



scəwáθən məsteyəx™

TSAWWASSEN FIRST NATION

2018

2019

ANNUAL REPORT

PRAYER TO START THE DAY



t'iw'ay'at ?aw k'wanthat ta sweyal



?o cicat si'em,
 s'li? ct ciy'atham' n'acex' ?aw ?ax'w'estalx'w t'ana weyal
 s'li? ct ciy'atham' ?aw ?ax'w'estalx'w ta tamax'w wa' thoyt na' sx'w'amot ct
 s'li? ct ciy'atham' ?aw ?ax'w'estalx'w na' sx'w'al'eq'wa? ct ?aw c'lwet t'ana tamax'w
 na' sx'w'al'eq'wa? ct ?o ta s'lpel'eqon niw' l'at'ok'w ?o ta sweyal
 na' sx'w'al'eq'wa? ct ?o ta x'athonxan niw' ?im'ax ?o ta tamax'w ?aw ste?e
 ta ?nimat
 ?i? na' sx'w'al'eq'wa? ct ?o ta q'atman niw' xtem ?o ta x'aca? ?i? stal'aw
 ?i? k'w'al'k'w'o
 s'li? ct l'qil'atham', cicat si'em ?aw ?ax'imtalx'w t'ath x'w'ay'am ?i? c'ec'aw'talx'w
 ?o ta yays ct ?aw l'eqqentalx'w t'ana weyal/x'w'ne:nt

hay c'x'w' q'o cicat si'em



Oh noble one up above (Creator),
 We want to thank you first for giving us this day
 We wish to thank you for giving us the Earth
 upon which to make our home
 We wish to thank you for giving us our brethren
 who share our home with us
 Our brethren of the feathers who fly the skies
 above us

Our brethren of the four legs who walk
 the Earth as we do and our finned brethren
 who swim in the lakes, rivers and ocean that
 surround us
 We wish to ask you, Creator, to lend us your
 strength to assist us in the tasks that are lain
 before us this day
 Thank you Creator

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When Tsawwassen First Nation took the bold step of signing our historic Treaty on December 6, 2007, we were prepared to move forward as one people into a new framework designed to improve the lives of all Members. The Final Agreement with British Columbia and Canada protects both our ancient traditions and allows us to reclaim our right to self-governance and self-determination, as enjoyed by our ancestors.

OUR TREATY, which came into effect on April 3, 2009, gave our Government the ability to create laws which guarantee our rights as Members, including the right to represent our People in elected office. Every three years, Tsawwassen First Nation Members elect a Chief and thirteen Legislators to guide our Nation forward and make decisions that affect and impact us all.

The story of Tsawwassen First Nation is one that stretches back thousands of years; as we tell our youth, we have been here since time immemorial. Each Member throughout our history has been integral in building the Nation that we enjoy today.

The 2018-2019 Annual Report is produced with the oversight and consideration of the current Executive Council, elected April 6, 2019. But Executive Council would like to acknowledge the many Members, from staff and advisors to elected officials, who contributed to the important work that was accomplished during this period.

We would like to thank former Chief Bryce Williams and his Executive Council, Andrea Jacobs, Nikki Jacobs, Tanya Corbet, and Laura Cassidy. Their hard work throughout the past year, and the years before, is reflected in the achievements that are described within this annual report.



We would also like to thank the former members of the Legislative Assembly, Advisory Council, Judicial Council, and the panel and committee members who provided invaluable insight and advice as we continue our Treaty journey.

Tsawwassen First Nation upholds our Treaty rights for the benefit and prosperity of all our Members. We are thankful and grateful to our Members for their ongoing dedication to preserving and protecting our culture and heritage as we grow and move forward together.



We are pleased to present to you Tsawwassen First Nation's Annual Report for the 2018/2019 fiscal year, which reports back on our activities and progress that took place between April 1, 2018 and March 31, 2019.

2019-2022 EXECUTIVE COUNCIL

swənnaset / **Chief Ken Baird**

sxʷamisaat / **Laura Cassidy**

halquam a tia / **Louise Ahlm**

sləqsit / **Steven Stark**

Chemkwaat / **Valerie Cross-Blackett**

THIS DOCUMENT is one of our communication tools for our Government, as it describes the goals we have set for ourselves as a Nation, and the work we have accomplished in reaching for those goals. This is the twelfth Annual Report that we have delivered to the Tsawwassen Membership, and the tenth as a self-governing First Nation.

In this 2018/2019 Annual Report, we will review our performance against the goals set out in last year's Service Plan, published in summer 2018. Each year, the Service Plan outlines the goals for the fiscal year, following approval of the budget in the Tsawwassen Legislature in March. As in previous years, the budget is divided into Local Government Expenditures (applicable to all residents of Tsawwassen Lands, Member and Non-Member), and Member Expenditures (applicable to all Members, on- and off- Lands).

The Annual Report is one of many tools we use in our ongoing effort to be transparent and accountable. We are committed to improving the usability and function of our Annual Reports as we continue our journey of self-governance and treaty implementation. We look forward to hearing your feedback on this Annual Report and using it as a starting point for important discussions in our community.



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TSAWWASSEN FIRST NATION

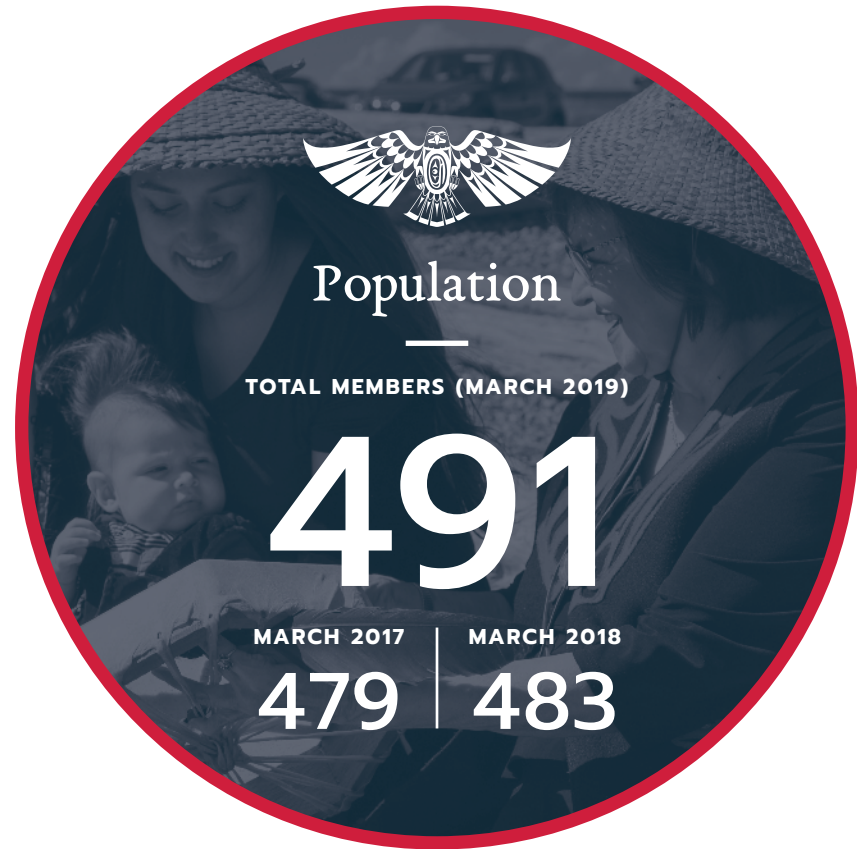
2018
2019

SUMMARY OF KEY ACHIEVEMENTS

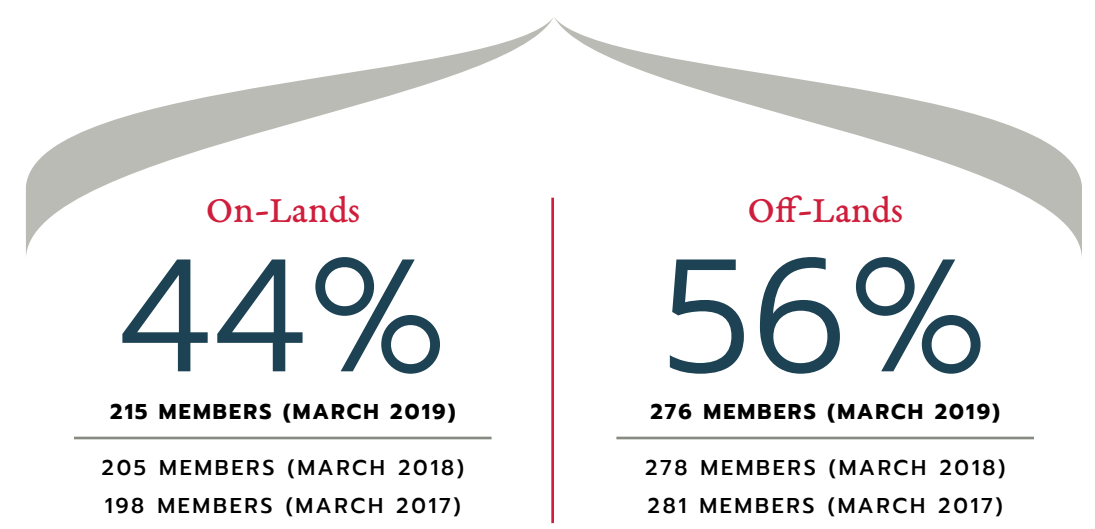
This Summary of Key Achievements focuses on measurable indicators. We need indicators to measure our collective progress. Indicators are also important for accountability and transparency because they allow our Members to determine if we did what we set out to do. Going forward, TFN aims to refine and use indicators to monitor trends in our performance over time.



THE MEMBERSHIP



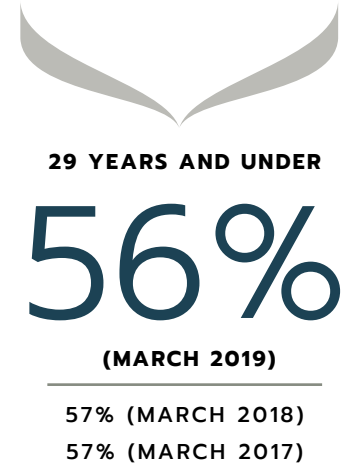
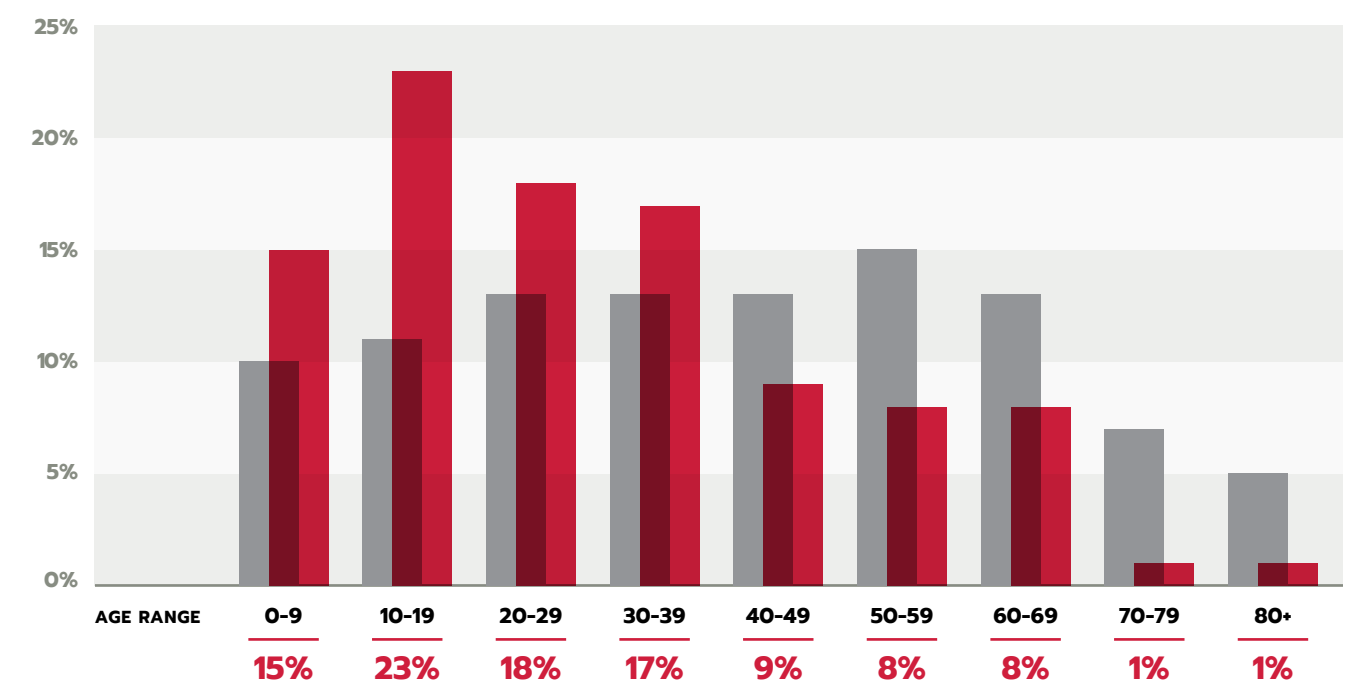
Place of Residence



THE MEMBERSHIP

Tsawwassen First Nation has a young and growing population

Age of TFN members (March 2019)
Age of BC general population (Census 2016)



SPRING & SUMMER 2018

April 3

TFN invites the community to celebrate the 9th anniversary of the Treaty Effective Date

June 19

The TFN Trust Society holds its Annual General Meeting. The Society acts as the trustee for the Treaty Settlement Trust, the Fisheries Stewardship Trust, the Minors Trust and the TFN Member Legacy Trust.

June 21

National Indigenous Peoples Day celebrations are held at TFN's new Sports Field. Delta Police provide a delicious barbecue and take part in the annual Youth vs Police ball hockey game.

June 25

National Indigenous Peoples Day celebrations are held at TFN's new Sports Field. Delta Police provide a delicious barbecue and take part in the annual Youth vs Police ball hockey game.

June 26

Chrystalynn Gurniak is appointed to the Tsawwassen Enrolment Committee. Composed of five Tsawwassen Members, the committee is responsible for reviewing applications for enrolment and applying the eligibility criteria set out in the Act for membership in Tsawwassen First Nation.

July 5

The First Fish Ceremony is held to honour Brother Salmon in giving his life for the Tsawwassen People. This sacred tradition is held annually.

July 8

The Pulling Together Canoe Journey 2018 comes to Tsawwassen and camps at TFN's Sports Field.

July 24

TFN, Tla'amin Nation, Huu-ay-aht First Nations, Ka'yu:'k't'h'/Che:k:tlles7et'h' First Nations, Toquaht Nation, Uchucklesaht Tribe and Ucluelet First Nation formally established the Alliance of BC Modern Treaty Nations (ABCMT). By signing a Memorandum of Cooperation, this group commits to collaborating on areas of mutual interest related to treaty implementation in British Columbia.

AUTUMN 2018

September 27

TFN welcomes global retail giant Amazon in opening their newest Lower Mainland Fulfillment Centre, set to open in 2019 on TFN's industrial Lands. Amazon's Lower Mainland fulfillment facility set to open in 2019.

September 28

TFN Staff and Members of the Delta Police Department participate in wearing an orange shirt in recognition of residential school survivors, including those who have passed away. A TFN youth created the artwork for the shirts worn by staff and the police service.

October 12 – 14 / Members Gathering

The 2018 Members Gathering provides an opportunity for Members to learn about the TFN government. This Members Gathering includes the Annual General Meeting which details departmental updates on current initiatives. Staff uses this opportunity to consult on specific initiatives and programs. Throughout the weekend, professional entertainment group RedPath provides Traditional First Nations dance, comedy and motivational speaking to attendees.

October 17 / Delta School Board Trustee Elections

Members are given an opportunity to meet and greet with candidates for the 2018 Delta School Board Trustee election. Residents on Tsawwassen Lands are entitled to vote for trustees.

November 1

TFN attends a meeting at Tsawwassen Springs to discuss the Federal Government's Collaborative Process, which addresses the implementation of recent amendments to the *Indian Act*. As well, there are discussions surrounding the broader issues of Status registration, band membership (for non-Treaty indigenous people) and First Nations citizenship. The event is hosted by the Naut-sa mawt Tribal Council.

**November 6 / Leg started
November 8 / Leg concluded**

Legislature passes Bill 002-2018: *Dual Role Prohibitions for Corporate Employees Act*.

November 25

TFN receives \$7.2 million in funding from BC Housing to build a 36 unit multi-family housing project on TFN Lands.



WINTER 2019

January 3

General Election formally announced

A General Election is called for April 6 to elect the position of Chief and 13 Legislators. This is the 5th TFN General Election to occur since Treaty.

January 17

Tsatsu Gas is rebranded and reopens as Petro Canada. Members receive discounts on fuel purchases.

**January 17
Community Meeting**

Members are invited to join TFN staff for an open community discussion on major proposed projects impacting TFN territory including the Robert Banks Terminal 2 project and Trans Mountain Pipeline Expansion Project.

February 28 / Legislature began

March 6 / Legislature ended

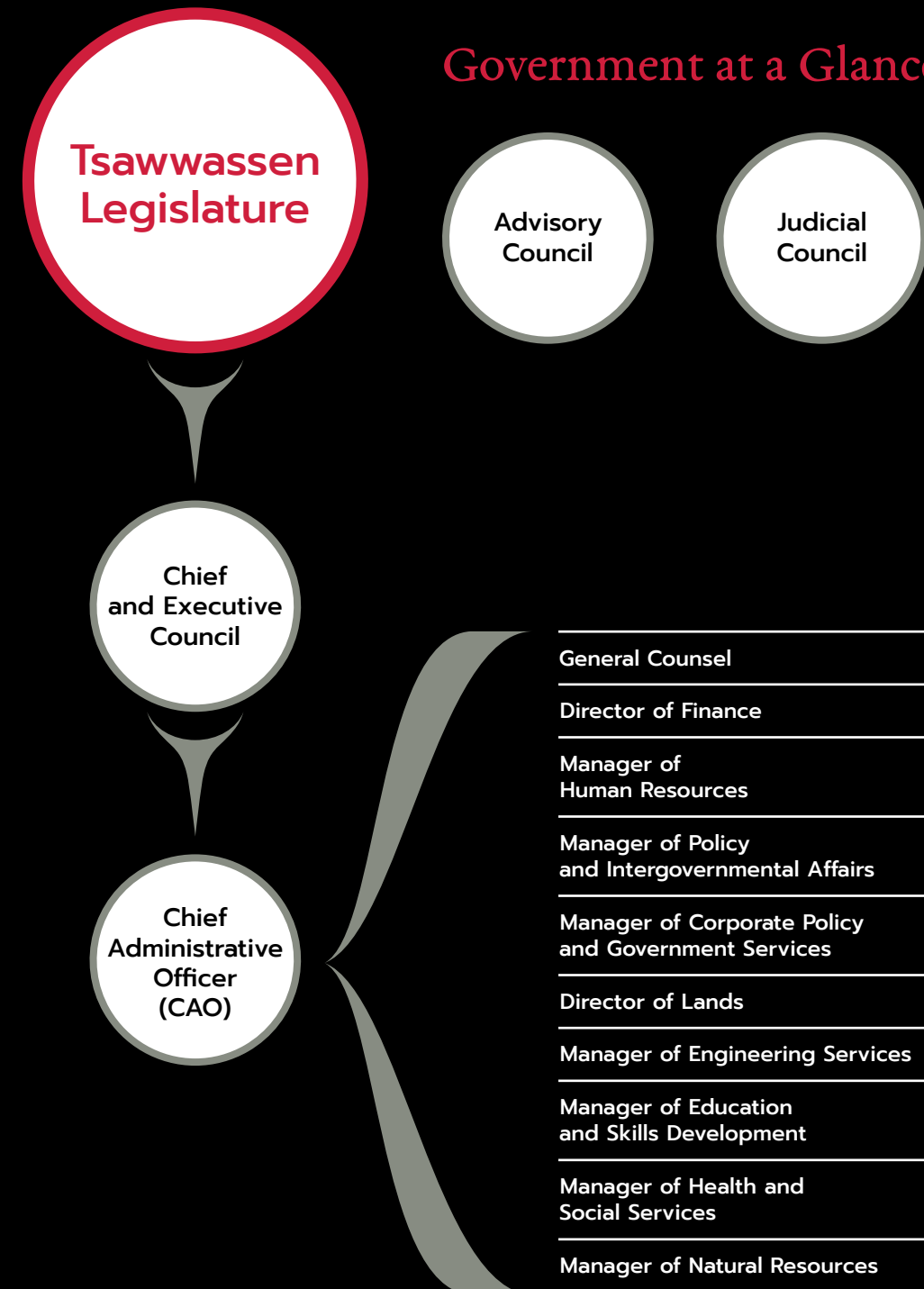
March 6 / Community Meeting

Members meet to discuss recent developments on the proposed Trans Mountain Pipeline Expansion Project and what next steps should be taken. This is a continuation from the January 17 Community meeting.

March 8

TFN receives funding from Canadian Mortgage Housing Corporation for 6 rental housing units

Government at a Glance



GOVERNING INSTITUTIONS

TSAWWASSEN
Legislature
Two sessions held in 2018/19.

Fall session	Spring session
November 6 to 8, 2018	February 13 to March 6, 2019

The Legislature debated and passed 2 laws, including the *2019-2020 Appropriations Act* and the *Dual Roles Prohibitions for Corporate Employees Act* (which amended the *Government Organization Act*), and 5 resolutions. Additionally, the Legislature debated a third bill (Bill 002-2019, the *Unforeseen Expenditures Act*), but this bill was not moved to third reading and was defeated at the table.

Executive Council

86 Orders-in-Council issued in 2018/2019.

Judicial Council conducted 0 hearings in the 2018/2019 fiscal year.

Chief

The Chief chaired meetings of Executive Council, the Tsawwassen First Nation Economic Development Corporation, and participated in the Tsawwassen Legislature. He also provided strategic direction on day-to-day administration of Tsawwassen Government.

The Chief was involved in several inter-governmental activities, such as meetings with provincial and federal Cabinet Ministers, Naut'sa mawt Tribal Council, the Metro Vancouver Board of Directors and Translink Mayors' Council, the Land Claims Agreements Coalition and the Alliance of BC Modern Treaty Nations.

Judicial Council

Advisory Council

18x

Advisory Council met 18 times in 2018/2019 with an average attendance of about 12 Members.

Advisory Council discussed a wide range of topics and provided input into all major policy and operational initiatives planned by Tsawwassen Government.

SERVICE PLAN HIGHLIGHTS

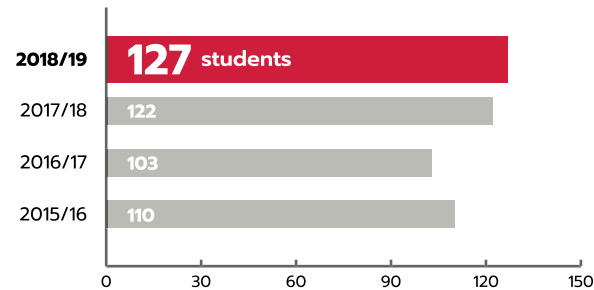
The Tsawwassen Government achieved or made progress towards **86%** of its Service Plan targets.

GOVERNMENT ADMINISTRATION

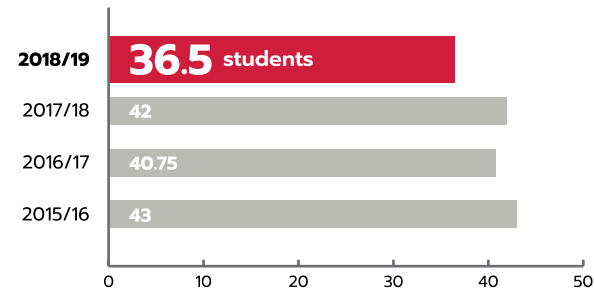
FINANCE	HUMAN RESOURCES	EXECUTIVE GOVERNANCE
<ul style="list-style-type: none"> Completed 4 financial distributions to TFN Members accurately and on time. Met <i>Financial Administration Act</i> reporting requirements. Completed 2018/2019 fiscal year audit on July 30, 2018. Implemented first-ever TFN tax rate for leaseholders 	<ul style="list-style-type: none"> Achieved 20.9% staff turnover rate (for comparison: 19% in 2017/2018, 22.6% in 2016/2017) Held Affirmation Ceremonies for 27 employees. Pursued a Certificate of Recognition in Occupational Health and Safety More than 50% of staff are Members, Member spouses or identify as First Nations 	<ul style="list-style-type: none"> Began a new process to find a Chief Administrative Officer (CAO) Undertook an Office Space Review to be expanded across the Government Updated the administrative processes policy to ensure consistent service in helping visitors and other departments of the Government Made the Administration office assistants available as a resource to other departments (eg.: help to put together the weekly Community Notice newsletter)
GENERAL COUNSEL	CORPORATE POLICY AND GOVERNMENT SERVICES	STRATEGIC POLICY AND INTERGOVERNMENTAL AFFAIRS
<ul style="list-style-type: none"> Protected TFN's interests in all contractual relationships. Provided advice on the interpretation and application of Tsawwassen laws and regulations. Drafted legislation for the Legislative Assembly. Managed files with external counsel. 	<ul style="list-style-type: none"> Judicial Council intervention was not necessary in the fiscal year. Maintained a considerable amount of Advisory Council meetings and facilitated the smooth operations of the sittings of the Legislature. 100% of Access to Information and Personal Information requests fulfilled within legislated timelines Successfully hosted Treaty Day, National Indigenous Peoples Day, Members' Gathering/AGM, Christmas Dinner and other events. 	<ul style="list-style-type: none"> Provided strategic advice to Executive Council through extensive reports and briefings on various items. Attended meetings with federal and provincial decision-makers, regional chief administrative officers, and other First Nations. Provided timely information on major infrastructural projects that directly affect TFN interests to both federal and provincial decision makers. Provided information to leaseholders regarding TFN operations that would affect them.

Education, Training and Culture

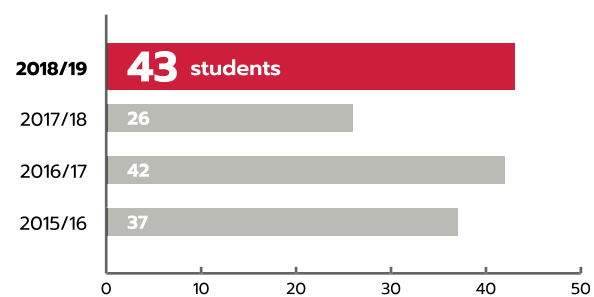
Provided instructional support funding to:



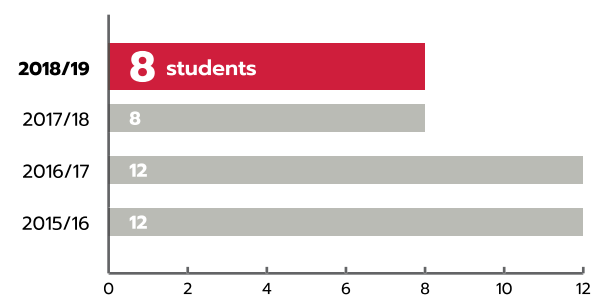
Provided tuition to:



Processed and provided youth grants to:



Approved post-secondary funding applications to:



- Participated in 21 meetings between TFN and Delta School District at the staff level.
- 6-7 Members attend regularly, 10-12 Member children attend during the school year as part of the school program.
- 40-45 Members connected with pre-employment or training opportunities.
- 10 youth were employed in Summer 2018 at TFN and Joint Venture programs (6 Tsawwassen Government; 4 Matcon).

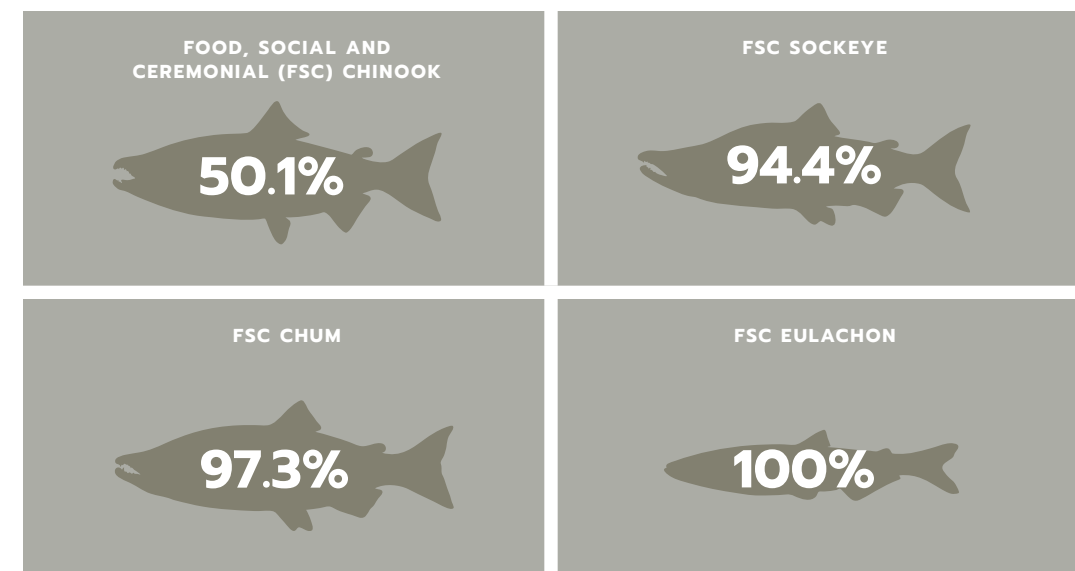
Health and Social Development

- Approximately 60 Members connected to TFN's Nurse Practitioner.
- Provided high quality counselling services to 36 Members.
- A staff Child Psychologist had been hired on contract.
- Connected 25 Members to the contracted psychologist.
- Connected 17 Members with a traditional healer.
- Delivered income and social assistance services to 20 clients.
- Delivered family empowerment services to 62 clients.
- There were between 20-25 Elders participating in the Elders programming in 2018-2019, averaging around 14 per regular program.

Natural Resources

- First Fish Ceremony on July 5, 2018 (previous year's ceremony took place on June 26)
- Coordinated 8 Natural Resources Committee meetings attended by 12 Members, on average.
- In Summer 2018, 4 totes of fish were brought to the cannery to be processed for community programs. Up to 15 sockeye salmon per adult Member, plus five per child, were allocated for the food fish distribution.

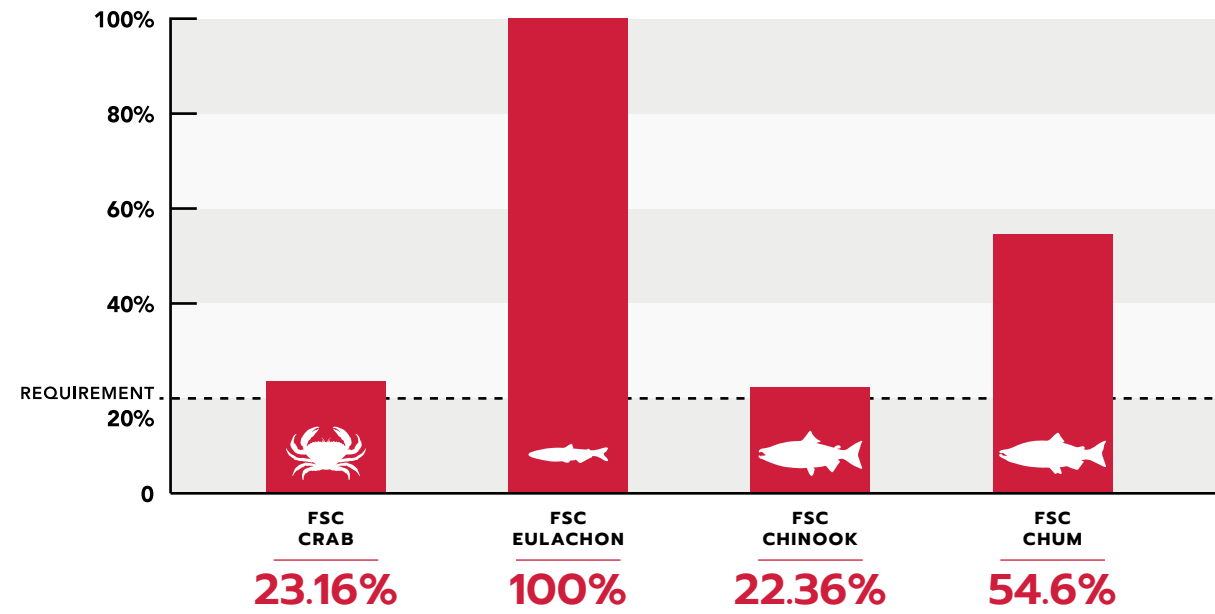
Percentage caught of allocation, by fishery



MEMBER ACTIVITIES

Natural Resources

Validation percentages, by fishery:



Enforcement activities increased due to it being a sockeye year, as did number of infractions/warnings:

	2018/2019	2017/2018	% INCREASE
Number of infractions	47	29	+62%
Number of verbal warnings	27	23	+17%
Number of written warnings	12	6	+100%
Number of vehicular crab patrols	204	190	+7%
Number of vessel-based crab patrols	20	31	-35%
Number of vehicular salmon patrols	32	38	-16%
Number of vessel-based salmon patrols	22	32	-31%
Number of vessel-based eulachon patrols	6	8	-25%



Lands Department

In 2018 the Lands Department was divided into two areas (Planning and Engineering) to accommodate growth, under the management of the Director of Lands and the Manager of Engineering.

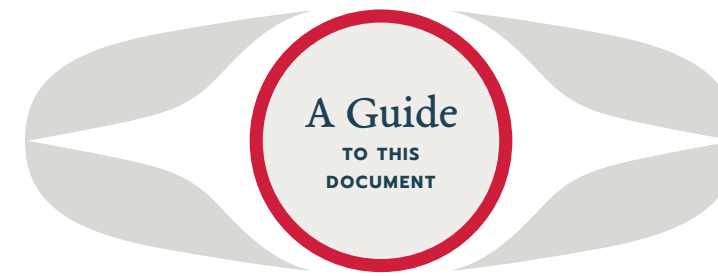
- 4 TFN pre-construction grants and 2 site-servicing grants issued
- 9 external grants received.
- 1 new Member homes built; 1 occupied; 3 still in progress.
- 32 Part 3 Building Permits issued (complex).
- 24 Part 9 Building Permits issued (housing and small buildings).
- 1 Soil Permit issued.
- 1 Tree Permit issued.
- 6 Development Permits issued.
- 4 Rezoning completed.
- 7 Subdivisions registered.
- 4 Home Renovation Grants from Indigenous Services Canada
- 3 New Home Construction Grants from Indigenous Services Canada
- Received \$7.2 million from BC Housing for 36 units of rental housing
- Received \$1.3 million from Canada Mortgage and Housing Corporation's Section 95 Program for 6 units of rental housing
- 342 business licences issued.
- 110 dog licences issued.
- Sewer Treatment Plant:
 - 4 new sanitary lift stations put into service (28 in total).
 - 11 more backflow preventers added onto list for Cross Connection Control (40 in total)
 - 4 new electrical emergency generators by end of 2019 (13 in total)

2018
2019



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TSAWWASSEN FIRST NATION

TSAWWASSEN FIRST NATION ANNUAL REPORT



The 2018/2019 Annual Report is a publication created by the Tsawwassen Government that reports back on the outcomes of the previous year's Service Plan. In that way, the two documents are linked.

Service Plan 2018/19

The Service Plan is a document that “looks ahead” to the future, outlining the expected outcomes of the Government for the next year and the money that has been allocated for each department.

Annual Report 2018/19

The Annual Report is a document that “looks back” in the past, reporting on the previous year and sharing how well each department fared in meeting their goals and obligations from the Service Plan.



Sets out what we planned to do over the April 1, 2018 – March 31, 2019 fiscal year



Sets out what we did, and how well we did, over the over the April 1, 2018 – March 31, 2019 fiscal year

Each year in March, the elected Members of the Tsawwassen Legislative Assembly vote to approve the budget for the next fiscal year, called the Appropriations Act. The Government then takes that information and generates a booklet called the Service Plan, for Members and residents of TFN Lands, explaining in the detail the budget and goals for each department.

To that end, the two annual publications work in harmony to inform readers of how the Tsawwassen Government functions and provides a solid overview of both the forward-thinking plans of the future and a road map as to how far we've come.

To fully understand the Annual Report or the Service Plan, it's important to remember that the Appropriations Act is separated into “Schedules”, which are like chapters written for each department. Our Annual Reports and Service Plans are written in such a way as to allow readers to reference each Schedule back to the law from which its powers were granted.

For example, in the 2018/2019 Annual Report, “Schedule 1” represents the outcomes of the previous year for “Finance and Administration”, an amalgamation of departments which comprise Finance, Administration, Information Technology, Human Resources, Executive Governance and General Counsel.

In order to further our organizational goal of ongoing openness and transparency, we've tried to present this information in a way that is easier to understand for readers.

To 2018/2019 budget and Service Plan is organized into "Schedules" that are either related to Local Government Expenditures or Member Expenditures. A "Schedule" is a section of the budget.

The table below demonstrates which Managers are responsible for which schedules.

	Chief Administrative Officer	General Counsel	Director of Finance	Human Resources
LOCAL GOVERNMENT				
Schedule 1 / Finance and Administration	■	■	■	■
Schedule 2 / Policy and Government Services				
Schedule 3 / Lands and Municipal Services				
Schedule 4 / Taxation			■	
Schedule 5 / Local Government Capital Expenditures			■	
MEMBER EXPENDITURES				
Schedule 6 / Member Financial Benefits			■	
Schedule 7 / Member Government Services				
Schedule 8 / Education				
Schedule 9 / Health and Social Development				
Schedule 10 / Member Lands				
Schedule 11 / Natural Resources				
Schedule 12 / Member Capital Expenditures			■	

Manager of PIGA	Manager of GS	Director of Lands	Manager of Engineering	Manager of Education and Skills Development	Manager of Health and Social Services	Manager of Natural Resources	TEDC
LOCAL GOVERNMENT							
■	■						
		■	■				
		■	■				
MEMBER EXPENDITURES							
■	■						
				■			
					■		
		■	■				
						■	
		■	■				

The activities supported by the budget are intended to serve Tsawwassen First Nation's strategic vision.

In March 2018, the Tsawwassen Legislature approved a new vision as part of the 2018-2023 Strategic Plan. That vision states:




Our vision is very important in the context of self-government: as we move forward, we use the evolving Tsawwassen First Nation vision as a constant reminder of what we are trying to achieve. As you will see throughout our annual Service Plans and Annual Reports, departments design and develop programs, funded through a designated Schedule of the Budget. These programs are intended to produce outcomes that support the implementation of the strategic vision.


Tsawwassen First Nation first established a strategic vision statement in its 2008-2013 Strategic Plan. That vision stated:

“Tsawwassen First Nation will be an ideal location to raise a family and a working model of an environmentally sustainable, self-sufficient and culturally proud First Nation’s community. Tsawwassen First Nation Government will, at all times, be oriented towards serving our membership, and will exercise the self-government powers of the TFN Treaty.”

During the 2012-2013 fiscal year, that vision was updated through an extensive conversation with the community, beginning at the first Members’ Gathering. That conversation helped shape the 2013-2018 Strategic Plan, in which the vision states:



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



Tsawwassen First Nation will continue to consult with the community in shaping the next vision, based on the evolving needs and values and our Tsawwassen Members.



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 2018-2019 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 separately, for a total of 14 Legislators. The duties of the Legislature are to make laws and propose resolutions. As part of that function, the Legislature debates and passes an annual budget, which is a key part of the accountability structure of Tsawwassen Government.



The Legislators serving for the 2016-2019 term (the fourth Tsawwassen Legislature) were:



Yaahl liwaans tax ^w iləm / Chief Bryce Williams	Jesseca Adams
Tanya Corbet	swənnəset / Ken Baird
słamiya / Nikki Jacobs	Chemkwaat / Valerie Cross-Blackett
sx ^w amisaat / Laura Cassidy	halquam a tia / Louise Ahlm
q ^w iya q ^w iye / Andrea Jacobs , sq ^w iq ^w el	ah.sul.ten.aht / Loretta Williams
sləqsit / Steven Stark	Skosswonsun / Victoria Williams
Sheila Williams	Tina Koller

The Tsawwassen Legislature held two sessions over the 2018-2019 fiscal year: a fall session (November 2018) and a regular spring session (February/March 2019). During these sessions, the Legislature considered and passed the following Laws and Resolutions.

Fall 2018 Session

1. *Dual Role Prohibition for Corporate Employees Act* (Bill 002-2018) – this act amends the Government Organization Act to apply the dual role prohibition to employees of corporations controlled by Tsawwassen Government. This means that:
 - a) as of the 2019 election, an employee of a corporation controlled by the Tsawwassen Government who is elected Chief or Executive Councillor will be deemed to have resigned elected office unless he or she resigns or takes a political leave of absence from their employment;
 - b) as of the following election (likely in 2022), an employee of a corporation controlled by Tsawwassen Government who is elected Legislator will be deemed to have resigned elected office unless he or she resigns or takes a political leave of absence from their employment;
 - c) corporations controlled by Tsawwassen Government are required to permit political leaves of absence on the same terms as are allowed for government employees, as set out in the *Government Employees Act*.
2. R.005-2018 Resolution to review the process for budget amendments
3. R.006-2018 Resolution to prioritize Elders, people with disabilities and the ill

Spring 2019 Session

1. 2019-2020 Appropriations Act (Bill 001-209)
2. Bill 002-2019, the *Unforeseen Expenditures Act*, was not moved to Third Reading and was defeated at the Legislative table
3. R.001-2019 Resolution to review Advisory Council remuneration
4. R.002-2019 Resolution to enhance environmental stewardship
5. R.003-2019 Resolution that Executive Council hold a workshop on possible amendments to the Financial Administration Act – this resolution was in response to the defeat of Bill 002-2019, and requests that work on budget amendments continue and be brought back to the Legislature in a new bill

EXECUTIVE COUNCIL

The Executive Council is made up of the Chief and the four Members who received the most votes during the general election. During the 2018/2019 fiscal year, the Executive Council consisted of former Chief Bryce Williams, Tanya Corbet, Nikki Jacobs, Laura Cassidy and Andrea Jacobs. The Executive Council has responsibility for regulations, many of Tsawwassen's policies, the overall financial management of the Tsawwassen Government, as well as a range of operational initiatives.

A detailed description of Executive Council's 2018/2019 activities can also be found in the publication Council's Corner. In Summer 2019, this publication was renamed to Land Facing the Sea. Copies are available physically at the TFN Administration Office or on our website.

During the 2018/2019 fiscal year, Executive Council enacted the following orders:

- O.020-2018 - Order to appoint acting Director of Finance and Tax Administrator
- O.021-2018 - Order to approve RZ-2017-04 rezoning of Lot 31 and Lot 32
- O.022-2018 - Order to approve RZ-2017-05 for a new RS3 Member housing zone along Falcon Way
- O.023-2018 - Order to authorize signing of MoC concerning Alliance of BC Modern Treaty Nations
- O.024-2018 - Order to approve the Multi Year Financial Plan
- O.025-2018 - Order to approve documents in connection with Onni Subdivision
- O.026-2018 - Order to approve Annual Utility Charge Regulation (2018)
- O.027-2018 - Order to Issue Environmental Protection DP-2018-02
- O.028-2018 - Order to Issue Commercial Mixed-Use Form and Character Development Permit (Big Splash Water Park)
- O.029-2018 - Order to Issue Industrial Form and Character DP-2017-08
- O.030-2018 - Order to adopt the Annual Rates Regulation (2018)
- O.031-2018 - Order to approve TMJV site fill contract for GWL site
- O.032-2018 - Order to amend Sch 12 of the 2018-2019 Appropriations Act (2018)
- O.033-2018 - Order to issue Industrial Form & Character Permit DP-2017-07
- O.034-2018 - Order to issue Multi-Family Residential Use DP-2017-12
- O.035-2018 - Order to amend the Offsite Levies Regulation
- O.036-2018 - Order to amend the Good Neighbour Regulation
- O.037-2018 - Order to approve purchase of Tempest software
- O.038-2018 - Order to appoint Chrystalynn Gurniak to the Tsawwassen Enrolment Committee
- O.039-2018 - Order to issue Environmental Protection DP-2017-11
- O.040-2018 - Order to approve Delta Drainage and Irrigation Servicing Agreement
- O.041-2018 - Order to approve Delta Water Services Agreement
- O.042-2018 - Order to approve Delta Dike Maintenance Agreement
- O.043-2018 - Order to approve Delta Boundary Roads Agreement
- O.044-2018 - Order to amend the Social Housing Land Availability Regulation No. 4

- O.045-2018 - Order to approve Social Housing Transfer to Proteau Family
- O.046-2018 - Order to Amend Schedule 12 of the 2018-2019 Appropriations Act
- O.047-2018 - Order to appoint Director of Finance and Tax Administrator
- O.048-2018 - Order to approve the Canoe Pass Dock Management Policy
- O.049-2018 - Order to amend the Articles of TEDC
- O.050-2018 - Order to appoint Mark De Mello as a director of TEDC
- O.051-2018 - Order to amend Sch 1 of the 2018-2019 Appropriations Act
- O.052-2018 - Order to Issue Multi-Family Residential Development Permit to Onni Group (DP-2016-19)
- O.053-2018 - Order to Approve the Purchase Order for Western Red Cedar Logs
- O.054-2018 - Order to Approve to Execute Free Use Permit
- O.055-2018 - Order to Approve TMJV Contract for Ground Densification Works
- O.056-2018 - Order to issue Form and Character Development Permit to GWL (DP-2018-06)
- O.057-2018 - Order to approve NRP Grant Application
- O.058-2018 - Order to Call 2019 General Election
- O.059-2018 - Order to Call Fall Legislature 2018
- O.060-2018 - Order to Call Spring Legislature 2019
- O.061-2018 - Order to transfer Cole McCauley to TFN
- O.062-2018 - Order to transfer Laura Lee Paul to TFN
- O.063-2018 - Order to approve certain HOOPP Realty Property Inc. transactions, TFN Industrial Lands
- O.064-2018 - Order to amend Executive Council Order 011-2018
- O.065-2018 - Order to authorize a funding application to BC Housing
- O.066-2018 - Order to appoint Elections Officer for 2019 TFN General Election
- O.067-2018 - Order to amend Schedule 7 of the 2018-2019 Appropriations Act
- O.068-2018 - Order to approve Mainroad Contracting contract for the replacement of the abutments
- O.069-2018 - Order to continue TMJV Fill Program of Phase 2 SW Quadrant 49 Acre Parcel
- O.070-2018 - Order to Amend the Social Housing Land Availability Regulation No. 4
- O.071-2018 - Order to approve social housing transfer to the Splockton family
- O.072-2018 - Order to introduce Bill 002-2018 Extending Dual Roles to Corporate Employees Act
- O.073-2018 - Order to authorize signature of the RPTCA AA
- O.074-2018 - Order to Amend Schedule 12 of the 2018-2019 Appropriations Act
- O.075-2018 - Order to authorize a funding application for the Community Emergency Preparedness Fund
- O.076-2018 - Order to amend Sch 5 of the 2018-2019 Appropriations Act
- O.077-2018 - Order to amend Sch 12 of the 2018-2019 Appropriations Act
- O.078-2018 - Order to amend Sch 12 of the 2018-2019 Appropriations Act
- O.079-2018 - Order to approve Budget for new Youth Centre
- O.080-2018 - Order to amend Sch 12 of the 2018-2019 Appropriations Act
- O.081-2018 - Order to appoint Lyle Frank as Health and Social Services Manager

- O.082-2018 - Order authorizing Manager of PIGA to sign TMEP Contribution Agreement
- O.083-2018 - Order to approve Zoning Regulation Amendment RZ-2018-04
- O.084-2018 - Order to approve Neighbourhood Plan Amendment NP-2018-02 and Zoning Regulation Amendment RZ-2018-02
- O.085-2018 - Order authorizing Manager of PIGA to sign PGL contract
- O.086-2018 - Order to approve a Funding Application for the TFN Community Evacuation Route Plan
- O.087-2018 - Order to approve Social Housing Transfer to Splockton Family
- O.001-2019 - Order to Approve Trans Mountain Contribution Agreement
- O.002-2019 - Order to Appoint Adrian Gibson to TFN Finance and Audit Committee and Trust Society
- O.003-2019 - Order to Remove Richard Zerr from the Board of the TEDC and Appoint Chief Williams as Chair of the Board of the TEDC
- O.004-2019 - Order to Appoint Adrian Gibson as Primary Signing Officer
- O.005-2019 - Order Authorizing Youth Centre Grant Application
- O.007-2019 - Order to sole-source TMJV for fill contract for site at 2371 Raven Lane
- O.008-2019 - Order to Authorize Youth Centre Grant Application
- O.009-2019 - Order to Award Welcome Pole Installation Contract to Eurovia JV
- O.010-2019 - Order to approve Grant Funding Application for TFN Emergency Operations Centre
- O.011-2019 - Order to approve Grant Funding Application for Flood Risk Assessment
- O.012-2019 - Order to approve Sole-Sourcing of LINQ Developments Inc. for Modular Housing Units
- O.013-2019 - Order to approve CMHC Application for the 6-plex
- O.014-2019 - Order to approve Zoning Regulation Amendment RZ-2018-06
- O.015-2019 - Order to approve the 2019-2020 Enhanced Police Services Amending Agreement
- O.016-2019 - Order to approve Signing of the Implementation Committee and Implementation Plan Extension Agreement
- O.017-2019 - Order to authorize the Signing of the FFA Amendment and Extension Agreement
- O.018-2019 - Order to enact the Political Leave of Absence Regulation
- O.019-2019 - Order to enact the Policy for the Tsatsu Gas Preferred Price Savings Card Program

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 for Tsawwassen processes.

The Judicial Council appointed by Executive Council during the 2018-2019 fiscal year was comprised of the following people:

- Paul Fraser QC, Chair*
- Anja Brown, Vice-Chair
- Bruce MacDougall, 3rd Legal Member
- Leif Nordahl, Accounting Member
- Christopher Ramsey, Tsawwassen Member

* Paul Fraser passed away March 29, 2019. Judicial Council did not conduct any hearings during the 2018/2019 fiscal year.

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 elected members currently serving a three-year term on Advisory Council are:

- Ruth Adams
- Kathy Genge
- John Peter Morgan
- Angeline Splockton
- Dawn Williams
- Liana Williams
- Merle Williams

The Advisory Council is open to all Members and meets every two weeks during the fall, winter, spring, and once a month during the summer. 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 18 times during the 2018/2019 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.

OTHER COMMITTEES AND AUTHORITIES

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

Natural Resources Advisory Committee

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

This Committee has seven members. The terms of reference for this Committee require specific representation from one male and one female fisherperson, one Elder with traditional gathering knowledge, one Elder experienced with fishing, one youth, one Tsawwassen Member from the community who is not a fisher, and one hunter. Since September 27, 2016, the Natural Resources Committee has been comprised of the following: Steven Stark (male fisher), Ruby Baird (female fisher), Kathy Genge (Elder with gathering knowledge), Tyler Schadow (youth), Loretta Williams (Tsawwassen Member who is not a fisher), and Nathan Wilson (hunter).

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. The committee members who served during the 2018/2019 fiscal year are former Chief Bryce Williams, Laura Cassidy, Tony Jacobs, Darryl Splockton, Loretta Williams, and Shirley Larden. 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.

Enrolment Committee

Established under the Final Agreement and continuing 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. The Committee Members who served during the 2018/2019 fiscal year were former Chief Bryce Williams, Valerie Cross-Blackett, Melinda Cassidy, Janet Hearl, and Terri Splockton. The Committee is supported by Records Clerk Louise Ahlm. The Committee was particularly busy this year with updates to the Enrolment Policy and new forms created to reflect the June 2017 amendments to the Membership Act.

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 Tax Authority

A body required in the TFN Property Taxation Act, the Property Tax Authority is made up of members of Executive Council and Non-Member ratepayers, and is responsible for approving the tax rates and expenditures in respect of residential property taxation for every tax year. It is also responsible for approving residential exemptions and grants.



The Service Plan Report represents the bulk of the Annual Report in communicating the actions of each department in the Tsawwassen Government over the previous fiscal year. As mentioned in A Guide to This Document, it is intended to report back on the goals and activities set out in the 2018/2019 Service Plan.

The following pages are comprised of individual departmental reports that compile data and information relating to that document. Managers report on the status of their department’s performance indicators, along with any relevant data or activities. This information is intended to provide readers with specific information respecting each department’s progress towards the goals set out at the beginning of the fiscal year.

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 services to non-Tsawwassen Members, usually other indigenous people, as defined in TFN’s Fiscal Financing Agreement.

The 2018-2019 fiscal year ended on March 31, 2019. After the end of the fiscal year, Managers self-reported on performance indicators that have previously been reported in annual publications of the Service Plan. Although last year’s Service Plan did not display performance indicators, departments continue to record and gauge progress based on “outcome” indicators, as well as “process” indicators. We continue to be interested in identifying relevant and useful year-over-year data in order to ensure the Government is moving in the right direction.

KEY TERMS

The following terms and definitions are used in the 2018/2019 Annual Report:

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS
Identifies what TFN tried to achieve through its programs in 2018/2019. Goals identify the purpose and what the Tsawwassen Government is seeking to accomplish.	Describes the status of TFN’s work towards its Goals, including whether identified targets were met.	<ul style="list-style-type: none"> ✔ Achieved 🕒 In Progress ✖ Incomplete ⊘ No Data

Local Government Expenditures

LEGEND

- ✔ ACHIEVED
- ⌚ IN PROGRESS
- INCOMPLETE
- ⊘ NO DATA

SCHEDULE 1 // FINANCE AND ADMINISTRATION

Finance

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Manage TFN finances in accordance with the legal standards and obligations set out in Tsawwassen law	1.1. Meet Financial Administration Act reporting requirements	✔	2017/18 fiscal year audit completed July 30, 2018 PST audit completed
	1.2. Complete external financial audit by July 31, 2018	✔	
	1.3. Complete additional audits, as required by external government agencies	✔	
2. Provide timely and accurate processing of all financial transactions	2.1. Complete four financial distributions to TFN Members accurately and on time.	✔	
3. Provide financial management of TFN's capital assets	3.1. Implement tangible capital asset software, populate data, apply annual depreciation costs, and create fixed asset continuity schedules.	⌚	
4. Ensure appropriate insurance coverage	4.1. Contract a professional assessment firm to complete an independent valuation of TFN-owned buildings.	-	

Administration

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. As the first point of contact, deliver professional, courteous and prompt service to all Members and leaseholders	1.1. Achieve effective and efficient provision of support services, equipment and supplies.	✔	

Information Technology: Staff Support

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide uninterrupted operation of IT equipment and services such as servers, email, and computers, within budget.	1.1. Issue staff satisfaction survey quarterly.	-	Completed departmental needs assessment meetings throughout organization in place of surveys. Completed by early 2019/20.
	1.2. Build an internal IT site to provide staff information and enable communication.	⌚	
	1.3. Develop on-boarding and off-boarding procedures.	✔	
	1.4. Staff to centralize management of technical aspects of all TFN websites and online portals, resulting in no interruptions to web based services.	✔	
2. Ensure supply of up to date hardware and software to facilitate employee productivity and stability	2.1. No staff working from computers older than 4 years old or running less than Windows 10.	⌚	Projected completion by end of Nov 2019.
	2.2. Setup and manage corporate software through corporate management software and accounts. i.e. Microsoft, Adobe, etc ...	✔	

Information Technology: Network Performance & Security

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Consolidate network, infrastructure and organizational expertise to best support TFN's growth and stability	1.1. Issue 4 quarterly IT summary reports for review by management. Build an internal IT site to provide staff information and enable communication.	⌚	Developed indicators as part of IT Strategy. Staff have started tracking indicators for future management reporting. Replaced all budgeted infrastructure. Staff training provided by SharePoint consultant for software monitoring and maintenance.
	1.2. Refresh network infrastructure to meet IT best practices.	✔	
	1.3. Software training to support SharePoint management and maintenance.	✔	

LEGEND

- ✔ ACHIEVED
- ⌚ IN PROGRESS
- INCOMPLETE
- NO DATA

Human Resources: Recruitment and Staffing

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure proper recruitment and selection strategies.	1.1. Achieve Compliance with TFN's Government Employees Act, policies and best practices.	✔	Staff provide Executive Council with quarterly Human Resources updates. Online survey not yet implemented.
	1.2. Conduct post-hire online employee survey and analyze results to confirm goal is achieved.	-	
2. Maintain and/or increase Member staff complement of 50%.	2.1. More than 50% of staff are Members.	✔	More than 50% of staff are Members, Member spouses or identify as First Nations. The best available data for the end of the 2018-2019 fiscal period is March 22, 2019, at which time, 50.4% of staff (53 of 105) were Members, Member spouses, or from a First Nation.
3. Conduct Affirmation Ceremonies for new hires at Legislative Assembly sessions.	3.1. Complete Affirmation ceremonies for new hires.	✔	Affirmation Ceremonies were conducted for 27 employees across two Legislative Sessions.
4. Fill open job vacancies in an efficient and timely manner.	4.1. Create a baseline time-to-fill metric for yearly comparisons.	✔	

Human Resources: Learning and Development

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Promote staff participation in professional development activities.	1.1. Increase number of approved TFN Professional Development applications by 20%.	⌚	
2. Assist TFN management with succession planning.	2.1. Identify and create succession plan(s) for 75% of key positions.	⌚	

Human Resources: Recognition and Retention

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Acknowledge, recognize and reward staff for their dedicated service to TFN.	1.1. Low turnover of staff.	✔	20.9% turnover. This was slightly higher than last year's (19%) but lower than 2016/2017 (22.6%)
2. Increase talent retention.	2.1. Establish baseline turnover rate for year-over-year comparison.	✔	
3. Create and deliver and all-staff TFN Employee Engagement Survey.	3.1. Establish baseline employee engagement metrics for year-over-year comparison.	-	Deferred due to high volume of organizational change from 2017-2019

Human Resources: Occupational Health and Safety

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Implement occupational health and safety committee.	1.1. Occupational health and safety committee is up and running with regular monthly meetings.	✔	There are eight members of the committee who meet monthly
2. Provide a central forum for planning, developing, implementing and maintaining procedures and conditions for a safe and healthy work environment at TFN.	2.1. Staff are aware of committee members and receive minutes of meetings.	✔	Committee members are Cherie Jackson, Jordi Nickolet, Gordon Blackett, Mike Murphy, Roberto Di Lorenzo, Mona Robertson and Dan Lorenz. HR is still pursuing a Certificate of Recognition accreditation for occupational health and safety, following a consultant's framework.

Executive Governance: Office of the Chief Administrative Officer

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Enable the delivery of Executive Council's vision and direction by ensuring good management and administration of Tsawwassen Government's operating and capital programs.	1.1. Successful achievement of Service Plan goals.	🕒	86% of Service Plan goals achieved or in progress
2. Support staff in achieving the organization's goals and objectives.	2.1. Update the format and content of the annual Service Plan, and review budget process.	✅	A new budget process took place leading up to the Spring 2018 Legislative Assembly. The 2018/2019 Service Plan and Annual Report presented a new way of delivering information about the budget compared to previous years.

Executive Governance: External Communications

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure TFN's goals and actions are effectively communicated to external audiences.	1.1. Achieve optimal response time to media on issues that involve TFN.	🕒	
2. Ensure appropriate response to media issues as they arise.	2.1. A communications officer was hired to manage external communication needs.	✅	Prior to the communications officer, TFN employed a communications coordinator.

LEGEND

- ✅ ACHIEVED
- 🕒 IN PROGRESS
- ❌ INCOMPLETE
- ⊘ NO DATA

Executive Governance: Chief and Executive Support

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Enable the Chief and Executive Council to effectively carry out their functions as TFN's representatives and decision-makers	1.1. Chief and Executive Council have resources and opportunities to represent and make decisions for TFN.	🕒	Executive Council made 86 orders-in-council during the fiscal 2018/2019 period





Executive Governance: Development Due Diligence and Risk Management

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure leases and other commercial arrangements are in compliance with TFN regulations and do not expose TFN to unforeseen risk.	1.1. Successful approval of new leased Industrial land as directed by Executive Council.	✅	No new leases signed due to marketing pause on industrial lands.
2. Ensure leases and other commercial arrangements involving TFN are completed in a timely manner.		✅	Due to the fluid nature of third party negotiations, a performance indicator is impossible to set. However, timely approval of leases is an organizational priority.

General Counsel: Legal Support

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Protect TFN's interests in all contractual relationships.	1.1. Minimize exposure of Tsawwassen Government through sound contractual agreements.	✅	No contractual disputes
2. Provide advice on interpretation and application of TFN's Laws and Regulations.	2.1. Responses to staff requests within agreed upon timelines.	✅	

LEGEND

-  ACHIEVED
-  IN PROGRESS
-  INCOMPLETE
-  NO DATA






SCHEDULE 2 // POLICY AND GOVERNMENT SERVICES

Policy and Intergovernmental Affairs

The Policy and Intergovernmental Affairs branch is responsible for making sure Executive Council, the Legislature and senior management have access to the best available information and analysis on decisions they make. This includes gathering information from the community by running Advisory Council meetings and Leaseholder Consultation Committee meetings, and through research into best practices. The Strategic Policy team manages TFN’s relationships with other governments (including local governments, other First Nations, and the provincial and federal governments). Strategic Policy and Intergovernmental Affairs is also responsible for coordinating TFN’s communications with Members and leaseholders, which includes producing the weekly community newsletter, developing website and social media content, and supporting other departments in communicating with stakeholders. Finally, Strategic Policy and Intergovernmental Affairs identifies and applies for grants to help fund government programming.





Policy and Intergovernmental Affairs: Policy Support and Due Diligence

Provide and coordinate strategic analysis and policy support for TFN departmental programs and initiatives.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure that decision-makers have access to quality information before strategic policy decisions or business investments are made.	1.1. 80% of briefs are submitted to CAO by Thursday end of day for review the following Wednesday by Executive Council.		No data used last time
	1.2. 100% of briefs for Decision have clearly articulated alternative proposals and report on financial implications.		New brief template is expected to be introduced in 2019/2020 fiscal year.
2. Deliver informative reports to Members and external stakeholders and partners describing planned and executed operations.	2.1. Publish Service Plan within 90 days of the start of the fiscal year.		Service plan has not been published yet.
	2.2. Publish Annual Report within three weeks following the conclusion and approval of the audit.		Audit concluded and was approved on July 31, 2018. Annual report was published for Member’s Gathering that took place on October 12-14, 2018.
3. Assist Departments in identifying and securing grants.	3.1. 100% of grant applications identified by Departments as worthwhile and potentially successful are submitted by the deadline.		TFN hired a grant writer on contract who commenced working for TFN on July 30, 2018.


Policy and Intergovernmental Affairs: Intergovernmental Affairs

Manage intergovernmental relationships between TFN and other levels of government, including through the Treaty Implementation Committee.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Advance TFN initiatives at the local, regional, provincial and federal levels.	1.1. Baseline of in-person meeting participation is created to measure and improve engagement levels going forward.		
	1.2. TFN has access to a pooled borrowing regime for low cost infrastructure.		
2. Provide First Nations visitors with high-quality information sessions regarding the Treaty and self-governance.	2.1. Form is developed to gather feedback and establish baseline indicator of visitor satisfaction with information sessions.		
3. Ensure that the implementation of the Final Agreement is reflective of its spirit and intent through work with the Implementation Committee.	3.1. Treaty Implementation Annual Report is published within identified timelines.		

Policy and Intergovernmental Affairs: Legislative, Legal and Regulatory Affairs

Development of policy intentions of legislative and regulatory initiatives, and co-ordination of required legal drafting.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Efficient development of legislative and regulatory options that are effective at addressing government needs and priorities.	1.1. No laws overturned by the Judicial Council.		

Policy and Intergovernmental Affairs: Consultation

Consult with Members and non-Member stakeholders on matters that impact them through the Advisory Council, Leaseholder Consultation Committee, community meetings, and family meetings (where required).

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Operate policy consultation mechanisms and resolve constituent issues as they arise.	1.1. A minimum of 15 Advisory Council meetings are hosted per year.	✓	There were 18 Advisory Council meetings during that fiscal year.
	1.2. Average of 12 Members in attendance at Advisory Council meetings.	✓	There was an average of 12 members at the Advisory Council Meetings.
2. Ensure TFN meets its obligations to consult with Members and leaseholders on policy and regulatory matters.	2.1. A minimum of 3 Leaseholder Consultation Committee meetings are hosted per year.	✓	
	2.2. Average of 8 leaseholders in attendance at Leaseholder Consultation Committee meetings.	⊘	
3. Design and implement a new website for TFN.	3.1. A new website that effectively communicates information to Members and external partners is launched.	🕒	A designer is working to redesign a new website for the 2019/2020 fiscal year.

LEGEND

- ✓ ACHIEVED
- 🕒 IN PROGRESS
- − INCOMPLETE
- ⊘ NO DATA

Corporate Policy and Government Services

The Government Services branch is responsible for the logistics behind Legislative Sessions (including food, supplies, facilities, documentation for Legislators, etc.). The stipends paid to Legislators also come out of this budget. This branch manages all of the Government’s records, which involves a complex, organization-wide filing system. This branch plans and funds community events targeted at all TFN residents, such as the annual National Aboriginal Day celebration. The workshops and planning sessions that go into the development of the Service Plan and Strategic Plan and other reporting documents are funded through this budget and facilitated by Government Services staff. In addition, this department manages the corporate records of TFN Corporations and provides support to the TFN Trust Society, as well as providing policy support to the Finance and Education Departments in addition to other issue-specific policy files.

Corporate Policy and Government Services: Legislature

Support the operations of the Tsawwassen Legislature, when in and out of session, manage the Legislature’s records and coordinate general policy analysis, strategic analysis and due diligence work on various TFN departmental initiatives.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide well-organized, accurate and cost-effective administrative, technical and clerical support to the Legislature.	1.1. At least two legislative sessions per year are planned, managed and delivered.	✓	Two legislative sessions took place during the 2018/2019 fiscal year.
	1.2. Legislature meeting minutes are published before the start of the following session.	−	
2. Improve access to legislative meetings.	2.1. Uninterrupted web streaming with good sound quality is provided for all legislative meetings.	✓	There was a peak viewing of 20 unique views for the sitting on February 28, 2019. There has been a general trend of increased viewership as time proceeds.

LEGEND

- ✔ ACHIEVED
- ⌚ IN PROGRESS
- INCOMPLETE
- ⊘ NO DATA

Corporate Policy and Government Services: Records Management

Classify, organize and manage Tsawwassen Government records and information in accordance with Tsawwassen law and best practices.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure that all TFN records are managed in accordance with Tsawwassen law and support TFN's obligations under TFN's <i>Freedom of Information and Protection of Privacy Act</i> (FIPPA).	1.1. Access to information requests are managed in compliance with TFN law.	✔	Staff continue facing challenges meeting the target two-week deadline. Staff are developing a mechanism to ensure the two-week deadline for updating the registry is achieved.
	1.2. Electronic data and record management system is procured and development is initiated.	✔	
	1.3. Law registry and website is updated within two weeks of new legislation, regulation or amendment.	-	

Corporate Policy and Government Services: Community Events

Deliver high-quality community events to the Tsawwassen Community

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide forums that support and promote TFN culture and build community unity throughout the Member and non-Member community.	1.1. A successful National Aboriginal Day celebration is hosted.	✔	National Indigenous Peoples day was celebrated on June 21, 2018 by Members and Non-Members at the sports field.

Corporate Policy and Government Services: Corporate Policy Support

Manage the corporate records for TFN Corporations, support the operations of the board and members of the TFN Trust Society, provide policy support for TFN's Finance and Education departments, and other specific policy files.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Maintain corporate records with the official records office of all corporations and the Trust Society.	1.1. All TFN Corporations are in good standing and all board appointments are current.	-	There was a vacancy for the TEDC for the last quarter of the fiscal year.
2. Organize and support annual general meetings of the Trust Society as well as meetings of the Trust Society Board of Directors.	2.1. The Trust Society holds its Annual General Meeting within six months of the fiscal year end.	-	The trust society fiscal year is January 1, 2018 to December 31, 2018. The AGM was held on June 19, 2018.
	2.2. Trust Society board of directors meet quarterly.	-	The board met 1 time during the fiscal year.
3. Provide additional policy support, as needed.	3.1. Policy support is provided within agreed upon timelines.	⌚	Policy support is available when necessary.

Corporate Policy and Government Services: Planning Workshops

Organize Service and Strategic Plan workshops for members of the Legislature, Executive Council, and the management team to strategize program delivery and government vision for future years.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide adequate resources and information.	1.1. Elected officials have adequate information and time to consider the issues and provide the necessary direction.	✔	Budget workshops, prior to the legislative session, were held for legislators before the budget was formally introduced into the sittings of the legislature.
2. Provide an environment for concentrated work.	2.1. Managers are able to develop detailed planning for their departments.	✔	

LEGEND

- ✔ ACHIEVED
- ⌚ IN PROGRESS
- INCOMPLETE
- NO DATA

SCHEDULE 3 // LANDS AND MUNICIPAL SERVICES

Department(s): Lands

Lands and Engineering Services: Building Permits

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Review permit applications and issue permits in a timely and efficient manner.	1.1. Single family residential permits are issued within two weeks of a complete and thorough application being made.	✔	32 Part 3 building permits issued (complex) 24 Part 9 building permits issued (housing and small buildings)
	1.2. Commercial and industrial permits are issued within two months of a complete and thorough application being made.	✔	

Lands and Engineering Services: Enforcement

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Increase compliance by strengthening community relations.	1.1. Community enforcement workshop is completed.	✔	Regular posts called "Compliance Corner" are posted in the Community Notice newsletter.
2. Establish working relations with outside agencies for emergency response.	2.1. Regular enforcement and patrol schedule is established.	✔	2019 – 69 tickets 2018 – 48 tickets Obtained a 2x2-foot speed board from ICBC to measure vehicle speeds. Six volunteers spent 300 hours enforcing bylaw and traffic offences and spent 100 hours writing reports.
	2.2. An update of the emergency response plan is completed.	⌚	

Engineering Services: Contract Supervision (Programs and Capital Projects)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Manage contracts for a variety of projects (e.g. TFN-owned parks, boulevards and haul road maintenance).	1.1. Once a month, monitoring for quality of service takes place for each works and service contracted project.	⌚	Contracts were monitored for performance throughout the year.

Lands and Engineering Services: Permit Review and Inspections (Development Engineering)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Timely review of permits and consistent inspections.	1.1. Permits under this section are issued within one month of a complete and thorough application being made.	✔	1 Soil Permit issued 1 Tree Permit issued
	1.2. Department has capacity to inspect all sites in a timely manner.	✔	

Engineering Services: Capital Construction Projects (Development Engineering)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Maintain new infrastructure.	1.1. A regular maintenance schedule is established.	⌚	

Lands: Permit Review, Issuance and Monitoring (Development Planning Applications)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Issue decisions for land-related permit applications and issued in a timely and efficient manner.	1.1. Number of permits issued.	✔	6 Development Permits 4 Rezoning completed 7 Subdivisions registered 1 Neighbourhood Plan Amendment 66 sign Permits
2. Ensure consultation is undertaken for all rezoning and neighbourhood plan amendments.	2.1. Statutory requirements for consultation sessions are met	✔	
3. Ensure development application regulations are up-to-date and relevant.	3.1. Update fees and regulations and zoning regulations	✔	Planning and Development Application Fees regulation updated
	3.2. Develop design guidelines	✔	

LEGEND

- ✔ ACHIEVED
- ⌚ IN PROGRESS
- INCOMPLETE
- ⊘ NO DATA

Lands: Permit Processes (Development Planning Applications)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure all businesses, residents, developers and TFN Members are aware of permit and license requirements.	1.1. Update permit and license explanatory documents on the TFN website and develop brochures for TFN Members.	⌚	
2. Reduce number of tickets issued.	2.1. Communicate permit and license process changes on a quarterly basis to stakeholders.	✔	Monthly meetings take place with developers.

Engineering Services: Government Building Repair (Government Facilities)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Perform maintenance projects on government owned administration buildings to improve usability and life span and ensure health and safety standards are met.	1.1. Major and minor repairs to be made to government buildings are identified and completed.	✔	

Engineering Services: Operations and Janitorial (Government Facilities)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Perform regular cleaning for administration and community buildings.	1.1. Weekly and seasonal janitorial services are completed.	✔	

Engineering Services: Signs and Lights (Infrastructure Maintenance)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. To keep all signs visible and all lights in working order.	1.1. Schedule is established for monitoring signs and lights on a weekly basis.	⌚	Annual inspection of all traffic signals. Weekly inspection of signs and lights.
	1.2. Complaints are responded to within a 24-hour period.	⊘	

Engineering Services: Roads (Infrastructure Maintenance)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure the pavement surface meets a reasonable safety standard.	1.1. Same day snow clearing on major roads is provided.	✔	
	1.2. Establish and implement a road maintenance schedule.	⌚	

Engineering Services: Parks (Infrastructure Maintenance)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Establish Maintenance Schedule.	1.1. Parks and Sports Field are maintained accordance with established schedule.	✔	
2. Ensure staff have the required maintenance training.	2.1. Public Works staff complete the maintenance training course.	⌚	

Lands: Front Counter Application Services (Planning Administration)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide excellent service to applicants.	1.1. Front counter presence during all core work hours.	✔	342 business licenses issued 110 dog licenses issued
	1.2. Front counter applications processed and licences issued within one week.	✔	

Lands/Engineering Services: Mapping Administration (Planning Administration)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Implement GIS in the Lands Department	1.1. Establish a GIS plan for integration of records.	✓	GIS coordinator hired in 2018
	1.2. Complete addressing assignments in-house.	✓	

Lands: Administrative Support (Planning Administration)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Continue to organize large documents to provide staff with easy access.	1.1. All maps are organized and labeled within the new filing system.	🕒	

Lands: Regulatory Amendments (Planning Policy and Projects)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Bring all policy and regulatory work in-house.	1.1. Staff hired in planning positions.	✓	Housing Planner and Senior Planner for Policy and Projects hired in 2018

Lands: Community Planning (Planning Policy and Projects)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Finalize Phases 1 and 2 of Facilities Plan.	1.1. Executive Council approval and adoption of Phases 1 and 2.	🕒	Facilities Plan locational mapping exercise complete. Community Engagement Phase commenced.

LEGEND

- ✓ ACHIEVED
- 🕒 IN PROGRESS
- ✗ INCOMPLETE
- ⊘ NO DATA

Lands: Regional Planning Initiatives (Planning Policy and Projects)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Keeping involved in regional transportation planning initiatives that would directly affect TFN.	1.1. Number of meetings attended to provide comments on TFN's behalf.	✓	Five meetings with Metro Vancouver, including Regional Planning Advisory Committee meetings and TransLink Planning meetings

Engineering Services: Sewer Plant and System (Utility Operations)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide reliable sewage treatment for existing and future development on Tsawwassen Lands.	1.1. No shutdowns; plant is kept operating continuously.	🕒	4 new electrical emergency generators by end of 2019 (13 in total)
	1.2. All environmental requirements are met.	🕒	Sewage Treatment Plant converting from propane to natural gas to save on fuel costs

Engineering Services: Drainage (Utility Operations)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Minimize flooding risk through maintenance of ditches, culverts and storm sewers.	1.1. Number of flooding complaints received due to ditch back-ups is reduced.	🕒	
2. Establish a pump maintenance schedule for industrial lands pump station.	2.1. Maintain pump in accordance with established schedule.	✗	

Engineering Services: Water System (Utility Operations)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Safe and efficient operation of the water distribution system and fire hydrants.	1.1. Water testing schedule is followed.	✓	
	1.2. Fire hydrant maintenance schedule is followed.	✓	
	1.3. Emergency calls are responded to within the same day.	✓	
	1.4. Water distribution maintenance schedule is established and followed.	🕒	

Engineering Services: Waste and Garbage Collection (Utility Operations)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide reliable garbage, recycling and composting pick up service for residents and minimize land fill waste.	1.1. No missed collections days.	✖	Waste and garbage collection are contracted to a service provider. As such, data is not collected. However, service complaints are prioritized for prompt response.
	1.2. Complaints are responded to within a 24-hour period.	🕒	

LEGEND

- ✓ ACHIEVED
- 🕒 IN PROGRESS
- ✖ INCOMPLETE
- 🕒 NO DATA

SCHEDULE 4 // TAXATION

Department(s): Finance
 No goals or performance indicators were identified in the 2018/2019 Service Plan.

SCHEDULE 5 // LOCAL GOVERNMENT CAPITAL EXPENDITURES

Department(s): Lands, Engineering Services, Finance
 The Tsawwassen Legislature approved the following projects for local government capital expenditures in the 2018-2019 fiscal year. Capital projects have several phases (including consultation, program, development, and construction), and are generally carried out over several years.
 No goals or performance indicators for Local Government Capital Expenditures were identified in the budget.

Local Government Capital Projects

PLANNING INITIATIVES	STATUS
Maintenance Management Plan Update	✓
Asset management (infrastructure and facilities)	✓
Application tracking / GIS software	✓
Community Emergency Response Plan	🕒
Facilities Study - Phase 2	🕒

COMMUNITY FACILITIES	STATUS
Sports Field and Fieldhouse	✖
Parks	✓
Blue Bridge Buttress Replacement on Breakwater	🕒

Local Government Capital Projects (cont'd)

TRANSPORTATION	STATUS
Highway 17 widening including intersections	✓
27B West	🕒
Bus Stops & Shelters for Malls Developments	🕒
Brandrith Crossing	✖

WATER	STATUS
GVWD - 28th Ave to North end	✓

DRAINAGE	STATUS
New TFN Industrial Lands pump station	🕒

GENERAL CAPITAL EQUIPMENT	STATUS
Public Works Equipment	🕒
Fleet renewal	🕒

Member Expenditures

LEGEND

- ✓ ACHIEVED
- 🕒 IN PROGRESS
- ✖ INCOMPLETE
- 🕒 NO DATA

SCHEDULE 6 // MEMBER FINANCIAL BENEFITS

Department(s): Finance

No goals or performance indicators were identified

SCHEDULE 7 // MEMBER GOVERNMENT SERVICES

Members Government Services

This branch is in charge of programming for Member-focused services including events (such as the Members' Gathering and Treaty Day) and records (such as enrolment data and Indian Registry assistance).

Member and First Nations Communications

Provide the Member community with relevant and timely information respecting government actions and community news.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Develop and deliver information and messaging that reaches Members and a wider community audience using diverse media and delivery tools.	1.1. Weekly Community Notice is compiled and distributed to TFN Members in hard or electronic copy.	✓	
	1.2. Website and community calendar are updated with events and announcements on at least a weekly basis.	✓	
	1.3. Council's Corner is published and distributed four times per year.	✖	There were only three issues published due to the timing of the 2019 General Election.

Member Community Events

Deliver high-quality community-building events

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Deliver high-quality Treaty Day, Members' Gathering, Annual General Meeting (AGM), and other events, whether celebratory or consultative in nature, which promote community unity and have a strong emphasis on family and culture.	1.1. All planned events are hosted within the allotted budget.	✓	

Member Records

Manage all aspects of the Tsawwassen Enrolment Register

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure that enrolment services are well managed and are accessible to eligible Tsawwassen Members and individuals, in accordance with Tsawwassen Law.	1.1. Enrolment Reports are issued as scheduled to Executive Council and the Community.	✓	One of the quarterly enrolment updates was not included in one of the community notices due to an administrative error and Executive Council decided to not include it in the following community notice. There are no mandated requirements for quarterly reports therefore this was not in contravention of anything other than past practice.
	1.2. Enrolment deadlines, as set out in the <i>Membership Act</i> and the <i>Policy for Eligibility and Enrolment of Members</i> , are met.	✓	
	1.3. All applicants are supported in accessing the documents they require to complete Membership applications.	✓	

Territory Management

This branch of the Policy and Government Services Department co-ordinates and leads TFN's involvement in referrals, which result largely from external developments that may have an impact on TFN's Treaty Rights, such as the expansion of the Roberts Bank port. The department provides input directly, and collects input from external consultants and the community to ensure that any developments take TFN's rights into consideration. This department also co-ordinates TFN's specific claims files and supports the Territorial Boundary Commission, which is set up to work through overlap issues with other First Nations.

Referrals

Provide effective representation and protection of TFN rights and interests in high-priority projects.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
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.	1.1. TFN provides input according to established referral timelines.	✓	

LEGEND

- ✓ ACHIEVED
- 🕒 IN PROGRESS
- ✖ INCOMPLETE
- 🚫 NO DATA

Shared Territories

Work together with other First Nations to manage TFN Traditional Territory.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
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.	1.1. N/A	✓	

Invasive Plant and Species Control

Control Invasive Species (including plant species and mosquitoes) from Tsawwassen Lands

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure that invasive plants do not provide a health risk to Members or compete adversely with native and medicinal plants.	1.1. Successful reduction of invasive species that may impact native plants.	✓	The annual survey was performed. The following statistics were reported: <ul style="list-style-type: none"> ▪ 4 Giant Hogweed sites were controlled and monitored bi-monthly; ▪ Knotweed sites on hold for 2 years to monitor for regrowth, to be monitored bi-annually; and An invasive plant pest management plan is to be drafted for 2020.
	2. Ensure that mosquito control is in place to reduce potential public health risks and improve quality of life.	2.1. Successful resolution of any complaints about mosquitos received from residents.	✓

LEGEND

- ✔ ACHIEVED
- ⌚ IN PROGRESS
- INCOMPLETE
- ⊘ NO DATA

SCHEDULE 8 // MEMBER EDUCATION, TRAINING AND CULTURE

Education

This branch supports TFN children from kindergarten to grade 12 through learning and financial assistance. This involves meeting with teachers, principals and members of the school district to ensure that all students are receiving the learning support they need. Where a child is receiving insufficient learning support at school, the Education branch provides specialized academic programming targeted to that student’s needs. This includes a certified teacher who provides individualized in-class and after-school support, with an emphasis on improving literacy. The Education branch also provides youth grants for extracurricular activities to TFN youth who apply.

Education K-12

Provide educational services to TFN Member students in K-12 that support academic excellence.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Create a positive, inclusive learning environment for TFN Member students.	1.1. Attend a minimum of 15 meetings per year with Delta School District (DSD).	✔	Staff met with DSD 21 times over the fiscal year.
2. Better coordination with DSD to support student achievement.	2.1. Follow tasks and actions as outlined in Delta School District (DSD) and TFN Joint Action Plan for TFN Student Success.	✔	
3. Support individual students.	3.1. Tracking sheets are completed for every TFN Member students in K-12, which include need for psycho-educational assessments and connection to mental health supports.	✔	Goal was achieved since TFN provides individualized services to students on TFN Lands, and will follow-up with students who may need extra supports from TFN on TFN Lands.

Post-Secondary Education

This branch provides post-secondary education funding to TFN Members who are at least 18 years of age, and who wish to pursue education at an accredited post-secondary institution. This includes certificate, diploma, and degree programs as well as trades training programs. This budget covers the tuition and living allowance for eligible students and also covers the cost of creating community awareness about the program.

Post-Secondary Education

Promote post-secondary education to TFN Members and provide financial support to help TFN Members in accessing post-secondary education.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Track success at post-secondary education.	1.1. TFN receives a monthly update from each student.	✔	
2. Encourage TFN Member students in high school to enrol in and attend post-secondary education.	2.1. TFN sends out information about post-secondary twice per academic year.	-	

Daycare

The Smuyuq'wa' Lelum Early Childhood Development Centre is a fully licensed, state of the art, childcare facility which provides care for children aged 6 months to 5 years, 5 days a week. The daycare aims to provide a positive introduction to the school experience. We provide a safe, caring, and inviting environment to enhance positive social and emotional development and instill a sense of pride, confidence and desire to learn within children. Our daycare staff are fully licensed and have special training for infant/toddler and special needs groups. This program area covers all the costs of running the daycare, which is available free of charge to TFN Members

Early Childhood Development Centre

Our Early Childhood Development Centre provides daily opportunities for all children to explore their world through play, language, socialization, and discovery. We create a playful, stimulating, inclusive environment, where all children have a variety of choices in which to imagine, discover, and belong.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide safe, quality child care that meets all regulatory requirements.	1.1. All staff meet licensing requirements.	✓	
	1.2. Receive a "Low Inspection Priority" rating on the annual Fraser Health Child Care Facilities Inspection Report.	✓	
2. Provide pre-kindergarten readiness skills to prepare children for kindergarten and beyond.	2.1. Time spent on oral language development is a core component in all Early Childhood Education programs.	✓	

LEGEND

- ✓ ACHIEVED
- 🕒 IN PROGRESS
- ⊖ INCOMPLETE
- ⊘ NO DATA

Youth Services

This branch operates an after-school recreation program which allows the children to engage in physical and artistic pursuits. For example, the children participate in dance and gymnastics and go on field trips and camping trips. The kids are also encouraged to participate in the "Healthy Habits Program" which allows them to make healthy lunches for their next school day. This branch also operates the recently opened Teen Centre for TFN youth, and the Child Centre for TFN children under the age of 12.

Youth Services

Youth Services provides a recreational after school program that allows children and youth to experience and explore.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Expanding opportunities for children and youth that include education, safety, accessibility and physical activity needs.	1.1. Average of 25 children and youth participating in the Healthy Habits Program and extracurricular activities.	⊖	Approximately 23 children participated.
2. Position the TFN Teen Centre as an appealing after school destination for TFN youth.	2.1. 75% attendance rate at TFN Teen Centre by TFN youth.	⊖	8 out of 26 on-Lands teens attend regularly
3. Improve youth services with an emphasis on leadership and mentorship.	3.1. Begin implementation of recommendations of an external review of youth services by the end of the year.	🕒	

Aboriginal Family Resources On-the-Go (AFROG)

The AFROG program is a place where families can interact with other children and parents/ caregivers. This program involves families coming together on the big, green AFROG bus, where they can participate in creative programming and access resources designed to improve family wellness, such as information on healthy eating and development. The AFROG bus provides an inviting atmosphere where Aboriginal families can enjoy quality time with their children outside the home, as well as providing an opportunity for friendship, support and shared experiences with other adults.

Aboriginal Family Resources On-The-Go (AFROG)

AFROG is a mobile family resource program designed to provide Aboriginal families with young children with safe, fun and informative family activities outside the home.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Continue to promote the AFROG program as a benefit to all Aboriginal families who are looking for culture and resources for their daily living.	1.1. Facilitate participation by the AFROG bus at a minimum of five outreach opportunities, such as the May Day parade, family resource events and the Sun Festival.	✓	

LEGEND

- ✓ ACHIEVED
- 🕒 IN PROGRESS
- ✖ INCOMPLETE
- ⊘ NO DATA

Cultural/Language Program

This branch is dedicated to the revitalization of Hun'qum'inum language and the Tsawwassen culture. The language and culture staff organize cultural awareness activities such as weekly language classes, annual cedar stripping outings, and beading and drumming workshops. They work with the Natural Resources Department to organize traditional tea harvesting and other gathering opportunities. This branch also works closely with the child and youth centres and the daycare to instill cultural values in the children and youth, and assists all other departments in including language and cultural elements in TFN Government policies and regulations.

Cultural/Language Program

The language and culture program area facilitates the transfer of knowledge and skills regarding our language, teachings, activities, and traditional ways of life. The programs and curriculum we develop are offered within a safe learning environment through gatherings and activities designed for language education, cultural learning and promotion of TFN arts.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Deliver language and culture workshops and classes in all ECE, child and youth centres and education programs to TFN members.	1.1. Language classes are delivered weekly with an average of 10 Members in attendance.	✓	6-7 Members attend regularly.
	1.2. 10 people learn how to introduce themselves in hə́ŋqəmiṇəm.	✓	10-12 Member children attend language classes during the school year.
	1.3. 10 people learn how to pronounce ancestral names in hə́ŋqəmiṇəm.	✓	
2. Increase awareness and participation in language and culture in the community.	2.1. A survey is developed and delivered to identify TFN Member language and culture interests.	⊘	
3. Document language recordings to preserve languages.	3.1. 100 audio recordings of elder speaking hə́ŋqəmiṇəm are produced and edited.	🕒	
4. Facilitate renewed emphasis on Our Living Traditions Strategy.	4.1. Work Plan is reviewed to identify if new action items are needed to ensure implementation of the Strategy.	⊘	
5. Deliver cultural workshops to TFN Members (e.g. Coming-of-Age Ceremony)	5.1. 10 Members attend each workshop	✓	TFN has held cultural workshops that include: <ul style="list-style-type: none"> ▪ Weaving; ▪ Carving; ▪ Beading; and ▪ Traditional tea making.

Employment Counsellor

This budget encompasses a set of employment and skills development programs implemented by recommendation of the Legislature to match TFN members and member spouses with career and/or training opportunities in their desired field. Employment and Training will begin delivering Aboriginal skills and employment training directly. Staff will also continue to assist individuals with resume development, interview skills, program applications, and will offer a wide range of other assistance with the ultimate goal of connecting community members with long-term, stable employment. This branch also coordinates the hiring of TFN youth over the summer to give them exposure to various types of work experience.

Employment and Skills Development

Employment and Skills Development delivers a program aimed at connecting TFN Members with employment they desire.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Upgrade and upscale education to allow interested TFN Members to find higher paying careers.	1.1. 25 Members accessing pre-employment or upgrading/career-advancing training.	✓	40-45 Members connected with pre-employment or training opportunities in 2018/2019
2. Increase the employability of interested TFN Members.	2.1. Connect TFN Members who are interested in employment with opportunities within two-week turnaround.	✓	
3. Introduce TFN youth to employment experience and on-the-job training.	3.1. 15 TFN youth employed in summer at TFN and Joint Venture programs.	✗	10 youth employed in summer 2018 at TFN and Joint Venture programs (6 TFN Government; 4 Matcon).
4. Advertise employment opportunities related to partnerships, joint ventures, and other employment opportunities.	4.1. 100% of TFN-member specific job opportunities are posted in the Community Notice.	✓	

LEGEND

- ✓ ACHIEVED
- 🕒 IN PROGRESS
- ✗ INCOMPLETE
- 🚫 NO DATA

SCHEDULE 9 // HEALTH AND SOCIAL DEVELOPMENT

Primary Care

This branch connects TFN Members on Tsawwassen Lands with a primary care provider. Members set their own health goals in partnership with a TFN Staff person. This way, Members are actively engaged in their own health.

Nurse Practitioner

This program, in partnership with Fraser Health, provides a Nurse Practitioner (similar to a doctor), who is a Fraser Health employee, to provide health care to Members on Tsawwassen Lands. The Nurse Practitioner can act as a primary care provider, diagnosing illness, prescribing medications, referring clients to tests and specialists etc.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide access to a health care provider that will enhance Members' quality of life and overall health.	1.1. 100% of Members for whom accessing a Nurse Practitioner would help achieve a health goal are connected to TFN's Nurse Practitioner.	🕒	There have been no waitlists and all eligible Members were able to connect with the Nurse Practitioner. Approximately 60 Members have connected to the Nurse practitioner.

Mental Wellness

The Mental Wellness program provides counselling, psychology, art therapy, traditional healing, treatment and after care services to TFN Members and families.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide high quality counselling, treatment and after care services that assist Members and their families in achieving their mental wellness goals.	1.1. 100% of Members for whom accessing counselling, treatment or after care services would help achieve a health goal are connected to direct or referral services.	✓	All Members who sought assistance were either connected to a service that TFN could provide or were referred to services that were more suited to their needs. 36 Members connected with the Counsellor provided by TFN. 25 Members connected with the Psychologist provided by TFN. 17 Members connected with the Traditional Healer provided by TFN. 7 Members were referred to Treatment programs.

Continuing Care

This branch provides community and home care programs to clients who need health care and personal care services on a continuing basis.

Home and Community Care

The Home and Community Care program provides home-care visits by a Registered Nurse and a Personal Care Aide to enhance the health of Members.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide Members with continuing care services that support independent living and enhance quality of life.	1.1. 100% of eligible Members for whom accessing home-care visits would receive proactive health services.	✓	TFN provided services 23 Members with their home-care program.

Child and Youth Development

This program provides assessments and interventions to support social and educational development, with an emphasis on timely interventions at a young age to ensure success later in life. This program also will include some options for respite care with the approval of Executive Council.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Conduct early assessments and provide ongoing supports to help achieve identified developmental outcomes.	1.1. 100% of children and youth in cases where it has been identified that assessments, interventions, or respite care would help achieve a social and educational developmental goal are connected to services.	⊘	<p>The HSS Department works collaboratively with Education & Skills Development department in many areas of child and youth development. HSS supports the Education team in providing Education assessments to those who are referred either through the school, direct family referrals or other health professionals.</p> <p>In 2018 to the present, HSS hired a Child Psychologist on contract and has been working between both HSS and the Education department. This portfolio largely resides within the Education & Skills Development department.</p>

LEGEND

- ✓ ACHIEVED
- 🕒 IN PROGRESS
- ✖ INCOMPLETE
- ⊘ NO DATA

Supportive Youth Program

This program connects high-risk, vulnerable TFN youth to support services, including substance abuse and mental health programming and a youth worker.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Increase protective factors for vulnerable TFN youth through access to effective support services. ¹	1.1. Pre- and post-assessment surveys show that TFN youth strengths are identified and enhanced, and that TFN youth are more resilient and well-supported.	🕒	HSS works with the Education & Skills department to support youth in many ways to increase protective factors, including connecting youth with workers, including the use of an outreach worker, culturally safe programming and access to many different services (i.e. the child and youth psychologist).

¹Protective factors are positive influences that can improve the lives of individuals or the safety of a community. These may decrease the likelihood that individuals engage in crime or become victims. Building on existing protective factors makes individuals and communities stronger and better able to counteract risk factors. Source: Public Safety Canada <https://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/fndng-prgrms/rsk-fctrs-eng.aspx#rap_factor>

Health Promotion

Through education, this program area aims to empower TFN Members to assume responsibility and control over their own health.

Education

Provide workshops and education that will increase knowledge and understanding of a variety of health issues

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Develop and deliver workshops, or partner with others, to educate members on various topics, including substance use, sexual health, parenting teens.	1.1. Workshops are developed, delivered and evaluated.	✓	<p>The following workshops were held:</p> <ul style="list-style-type: none"> ▪ Substance use; ▪ Diabetes; ▪ Healing and resiliency; ▪ Naloxone Training; ▪ Tax form completion; and ▪ Parenting support.

Disease Prevention

This program works to educate Members on various chronic diseases and how to prevent them.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide Members with information on management of chronic diseases. The goal of this program is to enhance their quality of life and reduce their risk of disease and infection and provide specialized clinics on Tsawwassen Lands to Members.	1.1. Deliver three health clinics on topics related to chronic disease education and management.	✓	Health clinics took place on the following topics: <ul style="list-style-type: none"> ▪ Diabetes ▪ Mammography ▪ Eye Clinics

Health Fairs

Help Members become aware of outside service providers and provide opportunities for Members to attend health clinics on Tsawwassen Lands.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide opportunities for community members to connect with health providers to learn about services available.	1.1. Deliver a health fair.	✓	The annual health fair on June 16, 2019.

Nutrition

Support the integration of healthy behaviours and nutritious eating habits into daily routines.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. TFN Members with chronic health conditions learn to better incorporate healthy behaviours into their lifestyle.	1.1. 100% of Member families with dietary restrictions and for whom accessing dietician support services would help achieve a health goal are connected to dietician support.	🕒	Staff held several workshops on healthy cooking and meal planning for Elders and families as well as working one on one with families to achieve this goal. Staff also attended training to be able to provide healthy cooking and meal planning workshops on an ongoing basis.

LEGEND

- ✓ ACHIEVED
- 🕒 IN PROGRESS
- ✗ INCOMPLETE
- ⊘ NO DATA

Social Assistance

This branch provides financial assistance to eligible individuals to help them meet basic needs.

Social Assistance

This program provides income support for TFN Members and families, and other Status Indians living on Tsawwassen Lands, to meet basic needs.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide an effective social safety net for eligible individuals, including those who are long-term unemployed or who face multiple barriers to employment.	1.1. Services are delivered on time to clients.	✓	Income and social assistance were delivered to 20 clients.

Family Supports

This branch encourages the development of strong families by providing opportunities for involvement in traditional practices, including transition ceremonies and knowledge transfer from Elders, and access to family empowerment programming.

Family Empowerment

This program aims to work with parents and children, as well as with extended family networks, to address priority issues within an Indigenous context. The family empowerment program is a strength-based program and will either develop or work with existing family/other circles to provide supportive environments for children and families.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Help keep TFN families together and assist in family reunification using a strengths-based approach.	1.1. Develop and maintain client files that include case plans and written progress reports.	✓	HSS provided family empowerment services to 41 clients.

Support Program

This program provides workshops to support families in understanding and supporting their family members dealing with trauma and mental wellness.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Education is provided to families to increase understanding of healing process.	1.1. Families are better able to understand the healing process that their family member will go through.	🕒	The numbers related to mental wellness are reflective of the support program.
2. Families gain skills and knowledge on patterns of behaviour, how to maintain boundaries and how to effectively assist.	2.1. Families are better able to understand the difference between support and enabling.	🕒	Same as above.

Elders

Provide opportunities for Elders to engage in community events, build relationships with other Elders, and participate meaningfully in Tsawwassen cultural practices and customs.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Help facilitate cultural renewal by supporting Elders in safeguarding Tsawwassen language, culture and tradition through active community engagement.	1.1. Elders feel more connected to younger TFN Members and to Elders from other communities.	✅	There are initiatives between the Education department and the Elders coordinator to increase interactions between elders and the youth. The following activities have taken place in the 2018-2019 fiscal year: <ul style="list-style-type: none"> ▪ Puzzle days; ▪ Weekly outings; and ▪ Activities with youths. There were between 20-25 Elders participating in the Elders programming in 2018-2019, averaging around 14 per regular program.
	1.2. Elders are consulted during development and planning of cultural events and activities.	✅	

LEGEND

- ✅ ACHIEVED
- 🕒 IN PROGRESS
- ❌ INCOMPLETE
- 🚫 NO DATA

Social Supports

This branch provides outreach services to help TFN Members who are engaging with and transitioning out of the justice system.

Justice Services

This program provides support services to TFN Members navigating the justice system. Programming includes referral to anger management counselling; court transportation; and community reintegration and diversion program support led by the Delta Police Department.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. TFN Members have access to the information and support they need to achieve effective engagement with the justice system.	1.1. TFN Members have fewer negative interactions with the justice system.	🕒	HSS is always looking at ways of improving Member interactions with the justice system and bolstering the information and support systems available to Members interacting with the justice system. Probation services established in March 2018 have been successful and these services were available throughout the entire fiscal year.

Outreach

Provide information and access to services in convenient and safe community spaces, particularly for TFN Members who are unable to access or are uncomfortable accessing services at Tsawwassen Government offices.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Reduce barriers to service access for TFN Members.	1.1. Establish baseline indicator of program use based on client load.	✅	HSS provides outreach services that ensure Members have low barrier access to services that do not require accessing TFN government offices.

LEGEND

- ✔ ACHIEVED
- ⌚ IN PROGRESS
- INCOMPLETE
- ⊘ NO DATA

SCHEDULE 10: MEMBER LANDS AND MUNICIPAL SERVICES

Department(s): Lands, Engineering Services

Rental Properties and Programs

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Perform maintenance projects on rental properties to improve usability and life span and ensure health and safety standards are met.	1.1. Complete planned and requested improvements/renovations.	✔	6 rental renovations completed.
	1.2. Complaints are responded to within a 48-hour period.	✔	All complaints and requests are responded to within a 48 hour period.
2. Helping Members access new and existing rental units	2.1. Clarify housing policy and process for accessing new and existing units.	⌚	Updating TFN Rental Housing Regulation. Approved TFN Housing Strategy
	2.2. Number of units available to Members by family, Elders, all, either constructed or reflected in Plans.	✔	52 rental units: <ul style="list-style-type: none"> ▪ 10 existing rental units. ▪ 6 new rental units by Fall 2019. ▪ 36 new rental units by Winter 2020.
	2.3. Number of Member requests for staff support in helping with housing needs and status of responses.	⌚	Received 24 rental housing applications: 3 families housed, 6 families will move into the new 6-plex, 15 applicants will be housed in the new 36-unit multi-family complex.
	2.4. Accessing external grants to build more rental housing at TFN.	✔	Received \$7.2 million from BC Housing for 36 new units. Received \$1.3 million from CMHC's Section 95 Program for 6 new units.

Member Housing

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide a central contact point, information and advice regarding housing construction for TFN Members.	1.1. Number of grants issued by TFN	✔	Four pre-construction grants issued and two site servicing grants
	1.2. Number of external grants accessed by TFN Members.	✔	Four Renovation grants from Indigenous Services Canada issued, 3 new home construction grants issued.
	1.3. Completion of housing construction information materials.	✔	
	1.4. Number of Member requests for staff support in helping with housing needs and status of responses	⌚	Progress so far: <ul style="list-style-type: none"> ▪ One Member home built and occupied, ▪ Construction of 3 new homes in progress. ▪ 3 Member home renovations completed. ▪ All Requests responded to within 48 hours.

SCHEDULE 11: NATURAL RESOURCES

Department(s): Natural Resources

Fisheries

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Achieve a near 100% catch of yearly allocation for all fish and shellfish species, subject to conservation concerns.	1.1. Actual percentage caught of allocation of each of the species.	✔	FSC Chinook - 50.1% FSC Sockeye - 94.4% FSC Chum - 97.3% FSC Crab - non-allocated FSC Eulachon - 86.1% EO Sockeye - 111.2%
2. Aim to provide economic opportunities (EO) to fishers of the community through commercial license acquisitions and commercial sales. (Fisheries subject to conservation concerns)	2.1. Number of Commercial License Acquisitions issued to community members. (Pending available opportunities, review and audit license agreements regularly during each season)	✔	4 gillnet licence opportunities were transferred to 4 TFN members; one commercial communal crab licence was reallocated to a TFN member for Area I (Roberts Bank)

LEGEND

- ✔ ACHIEVED
- ⌚ IN PROGRESS
- INCOMPLETE
- NO DATA

Fisheries (cont'd)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
3. Seek opportunities to expand fish, shellfish and bivalve opportunities for membership	3.1. Research is conducted into new licenses for other species within TFN fishing area. (Both food and economic opportunities)	⌚	Protocol letters were sent to neighbour nations within shared territory, response still pending
4. Ensure enforcement and compliance with DFO and TFN Regulations as required by the Treaty.	4.1. Number of infractions with goal of fewer infractions each year.	✔	27 Verbal Warnings, 2 Enforcement Directions, 12 Tickets and Letters Issued (2 monetary penalties), 1 suspension (monetary penalty included)
5. Meet monitoring and validation requirements	5.1. Fishers are in Compliance and meeting the 20 % validation requirement for FSC and 100 % for commercial	✔	FSC Chinook - 22.36% FSC Sockeye - 36.44% FSC Chum - 54.6% FSC Crab - 23.16% FSC Eulachon - 100% EO Sockeye - 100%
6. Aim to provide traditional fish and shellfish to TFN Members and programs.	6.1. Successful distributions are made to 100 % eligible adults and children	✔	The allocation of 15 sockeye per adult, 5 per child were met. There were four totes of sockeye processed for community programs and four totes were processed to be canned.
7. Promote Safe Marine Harvesting by coordinating Training opportunities for vessel navigation and marine safety.	7.1. A minimum of one Fish Safe workshop is conducted for Members.	✔	A MED-A3 course, Small Vessel Operator's Proficiency course and a VHF operator's course was held at the end of March of 2019; 4 attended the MED-A3, 3 completed the SVOP and 4 completed the VHF course

Wildlife and Migratory Birds

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Promote the safe exercise of the right to hunt.	1.1. Host PAL or CORE workshop and duck hunting workshop for Members.	-	Little interest from the community in holding a PAL or duck rendering course for this fiscal, future emphasis will be placed on holding CORE training in place of PAL
2. Ensure that TFN members and Non-members are in compliance with TFN hunting and firearms regulations.	2.1. Regular patrols are conducted to ensure Hunting and Firearm regulations are being adhered to.	✔	Regular hunting patrols were conducted during the fall, winter and early spring including 3 joint patrols with Environment and Climate Change Canada's Wildlife Officers and the Conservation Officer Service
3. Eagle Workshop	3.1. Host a 3 to 4 day workshop requiring eagle feathers for cultural purposes	✔	An eagle workshop was held on Oct 16, 2018. Four eagle feather beading workshops were held Jan 2019.
4. Conduct regular bird and wildlife surveys/participate in BC Coastal Water Bird Survey	4.1. Create an Inventory of species present on TFN lands and participate in ongoing surveys related to Wildlife and Birds in this area.	✔	Species Inventory started of Migratory Birds present on TFN lands, currently ongoing. Member of Natural Resources Department participated in Nest Count Survey of Heron Colony with Species at Risk Biologist Eric Goss during 2018-2019 fiscal season

LEGEND

- ✔ ACHIEVED
- ⌚ IN PROGRESS
- INCOMPLETE
- ⊘ NO DATA

Gathering

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Increase awareness of gathering opportunities and promote sustainable harvesting of resources on TFN Lands and in the Traditional Territory.	1.1. Number of Members harvesting increasing. Harvesting opportunities made available through gathering plans and permits for TFN members.	⌚	Members in 2018 were seeking clarification regarding the different required documentation to harvest in TFN lands vs Metro Vancouver Parks areas such as Burns Bog and Boundary Bay. Plan to make education and options with respect to harvesting more widely available in the coming months.
2. Promote protection on resources on TFN Lands.	2.1. Host workshop on harvesting plants and cedar bark. Take inventory of location of plants (Mapping and Invasive Species removal)	-	Partial mapping of medicinal Lomatium Nudicaule was undertaken in 2015, however constrictions prevented this from becoming a priority recently. We hope to return to this in the next fiscal season. TFN members have participated in Cedar Bark stripping at Katzie.

Communication

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure Members are up-to-date and aware of, and consulted on, decisions and opportunities related to natural resources.	1.1. Host at least 8 Natural Resources Advisory Committee (NRC) meetings.	✔	Meetings were held on April 16th, May 15th, July 18th, September 17th, October 22nd and November 19th of 2018; meetings also took place on February 11th and March 11th of 2019 Average goals were met during the 2018-2019 fiscal.
	1.2. Average attendance of 12 Members at each NRC meeting.	✔	

Cultural and Community

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Host the First Fish Ceremony for TFN community.	1.1. Successful coordination of the First Fish ceremony.	✔	The First Fish Ceremony commenced on July 5, 2018.
2. Daily patrols of the Canoe Pass Dock and required maintenance	2.1. Ensure compliance with dock policy with daily patrols of dock	✔	The TFN Dock opened on July 5th, 2018 to the community before the 2018 FSC and Economic Opportunity Sockeye Fisheries commenced. Daily mandatory patrols of the dock commenced shortly after opening and maintenance occurs with help from Projects and Facilities Department.
3. Upcoming and Ongoing Training and Participation	3.1. Coast Guard and Ocean Protections Plan provides opportunities for safety and emergency training	✔	A TFN Member took OPP spill response training back in 2017 and early 2018 through an internship program with Coast Guard; in the 2018-19 fiscal TFN was able to secure purchase of the spill response gear and trailer that was included in the Ocean Protection Plan funded internship. One staff member participated in a VHF Radio Course; in addition an NR enforcement member took Guardian Training and PDT Training as a Group.



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 TSAWWASSEN FIRST NATION

2018
 2019

**CONSOLIDATED
 FINANCIAL STATEMENTS
 OF TSAWWASSEN
 GOVERNMENT**

March 31, 2019

SCHEDULE 12: MEMBER CAPITAL EXPENDITURES

Department(s): Lands, Engineering Services, Finance

The Tsawwassen Legislature approved the following projects for Member Capital Expenditures in the 2018-2019 fiscal year. Capital projects have several phases (including consultation, program, development, and construction), and are generally carried out over several years.

No goals or performance indicators for Member Capital Expenditures were identified in the 2018/2019 budget.

Member Capital Projects

PLANNING INITIATIVES	STATUS
Cemetery Plan & 13 Acre Site for New Member Housing	🕒
Dock plan and new Natural Resources Offices	🕒
COMMUNITY FACILITIES	STATUS
Land Acquisition – Rights of Refusal	🕒
Elders Centre (care home and activity centre)	🕒
Youth Centre	🕒
Dock Capital Improvements	🕒
Tsatsu Gas Re-Branding (TFN Contribution)	✅
TFN HOUSING	STATUS
Community Member Housing	🕒
TRANSPORTATION	STATUS
Falcon Way (west) Improvements / Resurfacing	✅



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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 Officer 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 is 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 management meet periodically with 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 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.


 Chief Ken Baird, Chief


 Mark De Mello, Director of Finance

Independent Auditor's Report

To the Members of
the Tsawwassen Government

Opinion

We have audited the financial statements of Tsawwassen Government (the "Government"), which comprise the consolidated statement of financial position as at March 31, 2019, and the consolidated statements of operations and accumulated surplus, changes in net financial debt and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Government as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Government in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the Government's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Government or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Government's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Government's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Government's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Government to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Government to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants
July 31, 2019
Vancouver, British Columbia

Tsawwassen Government
Consolidated statement of operations and accumulated surplus
Year ended March 31, 2019

Notes	Budget 2019 \$	2019 \$	2018 \$
Revenue			
14	8,716,215	12,513,368	11,512,515
	4,081,966	7,494,747	9,743,008
	250,000	3,986,038	602,037
	3,275,500	3,608,055	2,141,458
	1,743,459	3,179,375	3,544,122
	—	1,591,800	6,048,651
7	348,830	1,548,411	1,408,585
6	—	1,519,190	709,680
	1,000,000	690,314	382,637
	19,415,970	36,131,298	36,092,693
Expenses			
12	11,769,576	10,294,792	8,993,753
	3,878,339	3,516,051	2,978,443
	3,319,697	3,261,991	2,793,446
	2,235,809	2,010,224	1,812,381
	1,684,477	1,390,184	1,289,551
	1,134,000	1,108,217	1,315,681
	24,021,898	21,581,459	19,183,255
Surplus of revenues over expenses before			
Amortization			
	(4,605,928)	14,549,839	16,909,438
	—	(5,434,604)	(3,621,442)
Surplus of revenue over expenses			
	(4,605,928)	9,115,235	13,287,996
Accumulated surplus, beginning of year			
	—	363,790,155	355,331,024
10(a)(ii)	—	(596,668)	(596,668)
10(a)(iii)	—	(3,288,106)	(4,232,197)
Accumulated surplus, end of year			
	—	369,020,616	363,790,155

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

Tsawwassen Government
Consolidated statement of changes in net financial debt
Year ended March 31, 2019

Notes	Budget 2019 \$	2019 \$	2018 \$
Surplus of revenue over expenses			
	(4,605,928)	9,115,235	13,287,996
	—	5,434,604	3,621,442
	(40,317,257)	(11,339,563)	(10,037,432)
	—	998,725	—
	—	(155,094)	2,441
10(a)(ii)	—	(596,668)	(596,668)
10(a)(iii)	—	(3,288,106)	(4,232,197)
	(44,923,185)	169,133	2,045,582
Net financial debt, beginning of year			
	—	(52,316,736)	(54,362,318)
Net financial debt, end of year			
	(44,923,185)	(52,147,603)	(52,316,736)

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

Tsawwassen Government
Consolidated statement of financial position
As at March 31, 2019

	Notes	2019 \$	2018 \$
Financial assets			
Cash and temporary investments	3	73,422,674	61,077,185
Accounts receivable	4, 13	12,099,659	13,942,348
Restricted investments	5	12,668,941	9,453,631
Investments in and advances to other entities	6	403,569	388,406
		98,594,843	84,861,570
Liabilities			
Accounts payable and accrued liabilities	13	8,631,894	19,560,334
Deferred revenue	7	122,859,442	86,728,921
Long-term debt	8	19,251,110	30,889,050
		150,742,446	137,178,305
Net financial debt		(52,147,603)	(52,316,735)
Non-financial assets			
Tangible capital assets (Schedule 1)	9	420,458,498	415,552,263
Prepaid expenses and deposits		709,721	554,627
		421,168,219	416,106,890
Accumulated surplus (Schedule 2)		369,020,616	363,790,155
Commitments and contingencies	10		

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

Approved on behalf of Tsawwassen Government

_____ Executive Council

_____ Director of Finance

Tsawwassen Government
Consolidated statement of cash flows
Year ended March 31, 2019

	2019 \$	2018 \$
Operating activities		
Surplus of revenue over expenses	9,115,235	13,287,996
Items not involving the outlay of funds		
Amortization of tangible capital assets	5,434,604	3,621,442
Loss on write-off of tangible capital assets	998,725	—
Income from enterprises	(1,519,190)	(709,680)
	14,029,374	16,199,758
Net changes in non-cash operating working capital items		
Accounts receivable	1,842,689	1,169,280
Accounts payable and accrued liabilities	(10,928,442)	(2,701,953)
Deferred revenue	36,130,521	23,485,489
Prepaid expenses	(155,094)	2,441
	40,919,048	38,155,014
Capital activity		
Acquisition of tangible capital assets	(11,339,563)	(10,037,432)
Investing activities		
Restricted cash	(3,215,310)	(597,226)
Transfer of funds to Treaty Settlement Trust	(596,668)	(596,668)
Transfer of funds to Legacy Trust	(3,288,106)	(4,232,197)
Investment in and advances to other entities	(373,538)	1,441,818
Distributions from investments in other entities	1,877,565	—
	(5,596,057)	(3,984,273)
Financing activities		
Long-term debt proceeds	—	1,027,087
Long-term debt repayments	(11,637,940)	(7,354,714)
	(11,637,940)	(6,327,627)
Net cash inflow	12,345,488	17,805,682
Cash, beginning of year	61,077,185	43,271,503
Cash, end of year	73,422,674	61,077,185
Supplemental cash flow information		
Interest paid	1,098,862	1,235,709
Interest received	3,986,038	602,037

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

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 on April 3, 2009.

The Government comprises:

- (a) an elected legislative body known as Tsawwassen Legislature (the "Legislature") which is responsible for enacting laws, considering merits of proposed laws, resolutions and motions;
- (b) the Chief is the head of Tsawwassen Government and is accountable for the day-to-day functioning of the Government;
- (c) an Executive Council which conducts responsibilities as assigned to it by the Legislature, including directing the programs and services provided by the Government;
- (d) 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
- (e) 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.

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.
0844666 B.C. Ltd.
0844663 B.C. 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
TFN Industrial Lands Corporation
TFN Brunswick Point Land Corporation

Modified equity

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

Net municipal taxes, property leases and rental income, licenses, permits and registrations, investment income and income from enterprises are recognized in the period earned and when collection is reasonably assured.

Government contributions for operations 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 contributions for operations with stipulations are recognized as revenue in the period the transfers are authorized, and eligibility criteria and stipulations are met.

Property leases and rental income 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.

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

2. Significant accounting policies (continued)

(b) Revenue recognition (continued)

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.

(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

This fund operates and administers the general activities of the Government. It carries the Government's assets, liabilities, equity accounts as well as Tsawwassen Government related entities that are consolidated.

(ii) Member Operating Fund

This fund covers member operating expenditures in the following areas: Financial Benefits; Policy and Government Services; Education, Training and Culture; Health and Social Development; Lands and Municipal Services and Natural Resources. Member operating expenditures benefit Tsawwassen First Nation Members on and off lands.

(iii) Member Capital Fund

This fund carries member related capital projects. The purpose of these projects is to close the infrastructure gap that is a legacy of the Indian Act by constructing modern community amenities; and to reflect our community's pride in our Lands through comprehensive maintenance and beautification programs for Members.

(iv) Local Government Operating Fund

This fund covers local government operating expenditures in the areas of Administration, Finance, Policy and Government Services, Lands and Municipal Services, and Taxation. Local government operating expenditures are intended for all residents on Tsawwassen lands: Member and Non-Member.

(v) Local Government Capital Fund

This fund carries local government related capital projects. The purpose of these projects is to close the infrastructure gap that is a legacy of the Indian Act by constructing up-to-date roads, sewer, water and community amenities; and to reflect our community's pride in our Lands through comprehensive maintenance and beautification programs for all residents on Tsawwassen lands: Member and Non-Member.

2. Significant accounting policies (continued)

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

Cash, short-term investments, restricted investments 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	25-50 years
Buildings	20 years
Housing projects	5 – 20 years
Amenities	20 years
Furniture and equipment	3-5 years
Vehicles and boat	5 years
Playground and sports field	10-15 years
Roads	30 years
Dykes	50 years
Capital infrastructure	30 years
Capital subdivision	30 years
Storm water	30 years

Capital infrastructure and subdivision under construction are not amortized until brought into use. Interest incurred during construction which is directly attributable to the tangible capital assets is capitalized.

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 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. As of April 1, 2017, the OSR liability was suspended for up to three years while the Government of Canada and the Tsawwassen Government work in collaboration toward a new self-government fiscal policy framework. The accumulated OSR liability of \$600,000 was reversed to other revenue in the prior year.

2. Significant accounting policies (continued)

(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 14). Severance liabilities are recorded when employees are identified for termination.

(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, development levies revenue and receivable, estimated useful lives of tangible capital assets, accrued liabilities, property taxes, contract revenue recognized using the percentage of completion method and contingent liabilities. Actual results could differ from those estimates.

(i) Adoption of new accounting standards

The Government adopted PS3430 – Restructuring Transactions, effective April 1, 2018. The adoption of this accounting standards had no impact on the Government’s consolidated financial statements.

(j) Asset classification

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations. Non-financial assets are acquired, constructed or developed assets that do not provide resources to discharge existing liabilities but are employed to deliver government services and may be consumed in normal operations. Non-financial assets include tangible capital assets and prepaid expenses. Intangible assets, and items inherited by right of the Crown, are not recognized in the consolidated financial statements.

(k) Budget figures

The budget information reflects amounts set out in the Annual Appropriation Act, as approved by Tsawwassen Legislature.

(l) Presentation of statement of operation figures

Certain comparative figures in the statement of operations have been reclassified to conform with the current year’s presentation to be consistent with management’s classifications for internal reporting.

3. Cash and temporary investments

Temporary 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, and redeemable on demand.

Included in temporary investments is \$nil (\$44,544 in 2018) in term deposits held as security with respect to bank financing.

4. Accounts receivable

	2019 \$	2018 \$
Property taxes and utilities	4,265,342	3,341,116
Government grants and contributions	4,246,404	8,468,255
Trade and development receivables	3,587,913	2,132,977
	12,099,659	13,942,348

5. Restricted investments

	2019 \$	2018 \$
Commercial Crab Fund	1,331,755	987,546
Commercial Fish Fund	2,219,477	1,712,615
Cultural Purpose Fund	2,438,629	1,893,603
Replacement Reserve Other (a)	6,679,080	4,859,867
	12,668,941	9,453,631

Restricted investments comprise cash held in funds identified for specific purposes as defined in the respective trust agreements.

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

6. Investments in and advances to other entities

	2019 \$	2018 \$
600911 B.C. Ltd. (100%)		
Shares	5	5
Cumulative net income	68,308	187,145
Advances	335,250	201,250
	403,563	388,400
TFN Construction Limited Partnership		
Shares	1	1
Cumulative net income	9,243,947	7,605,920
Cumulative distributions	(9,243,947)	(7,605,920)
	1	1
Tsawwassen First Nation Trust Society		
Advances	5	5
	403,569	388,406

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

The proportionate financial information of the above entities accounted for on a modified equity basis is as follows:

	Assets \$	Liabilities \$	Net assets \$	Revenue \$	Expenses \$	2019 Net income (loss) \$
600911 B.C. Ltd.	1,026,014	948,295	77,719	515,811	634,648	(118,837)
TFN Construction Limited Partnership	1,284,955	—	1,284,955	26,893,888	25,255,861	1,638,027
	2,310,969	948,295	1,362,674	27,409,699	25,890,509	1,519,190

	Assets \$	Liabilities \$	Net assets \$	Revenue \$	Expenses \$	2018 Net income (loss) \$
600911 B.C. Ltd.	411,130	214,574	196,556	2,075,176	2,283,705	(208,529)
TFN Construction Limited Partnership	1,591,982	—	1,591,982	26,117,943	25,199,734	918,209
	2,003,112	214,574	1,788,538	28,193,119	27,483,439	709,680

7. Deferred revenue

	2019 \$	2018 \$
Deferred revenue		
Development levies	34,978,935	10,771,964
Vancouver Port Authority Joint Venture Fund Interest	—	263,000
Others	10,000	66,175
	34,988,935	11,101,139
Deferred property lease revenue		
Balance, beginning of year	75,627,782	53,358,991
Amounts received	13,386,717	23,688,247
Costs of securing the lease	—	(407,523)
Property lease revenue recognized	(1,149,426)	(1,016,914)
Amortization of costs securing the lease	5,434	4,981
	87,870,507	75,627,782
	122,859,442	86,728,921

Deferred revenue consists of deferred revenue and deferred property leases:

(a) *Deferred revenue*

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

(b) *Deferred property leases*

The Government, through its subsidiaries, TFN Commercial Lands Corporation and TFN Industrial Lands Corporation, leases property 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 respective 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, \$45,000 (\$45,000 in 2018) was received under these agreements.

8. Long-term debt

	2019 \$	2018 \$
Bank of Montreal, unsecured, repayable on demand, with monthly instalments of \$4,590 including interest at bank prime plus 1.5%, maturing November 2023.	213,237	255,963
VanCity term loan, repayable in monthly blended instalments of \$35,622 including fixed rate interest of 3.42% per annum, maturing March 2023.	6,993,879	7,178,669
VanCity term loan, repayable in monthly instalments of \$41,440 plus interest at bank prime plus 0.4% per annum, maturing March 2019.	1,884,291	8,171,571
VanCity term loan, repayable in monthly blended instalments of \$35,727 including fixed rate interest of 3.42% per annum, maturing March 2023.	7,014,582	7,199,914
VanCity term loan, repayable in monthly instalments of \$40,991 plus interest at bank prime plus 0.4% per annum, maturing March 2019.	3,145,121	8,082,933
	19,251,110	30,889,050
Less: current portion due within one year and due on demand	(5,459,230)	(16,670,044)
	13,791,880	14,219,006

The VanCity loans are secured by promissory notes in the amount of \$30.7 million, a general security agreement over prepaid commercial leases, property taxes on commercial lands, assignment of rents and a \$40 million guarantee and postponement of claim by TFN Commercial Lands Corporation. The loans require the Government to maintain certain financial covenants and as at March 31, 2019, the Government was in compliance with these covenants.

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

	\$
2020	5,459,230
2021	446,187
2022	461,557
2023	12,884,136
	19,251,110

9. Tangible capital assets (Schedule 1)

	2019 Net book value \$	2018 Net book value \$
Land	266,492,004	258,145,992
Water and sewer system	51,944,438	53,726,537
Buildings	4,887,917	4,536,125
Housing projects	—	394,994
Amenities	1,589,107	1,189,146
Furniture and equipment	559,626	336,089
Vehicles and boat	133,745	194,685
Playground and sportsfield	2,845,823	3,100,841
Roads and dykes	76,234,468	77,728,386
Capital infrastructure	7,820,424	8,133,241
Capital subdivision	1,607,382	1,677,268
Storm water	6,343,564	6,388,959
	420,458,498	415,552,263

10. Commitments and contingent liabilities

(a) *Commitments*

(i) *Gar bar lease*

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.

(ii) *Treaty settlement trust*

The Government is committed to transfer \$596,668 of funding to the Treaty Settlement Trust Fund each year until April 2019.

(iii) *Member legacy trust*

The Member Legacy Trust ("Legacy Trust") was established on January 1, 2017. The purpose of the Trust is to preserve and grow the income from the development of TFN's lands and resources and business activities by establishing a trust for the benefit of TFN and its current and future members.

Over time all Tsawwassen lease income and all distributed business income as defined in the Tsawwassen First Nation 2016 Trusts Act will be paid to the Legacy Trust together with interest as follows:

Subsequent to each fiscal year end, TFN is committed to pay into the Legacy Trust annual payments of 20% of TFN lease income and 20% of distributed business income during that fiscal year. Additional payments are to be made to the Legacy Trust by TFN in such amounts as the Tsawwassen Legislature from time to time determines by resolution equal to the aggregate of all lease income after the Treaty Effective date, less all distributions made by TFN to TFN members, plus interest on the unpaid portion from the Treaty Effective date, and all distributed business income received by TFN after January 1, 2017 plus interest on the unpaid portion determined in accordance with Trusts Act. In the current year an amount of \$3,288,106 (\$4,232,197 in 2018) has been transferred to the Legacy Trust under the trust agreement.

10. Commitments and contingent liabilities (continued)

(iii) Member legacy trust (continued)

As at March 31, 2019, the amount of additional payments due to the Legacy Trust were \$81,683,157 (\$66,745,752 in 2018), inclusive of interest of \$8,757,494 (\$5,584,612 in 2018).

(b) Contingent liabilities

(i) Housing loans

The Government is contingently liable for members of "The First Nation Individual Housing Loans" totaling approximately \$4,357,596 (\$4,059,220 in 2018). Government of Canada Ministerial Guarantees have been obtained for \$101,759 (\$134,987 in 2018) of these loans, however, if the individual TFN members default on their loan payments, the Minister may recover these amounts from Government funds.

(ii) 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 completed during the year. No infrastructure amounts have been disposed of as at March 31, 2019.

(iii) 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.

11. Pension plans

(a) Defined benefit pension plans

The Government and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trustee pension plan. The Plan is a multi-employer defined benefit pension plan. As at December 31, 2017, the Plan has about 193,000 active members and approximately 90,000 retired members. Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The most recent valuation for the Plan as at December 31, 2015, indicated a \$2,224,000 funding surplus for basic pension benefits on a going concern basis.

Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year as the Plan records accrued liabilities and accrued assets for the Plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the Plan. In fiscal 2019 the Government contributed \$463,382 (2018 - \$137,924) for employer contributions while employees contributed \$418,110 (2018 - \$120,175) to the Plan.

11. Pension plans (continued)

(b) Defined contribution pension plans

The Government participates in individual defined contribution pension plans (the "Plans") for certain employees. These 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 contributed \$69,647 (2018 - \$164,731) for employer contributions while employees contributed \$66,166 (2018 - \$164,791) to the Plan in 2019.

12. Expenses by object

	2019	2018
	\$	\$
Wages and benefits	8,628,874	6,508,182
Services agreements	3,427,815	2,634,507
Contracted services	3,218,528	3,691,588
Distributions and member benefits	1,517,173	1,244,458
Legal and professional fees	1,316,329	1,037,026
Bank charges and interest	1,128,550	1,215,121
Materials and supplies	667,613	482,842
Community events	445,463	442,081
Rent and utilities	283,985	272,674
Insurance	248,231	239,906
Repairs and maintenance	189,508	64,228
Honorariums	168,427	178,231
Vehicles and vessels	135,059	106,247
Telephone	133,948	114,005
Other	71,956	952,159
	21,581,459	19,183,255

13. 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 \$171,327 (\$193,620 in 2018), labour charges of \$650,406 (\$654,790 in 2018), supervision and truck costs of \$111,212 (\$128,382 in 2018), \$8,295,096 (\$31,305 in 2018) of contracted services, \$95,861 (\$2,805 in 2018) of consulting services, and \$37,212 (\$Nil in 2018) of participation costs paid to Matcon Civil Constructors Inc.
- Contract revenue of \$6,685,600 (\$3,600,146 in 2018) received from and dump fees of \$68,491 (\$65,354 in 2018) paid to Tsawwassen Government.
- Equipment rental of \$883,663 (\$774,097 in 2018) and subcontract fees of \$5,741 (\$9,722 in 2018) paid to companies under common ownership.
- Equipment rental of \$427,215 (\$265,865 in 2018) paid to a company owned by an individual related to a councilor of the Tsawwassen Government.
- Accounts payable and accrued liabilities includes \$1,151,804 (\$35,816 in 2018) due to TFN Construction Limited Partnership and \$627,067 (\$Nil in 2018) due to Member Legacy Trust.
- Accounts receivable and other assets includes \$300,390 (\$13,731 in 2018) due to TFN Construction Limited Partnership.

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

From time to time the Government in the normal course of operations enters into contracts with members or member companies for various services. For the year ended March 31, 2019, the Government entered into approximately \$212,949 (\$166,000 in 2018) in member contracts.

14. Net municipal taxes

	2019 \$	2018 \$
General taxation and debt levy		
Local government taxation	8,147,605	7,846,162
School tax equivalent	4,073,037	3,601,184
Payment in lieu	279,881	31,803
Collections for other taxing authorities	1,138,451	1,023,336
	13,638,974	12,502,485
Transfer to:		
Greater Vancouver Regional District	(108,540)	(75,264)
Greater Vancouver Transportation Authority	(882,420)	(805,391)
BC Assessment authority	(124,396)	(103,931)
	(1,115,356)	(984,586)
Administration and overhead	(10,250)	(5,384)
	12,513,368	11,512,515

15. 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, the Fisheries Stewardship Trust, and the Member Legacy 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, 2018 and 2017:

	2018 \$	2017 \$
Total assets	31,878,993	29,295,135
Total liabilities	(1,464,538)	(632,912)
Total Members' equity	30,414,455	28,662,223

Included in the Society's total assets is \$Nil (\$197,502 in 2017) due from the Government as at December 31, 2018.

Included in the Society's total liabilities is \$Nil (\$20,712 in 2017) due to the Government as at December 31, 2018.

Tsawwassen Government

Schedule 1 – Consolidated schedule of tangible capital assets

Year ended March 31, 2019

	Land \$	Water and sewer system \$	Buildings \$	Housing projects \$	Amenities \$	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	258,145,992	57,318,645	7,407,082	1,842,752	1,270,274	865,848	510,898	3,788,600	82,861,514	9,384,506	2,096,583	6,624,682	1,616,357	295,655	434,029,389
Additions	8,346,012	26,245	743,760	—	442,016	472,316	—	—	1,247,194	—	—	62,020	—	—	11,339,563
Write-offs	—	(603,499)	—	(1,842,752)	—	(232)	—	—	—	—	—	—	—	—	(2,446,483)
	266,492,004	56,741,391	8,150,842	—	1,712,290	1,337,932	510,898	3,788,600	84,108,708	9,384,506	2,096,583	6,686,702	1,616,357	295,655	442,922,468
Accumulated amortization															
Opening balance	—	3,592,108	2,870,957	1,447,758	81,128	529,759	316,213	687,759	5,133,128	1,251,265	419,315	235,723	1,616,357	295,655	18,477,125
Additions	—	1,204,845	391,968	—	42,055	248,547	60,940	255,018	2,741,112	312,817	69,886	107,415	—	—	5,434,604
Write-offs	—	—	—	(1,447,758)	—	—	—	—	—	—	—	—	—	—	(1,447,758)
	—	4,796,953	3,262,925	—	123,183	778,306	377,153	942,777	7,874,240	1,564,082	489,201	343,138	1,616,357	295,655	22,463,970
Net book value, March 31, 2019	266,492,004	51,944,438	4,887,917	—	1,589,107	559,626	133,745	2,845,823	76,234,468	7,820,424	1,607,382	6,343,564	—	—	420,458,498
Cost															
Opening balance	256,275,058	50,601,295	7,407,082	1,842,752	901,253	543,277	376,267	3,635,730	82,565,908	9,384,506	2,096,583	6,450,234	1,616,357	295,655	423,991,957
Additions	1,870,934	6,717,350	—	—	369,021	322,571	134,631	152,870	295,606	—	—	174,448	—	—	10,037,432
	258,145,992	57,318,645	7,407,082	1,842,752	1,270,274	865,848	510,898	3,788,600	82,861,514	9,384,506	2,096,583	6,624,682	1,616,357	295,655	434,029,389
Accumulated amortization															
Opening balance	—	2,511,432	2,498,956	1,398,384	40,564	354,421	260,293	436,292	4,026,445	938,448	349,429	129,007	1,616,357	295,655	14,855,683
Additions	—	1,080,676	372,001	49,374	40,564	175,338	55,920	251,467	1,106,683	312,817	69,886	106,716	—	—	3,621,442
	—	3,592,108	2,870,957	1,447,758	81,128	529,759	316,213	687,759	5,133,128	1,251,265	419,315	235,723	1,616,357	295,655	18,477,125
Net book value, March 31, 2018	258,145,992	53,726,537	4,536,125	394,994	1,189,146	336,089	194,685	3,100,841	77,728,386	8,133,241	1,677,268	6,388,959	—	—	415,552,263

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

Tsawwassen Government

Schedule 2 – Consolidated schedule of segment disclosure

Year ended March 31, 2019

	Notes	General Fund \$	Member Operating Fund \$	Member Capital Fund \$	Local Government Operating Fund \$	Local Government Capital Fund \$	2019 Consolidated \$
Revenue							
Net municipal taxes	14	—	4,073,037	—	8,440,331	—	12,513,368
Government contributions for operations		—	5,549,944	—	1,944,803	—	7,494,747
Licenses, permits and registrations		—	107,921	—	3,500,134	—	3,608,055
Investment income		82,757	3,362,038	—	541,243	—	3,986,038
Income from enterprises	6	874,989	644,201	—	—	—	1,519,190
Property leases and rental income		1,143,992	347,690	—	56,729	—	1,548,411
Development levies		—	—	—	—	1,591,800	1,591,800
Utilities		—	—	—	690,314	—	690,314
Other income		87,504	2,883,287	—	208,584	—	3,179,375
		2,189,242	16,968,118	—	15,382,138	1,591,800	36,131,298
Expenses							
Administration	12	27,805	—	—	3,488,246	—	3,516,051
Policy and government services		—	560,272	—	829,912	—	1,390,184
Lands and municipal services		—	527,164	—	9,767,628	—	10,294,792
Education, culture and natural resources		—	3,261,991	—	—	—	3,261,991
Health, social and economic development		—	2,010,224	—	—	—	2,010,224
Member benefits		—	1,108,217	—	—	—	1,108,217
		27,805	7,467,868	—	14,085,786	—	21,581,458
Excess of revenues over expenses before Amortization		2,161,437	9,500,250	—	1,296,352	1,591,800	14,549,839
Amortization		(5,434,604)	—	—	—	—	(5,434,604)
Excess (deficiency) of revenues over expenses		(3,273,167)	9,500,250	—	1,296,352	1,591,800	9,115,235
Transfer of funds to Treaty Settlement		—	(596,668)	—	—	—	(596,668)
Transfer of funds to Legacy Trust		—	(3,288,106)	—	—	—	(3,288,106)
Adjusted accumulated surplus, beginning of year		353,293,875	(2,031,305)	2,755,706	789,957	8,981,922	363,790,155
Accumulated surplus, end of year		350,020,708	3,584,171	2,755,706	2,086,309	10,573,722	369,020,616

The accompanying notes are an integral part of the consolidated financial statements

Tsawwassen Government

Schedule 2 - consolidated schedule of segment disclosure

Year ended March 31, 2018

	Notes	General Fund \$	Member Operating Fund \$	Member Capital Fund \$	Local Government Operating Fund \$	Local Government Capital Fund \$	2018 Consolidated \$
Revenue							
Net municipal taxes	14		3,601,184	—	7,911,331	—	11,512,515
Government contributions for operations		944,142	2,779,291	—	2,059,886	3,959,689	9,743,008
Licenses, permits and registrations		274,029	126,381	—	1,741,048	—	2,141,458
Investment income		9,118	340,099	33,766	123,505	95,549	602,037
Income from enterprises	6	(142,595)	852,275	—	—	—	709,680
Property leases and rental income		963,164	388,846	—	56,575	—	1,408,585
Development levies		(285,859)	—	2,721,940	—	3,612,570	6,048,651
Utilities		(71,822)	—	—	454,459	—	382,637
Other income		271,444	1,401,688	—	556,876	1,314,114	3,544,122
		<u>1,961,621</u>	<u>9,489,764</u>	<u>2,755,706</u>	<u>12,903,680</u>	<u>8,981,922</u>	<u>36,092,693</u>
Expenses							
Administration	12	570,058	—	—	2,408,384	—	2,978,442
Policy and government services		(9,405)	372,676	—	926,280	—	1,289,551
Lands and municipal services		(268,539)	483,233	—	8,779,059	—	8,993,753
Education, culture and natural resources		(2,462)	2,795,908	—	—	—	2,793,446
Health, social and economic development		(33,881)	1,846,262	—	—	—	1,812,381
Member benefits		121,556	1,194,125	—	—	—	1,315,681
		<u>377,327</u>	<u>6,692,204</u>	<u>—</u>	<u>12,113,723</u>	<u>—</u>	<u>19,183,254</u>
Excess (deficiency) of revenues over expenses before Amortization		1,584,294	2,797,560	2,755,706	789,957	8,981,922	16,909,439
Amortization		(3,621,442)	—	—	—	—	(3,621,442)
Excess (deficiency) of revenues over expenses		(2,037,149)	2,797,560	2,755,706	789,957	8,981,922	13,287,997
Transfer of funds to Treaty Settlement		—	(596,668)	—	—	—	(596,668)
Transfer of funds to Legacy Trust		—	(4,232,197)	—	—	—	(4,232,197)
Accumulated surplus, beginning of year		355,331,024	—	—	—	—	355,331,024
Adjusted accumulated surplus, end of year		<u>353,293,875</u>	<u>(2,031,305)</u>	<u>2,755,706</u>	<u>789,957</u>	<u>8,981,922</u>	<u>363,790,155</u>

The accompanying notes are an integral part of the consolidated financial statements

Schedule of salaries and honoraria,
travel expenses and other remuneration
paid to Executive Council and
Chief Administration Officer of
Tsawwassen Government

March 31, 2019

Deloitte.

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Independent Practitioner's 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 (the "Schedule") for the year ended March 31, 2019 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.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of the Schedule in accordance with the provisions of Section 8 of the Government's Financial Administration Act, and for such internal control as management determines is necessary to enable the preparation of the Schedule that are free from material misstatement, whether due to fraud or error.

Practitioner's Responsibility

Our responsibility is to express a conclusion on the Schedule based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of the Schedule in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on this Schedule.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the Schedule is not presented fairly, in all material respects, for the year ended March 31, 2019, 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 Indigenous and Northern Affairs Canada funding requirements and should not be referred to or used for any other purpose.

Deloitte LLP

Chartered Professional Accountants
July 31, 2019
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, 2019
(Unaudited)

Name of individual	Position title	Number of months (1)	Employment salary \$	Executive Council salary \$	Benefits \$	Pension \$	Legislative honorarium \$	Executive travel/ other (2) \$	Contract work (3)	2019
										Total \$
Williams, Bryce	Chief	12	—	90,165	3,361	8,808	9,130	12,682	20,750	144,896
Cassidy, Laura	Councillor	12	85,678	19,350	5,147	7,878	9,130	927	—	128,110
Jacobs, Andrea	Councillor	12	—	38,337	3,935	1,150	8,530	1,567	—	53,519
Jacobs, Nikki	Councillor	12	—	38,575	3,935	3,250	9,130	730	—	55,620
Corbet, Tanya	Councillor	12	—	38,575	4,385	3,250	8,930	5,710	—	60,850
Zerr, Rick	CAO	9	214,486 (4)	—	5,803	27,274	—	4,690	—	252,257
Gibson, Adrian	Acting CAO	3	14,294 (5)	—	—	1,381	—	166	—	15,841
			314,458	225,002	26,566	52,991	44,850	26,472	20,750	711,093

- (1) Represents the number of months during the fiscal year that the individuals were in their position
- (2) Expenses include cell phont, costs of transportation, accommodation, meals, hospitality and incidental expenses, and may include amounts paid on behalf of other councilors
- (3) Represents work performed on a contract basis for carving.
- (4) Represents 12 months of salary continuance paid.
- (5) Represents the number of months paid in the capacity of Acting CAO, separate of existing employment duties.

HEALTH & HEALING

Members are healing.
Members are confident and healthy.
Members have balanced lifestyles.

EDUCATION & EMPLOYMENT

Members are educated.
Members are skilled.
Members are employed and self-reliant.

CULTURE, COMMUNITY & TRADITIONS

Members feel connected to culture.
The community is cohesive.
Elders are respected.
Our language is restored.
We are stewards of the land, water and resources.

GOVERNANCE & OPERATIONS

Tsawwassen Government is inclusive and responsive to all Tsawwassen members.
Tsawwassen Government reflects Tsawwassen culture and values.
Tsawwassen First Nation is a leader in self government.
Tsawwassen Government is run by skilled and able individuals.



ECONOMIC DEVELOPMENT

Economic development reflects our values and ethics.
All members see the benefits of economic development.

HOUSING, LANDS, & INFRASTRUCTURE

Members have a home.
Members have access to the facilities they need.
Lands are managed with the future in mind.



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TSAWWASSEN FIRST NATION

Financial Results

Tsawwassen Law requires TFN to complete an annual financial audit by an independent auditor. We have received an unqualified (clean) audit report from Deloitte.

The audited financial statements are presented in the annual report for those who wish to review them. The statements include the operation of TFN government, as well as subsidiary companies such as the Land corporations. A complete list of all the entities included in the statements is included in note 2 to the statements. TFN Trust Society results are not part of these statements – they are reported on separately.

The following are some of the key financial highlights of the year:

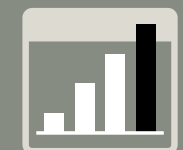
\$9.1M

TFN performed much better than expected with an annual surplus of \$9.1 million.

Much of that due to increased revenues from sustainable sources such as property taxes, ongoing government funding, and property lease revenues.

Statement of financial position is showing a cash balance of over **\$73 million.**

TFN will review our current and long-term cash requirements to determine how best to manage that balance.



Both the Local Government and the Member operating funds **ended the year in a surplus position.**

\$11.5M+

IN REPAYMENT OF INFRASTRUCTURE DEBT WAS MADE IN THE YEAR.

This is due to better than expected collection of offsite levies.

\$11 million
IN CAPITAL ASSETS WERE ADDED DURING THE YEAR,

most of which were for the improvement of industrial lands in preparation for long term leases.





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TSAWWASSEN FIRST NATION

This Annual Report is dedicated to the Tsaawwassen people—
past, present, and future generations.

TO LEARN MORE: www.tsawwassenfirstnation.com

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