform program decisions, policies, and planning.



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WHAT DID WE DO?

The 2016 Census team reviewed the indicators from the 2012 Musqueam Monitoring & Evaluation Report with Program Administrators to make sure the indicators capture available information. With most departments, we increased the number of indicators to track more of the department's activities. Each Program Administrator then compiled the data for each indicator for the 2015-2016 fiscal year (April 2015 to the end of March 2016). They also wrote comments to provide details about the indicator data, when necessary. You may notice that some indicators are missing data because the activities were not tracked - departments will be working to better track this information. Going forward, our goal is for each department to compile this information at the end of the fiscal year in order to track departmental activities and outcomes.

WHAT'S CHANGED SINCE 2012?

Since 2012, the structure of the administration has changed in order to streamline the committee and reporting system. Musqueam Administration now has four divisions: Community Services; Finance and Administration; Intergovernmental Affairs; and Lands, Capital & Housing. Each division has a standing committee that provides direction and recommendations to Council and staff. This year we have grouped the departmental indicator tables by division. We have included indicators to communicate the work that each Standing Committee has done over the year. We have also included Chief and Council indicators to better inform the community about the work they do.

Various departmental changes have occurred since 2012. The Title and Rights department (formerly Treaty, Lands & Resources) now has an Archive Office and the number of staff has increased to keep up with the growing number of referrals, negotiations, and cultural initiatives. An Energy Projects Office has been created to review the growing number of energy and industrial projects occurring in our territories. The Fisheries department now manages an Aquatic Habitat Restoration Program. A Policy Office was established to help departments develop and maintain policies related to their work. The Children's House is now its own department and is separate from the Education department.

Where available, we included the indicator data from the 2012 fiscal year to compare with the 2016 fiscal year data.

WHAT DID WE LEARN?

Governance

Musqueam Chief and Council help address the Musqueam Core Objectives to become a self-sufficient, self-governing Musqueam Nation and a complete, healthy Musqueam community.

CHIEF AND COUNCIL INDICATORS				
Operational Objective	Indicator	Fiscal year ending Mar 2016	Long term goal (in 10 yrs)	Comments
Promote accountability and responsibility	Number of staff reports from Departments received	107		Only "staff reports" on Chief and Council agendas counted. C&C receive other items through "Execution of Documents", "New Business," "Delegations," and walk-ins.
	Number of reports/ recommendations from Committees received	121		Does not include items that were tabled (removed from consideration).
	Number of Strategic Objectives achieved / set	Not available	Goal is to track this	
	Number of Bylaws and Policies approved	Not available	Goal is to track this	
	Number of inter-governmental meetings attended by Chief and Councillors	Not available	Goal is to track this	Band Secretary does not track meetings attended by Councillors. Chief attends on average 3 external meetings per week.
	Number of Council appointments to external boards, bodies, or assemblies	Not available	Goal is to track this	
	Number of Chief and Council meetings scheduled	22		Chief and Council hold meetings twice a month. Committee meetings (not included in this number) are scheduled once a month (x4 committees). Each committee has 5 councillors.
	Number of Chief and Council meetings that occurred	29		Includes extraordinary meetings and joint retreats/ meetings i.e. with MCC, COV, Tsawwassen
	Average percentage of Council members attending meetings	73%		
	Number of community presentations and General Band meetings	6		General Band meetings, audit presentations, budget presentations, budget amendments

Divisional Committees

Divisional Committees help address the Musqueam Core Objectives to become a self-sufficient, self-governing Musqueam Nation and a complete, healthy Musqueam community.

FINANCE AND ADMINISTRATION COMMITTEE INDICATORS			
Operational Objective	Indicator	Fiscal year ending Mar 2016	Comments
Advance better governance of our Nation	Number of briefings, reports, and updates received from staff	19	
	Number of recommendations provided to Council	20	
	Number of policies provided to Council	0	No policies recommended, 2 policies in progress: Financial Administration Law; Dividend Policy
	Number of meetings scheduled	11	
	Number of meetings that occurred	10	An additional meeting was an FYI because of a lack of quorum
	Average percentage of committee members attending meetings	82%	Attendance counts the Chair, Council members, members at large and visiting Councillors

Finance and Administration departments: Administration (Protocol & Communications, Grant Writer, Policy Writer, HR, Membership), Finance, Taxation

LANDS, CAPITAL & HOUSING COMMITTEE INDICATORS			
Operational Objective	Indicator	Fiscal year ending Mar 2016	Comments
Advance better governance of our Nation	Number of briefings, reports, and updates received from staff	24	
	Number of recommendations provided to Council	7	
	Number of policies provided to Council	0	No policies recommended, 5 policies in progress: Facilities Policy, Catering Policy, Soil Bylaw, Housing Policy, Equalization Policy, Land Code
	Number of meetings scheduled	15	
	Number of meetings that occurred	12	
	Average percentage of committee members attending meetings	70%	Attendance counts the Chair, Council members, members at large and visiting Councillors

Lands, Capital, & Housing departments: Facilities, Housing, Lands, Public Works

INTERGOVERNMENTAL AFFAIRS COMMITTEE INDICATORS			
Operational Objective	Indicator	Fiscal year ending Mar 2016	Comments
Advance better governance of our Nation	Number of briefings, reports, and updates received from staff	26	
	Number of recommendations provided to Council	4	
	Number of policies provided to Council	0	
	Number of meetings scheduled	8	
	Number of meetings that occurred	8	
	Average percentage of committee members attending meetings	76%	Attendance counts the Chair, Council members, members at large and visiting Councillors

Intergovernmental Affairs departments: Energy, Fisheries, Title & Rights

COMMUNITY SERVICES COMMITTEE INDICATORS			
Operational Objective	Indicator	Fiscal year ending Mar 2016	Comments
Advance better governance of our Nation	Number of briefings, reports, and updates received from staff	36	
	Number of recommendations provided to Council	8	
	Number of policies provided to Council	5	MIB Recreation Bus Policy; Recreation Policy; Child Nutrition Policy; Post-Secondary Policy and Procedures; Employment and Training Childcare Subsidy Policy Also recommended Musqueam Childcare Centre Parent Handbook; Parent application forms
	Number of meetings scheduled	14	
	Number of meetings that occurred	11	
	Average percentage of committee members attending meetings	78%	Attendance counts the Chair, Council members, members at large and visiting Councillors

Community Services Departments: Children's House, Education, Employment, Health, Language & Culture, Safety & Security, Social Development

Community Services

MUSQUEAM CHILDREN'S HOUSE

tə meməʔnəs ʔewtx^w

Musqueam's Children's House helps address the following Musqueam Community Objectives: take pride in our culture; support youth involvement; and address our community's educational needs.

CHILDREN'S HOUSE INDICATORS				
Operational Objective	Indicators	2015/ 2016 School Year (Sept – Aug)	Long term goals (10 yrs)	Comments
Maximize personal academic success at each educational stage	# of infants & toddlers enrolled / # of spaces offered	13 / 12		2 part-time children share a full-time space
	# children enrolled in preschool / # of preschool spaces offered	19 / 24		5 of the spaces are being held for infants who will be entering preschool
	# of children receiving childcare in Children's House	32	Space for all Musqueam infants & toddlers	During the 2011/2012 school year, 19 children were receiving childcare at Children's House
	Percentage of Musqueam children, aged 3-5 years, enrolled in Musqueam preschool*	17/48= 35.4%	All Musqueam children aged 3-5 years	Also 2 non-Musqueam members in preschool
	# of Musqueam students graduating from Musqueam preschool	9	All	Also 2 non-Musqueam members. All children graduate preschool; some children who do not attend regularly are not adequately prepared for kindergarten.
Support early cultural education	# of language & culture lessons in Musqueam preschool (yearly)	80	120	2 language lessons per week; goal is for 3 language lessons
	# of outreach support programs and services	6		Support services from Aboriginal Supported Child Development and Alan Cashmore Centre; Pacific Spirit Health Nurse; speech pathologist; drumming; librarian
Promote family involvement	# of participants in family events and info sessions (yearly)	~50 individuals	All sets of parents come to at least one info night	Year-end BBQ Offered parent info night but no attendees this year.
	# of administrative/ communication initiatives	2		Update of Parents' Handbook, Redevelopment of forms
	# of Musqueam practicum and summer students	7		

*Stats for Musqueam members aged 3 to 4 years at the end of December 2015 provided by Membership

EDUCATION DEPARTMENT

The Education Department helps address the following Musqueam Community Objectives: advance better governance of our Nation; support youth involvement; address our community's educational needs.

EDUCATION INDICATORS					
Operational Objective	Indicators	Benchmark Data (fiscal year ending March 2012)	Fiscal Year ending March 2016	Long term goal (in 10 yrs)	Comments
Maximize personal academic success at each educational stage	# of students enrolled in post-secondary education*	40	72	100% of applicants	
	# of Musqueam post-secondary graduates*	8	6	100% of attenders	
	# of K-12 members receiving funding through Band to attend private school	4	11	100% of requests met	
	# of members receiving external scholarship funding*				Do not keep track of external scholarships, current students are asked to self-report
	# of high school graduates*	20 (10 on-reserve, 10 off)	9 (4 on-reserve, 5 off)	100% of attenders	Numbers vary due to band population and off reserve reporting
	Percentage of nominal roll students graduating grade 12 with Dogwood diploma*	50%	43%		On-reserve students only 2012 Nominal Role: 10 gr.12 students listed- 5 grad. with Dogwood, 1 with Leaving, 4 unknown 2016 Nominal Role: 7 gr. 12 students listed- 3 grad. with Dogwood, 4 still completing high school in 2017
	# of Musqueam students graduating from Grade 7*	11	20	100% of gr. 7s	Numbers vary due to band population and off reserve reporting
Promote inclusive personal development in education	# of participants in Band after-school and summer educational programs		6-30		Drop-in programs, attendance varies. Includes Homework Club, Comic Book Club, Summer Reading camp
	# of members who received post-secondary counselling / # requested	40 / ?	72 / 72	100% of requests met	Regular communication with all post-secondary students
Address the learning needs of each unique individual	# of Musqueam students receiving tutoring or tutoring funding through Band programs / # requested	24 / ?	40 / 40	100% of requests met	All requests are currently met
Inspire participation in our youth's education	# of community communications		~50		Pages in newsletter go to community once per week

*Based on data available to Education department, including all on-reserve and self-reported off-reserve Musqueam students

EMPLOYMENT & TRAINING DEPARTMENT

The Employment and Training (E & T) Department helps address the following Musqueam Community Objectives: support members to get the jobs they want.

EMPLOYMENT & TRAINING INDICATORS				
Operational Objective	Indicators	Benchmark Data (fiscal year ending Mar 2012)	Fiscal Year ending Mar 2016	Comments
Promote effective employment support for (re)entry into the labour force.	On-reserve member employment rate (# of persons employed as a % of the population aged 19 years and over)		55% +/- 6%	Data obtained from 2016 Musqueam Personal Census
	On-reserve member unemployment rate (# of persons not employed & seeking work as a % of the population aged 19 years and over)		20% +/- 6%	Data obtained from 2016 Musqueam Personal Census
	Unemployed Band members (on-reserve)	118	115	Data obtained from Social Development Department's list of members receiving social assistance and not working
Promote culturally appropriate skills development and training programs.	# of skills development and training programs offered to members by E&T		14	
	# of "seats purchased" for external employment training programs		18	
	# of members who received skills training	54	56	
	# of members who received employment assisted services	191	171	
	# of members who received self-employment assistance	6	N/A	Federal funding for self-employment training with Band discontinued
	# of members who received support through E&T and are employed	64	95	
	# of members running licensed owner-operated businesses on reserve		2	
	# of members running owner-operated businesses on reserve (unlicensed) (not including fishermen)		~50	E.g. artists, caterers, weavers, beaders
	# of community communications		~50	Weekly notices and social media regarding: internal and external (other services providers) training programs; job creation partnerships with MCC; target wage subsidy programs; internship programs; certification programs (e.g. Construction Safety, OFA, WHMIS, Forklift, etc.)
	% of E&T staff participating in capacity building programs		100% who need it	Human Resource Management, Organization Behaviour, Principles of Management
	Number of staff enrolled in external courses related to their position		1	Ch'nook-Aboriginal Mgmt Program

EMPLOYMENT & TRAINING INDICATORS				
Operational Objective	Indicators	Benchmark Data (fiscal year ending Mar 2012)	Fiscal Year ending Mar 2016	Comments
	Number of capacity-building initiatives for E&T staff		11	ACCESS policies, procedures & case mgmt training; ARMS Data/Client Tracking System training; Ch'nook-Aboriginal Mgmt Program; Collaboration planning MST & MCC; Strategic Planning; Marketing & Recruitment; Assessments (Essential Skills & Psych/Ed); Building Partnerships; Program design; Project Management
Maximize programming quality through performance assessments, targets, & improvements	# of programs with performance assessments and targets		14	All E&T programs require assessments for government reporting

LANGUAGE & CULTURE DEPARTMENT

The Language and Culture Department helps address the following Musqueam Community Objectives: advance better governance of our Nation; take pride in our culture; support youth involvement; address our community's educational needs.

LANGUAGE & CULTURE INDICATORS					
Operational Objective	Indicator	Benchmark Data (fiscal Year ending March 2012)	Fiscal Year ending March 2016	Long term goal (In 10 yrs.)	Comments
Build awareness of our culture and history throughout our traditional territory	Total #of Musqueam names, words, or phrases on public display	8 signs/ displays	42 signs/ displays (1,381 words)	Both the hənq̓əmiñəm language and the writing system are commonly affiliated with the local First Nations peoples within Metro Vancouver	Signs, translations, buildings recognition plaques, etc.
	# of external classrooms that have used the Musqueam Cultural Curriculum	N/A	N/A		UBC curriculum kits are available to schools. L&C curriculum kit is incomplete but will be available soon.
Encourage our people to live our culture every day	Total # of cultural outreach programs/ resources offered	12	20 programs	Improve tracking of program activities and resource development to improve overall program development, usability and sustainability.	Language teaching, public awareness, community youth programs, canoeing
Promote fluency of our language	# of books, audio resources, art activities produced during year	8	4	To continue developing and producing hənq̓əmiñəm language and culture resources to increase community access to language and cultural.	Story books, Lesson books, Online audio recordings, Art activities, etc.
	# of Musqueam members participating in language programs (department, UBC, other) yearly	Academic year 2011/2012: 12	Academic year 2016/2017: 57	Develop broader consensus of knowledge among language learners regarding expressive capacities	UBC Language program, Guitars, Youth outreach, Preschool, etc.

HEALTH DEPARTMENT

The Health Department helps address the following Musqueam Community Objectives: address our community's recreation needs; support our Elders; improve our health and wellbeing; take pride in our culture; support youth involvement.

HEALTH INDICATORS				
Operational Objective	Indicators	Benchmark Data (fiscal year ending Mar 2012)	Fiscal Year ending Mar 2016	Comments
Support preventative health	# of members with diabetes; type I and II	46	48	Individuals who disclose health status to Health Department
	# of women with maternal health-related issues	14	14	
	# of preventative health programs and activities	17	19	6 health promotion programs; 10 Health Initiatives; 3 chronic disease programs
	# of participants in preventative health programs	115	183	NNADAP; Maternal health; Chronic Disease; Youth Centre; Breakfast Club; Gathering Our Voices; Men's Health group; Breast Cancer Awareness and mobile mammography clinic
	# of staff in preventative health program roles	15	19 staff, 6 casual staff	Chronic Disease; Drinking Water program; Brighter Futures; Injury Prevention; Breakfast Club; Girls Club (suicide prevention); Youth Outreach
Promote Healing	# of mental health programs	2	3	Art & Play Therapy (SAIP); Girls Club (suicide prevention); Men's Health group
	# of participants in mental health programs	14	26	
Provide support to members in need	# of members who received home care		27	
	# of elders participating in programs	45	46	Elders' luncheons; Elders' Ladies craft; Elders participating in Chronic Disease Program; 1 Elder in Kidz Cooking
	# of youth participating in programs		61	Breakfast Club/; Youth Centre; Gathering Our Voices
	# of people with disabilities participating in programs	3	8	Participants in the Chronic Disease program
	# of community forums and info sessions		12	Flu clinics; wellness clinics

RECREATION DEPARTMENT

The Recreation Department helps address the following Musqueam Community Objectives: address our community's recreation needs; support our Elders; improve our health and wellbeing; take pride in our culture; support youth involvement.

RECREATION INDICATORS				
Operational Objective	Indicator	Benchmark Data (fiscal Year ending Mar 2012)	Fiscal Year ending Mar 2016	Comments
Support recreation opportunities for our members	# of recreation programs	10	13	Active Kids, Little Kickers, Self Defense, Elders morning workout, summer/spring break and winter rec, basketball camp, circuit training, yoga, Bridge Through Sport, Easter recreation, active kids, Lacrosse camps
	# of new recreation programs		3	Easter recreation, active kids, Lacrosse camps
	# of participants in youth recreation programs	60	80-90	We have larger numbers on every outing and they are often different children at each program
	# of participants in Elder recreation programs	5	7	
	# of participants in family recreation programs	40	68	Family movie outing, family participation on outings for recreation, family day
	# of special needs participants in recreation programs		n/a	Undetermined. We are unable to track certain special needs.
	# of hours of drop-in supervision provided		~4,000 hrs	~11 hours per day
	Average # of daily users of the fitness centre		30	Numbers obtained from log book in fitness area. Not every user registers in the log book.
Promote relations with other bands and organizations	# of other FN Band/ FN agency recreation events attended	1	1	Soccer tournament
	# of invitational recreation events held on reserve i.e. soccer tournament	0	3	Soccer tournament and lacrosse programs
Bring our community together (on and off reserve)	# of paid summer student recreation positions offered to Musqueam members		12	
Promote healthy lifestyles	Total # of Musqueam individuals participating in all recreation programs		120	
	Percentage of members (on and off reserve) participating in Musqueam recreation programs		9.3%	Total number of participants/1284
Improve Cost Recovery	Percentage of budget received as grants		15%	

SAFETY & SECURITY DEPARTMENT

The Safety & Security Department helps address the following Musqueam Community Objectives: support our Elders; improve our health and wellbeing; take pride in our culture.

SAFETY & SECURITY INDICATORS					
Operational Objective	Indicator	Benchmark Data (fiscal Year ending Mar 2012)	Fiscal Year ending Mar 2016	Long term goal (in 10 yrs)	Comments
Improve the effectiveness and efficiency of administration	Number of staff who received training to upgrade skills	Not available	5 f/t p/t 7 casuals		Basic Security Training, Advanced Security Training
Improve Relationships	Number of Safety & Security meetings offered	Not available	2	2+ (pending funding)	Safety Forum; Lions Gate Update
	Number of participants in Safety and Security meetings	Not available	~50	50+	
	Number of member offenders being re-integrated into the community (youth, adults)	Not available	0	2	
	Number of partnership agreements with various services	Not available	5	6 (BC Ambulance, Vancouver Fire Dept)	VPD, E-Comm, Vancouver Aboriginal Justice Advisory Committee, SPCA, Animal Control
Enhance safety and security	Number of bylaw infractions reported on Musqueam lands	Not available	20		
	Number of interventions to ensure bylaw compliance	Not available	2	20 (address all reported infractions)	1 infraction enforced by court, 1 infraction pending in court
	Number of incidents attended by the Safety Patrol	Not available	Not available		Tracking system under development
	Number of incident reports written	Not available	Not available		
	Percentage of incidents responded to using CIRT* procedures/ team	Not available	Not available		

* Musqueam Critical Incident Response Team

VANCOUVER POLICE DEPARTMENT STATISTICS FOR MUSQUEAM VILLAGE

The Vancouver Police Department (VPD) liaison works with Musqueam Safety & Security to follow-up on calls for service. This includes assisting VPD in their investigations on the reserve and following-up on areas of concern raised by the community and Musqueam Security.

In 2016, a total of 448 calls for service were made at Musqueam IR#2 to VPD. The top 10 call types are summarized in the table below.

VPD CALLS FOR SERVICE AT MUSQUEAM - TOP 10 CALL TYPES	
Call Type	Number of Dispatched Calls in 2016
Traffic	58
Assist Police / Fire / Ambulance	38
Disturbance	33
Assist general public	30
Traffic suspension	29
Domestic in progress	25
Suspicious circumstances	13
Check wellbeing	12
Impaired driver	12
Assist other agency	12

Please note: These numbers cannot be compared with the VPD figures obtained in 2012 because the geographic areas used to compile the numbers are not consistent. Consistent geographic areas will be used to track data going forward.

SOCIAL DEVELOPMENT DEPARTMENT

The Social Development Department helps address the following Musqueam Community Objectives: improve our health and wellbeing; take pride in our culture.

SOCIAL DEVELOPMENT INDICATORS					
Operational Objective	Indicator	Benchmark Data (fiscal Year ending Mar 2012)	Fiscal Year ending Mar 2016	Long term goal (in 10 yrs)	Comments
Promote healing and recovery to members in need	# of social development programs	6	11	10	Social Work/child welfare Family Outreach Programs Safe House Family Grief Therapy Drumming Up Courage – Ending Violence projects (training, traditional arts, capacity building, Safe Haven development, resource development) Honouring Each Other – Family Healing project Assisted Living Honouring the Families: NCBR programming (hot lunch; employment support; Children's xmas party; National Aboriginal Day; Children's traditional drum group) Awakening the Spirit – Musqueam new canoe & carving shed Through Our Eyes – photo journaling & identity building UBC Indigenizing Social Work Practice – community based course
	# of people receiving social assistance	118	115	0	Numbers tend to remain stable due to various factors.
	# of people that went off social assistance for more than 1 year (non-seasonal)	6	7	100%	
	# of households that received homemaking service	15	18	15	Targets reflects goal of reducing need for services while offering adequate support to members in need. Numbers change with need and new clients coming on board.
	# of people served by family outreach program	0	56	50	Most of the clients are on continued bases every month
	# of people served by anti-violence programs	0	316	200	15 family members honoured publicly 6 community cedar hat weavers 12 program cedar hat weavers (6 women/6 elders) 12 staff trained 75 attended Community Safety Forum 34 women/knowledge keepers attended Focus Group circles 150 received Musqueam Ending Violence Resource Manual 6 female members received Female Patrol Assistance 6 youth trained
	# of people served by grief therapy program	207	207	200	34 individual clients served 153 people accessed group services 20 people had individual / outreach drop in contact

SOCIAL DEVELOPMENT INDICATORS					
Operational Objective	Indicator	Benchmark Data (fiscal Year ending Mar 2012)	Fiscal Year ending Mar 2016	Long term goal (in 10 yrs)	Comments
Promote healing and recovery to members in need (con't)	# of people served by Social Development cultural programs	130	840	500	130 children's xmas party 200 National Aboriginal Day (food, balloons, slàhàl') 8 wool weaving program 15 Peer Caregivers – traditional art/food 12 Through Our Eyes identity 125 attended Cedar Day workshops 200 attended new canoe launch 25 interviewed for ATS canoe project – storytelling 20 daycare children received drums, clackers and drum lessons 95 elders on reserve received Traditional Food baskets 10 youth participated in Foods of Musqueam cooking program
	# of people served by Family Grief Therapist		72		72 people participated in other programs through Family Grief Therapy
Provide protection and support to members in need	# of Musqueam children in Ministry of Child and Family Development custody off reserve	11	11	0	2 children in process of being returned in 2016-17 fiscal 2 in adoption process currently
	# of families served by Musqueam Safe Home	2	17		Either through residency or ongoing family support (ie. travel support, advocacy, housing paperwork, family planning)
	# of children placed in Safe Home	0	11		
	# of children and families successfully departing Safe Home	0	11	100%	Success must be viewed in how many families return home and no longer need Safe House placement
	# of community communications (other than job postings)		75-100		
	# of capacity-building initiatives for staff		12		Traditional Parenting Trauma Informed Care First Aid (Occupational and Infant) WHMIS Ending Violence CORE training Aboriginal Fetal Alcohol Spectrum Disorder (2014 or 2015?) Naloxone & Street Drug Awareness Elders Abuse Paranic Healing Cedar Day
	% of SD staff participating in capacity building programs		50-75%		
	# of SD staff enrolled in external courses related to their position		4		Ch'nook-Aboriginal Mgmt Program

Finance and Administration

FINANCE DEPARTMENT

The Finance Department helps address the following Musqueam Community Objectives: achieve financial self-sufficiency.

FINANCE INDICATORS					
Operational Objective	Indicators	Benchmark data (fiscal year ending Mar 2013)	Fiscal Year ending Mar 2016	Long term goal (in 10 yrs)	Comments
Ensure financial security	Lands and other capital assets	257,150,397	261,378,773		
	Net assets	21,347,968	45,516,626		
	Cash	9,883,000	14,550,000		
	Consolidated Financial Statements under Public Sector Accounting Standards ¹	16,179,628	-9,351,216		No accommodations/ settlements recorded in financial statements in 2015/16. Accoms/ settlmts received in 2012/13: One-time Dogwood accomm; Canada Post settlmt; Ministry of Transpo Gateway settlmt
	Meeting 5 Year Financing Plan?		Yes		Net cash position is 0
	Band Subsidy Adjustments (negative amt means dept used less Band subsidy than approved budget, positive amt means dept used more)				
	Administration (incl. Council, Dividends & Events, Legal)	Not available ²	539,651	0	Goal of 0 means budget covers expenditures
	Education	""	-104,579	0	""
	Employment & Training	""	0	0	""
	Facilities	""	55,428	0	""
	Fisheries	""	57,058	0	""
	Health	""	-149,332	0	""
	Housing	""	-140,551	0	""
	Lands	""	0	0	""
	Language	""	2,636	0	""
	Public Works	""	-171,791	0	""
	Recreation	""	-4,349	0	""
	Security	""	16,290	0	""
	Social Development	""	-128,897	0	""
	Title and Rights	""	88,357	0	""
	Liquidity Ratio (Current Assets/ Current Liabilities)	10.14	5.42	Above favourable	Indicates short-term financial health ≥ 0.90 is favourable
	Sustainability (Net Debt) Ratio (Assets exc Gov't Business Enterprises (MCC)/Total Liabilities exc Gov't)	2.53	5.27	Above favourable	Indicates longer-term financial health ≥ 0.50 is favourable
	Working Capital to Revenue Ratio (Current Net Assets/ Revenue)	0.76	1.13	Above favourable	Indicates availability of capital ≥ 0 is favourable
Increase accountability	% departments that completed internal reporting on time	80%	80%	100%	

¹ Data from KPMG consolidated financial statements

² Data not available because tracking system has been newly implemented - will be used going forward

ADMINISTRATION DEPARTMENT

Administration helps address the Musqueam Community Objective to advance better governance of our Nation, and the overarching operational objective to improve the effectiveness and efficiency of administration.

ADMINISTRATION INDICATORS				
Operational Objective	Indicator	Fiscal year ending March 2016	Long term goal (in 10 yrs)	Comments
Promote accountability & responsibility	Number of PA and All Staff meetings	~19	24 PA meetings 2 All Staff meetings	~18 PA meetings and 1 All Staff meeting occurred
Enhance collaboration	Number of collaborative projects undertaken by administrative staff	~9	10	Includes IT, Records Management, Reception, Admin Assistance

GRANTS

GRANTS INDICATORS					
Operational Objective	Indicator	Benchmark data (fiscal year ending March 2012)	Fiscal year ending March 2016	Long term goal (in 10 yrs)	Comments
Support MIB Departments to advance their programs through external, proposal-based funding	Number of grant proposal applications by Grant Writer	55	42	70	
	Amount of proposal-based funds applied for	\$1.7 million	\$1.5 million	\$2.5 million	Outliers (such as rare but possible multi-million dollar grants) can drastically impact these numbers.
	Number of proposals that received funding	30	27	45	
	Amount of proposal-based funds received	\$500,000	\$745,000	\$1.5 million	

POLICY

POLICY INDICATORS				
Operational Objective	Indicator	Fiscal year ending March 2016	Long term goal (in 10 yrs)	Comments
Improve the effectiveness and efficiency of administration	Number of new policies and bylaws drafted	7	1-2	Ideally, we will fill our policy gaps soon, so fewer new policies and bylaws will be required.
	Number of policies and bylaws amended	7	10-12	
	Number of procedures developed	4	2-4	Similarly, procedure development now should lessen future need
Promote self-governance	Number of increases to Musqueam jurisdiction (self-governance)	1	Full jurisdiction for self-government	Musqueam has moved out from under the Indian Act sections governing elections through adoption of the First Nations Elections Act
Promote collaboration	Percentage of projects involving other departments	100%	100%	All bylaw, policy, and procedure projects require involvement and input from other departments.

COMMUNICATIONS AND PROTOCOL OFFICE

COMMUNICATIONS & PROTOCOL INDICATORS				
Operational Objective	Indicator	Benchmark data (fiscal year ending Mar 2012)	2016 Calendar year	Comments
Increase Band representation	Number of event invitations received for Musqueam representation	~50+	~100	
	Number of events attended	~50+	~95	
	Number of individual community members involved in events	Not available	20	Community, staff, Council members
	Number of appearance cancellations	Unknown	<5	
	Total amount of honoraria distributed to community members	\$50,000 (2012-13 fiscal yr)	Not available	
Develop and implement strategies to inform members, employees and general public	Number of communications initiatives	Not available	Not available	Goal for 2017 is to revamp the Musqueam website
	Number of updates to Musqueam website		~120	16 updates to website for recent news, ~5 updates to names of staff and Council members, weekly updates to Jobs and Newsletter pages

MEMBERSHIP OFFICE

MEMBERSHIP INDICATORS				
Operational Objective	Indicator	Benchmark Data (fiscal Year ending Mar 2012)	Fiscal Year ending Mar 2016	Comments
Maintain jurisdiction over Musqueam member list	# of people registered with INAC as Musqueam members	1291	1383	
	# of people on Musqueam's Band member list	1179	1278	
	# of applications to Musqueam's Band member list (in fiscal year)	11	7	Includes Bill C-3 and transfer ins
	# of people added to Musqueam's Band member list not because of birth (in fiscal year)	8	8	Includes Bill C-3 and transfer ins
	# of people added to Musqueam's Band member list because of birth (in fiscal year)	19	17	
	# of Musqueam members removed from the Band member list (in fiscal year)	8	2	Band members relinquishing their Musqueam Band membership
	# of deceased Musqueam members (in fiscal year)	7	5	
	# of Musqueam members living on reserve	~642	678	
	# of Musqueam members living off reserve	~537	607	

HUMAN RESOURCES DEPARTMENT

The Human Resources Department helps address the overarching operational objective to improve the effectiveness and efficiency of administration.

HUMAN RESOURCES INDICATORS					
Operational Objective	Indicator	Benchmark Data (fiscal Year ending Mar 2012)		Fiscal Year ending Mar 2016	
Promote accountability & responsibility	# of MIB employees (at end of fiscal; excludes casuals/contractors)			119	
	# of regular full-time employees (at end of fiscal)			112	
	# of employee hires (excludes casuals/contractors)	30		35	
	# of active casuals in fiscal year			135+	
	# of employees who left organization (excludes casuals/contractors)			13	
	Turnover % (excludes casuals/contractors)			11%	
	Hires by demographics (excludes casuals/contractors)	53%	Musqueam	60%	Musqueam
		17%	First Nations	9%	First Nations
		30%	Other	31%	Other
	Employee demographics (total staff; excludes casuals/contractors)	86%	Musqueam	73%	Musqueam
		5%	First Nations	6%	First Nations
		9%	Other	21%	Other
	<i>New hires by department (excludes casuals/contractors):</i>				
	Administration	1		3	
	Childcare			1	
	Education	3		2	
	Employment	4		1	
	Facilities	N/A		2	
	Finance	2		4	
	Fisheries			8	
	Health	7		7	
	Housing	3		1	
	Title & Rights and Energy (formerly Treaty)	1/2		4	
	Lands	0		0	
	Language and Culture	4		0	
	Public works	1		0	
	Recreation	2		0	
	Safety and Security	0		0	
	Social Development	4		2	
	Taxation	1 casual		0	

HUMAN RESOURCES INDICATORS				
Operational Objective	Indicator	Benchmark Data (fiscal Year ending Mar 2012)	Fiscal Year ending Mar 2016	Comments
Promote respect and recognition	# of staff recognition initiatives	1	1	Years of service ceremony at 2015 Ab Day Celebration
	# of staff recognized	4	5	Length of service

TAXATION

Taxation helps address the following Musqueam Community Objectives: advance better governance of our Nation; achieve financial self-sufficiency.

TAXATION INDICATORS				
Operational Objective	Indicator	Benchmark Data (fiscal Year ending Mar 2012)	Fiscal Year ending Mar 2016	Comments
Ensure consistent tax collection	Number of outstanding tax enforcement proceedings	3 - 4	0	Shaughnessy Golf Course decision was in favour of Shaughnessy
	Number of outstanding assessment appeals	3 - 4	0	
	Percentage of annual growth of property tax budget		1%	Goal is to increase tax revenue by pursuing other sources of income through Prov/ Fed negotiations.
	Amount of delinquent property tax		~\$120,000	10 properties: Ladner Farms, 6 residential. Council to decide about Musqueam Golf Course outstanding arrears
	Amount of delinquent property tax collected	\$ 12,000	~\$24,000	
Advance better governance of our Nation	Number of consultations on property tax budget		1	Pursuing/ researching property transfer tax w First Nations Tax Commission (FNTC).

Intergovernmental Affairs

ENERGY PROJECTS UNIT

The Energy Projects Unit helps address the following Musqueam Community Objectives: advance better governance of our Nation; take pride in our culture; protect our environment and conserve natural resources for our use.

In 2015, a 5 year Musqueam Energy Strategy (2015-2020) was developed and endorsed in-principle by Musqueam Chief and Council. The mission of the Musqueam Energy Strategy is: *Honouring our past, recognizing the present and planning for our future to ensure energy projects integrate Musqueam values and principles. Only then can Musqueam become a leader in energy development by 2020 for the benefit of our citizens and ecosystems.* Please visit the Musqueam website for more information.

ENERGY PROJECTS INDICATORS					
Operational Objective	Indicator	Benchmark Data (fiscal Year ending Mar 2012)	Fiscal Year ending Mar 2016	Long term goal (in 10 yrs)	Comments
Protect our Aboriginal rights & title	Total number of projects	N/A	6	To mitigate and benefit from any projects	Woodfibre LNG Marine Terminal/ Eagle Mountain LNG Compressor Station; Kinder Morgan Trans Mountain Project; YVR Jet Fuel Storage; Fortis LNG facility expansion; Tillbury; BC Hydro
	Number of projects in pre-application phase*	N/A	1	To create a MIB review process that energy projects must follow	
	Number of projects in environmental review phase*	N/A	5	All energy projects, as required	All major projects, except BC Hydro
	Number of projects in construction and implementation phase*	N/A	1	To benefit from any projects – financial, employment, training	
Encourage community awareness & involvement	Number of community information and consultation sessions	N/A	3	Meetings every 3 months + as required	
	Number of plans/ updates prepared for the community	N/A	3		Plans/updates are provided at community info sessions
Ensure financial security	Percentage of budget generated through project activities	N/A	100%	100%	

* Phases refer to Crown/proponent processes

FISHERIES DEPARTMENT

The Fisheries Department helps address the following Musqueam Community Objectives: advance better governance of our Nation; take pride in our culture; protect our environment and conserve natural resources for our use.

FISHERIES INDICATORS					
Operational Objective	Indicators	Benchmark data (fiscal year ending Mar 2012)	Fiscal Year ending Mar 2016	Long term goal (in 10 yrs)	Comments
Improve relationships and external partner confidence	# of protocol agreements with FNs advancing relationships	11	5		Some are signed, some are verbal. Relates to fisheries numbers that year - 2016 was a low sockeye season.
	# of incidences of broken protocols	1	0	0	
Enhance capacity, safety and security of AFOs	# of Aboriginal Fishery Officers (AFOs) with up-to-date emergency response training	3/3	2/2	All	I.e. security training, marine first aid. Dept. Fisheries & Oceans has reduced funding for Aboriginal Fishery Guardian training. Goal is for every Fisheries employee to have marine first aid and emergency preparedness training.
	# of safety incidences with AFOs	~25	~15	0	I.e. injury, towing, etc.
Promote environmental stewardship	# of fish returning to Musqueam Creek and Cutthroat Creek	25	37 coho 33 chum = 70	100	
	# of days of fin fishery closure due to low numbers and mixed fish stocks (under Dept. Fisheries & Oceans agreement)	315	324	300	The goal is not necessarily to have more fishing time but to have abundant return for better harvest.
	# of non-compliance incidences	~160	~80	0	Verbal and documented warnings. Decline in incidences likely due to fewer fishing days. Moving forward, Fisheries department will track all non-compliance incidents and will consider strategies for enforcement.
Promote traditional practices	# of community members who received fish		~200 on-reserve households ~150 off-reserve individuals	100%	Number varies from year to year. Goal is to keep an inventory log.
	# of events where fish were requested	~60	~80	80	Number is not consistent (sometimes requests are for personal events). Goal is to keep an inventory log.
	# of events where fish were provided				New policy will address and provide consistency. Types of events: funerals, Aboriginal Day, traditional events, etc.
	# of commercial fishing licenses held by Musqueam members / # of Musqueam members holding licenses	10	~35 held by ~10 members		Several MIB members own commercial licences/ many members lease licences for various species.
Ensure financial and administrative stability	# of people employed with the Musqueam Fisheries Department	5	14		3 permanent, 2 contractors, 9 term
	# of policies / policies in development		4 / 2	6 / 6	

AQUATIC HABITAT RESTORATION PROJECT INDICATORS			
Operational Objective	Indicators	Calendar year 2016	Comments
Promote environmental stewardship	Kilograms of invasive species removed	68,000	
	# of native plants planted	5,500	
	Meters of instream works completed	110	2 sediment traps and removal of canary grass
	Meters of stream daylighted	30	Culvert removal
	Meters of erosion control measures installed along stream	30	Installation of 50,000 pounds of rock
	# of points of communication	202	200 households, 2 businesses (MCC, Musqueam Golf)
	# of partnerships	2	David Suzuki Foundation for volunteers, City of Vancouver for invasive species removal and mgmt
	# of community engagements	1	Storm drain marking

TITLE & RIGHTS DEPARTMENT

The Title & Rights Department helps address the following Musqueam Community Objectives: advance better governance of our Nation; take pride in our culture; protect our environment and conserve natural resources for our use.

TITLE & RIGHTS INDICATORS					
Operational Objective	Indicator	Benchmark Data (fiscal Year ending Mar 2012)	Fiscal Year ending Mar 2016	Long term goal (in 10 yrs)	Comments
Protect Aboriginal rights & title Promote self-governance	# of consultation, accommodation, and justification agreements reached / # of agrmts in process	0/1	4/8	1/yr	Agreements reached: BC Pavilion Corp. (PavCo), Jericho Lands, Fairmont Lands, Marine Drive property (West Vancouver)
	# of referrals responded to / # of referrals received	Not tracked	Not tracked	100% via online portal	Not tracked by online portal in 2015/16, portal launched in February 2016. *Not all referrals are received through portal.
	# of studies completed	Not available	2	3/yr	Traditional Musqueam Use of the Southern Fraser Delta, Contemporary Musqueam Use of the South Fraser Area
Encourage continuous cultural knowledge and learning	# of cultural programs/initiatives supported by Treaty Department	5	25	25	səwq'eqsən heritage site; Teaching Kit; təm q'atəl web exhibit; Musqueam 101; Dialogues project; remarkable women project; Archives work & space for community outreach; tours at MOA, UBC, Musqueam Gallery; World Rivers Day; Night Quest; BC Archaeology forum; FN Records and Info Mgmt Day; YVR kids park; public art (Marpole, Pearson Dogwood); MCC Branding and site history; Mt Seymour renaming; UBC collaborations - video, Centennial Post, Alumni Bldg, Aboriginal (Un)History month, SCARP, Preservation and Archives Ctr, digital book, Residential School Dialogue Ctr
	# of community consultations	Not available	2	5/yr	Fraser River Project Community Workshop, Intergov Affairs Open House
Promote inter-governmental relations	# of government Memoranda of Understanding (MOUs) negotiated	Not available	3	3/yr	Port of Vancouver (Roberts Bank Terminal 2), Ministry of Transportation and Infrastructure (George Massey Tunnel 2), BC Hydro (GMT2)
	# of pre-consultation proponent relationship agrmts	Not available	0	3/yr	

Lands, Capital, Housing

PUBLIC WORKS DEPARTMENT

The Public Works Department helps address the following Musqueam Community Objectives: protect our environment and conserve natural resources for our use; achieve financial self-sufficiency.

PUBLIC WORKS INDICATORS					
Operational Objective	Indicator	Benchmark Data (fiscal Year ending Mar 2012)	Fiscal Year ending Mar 2016	Long term goal (in 10 yrs)	Comments
Enable development of new community infrastructure	Number of new community infrastructure projects completed	4	2	4/year	Carving shed, archive space Boat ramp underway
Maintain a safe & healthy community environment	Number of infrastructure upgrade projects completed	7	4	7/year	Village piping, sewage capacity, daycare roof, Parcel A pipes, Block F
	Number of incidents responded to (root damage, floods...)		~7		Water line breaks (from curb to house), downed trees
	Number of staff who received training to upgrade skills	6	3	10/year	Draft Capacity Development Plan for staff
	Number of collaborations on initiatives with outside governments and agencies		3		With City of Vancouver: Integrated Stormwater Management Plan, Coastal Flood Risk Assessment, Flood Study
Improve municipal service delivery	Number of municipal services provided		8		Solid waste collection (Multi-Materials BC), VPD, VFD, water, sewer, snow and ice management, ambulance, street maintenance for leased lands
	Number of water main breakages	1	0	0	
	Number of incidents of municipality not complying with servicing agreement		4	0	Recycling and solid waste pick-up dates missed

FACILITIES DEPARTMENT

The Facilities Department helps address the following Musqueam Community Objectives: support our Elders; improve our health and wellbeing; take pride in our culture; protect our environment and conserve natural resources for our use; achieve financial self-sufficiency; support members to get the jobs they want; support youth involvement.

FACILITIES INDICATORS					
Operational Objective	Indicators	Benchmark Data (fiscal year ending Mar 2012)	Fiscal Year ending Mar 2016	Long term goal (in 10 yrs)*	Comments
Support community and internal department access for events	Total # of events booked with MIB facilities	12	3682	2200 (40% fewer)	Current facilities are at capacity and community's internal facility needs are increasing - assuming no new facility space created, bookings will have to decrease
	Proportion of internal bookings (non-revenue-generating)	25%	80%	95%	
	# of participants in internal (Band) events	970	28,000	39,200	
Promote and improve relationships and external partners and clientele	Proportion of external bookings (revenue-generating)	75%	20%	5%	
	# of visitors to external events	910	8,000	2,500	
Ensure financial and administrative stability	Percentage of Facilities costs offset by revenues generated	0%	100%	75%	
	# of casual workers employed by Facilities	0	225+	135	Goal assumes 4 contract event crew
	# of Facilities part-time/casual workers who obtained permanent employment	2	97	4	
	# of Musqueam catering assignments	12	200	200	Goal assumes no permanent caterers, less private events, more community programs
	# of items sold through the gallery gift shop	0	1,000	100,000	Goal assumes web sales
Promote environmental stewardship	Amount of facility waste diverted for recycling and composting / Total waste	0	250lbs / 2,500lbs	100% of divertible waste	Currently 14 facilities w 224 cans
Ensure a safe, healthy, accessible space for members of all ages	# of Facilities staff who received training	2	~125	139	Food Safe 1 & 2, Banqueting, First Aid, WHMIS, First Host, World Host, Serving it Right, Front line cash, Building services

*Assuming no new facility space is created

HOUSING DEPARTMENT

The Housing Department helps address the following Musqueam Community Objectives: address our housing needs.

HOUSING INDICATORS						
Operational Objective	Indicator	2007/08 Data	Benchmark Data (fiscal year ending Mar 2012)	Fiscal Year ending Mar 2016	Long term target (10 yrs)	Comments
Support efficient use of land	# of houses on reserve	184	239	241		2 private single family homes built since 2012
	# households (incl. rental units) on res			Not available		Plan to input info about suites into asset database this year.
	Housing density [net neighbourhood dwelling density]*	184/27.66= 6.65 units per acre	239/33.42= 7.15 units per acre	241/33.42= 7.21 units per acre		Residential land area available likely to increase over 10 years, changing density figures.
Increase housing choice (type, location)	Single family	168/184= 91%	216/239= 90%	218/241= 90.5%	218	Unknown # of suites in single family homes rented out to band members and non-members.
	Assisted living	0	0	0	10	Goal does not include planned Elders Care facility (separate complex).
	Multi-family units	16/184= 9%	23/239= 10%	23/241= 9.5%	50+	
	Rental apartment	0	0	0	0	Target is 0 unless community identifies this as a priority
Improve housing quality	# of residential units needing major repairs (on request)		~200	~100		e.g. electrical, roofs, furnaces, exterior, flooding
	# of residential units that received major repairs			~60		First 80 homes: 40 roofs replaced, 30 new furnaces, 10 new hot water, 15 decks/stairs repaired Social housing: 13 roofs replaced
Improve member knowledge in housing maintenance	# of participants in home maintenance programs		50	~30	All members who own/rent homes	Program Details: Furnace maintenance, deck and stair maintenance, general open houses
Improve service to community members	# of members on housing waitlist	214		~300	250	Target depends on how much housing can be provided to members in 10 years; expect continued housing requests from growing population and off-reserve members.
	# of members provided housing by the Band who were on the waitlist		1 (private mortgage)	2	60+	New housing would be multi-family, requires developable land to be secured
	# of members evicted from reserve housing			0	0	Evictions occur due to extreme circumstances, i.e. violence, drug-trafficking
	# of staff capacity-building initiatives			10		Training: Project management, Data asset management software, Ch'nook, Essential skills
	% staff participating in capacity building programs			100		

*Net neighbourhood dwelling density: neighbourhood= Musqueam IR 2 reserve housing lands; Units= # of Musqueam houses on-reserve; Area= residential land (does not include streets, parks, community facilities, parking lots, and other undevelopable land).

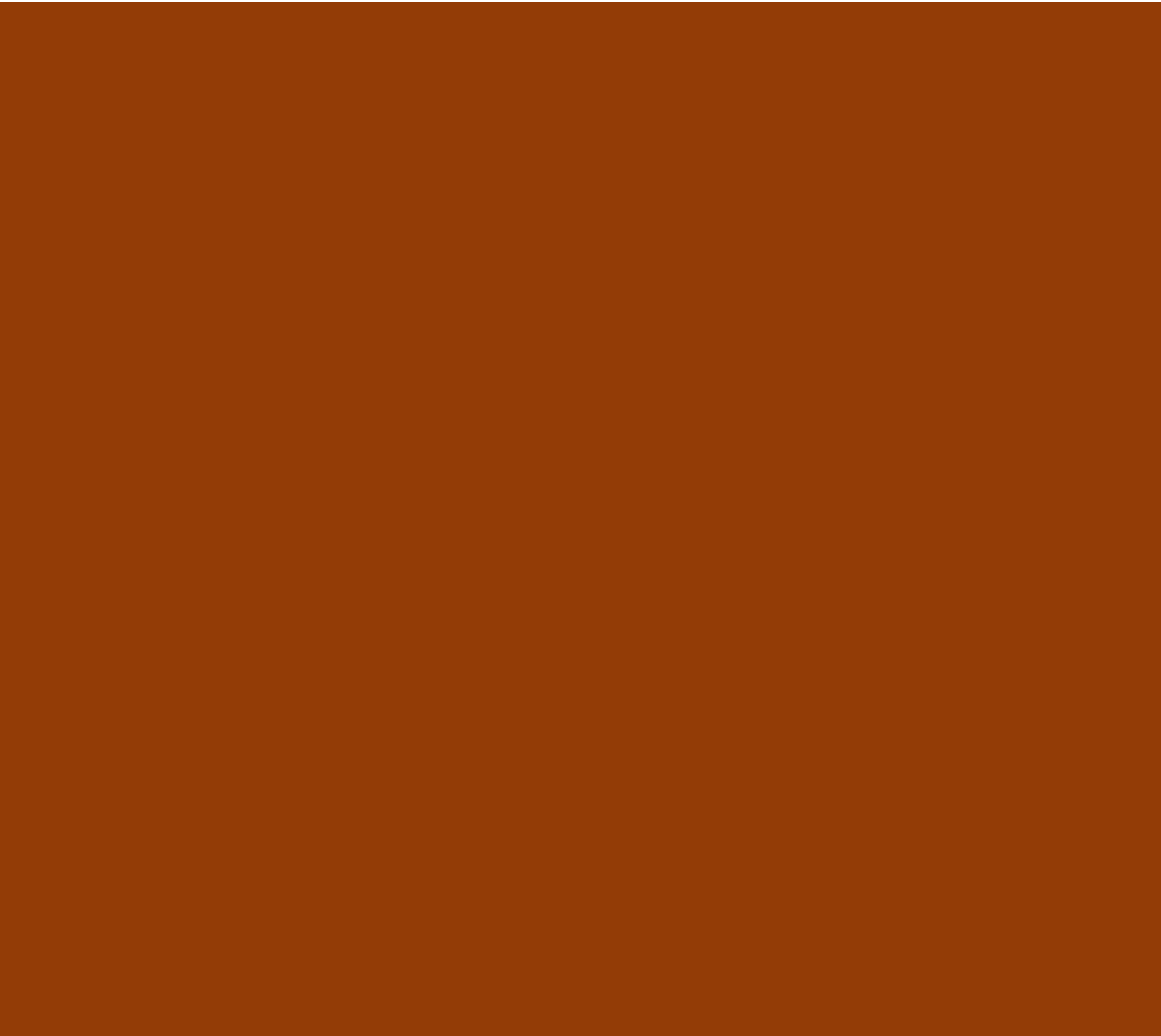
LANDS DEPARTMENT

The Lands Department helps address the following Musqueam Community Objectives: advance better governance of our Nation; protect our environment and conserve natural resources for our use.

LANDS INDICATORS					
Operational Objective	Indicator	Benchmark Data (fiscal Year ending Mar 2012)	Fiscal Year ending Mar 2016	Long term goal (in 10 yrs)	Comments
Promote self-governance	Land Code has been approved by community and Council?	no	yes	Land Code in effect	
	Number of Land Code preconditions met (in process)	0/5	1(4)/5	Land Code in effect	Land Code in effect means MIB jurisdiction over MIB lands
	Number of bylaws drafted	0	3	Full bylaw framework in effect	
	Total Musqueam land area (reserve, fee simple, joint ownership)		343 ha	>343 ha	
Promote sound land management	Total area of Musqueam reserve lands		211 ha		IR2= 163ha, IR3= 17ha, IR4= 31ha
	Total area of Musqueam reserve land available for future development (based on draft Future Development Plan [FDP])		35 ha		
	Total area of Musqueam reserve land with existing development		111 ha		Leases= 82ha, Certificates of possession= 3.7ha, built-up areas= 25.5ha
	Total area of Musqueam reserve land to remain conserved/protected (based on draft FDP)		Riparian setbacks: 34ha Steep areas: 7.6ha Cultural sites: 3.3ha Total: 44.9 ha		
	Total area of Musqueam fee simple lands		132 ha		Musqueam holdings= 80 ha, Joint holdings= 52 ha
	Total amount of lease payments received		\$766,500	> \$766,500	
	Percentage of lease payments received on time		Not Available	To track time of lease payments	



APPENDICES





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APPENDIX 2: COMMENTS

With the huge increase in number of responses for 2016 compared to 2012, it is no surprise that we also received a huge number of written comments – about 9,000 words, or nearly 20 pages! Comments covered nearly every census topic:

- Community planning priorities
- Safety concerns
- Social issues
- Police and Safety/Security interactions
- Band communications
- Council actions
- Health and wellness supports
- Musqueam's presence in Metro Vancouver
- Resource harvesting and conservation
- Supports for Elders and youth

The contents of the comments cover issues related to all of the divisions of the Musqueam Administration – Finance, Intergovernmental Affairs (including Fisheries), Lands/Capital/Housing, and Community Services. Many of the comments provide specific feedback about individual experiences, observations, needs, and aspirations. Because of the detailed nature of many comments, they should not be made public, as doing so could expose the identity of an individual who was promised anonymity in responding to the census survey. However, it is essential that we analyze your comments, learn from them, use them to inform our departments and staff, and report to you with appropriate analysis of the themes and issues raised.

We are currently compiling comments and classifying them according to what division(s) and department(s) they relate to, in order to bring them to the Divisional Leads for review and action with Program Administrators. Comments directed at Chief and Council will be provided to the Band Secretary to distribute for Chief and Council review and engagement. In addition, we will be conducting and reporting on the results of a thematic analysis of all of the comments. This report will include information about the most common themes and issues, as well as other highlights from the written feedback provided.

SAMPLE COMMENTS

"There are many issues and we need to bring ceremonies back to bring us back."

"Pride and self-worth as a band member are the only way to establish a strong vibrant youth. Children will follow a leader be it their parents, teachers, youth counselor or an Elder. The Elders are a great resource that could lead our youth to a new fresh cultural pride."

"The social issues are connected to deeper rooted unaddressed inter-generational trauma. If there is no long term, the issue will continue to affect the next generation. There needs to be a multi-dynamic approach to dealing with alcohol & violence, sexual abuse & mental health, parenting and child abuse... etc. If we don't recognize it now history will repeat itself!!"

"The actions of a few reflect on the community as a whole and contribute to other problems such as rodent infestation."

"I see a lot of people in the community who are abusive in private. People should be encouraged to talk about the abuse they've experienced."

"It's right to preserve the teaching and the land full of said resources."

"Awareness of our own communities' issues, to make changes we need to start by creating healthier communities."

"We need to heal the təməx^w and water."

APPENDIX 3: HOUSEHOLD SURVEY QUESTIONS

The following are the questions asked in the Household Census. Copies of the original paper version of this census survey are available to Musqueam Community Members by request from the Musqueam Band Office.

Each of the following questions was answered by the census respondent:

Including yourself, how many people usually live here, at this address, as of August 5, 2016? *Include all people who usually live here, even if they are temporarily away.*

Including yourself, list below, printing clearly, all persons who usually live here. *Begin the list with an adult followed, if applicable, by that person's spouse or common-law partner and by their children who usually live here. Continue with all other persons who usually live here.*

Did you leave anyone out of the list above because you were not sure the person should be listed? *For example: a person living at this address who has another home; a person temporarily away.*

Each of the following questions was answered for each person living in the household:

1. Name
2. Gender
3. Date of Birth
4. Marital Status
5. Is this person a member of Musqueam or another Indian Band / First Nation?
6. Is this person a Status Indian as defined by the Indian Act of Canada?
7. Can this person speak, read or understand hənqəmínəm? *[converse, say phrases, say words, make sounds, read phrases, read words, read letters, understand phrases, understand words, none]*
8. Does this person participate in the following cultural activities? *[resource harvesting (e.g. during hunting, fishing, plant gathering seasons); attending or participating in longhouse activities (during the active season); arts & technology (e.g. design, weaving, carving); cultural events (e.g. Aboriginal Day, exhibit openings); traditional food preparation; drumming and singing; learning or speaking Musqueam language and listening to or telling Musqueam stories]*

9. What is this person's highest level of education completed? *[Elementary school (kindergarten - Grade 7); high school (Evergreen/ school leaving certificate); high school graduation (e.g. GED, Dogwood); registered apprenticeship or other trades certificate; college or university certificate or diploma; Bachelor's Degree; Master's Degree; Doctoral Degree or Medical Degree (e.g. PhD, MD); other; none of the above]*
10. Does this person have any of the following disabilities or learning challenges (even if this has not been confirmed by a test)? *[physical disability (affecting movement and mobility); cognitive impairment (mental challenges); hearing impairment (trouble hearing); vision impairment (trouble seeing); Dyslexia (reading disorder); attention deficit hyperactivity disorder (ADHD); fetal alcohol spectrum disorder (FAS); post-traumatic stress disorder (PTSD); autism spectrum disorder; other; none]*
11. Does this person have any of the following chronic illnesses? *[diabetes; cancer; heart disease; liver disease; kidney disease; obesity; respiratory disease; arthritis/ rheumatism; high blood pressure; HIV/Aids; allergies/environmental sensitivities; addictions; anxiety; depression; IBS/IBD/Chrohn's/ Colitis/digestive disorder; other; none]*
12. Does a physical condition or mental condition or health problem reduce the amount or the kind of activity this person can do? (e.g. at home, work, or school, transportation, leisure)
13. Does this person smoke tobacco? If so how often?
14. How often on average does this person participate in physical recreational activities?

Each of the following questions was answered once for the household as a whole:

15. Is this dwelling: *[social housing; Certificate of Possession, mortgage, or self-financed (even if still being paid for); rented (even if no cash rent is paid)]*
16. How many bedrooms are there in this dwelling? *[apartment; duplex/ triplex; townhouse/ rowhouse; single family detached house; assisted living/ Elder housing]*
17. Considering the needs of the household and affordability, what is your preferred type of house?
18. Does your dwelling have internet service?
19. Do you and the people that live in this household have an emergency plan? (e.g. flood, earthquake, etc.)
20. What is your household income? (including SA & EI)

APPENDIX 4: PERSONAL SURVEY QUESTIONS

The following are the questions asked in the Personal Census. Copies of the original paper version of this census survey are available to Musqueam Community Members by request from the Musqueam Band Office.

These are the questions asked of people who completed the survey. Required questions are marked with an asterisk (*).

1. *Gender
2. *Age
3. *Marital Status
4. *Are you a member of Musqueam or another Indian Band / First Nation?
5. *Are you a Status Indian?
6. *Are you employed by the Musqueam Band Office?
7. *Where do you live? *[On Musqueam Reserve; Off Musqueam Reserve]*
8. *Thinking of where you would like to see Musqueam focus our resources, please rank the following community planning objectives. Place a number from '1' to '11' beside each objective, with '1' being most important and '11' least important to you. *[address our community's educational needs; address our community's recreation needs; take pride in our culture; advance better governance of our nation; achieve financial self-sufficiency; protect our environment and conserve natural resources; address our housing needs; improve our health and well-being; support our Elders; support youth involvement; help members get the jobs they want]*
9. Thinking about the past 4 years, since 2012, I feel (strongly agree to strongly disagree): *[I have been satisfied with my quality of life; Council has been governing in a way that reflects the needs of Musqueam; my housing situation has improved; my physical recreation needs have been met; Elders have been well-supported by the community; my health and wellbeing have improved; I have been connected to my culture; our environment and natural resources have been well-managed; Musqueam has been achieving financial self-sufficiency; I have been finding the kind of work or job training I am looking for; youth have been becoming more involved in the community; my education and learning needs have been adequately met]*

10. In the past 4 years, since 2012, Council actions have reflected the following Musqueam values (strongly agree to strongly disagree): *[respect; pride; inclusiveness; honour; shared responsibility]*
11. *To obtain information about the Band, I (regularly to never): *[read newsletters and notices delivered to my house; read newsletters and notices via e-mail or website; read posters at community locations; visit Band member login page on website; access social media (e.g. Facebook, Twitter, Snapchat); attend community meetings and information sessions; talk to family and friends]*
12. Would you be interested in the following Band communication options? *[Access online calendar of events; receive e-mail notifications; receive text message notifications; replace my paper newsletter with an electronic version]*
13. How safe do you feel your home and property are against theft and vandalism (very safe to very unsafe)?
14. Please rate how you feel about your (and your children's, if applicable) safety in the following areas and situations on reserve (very safe to very unsafe): *[during the day on reserve; after sunset on reserve; during the day on the beach; after sunset on the beach; in Musqueam facilities (e.g. recreation centre, cultural centre, club house)]*
15. I am concerned about the following safety issues in our community (strongly agree to strongly disagree): *[vehicle traffic and speeding; safety of forested trails; road and sidewalk availability for pedestrians and cyclists; road and sidewalk condition; public space sanitation (e.g. debris on beach, garbage dump); private property sanitation (e.g. debris in yards, derelict boats); aggressive dogs; trespassers; inadequate street lighting; safety of foreshore area / boat ramp; water safety; fire risk; flood risk]*
16. If you live or work on reserve, to whom would you report the following incidents (to Musqueam Safety and Security; Police; the Band Office; or I wouldn't report)? *[vandalism; noise; severe conflict in my home; severe conflict in my neighbour's house; a visit from someone who was banished from the community; physical attack on me by a community member; a verbal threat to me by a community member; sexual assault; abuse or violence against spouse, child, or Elder in my home]*
17. I may not report incidents because (strongly agree to strongly disagree): *[I don't feel comfortable calling the police; I don't feel comfortable calling Musqueam Safety & Security; I'm concerned about confidentiality; I'm concerned about revenge from community members; I wouldn't know how to report or who to call]*
18. How fairly do you feel you are treated by (very fairly to very unfairly): *[the Police; Musqueam]*

Safety and Security]

19. I feel the following social issues are a concern for our community (strongly agree to strongly disagree): *[addictions; gang activity; drug dealing; bootlegging; assault / fighting; spousal abuse; Elder abuse; child abuse; bullying / harassment; discrimination (e.g. racism, sexism, nepotism); sexual assault; poverty; property crime (e.g. theft, vandalism); inappropriate firearm use; access to food]*
20. I think the following groups act respectfully towards the community and lands (strongly agree to strongly disagree): *[leaseholders; visitors]*
21. I think leaseholders should be permitted to access Band facilities: *[freely; by invitation only; for a fee; some facilities but not others; never]*
22. How much of a Musqueam presence do you see around the Metro Vancouver region (strong presence to no presence)?
23. In the past 4 years, have you harvested the following resources for your personal, non-commercial use? *[salmon; halibut; oolichan; herring; sturgeon; ducks; geese; deer; elk; crab; shrimp and / or prawns; other shellfish (e.g. clams, oysters, cockles); berries; cedar (bark, roots, wood)]*
24. Did the amount of each resource you harvested meet your needs (full to not at all)? *[salmon; halibut; oolichan; herring; sturgeon; ducks; geese; deer; elk; crab; shrimp and / or prawns; other shellfish (e.g. clams, oysters, cockles); berries; cedar (bark, roots, wood)]*
25. Referring to the Resource Zone Map on the next page, if you harvested any of the following resources in the last four years, where did you harvest it (Zone 1 (Georgia Strait); Zone 2 (Fraser River); Zone 3 (Burrard Inlet and Indian Arm); Zone 4 (Howe Sound)? *[salmon; halibut; oolichan; herring; sturgeon; ducks; geese; deer; elk; crab; shrimp and / or prawns; other shellfish (e.g. clams, oysters, cockles); berries; cedar (bark, roots, wood)]*
26. Are you interested in participating in commercial fisheries?
27. My current employment situation is: *[currently studying; part-time employment; full-time employment; temporary employment; seasonal employment; self-employment; on leave from work (e.g. parental leave, long-term disability); cultural activities; retired; seeking work; not working and not seeking work]*
28. If you said you are “not working and not seeking work,” what are the reasons? *[school takes up all my time; no viable job prospects; health problems / mental illness; family responsibilities; cultural responsibilities; I don’t want to work; none of the above; not applicable; other]*

29. Please select your sources of personal income in the past 12 months? *[paid employment; self-employment; honoraria; social assistance; Employment Insurance (EI); child tax benefit; pension plans; disability benefits; worker's compensation; education/training allowance; no personal income; other]*
30. If you have had trouble finding a job in the last 4 years, what made it hard? *[lack of ability to read and/or write; lack of basic math skills; not enough education; don't know how to get a job; criminal record; have an addiction; no full-time jobs available; not qualified for available jobs; overqualified for available jobs; not applicable; other]*
31. If you have had a hard time keeping a job, what are the main reasons? *[laid off / lack of work; cultural responsibilities; health problems / mental illness; family responsibilities; cross-cultural misunderstandings; difficulty getting to work on time; work attendance challenges; work behaviour challenges; conflict with management; conflict with colleagues; didn't have the right skills for the job; uncomfortable work setting; not applicable; other]*
32. Please rank the following services and supports according to which are the most important for the Band to provide for our Elders. Place a number from '1' to '7' beside each objective, with '1' being most important and '7' least important to you. *[healthcare; housekeeping; home maintenance; meal preparation; support for Elders to attend social events; cultural support; transportation]*
33. Please rank the following services and supports according to which are the most important for the Band to provide for our Youth. Place a number from '1' to '9' beside each objective, with '1' being most important and '9' least important to you. *[participation in Musqueam culture (ceremony, art, resource gathering); providing safe gathering spaces; mentoring; education; recreational opportunities; counselling; promoting volunteerism; family events; life skills]*
34. Do you need support for any of the following health and wellness concerns? *[addictions (e.g. drugs or alcohol); experiencing abuse or violence; mental illness (e.g. depression, post-traumatic stress disorder, attention deficit disorder); obesity; physical disabilities; chronic illness (e.g. heart, lung, cancer, HIV / AIDS); death and bereavement]*
35. If you received support in the last 4 years, since 2012, does / did it meet your needs (fully to not at all?)
36. Is there anything else you would like to share that has not been addressed in this survey?

