
Annual Report
2013-2014

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Foreword

This is the seventh Annual Report that we have delivered to the Tsawwassen Membership, and the fifth as a self-governing First Nation. This document reports on how we fared over the past year, and is intended to provide you, our Members, with the information you need to evaluate how well Tsawwassen Government has done in meeting the goals set out in the 2013-2014 Service Plan. It describes who we are as Tsawwassen Government, what programs and services we delivered over the past year to Tsawwassen Members, and reports on the outcomes of what we intended to accomplish over the past year. It also sets out what our key public institutions – the Tsawwassen Legislature and the Executive Council – have achieved over the past year.

This is but one tool we use to ensure that we are both transparent and accountable, and while we feel that these reports are effective in providing Members with important information, we are always open to changing our approach to better meet the Membership's needs. As always, we welcome your feedback on what you find helpful or effective in our reporting to you!

We are committed to improving our Annual Reports as we continue on our journey to self-governance, and we are learning as we go.

Vision Statement

TFN first established a strategic vision statement in the 2008-2013 Strategic Plan. During the 2012-13 Fiscal Year, we set about updating that vision through an extensive consultation with the community, beginning at the first Member's Gathering. We have achieved a number of milestones and set new milestones to meet. Our vision is very important in the context of self-government; as we move forward, we use this vision as a constant reminder of what we are trying to achieve. For the purposes of our renewed vision statement, 2032 is set as the target date.

In the Strategic Plan for 2013-2018, which was adopted by the Legislature during the spring of 2013, Tsawwassen First Nation put forward the following Vision Statement. The year 2032 is the target date to achieve this vision statement:

Tsawwassen First Nation will be a successful and sustainable economy, and an ideal location to raise a family. As a community, we will feel safe on Tsawwassen Lands, we will be healthy, and we will have every opportunity to achieve our dreams. We will honour our culture and practice our language. Our Government will help us achieve our goals by communicating, being respectful, and taking full advantage of our Treaty powers.

Message from Executive Council

Thank-you for taking the time to review this report. We view our Annual Reports as an important way of keeping in touch and keeping you up to date on the work of your government. We use this report as one way to show you how our decisions and the work of our governance structures translate into actions and services.

The 2013-2014 year began with an election in April 2013, which brought in a new Executive Council and Legislative Assembly, the third we have elected as a self-governing First-Nation. These governing institutions have grown in capacity and experience since their creation through

the Treaty and Tsawwassen Constitution, and the Treaty provides us with tools we are actively using to build the community vision we share for our future. These tools give us the authority to provide the programs and services that our vision requires for fulfillment.

This year, our governing bodies made major strides toward securing TFN's economic position. The coming of the Tsawwassen Mills and Commons developments, in partnership with Ivanhoe Cambridge and the Property Development Group, will provide us with financial stability, supporting programs and services that are vital to Members' well-being. This exciting development will mean increased independence and opportunities for our Membership. We have also secured agreements to have a new Sewage Treatment Plant built, so that future development and the health of our lands are both protected. These major projects put us on the map as an up-and-coming community where sustainable development builds prosperity for Members today and for generations to come.

The active participation of Members continues to bring strength and accountability to our governing processes. Our Legislative Members wrote resolutions to help strengthen cultural protocols in our governance processes, and improve education and employment access for Members and their families. They also have continued to work on housing issues, creating a Housing Committee to investigate Members' housing needs and how to meet them. The Advisory Council is a diverse, engaged group who bring Members' perspectives into all major decisions and plans, reviewing each one carefully, and providing us with essential advice. All together, our Councils and Committees are central to making sure we our shared vision guides everything we do, and we appreciate and are grateful for the participation of TFN Members in these bodies. We also had an incredible turn-out to the 2nd ever Members Gathering. These Gatherings are, in many ways, a marriage of the traditional and the modern, as we convene as a group to discuss important issues. It is an honour to be a part of these Gatherings and to witness the work that we all put in.

We have seen many successes, but there is much more work to do. We want to thank-you for your participation and hard work in our governance structures and for your commitment to our community vision. Creating the community we want requires using the tools offered by the Treaty, but it also requires the commitment of our Members and the creativity of our decision-makers.

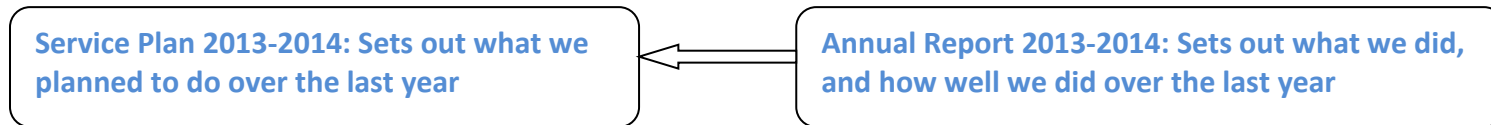
Content of the Report

The Annual Report contains four different sections:

1. Governing Institutions Report
2. Risk Management Report;
3. Service Plan Report; and
4. Financial Report

Relationship to Service Plan

One key purpose of this report is to provide Tsawwassen Members with an evaluation of the 2013-2014 Service Plan, which guided the actions of the Tsawwassen Government from April 1, 2013 to March 31, 2014. Departments constructed their annual budgets based on the estimated cost of delivering both the specific objectives they set out in the Service Plan and existing programs and services. The intent of this reporting structure is to improve accountability to our Membership by reporting on the outcomes of specific strategies that have been outlined in the Service Plan.



Governing Institutions Report

The Tsawwassen Legislature, Executive Council, Chief, Advisory Council and Judicial Council are all named in the Tsawwassen Constitution. The activities of each of these bodies are outlined below. In addition, Tsawwassen Law requires the establishment of various other bodies and committees. Their activities are also briefly described.

Tsawwassen Legislature

The Tsawwassen Legislature is the highest body of Tsawwassen Government. It consists of 12 Tsawwassen Members, elected at a general election, and the Chief, elected separately, for a total of 13 Members. The duties of the Legislature are to discuss and make laws, which form the fundamental organizing principles and expressions of Tsawwassen Government. As part of that function, they discuss and pass an annual budget, which is a key part of the accountability structure of Tsawwassen Government.

The current Tsawwassen Legislature was elected in a general election held in April 2013. It is the third Legislature since our Constitution and Government Organization Act came into effect in 2009. The Members elected to the Legislature were Laura Cassidy, Ken Baird, Louise Ahlm, Tony Jacobs, Nikki Jacobs, Melinda Cassidy, Loretta Williams, Sheila Williams, Karl Morgan, Andrea Jacobs, Jesseca Adams, and Steven Stark. They hold office until the next general election in April 2016.

In this reporting period, the Legislature was very busy, as three sessions were held: a special session during May and June 2013, in addition to the Fall Session in November 2013 and the Spring Session in February and March of 2014. The following section outlines the work of the Legislature during these sessions.

Special Session – May 27 – June 27, 2013

Legislation

- Education, Health and Social Services Amendment Act passed
- Financial Administration Amendment Act was amended
- Building Prosperity by Facilitating Land Development Act passed

Received updates and provided direction on

- The 2013-2014 Appropriations Act (the annual budget) amendment
- The 2013-2018 Strategic Plan
- A report on the Members' Guarantees Act
- A report on the Government Employees Act

- A report to the Legislature on the budget amendments by Executive Council since the Fall sitting of the Legislature;
- A report from the Standing Committee on Language and Culture

Resolutions

- A resolution to research the cost of providing post-secondary education funding to US members
- A resolution to research appropriate ways to introduce more cultural practices into Executive Council and Advisory Council procedures and to house the Legislative Medicine Mantle in the Executive Council meeting room when not in use by the Legislature
- A resolution to review conflict of interest procedures for elected officials

- A resolution to ensure that the Legislature receives regular updates on the actions of Executive Council

Cultural Protocols

- Squigel Election – Ken Baird was re-elected to this position
- 4 employees swore their Service Oaths
- Research will occur on appropriate ways to introduce more cultural practices into Executive Council and Advisory Council procedures, and Legislative Medicine Mantle will be housed in the Executive Council meeting room when not in use by the Legislature

Fall Session – November 5 – 19, 2013

Legislation

- Conflict of Interest Act Amendment was passed

Received updates and provided direction on

- TEDC Report
- Standing Committee on Language and Culture Report
- Housing Strategy Report
- Draft Service Plan Report

Resolutions

- A resolution requesting Executive Council to consider striking a Legislative Review Committee of Members of the Legislature
- A resolution requesting Executive Council to review the Government Employees Act regarding priority hiring giving second priority to spouses of Members

Cultural Protocols

- 4 employees swore their Service Oaths

Spring Session - February 12 – March 13, 2014

Legislation

- 2014-2015 Appropriations Act was amended
- Government Employees Amendment Act was passed

Received updates and provided direction on

- Standing Committee on Language and Culture Terms of Reference Report and Committee Appointment Recommendations
- Advisory Council Reports on Appropriations Act 2014-2015 (budget) and the Government Employees Amendment Act
- Housing Strategy Report
- Report on Amendments to 2013-2014 Appropriations Act
- Report on Amendment to Spring 2014 Legislature Session Agenda
- Report on Distribution and Investment Plan

Resolutions

- Resolution to review the Legislature Rules and Procedure Manual regarding compensation and workshops
- Resolution to include voting information in the Legislative Meeting minutes
- Resolution to review term and composition of SCLC and EE Committees
- Resolution to create a Housing Committee to strategize solutions for TFN's housing issues
- Resolution Requesting that Executive Council examine amending the Culture and Heritage Act

Cultural Protocols

- 5 employees swore their Service Oaths

Executive Council

The Executive Council is made up of the four Members who received the most votes during the general election for the Legislature, as well as the Chief. The current Executive Council was created by the April 2013 general election, at the start of this reporting period. The Members of the Legislature who received the most votes were Laura Cassidy, Ken Baird, Louise Ahlm, and Tony Jacobs. Along with Chief Bryce Williams, they comprise the current Executive Council. Their term will end in 2016.

The Executive Council met 35 times this fiscal year, ensuring that issues are dealt with in a timely manner, and effectively managing the day-to-day business of governance. As you will see in the section that follows, they have a continued focus on making sure legal, policy, and regulatory structures allow the Tsawwassen Government to function well and meet Members' needs. Executive Council had a strong focus on financial matters and on the continued building of our regulatory framework to support economic development. All of these activities show the importance of building the strong and stable financial future needed to achieve our shared community vision.

More details on each meeting, decision and activity can be found in Council's Corner, which is included in the community newsletter each week, or monthly during summer.

Regulations: 17 Adopted or Amended

- Amended the Enforcement Officer Regulation
- Approved the 2013 Consolidated Public Lands Availability Regulation
- Approved the Animal Control Regulation Amendment
- Enacted the Lands Security Regulation
- Approved the amended Public Land Availability Regulation
- Amended the Land Security Regulation
- Amended the Ticket Regulation
- Amended the Offsite Levies Regulation
- Repealed the 2009 Development Permit Area Regulation and replaced it in its entirety with the updated Development Permit Area Regulation
- Amended the Zoning Regulation
- Amended the Subdivision and Development Regulation and Consolidated Planning and Development Application Fees Regulation
- Amended the Consolidated Public Lands Availability Regulation
- Amended the Sign Regulation

- Amended the Zoning Regulation
- Amended the Zoning Regulation (Industrial I1 Zone)
- Approved the Social Housing Land Availability Regulation No. 3
- Amended the Consolidated Fees Regulation

Policies: 2 Adopted or Amended

- Amended the Social Assistance Policy
- Amended the FSC Crab Distribution Policy

7 Appointments

- Appointed the CAO as the Screening Officer
- Appointed Chief Bryce Williams to the TEDC Board of Directors and increased the number of Directors to seven
- Appointed Chief Bryce Williams to the TFN Variance Board
- Appointed Tom McCarthy to act as the primary signing officer on bank accounts, with all of EC as secondary signers
- Appointed Marvin Joe, Denis Horgan and Sandra Cawley to the TEDC Board of Directors
- Appointed Members to the Housing Committee

- Appointed Laura Baird and re-appointed Chair Paul Fraser, Anja Brown, Bruce MacDougall, Leif Nordahl to the Judicial Council

Finance:

- Approved the consolidated financial statements of Tsawwassen Government for the fiscal year ended March 31, 2013
- Approved a budget adjustment for the Daycare exterior work
- Approved the 1st quarter financial statements for period ended June 30th 2013
- Approved the 2nd quarter financial statements
- Approved the 2014-2015 Budget to go to the Tsawwassen Legislature
- Approved the current quarterly distribution of \$500 to continue as a minimum annual distribution base
- Approved a 'balloon payment' distribution of \$2,000
- Amended the 2013-2014 Appropriations Act (Schedule 1 B)
- Amended the 2013-2014 Appropriations Act (Schedule 3 and 1B)
- Approved a community vote to consider making "Other Tsawwassen Lands" available as security to the financial institution as part of a financing package

Operations: 31 operational initiatives

- Approved the Sewage Treatment Plant Site Fill Contract
- Approved of the agreements in respect of the TFN Sewage Treatment Plant project
- Approved preliminary design concept for the Sports Field
- Approved Road Dedication of Land to BC to enable the expansion of Highway 17
- Approved the 2014 FSC compensation rates for Crab, Sockeye, white Chinook and red Chinook
- Approved the extension of the Police Services Agreement to 2014

- Amended the Community Safety Strategy
- Supported TFN's application to the New Relationship Trust Direct Support 2013-2014 Governance Capacity Initiatives Funding program
- Approved lease documents with IC/PDG
- Supported submission of application for Naut'sa Mawt Tribal Council's Cultural and Community Grant program
- Supported the application for NP4BC/Nurse Practitioner funding application
- Amended the TEDC Board Terms and Remunerations
- Approved the Annual TEDC Directors' Resolutions
- Issued an Environment Protection Development Permit to Tsawwassen Mills and Tsawwassen Commons
- Approved Soil Stability and Land Fill Development Permit for Aquilini
- Approved issuing an Environmental Protection Development Permit for the Phase 1 A development site
- Approved agreements with Ministry of Transportation Infrastructure (MOTI), Tsawwassen Development Power Centre Limited Partnership, and registration of MOTI No Occupancy Covenant
- Approved MOTI Application of Section 219 Covenant
- Adopted the Integrated Rainwater Management Plan
- Approved the Development Works Agreement
- Finalized 25 year term agricultural lease agreements with Lease Area 1A, Lease Area 2 and Boundary Bay Lease Area
- Approved IC's application for a leasehold interest in TFN Lands
- Approved the disposition of a statutory right of way interest in the TFN lands for MOTI
- Amended the Executive Council Rules and Procedures Manual
- Approved 10 Service Agreements between TFN and Delta (Police Services, Enhanced Police Services, Fire Protection, Drainage and Irrigation, Boundary and TFN Local Road O&M,

Animal Control, Emergency Measures Protocol, Water Services, Dike Maintenance and Parks, Recreation and Library)

- Approved the Terms of Reference for the SCLC
- Adopted the Bulk Water and Sanitary Truck Master Plan
- Approved the purchase of 4 Commercial Licenses
- Amended the Articles of the TFN Economic Development Corporation
- Approved joint ventures with Garda and Wales McLelland
- Amended the SCLC Terms of Reference

Chief

As well as chairing meetings of Executive Council and participating on the Tsawwassen Legislature, the Chief provides ongoing strategic direction respecting day-to-day matters of Tsawwassen Government, and works closely with the Chief Administrative Officer to manage the affairs of TFN. In addition to those responsibilities, the Chief currently sits as a Board Member on the Naut'sa mawt Tribal Council. The Chief also occupies TFN's seat at the table of the Metro Vancouver Board of Directors, and a seat on Translink's Mayors' Council.

Judicial Council

The Judicial Council is responsible for many matters under Tsawwassen Law. Primary functions include hearing challenges to the validity of Tsawwassen Laws, resolving disputes between Members and elected officials, making recommendations to courts on sentencing of Members if needed, investigating financial irregularities, and other duties assigned to it. The Judicial Council is ready to conduct hearings and act on matters arising throughout their term. They serve a very important function – adjudication and dispute resolution within Tsawwassen processes.

The Judicial Council was not called on to deal with any contested matters during this reporting period.

The Judicial Council as appointed by Executive Council is comprised of the following people:

- Paul Fraser QC, Chair
- Anja Brown, Vice-Chair
- Bruce MacDougall, 3rd Legal Member
- Leif Nordahl, Accounting Member
- Laura Baird, Tsawwassen Member

Advisory Council

The Advisory Council is a body established under the Tsawwassen Constitution. It is a mechanism to ensure that proposed laws, regulations, and other actions are considered by Membership in an open forum prior to being passed or presented to the Executive Council for approval. The Advisory Council is open to all Members wishing to attend and meets every two weeks during the fall, winter, spring, and (schedule permitting) the summer.

In September 2012 at our AGM, we elected Members to serve on Advisory Council for three years: Ruth Adams, Kathy Genge, Charlene Jacobs, Loretta Williams, Mabel Williams, Merle Williams, and Victoria Williams. They sat as the Advisory Council for the first two quarters of this reporting period. We thank them for their time, commitment, and work in service of our community.

A new Advisory Council was elected at our AGM on September 21, 2013 because we are required to elect a new council following a general election. The newly elected Advisory Committee Members were Ruth Adams, Nikki Eely, Kathy Genge, Liana Williams, Mabel Williams, Merle Williams, and Victoria Williams. They are elected for three year terms, and we welcome those who are new to the Council to this important work.

All meetings of the Advisory Council are open to the public, and approximately 13 Members attend meetings regularly, providing a valuable public service on behalf of the Membership. The Advisory Council met 18 times during the fiscal year to discuss a wide range

of topics and had the opportunity to provide direct input into all major policy and operational initiatives planned by Tsawwassen Government.

The Advisory Council undertook important work during this term. Part of that work was examining and providing advice to Executive Council and the Legislature on a number of matters, including:

Policies

- Financial Management Policy Amendment – Advisory Council gave advice regarding distributions.
- Funeral Benefit Policy Amendment – Advisory Council discussed eligibility for funeral benefits.

Regulations

- Ticket Regulation – Advisory Council consulted on proposed amendments.
- Enforcement Officer Regulation and Members’ Enforcement Guide – Advisory Council consulted and gave advice.
- Sign Regulation - Advisory Council discussed kinds of signs.
- Animal Regulation Amendments – Advisory Council consulted about the aggressive designation, when and how it is used.
- Development Permit Regulation – Advisory Council consulted on new development permit areas and design plans.
- Land Availability Regulation – Advisory Council consulted on a regulation to enact the land lease approval community votes.
- Discharge of Firearms Regulation – Advisory Council consulted about safe use of firearms on TFN Lands.

Updates/Review/Information

- Enforcement - Advisory Council met the new TFN Enforcement Officer and Delta Police Liaison.
- Sports Field - Advisory Council gave advice on Sports Field

Consultations and Carving Shack.

- Control of Spartina– Advisory Council discussed balancing environmental and health concerns in invasive species control.
- Final Report on Non-Insured Health Benefit Analysis – Advisory Council discussed funding levels and transfer to First Nation Health Authority.
- Street naming - Advisory Council recommended that street signs could be in Hum’qum’inum with an English translation and that family names not be used.
- Community Policing - Advisory Council received updates, including number and type of Delta Police calls from TFN lands.
- Zoning Amendments – Advisory Council consulted with regard to zoning needs for Tsawwassen Mills mall and the sewer plant.
- Massey Tunnel – Advisory Council completed surveys for BC’s consultation.
- Roberts Bank T2 Noise and Vibration Survey – Advisory Council completed surveys for information for PMV.
- Property Crime - Advisory Council received an update on types of issues and how they are being dealt with.
- Speeding cabs and dirt bike updates – Delta Police are monitoring and asked Advisory Council to notify them if there continue to be problems.
- Update on emergency preparedness – Advisory Council received information about emergency supplies.
- Delta School District Transportation– Advisory Council received information about the number of afternoon bus trips and considerations as funding changes in the future.
- Economic Development Initiatives - Advisory Council received regular updates about mall deals, sewer plant and process, Container Examination Facility opening, and training opportunities in development deals.

- Tsawwassen Drive Drainage Study - Advisory Council viewed a map provided by Urban Systems, which indicates the proposed drainage system.
- Members' Gathering – Advisory Council discussed the location, combining it with AGM, planned activities, and consultations about neighbourhood plans.
- Enforcement – Advisory Council advised the use of digital speed monitors for traffic enforcement.
- Community vote on mortgaging of “Other Tsawwassen Lands” - Advisory Council received information about the process and background about the planned vote.
- Legislative Assembly Session – Advisory Council discussed reports and updates that should be given.
- Nurse Practitioner Application – Advisory Council contributed to the Letter of Support, to improve access to health care.
- Housing Strategy – Advisory Council received an update on the housing strategy that was presented to the Legislature at the fall session and gave advice on the strategy.
- Draft Sustainability Program – Advisory Council discussed balancing sustainability with needed economic development.
- Response to PMV Health Assessment – Advisory Council gave advice on noise, light, and air concerns.
- Treaty Day Celebration Planning – Advisory Council contributed to plans for celebration of the 5 year anniversary of the Treaty.

Legislation

- Financial Administration Amendment Act – Advisory Council consulted about raising the debt limit in case of need to provide bridge financing for development-related infrastructure.
- Education, Health & Social Development Amendment Act – Advisory Council consulted about an amendment to extend financial school supports to TFN children in the United States.
- Building Prosperity by Facilitating Land Development Act – Advisory Council consulted about amendments to enable Highway 17 upgrades, strata properties, and other development-related matters.
- Proposed Conflict of Interest Act Amendment - Advisory Council consulted about legislative changes to reduce reputational risk for TFN by preventing conflicts of interest.
- Appropriations Act - Advisory Council consulted about the 2014-2015 budget.
- Government Employees Amendment Act – Advisory Council consulted about second priority for hiring going to spouses of TFN Members.

Other Committees and Authorities

Tsawwassen Laws, regulations, and policy establish a number of other bodies that are not formally established in the Tsawwassen Constitution. These include the following:

Consultation Committee

A group of non-members established by policy of the Executive Council, it is made up of leaseholders representing the major leasehold interests on Tsawwassen Lands. They are consulted on issues that significantly and directly impact their interests, including various regulatory structures and TFN's economic development initiatives. The Consultation Committee met three times during this reporting period to consult on issues including the mandate of the TFN Enforcement Officer, lands matters such as landscaping and bluff stability, air quality, Great Blue Heron Way, regulatory changes for development and permitting, sewer plant and process, dust control, Delta Police liaison, TFN-Leaseholder communications, community improvements and port expansion, and potential changes to the Provincial Treaty First Nation Taxation Act.

Property Tax Authority

A body required in the Tsawwassen First Nation Property Taxation Act, the Property Tax Authority is made up of members of Executive Council and non-member ratepayers, and is responsible for approving the tax rates and expenditures in respect of residential property taxation for every tax year. It is also responsible for approving residential exemptions and grants. In 2013, the Authority approved the rate of residential property tax, the residential property tax budget, and specific exemptions for non-profit entities operating on Tsawwassen Lands.

Standing Committee on Language and Culture

Established by the Tsawwassen Legislature on the recommendation of the Chief, the SCLC is responsible for working with Tsawwassen Members to develop an awareness and understanding of culture and heritage, developing and recommending policies to protect and promote Tsawwassen culture, and other important duties. This year, SCLC Members furthered developed their vision for the Committee and provided guidance on important cultural decisions.

This Committee is open to Members and often includes cultural advisors to support its work. The Members of the Committee for the bulk of this reporting period were Chief Bryce Williams, Laura Cassidy, Loretta Williams, Chrystalynn Gurniak, Michele Guerin, Joe Norris, Terri Splockton, and Terry Splockton. We thank them for their dedication to the important work of ensuring our language and culture are an essential and growing part of all activities in our community. When the Legislature approved the Committee's new terms of reference on March 13, 2014, it appointed Chief Bryce Williams, Laura Cassidy, Darryl Splockton, Shirley Larden, and Loretta Williams to the Committee. We welcome the new Members to and thank them for their commitment to this Committee's work.

The Committee met six times this year and provided guidance on a wide range of matters including the creation of a carving shed, the Longhouse Committee and rentals, appropriate use of the Chieftain blanket, and the laying to rest of the Wilkes Pole. They established subcommittees to deal with Ivanhoe Cambridge mall design and reviewing Delta School District education packages. The Committee was

involved with planning a number of important cultural events and ceremonies, including the planned Four Corners Ceremony, for which Chief Williams has been overseeing pole carving. The Committee's focus on expanding cultural practices and opportunities in the community will guide their work into the next fiscal year.

Natural Resources Advisory Committee

The Natural Resources Advisory Committee was established by the Executive Council in 2012. It replaces the Fisheries Committee, with a broader scope: to give advice on matters related to all natural resources. As part of its work, this Committee reviews catch and enforcement reports and consults on the Annual Fishing Plan and any Gathering Plans before their submission to Executive Council for approval.

This Committee has seven members. The terms of reference for this Committee require specific representation from one male and one female fisherperson, one elder with traditional gathering knowledge, one elder experienced with fishing, one youth, one Tsawwassen Member from the community who is not a fisher, and one hunter. The current Members were elected at the September 2012 AGM: Steven Stark (male fisher), Chrystal Wilson (female fisher), Kathy Genge (Elder with gathering knowledge), Shirley Larden (Elder experienced with fishing), Tyler Schadow (youth), Loretta Williams (Tsawwassen Member who is not a fisher), and Kyle Williams (hunter). Their terms will end in 2015.

This year, the committee met eight times and consulted on matters including the TFN Annual Fishing Plan, selective fishing opportunities, Allocation Transfer Distribution Policy, Fisheries Acquisition Strategy, food, social, and ceremonial (FSC) opportunities, Gulf Island National Park Reserve and Hunting Regulation, Vancouver Port T2, and Area B Seine fishery concerns and impacts. They also discussed strategies for commercial licenses, pricing for FSC crab, and salmon and crab distribution. Exercising our full rights with regard to natural resources, along with habitat sustainability, continues to be an important part of their analysis.

Enrolment Committee

Established under the Final Agreement and continuing under the Membership Act, the Enrollment Committee is responsible for applying the eligibility criteria, based on the Membership Act, for Membership in Tsawwassen First Nation. The Enrollment Committee continues to actively manage the growing and vibrant population of Tsawwassen First Nation. During this reporting period, the Committee met 10 times and its Members were Chief Bryce Williams, Valerie Cross-Blackett, Melinda Cassidy, Janet Hearl, and Terri Splockton. In addition to their work of reviewing Membership applications, they discussed a range of issues including Bill C-3 and service eligibility, Tsawwassen Member Certificates, and welcome procedures for new Members. There were 18 applications for enrolment made and accepted this year.

Traditional Territory Boundary Commission

Established under an Act of the same name, the Commission is responsible for advising and assisting in the management of overlap and related issues arising from the Tsawwassen Final Agreement. Though many of the overlap issues have been resolved in relation to the Final Agreement, the Commission is an important resource on these critical and sensitive matters as we seek to continue to exercise our rights throughout our Traditional Territory.

Report on Risk Management

As a self-governing First Nation, Tsawwassen must manage its own risks in conjunction with the actions it takes under its own jurisdiction. Though the Crown remains responsible for decisions and actions taken prior to the Effective Date, Tsawwassen must move forward with a strong risk management framework to ensure it continues to manage appropriately. This section sets out areas of risk and steps Tsawwassen took to address these, as identified in the 2013-2014 Service Plan.

How We Managed Risk in 2013-2014

Strategic Risk

In order to minimize Strategic Risk, Tsawwassen took steps to ensure that appropriate due diligence is undertaken in advance of the making of decisions – especially decisions involving land development. Strong legal and research analysis on major decisions is a general and constant aspect of this category of risk management. In addition, this year in the Special Session, the Legislature passed a law to guide development that focuses on creating future prosperity to ensure that development supports our Strategic Plan and community vision. This helps minimize risk by providing a strategic framework to guide decision making.

Investment and Borrowing Risk

Over the past year the Tsawwassen Government managed its long-term Investment Risk in partnership with Greystone Financial Management within an established risk profile. Part of managing investment and borrowing risk this year has been putting plans in place to ensure that our financial management will support us in meeting our goals and fulfilling our community vision. The new Distribution and Investment Plan provides a framework for making investment decisions that minimize risks, and the 10 Year

Financial Plan will ensure strategic use of our financial resources.

Legislative and Regulatory Risk

Tsawwassen Government manages this risk generally by ensuring that decisions – whether minor or major – are subject to a robust review process, involving legal analysis where necessary to ensure compliance with applicable laws and regulations. Amendments to existing laws, policies, and regulations happen regularly through Executive Council and the Legislature, both to ensure they meet TFN's needs and to help ensure compliance. Many regulations have been passed this year, and enforcement is ongoing to help achieve compliance.

Operational Risk

This refers to the risk of loss from inadequate or failed internal processes, people or systems, or from external factors. This risk is managed, by and large, through institutionalized processes, including monthly reporting, an active Finance and Audit Committee, and the on-going development of a comprehensive human resources plan. The Organizational Efficiency Review has led to many improvements that have reduced this risk, and implementation of that review continues. Ongoing

capacity development and regular Manager meetings help to reduce these risks. Also, the 10 Year Financial Plan guides TFN's operational planning in a systemic way that helps minimize risks.

Reputation Risk

As part of TFN's general reputation risk management strategy, staff work hard to manage both internal and external risks. External risks are managed by striving for a high-degree of transparency, ensuring that all laws and regulations are posted online, and that our *Conflict of Interest Act* (Tsawwassen) is adhered to. This year, that Act was updated to better protect us in situations where a Member of a governing body may have a conflict. Also, new long term agricultural leases entered into this year have shown our support for the local farming community, and our media and communications strategies continue to work toward improving representations of TFN. Internal risks are managed through extensive communication and consultation with the Membership. The Tsawwassen Well-Being study is one tool being used to understand how Members feel about and relate to our government so we can ensure any internal risks are addressed.

Service Plan Report

The Service Plan Report communicates the actions of each department in the Tsawwassen Administration. It is comprised of individual departmental reports that compile data and information relating to the goals and activities set out in the 2013-2014 Service Plan. This information is intended to provide Membership with specific information respecting each department's progress towards those goals.

TFN's departments serve a variety of client bases. All departments are responsible for service delivery to Tsawwassen Members. The Lands Department and governance-related Departments are also concerned with the delivery of services to leaseholders living on Tsawwassen Lands. Some other Departments are also responsible for the provision of social-type services to non-Tsawwassen Members, usually other aboriginal people, as defined in TFN's Fiscal Financing Agreement.

Key Terms Used in the Report

In order to provide comparability between the Service Plans and the Annual Reports, similar terms are used. The following terms and definitions were provided in the 2013-2014 Service Plan, and are also used throughout:

Objectives: Each objective identifies what TFN is trying to achieve through its programs in the next year. They identify the purpose and what TFN government is seeking to accomplish.

Target: What we want the objectives to accomplish.

Performance Indicator: Provides an update on the outcome of the objective and identifies whether intended targets were achieved, where one had been identified in the Service Plan.

Note on expenditures: the tables that follow present the actual expenditures for programs and services in the fiscal year ending March 31, 2014. As a result, they may not exactly match budgeted amounts, including budget amendment amounts.

Finance and Administration

The mandate of Finance is to support the day-to-day financial operations of Tsawwassen Government and provide sound financial administration of the Tsawwassen Government, through rigorous application of TFN's financial controls and adherence to legislated requirements.

The Finance Department is responsible for annual and 3-year budgets in the Finance and Audit Committee, the annual audit of TFN financial statements, accounts, contracts, revenues, taxation, payroll, and enforcement of Financial Administration Act and regulations, financial policy, and procedures.

The Administration component of this division is responsible for ensuring TFN's staff are supported with technology, meeting and office space, reception support, and other office requirements necessary for an efficient administration.

Finance and Administration reports on the programs and services listed below. The annual reporting of these program and service areas will be shown in the tables that follow.

- Administration
 - Office of the Chief Administrative Officer
 - Finance
- Information and Technology
- Human Resources

Note: Administrative support duties are now reported under the Finance heading. Subsidies and Distributions has been re-named Community Benefits and can be found on p. 30.

Finance and Administration:

Service Area	2013-2014 Expenditures (\$)
Finance and Administration*	1,110,016
Information and Technology	51,301
Human Resources	136,258
TOTAL	\$1,297,575

*This line item includes the Office of the CAO and Finance

Office of the CAO

What We Did This Year	How We Performed	
<p>OBJECTIVE Manage TFN Administration. Provide sound management and oversight of the Tsawwassen Administration and help guide the Administration to deliver on the Community Vision in an effective manner. The CAO is responsible for the management and administration of the Tsawwassen Government and these responsibilities are set out, transparently, in section 41 (2) of the <i>Government Organization Act</i>.</p>	<p>TARGET Ensure that Executive Council is provided with timely, detailed information allowing them to make informed decisions.</p>	<p>PERFORMANCE INDICATOR: COMPLETE Adjustments were made to improve communication to and from Executive Council, including new timelines for reports to Council, structures for communicating Council decisions to managers, and meetings to inform staff. “Council’s Corner” has been introduced into the TFN Newsletter to help communicate Council decisions to the community; it is published weekly, and once a month in summer.</p>
<p>OBJECTIVE Manage TFN’s capital assets. Improve system of Capital Asset Life Cycle Management.</p>	<p>TARGET Meet the dates set out in FAA section 83.</p>	<p>PERFORMANCE INDICATOR: COMPLETE and ONGOING FAA reporting requirements were met, but TFN has now acquired the tools to track assets over their life cycle, including maintenance requirements and depreciation schedules; however, TFN's assets have not yet been scheduled and set out in that framework. This work is in progress.</p>
<p>OBJECTIVE Delivery on Strategic Plan. The CAO will work with the Directors and Managers to pursue the strategic initiatives laid out in the TFN Strategic Plan.</p>	<p>PERFORMANCE INDICATOR: IN PROGRESS New corporate communication structures implemented to help support achievement of strategic plan initiatives. On-going stabilization of reporting and department structures to ensure clarity of roles and accountability for strategic plan initiatives.</p>	

Finance

What We Did This Year		How We Performed
OBJECTIVE Financial Management: manage TFN finances in accordance with the legal standards and obligations that are set out in Tsawwassen Law.		PERFORMANCE INDICATOR: COMPLETE Completed audit on time and successfully by July 31, 2013. Met FAA reporting requirement. Prepared for external financial auditing of 2013/14 operations.
OBJECTIVE Financial Reporting: improve reporting to management, Executive Council and the Legislature in order to ensure there are strong accountability provisions in place.	TARGET Incorporate Finance and Audit Committee Roles and Responsibilities as defined in the <i>Financial Administration Act</i>	PERFORMANCE INDICATOR: COMPLETE Completed review of the 2013-2014 budget with input from Executive Council and staff to inform adjustments to multi-year financial plans. Budget for 2014-2015 was presented to and reviewed by Council and the Legislature.
OBJECTIVE Frontline Admin Services: deliver exceptional, high level of service to all of TFN's clients as the first point of contact for Members and other clients.	TARGET Consult with Managers about Reception Services	PERFORMANCE INDICATOR: COMPLETE Successfully hired a permanent, full time Receptionist who is a TFN Member and released a job posting for temporary reception staff to help achieve continuity in operations.
OBJECTIVE Succession Planning: ensure there is a plan to retain valuable institutional knowledge in the event there is staff turn-over.	TARGET Succession planning & training	PERFORMANCE INDICATOR: COMPLETE and ONGOING Successfully hired a Finance Assistant who is a TFN Member. Trained finance staff and implemented cross-training within the department to provide greater staffing flexibility.

Information Technology (IT)

What We Did This Year		How We Performed
<p>OBJECTIVE Cost Control: IT services are crucial in this day and age, but it is important to ensure that the costs of IT services are reasonable and controlled</p>	<p>TARGET Explore IT service provider options</p>	<p>PERFORMANCE INDICATOR: ONGOING and COMPLETE Costs are monitored monthly, and a process was implemented to create one point of contact between staff and the contractor to further enable cost control and monitor service levels.</p>
<p>OBJECTIVE To provide improved IT support to increase staff productivity</p>	<p>TARGET Provide training for effective use of technology</p>	<p>PERFORMANCE INDICATOR: COMPLETE Delivered a workshop to staff on utilizing IT support. Planned network upgrades are projected to increase staff productivity.</p>
	<p>TARGET Continue replacing out of date computers</p>	<p>PERFORMANCE INDICATOR: COMPLETE Three computers have been upgraded to faster and more efficient models.</p>
<p>OBJECTIVE Improve file storage on server to increase staff productivity and facilitate records retrieval</p>	<p>TARGET Standardized file name and saving on server</p>	<p>PERFORMANCE INDICATOR: COMPLETE Implemented interdepartmental protocols to save and share documents leading to improved productivity.</p>
	<p>TARGET Staff training</p>	<p>PERFORMANCE INDICATOR: COMPLETE Staff training needs were identified and met through a lunch and learn workshop.</p>

Human Resources

Human Resources (HR) serves a dual function within the organization, providing advice and support to both individual employees and to the government in respect of employment related matters, as well as working with Members to coordinate employment opportunities.

Human Resources reports on seven areas of programs and services. The annual reporting of these programs and service area are shown in the tables that follow:

- Organizational Efficiency Review Implementation
- Recruitment and Selection
- Change Management
- Training and Development
- Occupational Health and Safety
- Staff Recognition Program
- Member Employment

Note: costs for Human Resources are included in the Finance and Administration expenditure table on p. 20 (line 4).

Note: Some programs under Human Resources have changed since last year's report because of the completion of the compensation task, the merging of programs related to employee health and safety under that heading, and to make capacity available for implementation of the Organizational Efficiency Review.

Organizational Efficiency Review Implementation

What We Did This Year		How We Performed
OBJECTIVE Implement Succession Plan to ensure that institutional knowledge is retained	TARGET Internal staff being developed and trained to manage succession	PERFORMANCE INDICATORS: COMPLETE Created and filled new position of Finance Assistant to allow cross training in Finance responsibilities and institutional knowledge transfer. Director of Lands hired to allow for transition time with outgoing Director. Internal promotion of PIGA Manager to Public Services Director.
OBJECTIVE Improve inter-departmental communications		PERFORMANCE INDICATORS: COMPLETE Plan implemented for each department to present pertinent information to staff; lunch and learn sessions held on Freedom of Information and Protection of Privacy, Employee and Family Assistance program, Health and Social Services rolls and programs, and IT.
OBJECTIVE Help build capacity of staff through workshops and training		PERFORMANCE INDICATORS: COMPLETE Onsite training on Transitioning from Staff to Supervisor/Manager for supervisors and managers. Due Diligence training for Executive Council; Welcoming Change, and Conflict Resolution in the Workplace training for all staff delivered on site. Arranged an ergonomics workshop for staff.
OBJECTIVE Help build and enhance respect for each other		PERFORMANCE INDICATORS: COMPLETE Held conflict resolution session. Provided guidance and support to staff and management on workplace issues to resolve conflicts amicably.
OBJECTIVE Specific development plan for internal staff	TARGET Regular reviews for staff	PERFORMANCE INDICATORS: COMPLETE Individual training/development plans being developed for staff. Staff enrolled in job-specific courses. Staff reviews were timelier.

Recruitment and Selection

What We Did This Year		How We Performed
OBJECTIVE Attract, recruit, select, and retain qualified staff	TARGET Successful Probation period	PERFORMANCE INDICATOR: COMPLETE Permanent and temporary staff successfully hired for a number of positions, with transition time built in where possible. Internal candidate was successful in CAO hiring process. Permanent positions filled to replace contractors in janitorial positions, building inspector, and counseling.
OBJECTIVE Where appropriate, ensure Members are considered for job opportunities	TARGET 50% of staff TFN Members	PERFORMANCE INDICATOR: INCOMPLETE 6 TFN Members hired. TFN Members are more than 45% of staff, and <i>Government Employees Act</i> was amended to give second priority in hiring to Members' spouses
OBJECTIVE Track and provide update on job opportunities and postings to Executive Council	TARGET Monthly updates at Executive Council Meetings	PERFORMANCE INDICATOR: COMPLETE Monthly updates given at Executive Council every month.
OBJECTIVE Ensure reporting requirements are met under <i>Government Employees Act</i>	TARGET Annual report no later than 2 months after Fiscal year	PERFORMANCE INDICATOR: COMPLETE The annual report was presented to Executive Council in a timely manner, and the next report is prepared.
OBJECTIVE Job shadowing for Members where possible		PERFORMANCE INDICATOR: ONGOING Specific job shadowing opportunities have not yet been identified, but 10 students were hired for summer employment.
OBJECTIVE Ensure new employees participate in TFN Public Service Affirmation Ceremony	TARGET All new staff participate in Affirmation Ceremony within 6 months	PERFORMANCE INDICATOR: COMPLETE All new staff and a staff member returning from a long leave participated in a TFN Public Service Affirmation Ceremony in either the fall or spring.

Change Management

What We Did This Year		How We Performed
OBJECTIVE Help staff manage change effectively	TARGET Better morale and smoother transition	PERFORMANCE INDICATOR: COMPLETE Monthly staff meetings have helped ensure timely information-sharing, provided opportunities for questions to be addressed, and opened lines of communication.
OBJECTIVE Deliver appropriate change management workshops for staff	TARGET Less stress on staff	PERFORMANCE INDICATOR: COMPLETE A Welcoming Change workshop was delivered onsite to all staff.
OBJECTIVE Foster a culture of open communications and transparency		PERFORMANCE INDICATOR: COMPLETE and ONGOING Senior leadership is communicating directly with staff to allow transparency and create open communications, bolstered by weekly management meetings and monthly staff meetings.
OBJECTIVE Ensure staff concerns are heard	TARGET Clear understanding of the need for and impact of change	PERFORMANCE INDICATOR: COMPLETE Staff meetings have provided opportunities for staff to raise concerns and questions. Updates on important projects are occurring regularly.

Training and Development

What We Did This Year		How We Performed
OBJECTIVE Assist Managers to develop and implement training plans for staff	TARGET Development Plans in place	PERFORMANCE INDICATOR: COMPLETE and ONGOING Job Classification and Compensation System Review project finalized. Implementing new system to evaluate jobs. Individual training/development plans are being developed.
OBJECTIVE Deliver in-house training programs for Managers/staff		PERFORMANCE INDICATOR: INCOMPLETE There is no update on this objective at this time.
OBJECTIVE Increase Management self-sufficiency		PERFORMANCE INDICATOR: INCOMPLETE There is no update on this objective at this time.
OBJECTIVE Link training/development to performance	TARGET Higher capacity	PERFORMANCE INDICATOR: COMPLETE Individual development plans are being incorporated into performance reviews. More timely reviews were conducted with performance linked to goals and objectives.

Occupational Health and Safety

What We Did This Year		How We Performed
OBJECTIVE Increase awareness regarding Bill 14, which deals with workplace bullying		PERFORMANCE INDICATOR: IN PROGRESS Mandatory workshop scheduled for all Managers and Executive Council next quarter.
OBJECTIVE Provide workshop on impact of Bill 14	TARGET Limit TFN's liability	PERFORMANCE INDICATOR: IN PROGRESS Workshop will be presented next quarter by a consultant.
OBJECTIVE Manage WorkSafeBC Claims	TARGET WSBC costs are contained	PERFORMANCE INDICATOR: COMPLETE Only one case that involved lost work time and two in total for this year. Ergonomics workshop held to raise awareness around muscular skeletal injuries and how to prevent those.
OBJECTIVE Manage effective Return to Work programs	TARGET Successful return to work of staff in programs	PERFORMANCE INDICATOR: COMPLETE All return to work programs were successful and Wellness Days were arranged for all staff.

Staff Recognition Program

What We Did This Year		How We Performed
OBJECTIVE Look into different ways to recognize staff for their contributions	TARGET Milestone years of service recognized	PERFORMANCE INDICATOR: COMPLETE Determined which milestone years of service will be recognized this year and what that will look like.
OBJECTIVE Determine appropriate forms of recognition	TARGET Staff retention	PERFORMANCE INDICATOR: COMPLETE Informal surveying of staff to determine what staff consider appropriate forms of recognition for milestone years of service. Discussion at Senior Leadership level.
OBJECTIVE Annual presentation of recognitions		PERFORMANCE INDICATOR: COMPLETE Presentation and awards given at staff Christmas Dinner. Farewell reception held and gift arranged for retiring Lands Director.

Member Employment

What We Did This Year		How We Performed
OBJECTIVE Connect Members to job opportunities	TARGET More Members gainfully employed	PERFORMANCE INDICATOR: COMPLETE Members placed in Administration positions and positions with external partners.
OBJECTIVE Hold workshops for Members	TARGET Job placements	PERFORMANCE INDICATOR: ONGOING Individualized assistance to Members for resumes, interview preparation, and career counseling. Continued to encourage Members to apply for job opportunities both internally and externally.

Community Benefits

The Community Benefits programs represent only **direct** financial benefits provided to Members, and do not include benefits from accessing TFN programs and services or from other directed financial benefits provided under other departments (e.g. Education).

Community Benefits reports on the 5 programs and services listed below. The annual reporting of these program and service areas is shown in the table below:

- Elders Cultural Benefit
- Distributions
- Home Insurance Subsidy
- Family Emergence Travel Funds
- Funeral Benefits

Note: Community Benefits is the new name for Subsidies and Distributions, which is no longer part of the Finance and Administration budget. It is now schedule 1B of the Appropriations Act.

What We Did This Year	Amount	How We Performed
OBJECTIVE Deliver Elders Cultural Benefit to 3 Member Elders.	45,000	PERFORMANCE INDICATOR: ONGOING
OBJECTIVE Deliver quarterly distributions of \$500 to 446 Members*.	1,836,022	PERFORMANCE INDICATOR: ONGOING
OBJECTIVE Provide home insurance subsidy to Members upon request.	17,000	PERFORMANCE INDICATOR: ONGOING
OBJECTIVE Provide family emergency travel funds in accordance with TFN policy.	1,000	PERFORMANCE INDICATOR: ONGOING
OBJECTIVE Provide funeral benefits in accordance with TFN policy.	9,600	PERFORMANCE INDICATOR: ONGOING
TOTAL	\$1,908,622	

Under EC Order 006-2014 the Community Benefits budget was reallocated by amending the 2013-2014 Appropriations Act as follows:

Schedule 1B (Community Benefits) is amended by increasing the distributions budget from \$964,000 to \$1,882,600.

**The budget amendment provided for a \$2,000 distribution outside of quarterly distributions.*

Amendments Required

*Approved by Executive
Council and Legislative
Assembly*

Governance

These Departments and Programs support the operation of the TFN Government by providing legal and policy advice, and drafting and enforcing legislation, policies, and procedures. Through Intergovernmental Affairs and Territory Management, they work with other First Nations and the provincial and federal governments on land issues, financial issues, and many other matters. Governance provides logistical support and leadership on the functioning of the institutions of our Government, manages TFN Government and Membership records, and delivers key community events.

Governance reports on four areas of programs and services. The annual reporting of these program and service areas are shown in the tables that follow:

- Policy and Intergovernmental Affairs (PIGA)
- Enforcement
- Territory Management
- Government Services

Note: the Prosecutor Operations and Judicial Council programs now fall under the responsibilities of the Office of the CAO, which can be found on p.21 of this report.

Governance:

PROGRAM	2013-2014 Expenditures
Policy and Intergovernmental Affairs (PIGA)	367,425
Enforcement	103,114
Territory Management	50,189
Government Services	907,920
TOTAL	\$1,428,648

Policy and Intergovernmental Affairs (PIGA)

What We Did This Year		How We Performed
<p>OBJECTIVE Ensure that decision-makers have access to high quality information before strategic policy decisions or business investments are made</p>	<p>TARGET Members of Executive Council and Legislature indicate that they are satisfied with the quality of the information they receive</p>	<p>PERFORMANCE INDICATOR: IN PROGRESS Staff are developing a questionnaire so that satisfaction can be measured, but the survey was not delivered in the Fiscal Year.</p>
<p>OBJECTIVE Ensure the efficient development of legislative and regulatory options that are effective at addressing government needs</p>		<p>PERFORMANCE INDICATOR: COMPLETED Developed legislation for Special (May-June), Fall, and Spring sessions of the Legislature and for Executive Council, including enforcement, land, hunting, and firearms regulations and amending Acts on conflict of interest and government employees.</p>
<p>OBJECTIVE Advancement of TFN Initiatives at the local, regional, provincial and federal levels; provide First Nation visitors with high-quality information sessions regarding Treaty and self-governance; and ensure that the implementation of the Final Agreement is reflective of its spirit and intent through work with the Implementation Committee</p>	<p>TARGET Zero outstanding Treaty Obligations</p>	<p>PERFORMANCE INDICATOR: COMPLETED and ONGOING Communications and meetings with Provincial and Federal Ministers. Began research and renegotiation of Finance Agreement, including position paper evaluating the previous agreement. Provincial and Federal Cabinet members briefed on TFN issues, including funding. Regular briefings on GVRD matters, and continued monitoring of inter-governmental issues. Attended Implementation Committee.</p>
<p>OBJECTIVE Operate important consultation mechanisms, resolve constituent issues as they arise, and ensure that TFN meets its obligations to consult with Members and Leaseholders</p>	<p>TARGET Average of 12 Members in attendance at Advisory Council meetings</p>	<p>PERFORMANCE INDICATOR: COMPLETED Regular Advisory Council meetings were held throughout the year, with an average of 13 Members attending.</p>
	<p>TARGET Trust element (from Quality of Life study)</p>	<p>PERFORMANCE INDICATOR: COMPLETED Multiple meetings of the leaseholder consultation group were held; leaseholder consultations were completed on relevant regulations. Consultation sessions delivered at AGM and member's gathering. Successful Advisory Council elections at AGM.</p>

Enforcement

What We Did This Year		How We Performed
OBJECTIVE Regular enforcement activities on TFN Lands	TARGET Trust element (from Quality of Life study)	PERFORMANCE INDICATOR: COMPLETED and ONGOING Enforcement officer prepared vehicle and supplies to begin enforcement patrols. Patrols now occur regularly with a focus on illegal dumping, speeding, and animal control.
OBJECTIVE Work with Delta Police to implement community safety strategy	TARGET Trust element (from Quality of Life study)	PERFORMANCE INDICATOR: COMPLETED and ONGOING Planning meetings on community safety strategy held with Delta Police. New liaison officer integrated. Continued work with the Province and Delta. High-level training framework in place for Delta Police on the Safety Strategy.
OBJECTIVE Education - enforcement guide and workshops to educate Members on common infractions	TARGET Trust element (from Quality of Life study)	PERFORMANCE INDICATOR: COMPLETED Enforcement guide and magnets prepared, published, and sent out, including versions for leaseholders and other non-members. Met with Advisory Council and Consultation Committee to provide information. "Compliance Corner" established in community newsletter.

Territory Management

Territory Management provides effective representation and protection of TFN rights and interests in high-priority projects. It is responsible for issues arising from the overlap of TFN Traditional Territories with other First Nations and considering pursuit of specific claims of sufficient meaning and value to TFN.

Territory Management reports on three program and service areas. The annual reporting of these program and service areas are shown in the tables that follow:

- Referrals
- Shared Territories
- Specific Claims

Note: costs for Territory management are included in the Governance expenditure table on p. 31 (line 3).

Referrals

What We Did This Year		How We Performed
OBJECTIVE Respectful, effective, and timely management of TFN Traditional Territory	TARGET Every letter/request from First Nation/ Land Management partner is answered within 2 weeks	PERFORMANCE INDICATOR: ONGOING Responded to many referrals from the provincial Archaeology Branch, almost all within 30 days. Approximately 60 permit applications were handled, including new and amendments to existing permits. All within TFN territory were approved.
OBJECTIVE Implement triage process to manage referrals		PERFORMANCE INDICATOR: INCOMPLETE Triage program not in place due to lack of resources.
OBJECTIVE Hire and implement training program for referral clerk		PERFORMANCE INDICATOR: INCOMPLETE No clerk hired this fiscal year.
OBJECTIVE Timely, substantive response to high-priority projects		PERFORMANCE INDICATOR: COMPLETE and ONGOING Priority projects include VAFD, T2, Lehigh Hanson aggregates terminal, Fraser Surrey Docks expansion, and Trans-Mountain pipeline expansion proposal. TFN is engaged and working with proponents and environmental assessment authorities to understand projects. Prepared a proposal for a cumulative impacts assessment study and funding requests for participation in two Panel Reviews - awaiting responses from the federal government. Participated in a TERMPOL review, which is ongoing and will carry over into the next fiscal year.

Shared Territory

What We Did This Year	How We Performed
OBJECTIVE Work together with other First Nations to manage TFN Traditional Territory	PERFORMANCE INDICATOR: COMPLETE and ONGOING Through Parks Canada, in respect of the Gulf Islands National Park Reserve (GINPR), TFN exchanged information with and provided letters of support to the Cowichan Nation regarding their efforts to repatriate ancestral human remains in the possession of Simon Fraser University. TFN continues to cooperate with Vancouver Island First Nations on GINPR. The GINPR Technical Working Group met a total of 4 times, and provided commentary on the draft Management Plan, thus fulfilling its mandate.
OBJECTIVE Implement protocol agreements with other First Nations	PERFORMANCE INDICATOR: ONGOING Meeting held in Tsawout respecting co-management and harvesting in the GINPR. Staff received communication from Parks Canada on GINPR harvesting. Next meeting is next fiscal year.
OBJECTIVE Resolve any disputes or concerns regarding shared territories	PERFORMANCE INDICATOR: ONGOING Cowichan Tribes raised issues respecting TFN's participation in GINPR. Asked to coordinate a meeting between the Executive Council and representatives of the Penelakut First Nation; however, a date suitable to both parties could not be secured - carried forward.

Specific Claims

What We Did This Year	How We Performed
OBJECTIVE Provide information to other First Nations in respect of TFN Treaty and Treaty Rights	PERFORMANCE INDICATOR: INCOMPLETE TFN has not met with other Nations in respect of specific claim issues this fiscal year.
OBJECTIVE Manage and operate Traditional Territory Boundary Commission (TTBC)	PERFORMANCE INDICATOR: ONGOING There has not been a TTBC meeting this fiscal year.
OBJECTIVE Manage specific claims outsourced to external legal	PERFORMANCE INDICATOR: COMPLETE and ONGOING English Bluff claim was developed with legal counsel and accepted by the Specific Claims Tribunal for consideration; further work continues on English Bluff claim.

Government Services

The core function of the Government Services is to serve the Tsawwassen Government by providing them with the means, mechanisms, and information to make sound decisions. To that end, Government Services works to ensure the efficient operation of the Tsawwassen Government in the best interests of the Members - in adherence with the Tsawwassen Constitution, the Treaty and with consideration of TFN's cultural traditions.

Government Services is reporting on five areas of programs and services. The annual reporting of these programs and service areas will be shown on the tables that follow:

- Institutional Support
- Records and Enrolment
- Communication and Consultation
- Events and Celebrations
- Service Planning and Reporting

Note: The Implementation and Compliance program can now be found under Institutional Support, on p. 38 of this report.

Government Services

PROGRAM	2013-2014 Expenditures (\$)
Institutional Support	584,654
Records and Enrolment	116,737
Communication and Consultation	2,886
Events and Celebrations	153,731
Service Planning and Reporting	49,912
TOTAL	\$907,920

Institutional Support

What We Did This Year	How We Performed
<p>OBJECTIVE Provide administrative support to the delivery of the Executive Council Meetings</p>	<p>PERFORMANCE INDICATOR: COMPLETE Delivered and supported all Executive Council meetings; issues ranging from land regulations and development contracts, to Delta services and forming the Housing Committee. For more details on Executive Council topics and decisions, see the Governing Institutions Report.</p>
<p>OBJECTIVE Plan, manage and deliver Sessions of the Legislature as they are called into session</p>	<p>PERFORMANCE INDICATOR: COMPLETE Delivered Special (May/June), fall, and spring Legislature Sessions. Managed scheduling, reports, amendments, resolutions, and affirmation ceremonies. For more details on Legislature topics and decisions, see the Governing Institutions Report.</p>
<p>OBJECTIVE Provide institutional support to the Enrolment Committee</p>	<p>PERFORMANCE INDICATOR: COMPLETE Developed new policy, procedure manual, and forms for Enrolment Committee, which were presented, amended, and adopted. Supported all meetings of the Enrolment Committee.</p>
<p>OBJECTIVE Provide administrative support to the Implementation Committee</p>	<p>PERFORMANCE INDICATOR: COMPLETE Prepared the Committee's Annual Report. New representatives were assigned as a result of a resignation, and they attended both meetings held this fiscal year.</p>
<p>OBJECTIVE Provide support and implement the SCLC cultural strategy by using the Cultural Coordination Committee</p>	<p>PERFORMANCE INDICATOR: INCOMPLETE Operational needs required limited directed participation from Government Services at this time.</p>
<p>OBJECTIVE Maintain the Laws and Regulations in accordance with legislation</p>	<p>PERFORMANCE INDICATOR: COMPLETE Filed and posted all new and amended laws, regulations, and policies (more than 50 all together).</p>

Records and Enrolment

What We Did This Year	How We Performed	
<p>OBJECTIVE Maintain and organize enrolment data in accordance with Tsawwassen Law; provide enrolment services to Tsawwassen Members and Individuals</p>	<p>TARGET Enrolment Reports to Executive Council and community</p>	<p>PERFORMANCE INDICATOR: ONGOING The Enrolment Committee met several times and approved new enrolments at each meeting.</p>
<p>OBJECTIVE Indian Registry Services</p>		<p>PERFORMANCE INDICATOR: COMPLETE and ONGOING Provided services for Members obtaining Status cards, transferring, or changing personal information with AANDC. Delivered seminar in Bellingham for Members resident in WA, to renew Status cards and provide information on the new Status Card (SCIS), housing, employment, and immigrating to Canada.</p>
<p>OBJECTIVE Implement the TRIMs policy and procedure manual ensuring TFN manages its records and information in accordance with best practices</p>		<p>PERFORMANCE INDICATOR: ONGOING Progress on TRIMs implementation slowed due to competing priorities – ongoing in many departments. Delivered Freedom of Information and Protection of Privacy learning session to TFN staff. Project to digitize oral history cassette tapes using funding from UBC is almost complete.</p>
<p>OBJECTIVE Corporate records management</p>	<p>TARGET All corporate entities in good standing</p>	<p>PERFORMANCE INDICATOR: COMPLETE and ONGOING Completed access to information requests from Members. Ongoing work coordinating with law firm to update records.</p>

Communication and Consultation

What We Did This Year	How We Performed
OBJECTIVE Bi-yearly newsletter	PERFORMANCE INDICATOR: INCOMPLETE This objective has been eliminated by this year’s communication plan; other tools will be used to communicate information that used to be in the newsletter.
OBJECTIVE Website maintenance	PERFORMANCE INDICATOR: COMPLETE and ONGOING TFN Facebook is active and successful; key meetings and information posted to page. Mock-up website nearly complete, internal review process underway. Target completion dates not met primarily due to delays with contractor. Attended 2 seminars on using Wordpress to develop internal website capacity.
OBJECTIVE Community Newsletter	PERFORMANCE INDICATOR: COMPLETE Regular issues of the Community Notice were delivered in print and electronically.
OBJECTIVE Consistent messaging; speaking engagements	PERFORMANCE INDICATOR: COMPLETE Speaking engagements at Delta Secondary, Douglas College, SFU, North Delta Senior Secondary, Southpointe Academy, and BCTC. Supported a TFN Education Department event, a TEDC presentation to PROBUS, and travelled to Komoks to share treaty experiences.
OBJECTIVE Hosting other First Nations and Governments	PERFORMANCE INDICATOR: Hosted and shared information with Sliammon First Nation and Gwitch’in Tribal Council at lunches. Hosted students from New Zealand. Hosted groups from Kwanlin Dun First Nation, Teslin Tlingit Council in Whitehorse, and Komoks, who all also attended Legislature sittings.
OBJECTIVE Consultation	PERFORMANCE INDICATOR: COMPLETED and ONGOING Participated in consultations on initiatives on BC Spill Response and Preparedness, and planning initiatives of two federal agencies – the Parks Canada Agency and Port Metro Vancouver. Awaiting a second ‘intentions paper’ from the Government of British Columbia.

Events and Celebrations

What We Did This Year	How We Performed
OBJECTIVE Treaty Day	PERFORMANCE INDICATOR: COMPLETE Very successful Treaty Day events with high attendance and positive feedback from Community. Provided Bingo, adult craft table with planters as take home, children's craft table, movie, hockey, family photos and food. A highlight was youth involvement in drumming. Planning is underway for next year.
OBJECTIVE National Aboriginal Day	PERFORMANCE INDICATOR: COMPLETE National Aboriginal Day was a fair-like event. Delta Police hosted the BBQ again this year. Aboriginal dancers who had performed in previous years were missed but are included in next year's plan.
OBJECTIVE Program & Services Fair	PERFORMANCE INDICATOR: COMPLETE Held on July 12, a great success. Members visited 9 Department booths and learned about programs and services. Good teambuilding for staff and positive feedback from Members.
OBJECTIVE AGM	PERFORMANCE INDICATOR: COMPLETE and IN PROGRESS The AGM was part of the Members' Gathering and was successful. New concepts were tried with format; some were successful and some were not. Changes will be made for next one. Legislative obligation was met. Follow-up mail-out in progress.
OBJECTIVE Members' Gathering	PERFORMANCE INDICATOR: COMPLETE Hosted at River Rock with increased participation. Great agenda with a great venue. Overall, everyone was pleased with the event. Event was over budget due to last minute cancellation from Members. These things can be minimized for next year via policy and improved communication.
OBJECTIVE Citizenship Award Ceremony	PERFORMANCE INDICATOR: COMPLETE This event was held in the evening and had fantastic participation by Members and special guests. Incorporated culture by having an Elder speak to the youth awarded as well, blanketing them and presenting them with a custom cedar head band.
OBJECTIVE Attend other First Nation celebrations	PERFORMANCE INDICATOR: INCOMPLETE None attended by this department within this fiscal year.
OBJECTIVE Community Unity Events	PERFORMANCE INDICATOR: SUBSTANTIALLY COMPLETE Worked with other TFN staff and TEDC to organize the TFN Craft Fair. Funding from Naut'sa mawt Tribal Council provided support. First meeting of Photo and Scrapbook Club was held in February.

Service Planning and Reporting

What We Did This Year	How We Performed
OBJECTIVE Gather elected officials input to inform TFN programming	PERFORMANCE INDICATOR: SUBSTANTIALLY COMPLETE Provided visioning session for Executive Council in October. Legislative Assembly visioning did not happen due to scheduling conflicts. Feedback was obtained at Legislative Assembly in November when the draft Service Plan was presented.
OBJECTIVE Service Plan Workshop	PERFORMANCE INDICATOR: COMPLETE Service Plan workshops held in October for Managers.
OBJECTIVE Departmental staff program planning	PERFORMANCE INDICATOR: COMPLETE and ONGOING Full day Departmental planning session in August; staff meet weekly to review work plans and progress.
OBJECTIVE Annual Report	PERFORMANCE INDICATOR: COMPLETE and ONGOING 2012-2013 Annual Report was completed and printed in time for the AGM and Member's Gathering, and was mailed with the AGM follow-up mail out. 4 th Quarter reports have been collected from Managers for Executive Council input. Development of 2013-2014 Annual Report will begin in April.
OBJECTIVE Service Plan Report	PERFORMANCE INDICATOR: COMPLETE and ONGOING 2013-2014 Service Plan completed and mailed out to Member in July. Quarterly updates continued; when the Appropriations Act was passed, costs were incorporated in the 2013-2014 Service Plan.
OBJECTIVE Implementation Committee Tripartite Annual Report	PERFORMANCE INDICATOR: IN PROGRESS Translation was delayed by BC. Delays in drafting occurred as a result of disagreement over language used for controversial matters. The draft report is being finalized for French translation and publishing by Canada.

Community Services

Community Services enhances TFN community by surveying and researching community needs; it undertakes planning and delivery of community and outreach services that provide opportunities for personal growth, health, well being, education, and quality of life.

Community Services is reporting on three areas of programs and services. The annual reporting of these programs and service areas will be shown on the tables that follow:

- Education
- Health and Social Development
- Social Housing

Community Services

PROGRAM	2013-2014 Expenditures (\$)
Education	1,480,426
Health and Social Development	688,702
Social Housing	129,525
TOTAL	\$2,298,653

Amendments Required

*Approved by Executive
Council and Legislative
Assembly*

Under EC Order 008-2013 the Community Services budget was reallocated by amending the 2013-2014 Appropriations Act as follows:

Schedule 3 (Community Services) is amended by increasing the Education budget to \$489,741. The new sub-total for the 'Education' Section is correspondingly amended to \$1,570,882, and the Schedule 3 – Community Services total to \$2,562,696.

Education

This Department provides services and supports for TFN students at all levels of their education, from daycare and early childhood through to post-secondary. In addition, programs for families, youth and community education, and to promote and protect language and culture, are offered through this Department.

Education is reporting on six areas of programs and services. The annual reporting of these programs and service areas will be shown on the tables that follow:

- Education K-12
- Post Secondary Education
- Daycare
- Youth & Community Programming
- Cultural/Language Program
- Aboriginal Family Resources on the Go (AFROG)

Note: AFROG and the Daycare program, formerly reported on together as Smuyuq'wa' Lelum Early Childhood Development, are now reported as two separate programs.

Education

PROGRAM	2013-2014 Expenditures (\$)
Education K-12	507,109
Post Secondary Education	159,361
Daycare	371,504
Youth & Community Programming	135,849
Cultural/Language Program	129,650
Aboriginal Family Resources On the Go (AFROG)	152,388
TOTAL	\$1,455,861

Under EC Order 008-2013 the Community Services budget was reallocated by amending the 2013-2014 Appropriations Act as follows:

Schedule 3 (Community Services) is amended by increasing the Education budget to \$489,741. The new sub-total for the 'Education' Section is correspondingly amended to \$1,570,882, and the Schedule 3 – Community Services – total to \$2,562,696.

Amendments Required

*Approved by Executive
Council and Legislative
Assembly*

Education K-12

What We Did This Year	How We Performed
<p>OBJECTIVE Local Education Agreement with Delta to provide K-12 schooling (35 students at \$8382 per status TFN students on TFN lands)</p>	<p>PERFORMANCE INDICATOR: COMPLETE and ONGOING Presentations and engagements happened with most local schools around Tsawwassen culture, Treaty Day, and National Aboriginal Day. Participated in educational programs and program development with Delta library and museum. Girl's afterschool book club, boy's art and book club, and parents' group are active. Assisted parents at school meetings to discuss best placements of students in schools and/or programs and meetings with schools regarding progress/behavior of students. Aboriginal Education Enhancement Agreement discussions are ongoing, along with re-evaluating the role of TFN Education Council. Contributing to on-going development of Coast Salish curriculum for Delta schools. Vision for after school program shared with principals to allow better connection to school programming. View to offer Indigenous math, science and literacy games was well received and relationship with Administration in Delta is strong. "Spirals of Inquiry" meetings and discussions to support professional development for teachers that utilize Indigenous ways of knowing and learning in classrooms are underway. Ongoing work to address lengthy and outdated Individual Education Plans (IEPs) for Tsawwassen students.</p>
<p>OBJECTIVE Instructional Services Support (92 students at \$200 per students, for school supplies and fees), other school fees for grade 6 & 7 students, and monthly school allowance for 40 children</p>	<p>PERFORMANCE INDICATOR: COMPLETE The student school cheques were given out in August of 2013.</p>
<p>OBJECTIVE Child and Youth Grants (92 children living in Canada at \$150 per student)</p>	<p>PERFORMANCE INDICATOR: COMPLETE A total of 36 students accessed the Child and Youth Grants for the 2013/2014 year.</p>

Post Secondary Education (PSE)

What We Did This Year	What Was The Target	How We Performed
OBJECTIVE Increase PSE funding applications to 10 students	TARGET Fund 10 full time TFN students	PERFORMANCE INDICATOR: COMPLETE 11 students have been accepted for PSE funding this year.

Daycare

What We Did This Year	What Was The Target	How We Performed
OBJECTIVE Increase effective oral language and parent engagement	TARGET Improve Ages and Stages questionnaire scores and form a parent group	PERFORMANCE INDICATOR: IN PROGRESS Working with parents and TFN children attending the daycare to use the Ages and Stages questionnaire. Regularly inviting parents to join field trips.
OBJECTIVE Deliver the 6 components of the Aboriginal Headstart in all areas of ECE		PERFORMANCE INDICATOR: IN PROGRESS Mother Goose and Aboriginal Parents As Literacy Partners (APALS) programs offered but not being used by TFN families. Four families from on and off TFN Lands have been participating in Family Nights. In daycare, teaching children traditional bone game songs and drumming during circle time, and introducing Hum'qum'inum language vocabulary words and phrases. Encouraging healthy eating and frequent outdoor play activities to promote physical health.
OBJECTIVE Develop and implement the Infant & Toddler Program		PERFORMANCE INDICATOR: SUBSTANTIALLY COMPLETE Promoting this program in the weekly local paper to increase enrollment. With the Aquilini development, registration numbers will improve. Providing children with activities that promote the acquisition of receptive and expressive language, problem solving, self help and cooperative play skills. Providing daily opportunities to engage in outdoor play to promote a healthy lifestyle. Encouraging families to provide healthy food choices.
OBJECTIVE Develop and implement the group 3-5 daycare with the Preschool Program		PERFORMANCE INDICATOR: SUBSTANTIALLY COMPLETE In addition to the activities listed for the Infant and Toddler program, which also apply to this program, also promoting administration of the Ages and Stages Questionnaire to ensure all children are meeting developmental milestones and receive appropriate support if they are not. Utilizing the recreation van to extend learning opportunities outside of the classroom.

Youth & Community Programming

What We Did This Year	How We Performed
OBJECTIVE Homework program, tutoring, supplies, books	PERFORMANCE INDICATOR: COMPLETE The centre has the necessary books and supplies for academic work and support. Supporting students in local schools on a weekly basis, using school libraries and classrooms for extra individual academic support.
OBJECTIVE Healthy Habits programming, lunches, little chefs program	PERFORMANCE INDICATOR: COMPLETE Program has increased to 24 children. Cooking dinner, lunches, and snacks with the children and youth weekly. Program has been very successful, students making their lunches before parents arrive for pick up.
OBJECTIVE Regular programming (daily activities, incentives, outings, etc.) and summer programming 9-5 Monday to Friday	PERFORMANCE INDICATOR: COMPLETE The children and youth have been mainly attending the programs at the youth centre where staff have been providing themed activities. Spring break activities included Vancouver Zoo, Science World, Granville Island, Playdome, Extreme Air, Beaty Biodiversity museum, Vancouver Police Museum, and Stanley Park.
OBJECTIVE Summer Employment program (6 students at \$4130.75 each)	PERFORMANCE INDICATOR: COMPLETE Employment of 6 students began in July.

Cultural/Language Program

What We Did This Year	How We Performed
<p>OBJECTIVE Facilitating a language and culture program with children and youth</p>	<p>PERFORMANCE INDICATOR: Facilitated the language class for youth, then for families. Recorded nursery rhymes, numbers, colors, days of the week, and introductions in Hum’qum’inum for community members. Provided workshop on cedar stripping and protocol in Squamish with Alice Guss. Calendar was completed and distributed to all TFN members on and off Tsawwassen Lands, with lots of language elements. Helped establish Language Nest preschool program for maintaining/ revitalizing First Nations languages. Transcribed children’s songs that will be recorded and provided to Members. Met with the Standing Committee on Language and Culture and curator of the Delta Museum on the revamping of TFN’s exhibit. Provided information and contacts to develop exhibits.</p>
<p>OBJECTIVE Learning and teaching the sounds and vocabulary</p>	<p>PERFORMANCE INDICATOR: Attended “Where are your keys” workshops offered with the neighbouring aboriginal communities that share our Hum’qum’inum dialect, which taught a collection of techniques used for rapidly reaching proficiency in a target skill based on a philosophy that teaches students to become teachers of the language themselves so that they can gain an understanding of the language on a deeper level and make fluency easier.</p>
<p>OBJECTIVE Themed vocabulary, stories, local classrooms, cultural kits, workshops</p>	<p>PERFORMANCE INDICATOR: COMPLETE Visits included classrooms, Abbotsford Aboriginal Library for information to use when TFN opens an Aboriginal Library, and Squamish Lil’wat Nation to witness receipt of Totem Poles and other cultural protocols of another First Nation. Ongoing work with Delta museum. Joint projects with Natural Resources included First Fish Ceremony, salmon canning workshop, and eagle feather preparation workshop. Held two feather beading workshops; one for the legislature feathers and another that was open to anyone. Organized a feather earring-making workshop for the girl’s book club and crafts with the Elders, leading up to the craft fair. Held a mini longhouse experience for the Docents and worked with Ivanhoe Cambridge to find TFN artisans who would be interesting in submitting their artwork to be used within the mall. Hired a digitization technician on a temporary basis to digitize cassette recordings.</p>
<p>OBJECTIVE Cultural family retreat</p>	<p>PERFORMANCE INDICATOR: COMPLETE Retreat was on April 19th to the 21st. 6 families attended. Children participated in Pinnacle Pursuits, adventurous activities paired with learning themes, while a Family Communication Building Workshop was available for the children’s parents.</p>
<p>OBJECTIVE Ceremonial member benefits</p>	<p>PERFORMANCE INDICATOR: ONGOING One Member applied for the grant for a naming ceremony.</p>

Aboriginal Family Resources On the Go (AFROG)

What We Did This Year	How We Performed
<p>OBJECTIVE Develop and deliver culturally appropriate ECD programming</p>	<p>PERFORMANCE INDICATOR: COMPLETE Brought out more of the First Nations colouring pages and stories that are age appropriate. Continuing with the fine motor skills and reading culturally appropriate materials, along with TFN Cultural calendar.</p>
<p>OBJECTIVE Develop and deliver cultural programming to support aboriginal families</p>	<p>PERFORMANCE INDICATOR: COMPLETE Continual use of the TFN Cultural Calendar. Teach cultural crafts that parents can learn and teach their children and others. 2 AFROG families attend the Smuyuq'wa' Lelum Family nights. Put together 40 Cultural Literacy Resource kits for AFROG and TFN families, including felt stories, books, puppets, smudging supplies, etc.</p>
<p>OBJECTIVE Continue to deliver cultural programming to non aboriginal people who attend the AFROG program</p>	<p>PERFORMANCE INDICATOR: Build more community awareness of the AFROG Program through participation in the annual May Day Parade. New site, as a result of connections made through the SASW, has brought in a fair number of non aboriginal children and caregivers and continues to thrive with shared learning from all cultures. Children show interest in the eagle feathers, beads, and the First Nation colouring pages.</p>

Health and Social Services

Provides health and social services to all Tsawwassen Members by providing opportunities for personal growth, health, well-being, and quality of life.

The Health and Social Services Department is reporting on eight areas of programs and services. The annual reporting of these program and service areas will be shown in the tables below:

- Health
- Home and Community Care
- Income Assistance
- Family Empowerment
- Community Outreach
- Drugs and Alcohol
- Elders' Program
- Social Housing

Health and Social Services

PROGRAM	2013-2014 Expenditures
Health	132,613
Home and Community Care	107,896
Income Assistance	247,377
Family Empowerment	60,416
Community Outreach	24,565
Drugs and Alcohol	75,468
Elders' Program	64,932
Social Housing	129,525
TOTAL	\$842,792

Health

What We Did This Year	What Was The Target	How We Performed
<p>OBJECTIVE Provide high quality assistance and educate Members on how to navigate the health system and medical services</p>	<p>TARGET Four community information sessions with 5% of local TFN Members attending</p>	<p>PERFORMANCE INDICATOR: SUBSTANTIALLY COMPLETE and ONGOING Information Session #1 was a mammography clinic on TFN lands. 18% attended. 5.7% of TFN local Members attended the Seabird Island mobile diabetic clinic and 9.3% participated in the information session on TFN Lands. There was also participation from non-members. Well-attended health fair included a number of front line health care agencies and support groups as well as traditional healers. Information provided to individuals re: NIHB benefits, FNHA, MSP coverage of alternative therapies, and assistance with paperwork provided on a regular basis. Referrals to, and collaboration with, dentists, denturists, physicians, pharmacists and other health professionals is ongoing.</p>

Home and Community Care

What We Did This Year	What Was The Target	How We Performed
<p>OBJECTIVE Provide high quality home and community care program to TFN Members in need</p>	<p>TARGET Satisfaction survey</p>	<p>PERFORMANCE INDICATOR: COMPLETE Providing Diabetes management and prevention activities, home care for adults 19+, case management for chronic diseases, health and wellness activities in collaboration with Delta Parks and Recreation and Fraser Health Home Health, education, counseling and advice regarding Heart Disease, Stroke, medication management, and other health concerns, elder support for physiotherapy, and necessary home making.</p>

Income Assistance

What We Did This Year	What Was The Target	How We Performed
<p>OBJECTIVE Empower Members to access employment counseling and employment opportunities</p>	<p>TARGET 4 Members transitioning into employment and 6 Members successfully completing training programs</p>	<p>PERFORMANCE INDICATOR: SUBSTANTIALLY COMPLETE and ONGOING 7 Members transitioned into employment and one into independence. 16 Members completed their taxes through a volunteer registered with Canada Revenue Agency. Providing income support – eligibility, processing, and cheque issuing. Referring clients to education and skills development. Assistance with job applications, job search, and bus tickets offered as required.</p>

Family Empowerment

What We Did This Year	What Was The Target	How We Performed
OBJECTIVE Provide high quality advocacy support program for families in need	TARGET Satisfaction survey	PERFORMANCE INDICATOR: COMPLETE Continue to support to Members both on and off TFN Lands by providing advocacy, support and representation at court, probation and accessing services such as income assistance and legal aid. Support and counseling regarding various issues; including, anger management, aboriginal awareness, employment and training, parenting, self-esteem, nutrition, body awareness, stress management, grief and loss, resiliency, goal setting, communication, roles and responsibilities. Referrals to legal supports, drug and alcohol treatment and support, health services, etc. Support groups and empowerment towards increased family functioning. Support TFN children who are in the care of the Ministry of Children and Family Development (MCFD) to ensure they are connected to TFN language, culture and community. Provide supportive visitations and appropriate support to families who are currently involved with MCFD.

Community Outreach

What We Did This Year	How We Performed
OBJECTIVE Easter Party	PERFORMANCE INDICATOR: COMPLETE Held at the Youth Centre with about 40 attending, children and adults.
OBJECTIVE Graduation	PERFORMANCE INDICATOR: COMPLETE Held in the Longhouse with about 150 people attending. We had three grade 7 students, four grade 12 students, five preschool students, and five post-secondary students.
OBJECTIVE Community Berry Picking	PERFORMANCE INDICATOR: COMPLETE For strawberries at Emma Lea Farms. Around 50-60 Members attended.
OBJECTIVE Summer Daze	PERFORMANCE INDICATOR: COMPLETE Summer Daze was a huge hit. Children enjoyed the fun festivities, bouncy castle, face painting, and BBQ.
OBJECTIVE Halloween	PERFORMANCE INDICATOR: SUBSTANTIALLY COMPLETE The Halloween Party did not happen as planned due to a resignation, but a dinner was held and about 60 (children, Members, and community members) attended before going trick-or-treating.
OBJECTIVE Community Christmas Dinner, Community Skate	PERFORMANCE INDICATOR: COMPLETE Held at the Harris Barn, it was a huge success with about 190 Members attending. Children's gifts from Santa were a highlight.

Drugs and Alcohol

What We Did This Year	How We Performed
<p>OBJECTIVE To ensure that high quality substance abuse and mental health treatment options are available, accessible, and affordable for all TFN Members in need</p>	<p>PERFORMANCE INDICATOR: Supporting families who request help with substance issues. Addiction treatment group held. One-on-one counseling provided covering issues such as anger management, health relationships, family violence, family of origin trauma, residential school syndrome, trauma recovery, and grief and loss. Information on alcohol and drug resources was provided to interested Members. Networking was carried out with A and D Resources - Vancouver Detox, three Treatment Centers, one youth drug and alcohol counselor, two agencies providing adult outpatient services, an Aboriginal youth worker, and 6 First Nation communities. Counselor continues to support those clients who have abstained from alcohol and/or drugs. Clients are regularly attending outpatient programs and accessing residential treatment as needed.</p>

Elders' Program

What We Did This Year	What Was The Target	How We Performed
<p>OBJECTIVE Engage Elders in community outreach support programs</p>	<p>TARGET Satisfaction survey</p>	<p>PERFORMANCE INDICATOR: COMPLETE 6-13 Elders participate on a regular basis in the luncheon program. Monthly outings to restaurants and cultural events. Elders hosted Elders from other First Nations and a Maori Tribe from New Zealand, held Elder's Christmas Dinner with TFN staff, and participated in the Native Education College's Elders' Day.</p>

Social Housing

What We Did This Year	How We Performed
<p>OBJECTIVE Manage rental agreements and properties in accordance with laws, policies and procedures</p>	<p>PERFORMANCE INDICATOR: ONGOING Ongoing management of rental agreements in accordance with TFN laws, policies and procedures.</p>
<p>OBJECTIVE Undertake scheduled maintenance of rental units</p>	<p>PERFORMANCE INDICATOR: IN PROGRESS Maintenance of rental units completed on an 'as needed' basis. Yearly inspection and maintenance recommendations reviewed and prioritized; inspections should be complete early in the next fiscal year.</p>
<p>OBJECTIVE Work with Members in arrears to bring arrears up to date</p>	<p>PERFORMANCE INDICATOR: IN PROGRESS Letters sent out to clients on a regular basis as needed. Met with individual Members to work out payment plans; some plans are being followed and some need updating.</p>
<p>OBJECTIVE Replenish reserve fund in order to support maintenance</p>	<p>PERFORMANCE INDICATOR: IN PROGRESS Met with the majority of clients to discuss payment plans. Plans to review and prioritize the most needed repairs in the units for health or safety. The list will be updated for the new fiscal year after inspections are completed.</p>

Land and Municipal Services

Lands and Municipal Services is responsible for land use planning, land management, and regulation of Tsawwassen Lands. The main activities of the Department are land use planning, assistance with the registration of interests, issuance of permits, undertaking other municipal-type land and planning functions, facilities management, and land management.

The Lands and Municipal Services Department is reporting on four areas of programs and services. The annual reporting of these programs and service areas will be shown on the tables that follow:

- Lands
- Public Works & Sewer Plant
- Facilities
- Property Management

Note: there are two new program areas listed under Lands and Municipal Services, as Facilities AND Property Management have grown and are now listed as separate programs.

Land and Municipal Services

PROGRAM	2013-2014 Expenditures (\$)
Lands	1,409,193
Public Works & Sewer Plant	550,100
Facilities	423,227
Property Management	62,088
TOTAL	\$2,444,608

Amendments Required

*Approved by
Executive Council and
Legislative Assembly*

Under EC Orders 0076-2013 and 082-2013 the Land and Municipal Services budget was reallocated by amending the 2013-2014 Appropriations Act as follows:

Schedule 4 (Lands and Municipal Services) is amended by increasing the Facilities Budget from \$497,845 to \$637,845 and by increasing the 'Lands' line of the 'Lands and Municipal Services' section from \$1,465,377 to \$1,581,000.

Lands

What We Did This Year	What Was The Target	How We Performed
OBJECTIVE Timely approvals with recovery of consultant costs	TARGET 3 contracts approved	PERFORMANCE INDICATOR: SUBSTANTIALLY COMPLETE JCA retainer and Matcon contract approved.
OBJECTIVE Additional staff training/courses	TARGET Six courses	PERFORMANCE INDICATOR: COMPLETE Staff were involved in a cumulative total of 19 courses.
OBJECTIVE Revise/develop new regulations to support approval function	TARGET Seven revised/new regulations by December 2013	PERFORMANCE INDICATOR: COMPLETE C3 Zone, C4 Zone, sign regulation, Development Permit Area Regulation, I1 Zoning amendment, Consolidated Fee Schedule amendment, 2 regulation error changes complete, and Building Regulation revision in process.
OBJECTIVE Sale/lease of Falcon Way lots to members	TARGET 6 lots sold or leased by end of December 2013	PERFORMANCE INDICATOR: INCOMPLETE No lots sold or leased.
OBJECTIVE Acquire application tracking software	TARGET Software purchase by May of 2013	PERFORMANCE INDICATOR: INCOMPLETE Not purchased.
OBJECTIVE Conduct Member workshops - planning and development	TARGET 4 workshops (1 every 2 months to December 2013)	PERFORMANCE INDICATOR: SUBSTANTIALLY COMPLETE and ONGOING Completed housing planning seminar at Members Gathering. Regular updates to EC ongoing.
OBJECTIVE Retain new building inspector	TARGET Contract by April 1, 2013	PERFORMANCE INDICATOR: COMPLETE Building Inspector hired before the end of the fiscal year.
OBJECTIVE Publish regular Lands update in community newsletter	TARGET Commencing April 1, 2013	PERFORMANCE INDICATOR: COMPLETE Publishing as required with community consultation processes and to advise of construction on TFN Lands as required.
OBJECTIVE Continue invasive plant program	TARGET # of plants eradicated	PERFORMANCE INDICATOR: ONGOING and COMPLETE Budget and program review complete. Plant removal ongoing.
OBJECTIVE Maintain haul road	TARGET Zero complaints	PERFORMANCE INDICATOR: ONGOING Grading and upgrading repairs, culverts added to proper depth to match drainage plan.
OBJECTIVE Improve response time to TFN Member/leaseholder inquiries	TARGET One-week response	PERFORMANCE INDICATOR: SUBSTANTIALLY COMPLETE Generally meeting one week response time.
OBJECTIVE Integrate lands files into TRIMS system	TARGET By May 1, 2013	PERFORMANCE INDICATOR: COMPLETE New system in place; ongoing file creation as needed.

What We Did This Year	What Was The Target	How We Performed
OBJECTIVE Complete maintenance plan for lift stations, distribution, collection systems as part of Metro Vancouver conversion	TARGET Study complete	PERFORMANCE INDICATOR: INCOMPLETE Delayed until new sewage treatment plant built.
OBJECTIVE Complete sewage treatment plant conversion to Metro Vancouver system	TARGET Existing basins and water plant dismantle	PERFORMANCE INDICATOR: INCOMPLETE Delayed until new sewage treatment plant built.
OBJECTIVE Convert sewage treatment plant building to offices and public works yard	TARGET Renovations completed	PERFORMANCE INDICATOR: INCOMPLETE Delayed until new sewage treatment plant built.
OBJECTIVE Integrate Aquilini Phase 1A and Industrial lands sports field/boulevard/mitigation into core function	TARGET Public Works expands capacity	PERFORMANCE INDICATOR: INCOMPLETE To be integrated into 2014/2015 final quarter.
OBJECTIVE Hire 2 seasonal workers for summer maintenance	TARGET TFN Members hired	PERFORMANCE INDICATOR: COMPLETE TFN Members hired under youth Member employment.
OBJECTIVE Staff training in Metro Vancouver sewage and water system maintenance	TARGET Upon MV sewage connection, operationalization	PERFORMANCE INDICATOR: INCOMPLETE To be determined.
OBJECTIVE Complete TFN Member PRV program for each house	TARGET Number of PVRs Installed	PERFORMANCE INDICATOR: COMPLETE Complete.
OBJECTIVE Meet with stakeholders quarterly on PW delivery of services	TARGET Number of meetings held	PERFORMANCE INDICATOR: ONGOING Met with Tsatsu Shores Strata Council over Metro Vancouver water conversion.

Facilities

What We Did This Year	What Was The Target	How We Performed
OBJECTIVE Identify new capital, repair/maintenance projects for existing facilities	TARGET Schedule of projects to be developed for new fiscal year	PERFORMANCE INDICATOR: COMPLETE Identified and included in 2014-2015 budget and described in Annual Facilities Report to Executive Council. Renovations to Elders' Centre deck, church, administration, and Longhouse mask room. Elders' Centre converted to natural gas. Air quality studies completed in offices and social areas.
OBJECTIVE Hire 2 TFN part time janitors to maintain facilities	TARGET Employees hired	PERFORMANCE INDICATOR: COMPLETE Employees hired.
OBJECTIVE Hire 2 TFN summer workers	TARGET Employees hired	PERFORMANCE INDICATOR: INCOMPLETE Hiring a new staff member in the 2014/2015 budget.
OBJECTIVE Develop budget to accommodate ongoing staff relocations based upon office space study	TARGET Budget complete	PERFORMANCE INDICATOR: Offices prepared and staff relocated; renovations underway.
OBJECTIVE Complete repair and maintenance inventory on social houses	TARGET Inventory is complete	PERFORMANCE INDICATOR: IN PROGRESS Community services work underway.

What We Did This Year	What Was The Target	How We Performed
OBJECTIVE Implement agricultural plan long term lease strategy	TARGET Long term leases entered into	PERFORMANCE INDICATOR: COMPLETE RFP process completed; three 25 year term leases negotiated.
OBJECTIVE Complete inventory on capital repairs and maintenance for rental homes	TARGET Inventory complete	PERFORMANCE INDICATOR: COMPLETE Inventory was completed in the first quarter. Repairs were made to electrical in rental home, and other repairs continue on an as-needed basis.
OBJECTIVE Implement outbuildings strategy for future leases	TARGET Strategy implemented	PERFORMANCE INDICATOR: COMPLETE 3 barn structural assessments completed. Inspection by qualified farm building inspectors complete.
OBJECTIVE Lease rental houses for 2 year term, where applicable	TARGET Longer term leases entered into	PERFORMANCE INDICATOR: SUBSTANTIALLY COMPLETE Tenants are satisfied with 1 year leases. 2 homes in ALR with 2 year lease terms; balance are 1 year lease terms.
OBJECTIVE Explore new lease arrangements with third parties based upon agricultural plan (i.e. farm school, Houwelings)	TARGET Number of new leases/partnerships	PERFORMANCE INDICATOR: IN PROGRESS Kwantlen farm school funding obtained. Farm school work in progress.

Natural Resources

To ensure that Tsawwassen Members and Tsawwassen First Nation maximize our opportunities to exercise our aboriginal and Treaty Rights through the sustainable harvesting of the natural resources endowed by the Creator. We work to protect, preserve and promote Tsawwassen culture, and work in conjunction with other levels of government to ensure the sound management of the natural resources within our Traditional Territory. Natural Resources, alongside Governance, PIGA, Territory Management and Enforcement, is part of the Public Services Division.

The Natural Resources Department is reporting on four areas of programs and services. The annual reporting of these program and service areas will be shown in the tables that follow:

- Fisheries
- Gathering
- Wildlife and Migratory Birds
- Communication and Consultation

Note: Communication and Consultation is now reported as a separate program area to reflect the work of the Natural Resources Committee and ensure regular communications on Natural Resources matters.

PROGRAM	2013-2014 Expenditures (\$)
Natural Resources	\$ 424,516

What We Did This Year	How We Performed
<p>OBJECTIVE Deliver First Fish ceremony</p>	<p>PERFORMANCE INDICATOR: COMPLETE First Fish Ceremony was held on July 4 and was well attended; Elder and Youth participation was such great strength and me for our community.</p>
<p>OBJECTIVE Implement food, social, and ceremonial (FSC) crab distribution policy</p>	<p>PERFORMANCE INDICATOR: COMPLETE FSC Crab Policy in place. For this fiscal year, there were 1961 crab distributed for community events and Members from the L Crab Tank. This does not include the number of crab that fishers handed out to Members or contributed for other ceremonie events. Need to review the challenges of acquiring crab based on months where no crab was collected.</p>
<p>OBJECTIVE Ongoing fisheries enforcement in place</p>	<p>PERFORMANCE INDICATOR: COMPLETE Patrols in vehicles, vessels, and on dykes occurred regularly throughout the year. A total of 34 infractions were caught.</p>
<p>OBJECTIVE Monitor and validate TFN catches</p>	<p>PERFORMANCE INDICATOR: COMPLETE Crab, Eulachon, Chinook, Sockeye, Pink, and Chum validation occurred at various times in the year.</p>
<p>OBJECTIVE Review of TFN fishing opportunities</p>	<p>PERFORMANCE INDICATOR: COMPLETE Opportunities and utilization were monitored. Summarizing percent of FSC allocation caught for 2013 is as follows: Chinook- Sockeye- 100% Pink- 3% (There was not much interest in a FSC Pink Fishery), Chum- 99.9%, Coho – 44% caught in TFN as by o 58.8% was provided to TFN through DFO. Summarizing percent of Economic allocation caught: Chum- 66% caught in TFN, 34% caught in the transfer up river; Pink- 15.5% caught in TFN, 84.2% caught in the transfer up river.</p>
<p>OBJECTIVE Manage food fish allocation budget</p>	<p>PERFORMANCE INDICATOR: COMPLETE Community Halibut: approx. 900 lbs for community events and Elders’ programs. Community Sockeye: approx. 450 fish were processed for community programs (filleted and vacuum sealed). Community Coho: tote from DFO from seine fishery catch used for community candied Coho. In addition to community programs uses, the Community Fish Distribution to TFN Members was successful.</p>
<p>OBJECTIVE Harvesting strategy for bivalves in Gulf Island National Park Reserve</p>	<p>PERFORMANCE INDICATOR: IN PROGRESS Protocol letters were sent to First Nations in which we have Protocol Agreements. Received two responses so far for request meet.</p>
<p>OBJECTIVE Negotiation and administration with BC & Canada</p>	<p>PERFORMANCE INDICATOR: ONGOING Joint Fisheries Committee met to review and approve the Tsawwassen Annual Fishing Plan and to conduct a post season revi TFN’s fisheries. The Joint Technical Fisheries Committee developed the Tsawwassen Annual Fishery Plan based on pre-season forecasts. It was negotiated that an Underage for 125 Chinook from 2012 be carried over to the 2013 season. There were In season amendments to the Annual Fishing Plan as the season progressed. Discussions about by-catch, monitoring, and enforcement, as well as other matters, continue.</p>
<p>OBJECTIVE Effective management of Fraser River fishing protocols & other Fraser First Nations</p>	<p>PERFORMANCE INDICATOR: ONGOING First Nations Fishery Legacy Committee first project together: the Surrey Bend Habitat Enhancement Project, which includes construction of new tidal sloughs and enhancing existing channels to improve salmon and wildlife habitat. Participated in me of Lower Fraser Fisheries Alliance, First Nations Fisheries Alliance, and Fraser River Aboriginal Fisheries Secretariat throughout year. Met with Swinomish regarding partnering on processing and marketing fish.</p>
<p>OBJECTIVE Continue to implement license</p>	<p>PERFORMANCE INDICATOR: COMPLETE An Area H Commercial Crab License was purchased and is currently being leased in Area H until it can be transferred in 2015</p>

acquisition and leasing strategy

I, TFN's local area.

OBJECTIVE

Experiment with selective fishing opportunities and other species

PERFORMANCE INDICATOR: COMPLETE and ONGOING

Shallow seining for Pinks: two teams were able to successfully harvest 16,041 of the allocation of 103,500. Fishermen decided to shallow seine Chum and not to use the tangle tooth method, so Chum allocation was transferred up river to be beach sein

Gathering

What We Did This Year	How We Performed
<p>OBJECTIVE Use gathering opportunities to collect traditional resources and to practice TFN culture</p>	<p>PERFORMANCE INDICATOR: ONGOING Harvested Stinging Nettle Tea and in process of putting a program together to harvest tea in 2014. Harvested and educated a few Members on how to properly harvest the tea, “qəxmin Tea”, on foreshore marsh area on TFN Lands.</p>
<p>OBJECTIVE Develop and implement Gathering Plans for Burns Bog and South Arm Marshes</p>	<p>PERFORMANCE INDICATOR: IN PROGRESS Developed a list of animals and plants that were previously harvested in Burns Bog. Developing a list of what is currently available by doing site visits. Delayed because of weather.</p>
<p>OBJECTIVE Harvesting program for traditional resources that provides an opportunity for youth and Elders to have an exchange of cultural knowledge</p>	<p>PERFORMANCE INDICATOR: COMPLETE Program developed for implementation in Spring 2014.</p>

Wildlife and Migratory Birds

What We Did This Year	How We Performed
<p>OBJECTIVE Ensure that Members are able to safely exercise treaty and hunting rights within the traditional territory</p>	<p>PERFORMANCE INDICATOR: COMPLETE TFN Hunting Regulations developed. PAL course held on TFN Lands for Members in October in which 10 individuals participated.</p>
<p>OBJECTIVE Implement deer harvesting plan in Gulf Islands National Park Reserve</p>	<p>PERFORMANCE INDICATOR: INCOMPLETE Protocol Agreements required with other First Nations. Plans for meetings after fishing season.</p>
<p>OBJECTIVE Implement and enforce hunting regulations on Tsawwassen Lands</p>	<p>PERFORMANCE INDICATOR: ONGOING Hunting regulations were developed and went through the Committee for review; the final draft was sent to Executive Committee.</p>

Communication and Consultation

What We Did This Year	How We Performed
<p>OBJECTIVE Ensure that Members are aware of and consulted on decisions and opportunities</p>	<p>PERFORMANCE INDICATOR: COMPLETE Committee meetings (see next objective) were used for consultations on topics including TFN Annual Fishing Plan, Selective Fishing opportunities, Allocation Transfer Distribution Policy, Fisheries Acquisition Strategy, FSC opportunities, Gulf Island National Park Reserve and Hunting Regulation, Vancouver Port T2, and Area B Seine fishery concerns and impacts.</p>
<p>OBJECTIVE Operate Natural Resources Committee</p>	<p>PERFORMANCE INDICATOR: COMPLETE The Committee had eight meetings this year. Consultations occurred as noted above, and other topics discussed included future commercial license opportunities, buyers and landing sites, and run sizes/Fraser River forecasts.</p>
<p>OBJECTIVE Promptly inform community of openings and other opportunities</p>	<p>PERFORMANCE INDICATOR: Communication about openings and opportunities in weekly community notice. Fishers also received information via phone.</p>

Taxation

Tsawwassen Government collects property taxes from taxable occupiers on Tsawwassen Lands. These taxes go towards to the provision of local government services, including policing, fire protection services, dike maintenance, and animal control. During the period where Members are exempt from property taxation, Tsawwassen property tax rates are tied to Delta’s rates.

Local Tax Revenues, net HOG and education equivalency..... \$474,759
Local Government Expenditures \$474,759

Expenditures are divided in to four different areas:

What We Did This Year	Purpose	How it was Allocated
Local Government Account	For items tied to the provision of ‘municipal-type services’, which includes service agreements with Delta (police, fire, water, etc.)	219,843
Regional Requisitions	For payments required to GVRD, Translink, and BC Assessment, as part of Membership costs	154,914
Education Equivalency	The revenue from this flows to general revenue	170,722
Home Owner’s Grant (HOG)	TFN offers similar program to BC’s grant program	123,735

Note: The tables on the following pages show the consolidated statement of financial activity and the consolidated schedule of capital assets, both of which are taken from the 2013-2014 audit. Taken together, these tables show a complete picture of Tsawwassen operational expenditures, activities relating to Tsawwassen's capital asset base, and activity relating to various Treaty Funds. Full copies of the audit are available upon request.



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Independent Auditor's Report

To the Executive Council of
the Tsawwassen Government

We have audited the accompanying consolidated financial statements of Tsawwassen Government, which comprise the consolidated statement of financial position as at March 31, 2014, and the consolidated statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and the notes to the consolidated financial statements.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Tsawwassen Government as at March 31, 2014, and the results of its operations, changes in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Accountants
July 30, 2014
Vancouver, British Columbia

Operational Budgets

Each year the Tsawwassen Legislature provides each of the individual departments of the Government with the authority to spend resources on approved programs and services. The budget is an expenditure based budget and permits departments to expend up to the authorized amount. Any increase to those approvals or any new program or service proposed during the year must be first approved by Executive Council. It is important that these resources are well managed, and that the delivery of programs and services does not exceed the approved expenditure amounts.

Budget Summary

Schedule	Division/Department	Program	Cost(s)
1a	Finance and Administration		
1a		Finance and Administration	1,110,016
1a		IT	51,301
1a		Human Resources	136,258
1b	Community Benefits		
		Community Benefits	1,908,622
2 & 5	Public Services		
2	Governance	Policy & Intergovernmental Affairs	367,425
2		Enforcement	103,114
2		Territory Management	50,189
2		Government Services	907,920
5	Natural Resources	Natural Resources	424,516
3	Community Services		
3	Education	Education	507,109
3		Post-Secondary Education	159,361
3		Daycare	371,504
3		Youth Services	135,849
3		Cultural/Language Program	129,650
3		AFROG	152,388
3		Community Outreach	24,565

3	Health & Social Development	Health	132,613
3		Community Care	107,896
3		Income Assistance	247,377
3		Family Empowerment	60,416
3		A&D Mental Health	75,468
3		Elders	64,932
3	Social Housing	Social Housing	129,525
4	Lands & Municipal Services		
4		Lands	1,409,193
4		Public Works & Sewer Plant	550,100
4		Facilities	423,227
4		Property Management	62,088
6	Taxation	Taxation	616,200
8	Transfer to Entities	Transfer to TEDC	507,848
		TOTAL	\$10,926,670

Budget Amendments approved under EC Orders 008-2013, 0076-2013, 082-2013, and 006-2014:

- *Schedule 3 (Community Services) was amended by increasing the Education budget to \$489,741.*
- *Schedule 4 (Lands and Municipal Services) was amended by increasing the Facilities Budget from \$497,845 to \$637,845 and by increasing the 'Lands' line of the 'Lands and Municipal Services' section from \$1,465,377 to \$1,581,000.*
- *Schedule 1B (Community Benefits) was amended by increasing the distributions budget from \$964,000 to \$1,882,600.*

Capital Initiatives

Tsawwassen Government planned a number of capital expenditures over the course of the 2013-2014 fiscal year. Many of the items were from the 2013-2018 Strategic Plan. Other expenditures were steps towards the vision set out in the Land Use Plan (approved in 2009). Other elements were based on offsite works to support development projects, including increased road, water, sewer, and drainage networks. Developers are required to pay all on and off-site costs associated with the growth of the community. Projects not related to development remain TFN's responsibility to finance.

When considering the capital expenditures, it is important to consider not only the immediate community benefit, but also that these expenditures are, in many cases, a necessary step towards achieving the community vision set out in the Land Use Plan. The Treaty provided Tsawwassen with an asset base, but for a variety of reasons, that base lacked the necessary physical infrastructure to support both Member-driven and TFN-driven development, so infrastructure development is needed to achieve our vision.

The annual reporting of these capital expenditures is shown on the table below:

What We Did This Year	How We Performed	2013-2014 Expenditures (\$)
Planning Initiatives	PERFORMANCE INDICATOR: IN PROGRESS Sustainability Plan, Community Housing Area Plan, South Area Neighbourhood Plan, Maintenance Management Plan, and Sewage Plant Plans all underway.	159,745
Sports Field	PERFORMANCE INDICATOR: IN PROGRESS Design work nearing 50% completion; scheduled construction start: summer 2014.	88,292
Welcome Poles	PERFORMANCE INDICATOR: INCOMPLETE Welcome Pole project delayed due to competing projects. Consulted with SCLC .	40,000
Longhouse	PERFORMANCE INDICATOR: INCOMPLETE No update at this time.	0
Housing	PERFORMANCE INDICATOR: IN PROGRESS A budget amendment allowed for critical repairs. Assessments of critical health and safety requirements continue.	0
Transportation	PERFORMANCE INDICATOR: COMPLETE Development Works Agreement signed; Ivanhoe Cambridge takes on responsibility for road construction. Construction costs deferred to 2014/15 and 2015/16 fiscal years.	0
Sanitary Sewage	PERFORMANCE INDICATOR: IN PROGRESS Full contract obligations have replaced Limited Notice to Proceed. Surcharge in place; design brief submitted to TFN for review.	3,404,618
Public Works - Mower	PERFORMANCE INDICATOR: COMPLETE New ride-own mower for Lands Department purchased.	16,400
Capital Loan	PERFORMANCE INDICATOR: COMPLETE	169,549

Interest	Previous debts related to capital loans have been retired.	
Replacement Reserve	PERFORMANCE INDICATOR: COMPLETE Funds set aside in 4 th quarter of the fiscal year.	268,049
		TOTAL \$4,146,653

Tsawwassen Government

Consolidated schedule of tangible capital assets - Schedule 1
years ended March 31, 2014 and 2013

	Land	Water and sewer system	Buildings	Housing projects	Furniture and equipment	Vehicles and boat	Playground	Roads and dykes	Capital infrastructure	Capital subdivision	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cost											
Opening balance	249,447,460	16,257,975	5,891,013	1,842,752	221,567	231,300	95,180	16,279,696	9,384,506	2,096,583	301,748,032
Additions	-	2,827,706	18,153	-	18,852	-	132,000	-	-	-	2,996,711
Disposals	-	-	-	-	-	-	(84,585)	-	-	-	(84,585)
	249,447,460	19,085,681	5,909,166	1,842,752	240,419	231,300	142,595	16,279,696	9,384,506	2,096,583	304,660,158
Accumulated amortization											
Opening balance	-	1,684,231	1,195,705	1,173,210	164,510	181,567	46,359	1,868,662	-	69,886	6,384,130
Additions	-	420,729	300,547	72,139	20,458	28,743	8,459	464,796	-	69,886	1,385,757
Disposals	-	-	-	-	-	-	(44,225)	-	-	-	(44,225)
	-	2,104,960	1,496,252	1,245,349	184,968	210,310	10,593	2,333,458	-	139,772	7,725,662
Net book value, March 31, 2014	249,447,460	16,980,721	4,412,914	597,403	55,451	20,990	132,002	13,946,238	9,384,506	1,956,811	296,934,496
Cost											
Opening balance	249,447,460	16,004,273	5,876,748	1,944,885	163,264	221,905	95,180	16,283,974	9,384,506	2,096,583	301,518,778
Additions	-	253,702	14,265	-	58,303	9,395	-	-	-	-	335,665
Disposals	-	-	-	(102,133)	-	-	-	(4,278)	-	-	(108,411)
	249,447,460	16,257,975	5,891,013	1,842,752	221,567	231,300	95,180	16,279,696	9,384,506	2,096,583	301,748,032
Accumulated amortization											
Opening balance	-	1,603,703	896,779	1,183,025	138,773	144,934	37,900	1,061,263	-	-	5,066,377
Additions	-	80,528	298,926	79,371	25,737	36,633	8,459	807,399	-	69,886	1,406,939
Disposals	-	-	-	(89,186)	-	-	-	-	-	-	(89,186)
	-	1,684,231	1,195,705	1,173,210	164,510	181,567	46,359	1,868,662	-	69,886	6,384,130
Net book value, March 31, 2013	249,447,460	14,573,744	4,695,308	669,542	57,057	49,733	48,821	14,411,034	9,384,506	2,026,697	295,363,902

Tsawwassen Government

Consolidated schedule of segment disclosure - Schedule 2
year ended March 31, 2014

	General Fund	Tangible Capital Assets Reserve	Local Revenue Fund	Members Business Development Fund	Cultural Purposes Fund	Commercial Fish Fund	Commercial Crab Fund	Reconciliation Fund	Implementation Fund	2014 Consolidated
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues										
Aboriginal Affairs and										
Northern Development Canada -										
Block	2,944,901	277,243	-	-	-	-	-	-	-	3,222,144
Contributions	35,000	-	-	-	-	-	-	-	-	35,000
Investment income	334,581	304,804	-	2,694	226,039	250,348	164,681	2,801	285,000	1,570,948
Property taxes	-	-	644,781	-	-	-	-	-	-	644,781
Other	267,457	-	-	-	-	-	-	-	-	267,457
Permit and registry fees	1,655,195	-	-	-	-	-	18,360	-	-	1,673,555
Province of British Columbia	323,184	-	-	-	-	-	-	-	-	323,184
Land lease and rental	466,857	-	-	-	-	-	40,000	-	-	506,857
Vancouver Port Authority	263,000	-	-	-	-	-	-	-	-	263,000
Interest on Final Agreement receivable (Note 8 (a))	214,860	-	-	-	-	-	-	-	-	214,860
Economic development	6,103	-	-	-	-	-	-	-	-	6,103
Share of business enterprise income (Note 7)	784,732	-	-	-	-	-	-	-	-	784,732
Offsite levies	232,126	-	-	-	-	-	-	-	-	232,126
Housing program	105,772	-	-	-	-	-	-	-	-	105,772
Utilities	79,078	-	-	-	-	-	-	-	-	79,078
First Nations Employment Society	13,128	-	-	-	-	-	-	-	-	13,128
	7,725,974	582,047	644,781	2,694	226,039	250,348	223,041	2,801	285,000	9,942,725
Expenses (Note 17)										
Lands and municipal Administration	3,687,781	-	-	-	-	-	-	-	-	3,687,781
Community services -	3,117,284	-	-	950	-	-	-	-	-	3,118,234
Education	1,137,376	-	-	-	-	-	-	-	-	1,137,376
Social development	808,091	-	-	-	-	-	-	-	-	808,091
Health	243,572	-	-	-	-	-	-	-	-	243,572
Economic development	574,342	-	-	-	-	-	-	-	-	574,342
TFN Economic Development Corp.	507,848	-	-	-	-	-	-	-	-	507,848
Taxation	-	-	346,285	-	-	-	-	-	-	346,285
Housing program	127,049	-	-	-	-	-	-	-	-	127,049
Interest on Final Agreement payable (Note 8 (b))	93,687	-	-	-	-	-	-	-	-	93,687
Share of business enterprise loss (Note 7)	-	-	-	-	-	-	-	-	-	-
	10,297,030	-	346,285	950	-	-	-	-	-	10,644,265
(Deficiency) excess of revenues over expenses										
before undemoted items	(2,571,056)	582,047	298,496	1,744	226,039	250,348	223,041	2,801	285,000	(701,540)
Distributions	(1,902,387)	-	-	-	-	-	-	-	-	(1,902,387)
Amortization	(1,311,425)	-	-	-	-	-	-	-	-	(1,311,425)
Crab and fish licences	-	-	-	-	-	-	(930,457)	-	-	(930,457)
(Deficiency) excess of revenues over expenses	(5,784,868)	582,047	298,496	1,744	226,039	250,348	(707,416)	2,801	285,000	(4,845,809)
Interfund transfers	5,052,775	71,658	(298,496)	-	67,899	76,331	110,314	-	(5,080,481)	-
Transfer of funds to Treaty Settlement	(596,668)	-	-	-	-	-	-	-	-	(596,668)
Accumulated surplus, beginning of year	10,022,143	288,440,201	-	803,530	975,582	1,096,723	1,730,119	234,885	6,027,692	309,330,875
Accumulated surplus, end of year	8,693,382	289,093,906	-	805,274	1,269,520	1,423,402	1,133,017	237,686	1,232,211	303,888,398

Tsawwassen Government

Consolidated schedule of segment disclosure - Schedule 3 year ended March 31, 2013

	General Fund	Tangible Capital Assets Reserve	Local Revenue Fund	Members Business Development Fund	Cultural Purposes Fund	Commercial Fish Fund	Commercial Crab Fund	Reconciliation Fund	Implementation Fund	2013 Consolidated
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues										
Aboriginal Affairs and Northern Development Canada -										
Block Contributions	2,847,233	268,049	-	-	-	-	-	-	-	3,115,282
Investment income	85,000	-	-	-	-	-	-	-	-	85,000
Property taxes	1,078,750	5,002	-	3,592	-	-	1,619	2,233	-	1,091,196
Other	-	-	577,553	-	-	-	-	-	-	577,553
Permit and registry fees	503,698	-	-	-	-	-	-	-	-	503,698
Province of British Columbia	364,444	-	-	-	-	-	-	-	-	364,444
Land lease and rental (Note 8 (a))	317,218	-	-	-	-	-	-	-	-	317,218
Vancouver Port Authority	307,927	-	-	-	-	-	-	-	-	307,927
Interest on Final Agreement receivable	263,000	-	-	-	-	-	-	-	-	263,000
Economic Development	252,271	-	-	-	-	-	-	-	-	252,271
Share of business enterprise income (Note 7)	258,719	-	-	-	-	-	-	-	-	258,719
Housing program	209,809	-	-	-	-	-	-	-	-	209,809
Utilities	106,372	-	-	-	-	-	-	-	-	106,372
First Nations Employment Society	77,101	-	-	-	-	-	-	-	-	77,101
	13,128	-	-	-	-	-	-	-	-	13,128
	6,684,670	273,051	577,553	3,592	-	-	1,619	2,233	-	7,542,718
Expenses (Note 17)										
Administration	3,070,268	-	-	13,870	-	-	-	-	-	3,084,138
Lands and municipal	2,993,641	-	-	-	-	-	-	-	-	2,993,641
Community services -										
Education	1,041,536	-	-	-	-	-	-	-	-	1,041,536
Social development	539,566	-	-	-	-	-	-	-	-	539,566
Health	272,594	-	-	-	-	-	-	-	-	272,594
TFN Economic Development Corp.	822,174	-	-	-	-	-	-	-	-	822,174
Share of business enterprise loss (Note 7)	720,955	-	-	-	-	-	-	-	-	720,955
Taxation	-	-	343,466	-	-	-	-	-	-	343,466
Housing program	114,776	-	-	-	-	-	-	-	-	114,776
Interest on Final Agreement debt payable (Note 8 (b))	110,029	-	-	-	-	-	-	-	-	110,029
	9,685,539	-	343,466	13,870	-	-	-	-	-	10,042,875
(Deficiency) excess of revenues over expenses before undemoted items	(3,000,869)	273,051	234,087	(10,278)	-	-	1,619	2,233	-	(2,500,157)
Amortization	(1,322,031)	-	-	-	-	-	-	-	-	(1,322,031)
Distributions	(252,029)	-	-	-	-	-	-	-	-	(252,029)
(Deficiency) excess of revenues over expenses	(4,574,929)	273,051	234,087	(10,278)	-	-	1,619	2,233	-	(4,074,217)
Interfund transfers	3,816,142	-	(234,087)	-	-	-	-	-	(3,582,055)	-
Transfer of funds to Treaty Settlement	(596,868)	-	-	-	-	-	-	-	-	(596,868)
Accumulated surplus, beginning of year	11,377,598	288,167,150	-	813,808	975,582	1,096,723	1,728,500	232,652	9,609,747	314,001,760
Accumulated surplus, end of year	10,022,143	288,440,201	-	803,530	975,582	1,096,723	1,730,119	234,885	6,027,692	309,330,875

Full consolidated financial statements of Tsawwassen First Nation are available upon request. A CD copy of the audit is attached to this report.

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