



Annual Report

2024/2025



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Mission STATEMENT

WFN will work to promote a healthy and prosperous future to ensure its continued existence as a strong political, social, and cultural community.

About WFN

- Westbank First Nation is historically known as stqaʔtkʷnıwt
- Language: nsyilxcən
- One of eight Indigenous communities that comprise the Okanagan Nation
- Membership: 918
- Non-Member residents: 11,000
- Location: South Central Interior of British Columbia, Canada
- Land Base: Five land parcels totalling 5,360 acres
- Self-governing First Nation
- Leadership: One Chief and four Councillors (elected by Membership every three years). Next election September 2028

Message from ȷlmix^wm

As we look back on 2025, this year carries special meaning for Westbank First Nation as we celebrated 20 years of Self Government, achieved on April 1, 2005. This milestone reflects the vision and determination of our Members who, two decades ago, chose to chart our own course. That decision set us on a path of building strong governance, protecting our lands, advancing our economy, and strengthening the programs and services that support our Members. It was a courageous choice, and today we honour not only the progress we have made but also the generations of leaders and community members who helped us arrive here.

Our 20-year anniversary is more than a moment of reflection; it is a reminder of the responsibilities that come with self-government. We are accountable to one another, to future generations, and to the vision of our ancestors who worked so hard to preserve our rights, our lands, and our way of life.

Over the past year, we have continued to build on this foundation. We advanced important discussions with both the Province of British Columbia and the Government of Canada on issues such as Child and Family jurisdiction, land back, and fiscal policies that will shape our future. At the regional level, we strengthened our role in decision-making through the Inclusive Regional Governance Initiative and continued to expand our partnerships with neighbouring governments and organizations.

Within the community, WFN has made significant progress in housing, infrastructure, emergency management,

and cultural programming. From the construction of new homes for Members to upgrades at Sənsisyustən School and the launch of important heritage and language initiatives, each step reflects our commitment to building a thriving, resilient community. Our Youth Council continues to be a source of pride and national leadership, while our Elders guide us with their knowledge and wisdom.

Financially, WFN remains in a strong position. We ended the year with a healthy surplus, continued to invest in long-term stability, and secured new opportunities for economic growth. These results ensure that we are not only meeting today's needs but also creating security and opportunity for generations ahead.

I want to acknowledge the dedication of our staff, Council, Members and community members whose commitment has made these achievements possible. Our successes are collective, built on the contributions and resilience of many.

As we mark 20 years of self-governance, let us carry forward the lessons of the past and the strength of our people. Together, we will continue to build a strong, united, and self-determined WFN.

limləmt,
ȷlmix^wm Robert Louie
Chief, Westbank First Nation





Message from səx^wk^wulm̓ kl yʕayʕat

way' WFN Membership & Community,

This past year has been full of accomplishments, many of which you'll see throughout this report. Among them, one stands out as vital to decolonizing how we work and bringing it back to the people.

That being said, it is my privilege to share with you sqilx^w cawt, "The Way of the People." This groundbreaking model represents WFN's commitment to reclaiming traditional values, reshaping our organizational framework, and strengthening our community from the inside out.

A diverse working group, led by **Michelle Dragon**, HR Supervisor, brought together youth, Elders, Members and staff to guide this effort. Their combined voices, alongside WFN Member, **Coralee Miller's** remarkable artistry reimagined our structure not as a circle borrowed from elsewhere, but as a living story rooted in matriarchal traditions and centered on the Four Food Chiefs.

Each Chief embodies principles that sustain us all:

ȳĩlmix^wm spĩłłm - Chief Bitterroot

Symbolizes stewardship, nurturing, relationships, and protection.

ȳĩlmix^wm skm̄xist - Chief Black Bear

Embodies love, tradition, generosity, and leadership.

ȳĩlmix^wm n̄tȳtyix - Chief Spring Salmon

Stands for sustainability, initiative, perseverance, and resilience.

ȳĩlmix^wm siya? - Chief Saskatoon Berry

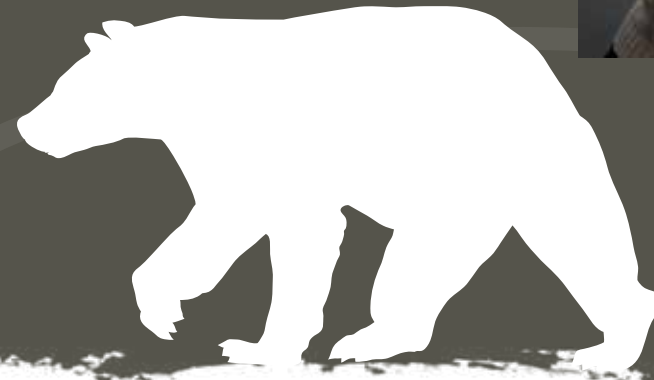
Represents innovation, strength, community, and growth.

Above them, the fly reminds us to listen for the often-overlooked voices; the rainbow speaks to our resilience after challenge; and the sun, like our Constitution, lights the path for self-governance and collective stewardship.

Decolonizing our structure is only the first of many steps. By shifting from “you versus me” to “us versus the problem,” we break down silos, foster collaboration and ensure that every voice matters. This work honors our ancestors, reconnects us with our cultural teachings and prepares WFN for a future guided by our own laws and values.

I want to extend my deepest gratitude to all who contributed to this journey. I look forward to what comes next as we continue to learn from, utilize, and embrace the vision created

Lisa Pastro
səx^wk^wulñ k̄l̄ ȳɟayɟat / Director of Operations



Governance

2025 Chief and Council Election

On September 18, 2025, 401 of 740 eligible voting Members cast their votes for the new 2025-2028 Council. Chief Robert Louie, Councillors Andrea Alexander, Jordan Coble, Mike De Guevara and Sara Tronson were all sworn in as the official Chief and Council for the 2025-2028 term. Congratulations all!

British Columbia Government-to-Government Relationship

WFN has submitted three interest/discussion papers to B.C., Child and Family Jurisdiction will be at the forefront of discussion, and good progress is being made at this time. Progress is also being made on the foreshore, including looking to get a lease in place for the submerged lands in front of WFN reserves. Another topic being initiated with B.C. is “land back, land returned” to WFN within WFN’s Area of Responsibility. These discussions are just getting underway with B.C., and staff are looking forward to these important negotiations that will unfold in the coming year.

Collaborative Fiscal Policy Development Process

The main focus of Fiscal Process efforts this year was the continued development of models and annexes in the areas of infrastructure, language revitalization, and lands & resources. In addition to this work, in fall 2024, WFN Councillors, along with other First Nations leadership and government staff, participated in group advocacy meetings in Ottawa where they advocated for approval of these models/annexes. Unfortunately, these models/annexes have yet to be approved by federal Cabinet and Fiscal Process meetings with Canada have stalled. Although this is not ideal, the current Liberal government is still early in its term.

Inclusive Regional Governance Initiative

Work continues with the Regional District of Central Okanagan on the Inclusive Regional Governance Initiative. This groundbreaking project seeks to recognize and integrate WFN’s legal and governance structures into the broader regional framework, ensuring WFN’s full participation in regional decision-making. The work includes developing shared protocols, jurisdictional analysis, and potential legal instruments to formalize WFN’s involvement. The initiative is expected to reach key milestones by the end of fiscal 2025–26, and represents a vital step toward reconciliation and cooperative governance.





MOU with Conservation Officer Service

Negotiations are underway with the Conservation Officer Service for a Memorandum of Understanding that would enable WFN Law Enforcement Officers (LEOs) to gain Special Officer status, substantially enhancing the capacity of WFN LEOs to enforce environmental and wildlife protection laws on WFN lands, ensuring better stewardship and enforcement.

Emergency Management

WFN is advancing community safety with a comprehensive Emergency Management Plan to prepare for wildfires, earthquakes, and floods. The plan will set clear protocols to keep Members informed and ready in times of crisis. To support this, WFN is creating an Emergency Response Coordinator role focused on evacuation planning, fire safety, and partnerships like FireSmart to strengthen community resilience.

Constitutional Amendments

Significant progress has been made in reviewing and updating WFN's 20-year-old constitution with the Constitutional Amendments Working Group to better reflect contemporary values and community needs. As the process nears completion, proposed amendments will be shared with Membership for feedback, with priorities guided by community input before proceeding to a referendum vote.

New Position - Legislative and Policy Assistant

This role was established to provide dedicated support to both the General Counsel and the Policy Coordinator, particularly in managing the increasing volume of legislative and policy work. This addition has enhanced the department's efficiency and capacity, enabling more timely progress on complex files and allowing senior staff to focus on strategic legal priorities.

Information Technology

Over the past year, the IT Department led a comprehensive Microsoft 365 implementation aimed at advancing organizational collaboration and strengthening cybersecurity. The team deployed essential productivity and security solutions, all within the context of a broader integration strategy, effectively establishing a foundation for improved business processes.



Human Resources Strategic Plan

The Human Resources (HR) team worked together to create a Strategic Plan that produced both strategic and operational workplans, along with a Mission, Vision, and Values grounded in relationships and shared purpose. Values in nsylxcn are being incorporated to reflect WFN's identity.

The pithouse, or q^waci?, was chosen as the guiding symbol of HR's commitment to community. Built on four foundational poles representing the Food Chiefs, it reflects collective responsibility and the ongoing renewal of priorities to stay strong, relevant, and responsive to community needs.

Employee Learning & Development

A new Learning and Development Strategy was introduced to strengthen training, education, and compliance across the organization. Central to this was the creation of the dedicated role of Learning and Development Coordinator who is responsible for supporting staff at all levels, overseeing training programs, and managing the UKG Learning Management System. The Learning & Development Strategy also advanced compliance and safety training, with strong staff participation across digital and in-person sessions.

Member Employment & Youth Recruitment

As of June 30, 2025, WFN employs **265 staff, including 85 WFN Members (32%)** and 59% who identify as Indigenous. Between April 2024 and June 2025, **25 WFN Members** were hired into roles across the organization—up from 7 the previous year—reflecting focused efforts to identify, engage, and support qualified Member candidates.

The Youth Recruitment Strategy also saw strong results, with **8 WFN Member Summer Students** hired into customized roles that matched their skills and interests. Through community events, early engagement, and student-centered approaches, this strategy strengthened connections and introduced more youth to opportunities within WFN. These efforts will continue to guide recruitment priorities moving forward.





Comprehensive Community Plan Review and Update

The WFN Comprehensive Community Plan (CCP) Law requires that the CCP be updated every five years. Staff have retained and have actively been working with the same consultant that helped create the 2020 CCP for the current update. The next draft is expected in the Fall of 2025 to be presented to Membership with an adoption of the revised version in early 2026.

3281 Coyote Crescent Triplex Housing Project

To support WFN's growing housing needs, two new triplex buildings have been constructed at 3281 Coyote Crescent which will provide six additional homes for Members once complete. With major construction activities now finished, final tasks such as paving, sidewalk installation, landscaping, and connection to the WFN water system are planned for next fiscal year. This important project is approximately 80% complete and marks a major step forward in efforts to expand housing availability.

Moose Study

The WFN Archaeology Office began the Moose Study with initial funding from BC Timber Sales Okanagan, later supported by grants from Environment and Climate Change Canada and Natural Resources Canada. Now concluded, this phase of research will continue under the Title and Rights and Intergovernmental Affairs office. The study highlights the importance of moose harvesting to WFN Members, showing how families have adapted to declines while maintaining cultural practices, food sovereignty, and community wellbeing.

WFNConnect Referral Database

Since the launch of the WFNConnect Referral Database in April 2024, **over 500 referrals** have been processed and engaged with, reflecting a consistent and active presence in land and resource decision-making. Over 250 referrals involved ground disturbance and have been linked to the Archaeology Department for studies and monitoring.

WFN Referrals Officers have taken an active role in the reformed ONA Referrals Working Group, which brings together Referrals Officers from each syilx Nation monthly to address overlapping areas of responsibility, share insights on common referrals from the Province and industry, and build stronger Inter-Nation relationships.



Land

IR9 Pump Station Upgrade

Work is progressing on the IR9 pump station upgrade to improve system reliability, operational redundancy, and emergency preparedness. The project is approximately 65% complete, demonstrating steady progress toward upgrading this critical infrastructure.

Sənsisyustən Gym HVAC Replacement

The Sənsisyustən School gymnasium, which also serves as WFN’s designated emergency facility for evacuations, heat events, and community shelter, is receiving a vital infrastructure upgrade this year. The aging rooftop air conditioning unit is being replaced with a new, high-efficiency system. This upgrade ensures a safe, climate-controlled environment for students, recreational programming, and most importantly, for community members seeking refuge during extreme weather or emergencies.

Multipurpose Room Kitchen Upgrades

The Multipurpose Room kitchen was upgraded with new commercial-safety grade flooring, custom cabinetry with a sink, and coffee counter. Updated electrical was installed as well as modern appliances including a convection oven, range, dishwasher, and fridges. These improvements ensure the space meets current health and safety standards, and is more functional for daily school and community use.

Westside Road & Old Ferry Wharf Road Intersection Improvements

In response to increased development and traffic volumes, WFN, in partnership with the Ministry of Transportation and Transit (MOTT), completed a traffic study for the intersection of Westside Road and Old Ferry Wharf Road. Following this analysis, a preferred solution has been identified, and WFN is actively collaborating with MOTT to advance the design and construction phases of the planned intersection improvements.

WFN Roadway Markings and Traffic Safety

In addition to refreshing faded lines on all WFN roads, new markings were introduced in key areas to improve traffic safety. This work forms the foundation of an ongoing annual Roadway Painting Program to maintain a safe and clearly marked transportation network.

Planning and Development Violations Policy

The new Planning and Development Violations Policy establishes a structured and fair system of progressive penalties for breaches of WFN Law or the terms of a Development Permit, to protect the community, cultural heritage, and environment while maintaining orderly development aligned with WFN’s vision and values. The policy has gone through several iterations and consultation and is expected to be approved in the Fall of 2025.



Community

Youth Empowerment Event & 10-Year Youth Council Celebration

On May 21, 2025, the WFN Youth Council (WFNYC) celebrated their 10 year anniversary by hosting a wonderful Youth Empowerment Event, with the theme: "You Are Enough!". The day was full of music, motivational speakers, wellness booths, and celebration of the WFN Youth Council's decade of youth service.

WFN Youth Council Leadership & Support

As a national leader in First Nation youth services, WFN's Youth Council is proud to showcase the programs and supports WFN provides for youth ages 12–18. The WFNYC welcomes monthly, and weekly tours for delegations from across Canada.

This year, WFNYC proudly supported **8 First Nation delegations and 4 Youth Organizations** in developing their own Youth Councils.

Pine Acres

On April 5th, the community came together for a smudge and farewell ceremony to honour Pine Acres' nearly 40-year legacy of caring for our Elders. Thank you to everyone who came out and shared stories - those stories will ensure its legacy lives on. Demolition has now been completed, clearing the path forward to begin the planning of our next steps. WFN remains committed to supporting our Elders and building solutions that will serve current and future generations.





Innovation Award; Treanna Delorme

WFN Health and Wellness proudly celebrated WFN Nurse, **Treanna Delorme** and her dedicated nursing team for receiving the Innovation Award for outstanding leadership in addressing the toxic drug crisis. Their pioneering approach to opiate agonist therapy significantly increased access to care and reduced barriers to support for those most vulnerable in our community.

saŋ̌wiptət (Our Roots) Ancestry Family Tree Project

Launched this year, saŋ̌wiptət (Our Roots) is creating verified family trees for WFN Members to strengthen community connections on and off reserve. Born from a desire to preserve and uphold community knowledge, the project highlights the deep interconnectedness of Westbank families and experiences. Led by WFN staff in collaboration with Sncəwips Heritage Museum and local genealogy experts, the team is gathering histories through family dinners, interviews, and records review, and will share findings with relatives. The project is fully funded through the Four Pillars Society until March 2029.



2024 Annual General Meeting (AGM)

The Membership Services team successfully planned, organized, and hosted the 2024 AGM, held outdoors at the community core's pavilion and ball field. The event brought together over 200 staff and Members for a vibrant day of connection and celebration. The event was met with overwhelmingly positive feedback, highlighting the strong sense of community, thoughtful organization, and inclusive atmosphere.

West Kelowna Warriors Street Hockey Event

In partnership with the West Kelowna Warriors, an outdoor family fun event was held at the WFN Sport Court featuring eight Warriors players who joined youth and community members for a game of street hockey. Drawing over 90 attendees (not including staff), the event was a resounding success in bringing people together and building lasting memories.

Indigenous Youth, Parent, & Caregiver Conference

In collaboration with UBCO and Okanagan College, the first Indigenous Youth, Parent, & Caregiver Conference was hosted on May 3rd with 210 families registered from across the Nation. WFN had **11 families attend**.





Nominal Role Backpack Initiative

Health & Wellness utilized preventative top-up funding for poverty reduction to create backpacks for **91 WFN Nominal Role** students. Each backpack contained essential school supplies, hygiene supplies, and winter hats and gloves.

Annual Baby Welcoming Ceremony

This year, the Community Health Nurses alongside Community Services staff proudly celebrated WFN babies, at the 6th annual Baby Welcoming Ceremony, a meaningful cultural event designed to formally acknowledge and celebrate new community births. **14 babies** and their families were honoured during the ceremony which included traditional song, prayer, and a community feast. The event provided an opportunity to foster cultural connection, pride and a sense of belonging for WFN's newest community members.



Winter Solstice Gathering

The Winter Solstice Gathering, now an annual event hosted by Sncəwips Heritage Museum, brings community members together for an evening of syilx storytelling, traditional foods, winter teachings, and giveaways. The event featured stick game demonstrations, drumming teachings, nsyilxcn karaoke, a free photo booth, a vendors' market, raffle prizes, and a 50/50 draw, creating a warm, reflective space to honour the seasonal shift and share knowledge in community.



Language & Culture Programming

This year, Language & Culture was fully integrated into Sncəwips operations under the leadership of the Manager of Language & Culture. Programming focused on intergenerational learning, cultural workshops, and knowledge-sharing that honour syilx ways of knowing, while supporting language revitalization and cultural continuity.

On-the-Land Series

Membership Services is working with the Culture and Language Department, as well as Ntityix Resources, for a series of On-the-Land Workshops focused on planting and harvesting of traditional foods.





Businesses on WFN Lands

Total Number of Active Businesses: 650

Say Hello to Wild Kidz, Connector Brewing and Aesthetic Nation

Say Goodbye to Safari Ridge Adventure Park

Business Opportunity Intake Process

The Economic Development team has created a refined Business Opportunity Intake process and decision-making framework, creating connection with local businesses and opening doors for revenue opportunities. Since the process launched in February 2025, WFN has received and reviewed 46 submissions.

Economy

Surplus Up from Fiscal Year 2024

Overall WFN ended the year with an annual surplus of \$22.3M, for a total accumulated surplus of \$227,541,000. Accumulated surplus is the sum of net financial and non-financial assets and is an indicator of the overall financial health of WFN.

During the year, WFN invested \$22M of surplus restricted cash into restricted marketable securities, securing a higher interest rate prior to interest rates dropping.

WFN invested \$6M in Tangible Capital Assets. The most significant investment was in the construction of new housing and repairs to existing WFN buildings.

Revenue was \$76.5M compared to \$78.9M in the previous year. Last year included a one-time payment from RDCO for \$5M for retroactive funding from the Community Works fund. Expenses were under budget by \$2.2M. Salaries and benefits make up 40% of overall expenses.

WFN contributed over \$3.9M to three property tax reserves: Capital Projects, Contingency and Stabilization.

Interest Earned: \$2M

Total Balance: \$41M

Grant Funds Raised

In FY 2025, Funding Services assisted with securing almost \$1.2 million in grant funding to support various WFN initiatives.

Taxation

The Taxation Department conducted a Homeowner Grant audit and mailed out 3,941 forms and letters in January 2025. This audit resulted in a return of \$35,865 to WFN.

Year	Assessed Value
2024	\$3.6 Billion
2025	\$3.8 Billion



Consolidated Statement of Financial Position

As of March 31, 2025

	2025	2024
Financial Assets		
Cash and cash equivalents	73,102,803	72,544,559
Restricted cash (Note 3)	61,824,544	59,990,996
Restricted marketable securities (Note 3)	27,695,926	4,065,428
Accounts receivable (Note 4)	10,428,662	15,954,788
Notes receivable (Note 6)	7,101,722	8,161,466
Advances to related Nation entities and departments (Note 5)	1,639,646	616,073
Investments in Government Business Enterprise (Note 8)	20,747,553	19,862,496
Portfolio investments (Note 7)	96,480	96,480
	202,637,336	181,292,286
Financial Liabilities		
Accounts payable and accruals (Note 9)	10,380,795	10,306,156
Development bonds (Note 11)	2,562,988	3,780,077
Deferred revenue (Note 12)	2,025,272	1,844,027
Deferred development cost charges (Note 13)	32,529,989	29,811,768
Asset retirement obligations (Note 14)	407,259	97,718
Advances to related Nation entities and Departments (Note 5)	694,931	1,822,060
Capital lease obligation (Note 14)	59,762	145,772
Prepaid rent liability (Note 2)	8,403,830	8,472,903
Long-term debt (Note 16)	6,751,215	7,688,291
Loan advances (Note 17)	1,817,000	1,817,000
	65,633,041	65,785,772
Net financial assets	137,004,295	115,506,514
Non-financial assets		
Tangible capital assets (Schedule 1)	90,027,455	87,239,536
Prepaid expenses	458,288	2,480,396
Inventory	51,624	29,605
Total non-financial assets	90,537,367	89,749,537
Accumulated surplus (Note 18)	227,541,662	205,256,051
Contingent liabilities (Note 25)		
Funds held in trust (Note 26)		



Consolidated Statement of Operations and Accumulated Surplus

For the year ended March 31, 2025

	Schedules	2025 Budget (Note 28)	2025	2024
Revenue				
Property taxes		20,196,700	20,214,382	19,373,613
Crown-Indigenous Relations and Northern Affairs Canada		14,482,505	14,924,460	15,925,556
Indigenous Service Canada		4,249,604	5,588,395	5,132,805
Water and sewer		4,060,880	3,935,934	3,468,296
Other government grants		933,755	2,263,127	4,699,436
Ministry of Children and Family Development		908,710	866,258	794,640
BC First Nations Gaming Revenue Limited Partnership		500,000	549,845	541,304
Ministry of Education		759,341	1,779,355	1,235,725
Canada Mortgage and Housing Corporation		242,287	374,951	274,816
Earnings from Investment in Government Enterprise		-	1,235,057	2,699,167
Interest income		6,548,889	7,086,402	6,898,689
Miscellaneous		426,808	1,833,930	1,400,872
Regional District of Central Okanagan		-	272,937	5,000,000
Forestry & Range Consultation and Revenue Sharing		1,847,251	1,807,219	1,793,448
First Nation sales tax		1,758,300	1,758,083	1,742,133
Management revenue		180,00	2,068,567	1,509,969
Commercial rent		407,000	903,196	821,284
Social housing rent		375,300	372,925	375,200
Archaeology fees		845,000	1,037,857	759,398
Daycare centre and education services		463,388	136,475	157,896
Building permits		600,000	201,912	1,230,688
Fortis operating fee		132,635	153,571	170,002
BC Hydro		168,000	234,008	156,625
Land registration fees		150,000	156,975	185,280
ZED Wind Energy less Revenue Sharing		115,000	115,000	115,000
Licensing revenue		54,500	112,356	99,056
Development processing fees		395,000	166,477	526,655
Operations and maintenance		-	-	20,673
Settlements		-	5,752,945	1,776,784
Deferred development cost charges received		-	538,493	-
		60,800,853	76,504,092	78,886,010



Schedule of Consolidated Expenses by Object





For the year ended March 31, 2025

	2025 Budget (Note 28)	2025	2024
Consolidated expenses by object			
Access to lands and resources	42,060	32,376	3,953
Amortization	3,149,169	3,513,137	3,454,953
BC Assessment Authority	190,000	154,020	225,367
Bad debts (recovery)	151,000	4,204	115,575
Bank charges and interest	151,700	249,682	235,176
Basic needs and community services	2,259,210	2,006,706	1,914,329
Contingency expense	521,000	13,433	209,058
Fire protection agreement	2,700,000	3,041,906	2,715,916
Foster home	62,350	48,970	60,412
Grants to Members	653,411	738,759	831,120
Home owner grant	3,000,000	3,226,929	3,219,231
Honorariums	178,778	164,422	136,492
Insurance	363,050	435,800	325,316
Interest on long-term debt	135,780	216,547	250,378
Local education agreement	1,474,000	1,479,021	1,400,194
Materials, supplies and resources	1,300,812	1,122,804	1,004,665
Membership dividends	467,200	798,789	405,000
Office and administration	2,446,146	1,848,104	1,721,476
Office equipment lease	41,438	44,281	12,016
Operational reserve allocation	6,000	121,814	23,067
Professional fees	5,095,455	3,914,899	3,042,225
Rent	1,500	219,431	199,541
Repairs and maintenance	1,284,087	1,654,260	1,487,703
Replacement reserve allocation	-	4,633	-
Salaries and benefits	22,938,388	21,569,869	18,475,613
Service agreements	2,510,000	2,909,965	2,558,940
Sewer user fees	1,600,000	1,750,434	1,685,583
Student allowances and tuition	1,073,575	733,897	743,418
Telephone and utilities	785,577	791,406	964,631
Training	555,151	387,858	243,407
Travel and promotion	1,291,258	1,080,399	992,043
	56,428,095	54,218,485	48,656,798





WESTBANK FIRST NATION

#201 – 515 Highway 97 South, Kelowna, BC V1Z 3J2
Tel: 250 769 4999 ■ Fax: 250 769 4377 ■ Toll Free: 877 388 4999
Web: wfn.ca
Follow @westbankfn on    

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