



TSAWWASSEN FIRST NATION
s̓əwaθən məsteyəx^w



ANNUAL REPORT



2015/2016

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MESSAGE FROM EXECUTIVE COUNCIL

WE ARE PLEASED TO PRESENT TO YOU TFN'S ANNUAL REPORT FOR THE 2015-2016 FISCAL YEAR, WHICH REPORTS ON OUR ACTIVITIES AND PROGRESS BETWEEN APRIL 1, 2015 AND MARCH 31, 2016.

This document is one of the key tools we have for communicating with you about your government, the objectives we have set for ourselves as a Nation, and the work we have done toward those goals. In this year's Annual Report, we review our performance against the goals in our 2015-2016 Service Plan, which we wrote at the start of the year.

The 2015-2016 fiscal year saw us make important progress in many areas. We advanced our efforts to invest in community infrastructure by opening a new sewage treatment plant and beginning construction of a new sports field. The commercial, industrial and residential projects on Tsawwassen Lands also made noticeable headway, and the Tsawwassen Mills and Tsawwassen Commons malls are on track to open in October 2016. Once completed, these projects will contribute to our financial stability and provide business and employment opportunities for Members.

The Tsawwassen Legislature held two sessions in 2015-2016. Legislators scrutinized and approved the TFN budget, and they debated and passed 13 resolutions and one legislative amendment on a range of important issues. Among other things, Legislators passed resolutions on conflict of interest rules for elected officials and government staff, support for children and adults with special needs, drug activity on Tsawwassen Lands, and the programs, services and benefits available to Non-Members.

TFN's Advisory Council met 20 times in 2015-2016 to review proposed legislation, regulation and policies, and to provide advice and guidance to Executive Council on important governance issues. TFN's other committees, including the Housing Committee, Natural Resources Advisory Committee, Enrolment Committee, Traditional Territory Boundary Committee and Standing Committee on Language and Culture, also provided critical insight and support to our governing institutions. We are grateful to the members of these councils and committees for their enthusiasm, commitment and thoughtful input.

Throughout the year, the TFN Government continued to refine and improve the way it delivers programs and services. New staff were added in most departments, enhancing our internal capacity and resources. In pursuit of improved efficiency, we continued implementing recent organizational changes to the Health and Social Services, Education and Skills Development and Policy and Government Services departments.

We are proud of the work we have done over the past year, but we recognize that there is still much more to do. We thank you for your continued engagement and interest in the TFN Government and its activities, which is crucial for the realization of our vision for a successful and sustainable economy and a safe, healthy community where our language and culture are practiced and honoured.

Hay čx^w qə,
Tsawwassen First Nation Executive Council



INTRODUCTION

This is the ninth Annual Report that we have delivered to the Tsawwassen Membership, and the seventh as a self-governing First Nation. The purpose of the Annual Report is to review how we fared over the past fiscal year. Specifically, the Report provides you, our Members, with information to evaluate the Tsawwassen Government's performance in meeting the goals set out in the 2015-2016 Service Plan.

This year, we have made an effort to improve how we measure and report on our work. Where possible, we have highlighted indicators that show how we performed against the targets we set out for ourselves in the last Service Plan. We have summarized several of these indicators in a short pamphlet, which can be found on our website. We will continue to report on indicators in future reports, allowing you to see trends in our performance over time.

The Annual Report is one of many tools that we use in our effort to be transparent and accountable. We feel that these reports are effective in providing Members with important information, and 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 effective in our reporting to you!

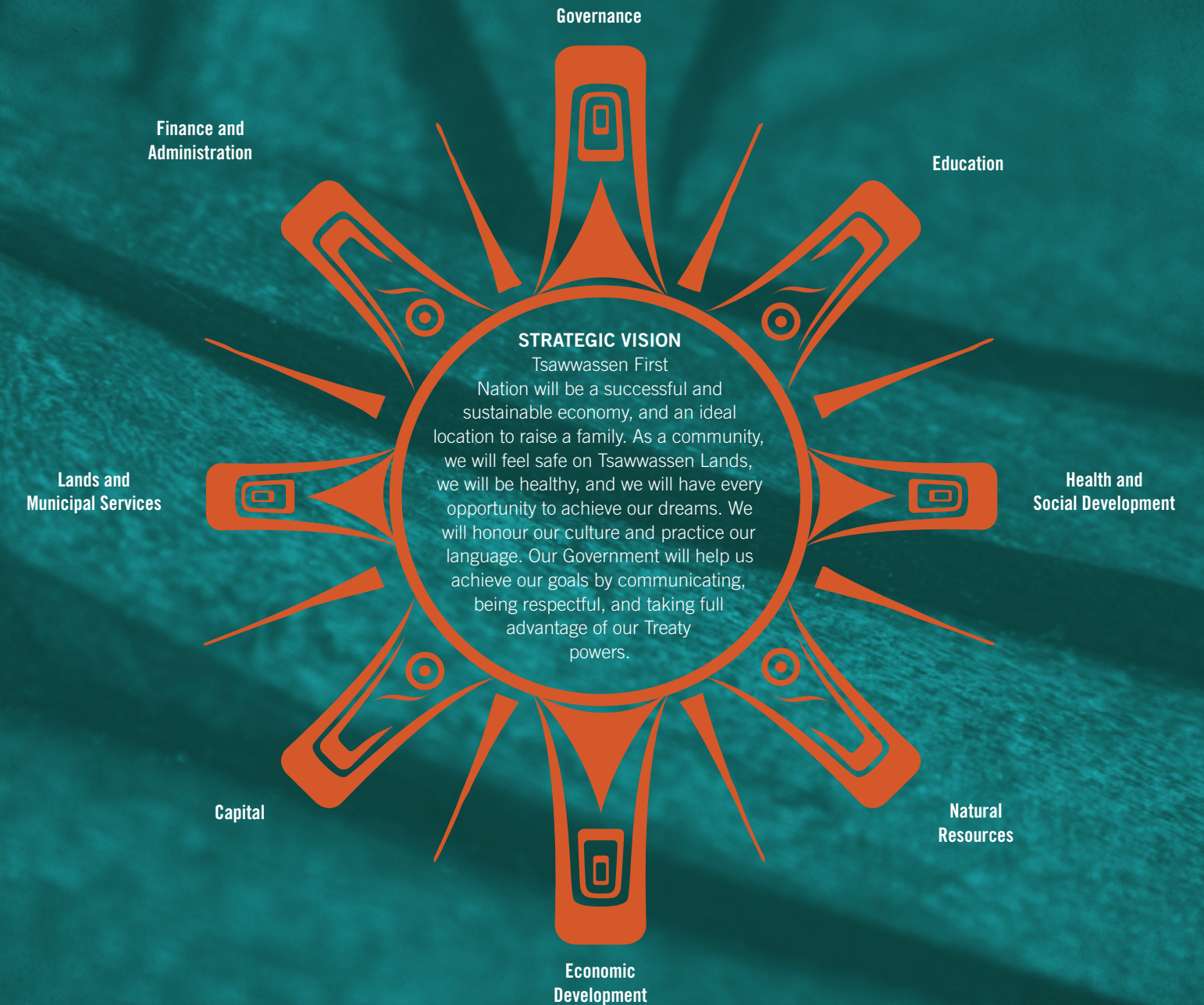
We are committed to improving our Annual Reports as we continue on our journey of self-governance, and we are learning as we go.

VISION STATEMENT

Tsawwassen First Nation (TFN) first established a strategic vision statement in its 2008-2013 Strategic Plan. During the 2012-2013 fiscal year, we updated that vision through an extensive conversation with the community, beginning at the first Members' Gathering.

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.

The figure on the following page depicts the relationship between the programs and services TFN delivers and its strategic vision statement. Departments and Program Areas design and develop activities, which produce short- and long-range outcomes that support the implementation of the strategic vision.



RELATIONSHIP TO THE SERVICE PLAN

The primary purpose of this document is to report on the TFN Government's activities over the 2015-2016 fiscal year, identifying what we did and what was achieved, and whether we were successful or not. This report is linked to the 2015-2016 Service Plan, which identified the programs, services and projects that were approved by the TFN Legislature. 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.

SERVICE PLAN 2015-2016

SETS OUT WHAT WE PLANNED TO DO
OVER THE LAST YEAR



ANNUAL REPORT 2015-2016

SETS OUT WHAT WE DID, AND HOW WELL WE DID,
OVER THE LAST YEAR

The intent of this reporting structure is to improve accountability to our Membership by reporting on the outcomes of the specific activities that we committed to undertaking at the start of the 2015-2016 fiscal year.

GOVERNING INSTITUTIONS REPORT

THE TSAWWASSEN LEGISLATURE, EXECUTIVE COUNCIL, CHIEF, ADVISORY COUNCIL AND JUDICIAL COUNCIL ARE ALL NAMED IN THE TSAWWASSEN CONSTITUTION. THIS SECTION DESCRIBES THE MAIN ACTIVITIES OF EACH OF THESE BODIES OVER THE 2015-2016 FISCAL YEAR. 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 currently consists of 13 Tsawwassen Members, elected at a general election, and the Chief, elected on a separate ballot, for a total of 14 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, the Legislature discusses and passes an annual budget, which is a key part of the accountability structure of Tsawwassen Government.

The 2015-2016 fiscal year marked the final two sessions of the third TFN Legislature, which was elected in April 2013. The Members who served on the third Legislature were Chief Bryce Williams, 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 (the number of Legislators was increased to 13 for the 2016 election).

In 2015-2016, the Legislature held a fall session (November 2015) and a spring session (February and March 2016). During these sessions, the Legislature considered and passed the following Laws and resolutions.

LEGISLATION

- *Dual Roles Amendment Act*: Amended three Acts to implement a gradual transition towards a full prohibition on TFN Government employees from holding elected office. The phase-out period will happen over 6 years, with the full prohibition coming into effect in 2022.
- *2016-2017 Appropriations Act*: Approved the TFN budget for fiscal year 2016-2017.

RESOLUTIONS

- Resolution to Request a Study to Assess Remuneration before 2019 Election: Requested a study of remuneration for TFN elected officials with a view to ensuring talented and strong leaders are not prevented from participating due to financial reasons.
- Resolution to Study Conflict of Interest Provisions: Requested a study of TFN's conflict of interest provisions to determine whether they are sufficient in the current environment, looking specifically at the potential for conflict between those who own or work for Tsawwassen Government or Tsawwassen Member-owned entities and who also serve as elected officials.
- Resolution to Study Ensuring Only One Family Member on Executive Council at a Time: Requested a study to review the representativeness of Executive Council, up to and including limiting membership on Executive Council to ensure that only one family member is on that body at any given time.

- Resolution to Video the Legislature and Events within a General Election: Expressed support for video recordings of Legislature meetings and election-related events (such as all-candidates meetings) for the benefit of Members who are unable to attend in person.
- Resolution to Ensure Adequate Review and Consultation on Budgets by the Advisory Council: Requested that Advisory Council consider meeting weekly during the spring session of the Legislature to review each schedule of the *Appropriations Act* in detail; also requested that Advisory Council consider participating in the Legislature budget workshop.
- Resolution to Provide Support for Children and Adults with Special Needs: Encouraged Executive Council to consult with parents to develop a program to provide support for children and adults with diagnosed special needs, including support for respite care.
- Resolution to Create a Child and Youth Council: Encouraged Executive Council to develop terms of reference for a child and youth council, similar to the Advisory Council, that would provide advice to the Legislature and Executive Council on issues that may be of interest to the children and youth of the community.
- Resolution to Direct Executive Council to Take Aggressive Action Against Drug Activity on Tsawwassen Lands: Directed Executive Council to consider ways to use its authority to take aggressive action to address incidents of drug activity in the community.
- Resolution to Create an Elders Council: Encouraged Executive Council to develop terms of reference for an Elders Council, similar to the Advisory Council, that would provide advice to the Legislature and Executive Council on issues of interest to the Elders of the community.

- Resolution to Put Our Children and Youth First: Requested that the former sewage plant, which is located across from the new sports field, be repurposed as a youth centre.
- Resolution to Preserve the Beach Lot Adjacent to Tsatsu Shores for TFN Member Park Use: Recommended that Executive Council consider preserving the beach lot next to Tsatsu Shores as a community park space, and to request input from Members on this topic during the upcoming facilities study.
- Resolution to Seek Consultation Around the Programs, Services, Benefits and Funding to Non-Members: Requested that Executive Council seek consultation with the Membership around what programs, services, benefits and funding are available to Non-Members, and that the Membership's recommendations be incorporated into TFN policy and future budgets.
- Resolution to Open Meetings of the Executive Council to Tsawwassen Members: Directed Executive Council to prepare an amendment to the *Government Organization Act* making meetings of Executive Council open to Tsawwassen Members.

A new Tsawwassen Legislature was elected in a general election held on April 6, 2016. It represents the fourth Legislature since our *Constitution* and *Government Organization Act* came into effect in 2009. The Members elected to the Legislature were, in alphabetical order: Jesseca Adams, Louise Ahlm, Ken Baird, Laura Cassidy, Tanya Corbet, Valerie Cross-Blackett, Andrea Jacobs, Nikki Jacobs, Jason Morgan, Steven Stark, Loretta Williams, Sheila Williams, and Victoria Williams. The first session of the new Legislature is scheduled for the fall of 2016, and Legislators will hold office until the next general election, as per the requirements of the *Election Act*.

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. During the 2015-2016 fiscal year, the Executive Council consisted of Chief Bryce Williams, Laura Cassidy, Ken Baird, Louise Ahlm, and Tony Jacobs.

The Executive Council has responsibility for regulations, many of Tsawwassen's policies, the overall financial management of the TFN Administration, as well as a range of operational initiatives. Following is a selection of the key decisions and activities of Executive Council in 2015-2016.

REGULATIONS

Over the 2015-2016 fiscal year, Executive Council approved or amended the following regulations, most of which related to the management, enforcement and administration of Tsawwassen Lands and the administration of the 2016 election.

- *Development Permit Area Regulation* (amended)
- *Proposed Land Measures Regulation* [2015]* (enacted and subsequently amended)
- *Zoning Regulation* (amended)
- *Annual Rates Regulation (2015)* (enacted)
- *Annual Utility Charge Regulation (2015)* (enacted and subsequently amended)
- *Fire Regulation* (amended)
- *Ticket Regulation* (amended)
- *Offsite Levies Regulation* (amended)
- *Consolidated Planning and Development Application Fees Regulation* (amended)
- *Business Licence Regulation* (enacted)

- *Building Regulation, 2015** (enacted)
- *Tree Regulation* [2015]* (enacted)
- *Campaign Advertising Regulation* (amended)
- *Election Notice Regulation* (amended)
- *Election Officer Regulation* (amended)
- *Election Recount and Appeal Deposit Regulation* (amended)
- *Qualification and Disclosure Regulation* (enacted)
- *Voting and Mail In Ballot Regulation* [2015]* (enacted and subsequently amended)
- *Nomination Regulation* [2015]* (enacted)

*Note: *indicates that a regulation replaced a previous regulation with the same name*

POLICIES

Executive Council adopted and later amended a Recreation Pass Policy to support eligible low-income Members in accessing recreational drop-in activities at Corporation of Delta facilities. Executive Council also amended the Policy for Funeral Benefits, the Policy for Cultural Grants and Longhouse Rentals and the Needs Based School Funding Policy to improve the effectiveness of TFN programs and services.

FINANCE

The Executive Council is ultimately responsible for the financial management of the Tsawwassen Government. Executive Council reviewed and approved the financial statements over the course of the last fiscal year and approved of the audit, which forms part of this Annual Report.

OPERATIONS

In addition to the formal responsibility for regulations, certain policies and TFN's finances, the Executive Council has the authority to enter into contracts and agreements, and is also responsible for ensuring the execution of certain activities. 2015-2016 was a year which saw significant progress with respect to a number of construction projects to ensure TFN's continued growth.

- Overseeing the construction and opening of the TFN Sewage Treatment Plant, a milestone in TFN's development as a Nation.
- Overseeing the construction of the TFN Sports Field, and the ongoing planning for the second phase of the Sports Field.
- Overseeing the management of a Development Works Agreement with Ivanhoé Cambridge, which resulted in the construction of significant infrastructure for TFN, including road, sewer, and water infrastructure.
- Overseeing the expansion of office space capacity for TFN teams.
- Managing the continued expansion and growth of TFN's program capacity, including increases in capacity with the Education team, the Lands team, and other functional areas.
- Managing the relationship with TFN's entities and partners, including TEDC, as we work to grow the community and its ability to provide services, programs, and employment opportunities.

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. Its 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 its term. The council serves a very important function – adjudication and dispute resolution within Tsawwassen processes.

The Judicial Council 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 and meets every two weeks during the fall, winter, spring, and (schedule permitting) the summer.

In September 2013, at our Annual General Meeting, a new Advisory Council was elected following the general election in April 2013. The elected 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 thank them for their continued time and commitment to this important work.

All meetings of the Advisory Council are open to the public, and approximately 12 Members attend meetings regularly, providing a valuable public service on behalf of the Membership. The Advisory Council met 20 times during the 2015-2016 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 the laws, regulations, policies and other operational initiatives identified above.

OTHER COMMITTEES AND AUTHORITIES

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

HOUSING COMMITTEE

The Housing Committee was struck in response to a Legislative motion passed during the Spring 2014 session. Committee members included Steven Stark (Chair), Devin Cassidy, Shirley Larden, Ruth Adams, Nikki Eely, Cree Fevang, Kayleigh Meredith and Terri Splockton. The Committee explored the challenges in building a home on Tsawwassen Lands, including those elements related to financing, servicing and infrastructure deficits, which impose an additional cost burden to Members. The work of this Committee led to the development of a number of housing related policy decisions by Executive Council, all of which were designed to lower the upfront barriers Members were facing when considering new home construction 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 Committee is open to Members and often includes cultural advisors to support its work. 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 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.

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 requires 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 2016.

ENROLMENT COMMITTEE

Established under the *Membership Act*, the Enrolment Committee is responsible for applying the eligibility criteria, based on the *Membership Act*, for Membership in Tsawwassen First Nation. The Enrolment Committee continues to actively manage the growing and vibrant population of Tsawwassen First Nation. Committee Members are Chief Bryce Williams, Valerie Cross-Blackett, Melinda Cassidy, Janet Hearl, and Terri Splockton. There were 6 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 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.

CONSULTATION COMMITTEE

A group of Non-Members established by policy of the Executive Council, this committee 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.

PROPERTY TAXATION AUTHORITY

A body required in the TFN *Property Taxation Act*, the Property Taxation 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.

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 2015-2016 Service Plan. This information is intended to provide Members 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 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

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 2015-2016 Service Plan, and are also used throughout this report:

OBJECTIVES

Identifies what TFN tried to achieve through its programs in 2015-2016. Objectives identify the purpose and what TFN Government is seeking to accomplish.

PERFORMANCE INDICATORS:

Describes the status of TFN's work towards its Objectives, including whether identified targets were met.

ACTIVITIES

Identifies how TFN worked to achieve its Objectives given available time, money and people.

FINANCE AND ADMINISTRATION

In 2015-2016, the Finance and Administration Department contained the following service plan areas:

- Finance and Administration
- Information Technology
- Human Resources
- Executive Governance

FINANCE AND ADMINISTRATION

FINANCE

OBJECTIVES

- 1 Manage TFN finances in accordance with the legal standards and obligations that are set out in Tsawwassen law
- 2 Timely and accurate processing of all financial transactions

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Meet <i>Financial Administration Act</i> reporting requirements	✓ Achieved	n/a
2 Successfully complete four financial distributions to TFN Membership accurately and on time	✓ Achieved	4 distributions completed accurately and on time.
3 Complete external financial audit by July 31, 2016	✓ Achieved	n/a
4 Successfully complete additional audits, as required by external government agencies	✓ Achieved	n/a
5 Complete internal audit and resolve any deficiencies	●● In Progress	n/a

ACTIVITIES

- Completed the annual audit, monthly reporting to Finance and Audit Committee and management in compliance with the *Financial Administration Act*, and quarterly Member distributions, including processing and management of records.
- Identified critical processes for external review as the first step in completing the internal audit. Staff contracted accounting firm MNP to review and update TFN's Ten Year Financial Plan, and TE Wealth to review the Trust Society Investment Policy. Staff also reviewed payroll processes and reconciled historical pay data to support the transition to new payroll software. In the upcoming fiscal year, a broader review of TFN operations is planned to complement these first, critical steps of TFN's internal audit.
- Finance and Administration staff completed 12 days of professional development training.
- Ran a competition for an Administration floater support person but did not receive any suitable applications.

ADMINISTRATION

OBJECTIVE

- 1 As first point of contact, deliver a professional and courteous prompt service to all TFN clients and Members

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Effective and efficient provision of support services, equipment, and supplies	✓ Achieved	n/a

ACTIVITIES

- Hired a temporary receptionist to fill position while permanent receptionist was on leave.
- Standardized cell phone models for over 40 users.
- Successfully collected 2015 property tax and utility payments, and receipted payment by mail and in person at the front reception.
- Met standards for keeping reception, boardroom and kitchen areas neat and tidy.

INFORMATION TECHNOLOGY

OBJECTIVES

- 1 Provide uninterrupted operation of IT equipment and services such as servers, email, and computers, within budget
- 2 Facilitate file storage and retrieval on the server through appropriate access to network drives

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Less than three days of server interruptions annually	✓ Achieved	Less than 1 DAY of server interruptions.
2 No longer than two hours of continuous down-time for ingoing and outgoing email	✓ Achieved	Less than 2 HOURS of continuous email down time.
3 Network directory and structure reviewed with, and signed off by, managers	✓ Achieved	<i>n/a</i>
4 Upgrade server room to ensure conditions for optimal function and continuity of operations	✗ Incomplete <i>See activities below.</i>	<i>n/a</i>

ACTIVITIES

- Reviewed options for server room and determined that new room is required. Resources for new server room were budgeted in 2016-2017 fiscal budget.
- Facilitated review by managers of network directory and structure, and implemented their recommendations.

HUMAN RESOURCES

OBJECTIVES

- 1 Acknowledge, recognize, and reward staff for their dedicated service to TFN
- 2 Increase talent retention

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Low turnover of staff	✓ Achieved	4% staff turnover rate
2 Longer periods of service relative to comparable organizations	— No Data	Data was unavailable about comparable organizations to measure this indicator.

ACTIVITIES

- Continued to provide effective guidance, direction and support on HR and employee relations matters.
- Held Affirmation Ceremonies for new staff during the fall session of the Legislature.
- Provided regular monthly birthday celebrations for staff with a birthday cake on the last Thursday of each month.
- Organized TFN's annual staff Christmas Party and Halloween luncheon.

EXECUTIVE GOVERNANCE

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

OBJECTIVES

- 1 Enable the delivery of Executive Council's vision and direction by ensuring sound management and administration of Tsawwassen Government's operating and capital programs
- 2 Maintain staff alignment with organization goals and objectives

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Successful completion of major Service Plan targets	✓ Achieved	85% of targets Achieved or In Progress.
2 Quarterly all-staff meetings	✓ Achieved	4 quarterly staff meetings held.

ACTIVITIES

- Executive Council meetings were held as scheduled, with extensive reports and briefings provided on various items.
- Coordinated efficient processing of development permit applications for Executive Council review and approval.
- Provided sound strategic advice to Executive Council on a wide range of issues.
- Negotiated purchase of key waterfront properties on Canoe Pass.
- Attending meetings with federal and provincial decision-makers, regional chief administrative officers and other First Nations.
- Continued to improve communication flows to ensure staff receive appropriate direction from Executive Council.

EXTERNAL COMMUNICATIONS

OBJECTIVES

- 1 Ensure TFN's goals and actions are effectively communicated to internal and external audiences
- 2 Ensure appropriate response to media issues as they arise

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 24-hour response target to critical media issues that involve TFN	✓ Achieved	n/a

ACTIVITIES

- Tracked coverage of TFN in the media through contract with external media monitoring company.
- Worked with media consultant to respond to media inquiries and prepare and publish news releases on a range of issues.
- Developed a range of information and public relations materials to support TFN strategic communications goals.

CHIEF AND EXECUTIVE SUPPORT

OBJECTIVE

- 1 Enable the Chief and Executive Council to effectively carry out their functions as TFN's representatives and decision-makers

ACTIVITIES

- Met budget for Executive Council remuneration and expenses.
- Continued to facilitate TFN financial support for a variety of First Nations events and local charitable causes, including Delta Hospital Foundation, Operation Red Nose, Fostering Links (VVFDS), Reach Child and Youth Society, Children's Heart Network, Rotary Calendar, Pat Hibbits Memorial Fund, Patrick Quinn Statue, La Loche Memorial Sports Fund and KidSport.
- Supported Chief and Executive Councillors in attending and representing TFN at local meetings and conferences, including Metro Vancouver committee meetings.

DEVELOPMENT DUE DILIGENCE AND RISK MANAGEMENT

OBJECTIVES

- 1 Ensure leases and other commercial arrangements are in compliance with TFN regulations and do not expose TFN to unforeseen risks
- 2 Ensure leases and other commercial arrangements involving TFN are completed in a timely manner

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Chevron lease closed by May 30th, 2015	✓ Achieved	n/a
2 Port Metro Vancouver lease closed by December 30th, 2015	✗ Incomplete <i>See activities below.</i>	n/a

ACTIVITIES

- Continued to protect TFN interests in development lease and sublease negotiations with industrial development tenants.
- Worked effectively with consultants to provide advice on non-regulatory land use and engineering components of development projects.
- Worked with legal counsel to reduce risk exposure to TFN.
- Closed lease with Chevron and on schedule to close lease with Port Metro Vancouver in 2016.

JUDICIAL COUNCIL AND TFN PROSECUTOR

OBJECTIVE

- 1 Protect the independence and responsiveness of the TFN Judicial Council and TFN Prosecutor

ACTIVITIES

- Ensured readiness to support Judicial Council and TFN Prosecutor, although neither institution dealt with any files in 2015-2016.

GOVERNMENT SERVICES

In 2015-2016, the Government Services Department contained the following service plan areas:

- Policy and Intergovernmental Affairs
- Government Services
- Member Government Services

POLICY AND INTERGOVERNMENTAL AFFAIRS

POLICY SUPPORT AND DUE DILIGENCE

OBJECTIVES

- 1 Ensure that decision-makers have access to quality information before strategic policy decisions or business investments are made
- 2 Successfully manage reporting requirements for TFN's corporate entities and societies

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Satisfaction of decision makers as reported through survey	✓ Achieved	n/a
2 All TFN corporate entities remain in good standing	✓ Achieved	100% of corporate entities remained in good standing

ACTIVITIES

- Successfully completed vote under *Land Act* concerning industrial land development with no appeals.
- Brought in new policies including Recreation Pass Policy, Graduation Funding Policy, Policy for Funding Mandatory School Supplies, as well as major revision to Post-Secondary Education policy, among others.
- Provided effective corporate records management by ensuring all records kept up to date.
- Engaged in consultation process organized by British Columbia on potential regulatory amendments related to soil management.
- Received verbal feedback from decision makers indicating satisfaction with policy support.

INTERGOVERNMENTAL AFFAIRS

OBJECTIVES

- 1 Advancement of TFN initiatives at the local, regional, provincial and federal levels
- 2 Provide First Nation visitors with high-quality information sessions regarding the Treaty and self-governance
- 3 Ensure that the implementation of the Final Agreement is reflective of its spirit and intent through work with the Implementation Committee

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Successful renegotiation of the Fiscal Financing Agreement	●● In Progress	n/a

ACTIVITIES

- Engaged with Canada to negotiate the renewal of the Fiscal Financing Agreement.
- Attended 3 meetings of the Implementation Committee.
- Collaborated with Canada and British Columbia on the tri-partite Implementation Report for 2013-2014 and 2014-2015. This work is expected to be complete in November 2016.
- Undertook ongoing engagement with the Land Claims Agreement Coalition and its members to support the Coalition's work.
- Continued to engage with Canada, British Columbia and surrounding municipalities, and provided engagement support for TFN's participation in Metro Vancouver committees and Mayors' Council.
- Conducted review of initial policy options to support negotiations toward sales tax on Tsawwassen Lands.

LAW AND REGULATORY AFFAIRS

OBJECTIVE

- 1 Efficient development of legislative and regulatory options that are effective at addressing government needs and priorities

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 No laws overturned by the Judicial Council	✓ Achieved	0 laws overturned by Judicial Council

ACTIVITIES

- Drafted and supported Executive Council in reviewing and enacting a *Business Licence Regulation* and a revised *Tree Regulation*.
- Drafted updates and technical amendments to the *Conflict of Interest Affidavits Regulation*, the *Ticket Regulation*, the *Proposed Land Measures Regulation*, and several of the regulations under the *Election Act*.
- Supported the work of the Legislature as it reviewed and enacted the *Dual Roles Amendment Act*.

CONSULTATION

OBJECTIVES

- 1 Operate consultation mechanisms and resolve constituent issues as they arise
- 2 Ensure TFN meets its obligations to consult with Members and Leaseholders

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Host a minimum of 15 Advisory Council meetings per year	✓ Achieved	20 Advisory Council meetings held ↑ (18 meetings in 2014-2015)
2 Average of 12 members in attendance at Advisory Council meetings	✓ Achieved	12 members in attendance on average
3 Host a minimum of 2 Consultation Committee meetings per year	✓ Achieved	2 Consultation Committee meetings held (2 meetings in 2014-2015)

ACTIVITIES

- Supported Advisory Council in reviewing and providing input into annual budget and numerous policies, including the Post-Secondary Education Policy and Policy for Funding Mandatory School Supplies.
- Launched project to develop revised Consultation Committee mechanism.

GRANT WRITING

OBJECTIVES

- 1 Increase TFN revenues through grant writing
- 2 Assist members in identifying grant opportunities

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 At least \$100,000 in grant revenue received	✓ Achieved	\$1.7 million in grant revenue received

ACTIVITIES

- Wrote and submitted Longhouse Repair, Housing Support, Canada Summer Jobs and Young Canada Works grants.
- Successfully applied for and received funding under the federal Participant Funding Program to support participation in the Environmental Assessment processes related to the Trans Mountain Pipeline Expansion Project and the Roberts Bank Terminal 2 Project.
- Received \$1.7 million from Canada for the TFN Industrial Lands Drainage Pump Station, 'Gimme Shelter' training and summer students.

GOVERNMENT SERVICES

LEGISLATURE

OBJECTIVE

- 1 Provide well-organized, accurate and cost-effective administrative, technical and clerical support to the Legislature and core Government Services.

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Plan, manage and deliver at least 2 legislative sessions per year	✓ Achieved	2 legislative sessions held
2 Meeting minutes published within timelines set by policy	— No Update	n/a

ACTIVITIES

- Planned, managed and delivered sessions of the Legislature in fall 2015 (November 17-25, 2015) and spring 2016 (February 9-March 2, 2016)
- Completed minutes, and continued development of policy concerning publication timelines.

RECORDS MANAGEMENT

OBJECTIVE

- 1 Ensure that all TFN records are managed in accordance with Tsawwassen Law and support TFN's obligations under the *Freedom of Information and Protection of Privacy Act* (FIPPA)

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Successful management of any access to information requests in compliance with TFN law	✓ Achieved	100% of Access to Information and Personal Information requests fulfilled within legislated timelines
2 Procure and initiate implementation of electronic data and record management system	— No Update	n/a
3 Law registry and website updated within 2 weeks of new legislation or regulation, or amendment	— No Update	n/a

ACTIVITIES

- Received 1 Access to Information Request and 1 Personal Information Request, and fulfilled both within the timeframe set out in FIPPA.
- Worked effectively with other departments to support timely development and submission of orders.
- Continued working with other departments to update Tsawwassen Records and Information Management System (TRIMS) classifications.
- Moved ahead with project to identify and implement new electronic data and record management system for TFN.
- Provided ongoing administrative support to departments in fulfilling Access to Information requests.
- Maintained the Law Registry in accordance with TFN legislation.

COMMUNITY EVENTS

OBJECTIVE

- 1 Provide a forum that supports and promotes TFN culture and builds community unity throughout the Member and non-Member community

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Host National Aboriginal Day celebration	✓ Achieved	n/a

ACTIVITIES

- Successfully hosted National Aboriginal Day celebrations, with strong turnout from Tsawwassen Members and the local community.

SERVICE PLANNING AND REPORTING

OBJECTIVE

- 1 Deliver informative reports to Membership and other stakeholders of planned and executed operations

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Publish Service Plan within 60 days of the start of the fiscal year	✓ Achieved	n/a
2 Publish Annual Report within 3 weeks following the conclusion and approval of the audit	••• In Progress	n/a

ACTIVITIES

- Published and distributed 2015-2016 Service Plan to Members on June 25, 2015.
- Successfully held visioning workshop for elected leadership and service planning workshop for managers in October 2015.

MEMBER GOVERNMENT SERVICES

MEMBER AND FIRST NATION COMMUNICATIONS

OBJECTIVE

1 Develop and deliver information and messaging that reaches Members and a wider community audience using diverse media and delivery tools

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Compile and distribute weekly newsletter to TFN Members in hard or electronic copy	✓ Achieved	n/a

ACTIVITIES

- Continued to publish the TFN Community Notice on a weekly basis and distribute it to Members both on and off Tsawwassen Lands.
- Held 2 information sessions with Tsawwassen Members on the WesPac Tilbury LNG project.
- Provided information to Members through social media, including Facebook and Twitter.
- Engaged with members of the L'heidli T'enneh to share TFN's experience with treaty implementation.
- Supported Member consultations on the *Land Act* vote.

MEMBER EVENTS

OBJECTIVE

1 Deliver high-quality events, whether celebratory or consultative in nature, that promote community unity and culture

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Successfully host all planned events within the allotted budget	✓ Achieved	100% of planned events hosted within or under allotted budget

ACTIVITIES

- Hosted well-attended and well-received events for Members, including Treaty Day, Program and Services Fair, Annual General Meeting, Members' Gathering, Citizenship Award Ceremony, and the Christmas Dinner.

MEMBER RECORDS

OBJECTIVE

- 1 Ensure that enrolment services are well managed and are accessible to eligible Tsawwassen Members and individuals, in accordance with Tsawwassen Law

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Enrolment Reports issued as scheduled to Executive Council and the Community	✓ Achieved	100% of Enrolment Reports issued as scheduled
2 Enrolment deadlines, set out in <i>Membership Act</i> , are met	✓ Achieved	100% of Enrolment Deadlines met

ACTIVITIES

- Coordinated 5 Enrolment Committee meetings, prepared agendas, drafted minutes and worked with the Enrolment Committee and other staff as needed to action Enrolment Committee outcomes.
- Continued to maintain Membership data in accordance with Tsawwassen Law.
- Provided ongoing Indian Registry services to Members by issuing status cards, providing assistance in registering for status and updating Indigenous and Northern Affairs Canada (INAC) as required.

TERRITORY MANAGEMENT

OBJECTIVE

- 1 Ensure that TFN's Treaty Rights are protected where there is the potential for them to be impacted by development within the Traditional Territory

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Percent of development projects that may impact TFN's rights are changed as a result of input provided by TFN	●●● In Progress	n/a
2 Full and timely participation in major referral files	●●● In Progress	n/a

ACTIVITIES

- Presented TFN interests to federal and provincial decision-makers, ensuring that TFN views are considered in the Environmental Assessment of all major projects currently under review within TFN's Traditional Territory.
- Engaged with Members on several large-scale developments, including (but not limited to) the Trans Mountain Pipeline Expansion, Roberts Bank Terminal 2 Project, George Massey Tunnel Replacement Project and the WesPac Tilbury LNG Facility Project.
- Responded to referrals from British Columbia in respect of approvals under the Oil and Gas Commission, *Land Act* and *Water Act* dispositions and archaeological permits issued under the *Heritage Conservation Act*.

SHARED TERRITORIES

OBJECTIVE

- 1 Ensure that TFN's overlaps with other First Nations are managed in an effective manner, and that opportunities for exercising harvesting rights throughout the Traditional Territory are managed in a manner consistent with established protocols

ACTIVITIES

- Continued to review the potential impacts of the land selection described in the Katzie First Nation Agreement-in-Principle, and the Te'mexw Treaty Association Agreement-in-Principle.
- Staff were directed to develop a new terms of reference for the Traditional Territory Boundary Commission.

SPECIFIC CLAIMS

OBJECTIVE

- 1 Promotion and protection of specific claims, with the goal of successful resolution of outstanding claims, recognizing that the claims process is managed by the Government of Canada

ACTIVITIES

- Managed external legal counsel related to the New Westminster Specific Claim.

INVASIVE PLANT AND SPECIES CONTROL

OBJECTIVES

- 1 Ensure that invasive plants do not provide a health risk to Members or compete adversely with native and medicinal plants
- 2 Ensure that mosquito control is in place to reduce potential public health risks and improve quality of life

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Successful eradication of invasive species that may impact native plants	●●● In Progress <i>See activities below.</i>	<i>n/a</i>
2 Successful resolution of any complaints on mosquitos received from residents	✓ Achieved	Addressed all 3 complaints received

ACTIVITIES

- Complete eradication of invasive species is not predicted as the vectors that deposit invasive species (e.g. motor vehicles, train and ship traffic, bird droppings) are continuous. In 2015-2016, 15 sites were treated on a weekly schedule. No complaints about invasive species were received at TFN. One request to eradicate knotweed from a yard was responded to with 100% efficacy of visible plants.
- The focus for the invasive plants program remained on controlling species that cause harm to humans (such as Giant Hogweed), infrastructure (such as Knotweeds) and Lomatium (tea plant) and other native species of special concern (such as Scotch Broom). The contractor responsible for invasive plant management provided 175 hours of seasonal employment and on-the-job training to TFN Members.
- Ensured a mosquito control plan was in place and implemented. Implementation of the plan was split between two contractors. One was responsible for freshwater and the other was responsible for saltwater environments. The freshwater contractor provided 60 hours of seasonal employment and on-the-job training to TFN Members.

COMMUNITY SERVICES

In 2015-2016, the Community Services Department contained the following Service Plan areas:

EDUCATION

- Education K-12
- Post-Secondary Education
- Daycare
- Youth Services
- Aboriginal Family Resources On-the-Go (AFROG)
- Language and Culture
- Employment Counsellor

HEALTH AND SOCIAL DEVELOPMENT

- Health
- Income Assistance
- Family Empowerment
- Elders Program

SOCIAL HOUSING

- Canada Mortgage and Housing Corporation (CMHC) Social Housing

Note that in 2016-2017, the Community Services Department was reorganized into two separate Departments: Education and Skills Development and Health and Social Services. This division will be reflected in future annual reports.

EDUCATION

EDUCATION PROGRAMS K-12

OBJECTIVES

- 1 Create a positive, inclusive learning environment for TFN Member students
- 2 Support students in meeting the expected school outcomes and reaching their full potential

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Uptake in programs offered by the education department	✓ Achieved	5% increase in program participation
2 Change in grade performance over the school year	— No Data	Data was unavailable to measure this indicator

ACTIVITIES

- Coordinated monthly meetings of the Parents Education Advisory Committee during the school year.
- Provided instructional support funding for 110 students.
- Provided tuition for 43 students in the Delta School District.
- Processed and provided Youth Grants to 37 students.
- Organized and held a graduation ceremony for 4 students in June 2015.

POST-SECONDARY EDUCATION

OBJECTIVES

- 1 Increase the number of post-secondary education (PSE) applications
- 2 Encourage and engage high school graduates to continue on to post-secondary education

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 The number of applications submitted and approved under the program policy, relative to the number of individuals eligible for post-secondary education	●● In Progress	12 PSE funding applications approved

ACTIVITIES

- Organized two mail outs of PSE funding applications to Members.
- Processed and approved funding for 12 Members under the PSE program.

DAYCARE

OBJECTIVES

- 1 Ensure the daycare activities and supplies are safe and functional
- 2 Ensure staff maintain their licensing requirements
- 3 Increase oral language development in all Early Childhood Education programs
- 4 Host monthly family theme nights in partnership with the Youth Centre to encourage parent and family involvement
- 5 Provide pre-kindergarten readiness skills to prepare children for kindergarten and beyond
- 6 Provide quality childcare free of charge to reduce barriers to Member employment
- 7 Provide safe child care that meets all regulatory requirements

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 All staff meet licensing requirements	✓ Achieved	100% of staff are licenced Early Childhood Educators
2 Member employment rate of parents of children 0-5 over a 5-year period	✓ Achieved	100% of parents of children registered at Daycare are employed or in training
3 Performance of children in kindergarten	— No Data	Data was unavailable to measure this indicator
4 Continue to receive a “Low Inspection Priority” rating on the annual Fraser Health Child Care Facilities Inspection Report	✓ Achieved	n/a

ACTIVITIES

- Facilitated attendance by staff at Aboriginal childcare conference.
- Reviewed kindergarten performance of children who attended the Daycare, with results indicating strong performance.
- Purchased new educational toys and games, and replaced art supplies throughout the year as necessary.

YOUTH SERVICES PROGRAM

OBJECTIVE

- 1 Encourage healthy eating habits and physical activity in the children and youth
- 2 Encourage youth connection to the community through child and youth-oriented events
- 3 Introduce youth to employment experience and on-the-job training

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Average of 22 children and youth participating in Healthy Habits Program and extra-curricular activities	✓ Achieved	22 children and youth participated in programs and activities, on average
2 Successfully host the Halloween, Easter and Summer Dayz events	✓ Achieved	<i>n/a</i>
3 Hire at least 6 youth for summer employment program	✓ Achieved	5 youth applied and were hired for the summer employment program

ACTIVITIES

- Coordinated the summer employment program, which saw three youth hired at the Youth Centre and two at Tsatsu Gas. The target of 6 youth was missed because most young people were hired by Matcon through its summer program.
- Provided fresh after-school snacks daily through the Healthy Habits program. Children were encouraged to try new and healthy foods, including new fruits and vegetables. Dinners were provided during evening programming, and breakfast and lunch were provided on a daily basis during the summer and spring breaks to encourage children and youth to make healthy choices.
- Delivered a successful after-school art program, which was expanded to include younger children due to its popularity among youth. Staff delivered a weekly fitness program, a culture club consisting of language, drumming and singing classes, and a boys and girls book club.
- Organized several events for children and youth, including Halloween and Easter celebrations and summer barbeques, each of which was attended by 50 to 75 community members.
- Organized a summer camping trip at Scowlitz First Nation that incorporated cultural elements, including drumming, singing and Slahal. Staff brought the TFN canoe and taught children the canoe protocols and how to paddle.
- Developed and implemented summer and spring break day camps. Camps ran Monday to Friday from 9am to 5pm and saw participation by 20 to 25 children and youth. Activities included trips to local beaches, parks, the Vancouver Zoo, as well as regular swimming opportunities, a Claymation mini movie camp, a science camp and camps for athletics, lacrosse and soccer.

ABORIGINAL FAMILY RESOURCES ON-THE-GO (AFROG)

OBJECTIVES

- 1 Continue to market the AFROG program as a benefit to all aboriginal families who are looking for culture and resources for their daily living
- 2 Facilitate early childhood learning activities with parents and children that include Aboriginal language and culture

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Increased number of TFN families participating in the AFROG program	●● In Progress	<i>n/a</i>

ACTIVITIES

- Continued to use the TFN cultural calendar as a guide to bring awareness and facilitate learning for families. Used age-appropriate games, stories, toys, arts and crafts to teach parents and children about Aboriginal language and culture.

LANGUAGE AND CULTURE

OBJECTIVES

- 1 Deliver language and culture workshops and classes in all early childhood education (ECE), Youth Centre and education programs to TFN members
- 2 Increase awareness and participation in language and culture in the community
- 3 Document language recordings to preserve language

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Deliver weekly language classes with a minimum of 10 people	✘ Incomplete	5 people per class (Average)
2 Deliver monthly cultural workshops	●●● In Progress	10 cultural workshops held
3 Edit 1,000 audio recordings of elder speaking Hun'qum'inum	— No Update	n/a

ACTIVITIES

- Beginning in September, held language classes and drumming classes on Wednesdays, and cultural club on Thursdays. Staff also integrated language lessons into programming at the Youth Centre.
- Delivered a Language Preschool that incorporated Hun'qum'inum into various activities, including singing songs, reading stories, dancing, making art and playing outside.
- Facilitated cedar weaving workshops to teach Members how to make cedar hats, as well as a wool weaving course held at the Longhouse during which Members used handmade weaving looms to make blankets.
- Organized a berry picking trip for Members, as well as a cedar stripping trip to Katzie First Nation.
- Collaborated with the Natural Resources Department to arrange feather preparation workshops using feathers from 2 eagles.
- Helped organize and deliver the annual First Fish Ceremony. For the first time, an offering was released in Boundary Bay: "We must learn to thank the Salmon People who live beneath the seas and rivers and ask for guidance and protection of all our fishers who go out on the water. This is why we offer food and return the backbone to the river." – Maxine Williams
- Attended and participated in the Ladner May Days parade, and the Canoe Journey.
- Held a Naming Ceremony in February.
- Received and approved Cultural Grants from 16 Members.
- Held Longhouse Committee meetings at least once per month, with regular turnout by committee members.

EMPLOYMENT COUNSELLOR

OBJECTIVE

- 1 Increase employment and employability within the TFN community

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Number of Members who are connected with employment	✔ Achieved	14 Members connected with employment
2 Number of Members who are connected with career-advancing training	✔ Achieved	7 Members connected with post-secondary education and training

ACTIVITIES

- Conducted 150 interventions to connect with Members on and off Tsawwassen Lands.
- Connected with 28 employers in various sectors, including warehousing, construction, retail, and natural resources, regarding employment and training opportunities for Members.
- Hosted a marine career fair for Ledcor Marine and Canada Border Services Agency.

HEALTH AND SOCIAL DEVELOPMENT

HEALTH

HOME AND COMMUNITY CARE

OBJECTIVE

1 Provide Members who require additional support with health care that will enhance their quality of life and reduce their risk of disease and infection

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Identify and collect baseline information on concept of wellness from a TFN perspective	●●● In Progress	n/a

ACTIVITIES

- Continued to work towards identifying and collecting baseline information on concept of wellness, taking into consideration the fact that wellness incorporates both Western and traditional concepts.
- Provided in-home nursing services to eligible Members.
- Arranged for in-home personal care aide for eligible Members.
- Provided foot care to eligible Members.
- Brought in a mobile eye clinic so Members could have their eyes tested and order glasses. Staff distributed glasses to Members and, as needed, drove Members to the eye clinic for adjustments.

HEALTH AND WELLNESS

OBJECTIVE

1 Provide high quality counselling and treatment services that assist Members and their families in increasing their mental wellness to achieve their personal goals

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Client satisfaction as evidenced by survey	✘ Incomplete <i>See activities below.</i>	Counsellors saw 51 Members and supported 6 families.

ACTIVITIES

- Worked towards identifying timelines and resources to develop client satisfaction survey in support of future review and improvement of counselling and treatment services.
- Counsellors assisted with managing Community Action Initiative project, including by engaging community members and their families, organizing meetings and reporting to funders.
- Coordinated traditional and community healing services at health fairs on Tsawwassen Lands.
- Referred 8 Members to residential alcohol and drug treatment. Provided additional referrals to recovery meetings and outpatient services, and provided ongoing aftercare and recovery support, including family meetings.
- Developed protocols for responding to crises and critical incidents, including ongoing reviews of responses. Protocols will be sent back to Members who attended Applied Suicide Intervention Skills Training (ASIST) for input.
- Provided funds in support of an International Women's Day event organized by Members in March 2016.

NURSE PRACTITIONER

OBJECTIVE

- 1 The provision of low-barrier primary healthcare services

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Number of Members who access the clinic	— No Update <i>See activities below.</i>	<i>n/a</i>

ACTIVITIES

- Engaged actively with Fraser Health to bring a Nurse Practitioner clinic to Tsawwassen Lands. The clinic is not yet open, but staff are confident that it will begin operating in 2016-2017. The Nurse Practitioner will be a Fraser Health employee, and the program will therefore be subject to Fraser Health requirements and standards.
- Hired a qualified medical office assistant, and worked with Fraser Health to ensure all requirements are met for the Nurse Practitioner clinic.
- Undertook communications activities to inform Members of progress towards establishing the clinic and that the Nurse Practitioner will be able to help address health concerns and refer Members to additional specialists and services they may need.

HEALING HOUSE

OBJECTIVE

- 1 Develop and implement plan for creation of healing house at TFN

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Operating Healing House by end of fiscal year	— No Update	<i>n/a</i>

INCOME ASSISTANCE

INCOME ASSISTANCE PROGRAM

OBJECTIVE

- 1 Ensure there is a safety net for eligible individuals who are either long-term unemployed or who face multiple barriers to employment

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Services are delivered on time to clients	✓ Achieved	<p>Delivered services to</p> <p>26</p> <p>social assistance clients</p> <p>1 HOUR Average time to deliver services (per client)</p> <p>1 HOUR Average time to process social assistance (per client)</p>

ACTIVITIES

- Supported clients in accessing employment opportunities by referring clients to Employment and Training Coordinator and job fairs.
- Provided transportation (bus tickets) to clients to attend job interviews.

FAMILY EMPOWERMENT

FAMILY EMPOWERMENT

OBJECTIVES

- 1 Assist TFN families to keep families together and to assist in family reunification using a strengths-based approach
- 2 Help to build parents' natural support networks and peer relationships

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Develop and maintain client files that include case plans and progress reports, and written progress reports	✓ Achieved	<p>Delivered services to</p> <p>62</p> <p>clients</p>

ACTIVITIES

- Provided one-on-one and family support services to clients.
- Provided additional support through family meetings, supportive supervision, Sweat Lodges, and medical transportation.
- Assisted Elders at Members' and Elders' gatherings and the Ministry of Children and Family Development Family Group Conference and Outreach.

ELDERS

ELDERS PROGRAM

OBJECTIVES

- 1 Increase participation in Elders Program by 20%
- 2 Host activities with the Youth Centre and Daycare to build intergenerational connections

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 At least three more Elders actively participating in the program	✓ Achieved	12-15 Elders actively participating
2 Elders participate in more physical activities and outings	●● In Progress	n/a
3 Elders, children and youth engage in 3 intergenerational activities annually	✓ Achieved	1 activity per month

ACTIVITIES

- Supported 8 Elders in participating in Elders' Gathering.
- Provided 2 healthy lunches each week for Elders.
- Coordinated at least 2 outings for Elders each month.
- Supported Elders in attending or hosting seasonal lunches.
- Began developing program to help Elders increase their physical activity to maintain or improve their health.

SOCIAL HOUSING

CMHC SOCIAL HOUSING

OBJECTIVE

- 1 Create and operate Tenants' Council

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Ensure rents are collected according to program policy	●●● In Progress	n/a
2 Meet with tenants on a regular basis for financial planning	✓ Achieved	n/a

ACTIVITIES

- Facilitated continued operation of the Housing Committee, and worked towards development of a Tenants' Council.
- Delivered a tenant program that assists tenants in better maintaining their home.
- Coordinated 'Gimme Shelter' Program to assist first-time home buyers and renters. The program, which ran between March 29 and April 14, 2016, saw participation from 14 Members.

LANDS

In 2015-2016, the Lands Department contained the following service plan areas:

LOCAL GOVERNMENT LANDS AND MUNICIPAL SERVICES

- Lands
- Public Works
- Sewer
- Soil
- Drainage
- Water
- Garbage
- Building
- Planning
- Subdivision

MEMBER LANDS AND MUNICIPAL SERVICES

- Sewer
- Facilities
- Property Management
- Member Housing
- Water
- Garbage

LOCAL GOVERNMENT LANDS AND MUNICIPAL SERVICES

LANDS

LONG RANGE PLANNING AND CAPITAL PROJECTS

OBJECTIVE

- 1 Support completion of capital projects and works, and develop plans that support the sustainable long term development of TFN Lands

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Completion of the Community Neighbourhood Plan	●● In Progress	n/a
2 Complete updates to the <i>Building Regulation</i> and the <i>Soil Transport, Deposit, and Removal Regulation (2011)</i>	✓ Achieved	n/a

ACTIVITIES

- Completed the update of the *Building Regulation* and began drafting amendments to the *Soil Transport, Deposit, and Removal Regulation (2011)*.
- Completed the fees review and related regulatory amendments.
- Determined the location for the additional cemetery with Executive Council approval, with design work to start in 2016-2017 fiscal year.
- Conducted slope stability inspection in support of ensuring bluff stability.

ADMINISTRATIVE SUPPORT AND RECORDS

OBJECTIVE

- 1 Implement consistent approaches to records management across all file types in the Lands Department

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Completion of the digital filing system	✓ Achieved	n/a
2 Publish processing brochures for various planning applications	●● In Progress	n/a

ACTIVITIES

- Completed digital and paper map filing system projects.
- Continued to work towards establishment of Geographic Information System (GIS) and mapping of digital records.
- Created file checklists for some file types.

ENFORCEMENT

OBJECTIVES

- 1 Increase compliance by strengthening community relations
- 2 Initiate emergency preparedness upgrades

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Successful completion of community enforcement workshop	✗ Incomplete	n/a
2 Replacement of emergency preparedness supplies	●● In Progress	n/a

ACTIVITIES

- Attended Advisory Council meetings to discuss enforcement issues and published enforcement information in the Community Newsletter.
- Completed audit/inventory list in support of replacing emergency preparedness supplies.
- Ordered 6 TFN trespass letters to individuals as part of Community Safety Strategy implementation.
- Followed up on complaints and ticket issuance, resulting in 1% dispute rate.

PUBLIC WORKS

BOULEVARDS

OBJECTIVES

- 1 Maintain a consistent aesthetic on public boulevards
- 2 Work with contractors to establish and follow a maintenance schedule

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Maintenance is performed according to established schedule	✓ Achieved	n/a

ACTIVITIES

- Followed regular maintenance schedule for existing roads, and made adjustments to the schedule as new roads were constructed.

ROADS

OBJECTIVES

- 1 Ensure the pavement surface meets a reasonable safety standard, ensure street lights and signs are functional
- 2 Create a road, sign and street light maintenance program/schedule

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Same-day snow clearing on major roads	✓ Achieved	n/a
2 Establishment and implementation of road, sign and street light maintenance program/schedule	●● In Progress	n/a

ACTIVITIES

- Achieved same-day response to the one minor snow event in 2015-2016.
- Undertook road, sign and streetlight maintenance as needed.
- Installed 3 speed limit signs, and installed LED street lights on Tsawwassen Drive in accordance with the Capital Plan.

PARKS

OBJECTIVES

- 1 Establish a maintenance schedule
- 2 Ensure staff have the required maintenance training

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Maintain parks and sports field in accordance with established schedule	●● In Progress	n/a
2 Staff complete the maintenance training course	— No Update	n/a

ACTIVITIES

- Ensured sports field contractor conducted maintenance in alignment with the approved contract.
- Conducted maintenance on the Falcon Way playground in accordance with established schedule.

SEWER

SEWAGE TREATMENT PLANT

OBJECTIVES

- 1 Provide reliable sewage treatment for existing and future development on TFN Lands
- 2 Build and commission the new sewage treatment plant

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 An operational new sewage treatment plant by fiscal year end	✓ Achieved	n/a

ACTIVITIES

- Opened and began operating the new sewage treatment plant.

LIFT STATIONS

OBJECTIVE

- 1 Operate and maintain a reliable sewage treatment collection system

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Same-day response to service disruptions	✓ Achieved	100% same-day response rate to approximately 20 service disruption call outs

ACTIVITIES

- Added 2 new lift stations and replaced 4 pumps.

SOIL

PERMITS – SOIL

OBJECTIVES

- 1 Timely review and issuance of soil permits and consistent monitoring for compliance
- 2 Update the regular permit inspection schedule
- 3 Update internal application processing system

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Number of permits processed	●●● In Progress	5 soil fill permits issued
2 Implementation of updated application processing system and permit inspection schedule	●●● In Progress	<i>n/a</i>

ACTIVITIES

- Updated application process and continued to develop inspection schedule.

HAUL ROAD

OBJECTIVES

- 1 Maintain a safe and efficient haul road
- 2 Ensure haul road users are following established safety and operational protocols
- 3 Minimize impacts to surrounding community, street sweeping and re-alignment
- 4 Establish maintenance schedule

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Maintain haul road in accordance with established schedule	✓ Achieved	n/a
2 Continue weekly street sweeping program	✓ Achieved	n/a
3 Re-align haul road away from residences	✓ Achieved	n/a

ACTIVITIES

- Installed wheel wash and repaired sections of the haul road as needed.
- Initiated regular watering of the haul road by residential developers.
- Provided ongoing maintenance of the haul road in accordance with established schedule, and continued weekly street sweeping program.

DRAINAGE

DITCHES AND STORM

OBJECTIVE

- 1 Minimize flooding risk through maintenance of ditches, culverts and storm sewers

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Minimize flooding caused by ditch back-ups	●●● In Progress	n/a

ACTIVITIES

- Performed regular maintenance, and retained a contractor to clear the Eagle Way ditch.

PUMPS

OBJECTIVE

- 1 Establish a pump maintenance schedule

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Maintain pumps in accordance with established schedule	✓ Achieved	n/a

ACTIVITIES

- Started Bandwidth pump station capital project upgrade.
- Began construction on the industrial pump station.

WATER

DISTRIBUTION – WATER

OBJECTIVES

- 1 Safe and efficient operation of the water distribution system and fire hydrants
- 2 Implement water metering program for leasehold residences

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Follow the established water testing schedule	✓ Achieved	n/a
2 Same-day response to emergency call outs	✓ Achieved	n/a
3 Follow the established fire hydrant maintenance schedule	✓ Achieved	n/a
4 Successful implementation of water metering program	✓ Achieved	42 water meters installed in Tsawwassen Shores 1A

ACTIVITIES

- Met bi-weekly water testing schedule.
- Conducted annual inspection and maintenance of fire hydrants.
- Undertook annual testing by exercising valves.

GARBAGE

GARBAGE, RECYCLING AND ORGANICS SERVICES

OBJECTIVES

- 1 Provide reliable garbage, recycling and organics pickup service for residential non-strata properties, and minimize landfill waste
- 2 Reduce the proportion of waste that is being diverted to the landfill

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Reduced proportion of waste being diverted to landfill	— No Data <i>See activities below.</i>	Data was unavailable to measure this indicator
2 No missed collection days	✓ Achieved	0 missed collection days

ACTIVITIES

- Received first annual waste diversion report, which TFN will use to assess future waste diversion goals.
- Provided reliable garbage, recycling and organics service to residences on Tsawwassen Lands.

BUILDING

PART 3 PERMITS

OBJECTIVE

- 1 Review, issue and perform inspections of part 3 buildings in a timely and efficient manner

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Number of permits issued	●● In Progress	20 permits issued ↑ (11 permits in 2014-2015)

ACTIVITIES

- Conducted ongoing inspections of approved permits in accordance with construction schedules.

PART 9 PERMITS

OBJECTIVE

- 1 Review, issue and perform inspections of part 9 buildings in a timely and efficient manner

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Number of permits issued	●● In Progress	39 permits issued ↑ (13 permits in 2014-2015)

PLANNING

PERMIT REVIEW, ISSUANCE AND MONITORING

OBJECTIVES

- 1 Issue decisions for land-related permit applications and issues in a timely and efficient manner
- 2 Ensure consultation is undertaken for all rezoning and neighbourhood plan amendments

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Number of permits issued	✓ Achieved	14 Subdivision Applications reviewed 4 Development Permits issued 5 Rezoning Amendments approved 43 Sign Permits issued 4 Neighbourhood Plan Amendments issued 3 Tree Permits
2 Meet statutory requirements for consultation services	✓ Achieved	

ACTIVITIES

- Completed consultation work for regulatory amendments, rezonings and Neighbourhood Plan amendments as applications came forward.

PERMIT PROCESSES

OBJECTIVE

- 1 Ensure all prospective businesses are aware of business licencing requirements

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 All operating businesses are licenced by fiscal year-end	✘ Incomplete <i>See activities below.</i>	<i>n/a</i>

ACTIVITIES

- Established business licencing process.
- Provided contractors on Tsawwassen Lands and existing businesses with information on licencing and invited them to begin applying for business licences near the end of the fiscal year.

TSAWWASSEN SHORES SUBDIVISION

OBJECTIVE

- 1 Complete all inspections and design reviews related to this application, and manage all sub-consultants assisting with this review

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Complete all inspections and design reviews related to this application, and manage all sub-consultants assisting with this review	●●● In Progress	<i>n/a</i>

ACTIVITIES

- Completed design reviews and inspections for phase 1B.

TSAWWASSEN MILLS AND TSAWWASSEN COMMONS 2ND SUBDIVISION

OBJECTIVE

- 1 Complete all inspections and design reviews related to this application, and manage all sub-consultants assisting with this review

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Complete all inspections and design reviews related to this application, and manage all sub-consultants assisting with this review	●●● In Progress	n/a

ACTIVITIES

- Completed design reviews and inspections for all offsite works for Tsawwassen Mills and all TFN-owned services for Tsawwassen Commons.

MEMBER LANDS AND MUNICIPAL SERVICES

SEWER

SEWAGE TREATMENT PLANT – MEMBERS

OBJECTIVES

- 1 Provide reliable sewage treatment for existing and future development on TFN Lands
- 2 Build and commission the new sewage treatment plant

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 An operational new sewage treatment plant by fiscal year end	✓ Achieved	n/a

ACTIVITIES

- Opened and began operating the new sewage treatment plant.

LIFT STATIONS – MEMBERS

OBJECTIVE

- 1 Operate and maintain a reliable sewage treatment collection system

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Same-day response to service disruptions	✓ Achieved	<p>100%</p> <p>same-day response rate to approximately 20 service disruption call outs</p>

ACTIVITIES

- Added 2 new lift stations and replaced 4 pumps.

FACILITIES

FACILITY MAINTENANCE AND REPAIRS

OBJECTIVE

- 1 Perform maintenance projects on government-owned administration and community buildings to improve usability and life span and ensure health and safety standards are met

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Completion of planned improvements to church, administration building, Youth Centre, daycare, bus shelters	●● In Progress	n/a

ACTIVITIES

- Completed church renovations and Youth Centre renovations.
- Completed renovations in the nurse's trailer and Training Centre, and performed ongoing maintenance and repairs on TFN-owned housing as required.

FACILITY OPERATIONS

OBJECTIVE

- 1 Minimize service disruptions to operations in government-owned buildings through efficient management practices

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Implementation of new waste disposal contract for administration buildings	✓ Achieved	<i>n/a</i>
2 Create an updated Recreation Centre bookings procedure	••• In Progress	120 bookings received and processed (approximately)

ACTIVITIES

- Implemented new waste disposal contract in January 2015.
- Began drafting changes to the Recreation Centre bookings procedure.

PROPERTY MANAGEMENT

AGRICULTURAL LANDS AND LEASES

OBJECTIVES

- 1 Achieve medium-term goals listed in agricultural plan
- 2 Establish barn maintenance program
- 3 Maintain good communication with agricultural leaseholders
- 4 Monitor longer-term lease opportunities

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Annual meetings with agricultural leaseholders	✓ Achieved	<i>n/a</i>
2 Meet medium-term goals listed in Agricultural Plan	••• In Progress	<i>n/a</i>
3 Conduct barn maintenance in accordance with schedule	••• In Progress	<i>n/a</i>

ACTIVITIES

- Held annual meetings with all long-term agricultural leaseholders. One lease was terminated due to industrial development; other leases continued in good standing.
- Facilitated continued involvement of Members in TFN Farm School and assisted with grant applications.
- Supported Farm School in undertaking market-related activities and initiated communications with Farm School towards agriculture-related community activities.
- Began maintenance and repair of barn on 28 Avenue, and assessed serviceability of barn on 64 Street.

RESIDENTIAL LEASES

OBJECTIVE

1 Renew rental agreements with model tenants and ensure properties are rented in accordance with TFN policies

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Execution of annual lease agreements in accordance with policy	✓ Achieved	100% tenancy in TFN's four rental homes

ACTIVITIES

- Supported process to find new tenant for one residential lease.
- Performed repairs and maintenance work on residential properties as required.

BILLBOARDS

OBJECTIVE

1 Balance revenue opportunities with longer term plans for TFN-owned lands

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Examine extension opportunities for existing leases	●●● In Progress	n/a

MEMBER HOUSING

SOCIAL HOUSING

Note: see the Social Housing heading in the Community Services section for information about TFN's social housing activities in 2015-2016.

HOUSING CONSTRUCTION AND GRANTS

OBJECTIVE

- 1 Provide a central contact point, information and advice regarding housing construction for TFN Members

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Number of grants issued by TFN	●●● In Progress	7 grants issued
2 Number of external grants accessed by TFN Members	●●● In Progress	13 external grants accessed by TFN Members
3 Initiation of capital Member Housing Construction project	✕ Incomplete	<i>n/a</i>
4 Completion of housing construction informational materials	●●● In Progress	<i>n/a</i>

ACTIVITIES

- Explored options and consulted with Membership on housing construction and grants at Members' Gathering.

WATER

WATER DISTRIBUTION - MEMBERS

OBJECTIVE

- 1 Safe and efficient operation of the water distribution system and fire hydrants

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Follow the established water testing schedule	✓ Achieved	<i>n/a</i>
2 Same-day response to emergency call outs	✓ Achieved	<i>n/a</i>
3 Follow the established fire hydrant maintenance schedule	✓ Achieved	<i>n/a</i>

ACTIVITIES

- Met bi-weekly water testing schedule.
- Conducted annual inspection and maintenance of fire hydrants.
- Undertook annual testing by exercising valves.
- Installed and tested pressure release valves in most on-Tsawwassen Lands Members' homes.

GARBAGE

GARBAGE, RECYCLING AND ORGANICS SERVICE – MEMBERS

OBJECTIVES

- 1 Provide reliable garbage, recycling and organics pickup service for residential non-strata properties, and minimize landfill waste
- 2 Reduce the proportion of waste that is being diverted to the landfill

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Reduced proportion of waste being diverted to landfill	— No Data	Data was unavailable to measure this indicator
2 No missed collection days	✓ Achieved	0 missed collection days

ACTIVITIES

- Received first annual waste diversion report, which TFN will use to assess future waste diversion goals.
- Provided reliable garbage, recycling and organics service to residences on Tsawwassen Lands.

NATURAL RESOURCES

In 2015-2016, the Natural Resources Department contained the following service plan areas:

- Fisheries
- Gathering
- Migratory Birds
- Communication and Consultation

FISHERIES

OBJECTIVES

- 1 Achieve a near 100% catch of yearly allocation for all fish and shellfish species, subject to conservation concerns
- 2 Seek opportunities to expand fish, shellfish and bivalve opportunities for the Membership
- 3 Ensure enforcement and compliance with Fisheries and Oceans Canada (DFO) and TFN regulations, as required by Treaty
- 4 Ensure that our cultural traditions respecting our fisheries are honoured

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Actual percentage caught of allocation of each of the species	✓ Achieved	95.7% Food, Social and Ceremonial (FSC) Chinook ↑ (61% in 2014-2015)

		<p>97.6% FSC Sockeye <i>(98% in 2014-2015)</i></p> <p>103% FSC Chum <i>↓ (135% in 2014-2015)</i></p> <p>80.2% Economic Opportunity (EO) chum <i>↑ (66% in 2014-2015)</i></p> <p>61 Pounds caught - FSC eulachon <i>↑ (60 pounds in 2014-2015)</i></p>
2 Number of new commercial licences and new licences for other species	●●● In Progress	2 crab licences were transferred from leaseholders to 2 Members
3 Number of infractions with goal of less infractions each year	✓ Achieved	14 infractions <i>↓ (46 infractions in 2014-2015)</i>
4 Fishermen being in compliance and meeting the 20% for Food, Social and Ceremonial (FSC) fishery validation requirements and 100% for Commercial fisheries	✓ Achieved	22% FSC crab

		<p>100% FSC eulachon</p> <p>55.1% FSC Sockeye salmon</p> <p>47.8% FSC Chinook salmon</p> <p>21.3% FSC chum</p> <p>100% EO chum salmon</p>
5 Successful coordination of the First Fish Ceremony	✓ Achieved	n/a

ACTIVITIES

- Organized and held the First Fish Ceremony on July 23, 2015.
- Participated in numerous intergovernmental meetings, including:
 - 3 meetings of the Joint Technical Committee (July 13 and October 6, 2015, and February 29, 2016)
 - 2 meetings of the Joint Fisheries Committee (November 23, 2015 and March 29, 2016)



— 2 meetings of the Joint Enforcement Committee (June 15, 2015 and December 1, 2015)

— 6 meetings of the First Nation Fisheries Legacy Committee

— 2 Protocol meetings

— Monthly meetings of the Lower Fraser Fisheries Alliance Executive Committee and bi-monthly meetings of the Fishery Forum

— 4 meetings of the Fraser River Aboriginal Fisheries Secretariat Forum on Conservation and Harvest Planning for Fraser Salmon

— 2 Crab Sectoral meetings

— 3 Fraser Salmon Management Council meetings

- Continued ongoing efforts related to the exercise of FSC groundfish harvesting opportunities.
- Coordinated 2 EO openings for Chum salmon on October 22 and 25, 2015.
- Coordinated 2 openings for FSC Sockeye salmon. Due to low numbers, Chinook salmon was distributed in addition to Sockeye to meet community food fish distribution needs.
- 400 crab were allocated for general distribution, 511 were distributed to TFN events and 669 were distributed directly to Members from the crab live tank. Other FSC distributions were done by TFN crabbers themselves.
- Conducted the following enforcement activities:
 - 152 land-based crab monitoring and enforcement patrols
 - 20 vessel-based crab monitoring and enforcement patrols
 - 26 land-based salmon monitoring and enforcement patrols
 - 28 vessel-based salmon monitoring and enforcement patrols
 - 3 vessel-based eulachon monitoring and enforcement patrols
 - 14 warnings issued for first-time infractions
 - 2 vessels directed off of fishery grounds

GATHERING

OBJECTIVE

- 1 Increase awareness of gathering opportunities and promote sustainable harvesting of resources on TFN Lands and in the Traditional Territory

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Number of members harvesting	✓ Achieved	9 members have TFN Gathering Licences
2 Area of land made available for harvesting through gathering plans	✓ Achieved	n/a

ACTIVITIES

- Facilitated gathering in Pinecone-Burke and Golden Ears provincial parks, as well as Burns Bog and Boundary Bay Regional Park.
- Conducted 2 workshops on Tsawwassen Lands for harvesting qəxmin and stinging nettle.

MIGRATORY BIRDS

OBJECTIVE

- 1 Promote the safe exercise of the right to hunt

PERFORMANCE INDICATORS

INDICATOR	STATUS	DATA
1 Host Conservation and Outdoor Recreation Education (CORE) workshop for Members	✓ Achieved	n/a

ACTIVITIES

- Conducted CORE training on Tsawwassen Lands on May 31, 2015.
- During the CORE training course, and during compliance checks, informed Members of the *Discharge of Firearms Regulation* and the *Hunting Regulation* in regards to safe hunting practices.
- Conducted 52 land-based hunter patrols and made compliance checks on hunters in regards to the *Discharge of Firearms Regulation* and the *Hunting Regulation*.

COMMUNICATION AND CONSULTATION

OBJECTIVE

- 1 Ensure Members are aware of, and consulted on, decisions and opportunities related to natural resources

PERFORMANCE INDICATORS


INDICATOR	STATUS	DATA
1 Average attendance of 12 members at each Natural Resources Advisory Committee meeting	••• In Progress	10 members in attendance on average

ACTIVITIES

- Held seven Natural Resources Committee meetings (April 28, 2015; May 20, 2015; June 30, 2015; September 29, 2015; November 9, 2015; February 18, 2016; March 17, 2016).
- Submitted 38 Natural Resources segments to the Community Newsletter.

CONSOLIDATED FINANCIAL STATEMENTS

FINANCIAL STATEMENTS



TSAWWASSEN FIRST NATION
s̓əwəbən məsteyəx™

Statement of Management's Responsibility

The accompanying consolidated financial statements of Tsawwassen Government (the "Government") are the responsibility of management and have been approved by the Executive Council.


These consolidated financial statements have been prepared by management in accordance with the significant accounting policies as set out in Note 2 to the consolidated financial statements and comply with Canadian Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada and the Tsawwassen Financial Administration Act of the Government. Consolidated financial statements are not precise since they include certain amounts based on estimates and judgements. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

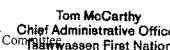
The Government fulfills its accounting and reporting responsibilities through the Chief Administrative Officers and the Director of Finance by maintaining systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the Government's assets are appropriately accounted for and adequately safeguarded.


The Executive Council and Finance and Audit Committee are responsible for ensuring that management fulfills its responsibilities for financial reporting, and the Executive Council is ultimately responsible for reviewing and approving the consolidated financial statements.


The Executive Council reviews and approves the Government's consolidated financial statements. The Executive Council and the Finance and Audit Committee meet periodically with management, as well as the external auditors, to discuss internal controls over financial reporting, to satisfy themselves that each party is properly discharging their responsibilities, and to review the consolidated financial statements and the external auditors' report. The Executive Council takes this information into consideration when approving the consolidated financial statements for issuance to the Members of Tsawwassen First Nation. The Executive Council and the Finance and Audit Committee also consider the engagement of the external auditors.

The consolidated financial statements have been audited by Deloitte LLP in accordance with Canadian public sector accounting standards on behalf of the members. Deloitte LLP have full access to the Executive Council and the Finance and Audit Committee.


 Chief Bryce Williams, Chief


Tom McCarthy
 Chief Administrative Officer
 Tsawwassen First Nation


 Ms. Sharon Varkin, Director of Finance



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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, 2016, and the consolidated statements of operations and accumulated surplus, changes in net financial assets (debt) 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

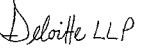
Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain 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, 2016, and the results of its operations, changes in its net financial assets (debt) and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Chartered Professional Accountants
 July 28, 2016
 Vancouver, British Columbia

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Tsawwassen Government

Notes to the consolidated financial statements
March 31, 2016

1. Operating authority

The Tsawwassen Government (the "Government") operates under the authority of the Constitution Act of the Tsawwassen First Nation (the "First Nation") and under the Tsawwassen First Nation's Final Agreement (the "Agreement").

The members of the First Nation ratified the Agreement on July 25, 2007. The Government of Canada and the Province of British Columbia ratified the Agreement through the Legislature and the House of Commons enacting their respective Acts to give effect to the Agreement. The Agreement came into effect on April 3, 2009.

The Government comprises:

- an elected legislative body known as Tsawwassen Legislature (the "Legislature") which is responsible for enacting laws, considering merits of proposed laws, resolutions and motions;
- the Chief is accountable for the day-to-day functioning of the Government;
- an Executive Council which conducts responsibilities as assigned to it by the Legislature, including directing the programs and services provided by the Government;
- a Judicial Council which includes being responsible for hearing challenges to the laws, resolving disputes between members and elected officials, and investigating financial irregularities; and
- an Advisory Council which is responsible for hearing ideas and concerns of members, and to prepare and present these to the Legislature and the Executive Council.

2. Significant accounting policies

These consolidated financial statements of the Government have been prepared by management in accordance with Canadian public sector accounting standards, and are prepared in accordance with the Tsawwassen Financial Administration Act of the Government. The significant accounting policies are as follows:

(a) Principles of consolidation

These consolidated financial statements include the accounts of the Government and organizations controlled by the Government.

Organizations considered to be Government business enterprises or Government business partnerships are accounted for using the modified equity method. Under this method, the Government reports its investment and advances to and proportionate share of the net income or loss of the organization.

Other Government organizations are consolidated in the financial statements after eliminating any intercompany transactions and balances.

Trust funds under the Government's control are incorporated directly into the Government's accounts while those not under the Government's control, or trusts administered on behalf of other parties, are excluded from the consolidated Government reporting entity.

Tsawwassen Government

Notes to the consolidated financial statements
March 31, 2016

2. Significant accounting policies (continued)

(a) Principles of consolidation (continued)

The following are the organizations comprising the consolidated Government reporting entity and the method for which they are accounted for in these consolidated financial statements:

Consolidated

Stahaken Developments Ltd.
483071 B.C. Ltd.
Tsatsu Shores Homeowners Corporation
Tsatsu Enterprises Ltd.
TFN Economic Development Limited Partnership
TFN Economic Development Corporation
TFN Construction Ltd.
TFN Renewable Energy Corporation
TFN Commercial Lands Corporation
0844666 B.C. Ltd.
0844663 B.C. Ltd.
TFN Industrial Lands Corporation
TFN Brunswick Point Land Corporation

Modified equity

600911 British Columbia Ltd. ("Gas bar")
TFN Construction Limited Partnership

Cost

Indigena Solutions Inc.
Indigena Solutions Limited Partnership

(b) Revenue recognition

These consolidated financial statements have been prepared utilizing the accrual basis of accounting. Restricted revenues are recognized as revenue in the year in which the related expenses are incurred with unexpended restricted revenues being deferred. Unrestricted revenues are recognized as revenue when received or receivable and collection is reasonably assured.

Property taxes, lease and rental revenue, permit and registry fees and investment income revenues are recognized in the period earned and when collection is reasonably assured.

Government transfers from the federal and provincial governments that do not include stipulations are recognized as revenues when the transfers have been authorized, eligibility criteria have been met and a reasonable estimate of the amount can be made. Government transfers with stipulations are recognized as revenue in the period the transfers are authorized, and eligibility criteria and stipulations are met.

Land lease revenue is recognized on a straight-line basis over the terms of the respective lease agreements when collection is reasonably assured. Payments received in advance under the long-term land lease agreements are deferred and recorded as deferred land leases. Contingent payments are recognized as they are received.

Offsite levies are recognized as revenue in the period when the related infrastructure work is completed and when collection is reasonably assured.

Donated assets that do not include stipulations are recognized as revenues when assets are received and a reasonable estimate can be made. Donated assets with stipulations are recognized as revenue in the period when assets received, a reasonable estimate can be made, and eligibility criteria and stipulations are met.

Tsawwassen Government

Notes to the consolidated financial statements
March 31, 2016

2. Significant accounting policies (continued)

(c) Accumulated surplus

Various funds are included in the accumulated surplus. These funds are not presented separately in the statement of operations but are presented on a consolidated basis, with any inter-fund balances and transactions eliminated. The funds are, however, separated for the purposes of segmented reporting and are detailed in Schedules 2 and 3. The various funds include the following:

(i) General Fund

The General Fund operates and administers the activities of the Government. Investment income earned on the fund balance is retained by this fund and is available for future use.

(ii) Tangible Capital Assets Reserve

This fund is to provide ongoing funding for the maintenance and replacement of all tangible capital assets. Investment income earned on the fund balance is retained by this fund and available for future use.

(iii) Local Revenue Fund

This fund consists of monies raised under the Property Tax Act. Investment income and other income earned on the fund balance is attributable to the General Fund.

(iv) Members Business Development Fund

This fund is to provide business loans to Members for Vancouver port related project development opportunities. Investment income earned on the fund is retained in the fund.

(v) Cultural Purposes Fund

This fund combines the Treaty's Cultural Purposes Fund, the Forestry Fund and the Wildlife Fund. The intent of this combined fund is to assist in protecting and preserving the Tsawwassen culture, heritage and language; to provide firewood for the longhouse and for ceremonial fires; and to provide meat for the longhouse. Investment income earned on the fund balance is retained by this fund and available for future use.

(vi) Commercial Fish Fund

This fund is to increase the commercial fishing capacity through the purchase of commercial licences. Investment income earned on the fund balance is retained by this fund and available for future use.

(vii) Commercial Crab Fund

This fund combines the Commercial Crab Fund and the Commercial Crab Licences Fund. The intent of this combined fund is to enhance commercial crab fishing capacity. Investment income and other income earned on the fund balance is retained by this fund and is available for future use.

(viii) Reconciliation Fund

This fund is to provide for legacy projects which will acknowledge the funding provided by Canada. Investment income earned on the fund balance is attributable in part to the General Fund and part to be retained by this fund and available for future use.

(ix) Implementation Fund

This fund includes support functions and activities, including self-government programs and services over the long term. Investment income earned on the fund balance is retained by this fund and is available for future use.

Tsawwassen Government

Notes to the consolidated financial statements
March 31, 2016

2. Significant accounting policies (continued)

(d) Cash, short-term investments and restricted cash

Cash, short-term investments, restricted cash and designated trust funds are recorded at cost, less any provision for impairment where investments are considered to be other-than temporarily impaired.

(e) Tangible capital assets

Tangible capital assets are recorded at cost and are amortized over their estimated useful lives using the straight-line method as follows:

Water and sewer system	30 years
Buildings	20 years
Housing projects	Based on term of long-term debt
Furniture and equipment	5 years
Vehicles and boat	5 years
Playground	10 years
Roads	30 years
Capital infrastructure	30 years
Dykes	50 years
Storm water	30 years
Capital subdivision	30 years

Capital infrastructure and subdivision under construction are not amortized until brought into use.

When conditions indicate that a tangible capital asset no longer contributes to provide goods or services, or that the value of future economic benefits is less than its book value, the carrying value of the asset is reduced to reflect the decline in value.

(f) Income taxes

The consolidated taxable entities of the Government use the liability method of accounting for income taxes. Under this method, current income taxes are recognized for the estimated income taxes payable for the current year. Future income tax assets and liabilities are recognized for temporary differences between the tax and accounting bases of assets and liabilities and are calculated using tax rates anticipated to be in effect in the periods that the temporary differences are expected to reverse. The effect of a change in the income tax rates on future income tax assets and liabilities is recognized in operations in the period the change becomes substantively enacted.

The Government is not subject to income taxes but incurs an Own Source Revenue ("OSR") liability under the terms of the OSR agreement with the Government of Canada and Province of British Columbia.

(g) Employee benefits

Under the terms and conditions of employment, Government employees may qualify and earn benefits for annual leave, severance and other benefits. The estimated liability for annual leave and other benefits is recorded as the benefits are earned by employees and included in wages and benefits (Note 17). Severance liabilities are recorded when employees are identified for termination.

Tsawwassen Government

Notes to the consolidated financial statements
March 31, 2016

2. Significant accounting policies (continued)

(h) Use of estimates

The preparation of consolidated financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, revenues and expenses and the disclosure of contingent assets and liabilities for the reporting period. The estimates used in preparation of these financial statements include, amongst other things, collectability of receivables, offsite levies revenue and receivable, fair value of Tsawwassen Final Agreement receivable, estimated useful lives of tangible capital assets, accrued liabilities, fair value of Tsawwassen Final Agreement debt payable and contingent liabilities. Actual results could differ from those estimates.

(i) Adoption of new accounting standard

The Government recognizes and measures a liability for remediation of contaminated sites. As at March 31, 2016, no contaminated sites have been identified that meet the criteria in the standard.

(j) Budget figures

Budgeted revenue figures are based on expected cash receipts.

3. Short-term investments

Short-term investments are comprised of highly liquid term deposits earning interest at rates ranging from 0.6% to 1.2% annually, maturing within 3 to 12 months. Short-term investments maturing after 12 months have been classified as long-term investments.

Included in short-term investments is \$196,987 (2015 - \$659,638) in term deposits held as security with respect to bank financing.

4. Accounts receivable

	2016	2015
	\$	\$
Property taxes	1,401,525	230,637
Matcon Joint Venture	765,271	1,409,584
Goods and Service Tax and Provincial Sales Tax	674,295	448,722
Other	625,179	212,788
ACCESS	181,478	-
Member receivables	137,441	200,374
AANDC	5,000	5,000
Province of British Columbia	4,400	2,465
Ivanhoe Cambridge Inc.	-	20,487,620
FNES	-	4,376
	3,794,589	23,001,566
Allowance for doubtful accounts	(12,963)	(89,514)
	3,781,626	22,912,052

Tsawwassen Government

Notes to the consolidated financial statements
March 31, 2016

5. Land leases receivable

	2016	2015
	\$	\$
Ivanhoe Cambridge Inc. principal receivable of \$7,301,970 plus accrued interest at 2% per annum, due January 23, 2017	7,301,970	16,549,470
Tsawwassen Development Power Centre Limited Partnership principal receivable of \$3,504,226, due January 23, 2017, plus accrued interest at 5% per annum	3,504,226	7,770,226
Accrued interest	130,669	465,033
	10,936,865	24,784,729
Less: current portion	(10,936,865)	(13,513,500)
	-	11,271,229

6. Restricted cash

	2016	2015
	\$	\$
Cultural Purpose Fund	1,746,848	1,500,028
Commercial Fish Fund	1,602,985	1,379,756
Commercial Crab Fund	881,339	747,367
Reconciliation Fund	240,003	239,536
Replacement Reserve Other (b)	3,579,785	2,845,381
	8,050,960	6,712,068

(a) The Replacement Reserve Other relates to monies restricted for a building replacement fund.

(b) The Replacement Reserve Fund under the Housing Program required funds to be held in a separate bank account under the Government's Operating Agreement with CMHC related to the Housing Program. As at March 31, 2016, the property and social housing under the Housing Program were transferred to the Government.

Tsawwassen Government

Notes to the consolidated financial statements
March 31, 2016

7. Investments in and advances to other entities

	2016	2015
	\$	\$
600911 B.C. Ltd. (100%)		
Shares	5	5
Cumulative net income	293,381	110,302
Advances	201,250	201,250
	494,636	311,557
TFN Construction Limited Partnership		
Shares	1	1
Cumulative net income	5,139,977	3,558,706
Cumulative distributions	(5,139,977)	(3,558,706)
	1	1
Tsawwassen First Nation Trust Society		
Advances	5	5
Indigena Solutions Inc.		
Shares	51	51
Cumulative net loss	(644,455)	(644,455)
	(644,404)	(644,404)
	(149,762)	(332,841)

The above advances are unsecured, non-interest bearing and have no fixed terms of repayment.

The Government is not recording additional losses or liabilities related to its investment in Indigena Solutions Inc. as the Government has not guaranteed the obligations of the investee and is not committed to providing any additional financing.

Proportionate financial information of the entities are as follows:

	2016					
	Assets	Liabilities	Net assets	Revenue	Expenses	Net income (loss)
	\$	\$	\$	\$	\$	\$
600911 B.C. Ltd.	634,833	341,447	293,386	3,134,173	2,951,094	183,079
TFN Construction Limited Partnership	2,346,742	765,471	1,581,271	1,581,271	-	1,581,271
	2,981,575	1,106,918	1,874,657	4,715,444	2,951,094	1,764,350
	2015					
	Assets	Liabilities	Net assets	Revenue	Expenses	Net income (loss)
	\$	\$	\$	\$	\$	\$
600911 B.C. Ltd.	753,154	642,847	110,307	2,944,288	2,857,939	86,349
TFN Construction Limited Partnership	1,421,226	3,246	1,417,980	1,601,217	1,614	1,599,603
	2,174,380	646,093	1,528,287	4,545,505	2,859,553	1,685,952

Tsawwassen Government

Notes to the consolidated financial statements
March 31, 2016

8. Tsawwassen Final Agreement receivable/debt payable

(a) Tsawwassen Final Agreement receivable

	2016	2015
	\$	\$
Receivable, beginning of year	3,989,775	4,880,191
Cash received in the current year	(1,066,146)	(1,066,146)
Interest earned	135,177	175,730
Receivable, end of year	3,058,806	3,989,775
Current portion	(974,139)	(930,969)
	2,084,667	3,058,806

The Final Agreement receivable bears interest at 4.545% and is receivable annually over 10 years commencing April 3, 2009. Amounts receivable represent both principal and interest elements as follows:

	Principal	Interest	Total
	\$	\$	\$
2017	974,139	92,007	1,066,146
2018	1,018,916	47,230	1,066,146
2019	1,065,751	395	1,066,146
	3,058,806	139,632	3,198,438

(b) Tsawwassen Final Agreement debt payable

	2016	2015
	\$	\$
Debt payable, beginning of year	1,758,332	2,151,200
Cash payments in the current year	(469,478)	(469,478)
Accrued interest	46,116	76,610
Debt payable, end of year	1,334,970	1,758,332
Current portion	(431,069)	(423,362)
	903,901	1,334,970

The debt payable bears interest at 3.95% and is repayable annually over 10 years commencing April 3, 2009. Amounts payable represent both principal and interest elements as follows:

	Principal	Interest	Total
	\$	\$	\$
2017	431,069	38,409	469,478
2018	447,462	22,016	469,478
2019	456,439	13,039	469,478
	1,334,970	73,464	1,408,434

Tsawwassen Government

Notes to the consolidated financial statements
March 31, 2016

8. Tsawwassen Final Agreement receivable/debt payable (continued)

The credit, interest, liquidity and cash flow risks associated with this receivable and debt payable are considered to be similar to those generally faced by Canada and BC. The Government's risk is dependent on those governments' ability to fund the obligations established under the Agreement. It is management's opinion that the Government is not exposed to significant risks arising from these financial instruments.

9. Deferred revenue

Deferred revenue consists of proceeds received for specific projects or programs to be completed in the future. These amounts will be recognized in the period monies are used for the purpose specified.

	2016	2015
	\$	\$
Off-site levies	5,752,050	25,263,788
Vancouver Port Authority Joint Venture Fund Interest	263,000	263,000
Others	59,764	230,417
	6,074,814	25,757,205

Vancouver Port Authority Joint Venture Fund Interest relates to funds received for the 2017 fiscal year and are therefore classified as deferred revenue. Until such time that the Joint Venture proceeds, Vancouver Port Authority is required to pay interest to the Government equal to \$263,000 per annum.

10. Deferred land leases

	2016	2015
	\$	\$
Balance, beginning of year	50,742,266	51,250,070
Amounts received or receivable	3,060,030	10,850
Land lease revenue recognized	(602,138)	(518,654)
	53,200,158	50,742,266

The Government, through its subsidiaries, TFN Commercial Lands Corporation and TFN Industrial Lands Corporation lease land rights to third party tenants under long-term lease agreements. Lease amounts received in advance are deferred and recognized as income over the terms of the leases on a straight-line basis.

As part of the lease agreements, the tenants have agreed to make certain contributions for employment, business and training opportunities for TFN members and TFN entities associated with the development of the leased lands. The contributions are received under certain programs annually ranging from 3 to 10 years and total \$540,000. During the year, \$40,000 (2015 - \$30,000) was received under these agreements.

Tsawwassen Government

Notes to the consolidated financial statements
March 31, 2016

11. Long-term debt

	2016	2015
	\$	\$
VanCity \$20,000,000 revolving loan, repayable on demand, with interest only instalments at prime plus 0.5%, due on June 18, 2016.	17,233,705	4,239,626
VanCity \$20,000,000 revolving loan, repayable on demand, with interest only instalments at prime plus 0.5%, due on February 16, 2019.	6,672,018	-
Bank of Montreal, repayable on demand, with monthly instalments of \$4,590 including interest at prime plus 1.5%, maturing November 1, 2023.	340,036	379,498
Bank of Montreal, repayable on demand, with monthly instalments of \$4,401 including interest at prime plus 1.25%. Maximum financing available of \$585,000.	320,931	335,000
Canadian Imperial Bank of Commerce loan, repayable with monthly instalments of \$2,408 including interest at 6.2%, amortized over 25 years, secured by a first mortgage on four housing units and a Government of Canada Ministerial Guarantee, maturing July 1, 2017.	-	60,542
Envision Credit Union loan, repayable with monthly instalments of \$2,692, including interest at 4.32%, amortized over 15 years, secured by a first mortgage on six housing units and a Government of Canada Ministerial Guarantee, maturing November 1, 2016.	-	51,715
	24,566,690	5,066,381
Less: current portion due within one year and due on demand	(24,566,690)	(5,010,083)
	-	56,298

The VanCity loans are secured by promissory notes in the amount of \$40,000,000, a general security agreement over prepaid commercial leases, property taxes on commercial lands, assignment of rents and a \$40,000,000 guarantee and postponement of claim by TFN Commercial Lands Corporation. The loans require the Government to maintain certain financial covenants. As at March 31, 2016, the Government was in compliance with these covenants. As at the date of these consolidated financial statements, the Government and Vancity are negotiating the conversion of the two construction loans to term facilities with amortization periods of approximately 25 years.

Scheduled principal repayments, if not otherwise demanded, are estimated as follows:

	\$
2017	17,292,841
2018	61,797
2019	6,736,461
2020	67,203
2021 and thereafter	408,388
	24,566,690

Tsawwassen Government

Notes to the consolidated financial statements
March 31, 2016

12. Tangible capital assets (Schedule 1)

	2016	2015
	Net book value	Net book value
	\$	\$
Land	252,525,712	249,831,462
Water and sewer system	39,765,740	31,225,520
Buildings	4,374,347	4,112,366
Housing projects	493,742	530,528
Furniture and equipment	99,038	34,644
Playground and sports field	2,129,158	917,111
Roads and dykes	69,549,188	38,494,334
Capital infrastructure	8,758,875	9,071,692
Capital subdivision	1,817,040	1,886,926
Storm water	5,137,442	906,767
	384,650,282	337,011,350

13. Contingent liabilities

(a) Housing loans

The Government is contingently liable for members of "The First Nation Individual Housing Loans" totaling approximately \$3,463,181. Government of Canada Ministerial Guarantees have been obtained for \$494,833 of these loans, however, if the individual Government members default on their loan payments, the Minister may recover these amounts from Government funds.

The Government has a \$4 million credit facility available for its members with respect to these loans.

(b) Infrastructure Stimulus Fund

During fiscal 2010, the Government entered into an Infrastructure Stimulus Fund Agreement (the "Agreement") with the Government of Canada and the Province of British Columbia, whereby the Government received approximately \$6 million. As a result of the Agreement, infrastructure was developed on Government land. If, during the initial 10 year period of the Agreement, the Government disposes of any of the infrastructure, they are required to repay the related funding they have received. The infrastructure stimulus project on 100 acres of the Government's industrial land was 100% completed during the year. No infrastructure amounts have been disposed of.

(c) Certain legal actions have been commenced against the Government in connection with various matters arising during the normal course of business activities. Management is of the opinion that the cost of settling and defending such actions will not be significant.

14. Commitments

The Government is committed to minimum annual lease payments of \$39,200 for the use of land for the gas bar to June 10, 2053.

The Government is committed to transfer \$596,668 of funding from Indigenous and Northern Affairs Canada to the Treaty Settlement Trust Fund each year until 2019.

Tsawwassen Government

Notes to the consolidated financial statements
March 31, 2016

15. Defined contribution pension plans

The Government participates in individual defined contribution pension plans (the "Plans") for its permanent employees. Employees are required to contribute 3% to 5.5% of their earnings. An additional voluntary contribution of 3% of earnings is permitted for status Indians. The Government contributes amounts equal to the employees' contributions. The Government contributed \$209,530 (2015 - \$179,000) to the Plans during the year.

16. Tsawwassen First Nation Trust Society

The Tsawwassen First Nation Trust Society (the "Society") was incorporated on March 11, 2005 and manages the Minors Trust, the Treaty Settlement Trust and the Fisheries Stewardship Trust.

The Society is not consolidated in the Government's financial statements as these monies are administered on behalf of the various trusts by the Trustees of the Society. The following disclosure presents summarized information of the Society as at December 31, 2015 and 2014:

	2015	2014
	\$	\$
Total assets	11,864,325	11,149,607
Total liabilities and equity	11,864,325	11,149,607

Included in the Society's total assets is \$Nil (2014 - \$253,380) due from the Government and total liabilities is \$13,633 (2014 - \$42,325) due to the Government as at December 31, 2015.

17. Expenses by object

	2016	2015
	\$	\$
Wages and benefits	5,055,500	4,511,006
Contracted services	3,468,742	1,433,389
Legal and professional fees	1,127,614	717,090
TFN Economic Development Corp.	855,424	783,416
Service agreements	761,378	538,307
Bank charges and interest	514,615	80,382
Community events	350,394	325,192
Taxes	729,361	265,085
Materials and supplies	321,333	313,673
Other	216,234	(18,779)
Rent and utilities	201,046	134,667
Housing Program	178,105	111,416
Honorariums	148,929	159,341
Insurance	134,872	115,367
Repairs and maintenance	110,811	96,206
Telephone	66,393	63,952
Vehicles and vessels	46,694	42,363
Interest on final agreement debt payable	46,116	76,610
Economic development	-	279,954
	14,333,561	10,028,637

Tsawwassen Government

Notes to the consolidated financial statements

March 31, 2016

18. Related party transactions

During the year, the Government's share of costs paid to and received from related parties by a joint venture of TFN Construction LP include:

- Direct administration costs of \$185,075 (2015 - \$223,042) and hire charges of \$Nil (2015 - \$111,395) paid to Matcon Civil Constructors Inc.
- Equipment rental of \$1,135,357 (2015 - \$1,872,970), subcontract fees of \$Nil (2015 - \$30,855), and dump fees of \$311,717 (2015 - \$47,179) paid to companies under common ownership.
- Equipment rental of \$187,910 (2015 - \$509,226) paid to a company owned by a director of TFN Economic Development Corporation.

These transactions are recorded at the exchange amount, which are the amounts agreed to by the related parties.

Tsawwassen Government

Consolidated schedule of tangible capital assets - Schedule 1

year ended March 31, 2016

	Land	Water and sewer system	Buildings	Housing projects	Furniture and equipment	Vehicles and boat	Playground and sportsfield	Roads and dykes	Capital infrastructure	Capital subdivision	Storm water	Crab licences	Fish licences	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cost														
Opening balance	249,831,462	33,790,136	5,909,166	1,842,752	253,751	231,300	942,872	41,361,337	9,384,506	2,096,583	925,220	1,616,357	295,655	348,481,097
Additions	2,694,250	13,471,749	592,135	-	106,887	-	1,371,111	31,634,431	-	-	4,249,890	-	-	54,120,453
Writedown of sewage treatment plant on decommissioning	-	(5,921,000)	-	-	-	-	-	-	-	-	-	-	-	(5,921,000)
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	252,525,712	41,340,885	6,501,301	1,842,752	360,638	231,300	2,313,983	72,995,768	9,384,506	2,096,583	5,175,110	1,616,357	295,655	396,680,550
Accumulated amortization														
Opening balance	-	2,564,616	1,796,800	1,312,224	219,107	231,300	25,761	2,867,003	312,814	209,657	18,453	1,616,357	295,655	11,469,747
Additions	-	625,429	330,154	36,786	42,493	-	159,064	579,577	312,817	69,886	19,215	-	-	2,175,421
Expensed during the year (Schedule 2)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Writedown of sewage treatment plant on decommissioning	-	(1,614,900)	-	-	-	-	-	-	-	-	-	-	-	(1,614,900)
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	1,575,145	2,126,954	1,349,010	261,600	231,300	184,825	3,446,580	625,631	279,543	37,668	1,616,357	295,655	12,030,268
Net book value, March 31, 2016	252,525,712	39,765,740	4,374,347	493,742	99,038	-	2,129,158	69,549,188	8,758,875	1,817,040	5,137,442	-	-	384,650,282
Cost														
Opening balance	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	-	930,457	-	305,590,615
Additions	384,002	14,704,455	-	-	13,332	-	800,277	25,081,641	-	-	925,220	685,900	295,655	42,890,482
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	249,831,462	33,790,136	5,909,166	1,842,752	253,751	231,300	942,872	41,361,337	9,384,506	2,096,583	925,220	1,616,357	295,655	348,481,097
Accumulated amortization														
Opening balance	-	2,104,960	1,496,252	1,245,349	184,968	210,310	10,593	2,333,458	-	139,772	-	930,457	-	8,656,119
Additions	-	459,656	300,548	66,875	34,139	20,990	15,168	533,545	312,814	69,885	18,453	-	-	1,832,073
Expensed during the year (Schedule 2)	-	-	-	-	-	-	-	-	-	-	-	685,900	295,655	981,555
Disposals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	2,564,616	1,796,800	1,312,224	219,107	231,300	25,761	2,867,003	312,814	209,657	18,453	1,616,357	295,655	11,469,747
Net book value, March 31, 2015	249,831,462	31,225,520	4,112,366	530,528	34,644	-	917,111	38,494,334	9,071,692	1,886,926	906,767	-	-	337,011,350

The accompanying notes to the consolidated financial statements are an integral part of this consolidated financial statement.

SCHEDULE OF REMUNERATION



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Review Engagement Report

To the Members of
Tsawwassen Government

At the request of Tsawwassen Government (the "Government"), we have reviewed the schedule of salaries and honoraria, travel expenses and other remuneration paid to Executive Council and Chief Administration Officer of the Tsawwassen Government for the year ended March 31, 2016 prepared in accordance with the provisions of Section 8 of the Government's Financial Administration Act. Our review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of enquiry, analytical procedures and discussion related to information supplied to us by the Government.

A review does not constitute an audit and, consequently, we do not express an opinion on this schedule.

Based on our review, nothing has come to our attention that causes us to believe that this schedule is not, in all material respects, in accordance with the provisions of Section 8 of the Government's Financial Administration Act.

This report is to be used solely to satisfy the Government's Financial Administration Act and the Aboriginal Affairs and Northern Development Canada funding requirements and should not be referred to or used for any other purpose.



Chartered Professional Accountants
July 28, 2016
Vancouver, British Columbia

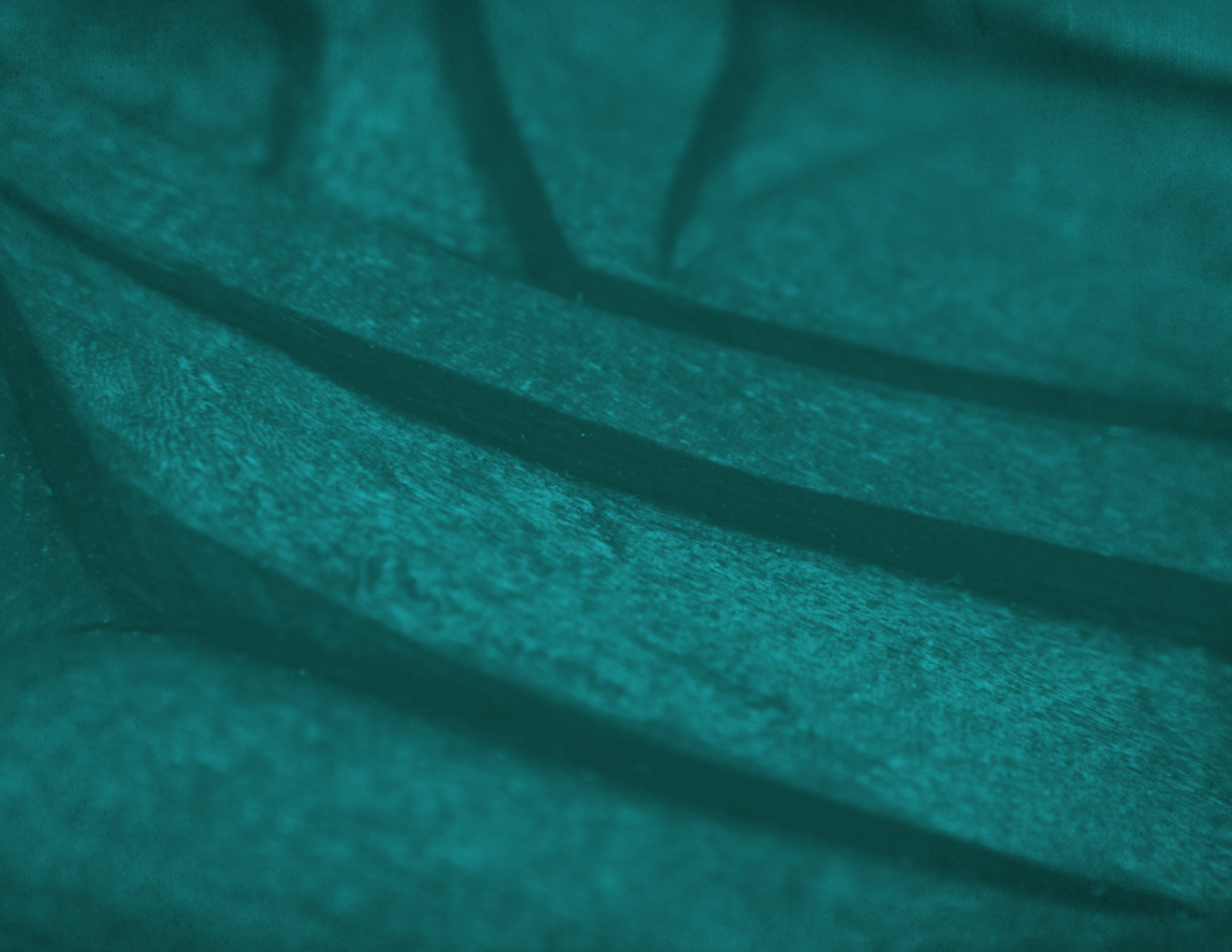
Tsawwassen Government

Schedule of salaries and honoraria, travel expenses and other remuneration paid to Executive Council and Chief Administrative Officer
year ended March 31, 2016
(Unaudited)

											2016
Name of Individual	Position title	Number of months (1)	Employment salary	Executive Council salary	Benefits	Pension	Legislative honorarium	Employment travel/other (2)	Executive travel/other (2)	Total	
											\$
Williams, Bryce	Chief	12	-	74,557	3,789	6,282	8,492	-	8,287	101,407	
Cassidy, Laura	Executive Council Member	12	63,411	16,000	5,254	6,690	8,692	1,255	1,704	103,006	
Jacobs, Tony	Executive Council Member	12	-	32,000	3,607	2,696	7,092	-	599	45,994	
Ahlm, Louise	Executive Council Member	12	40,225	16,000	3,346	4,737	8,492	231	1,434	74,465	
Baird, Ken	Executive Council Member	12	73,228	16,000	5,327	4,461	8,492	-	540	108,048	
McCarthy, Tom	Chief Administrative Officer	12	143,863	-	5,403	7,193	-	2,118	-	158,577	
			320,727	154,557	26,726	32,059	41,260	3,604	12,564	591,497	

(1) Represents the number of months during the fiscal year that the individuals were in their position.

(2) Expenses include cell phone, costs of transportation, accommodation, meals, hospitality and incidental expenses, and may include amounts paid on behalf of other councillors.



← →
"I WANT TO MAKE TFN A CULTURAL FILLED ENVIRONMENT AND I BELIEVE IF I PARTICIPATE IN COMMUNITY
EVENTS AS MUCH AS POSSIBLE THAT THE CHILDREN WILL FOLLOW, WITH A RESULT OF A TIGHT,
TRADITIONAL COMMUNITY OF STRONG INDIVIDUALS." — JAMES ADAMS
← →



TSAWWASSEN FIRST NATION
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THIS ANNUAL REPORT IS DEDICATED TO THE TSAWWASSEN PEOPLE
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