



TSAWWASSEN FIRST NATION

Annual Report
April 2008 - March 2009



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Forward

This is our second Annual Report and our first attempt to report on our first Service Plan for the 2008/2009 fiscal year. We do not have enough data to directly report on many of the objectives set out in the service plan, but are making efforts to integrate these documents for our next Annual Report. We are committed to improving our Annual Reports as we continue on our journey to self-governance and are learning as we go. While we feel that these reports are an effective tool to provide Members with important information we are always open to changing our approach to better meet Members' needs. As always we welcome feedback on what you find helpful or effective in our reporting to you! Despite these challenges, the 2008/2009 fiscal year was a banner year as a number of key projects were completed.

Message from Chief and Council



The Chief and Council of Tsawwassen First Nation are pleased to be able to present the second Annual Report on the Government of the Tsawwassen First Nation. This will be the last time we will be able to address you as Chief and Council, as we became the Executive Council of the Tsawwassen Government on the Treaty Effective Date.

This change in title reflects all the hard work that occurred in this past year, and forms much of this annual report. The period April 1, 2008 – March 31, 2009 saw an overwhelming amount of initiatives and work undertaken by TFN Government and our Members in bringing us to the Treaty Effective Date. Over the year, many new Laws and Regulations were developed, which were ultimately enacted on April 3, 2009. Negotiations with all levels of Government were also completed successfully. These projects represent just some of the successes achieved by the Tsawwassen Community over the past year.

Chief and Council would like to take this opportunity to thank the many Members that have participated in community activities and Committees, all of which contributed to outstanding success.

All this incredible hard work culminated in our first acts of self-government at the longhouse on April 3, 2009, where we were able to showcase our community to all of British Columbia. Finally, after 15 years of negotiation, Tsawwassen implemented

the first successful urban treaty in BC, which resulted in the creation of Tsawwassen as a new level of Government. This could not have happened without the involvement of the entire Community.

We have much to be proud of as we move forward; we have confidence in our vision and have a dedicated and committed Community and staff ready to address the new challenges facing us as the Tsawwassen First Nation. We know that with the support and input of the Community, we will continue to prosper as we move forward into a new era; one of self-governance.

Top Photo (L to R): Andrea Jacobs, Andrew Bak, Chief Kim Baird, Remo Williams, Laura Cassidy

Administration and Finance



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The Chief Administrative Officer (CAO) is responsible to the Chief and Council for the efficient management of the Tsawwassen First Nation work force and is the conduit between the political levels of Tsawwassen Government and the Administration. He takes direction from Chief and Council and implements that direction. His role is also to coordinate the various departments of the Tsawwassen First Nation Government to ensure the effective provision of services to the Tsawwassen Members and the Tsawwassen First Nation.

The CAO is also responsible for elements of the Treaty transition work, overall control of Budgets in cooperation with the Director of Finance and the development of policies and resolutions for consideration by Chief and Council.

The fiscal year between April 2008 and March 2009 saw some changes to the CAO's role. Leading up to Treaty Implementation the CAO was involved in overseeing the development of new regulations and policies, which were to correspond with the new self government Acts of Tsawwassen First Nation – all of which came into force on the Effective Date.

There was also a change within the position itself as Catherine Read stepped down as acting Chief Administrative Officer in September 2008 and Doug Raines took over the role.

Tanya Corbet continued her role as Executive Assistant to the Chief. Tanya was also TFN's communication liaison for media and other government bodies while fielding media calls and preparing releases as needed.

The Office Manager Losa Luaifoa continued to ensure administration and support functions are working effectively to meet the needs of the organization, staff and Members. She was responsible for such things as reception, office equipment, community notices and information technology.

Sharon Vatin was hired as the Director of Finance, having served in an acting capacity in the previous year. Going forward, her primary task is still the

improvement of the administration's overall financial management and reporting of TFN finances. This is especially important in light of the change in government status and the requirements to manage the financial benefits flowing from Treaty. She was responsible for taxation and the Tsatsu Gas station during the year while planning a transition of responsibility for social housing to the Health and Social Services Department for the next 2009/2010 fiscal year.

Joanne Williams and Dawn Williams remained the pillars of the Finance Department. The work of the Department includes issuing payments to Members, administering the staff payroll and bill payments, arranging mortgages and tax collections, managing TFN Government investments and preparing for new responsibilities under Treaty. Joanne and Dawn are also responsible for producing financial reports for senior management and Chief and Council.

Nikki Jacobs is the Manager of Tsatsu Gas. The gas station employs nine people, including 4 Tsawwassen Members. Tsatsu Gas offers gas, propane, diesel, water and tobacco products and has seen an increase in clientele (Status and Non-Status) from the Delta area in the last couple of years. After being in business for five years the gas station made a profit for the first time in this reporting year.

Cindy Hearl is responsible for maintaining rental agreements with all social housing tenants, ensuring tenants pay their rent, developing payment plans if necessary and overseeing all social housing maintenance issues. There are currently twenty-one social housing units on reserve.

A major accomplishment of this fiscal year was the final payment to the Stahaken Claimants for their claim, which was developed from actions that occurred in 1985. After the February 2003 agreement expired in 2006, negotiations took place and resulted in an agreement for full and final payment to the Claimants. The agreement was taken to a vote which was approved by a majority of 163 votes and saw 75% of the Membership come out and participate. Special thanks go out to the negotiators of the agreement: Catharine Read, Sharon Vatin, Tina Dion and on behalf of the Claimants Stuart Morgan, Ruth Adams, Louise Ahlm, Barb Joe and Valerie Cross-Blackett.

Direct benefits to Members total \$1,788,937 and are detailed below.

General Distribution	\$61,500
Stahaken Claimants	\$1,548,990
Members' Home Insurance (on & off reserve)	\$5,117
Elder's Home Insurance	\$2,340
Food Fish	\$30,520
Water Bill	\$110,414
Garbage Pick-up	\$30,056
Total Benefits	\$1,788,937

Treaty / Governance

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The 2008/2009 year was a historic year. It was the culmination of over fifteen years of community and staff work. The vision of the late Chief Harry Joe became a reality on April 3, 2009. This past year the treaty department worked tirelessly with the community and staff to prepare for the Effective Date and implementation of the Tsawwassen Treaty.

In 2008/2009, TFN's Treaty implementation activities were coordinated using the Treaty Implementation Work plan. This work plan identified over 40 projects that required completion in order to be prepared for Effective Date. A Treaty transition team was developed that included experts from various fields, professionals who came out of retirement just for TFN, in house expertise from our very resourceful staff, legislative drafters, lawyers in specialized fields, policy and tax experts. This dynamic team of people travelled the road to Effective Date, and provided the means necessary to prepare us not only for April 3 but also for the implementation of our Treaty.

These projects were divided into 5 broad categories. The following summarizes what was accomplished for each of the categories, and what more remains to be accomplished:

Institutional Design

- » The 5-Year Strategic Plan for Tsawwassen First Nation was completed in 2007, and provided guidelines for the activities of the Nation throughout the rest of the work plan. In 2008/2009, Tsawwassen took the guidance from the community outlined in that Strategic Plan, as well as the Tsawwassen Constitution, and furthered the development of the post Effective Date Government structure.
- » Several departments within Tsawwassen Government were reorganized, and the Government Services department was created to provide Treaty and policy support to the new elected structures. The Operational Plan surveyed all the departments of Tsawwassen Government and captured relevant policies and processes, which will prove extremely useful for future policy work.
- » The elected structures outlined in the Constitution, which include the Executive Council, Legislature, and Chief, were further defined in the *Government Organization Act*.

Financial Management, Accountability and Control

- » In 2008/2009, TFN made some significant changes to its financial structure. The implementation of the Financial Policy set new guidelines around how financial administration will be managed at TFN. New appointments and bodies were created, including the Finance and Audit Committee, which operate post-Effective Date to enhance accountability for financial decisions.
- » Under its Asset and Investment Management Plan, Tsawwassen hired a firm, Greystone Investments, to manage its capital transfer and other long-term investment funds under the Final Agreement. It also created separate fund structures for local government and other revenues required under Tsawwassen Laws and the Final Agreement.
- » The taxation process did not change significantly.

Land Planning

- » A major accomplishment of the 2008/2009 year was the Land Use Plan, which was approved in a referendum by Tsawwassen Membership in July of 2008. This critical document set out the framework for the future development of Tsawwassen Lands, denoting areas for industrial, commercial, residential, and Tsawwassen Member use.
- » A second significant accomplishment was the completion of the Land Title Transfer process – every property interest registered in the First Nation Land Registry system in 2008 was prepared to be transferred to the Land Titles

Office on April 3rd, 2009. This transition will provide TFN Members much more security over their titles. It was an expensive and time-consuming process, but ultimately successful and incredibly valuable.

- » TFN learned about the implications of Membership in the Greater Vancouver Regional District, what the various roles of the District are, and how TFN will fit within those roles as a Treaty First Nation – a historic accomplishment.
- » TFN negotiated an Entry Agreement with the Greater Vancouver Water District and British Columbia in 2008/2009. This Agreement sets out how TFN will receive water from GVWD in the future, and provides for TFN Membership in the Water district – another historic accomplishment.
- » A capital plan was completed, assessing existing capital assets and describing their useful life, as well as laying out a proposed depreciation schedule for the capital assets.

Legal Framework

- » In February 2009, TFN undertook a referendum, referred to as the Transition Vote, which asked eligible voters to vote on a series of questions on transition issues from an Indian Act government model to a self-government model. Two questions dealt with repealing pre Effective Date codes (Land and Election) and replacing them with new Acts on the Effective Date. There were also a series of questions respecting revisions to the TFN Constitution. These revisions were required to streamline some of the processes set out in it. Another question asked whether the Treaty Advisory Implementation Committee

could be considered the Advisory Council for the purposes of reviewing and providing comments on TFN Laws to be enacted on the Effective Date. The eligible voters approved the questions by an overwhelming majority.

- » One of the most critical projects for Effective Date was the creation of Tsawwassen First Nation's laws, put in place on Effective Date. TFN completed the analysis and drafting of 23 Laws that provide the basis for self-government. It was a huge project that required the support of the community throughout, and it was very successful.
- » TFN also designed a judicial system to govern how laws will be enforced, adjudicated and interpreted at TFN post-Effective Date. This resulted in the creation of three distinct processes. First, the Tsawwassen First Nation Judicial Council was established, which council is made up of 5 appointed Members. Second, the office of the TFN prosecutor was also established. The TFN prosecutor will prosecute offences of Tsawwassen Laws in BC Provincial Court. Finally, an administrative complaints process was also established. Together, these processes will provide a sound administrative and judicial base for Tsawwassen Members and community.

Other Projects

- » A number of other important Treaty Implementation projects were completed by TFN in 2008/2009. One of them involved beginning the work to set up the Economic Development structure, which has continued into the 2009/2010 fiscal year.

- » An important piece of work in 2008/2009 was solving as many of the Shared Territories issues as were possible before Effective Date. Our Council and legal counsel, under the leadership of Chief Baird, worked extremely hard and settled all but a couple of these very difficult issues for TFN Members and community.
- » One item the community is very pleased with is the introduction of bus service to Tsawwassen First Nation. Translink brought a shuttle service into TFN which began operating on December 31, 2008, and has made transportation easier for TFN Members.
- » The Effective Date ceremony was a huge community effort that required a lot of time from a lot of Members. It was a great success, and many will reMember that day as a very special one. It was an important part of our accomplishments in 2008/2009.

TFN consulted extensively throughout 2008/2009 with Membership. Consultations included two sets of family meetings, on the Land Use Plan and on the referendum and law questions near the end of 2008. The consultations on the Land Use Plan were, with the exception of the treaty ratification vote in 2007, TFN's most extensive to date. TFN held 14 family meetings, 6 community meetings including with communities off TFN Lands, and several other meetings with specific groups such as TFN youth and elders.

The consultation strategy also included the Treaty Implementation Advisory Council, which became the Advisory Council in early 2008. It provided invaluable and on-going input every two weeks on the design of TFN's governance structure, and was the lead

community consultation group on the development of Tsawwassen's Laws. The consultation on Tsawwassen Laws included important discussions and decisions around many items that, moving forward, will shape Tsawwassen's future.

Every individual Member with Certificate of Possession lands pre-Effective Date was consulted extensively, on a confidential basis, with respect to the transition of their lands to the post-Effective Date structure, where they were given a better and higher form of title with a Tsawwassen Fee Simple Interest.

Other important consultations were held on items such as Membership distinctions, the economic development framework, fisheries and resource issues, and issues surrounding taxation.

As noted above, TFN established an administrative complaints process which allows Members or clients to make a complaint with respect to staff actions or decisions. This is a formal complaints process intended to address, in a concrete manner, any complaint that may arise with respect to staff actions or decisions. Complaints are reviewed at the manager level, and reviewed by the Chief Administrative Officer. The Chief Administrative Officer can take a variety of actions with respect to the complaint, as set out in the *Administrative Review and Judicial Proceeding Act*.

In 2008, TFN hosted the staff and officials from the Office of the Ombudsman who facilitated a day long workshop with respect to complaints generally. The purpose of the workshop was to inform staff about how complaints arise and how those complaints may

be resolved. Part of the workshop focused on creating a complaints resolution process. TFN's complaints resolution process was modeled, in part, on the process followed by the Office of the Ombudsman.

We know we're moving forward. We can tell that we're already succeeding, even before the Effective Date. We noticed right away that prospective partners are lining up to work with us. We had to change our publication materials to reflect the new, more positive attitude that will now drive value to Tsawwassen, rather than the more positional language previously required.

Our treaty is already opening doors – both creatively, by expanding our dreams in respect of what is possible, and externally, by broadening our base of supporters and willing partners. And this is all before Effective Date!!

Chief Kim Baird, November 2008

Health and Social Services



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The purpose of the Health and Social Services Department is to provide relevant and timely services to Tsawwassen First Nation Members and their families and promote capacity building that will strengthen children, families and the TFN community. The Department represents TFN in all matters relating to social development, health and child welfare and is responsible for administering a number of programs both on and off the Tsawwassen Land base. Each departmental program operates according to principles of openness and accessibility and seeks, where possible, to provide services in a non-intrusive and confidential manner.

The Department is committed to ensuring the personal well-being of Tsawwassen Members and their families and offers assistance to Tsawwassen Members and community Members through such services as one-on-one counselling, couples counselling, family counselling and group therapy to achieve that objective. The Department also offers a variety of support programs directly to Elders.

In the past year, the Department achieved a number of successes. The **Tsawwassen First Nation**

Emergency Plan was successfully completed with Delta, and the **Headstart Program** for children aged 0 to 6 has been well received by families. We renewed contracts with the Ministry of Children and Family Development (MCFD) for the **Aboriginal Family Resources on the Go and Family Support Program** and with Fraser Health for chronic disease management through the **Home and Community Care Program**. In recognition of our successes, the **TFN Social Development Program** was contacted by INAC offices in both Vancouver and Ottawa to develop a 'best practices' guide on the administration of Income Assistance, GFA and the National Child Benefit Re-investment Program.

The Department has also focused on prevention strategies to reduce health issues related to poor nutrition. We have ensured that all families are supported through the **Healthy Habits Lunch Program** and the Delta Food Bank provides services on Tsawwassen Lands every Wednesday to families in need. Seasonal workshops promoting healthy lifestyles continue to be offered.

The Department has also worked hard to achieve the objectives set out in the 2008/2009 Service Plan. The Service Plan identified broad objectives and the following lists our accomplishments and what remains to be accomplished.

Build Accessible and Relevant Health Programs

- » The Department built a partnership with the local health unit of Fraser Health and the Fraser Health Aboriginal Services Program for Pre-Natal/

Post-Natal, infants, children and adults around immunization, influenza, and Communicable Disease Control services with public health nurses.

- » A partnership with the Youth Centre was established to provide funding for services and workshops that are relevant for youth.
- » A drug and alcohol counselling program was developed in partnership with Empowerment Consulting.
- » The Home and Community Care Program, provided in partnership with MCFD, providing personal care to adults and Elders with chronic diseases has been extended.
- » An Elders Support Worker was hired to provide additional support to Elders.
- » Staff secured \$10,000 in funding to provide emergency dental and medical funding in the form of an interest free loan up to a maximum of \$500 per year per person. This program is now operational.
- » Staff are continuing to compile data on the annual number of Members with diabetes. Once complete, data will provide a baseline and facilitate setting annual targets for reductions.
- » Staff are continuing to assess opportunities to obtain more staff to assist in administering health programs. This is not feasible at present due to budget constraints, but we are continuing to actively look for funding opportunities.

Reduce Contact between MCFD and TFN Families

- » The Department is continuing to work on prevention strategies to reduce contact. These strategies include reducing alcohol and drug use by parents.

- » Staff initiated discussions with Delta Police and the TFN Family Support Program to host a family retreat for parents to gather information and share experiences and concerns. Tentatively planned for the summer of 2010.
- » A baseline number of families in contact with MCFD will be set based on 2008/2009 data and the Department has set a goal of having 0 families in contact with MCFD for child protection issues. In 2008/2009 staff worked with a number of families and children and continue to work on a few active files and the baseline, based on 2008/2009 data, is 6 cases. This work has resulted in **zero (0) child apprehensions**.

In addition to the objectives outlined in the Service Plan, the Department continued to provide a number of additional services for Members and the community.

The **Income Assistance Program** continued to evolve from its origins as a passive cheque issuing program to become a supportive and empowering support system for Income Assistance clients. Clients were encouraged to take personal responsibility for the direction of their lives and are assisted and supported in all areas necessary to improve their financial, social, and personal development. Financial Assistance always remained available for clients in need, but the goal is to continually empower clients with the strength of their own abilities and capacities.

In the past several years the number of clients receiving Income Assistance has dramatically decreased at TFN and over 75% of the clients who were on Income Assistance only four years ago, are now working.

Those Income Assistance clients who are receiving Disability were encouraged to take an active role in the TFN community through volunteer work and community activities to further enrich their lives. The Income Assistance Program is continually evolving to best serve the TFN community and to empower and enhance its client's lives.

The **Elders Program** strives to improve and enhance the lives of the Elders by offering many different outings, trips and experiences to further strengthen and uplift their daily lives. The Department organized bi-weekly healthy lunches for the Elders and tracked their birthdays to ensure that they received a special lunch, present and cake on their day. The goal of the Elders Program is to serve the Elders in the honoured and respected manner that they have earned, and provide services that assists them to live independently.

The **AFROG Program** continued to provide mobile support for children and parents to learn about early childhood development, explore parenting skills and opportunities for socialization in a safe and inviting meeting place where the gifts of each person are recognized as being unique. AFROG's mandate is to strengthen Aboriginal families by building a sense of community and reinforcing awareness of Aboriginal culture and values. This program serves all Aboriginal people regardless of residence and we have sites in Ladner, Tsawwassen First Nation and Surrey.

The **Aboriginal Head Start Program** is a nurturing, caring place of learning for the children and families of Tsawwassen. We combine Traditional teachings about spirituality, caring, sharing and living in

harmony, and parenting a child with contemporary knowledge and research about Early Childhood Development and positive parenting styles. Language and Culture will be woven through all aspects of the program.

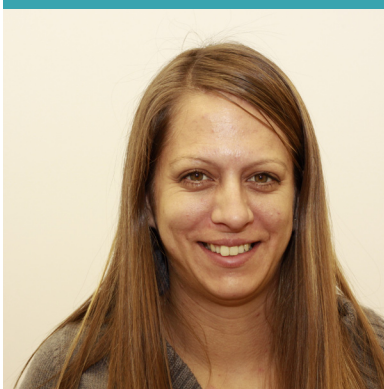
The **policing services** agreement with Delta Police, implemented in 2007/2008, had a successful first full year. The Delta Police Department worked hard to develop positive relationships with community Members. Patrol Members continue to have a strong presence in the community and made some impact on arresting some of the drug suppliers who drop off their product on a daily basis. The **First Nation Liaison officer** worked within TFN on a full time basis in the area of prevention and education.

The future of our children depends on our ability to provide a safe environment, a balanced foundation of health care and awareness, strong family and social networks, and a rebirth of the Tsawwassen First Nation culture and language. The Health and Social Services Team continues to actively work towards that goal.

Education, Skills Development and Employment Services

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The Education, Skills Development and Employment Services Department is responsible for managing TFN's education programs including Preschool, daycare, infant and toddler care, Kindergarten to Grade 12 and Post-secondary, as well as Youth programs. The Department also provides training and employment services to First Nation people on and off reserve that are within the geographical service area. Policy for education, training, employment and procurement fall under this area.

The Education program included a homework club offering assistance four days per week for elementary and high school students. The TFN Education Support Worker, Jen Thoss, provided a liaison between TFN parents and the school teachers to ensure the best quality of education for our students. The Manager meets with the Delta School district on a regular basis to review the Local Education Agreement and to discuss program updates.

There were approximately 32 youth that dropped in to the Youth Centre on a regular basis. The staff at the Youth Centre, Rhiannon Bennett and Michael Palfy, organized regular trips to the leisure centre,

movies, local beaches, laser tag, local parks, museums and summer camping trips. The Youth Centre staff also organized the Healthy Habits program, which was funded through the Health and Social Services Department. This program provided up to 35 lunches for TFN students on a regular basis.

The education staff also planned and organized the community graduation and Christmas dinners.

Smuyuq'wa' Lelum Early Childhood Education (ECE) Centre was opened in November 2008. It is a brand new, state of the art ECE Centre. The facility has the capacity to house 50 children at one time.

Smuyuq'wa' Lelum Early Childhood Development Centre is:

- » Fully licensed, state of the art, childcare facility
- » Quality care for children aged 6 months to 6 years
- » Licensed, professional ECE staff
- » Infant / Toddler and/or Special Needs qualified
- » Staff is First Aid certified
- » Secure and inviting

Smuyuq'wa' Lelum ECDC is a positive introduction to the school experience. We strive to provide a safe, caring, and inviting environment to enhance positive social and emotional development and instill a sense of pride, confidence and desire to learn within children.

At Smuyuq'wa' Lelum, the philosophy encouraged cultural diversity and acceptance of all ethnicities as a means of bridging the gaps within and between our communities. The intent is to provide children with a positive sense of self and to build knowledge of their culture.

We believe in a positive start to engage children in the possibility of learning so that they carry forth the enthusiasm, self-esteem and initiative to foster future personal growth and learning.

Infant and Toddler

The Infant and Toddler Centre capacity is 6 children under the age 6 months to 3 years. Infants enrolled in the centre adhere to their own individual schedules thought-out the day. Staff planned each child's day according to their needs. Toddlers are provided with the opportunity to gain a sense of mastery over their environment through exploration and play. Creativity and freedom of choice were encouraged as toddlers assert their independence. Feeding, diapering and napping were each a part of the daily curriculum.

Daycare

The Daycare capacity is 24 children from the ages of 3 to 5 years. Through weekly themes, the children learned new concepts, allowing them to extend their play and to share individual interests and ideas. Emphasis was placed on socialization skills as children learn to play creatively and cooperatively. We met the need of both typically developing children and children who require extra support, such as language delay.

Preschool

The preschool capacity is 20 children from the ages of 3 to 5 years. Qualified staff provided a culturally enriched, early literacy, play based preschool program. Providing a fun learning environment filled with emerging Kindergarten readiness skills. Learning was supported through enjoyable activities that stimulate the child's growth and development.

Employment

The Employment program was funded by Service Canada and is delivered to TFN through an AHRDA (Aboriginal Human Resources Development Agreement) with the First Nation Employment Society. This program was available to all Aboriginal people living on and off reserve and within Ladner, Tsawwassen, South Richmond, parts of Surrey and White Rock.

The objective of the employment program was to assist Aboriginal people with career exploration and resume development, and provided interview tips and access to computers. It held workshops to meet the needs of the community in these areas.

In 2008/2009, the employment program funded Aboriginal people to take the following training programs that lead directly to or support employment:

- » First Aid - Levels 1,2 and 3
- » Young Driver Training
- » Auto Mechanics
- » Real Estate
- » Computer Training
- » Marine Training
- » Food Safe
- » Basic Up-grading
- » Dental Assistant
- » Residential Building Maintenance Program
- » Resident Care Aid
- » Basic Accounting
- » Tug Boat Training

In addition to training, the employment program assisted 12 aboriginal people through providing

travel allowances, work gear and clothing and bus tickets to and from work.

Each year, the employment program hires high school students for the Summer Employment Program. In 2008, five students were hired:

- » 2 students to assist Public Works
- » 1 student at reception in the administration office
- » 1 student at the Tsatsu Gas Station, and
- » 1 student in the youth centre.

In 2008/2009, there were 14 Education and Training programs graduates:

- » 1 TFN Member grade 12 graduate, and
- » 2 TFN Members are enrolled in a Post Secondary program.

An additional benefit that came on line in 2008/2009 fell under the TFN / VPA MOA, which established an economic development fund for the benefit of Members. Under the agreement, VPA transferred \$1,000,000 to TFN to establish an economic development fund. These funds are intended to support TFN Members to pursue business development projects and to enroll in education/ training programs that are related to the Roberts Bank Port Terminal operations.

One TFN Member successfully accessed this funding to enroll in education/training programs and has now completed 1st and 2nd year carpentry.

Economic Development and Public Works



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In 2008/2009, the Economic Development Department and the Public Works Department were managed by Terry Baird. Combined, these two departments were responsible for infrastructure planning, construction management and the maintenance of TFN's assets.

The Economic Development Department at TFN is responsible for vetting business and investment proposals from third parties and to evaluating their appropriateness for TFN. In the past year, the department was also responsible for managing INAC program requirements for capital project and infrastructure funding, including any required feasibility studies, business planning, engineering and construction.

Our location, adjacent to Deltaport, provides us with a strategic advantage for economic development. As a result negotiated benefit agreements with a variety of organizations that provide employment opportunities for Tsawwassen Members. These agreements are an important component of TFN's desire to create a sustainable economy.

The global economic slowdown has significantly affected the port and port related activities. In turn this has made it difficult for the department to provide significant economic and employment benefits for the Members. Global trade, transportation and construction sectors were all significantly impacted over the past year.

Under the 2008/2009 Service Plan, the objective for the Economic Development department was to develop a healthy TFN economy and contribute jobs, business opportunities and revenue to TFN, in order to enhance the quality of life for our community Members. The Service Plan outlined four individual strategies aimed at achieving the objective. The following outlines each strategy and lists our accomplishments to date, and what remains to be accomplished.

Land Use Planning

- » The Land Use Plan was completed in the summer of 2008 and was ratified by community vote on July 18, 2008. It designates permitted land uses throughout Tsawwassen Lands, including the Treaty Settlement Lands and CP (now TFSI) lands, and outlines a number of long-term objectives that describes the community's vision. These vision statements establish high environmental standards and are aimed at ensuring that development of the Tsawwassen lands will improve the livability of the TFN community.
- » The Land Use Plan is the first step to developing more detailed development plans for the Industrial Lands and the CP lands are planned to be developed during the 2009/2010 fiscal year.

Incorporate and Start-up an Economic Development Corporation

- » On Effective Date, TFN the Economic Development Act, which describes how the Economic Development Corporation, will be established and operated. The enactment of the Act is the first step in establishing an arm's length corporation aimed at generating revenues and business and employment opportunities for the Members through the development of the Tsawwassen Lands.
- » The Act sets out how future steps, hiring a CEO, a Board of Directors, incorporation, etc. are to be undertaken. The TFN Economic Development Corporation is planned to be established by the end of the 2009 fiscal year.

In addition to the above, the Economic Development department undertook a number of successful initiatives. 2008 began with the completion of the BC Transmission Corporation eelgrass job. The project values at \$5 million, involved construction work and the planting of eelgrass. Planting eelgrass involved innovative new methods and is the largest project of its kind to date. Eelgrass is a keystone species that makes a significant contribution to the local ecosystem and is particularly beneficial to fish and crab.

April 2008 TFN operationalized a \$1M Business and Training Development Fund, which was obtained through the Port Agreement. It will provide loans and grants to Members who qualify. Decisions on Fund Expenditures were developed in consultation with the community and will be made by three, external business professionals.

TFN was also successful at securing 10 employment opportunities for Members working on the Delta Port Berth 3 construction project. These positions were mostly full-time throughout the duration of the 18 month project. Member owned businesses were also able to secure approximately \$500,000 of contract work and TFN received \$3,000 per month for managing the TFN component to the project.

The bulk of the work secured by TFN was related to the upland works on Berth 3, including all the underground piping, refrigeration towers, overhead cranes and paving. TFN was able to start some related projects in 2008, which finished in 2009.

- » Delta Port 3 Berth Utility Project
 - Contract price \$6,199,313
 - Profit share with Joint Venture (TFN / MCCI) \$200,000
- » Delta Port Reefer contract
 - Contract price \$839,016
 - Profit Share with Joint Venture (TFN / MCCI) \$50,000
- » Delta Port Tug Basin
 - Contract price \$69,035
 - Profit Share with Joint Venture (TFN / MCCI) \$7,000
 - The Joint Venture hired 19 TFN Members
- » Some small projects related to Berth 3 continue into 2009
- » Port Metro Vancouver Culvert Project on the TFN Dyke
 - Completed by the Joint Venture TFN / Quantum
 - Total cost of the project was \$73,910 the TFN Profit share was \$14,000

Despite the global recession the department was able to secure employment opportunities and profit. Going forward, the planned establishment of the Economic Development Corporation and expected stabilization of global economic condition should provide the basis for strong future economic growth in Tsawwassen.

Public Works

The Public Works staff, led by Vince Cassidy, undertook a number community clean-up and beautification activities in addition to their operations and maintenance work. Clint Gurniak was responsible for the community recycling program.

The Public Works department deals with the majority of issues concerning community maintenance and community owned assets, such as the:

- » Administration building;
- » Office trailers;
- » Youth Centre;
- » Elders Centre;
- » Recreation Centre;
- » Cemetery;
- » Stahaken subdivision and Tsatsu Shores;
- » TFN grounds; and
- » Longhouse.

Under the supervision of Ken Baird, the TFN treatment plant continued to operate well. It provided for the efficient operation of the sewage treatment plant and sanitary collection system.

The 2008/2009 Service Plan objective for the Public Works department was that 'A clean, safe and healthy

physical environment is maintained for everyone on Tsawwassen Lands.' Staff followed the strategies outlined in the Service Plan and were successful in the following areas.

- » The Treaty Transition Plan resulted in TFN securing future servicing hook-ups with the Metro Vancouver system, which will provide TFN with the capacity required to meet its development goals.
- » The community held an annual clean-up, which cleaned up a significant amount of garbage in the tidal marsh.
- » Public Works also instigated clean-up along Tsawwassen Drive provided garbage and recycling pick-up, and improved road side appearance through better lawn maintenance.

Going forward, Public Works will continue to work on addressing issues relating to rodents, dangerous driving and providing for safe pedestrian walkways.

Lands and Natural Resources

Manager:

Andrew Bak
604.948.5224
abak@tsawwassenfirstnation.com



In preparation for the Effective Date of the Final Agreement, the Lands and Natural Resources Department was faced with both new challenges and new opportunities. With the focus of the entire Tsawwassen Government shifting, many programs and services had to be modified, and program staff and resources had to be reallocated in order to meet the demands of clients under the new service model. In the 2009/2010 fiscal year, the Natural Resources program will be recreated as a separate department, with its own dedicated manager, staff and budget.

Land Management

The 2008/2009 fiscal year represented the last year of operation of the Land Code, which was developed under the First Nations Land Management Act. A small number of transactions were completed before the Registry was closed, in preparation for the transfer of records into the BC provincial Land Titles system. Preparation for the Effective Date also included a survey of all parcels that would be transferred first to TFN, then to individual landowners.

Land Code Registry transactions included:

- » CP subdivisions and transfers;
- » Renewal of one commercial lease of CP lands;
- » Residential leases of TFN lands; and
- » Discharges of mortgages.

During the development of the 2008/2009 fiscal year, baseline information regarding the number of days to complete a land related transaction was to be collected, and in the following year, specific operational procedures that improved on transaction time were to be set. Since most transactions were gathered for the registry in the BC provincial Land Titles system accurate baselines for transaction time were not able to be set.

However, after the Effective Date, all interests in land will be recorded in the BC Land Titles Office. This significantly reduces the amount of time required to register transactions. The landowners must complete their own due diligence, and may select a lawyer or other professional to assist them. The role for TFN Government in a land transaction after the Effective Date is limited to issuing certificates confirming eligibility for receiving lands by way of a transfer to potential landowners. These certificates can usually be issued within three business days.

The Land department continues with issuing permits for construction, renovation, soil transport, tree removal, etc. In the 2008/2009 fiscal year, five building permits were issued to residents, for both renovations to existing structures, installation of recycled buildings and for new construction during this period.

Transport and deposit of soil continued this year as an administrative task of this department. The *Soils Bylaw* was reviewed, and new monitoring schemes were implemented. Several meetings with Members were conducted to provide extensive input on the development of a new monitoring and fee system.

The purpose of the new system was to:

- » Improve customer service to both fill site permit holders and community residents
- » Create an improved and cost effective environmental assessment for Potential Contaminants of Concern (PCOC's)
- » Create an improved communication system between the fill site permit holders and the lands department, regarding the issuance of invoices, collection of payments and identification of remediation measures, where applicable
- » Create an application process where the applicant is clearly aware of their obligations for site management from fee to remediation and soil contamination prevention.

As of March 31, 2009, five sites reached their soil fill capacity and those soil permits are finished, leaving three fill sites with active soil permits with approximately sixteen originating site permits.

During this time, approximately 136,000m³ was deposited on Tsawwassen Lands. A handful of contaminated samples were identified, and contaminated soils were removed. The newly developed soil regime will assist staff and permit holders in reducing the number of contaminated sites by implementing a better screening and testing processes.

Staff not only received and processed fill and originating site applications but responded to any concerns and questions about soil activity, including complaints from Members and the community. In working towards satisfying all parties involved, staff worked to reduce the number of complaints by ensuring that the soil by-law was adhered to and enforced fairly.

Due diligence work identified 6 contaminated sites in former provincial Crown lands that were to be transferred to TFN on the Effective Date. Mitigation measures were identified, and a plan for implementation was communicated to the Province of BC. Specific measures were implemented soon after the identification of the problem and, in most cases, before the end of the fiscal year.

Natural Resources

The main focus for the 2008/2009 period for the Natural Resources function of the Department was the Fisheries Program. In order to save program funds and prepare for the Effective Date, hunting and gathering initiatives were deferred until the next fiscal year. However, there was a Firearms Acquisition Course that was offered to the community Members in the spring of 2008. Seven (7) adults and 1 youth successfully received their certification. There were a number of meetings held with various levels of government to discuss how Treaty would affect the hunters, gatherers and fishers of Tsawwassen.

Andrew Bak, as department manager, administered the fisheries program and was supported by Negotiator Tony Jacobs, Assistant Ruth Kenny and

Catch Monitors Angeline Splockton, Pam Proteau and Tavia Proteau. In addition Chris Adams provided patrolling and enforcement support as the Aboriginal Fisheries Officer during this period.

During the 2008/2009 Fisheries the following types and numbers of fish were harvested:

- » 530 Chinook
- » 16,189 Sockeye
- » 7 Coho
- » 3,932 Chum
- » 270 lbs of Eulachon

There were no economic opportunities during this period due to low abundance and conservation concerns; therefore, no communal commercial licenses were issued. There were four ceremonial fisheries during this period, including four Eulachon ceremonial openings.

According to our 08/09 Agreement, there were a total of 6225 crabs harvested for FSC purposes.

There was 1 commercial crab license for this period, held by a community Member.

One community Member participated in the Eulachon Larvae Study for this period from April 28 to June 12, 2008.

Other duties the Fisheries program in 2008/2009 have included:

- » Participating, coordinating, and scheduling monitoring during the TFN Fisheries;
- » Providing direction and guidance as well as supervising the TFN Catch Monitors;

- » Issuing Designation Cards and Observer Letters to qualified individuals;
- » Updating and informing the Community through notices in the TFN Newsletter;
- » Attending Monitoring and Compliance Workshops, DFO consultation meeting (PICFI);
- » Planning Committee Meetings, Fisheries Management & Fraser River Sockeye Planning Workshops;
- » Coordinating the TFN Communal Commercial Crab and Salmon Fishing Licenses; and
- » Preparing the Written Reports in accordance with the Agreement.

Activities in Natural Resources in areas other than the Fisheries program have been mostly related to preparing for the Effective Date of the TFN Treaty. This work will include the development of regulations and documentation for harvesters and fisheries vessels, hunter training, and safety programs. Laura Cassidy has continued the important work related to ensuring those agreements and processes are ready for Treaty Effective Date, to fully implement the TFN right to hunt, fish, and gather in the TFN traditional territory.

In preparation for new Transport Canada Safety regulations, 9 community Members completed the required St. John's Ambulance First Aid course and 4 people received their Medical First Aid.

Tsawwassen First Nation

Consolidated Statement of Financial Activity

Year Ended March 31, 2009

Revenue

Indian and Northern Affairs Canada	\$ 5,491,922
BC Hydro	1,844,519
Other	631,729
Property taxes	576,410
Province of BC	396,514
Deltaport Authority	333,689
Health Canada	313,855
First Nations Employment Society	298,858
Overhead recoveries	237,636
Lease revenue	236,286
Vancouver Port Authority	226,389
BC Rail	205,745
BC Treaty Commission	181,120
Department of Fisheries and Oceans	136,963
Interest Income	136,563
Housing Program	135,311
Permit Fees	53,801
Total Revenue	\$ 11,437,310

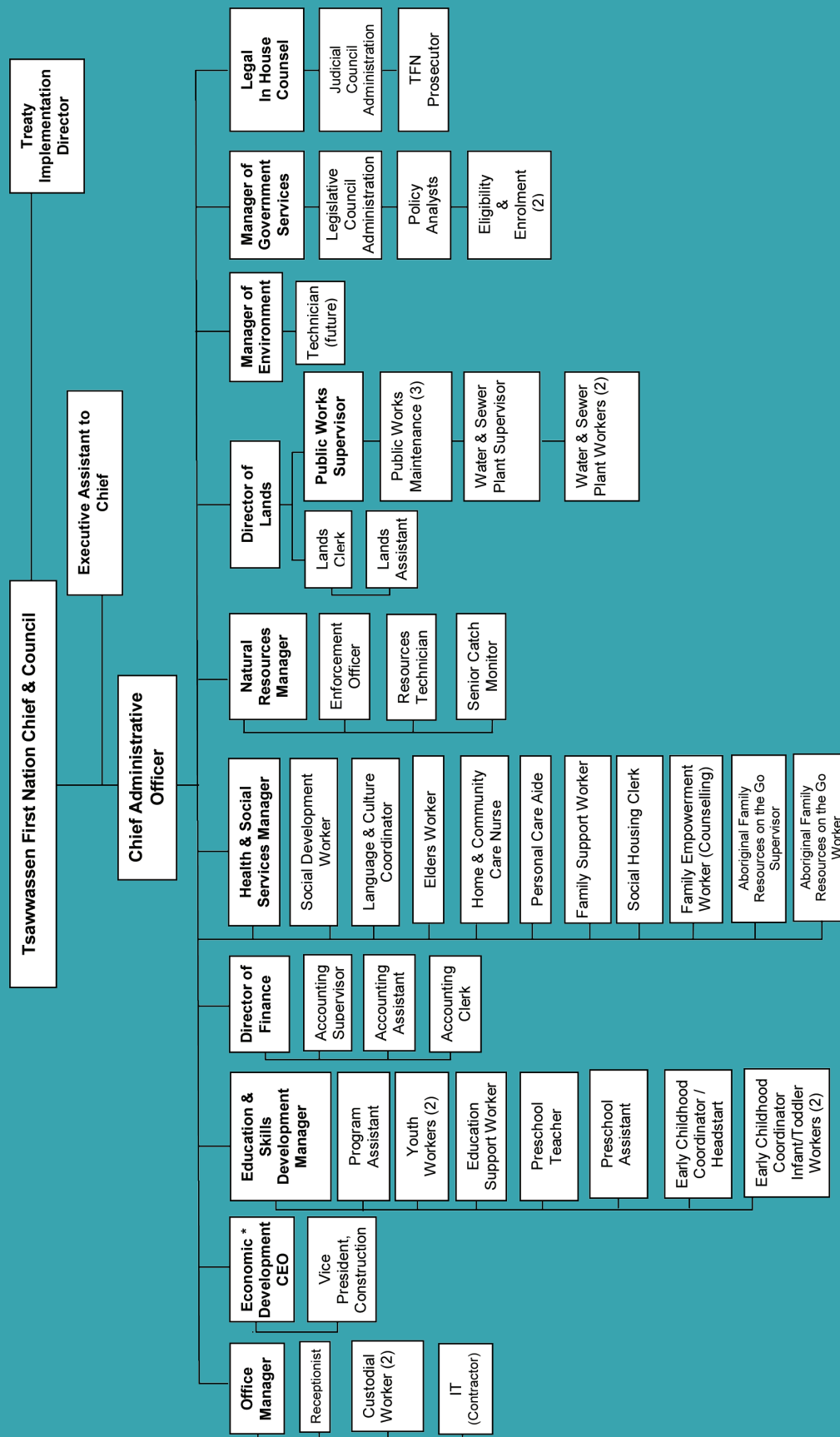
Expenses

Local government services	\$ 4,781,852
Treaty**	3,748,495
Administration	996,821
Social development	849,479
Employment	567,167
Economic development	556,597
Education	458,414
Fisheries	303,963
Housing program	136,544
Local band revenue	126,212
Community benefits	31,376
Total Expenses*	\$ 12,556,920

**Deficiency of
Revenue Over Expenditures** **-\$ 1,119,610**

**Note: Stahaken Claimants payment approved by
Membership in February 2009 from TFN funds*

Organization Structure 2009



**Until Economic Development Board is in place; then responsibility goes to Economic Development Corporation*

Staff Directory 2009

Tsawwassen First Nation Chief and Executive Council

The twelve Member Legislative Assembly will hold office for a three year term. Under the new Government, the four legislators with the highest number of votes will comprise the Executive Council. The Executive Council will manage the day to day operations, debate proposed regulations under Tsawwassen Law, and fulfill other responsibilities of Tsawwassen Government. The Legislative Assembly's responsibilities include meeting to debate, consider and enact Tsawwassen Laws, and to pass the annual budget.

NAME	TITLE	PHONE	EMAIL
Kim Baird	Chief	604.948.5218	kbaird@tsawwassenfirstnation.com
Andrea Jacobs	Executive Council	604.948.5290	ajacobs@tsawwassenfirstnation.com
Bryce Williams	Executive Council	604.943.2112	bwilliams@tsawwassenfirstnation.com
Laura Cassidy	Executive Council	604.948.5211	lcassidy@tsawwassenfirstnation.com
Marvin Joe	Executive Council	604.943.2112	mjoe@tsawwassenfirstnation.com
Andrew Bak	Legislative Council	604.948.5224	abak@tsawwassenfirstnation.com
Ken Baird	Legislative Council	604.943.2112	kenbaird@tsawwassenfirstnation.com
Kathy Genge	Legislative Council	604.943.2112	
Loretta Williams	Legislative Council	604.943.2112	
Louise Ahlm	Legislative Council	604.943.2112	
Nikki Jacobs	Legislative Council	604.943.2112	
Sheila Williams	Legislative Council	604.943.2112	
Tony Jacobs	Legislative Council	604.943.2112	

Administration

The Chief Administrative Officer oversees all the operations of Tsawwassen Government, and being the contact between TFN's elected government and its employees. The office administration ensures support is given to managers and staff, and is the first point of contact for Members and the general public.

NAME	TITLE	PHONE	EMAIL
Doug Raines	Chief Administrative Officer	604.948.5215	draines@tsawwassenfirstnation.com
Losa Luaifoa	Office Manager	604.948.5225	losa@tsawwassenfirstnation.com
Dawn Sparrow	Reception	604.943.2112	reception@tsawwassenfirstnation.com
Tanya Corbet	Executive Assistant to the Chief	604.948.5205	tcorbet@tsawwassenfirstnation.com

Economic Development Corporation

TFN is in the process of setting up an Economic Development Corporation that will be charged with developing a sustainable revenue base for TFN Government.

NAME	TITLE	PHONE	EMAIL
Chris Hartman	Chief Executive Officer	604.948.5202	chartman@tsawwassenfirstnation.com
Terry Baird	Vice President, Construction	604.948.5226	tbaird@tsawwassenfirstnation.com

Education and Skills Development

Programs in Education and Skills Development range from early childhood development, kindergarten to grade 12, youth and post secondary programs.

The Employment program serves Aboriginal people on and off reserve that are within a geographical service area. It is available within the following areas: Tsawwassen, Ladner, South Richmond, parts of Surrey and White Rock. Funded under the Aboriginal Human Resources Development Agreement, the clients that TFN serves may or may not be TFN Members.

NAME	TITLE	PHONE	EMAIL
Chrystalynn Wilson	Education and Skills Development Manager	604.948.5222	cwilson@tsawwassenfirstnation.com
Tracey Taylor	Youth Worker	604.948.5227	ttaylor@tsawwassenfirstnation.com
Ranj Ahluwalia	Youth Worker	604.948.5227	ranj@tsawwassenfirstnation.com
Pamela Green	Education Support Worker	604.948.5229	pgreen@tsawwassenfirstnation.com
Peggy Mcleod	Preschool Teacher	604.943.1322	pmcleod@tsawwassenfirstnation.com
Marika Nichols	ECE Worker	604.943.1322	mnichols@tsawwassenfirstnation.com
Raman Birring	Early Childhood Coordinator	604.943.1322	
Janet Rideout	Early Childhood Coordinator	604.943.1322	

Environment

The Environment department is small but has a critical role in the TFN government. Requests for referrals from other governments and industry are reviewed in this department, and where possible, Impact Benefit Agreements are negotiated. The department represents the interests of Tsawwassen First Nation by participating in Environmental Assessments and other regulatory processes.

NAME	TITLE	PHONE	EMAIL
Andrew Bak	Manager of Environment	604.948.5224	abak@tsawwassenfirstnation.com

Finance

The Finance department implements a comprehensive Finance program to address current and emerging community needs, provides timely and accurate financial information to the Chief Administrative Officer, Department Directors and Managers and Council in a format that meets their needs. In addition, the department manages taxation.

NAME	TITLE	PHONE	EMAIL
Sharon Vatkin	Director of Finance	604.948.5212	svatkin@tsawwassenfirstnation.com
Joanne Williams	Accounting Supervisor	604.948.5210	jwilliams@tsawwassenfirstnation.com
Dawn Williams	Accounting Assistant	604.948.5201	dwilliams@tsawwassenfirstnation.com
Juli Johnson	Accounting Clerk	604.943.2112	jjohnson@tsawwassenfirstnation.com

Government Services

As of April 3, 2009, the Treaty Department has been dissolved and the staff has been transitioned to other departments within the organization. This new department is responsible for providing legal and policy support to Tsawwassen Government, for ensuring successful implementation of the Tsawwassen Treaty, administration and management of files, Tsawwassen Registry and other important government records as well as supporting the institutions of Tsawwassen Government such as the Tsawwassen Legislature, Executive Council, and Judicial Council.

NAME	TITLE	PHONE	EMAIL
Chief Kim Baird	Treaty Implementation Director	604.948.5218	kbaird@tsawwassenfirstnation.com
Valerie Cross- Blackett	Manager of Government Services	604.948.5228	vcross-blackett@tsawwassenfirstnation.com
Melinda Cassidy	Legislative/Judicial Council Clerk	604.948.5236	mcassidy@tsawwassenfirstnation.com
Tom McCarthy	Implementation Project Manager	604.948.5220	tmccarthy@tsawwassenfirstnation.com
Colin Ward	Policy Analyst	604.948.5213	cward@tsawwassenfirstnation.com
Madonna Mayall- Joe	Enrolment Clerk	604.948.5290	mmayall-joe@tsawwassenfirstnation.com
Andrea Jacobs	Enrolment Registrar	604.948.5290	ajacobs@tsawwassenfirstnation.com

Health and Social Services

The Health and Social Services department delivers a number of programs and services for the health of Members. All Health programs below are funded under the federal block funding program negotiated under the Treaty; both Health Canada and INAC contributions form part of this block funding.

TFN's approach in delivering social programs is to empower community Members to become and remain self-reliant and healthy through personal responsibility, encouragement, education, employment and cultural opportunities.

NAME	TITLE	PHONE	EMAIL
Susan Miller	Health and Social Services Manager	604.948.5207	smiller@tsawwassenfirstnation.com
Heather Gibbs	Social Development Worker	604.948.5239	hgibbs@tsawwassenfirstnation.com
Barb Joe	ECD Language and Cultural Coordinator	604.948.5206	bjoe@tsawwassenfirstnation.com
Cory Williams	Elders Worker	604.943.2199	cwilliams@tsawwassenfirstnation.com
Danielle Milano	Home and Community Care Nurse	778.317.2059	dmclewin@gmail.com

Luciana Perlini	Personal Care Aide	604.551.6014	personalcare_aide@yahoo.ca
Cindy Baird	Social Housing Clerk	604.948.5214	chearl@tsawwassenfirstnation.com
Jacqueline Armstrong	Family Empowerment Worker (Counselor)	604.948.5223	
Jen McCrystal	AFROG Supervisor	604.943.1322	jmccrystal@tsawwassenfirstnation.com
Rebel-lyne Cheena	AFROG Outreach Worker	604.948.1139	rcheena@tsawwassenfirstnation.com

Lands

The Lands department administers and implements land use planning and regulation for the TFN government. This includes developing land use plans, assisting with registered land interests, implementing and enforcing land related acts, regulations and bylaws, issuing permits and undertaking other municipal type land and planning functions.

Public Works provides reliable and safe infrastructure along with community surroundings that contribute to TFN Members' quality of life. The department has a major role in the community's health and safety. It is also an initial point of contact and has a key role in emergency preparedness in the event of a disaster.

NAME	TITLE	PHONE	EMAIL
Tiffany Duzita	Director of Lands	604.948.5234	tduzita@tsawwassenfirstnation.com
Michelle Baker	Lands Clerk	604.948.5235	mbaker@tsawwassenfirstnation.com
Penny Baird	Lands Assistant	604.948.5242	pbaird@tsawwassenfirstnation.com
Vince Cassidy	Public Works Supervisor	604.943.2112	vcassidy@tsawwassenfirstnation.com
Dan Lorenz	Public Works Maintenance	604.943.2112	
Tim Lorenz	Public Works Maintenance	604.943.2112	
Clint Gurniak	Public Works Maintenance - Recycling	604.943.2112	
Ken Baird	Water and Sewer Plant Supervisor	604.943.9492	kenbaird@tsawwassenfirstnation.com
Brian Cardinal	Water and Sewer Plant Worker	604.943.9492	wsplant.tfn@dccnet.com

Legal Counsel

In-house Legal Counsel provides support to the TFN Government and the community.

NAME	TITLE	PHONE	EMAIL
Tina Dion	In-house Legal Counsel	604.948.5230	tdion@tsawwassenfirstnation.com

Natural Resources

The Natural Resources department will administer the agreement between TFN and DFO on the annual total allowable catch for crab, salmon, oolichan and other fisheries and aquatic plants. Organizing, monitoring and enforcing TFN fisheries activities will continue to be a significant part of the workload.

NAME	TITLE	PHONE	EMAIL
Laura Cassidy	Natural Resources Manager	604.948.5211	lcassidy@tsawwassenfirstnation.com
Flavian Harry	Fisheries Enforcement Officer	604.948.5200	fharry@tsawwassenfirstnation.com
Ruth Kenny	Resources Technician	604.948.5217	rkenny@tsawwassenfirstnation.com
Tammy Williams	Senior Catch Monitor	604.948.5200	twilliams@tsawwassenfirstnation.com

**The above staff directory is current as of October 24, 2009*

This Annual Plan is dedicated
to the Tsawwassen people —
past, present and future generations.

To Learn More:
www.tsawwassenfirstnation.com
(604) 943-2112



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