



scəwəθən məsteyəx™

TSAWWASSEN FIRST NATION

2019  

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2020

**ANNUAL REPORT**

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## LEAVE NO MEMBER BEHIND

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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 2019-2020 Annual Report is reflective of the dedication of the Tsawwassen People, elected officials, staff and our residents to the important work accomplished during this time period. Of particular note during this time period is the ongoing COVID-19 pandemic, which has imposed upon all of us new challenges and new ways of existence and interaction within our communities and families.

Members, legislators, Advisory Council Members, panel and committee members, residents and staff have displayed immense strength, determination, patience, empathy and respect during these challenging times; we raise our hands to you. With uncertainty ahead, this community determination is invaluable and provides us with the confidence that we can, just as our ancestors before us, overcome any challenge that we face.

In August 2019, the Tsawwassen Legislature chose its motto: Leave No Member Behind. All of our Members are at the heart of everything we do at Tsawwassen First Nation. As we continue to evolve as a Nation, we want to ensure that no Member is left behind in any aspect.

More broadly, Tsawwassen First Nation continues to uphold 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.



Steven Stark  
sləqsit

Louise Ahlm  
halquam a tia

Chief Ken Baird  
swənnaset

Laura Cassidy  
sx'amisaat

Valerie Cross  
Chemkwaat

We are pleased to present to you Tsawwassen First Nation's Annual Report for the 2019/2020 fiscal year, which reports back on our activities and progress that took place between April 1, 2019 and March 31, 2020.

**2019-2022  
EXECUTIVE COUNCIL**

swənnaset /  
**Chief Ken Baird**

sx'amisaat /  
**Laura Cassidy**

halquam a tia /  
**Louise Ahlm**

sləqsit /  
**Steven Stark**

Chemkwaat /  
**Valerie Cross**

Please note that all photos in this publication were taken prior to the onset of the COVID-19 pandemic.

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 2019/2020 Annual Report, we will review our performance against the goals set out in last year's Service Plan, published in summer 2019. 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

2019  

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2020

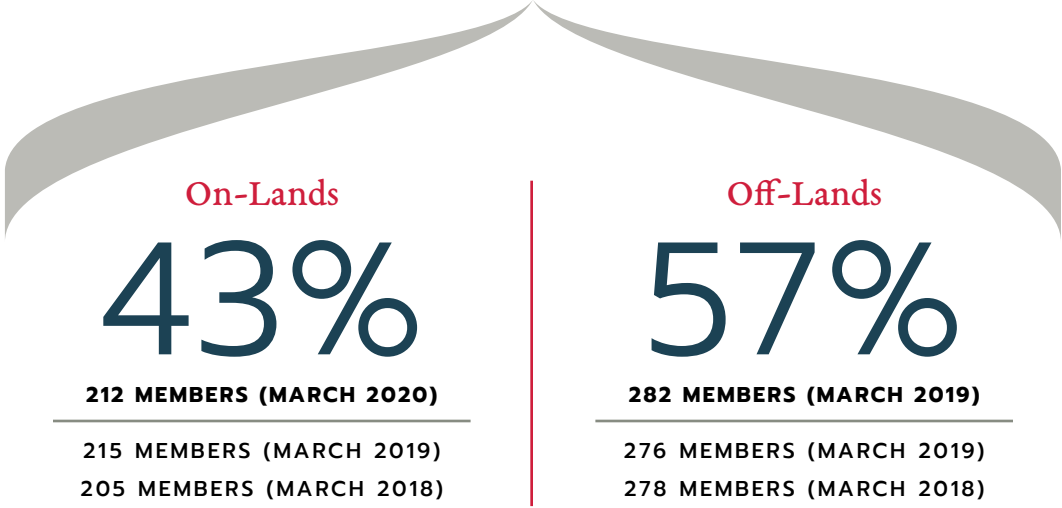
## SUMMARY OF KEY ACHIEVEMENTS

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

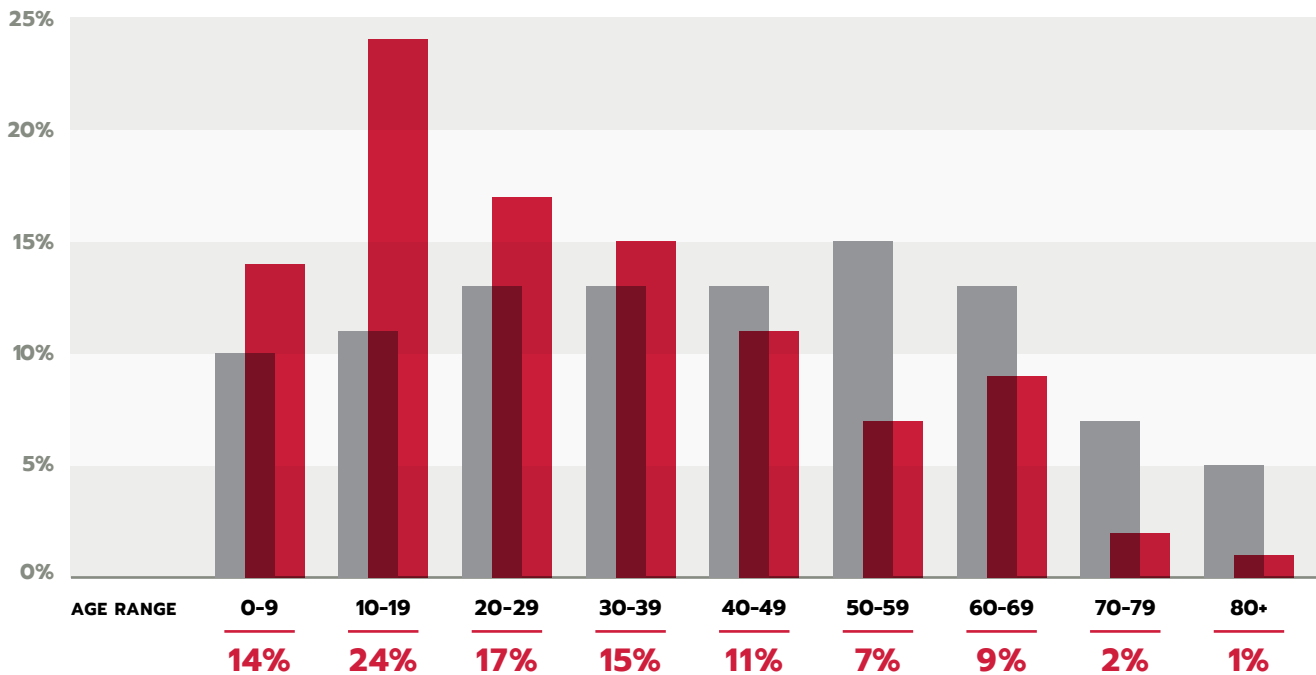




THE MEMBERSHIP

Tsawwassen First Nation has a young and growing population

Age of TFN members (March 2020)  
 Age of BC general population (Census 2016)



29 YEARS AND UNDER

55%

(MARCH 2020)

56% (MARCH 2019)

57% (MARCH 2018)

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**SPRING & SUMMER 2019****April 3**

Members celebrated the tenth anniversary of the TFN Treaty. Language and Culture staff supported Government Services in all cultural components of Treaty Day, including the cultural tent, archeology dig, and all cultural protocols and gift exchanges. Members and their families had breakfast at the Recreation Centre before viewing the unveiling of four Corner Poles (and one welcome pole) outlining the boundaries of TFN.

**April 6**

A Tsawwassen General Election was held. A by-election was later held in August. The legislators serving for the fifth Tsawwassen Legislature are named on page 28 of this report.

**May 8**

During the swearing-in ceremony for the new TFN Legislature, staff supported with blanketing and cultural protocol and regalia.

**May 30**

The Health and Social Services (HSS) team put on another extremely successful Health Fair with 25 vendors presenting on various health initiatives and programs for TFN Members, with information on how to access them

**June 19**

Members of the TFN government made a hard hat tour of the construction site where the Amazon Fulfilment Centre is expected to employ 800 workers when fully completed

**June 11**

The Graduation Ceremony took place at Tsawwassen Springs and included a whopping 41 graduate students. This year saw 10 preschool children move on, 12 grade 7 students, eight grade 12 students, four PSE students and seven employment and training students. The hall was packed with 240 Members and their families, as well as friends and even some teachers of the grads.

**June 21**

National Indigenous Peoples Day celebrations were held on Friday, June 21 at the TFN Sports Field. The Tsawwassen Drummers helped to mark this celebration by sharing their songs, special presentations and dancing. Elder Ruth Adams provided a prayer, while Chief Ken Baird made introductions.

## 2019–2020 TIMELINE

### SUMMER & AUTUMN 2019

#### June 27

Tsawwassen First Nation hosted the Lower Fraser Fisheries Alliance AGM. The meeting involved conservation, fishing plans and Nation-to-Nation talks. The Lower Fraser Fisheries Alliance hosted visiting Nations in the morning, and then visitors from the Department of Fisheries and Oceans Canada in the afternoon. The Alliance, comprised of 30 First Nations groups, is focused on Climate Change Adaptation Strategies, Fish Habitat Restoration, and Lower Fraser Aboriginal Knowledge.

#### June 28

Tsawwassen First Nation celebrated the grand opening of its first public park built in a leaseholder area with a community picnic on June 28. Located at the base of Osprey Road, south of Blue Heron Way, the park was officially opened with a ribbon-cutting by Chief Ken Baird and TFN Youth.

#### July 23

TFN Elders attended the annual Elders Gathering in Vancouver. This was the highest attendance we have had from TFN Elders, with 19 attending to join over 1800 Elders from Nations all over BC.

#### September 6

Tsawwassen First Nation was one of six communities in British Columbia on Sept. 6 to receive culture and recreation infrastructure grants from the federal and provincial governments. Canada provided \$5,024,025 in federal funding, while the province of British Columbia contributed \$1,004,805 toward TFN's new Community Youth Centre, to be constructed at the corner of Falcon Way and Tsawwassen Drive. The monies were provided through a grant application made by TFN's Policy and Intergovernmental Affairs grant writer.

#### August 1

With three vacancies in the TFN Legislature, a By-Election was held on Aug. 1, with 88 ballots being cast for seven candidates. The elected Members were Melinda Cassidy, Terri Splockton, and Maryanne Adams. They were sworn in during a legislature session on on Aug. 8, at which time a new Squiqel (speaker) was also elected: Steven Stark.

#### September 27-29

Members from all over Canada and the United States joined together again from Sept. 27-29 in Richmond's River Rock Casino for the annual Gathering. The eighth event of its kind, Members gathered to catch up and socialize, meet new TFN staff, and participate in workshops and seminars. Members also voted for the new Advisory Council and Natural Resources Advisory Committee.

#### September 30

The Delta School District unveiled a new house post at their board office in Ladner, coinciding with Orange Shirt Day and commemorating the survivors and victims of the Indian Residential School system in Canada. In an emotional ceremony that included drumming from the *scew̓aθən ʔelə* and speeches from Elder Ruth Adams, Chief Ken Baird and others, the house post was unveiled amid a sea of orange shirts. The post was brushed by Members, while Wilapia offered a prayer. Dickie Louis of Musqueam Nation served as Speaker. Artist Karl Morgan thanked the Delta School District for commissioning the post and said many students had come to his carving shed at TFN to learn about Truth and Reconciliation.



## 2019–2020 TIMELINE

### AUTUMN 2019

#### November 1

TFN completed the purchase of 79 hectares (196 acres) of farmland in Brunswick Point. The land was acquired as part of the Group 1 and Group 2 Rights of Refusal Lands designated in the Final Treaty Agreement. There are 198 hectares (491 acres) of Rights of Refusal lands remaining.

#### November 4

Nisga'a Nation joined Tsawwassen First Nation, Tla'amin Nation, Huu-ay-aht First Nations, Ka:'yu:'k't'h' / Chek'tles7et'h' First Nations, Toquaht Nation, Uchucklesaht Tribe and Yuulu?il?ath Government by becoming a member of the Alliance of BC Modern Treaty Nations (ABCMTN).

#### November 5

The Policy and Intergovernmental Affairs department, the Legal department, and external legal counsel held a community meeting on the Roberts Bank Terminal 2 project. Members participated in breakout tables relating to certain aspects of a proposed updated Memorandum of Agreement (MOA) with the Vancouver Fraser Port Authority (the Port) and on the Impact Assessment Agency of Canada (formerly Canadian Environmental Assessment Agency) process now and moving forward.

#### November 8

TFN was a participant in the Aboriginal Veterans Day ceremony in downtown Vancouver, honouring the indigenous peoples who served Canada throughout its history. TFN laid a wreath at the cenotaph alongside other Nations and indigenous organizations.

#### November 22

Annual Christmas Craft fair held in the TFN Rec Centre was a major success, with 20 vendors participating from 12 the previous year. There were numerous vendors selling crafts, jewelry, and seasonal goodies.

#### November 27

Carver Karl Morgan and Chief Ken Baird at the GWL-HOOP House Post Blessing. The posts were blessed and brushed by TFN Members at the unveiling.

#### December 10

TFN held its annual holiday classic, the Community Christmas Dinner, at Tsawwassen Springs. Families came together to celebrate the season with a buffet dinner with all the fixings.

## 2019–2020 TIMELINE

### WINTER 2019

#### January 24

Blessing of the Ground Ceremony at the new Youth Centre site on Tsawwassen Drive and Falcon Way. Chief Ken Baird welcomed community members to the morning event, speaking of the importance of blessing the ground prior to construction beginning.

Four TFN Members used cedar boughs to brush the site clean, as another drummed and sang. Afterwards, the Tthela heart drum group closed the ceremony with a song.

#### February 11

TFN held an employee affirmation ceremony for 22 individuals during the opening session of the Spring Legislature. These employees were either newly hired in the past year, or had made a change in their job status at TFN.

#### February 11 / Legislature began

#### February 26

Pink Shirt Day

#### March 5 / Legislature ended

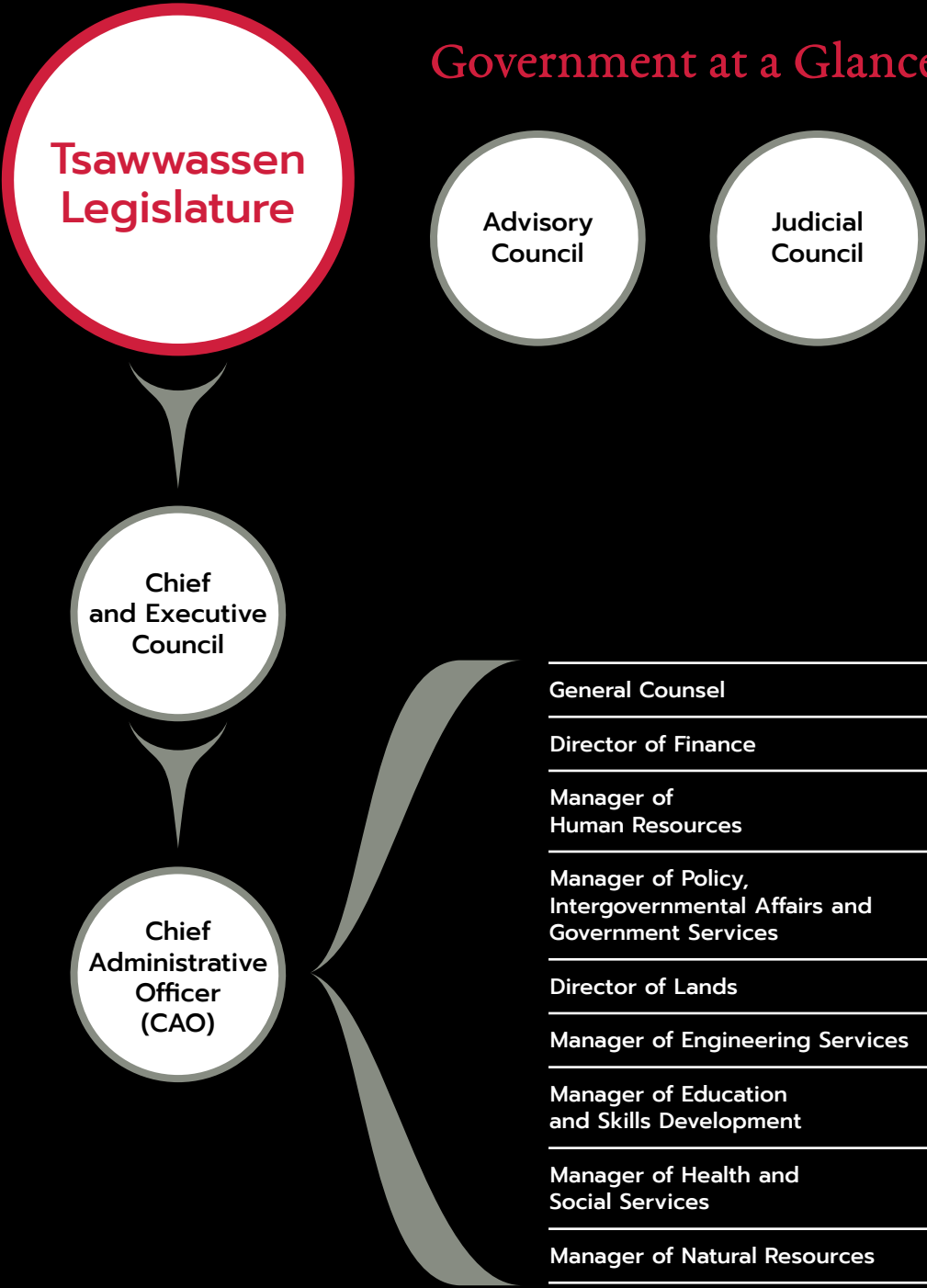
#### March 8

TFN hosted the 19th Annual International Women's Day Celebration. The Day was to celebrate the women in the community, come together to enjoy the company of one another, celebrate all of the community's accomplishments and to enjoy a few enjoyable pampering events.

#### March 7

Executive Council hosted a breakfast during which members were able to ask questions, engage on issues important to them, and connect with the community.

## Government at a Glance



GOVERNING INSTITUTIONS

TSAWWASSEN  
**Legislature**  
 Two sessions held in 2019/20.

| Special session      | Spring session               |
|----------------------|------------------------------|
| August 8 to 13, 2019 | February 11 to March 5, 2020 |

The Legislature debated and passed 2 laws, including the *2020-2021 Appropriations Act* and the *Act to Amend the Defining Eligibility for Membership Act*, and 4 resolutions.

**Executive Council**

**78** Orders-in-Council issued in 2019/2020.

**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**

Judicial Council conducted 0 hearings in the 2019/2020 fiscal year.

**Advisory Council**

**18x**

Advisory Council met 18 times in 2019/2020 with an average attendance of about 10 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.

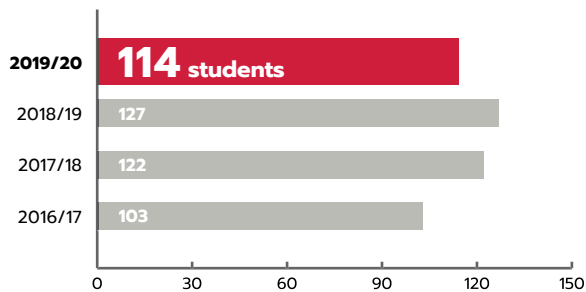
**GOVERNMENT ADMINISTRATION**

| FINANCE   | HUMAN RESOURCES   | EXECUTIVE GOVERNANCE  |
|---|---|---|
| <ul style="list-style-type: none"> <li>▪ Completed the regular quarterly financial distributions to TFN Members accurately and on time</li> <li>▪ Completed the first COVID-19 support payment to TFN members</li> <li>▪ Successfully implemented direct deposit payments to TFN members</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Achieved 12.5% of staff turnover rate</li> <li>▪ Held affirmation ceremony for 22 employees</li> <li>▪ 39% Members, 5% Member spouses, and 13% identify as First Nations/Indigenous Peoples</li> <li>▪ 23 people were hired during the fiscal year (including four Members)</li> <li>▪ Five Members were promoted into more senior roles with increased responsibilities</li> </ul>  | <ul style="list-style-type: none"> <li>▪ New Chief Administrative Officer Braden Smith started in August 1, 2019</li> <li>▪ Strategic Plan sessions were held with Legislators prior to the introduction of the 2020/21 budget</li> </ul>   |
| GENERAL COUNSEL   | GOVERNMENT SERVICES   | POLICY AND INTERGOVERNMENTAL AFFAIRS  |
| <ul style="list-style-type: none"> <li>▪ Protected TFN's interests in all contractual relationships.</li> <li>▪ Provided advice on the interpretation and application of Tsawwassen laws and regulations.</li> <li>▪ Drafted legislation for the Legislative Assembly.</li> <li>▪ Managed files with external counsel.</li> <li>▪ Participated in consultations with other governments regarding legislative and regulatory changes.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Judicial Council intervention was not necessary in the fiscal year.</li> <li>▪ Maintained a considerable amount of Advisory Council meetings and facilitated the smooth operations of the sittings of the Legislature.</li> <li>▪ 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.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Provided strategic advice to Executive Council through extensive reports and briefings on various items.</li> <li>▪ Attended meetings with federal and provincial decision-makers, regional chief administrative officers, and other First Nations.</li> <li>▪ Provided timely information on major infrastructural projects that directly affect TFN interests to both federal and provincial decision makers.</li> <li>▪ Provided information to lease-holders regarding TFN operations that would affect them.</li> </ul> |

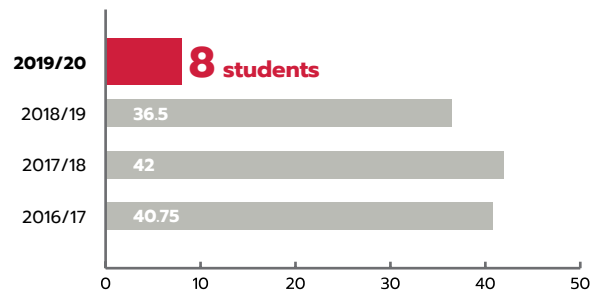
## MEMBER ACTIVITIES

### Education, Training and Culture

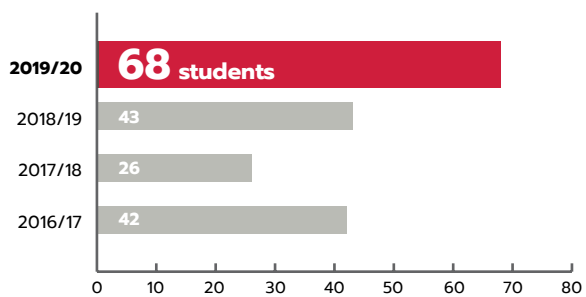
Provided instructional support funding to:



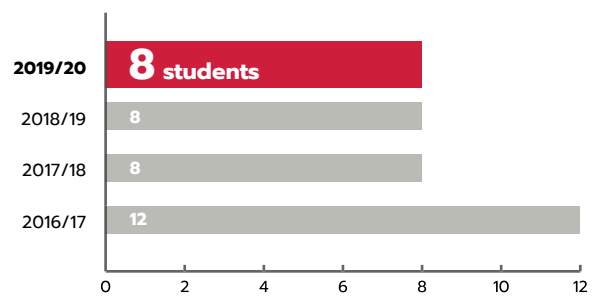
Provided PSE tuition to:



Processed and provided youth grants to:



Approved PSE applications to:



- The Youth Program provided 2 leadership trips for 12 youth with an emphasis on leadership and mentorship
- Staff met with DSD 28 times over the fiscal year
- 10-12 Member children attend language classes during the school year and all can introduce themselves in the language.
- 16 youth were employed in the 2019 Summer Employment Program



## MEMBER ACTIVITIES



### Health and Social Development

- Approximately 70 Members connected to TFN's Nurse Practitioner.
- Approximately 130 Members and their families have connected to mental wellness practitioners including a psychologist, counsellors, art therapists and traditional healers.

### Natural Resources

- First Fish Ceremony on July 18, 2019 (previous year's ceremony took place on July 5)
- A scientific research partnership with Birds Canada and Environment Canada was approved by Executive Council in March 2020. The project plans to use radio tracking to monitor time spent by shore birds in the TFN estuary area.

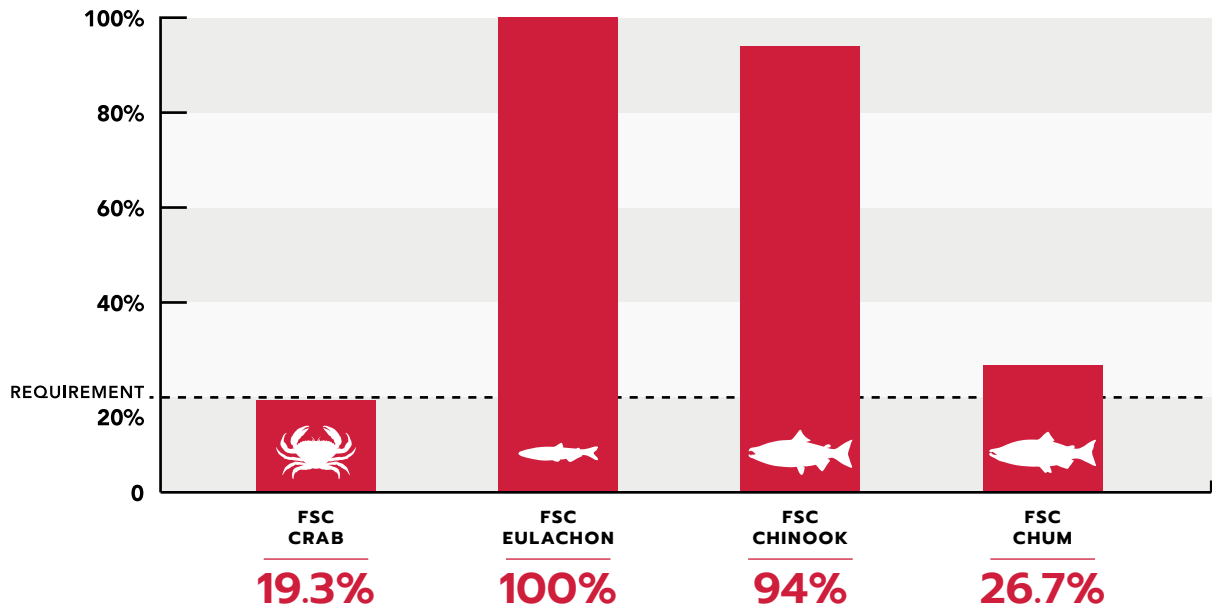
#### ▪ Percentage caught of allocation, by fishery



## MEMBER ACTIVITIES

### Natural Resources

#### Validation percentages, by fishery:



#### Food Fish Distribution:

5 chinook per adult, 3 chinook per child, 2 totes of chinook sent for community processing



## Member Lands and Municipal Services

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- 2 TFN rental renovations in progress.

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- Updated LELƏ'M Rental Housing Regulation.

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- Approved TFN Housing Strategy

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- 52 rental units:
  - 10 existing rental units.
  - 6 new rental units by Winter 2020
  - 36 new rental units by Spring 2022

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- Received 30 rental housing applications:
  - 6 families will move into the new 6-plex, 18 applicants will be housed in the new 36-unit multi-family complex.
  - Received \$7.6 million from BC Housing for 36 new units.
  - Received \$1.3 million from CMHC's Section 95 Program for 6 new units.
  - Received \$76,400 from Real Estate Foundation BC.

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- 2 pre-construction grants issued and 1 site servicing grant.

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- 20 Renovation grants from Indigenous Services Canada issued

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- 2 New Home Construction grants issued.

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- Construction of 4 new homes in progress.

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- 15 Member home renovations completed.

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- 5 Member Home renovations in progress to be completed by Spring 2021.

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TSAWWASSEN FIRST NATION

2019  

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2020

**TSAWWASSEN  
FIRST NATION  
ANNUAL REPORT**







**The 2019/2020 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 2019/20**

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 2019/20**

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, 2019 – March 31, 2020 fiscal year



Sets out what we did, and how well we did, over the over the April 1, 2019 – March 31, 2020 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 2019/2020 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 2019/2020 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 |
|--|------------------------------|-----------------|---------------------|-----------------|
| <b>LOCAL GOVERNMENT</b>                            |                              |                 |                     |                 |
| 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 |                              |                 | ■                   |                 |
| <b>MEMBER EXPENDITURES</b>                         |                              |                 |                     |                 |
| 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<br>PIGA | Manager of<br>GS | Director<br>of Lands | Manager of<br>Engineering | Manager of<br>Education and Skills<br>Development | Manager<br>of Health and<br>Social Services | Manager<br>of Natural<br>Resources | TEDC |
|--------------------|------------------|----------------------|---------------------------|---|---|------------------------------------|------|
|--------------------|------------------|----------------------|---------------------------|---|---|------------------------------------|------|

**LOCAL GOVERNMENT**

|   |   |   |   |  |  |  |  |
|---|---|---|---|--|--|--|--|
| ■ | ■ |   |   |  |  |  |  |
|   |   | ■ | ■ |  |  |  |  |
|   |   | ■ | ■ |  |  |  |  |

**MEMBER EXPENDITURES**

|   |   |   |   |   |   |   |  |
|---|---|---|---|---|---|---|--|
| ■ | ■ |   |   |   |   |   |  |
|   |   |   |   | ■ |   |   |  |
|   |   | ■ | ■ |   | ■ |   |  |
|   |   | ■ | ■ |   |   | ■ |  |

## STRATEGIC VISION

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:



In August 2019, the Tsawwassen Legislature chose its motto for 2019-2022: Leave No Member Behind. This motto further activates the vision statement above. All of our Members are at the heart of everything we do at Tsawwassen First Nation. As we continue to evolve as a Nation, we want to ensure that no Member is left behind in any aspect.

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

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“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.”

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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 2019-2020 fiscal year. In addition, Tsawwassen law requires the establishment of various other bodies and committees. Their activities are also briefly described.



## The Legislators serving for the 2019-2022 term (the fifth Tsawwassen Legislature)

are:



|  |  |
|--|--|
| swənnəset / <b>Chief Ken Baird</b>       | Lu'kwo'liye / <b>Tia Williams</b>      |
| sx'amisaat / <b>Laura Cassidy</b>        | stəčən / <b>Mike Baird</b>             |
| halquam a tia / <b>Louise Ahlm</b>       | TZEAM THA LAAHT / <b>Kathy Genge</b>   |
| sləqsit / <b>Steven Stark</b> , sq'iq'ei | Skosswonsun / <b>Victoria Williams</b> |
| Chemkwaat / <b>Valerie Cross</b>         | sxwamiye / <b>Melinda Cassidy</b>      |
| <b>Sheila Williams</b>                   | <b>Terri Splockton</b>                 |
| ah.sul.ten.aht / <b>Loretta Williams</b> | <b>Maryanne Adams</b>                  |

### 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 Tsawwassen Legislature held two sessions over the 2019-2020 fiscal year: a special session (August 2019) and a regular spring session (February/March 2020). During these sessions, the Legislature considered and passed the following Laws and Resolutions.

#### Special 2019 Session

1. Act to Amend the Defining Eligibility for Membership Act (Bill 003-2019) – This act amended the Defining Eligibility for Membership Act to extend the transition period relating to dual membership ineligibility.

#### Spring 2020 Session

1. 2020-2021 Appropriations Act (Bill 001-2020)
2. R.001-2020 Resolution to Address Infrastructure Issues
3. R.002-2020 Resolution to Address BC Assessment Impacts
4. R.003-2020 Resolution to Offset Property Taxes
5. R.005-2020 Resolution to Protect Wild Salmon

## 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 2019/2020 fiscal year, the Executive Council consisted of Chief Ken Baird, Laura Cassidy, Louise Ahlm, Steven Stark and Valerie Cross. 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 2019/2020 activities can also be found in the publication Council's Corner. In Summer 2020, this publication was renamed to Land Facing the Sea. Copies are available physically at the TFN Administration Office or on our website.

During the 2019/2020 fiscal year, Executive Council enacted the following orders:

- O.022-2019: Order to appoint Signing Officers
- O.023-2019: Order to appoint Property Taxation Authority Members
- O.024-2019: Order to appoint TFN Finance and Audit Committee Members
- O.025-2019: Order to appoint Chief and EC as Directors and Officers of TFN Companies
- O.026-2019: Order to appoint Chief and Alternate to GVRD and GVWD
- O.027-2019: Order to appoint Chief and Alternate to Mayors Council on Regional Transportation
- O.028-2019: Order to award Coastal Flood Risk Adaptation Strategy Study to Urban Systems
- O.029-2019: Order to approve Annual Utility Charge Regulation (2019)
- O.030-2019: Order to amend Schedule 8 of the 2018-2019 Appropriations Act
- O.031-2019: Order to amend Executive Council Order 073-2017
- O.032-2019: Order to amend Executive Council Order 084-2018
- O.033-2019: Order to approve Development Permit 2018-07
- O.034-2019: Order to approve the TFN Off Site Levy Program 2019 Rate
- O.035-2019: Order to call a By-Election for August 1, 2019
- O.036-2019: Order to appoint Election Officer for the August 1, 2019 By-Election
- O.037-2019: Order to repeal the TFN Recreation Pass Policy (2015) and enact the TFN Recreation Pass Policy (2018)
- O.038-2019: Order to amend Consolidated Public Land Availability Regulation
- O.039-2019: Order to authorize Signature of Offsetting Capacity Funding Agreement
- O.040-2019: Order to seek Grant Funding from Direct Support New Relationship Trust (NRT) 2019
- O.041-2019: Order to increase Aggregate Limit of TFN's MasterCard Account
- O.042-2019: Order to approve License Agreement for Lot 6, Plan EPP69757
- O.044-2019: Order to authorize Signature of Contract with LGL
- O.045-2019: Order to authorize Signature of Eulachon Study Capacity Funding Agreement
- O.046-2019: Order to amend Education Programming

- O.047-2019: Order to authorize TMJV 2371 Raven Lane Agreement
- O.048-2019: Order to approve the Annual Rates Regulation
- O.049-2019: Order to appoint T. Madhur to the Implementation Committee
- O.050-2019: Order to call the Legislative Assembly Special Session for August 2019
- O.054-2019: Order to amend DP-2016-11
- O.055-2019: Order to appoint B. Smith to the FAC
- O.056-2019: Order to appoint B. Smith as Signing Officer
- O.057-2019: Order to appoint M. Adams as Enrolment Registrar
- O.058-2019: Order to amend the Zoning Regulation
- O.059-2019: Order to authorize signing of the FFA
- O.060-2019: Order to authorize Traffic Study Road Closure
- O.061-2019: Order to appoint B. MacDougall as the Judicial Council Chair
- O.062-2019: Order to authorize the BC Ltd Line of Credit
- O.063-2019: Order to appoint the Enrolment Appeals Board
- O.064-2019: Order to amend the Post-Secondary Education Policy and the Employment and Training Policy
- O.062-2019: Order to Authorize \$100,000 Operating Line of Credit for 600911 BC Ltd.
- O.063-2019: Order to Authorize Establishment of TFN Enrolment Appeals Board and Appoint Board Members
- O.064-2019: Order to Amend the Post-Secondary Education Policy and the Employment and Training Policy to add Personal Computer Funding
- O.066-2019: Order to Authorize the Drafting of the English Bluffs Specific Claim Settlement Agreement
- O.067-2019: Order to Approve Kennedy Landscaping Irrigation and Maintenance Contract
- O.068-2019: Order to Amend Business Licence Fees in the Business Licence Regulation
- O.071-2019: Order to Appoint Mike Baird to the FNFLF Board of Directors
- O.072-2019: Order to Approve Borrowing from Farm Credit Canada for Brunswick Point Lands
- O.073-2019: Order to Approve Brunswick Point Land Availability
- O.074-2019: Order to Ratify Brunswick Point Purchase
- O.075-2019: Order to Appoint Primary Signing Officers and Permit Electronic Signatures
- O.077-2019: Order to Enact the Health and Social Service Program Policy
- O.078-2019: Order to Authorize a Standby Letter of Credit from BMO Bank of Montreal for \$1,000,000
- O.079-2019: Order to Appoint Louise Ahlm to the Finance and Audit Committee
- O.080-2019: Order to Repeal and Replace the Cultural Grant Policy
- O.081-2019: Order to Enact the Longhouse Rental Policy
- O.083-2019: Order to Consent to the Approval of the Adoption of Metro Vancouver Regional District Regional Parks Service Amending Bylaw No 1290, 2019
- O.084-2019: Order to Issue Development Permit DP000065 for Plan EPP71849 to Mosaic Seaside Development LP



- O.085-2019: Order to Award Project Management Contract for the 36-Unit Member Housing Project to Urban Systems Ltd.
- O.086-2019: Order to Award Contract for TFN Facilities Planning-Phase 2 Consulting Services to MvH Urban Planning & Design Inc
- O.087-2019: Order to Award Contract for Youth Centre Construction to Converge Construction Ltd. O.088-2019: Order to Award Sole-Source Contract to Paladin Technologies Inc. for the Installation of Security and Audio-Video System for the Youth Centre.
- O.089-2019: Order to Approve the 2020-2025 Enhanced Police Services Agreement
- O.093-2019: Order to Call the Spring 2020 Session of the Tsawwassen Legislature
- O.094-2019: Order to Award Permanent Fill Contract to TFN ConstructionMatcon Civil Joint Venture for 2261 Tsawwassen Drive
- O.095-2019: Order to Amend the Zoning Regulation Floor Space Definition.
- O.096-2019: Order to Amend DP-2017-02 Lot 3 Plan EPP69757
- O.001-2020: Order to Approve Delta Service Agreement Extensions
- O.002-2020: Order to Amend Financial Management Policy Regarding Honoraria subject to feedback from Advisory Council.
- O.003-2020: Order to Engage GWall Engineering Ltd. For Design and Inspection Services of the 36-Unit Member Housing Project.
- O.004-2020: Order to Award Contract to Converge Construction Ltd. For Foundation Work of 6-Unit Member Housing Project.
- O.005-2020: Order to Approve Pattullo Bridge Project
- O.012-2020: Order to Approve Agreement with Urban Matters CC for TFN Housing Authority Project Consulting Services.
- O.013-2020: Order to Approve grant funding application to the UBCM Emergency Preparedness Fund.
- O.015-2020: Order to Repeal and Replace the Social Housing Regulations.
- O.017-2020: Order to Amend the Executive Council Rules and Procedures Manual.
- O.019-2020: Order to Approve Parking Variance for 36-Unit Multi Family Housing Project.
- O.021-2020: Order to Approve the Tsawwassen First Nation Educational Technology Policy.
- O.023- 2020: Order to Award the Completion of the 6-plex Modular Units to KOSS Builders Ltd.
- O.026- 2020: Order to Call the Special May 2020 Session of the TFN Legislature

## 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 2019-2020 fiscal year was comprised of the following people:

- Bruce MacDougal, chair
- Kathryn Deo, legal member
- Joven Narwal, legal member
- Leif Nordahl, Accounting member
- Christopher Ramsey, Tsawwassen Member

## ADVISORY COUNCIL

The Advisory Council is a body established under the Tsawwassen Constitution. It is a mechanism to ensure that proposed laws, regulations, and other actions are considered by Membership in an open forum prior to being passed or presented to the Executive Council for approval.

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

- Ruth Adams
- Trent Genge
- Laura Baird (resigned in 2020)
- Mabel Williams
- Liana Williams
- Dawn Williams
- Nikki Lorenz (resigned in 2019)

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 2019/2020 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 fisherperson), Ruby Baird (female fisherperson), Mabel Williams (Elder with gathering knowledge), Kathy Genge (Elder with Fishing Experience), William Genge (youth), Laura Baird (Tsawwassen Member who is not a fisher), and hunter (vacant).

### **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 2019/2020 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 2019/2020 fiscal year were former Chief Bryce Williams, Valerie Cross, Melinda Cassidy, Janet Hearl, and Terri Splockton. The Committee is supported by Records Clerk Maryanne Adams.

#### **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 2019/2020 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 2019-2020 fiscal year ended on March 31, 2020. 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 2019/2020 Annual Report:

| GOAL(S)   | PERFORMANCE INDICATOR(S)   | STATUS   |
|---|--|--|
| Identifies what TFN tried to achieve through its programs in 2019/2020. 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"> <li>✔ Achieved</li> <li>🕒 In Progress</li> <li>✖ Incomplete</li> <li>🚫 No Data</li> </ul> |

# Local Government Expenditures

## 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  | ✓      | 2018/19 fiscal year audit completed July 30, 2019  |
|   | 1.2. Complete external financial audit by July 31, 2019  | ✓      |  |
|   | 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.                                    | ⌚      | Added cyber insurance coverage during the year as this is a higher risk area than current property coverage. |







### 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. | ✓      |       |




**LEGEND**

-  ACHIEVED
-  IN PROGRESS
-  INCOMPLETE
-  NO DATA

**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. |
|   | 1.2. Build an internal IT site to provide staff information and enable communication.   |    | Organizational projects were prioritized, with weekly management status updates.              |
|   | 1.3. Develop on-boarding and off-boarding procedures.   |    | Additional HR and IT collaboration; tools and processes developed.                            |
|   | 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.  |  | Completed by January 2020   |
|   | 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. |  | Internal IT reporting, with weekly management status updates.                             |
|  | 1.2. Refresh network infrastructure to meet IT best practices.   |  | Replaced all budgeted infrastructure.   |
|  | 1.3. Software training to support SharePoint management and maintenance.   |  | Staff training provided by SharePoint consultant for software monitoring and maintenance. |





### 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.      | ✓      | 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.   | ⊘      |                                    |
| 3. Conduct Affirmation Ceremonies for new hires at Legislative Assembly sessions. | 3.1. Complete Affirmation ceremonies for new hires.  | ⊘      |                                    |
| 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.              | 🕒      |       |





| LEGEND  |             |
|---|-------------|
|  | ACHIEVED    |
|  | IN PROGRESS |
|  | INCOMPLETE  |
|  | NO DATA     |

### 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.  |  |  |
| 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 similar employee engagement surveys specific to the COVID-19 pandemic being sent out to all staff. |

### 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. |  |       |
| 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.                     |  |       |

### 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.  | ⊘      |       |
| 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. | ✓      |       |

### 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. | ✓      |       |

| 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 78 orders-in-council during the fiscal 2019/2020 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. |    |  |
| 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. |  |       |
| 2. Provide advice on interpretation and application of TFN's Laws and Regulations. | 2.1. Responses to staff requests within agreed upon timelines.                        |  |       |

## 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.<br>1.2. 100% of briefs for Decision have clearly articulated alternative proposals and report on financial implications. | ✓<br>🕒 |   |
| 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.<br>2.2. Publish Annual Report within three weeks following the conclusion and approval of the audit.   | —<br>— | Service plan has not been published yet.<br>Audit concluded and was approved on July 30, 2019. Annual report was published for Member's Gathering that took place on September 27-29, 2019. |
| 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.  |

**LEGEND**

-  ACHIEVED
-  IN PROGRESS
-  INCOMPLETE
-  NO DATA


**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 10 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. | ✓      | New website launched in September 2019.                              |

**LEGEND**




-  ACHIEVED
-  IN PROGRESS
-  INCOMPLETE
-  NO DATA

## 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.

### 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 2019/2020 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. |  |   |

### 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 have made progress with ensuring that the Laws Registry is updated within the 2-week deadline, and continue to review processes to help achieve this target more consistently |
|   | 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. | —      |   |

### 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, 2019 by Members and Non-Members at the sports field. |



| LEGEND  |             |
|---|-------------|
|  | ACHIEVED    |
|  | IN PROGRESS |
|  | INCOMPLETE  |
|  | NO DATA     |



### 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.            |    |   |
| 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. |    | Held in June 2020                           |
|   | 2.2. Trust Society board of directors meet quarterly.   |  |   |
| 3. Provide additional policy support, as needed.  | 3.1. Policy support is provided within agreed upon timelines.                                     |  | Policy support is available when necessary. |

### 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.  |  |   |

### 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.  | ✓      | 42 Part 3 building permits issued (complex)<br>27 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. | ✓      | 72 tickets including warnings<br>• 402 files generated<br><br>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. |

| LEGEND  |             |
|---|-------------|
|  | ACHIEVED    |
|  | IN PROGRESS |
|  | INCOMPLETE  |
|  | NO DATA     |





### 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<br>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. |  | This schedule is constantly evolving and being developed as we acquire more assets and as our assets age. |

### 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.                                |  | 7 Development Permits<br>7 Rezoning completed<br>11 Subdivisions registered<br>22 Planning<br>26 Sign Permits<br>96 Building 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 zoning regulations                                |  | Zoning amendments adopted in Dec 2019  |
|  | 3.2. Develop design guidelines                                |  |  |

### 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. | ✓      | Development application forms updated online, Falcon Way development brochure, rezoning and subdivision process brochures developed |
| 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. | ✓      | These repairs occur annually and completed as needed. Major repairs are typically added to the annual capital program |





### 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.<br>1.2. Complaints are responded to within a 24-hour period. | ✓<br>⌚ | Annual inspection of all traffic signals. Weekly inspection of signs and lights. Faulty or damaged signs and lights are replaced. Insurance claims made whenever possible. |



**LEGEND**

-  ACHIEVED
-  IN PROGRESS
-  INCOMPLETE
-  NO DATA



**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.   |  | This schedule is constantly evolving and being developed as we acquire more assets and as our assets age. |
|  | 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. |   | This schedule is constantly evolving and being developed as we acquire more assets and as our assets age. |
| 2. Ensure staff have the required maintenance training. | 2.1. Public Works staff complete the maintenance training course.                |  | Additional parks, equipment, and staff changes resulted in the need to have this program to be ongoing    |

**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.                        |  | 265 business licenses issued<br>123 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.             |  |  |

**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.                   |  | Mechanical system and outfall complete, detailed maintenance schedules being developed |





**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.                                  | ✓      | This schedule is constantly evolving and being developed as we acquire more assets and as our assets age. |
|   | 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 2019-2020 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. <i>Land Facing the Sea</i> is published and distributed four times per year.                         | -      | There were only 3 issued published during the fiscal year. |

**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.  | ✓      | Issued as scheduled.  |
|  | 1.2. Enrolment deadlines, as set out in the <i>Membership Act</i> and the <i>Policy for Eligibility and Enrolment of Members, are met</i> . | ✓      | Deadlines were met.   |
|  | 1.3. All applicants are supported in accessing the documents they require to complete Membership applications.                              | ✓      | All applicants were supported to the best of staff's ability. |

## 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.          |  |       |
| 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. |  |       |

**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 28 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.   | ✓      | TFN and DSD staff regularly reviewed the action plan to ensure that TFN students success is achieved   |
| 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. |



| LEGEND  |             |
|---|-------------|
|  | ACHIEVED    |
|  | IN PROGRESS |
|  | INCOMPLETE  |
|  | NO DATA     |

## 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.                        |  | TFN receives transcripts from students once they complete their program |
| 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.  | ✓      | All TFN ECE staff meet all licensing requirements<br>TFN continues to receive a low inspection priority annually |
|   | 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.          | ✓      | TFN ECE staff daily support oral language development with all children registered in our ECE centre             |






| 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 19 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.   |  | 12 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.      |  | The youth program provided 2 leadership trips for 12 youth to attend with an emphasis on leadership and mentorship |





### 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. | ✓      | The AFROG program attended 6 outreach events, including May Day, MCFD events, and outside FN agencies and schools within the Delta/Surrey border |








| 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 hə́ŋqəmiñəm.  |  | 10-12 Member children attend language classes during the school year.   |
|  | 1.3. 10 people learn how to pronounce ancestral names in hə́ŋqəmiñəm.   |  | EC and leg are using ancestral names when addressing each other   |
| 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 hə́ŋqəmiñəm 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"> <li>▪ Weaving;</li> <li>▪ Carving;</li> <li>▪ Beading; and</li> <li>▪ Traditional tea making.</li> </ul> |





## 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 2019/2020 |
| 2. Increase the employability of interested TFN Members.   | 2.1. Connect TFN Members who are interested in employment with opportunities within two- week turnaround. | ✓      | TFN staff support members regularly who are looking for employment/career options  |
| 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.                                   | ✓      | 16 youth employed in the 2019 summer employment program                            |
| 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.                    | ✓      | TFN employment opportunities posted every week in the community news letter        |

| 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 connection with the Nurse Practitioner.<br><br>Approximately 70 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. Provide high quality counselling, treatment and after care services that assist Members and their families in achieving their mental wellness goals. |  | Approximately 130 Members and their families have connect-ed to mental wellness practi-tioners, including a psychologist, counsellors, art therapists and traditional healers. |

### 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. | ✓      | The Home and Community Care Nurses have provided services to 210 individuals, helping with in home care, after care follow up, medical systems navigation support and chronic disease management. |

#### 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. | ⊘      | 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. |

| 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. <sup>1</sup> | 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 an outreach worker, culturally safe programming and access to many different services (i.e. the child and youth psychologist). |

<sup>1</sup>Protective 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](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. |  | The following workshops were held: <ul style="list-style-type: none"> <li>▪ Substance use;</li> <li>▪ Diabetes;</li> <li>▪ Healing and resiliency;</li> <li>▪ Naloxone Training;</li> <li>▪ Tax form completion; and</li> <li>▪ Parenting support.</li> </ul> |

### 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"> <li>▪ Diabetes</li> <li>▪ Mammography</li> <li>▪ Eye Clinics</li> </ul> |

### 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 Health Fair was held in June 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. |  | All Members and status individuals living on Tsawwassen Lands who met eligibility criteria were provided with Social Assistance support. |

## 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. Decreased interactions with MCFD and an increase in high-quality family support systems. |  | TFN started a Child and Youth Support Home to provide short and long term respite support with the goal of unifying families and providing intensive support for children and families who come into contact with Child and Family Services. |

### 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.<br>1.2. Elders are consulted during development and planning of cultural events and activities. | ✅<br>✅ | There are initiatives between the Education department and the Elders coordinator to increase interactions between elders and the youth.<br><br>The following activities have taken place in the 2019-2020 fiscal year: <ul style="list-style-type: none"> <li>▪ Puzzle days;</li> <li>▪ Weekly outings; and</li> <li>▪ Activities with youths.</li> </ul> There were between 20-25 Elders participating in the Elders programming in 2019-2020, averaging around 14 per regular program. |


| 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.<br><br>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. |





## 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.   | 🕒      | 2 TFN rental renovations in progress.   |
| 2. Helping Members access new and existing rental units   | 2.1. Clarify housing policy and process for accessing new and existing units.   | ✅      | Updated LELΘ'M Rental Housing Regulation.<br>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"> <li>10 existing rental units.</li> <li>6 new rental units by Winter 2020</li> <li>36 new rental units by Spring 2022</li> </ul> |
|   | 2.3. Number of Member requests for staff support in helping with housing needs and status of responses.   | 🕒      | Received 30 rental housing applications: 6 families will move into the new 6-plex, 18 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 \$7.6 million from BC Housing for 36 new units. Received \$1.3 million from CMHC's Section 95 Program for 6 new units.   |
|   | 2.5. Accessing external grants to help fulfill TFN's Comprehensive Housing Strategy Goals, including formation and implementation of the TFN Housing Authority. | 🕒      | Received \$76,400 from Real Estate Foundation BC.   |

## LEGEND

-  ACHIEVED
-  IN PROGRESS
-  INCOMPLETE
-  NO DATA



## 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  |  | 2 pre-construction grants issued and 1 site servicing grant.  |
|  | 1.2. Number of external grants accessed by TFN Members.  |  | 20 Renovation grants from Indigenous Services Canada issued, 2 New Home Construction grants issued.   |
|  | 1.3. 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"> <li>▪ Construction of 4 new homes in progress.</li> <li>▪ 15 Member home renovations completed.</li> <li>▪ 5 Member Home renovations in progress to be completed by Spring 2021.</li> </ul> |






## 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 - 97.8 %<br>FSC Sockeye - 0 %<br>FSC Chum - 83.3 %<br>FSC Crab - non-allocated<br>FSC Eulachon - 28.4 %<br>EO Sockeye - 0%<br>Due to conservation concerns. |
| 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) |  | One new commercial communal crab licence was reallocated to a TFN member for Area J (Boundary Bay)  |

## 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.   |    | 7 Verbal Warnings, 2 Enforcement Directions; 6 Tickets and Letters Issued (2 with monetary penalties); 1 suspension (monetary penalty included); 3 notification letters issued jointly with DFO pertaining to crab gear<br><br>3 Joint enforcement operations with DFO regarding recreational fishing violations; 5 enforcement actions conducted on persons harvesting contaminated clams from the TFN foreshores; 10 enforcement actions conducted on recreational fishers found in noncompliance of Federal regulations. |
| 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 – 94%<br>FSC Chum – 26.7%<br>FSC Crab – 19.3%<br>FSC Eulachon – 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   |  | 5 chinook per adult<br>3 chinook per child<br>2 totes of chinook sent away for community processing   |
| 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.   |  | Training workshops were scheduled for the end of March, however, were ultimately cancelled when COVID pandemic occurred.  |

| LEGEND  |             |
|---|-------------|
|  | ACHIEVED    |
|  | IN PROGRESS |
|  | INCOMPLETE  |
|  | NO DATA     |

## 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.   |    | Training workshops were scheduled for the end of march however, were ultimately cancelled when COVID pandemic occurred.   |
| 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 and included 3 joint patrols were conducted with Environment Canada and the Conservation Officer Service during the migratory bird harvesting season.<br><br>1 Verbal Warning issued to a TFN Hunter for shooting past legal hours. |
| 3. Eagle Workshop   | 3.1. Host a 3 to 4 day workshop requiring eagle feathers for cultural purposes  |  | Discussions with the NRC indicated great interest in conducting an eagle feather workshop, and materials were collected, however an agreed upon date could not be secured.  |
| 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. |  | A scientific research partnership with Birds Canada, and Environment Canada was approved by EC in March of 2020. The project plans to use radio tracking, to monitor the time spent by shorebirds within the TFN estuary Area.  |





### 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. | –      | Detailed discussions with the NRC indicate a renewed interest in harvesting opportunities. Facilitating locations as well as targeted plants requires further follow up community discussion |
| 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)        | –      | Facilitating a cedar bark harvesting day and associated workshop remains a focus in the next year. Lacked capacity to facilitate this year.  |




### 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. | –      | Onset of COVID-19, as well as losses in the community and the switch to online meetings accounted for lower meeting counts then in previous years. |
|  | 1.2. Average attendance of 12 Members at each NRC meeting.                | –      |  |



| LEGEND  |             |
|---|-------------|
|  | ACHIEVED    |
|  | IN PROGRESS |
|  | INCOMPLETE  |
|  | NO DATA     |

## 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 18th, 2019   |
| 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 |  | Most opportunities occur in the early spring, relative uncertainty when they will be offered again as COVID-19 affected access and availability.   |

**SCHEDULE 12: MEMBER CAPITAL EXPENDITURES**

Department(s): Lands, Engineering Services, Finance

The Tsawwassen Legislature approved the following projects for Member Capital Expenditures in the 2019/2020 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 2019/2020 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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TSAWWASSEN FIRST NATION

2019  

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2020

**CONSOLIDATED  
FINANCIAL STATEMENTS  
OF TSAWWASSEN  
GOVERNMENT**

March 31, 2020

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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 auditing standards on behalf of the members. Deloitte LLP have full access to the Executive Council.

  
Laura Cassidy, Councillor

  
Braden Smith, Chief Administrative Officer

## Independent Auditor's Report

To the Council 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, 2020, and the consolidated statements of operations and accumulated surplus, changes in net 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, 2020, and the results of its operations, changes in its net debt, 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.

### Emphasis of Matter - Restated Comparative Information

We draw attention to Note 7(a) to the financial statements, which explains that the financial statements for the year ended March 31, 2019, have been restated. Our opinion is not modified in respect of this matter.

### 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.

*Deloitte LLP*

Chartered Professional Accountants  
July 30, 2020  
Vancouver, British Columbia

## Tsawwassen Government

### Consolidated statement of operations and accumulated surplus

Year ended March 31, 2020

|   | Notes      | Budget<br>2020<br>\$ | 2020<br>\$         | 2019<br>\$              |
|---|------------|----------------------|--------------------|-------------------------|
|   |            |                      |                    | (Restated<br>Note 7(a)) |
| <b>Revenue</b>  |            |                      |                    |                         |
| Net municipal taxes   | 14         | 17,143,813           | 14,791,760         | 12,513,368              |
| Development levies  |            | 6,411,300            | 14,456,103         | 25,660,580              |
| Government contributions for operations                     |            | 4,703,709            | 10,492,701         | 7,494,747               |
| Other income  |            | 1,711,000            | 3,589,251          | 3,179,375               |
| Investment income   |            | 250,000              | 3,311,683          | 3,986,038               |
| Income from enterprises                                     | 6          | —                    | 2,956,489          | 1,519,190               |
| Property leases and rental income                           | 7          | 253,830              | 1,686,685          | 1,548,411               |
| Licenses, permits and registrations                         |            | 3,011,790            | 1,427,964          | 3,608,055               |
| Utilities   |            | 1,000,000            | 904,823            | 690,314                 |
|   |            | <b>34,485,442</b>    | <b>53,617,459</b>  | <b>60,200,078</b>       |
| <b>Expenses</b>   |            |                      |                    |                         |
| Lands and municipal services                                | 12         | 12,856,215           | 11,473,896         | 10,294,792              |
| Education, culture and natural resources                    |            | 2,701,984            | 4,092,318          | 3,261,991               |
| Administration  |            | 4,566,490            | 3,902,638          | 3,516,051               |
| Policy and government services                              |            | 4,385,596            | 2,909,459          | 1,390,184               |
| Health, social and economic development                     |            | 2,447,056            | 2,553,405          | 2,010,224               |
| Member benefits   |            | 1,220,000            | 2,247,559          | 1,108,217               |
|   |            | <b>28,177,341</b>    | <b>27,179,275</b>  | <b>21,581,459</b>       |
| <b>Surplus of revenue over expenses before amortization</b> |            |                      |                    |                         |
|   |            | <b>6,308,101</b>     | <b>26,438,184</b>  | <b>38,618,619</b>       |
| Amortization  |            | —                    | (5,953,212)        | (5,434,604)             |
| Surplus of revenue over expenses                            |            | <b>6,308,101</b>     | <b>20,484,972</b>  | <b>33,184,015</b>       |
| Accumulated surplus, beginning of year                      |            | —                    | 393,089,396        | 363,790,155             |
| Transfer of funds to Treaty Settlement Trust                | 10(a)(ii)  | —                    | —                  | (596,668)               |
| Transfer of funds to Legacy Trust                           | 10(a)(iii) | —                    | (27,035,948)       | (3,288,106)             |
| <b>Accumulated surplus, end of year</b>                     |            | <b>—</b>             | <b>386,538,420</b> | <b>393,089,396</b>      |

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



**Tsawwassen Government**  
**Consolidated statement of changes in net debt**  
Year ended March 31, 2020

|  | Budget<br>2020      | 2020                | 2019                    |
|--|---------------------|---------------------|-------------------------|
| Notes  | \$                  | \$                  | \$                      |
|  |                     |                     | (Restated<br>Note 7(a)) |
| <b>Surplus of revenue over expenses</b>              | <b>6,308,101</b>    | <b>20,484,972</b>   | 33,184,015              |
| Amortization of tangible capital assets (Schedule 1) | —                   | <b>5,953,212</b>    | 5,434,604               |
| Acquisition of tangible capital assets (Schedule 1)  | <b>(37,445,910)</b> | <b>(29,611,646)</b> | (11,339,563)            |
| Write-off of tangible capital assets (Schedule 1)    | —                   | —                   | 998,725                 |
| Change in prepaid expenses                           | —                   | <b>463,245</b>      | (155,094)               |
| Transfer of funds to Treaty Settlement Trust         | —                   | —                   | (596,668)               |
| Transfer of funds to Legacy Trust                    | —                   | <b>(27,035,948)</b> | (3,288,106)             |
| 10(a)(ii)  |                     |                     |                         |
| 10(a)(iii)   |                     |                     |                         |
| (Increase) decrease in net debt                      | <b>(31,137,809)</b> | <b>(29,746,165)</b> | 24,237,913              |
| Net debt, beginning of year                          | —                   | <b>(28,078,823)</b> | (52,316,736)            |
| <b>Net debt, end of year</b>                         | <b>(31,137,809)</b> | <b>(57,824,988)</b> | (28,078,823)            |


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

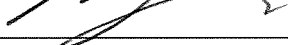
**Tsawwassen Government**  
**Consolidated statement of financial position**  
As at March 31, 2020

|   | Notes    | 2020<br>\$          | 2019<br>\$<br>(Restated<br>Note 7(a)) |
|---|----------|---------------------|---------------------------------------|
| <b>Financial assets</b>                       |          |                     |                                       |
| Cash and temporary investments                | 3        | <b>54,950,658</b>   | 73,422,674                            |
| Accounts receivable                           | 4 and 13 | <b>5,420,761</b>    | 12,099,659                            |
| Restricted investments                        | 5        | <b>14,467,296</b>   | 12,668,941                            |
| Investments in and advances to other entities | 6        | <b>369,220</b>      | 403,569                               |
|   |          | <b>75,207,935</b>   | 98,594,843                            |
| <b>Liabilities</b>                            |          |                     |                                       |
| Accounts payable and accrued liabilities      | 13       | <b>10,127,215</b>   | 8,631,894                             |
| Deferred revenue                              | 7        | <b>95,400,334</b>   | 98,790,662                            |
| Long-term debt                                | 8        | <b>27,505,374</b>   | 19,251,110                            |
|   |          | <b>133,032,923</b>  | 126,673,666                           |
| Net debt                                      |          | <b>(57,824,988)</b> | (28,078,823)                          |
| <b>Non-financial assets</b>                   |          |                     |                                       |
| Tangible capital assets (Schedule 1)          | 9        | <b>444,116,932</b>  | 420,458,498                           |
| Prepaid expenses and deposits                 |          | <b>246,476</b>      | 709,721                               |
|   |          | <b>444,363,408</b>  | 421,168,219                           |
| <b>Accumulated surplus (Schedule 2)</b>       |          |                     |                                       |
|   |          | <b>386,538,420</b>  | 393,089,396                           |
| Commitments and contingencies                 | 10       |                     |                                       |

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

Approved on behalf of Tsawwassen Government

 Executive Council

 Chief Administrative Officer

**Tsawwassen Government**  
**Consolidated statement of cash flows**  
Year ended March 31, 2020

|   | 2020<br>\$          | 2019<br>\$<br>(Restated<br>Note 7(a)) |
|---|---------------------|---------------------------------------|
| <b>Operating activities</b>                             |                     |                                       |
| Surplus of revenue over expenses                        | <b>20,484,972</b>   | 33,184,015                            |
| Items not involving cash                                |                     |                                       |
| Amortization of tangible capital assets                 | <b>5,953,212</b>    | 5,434,604                             |
| Loss on write-off of tangible capital assets            | —                   | 998,725                               |
| Income from enterprises                                 | <b>(2,956,489)</b>  | (1,519,190)                           |
|   | <b>23,481,695</b>   | 38,098,154                            |
| Net changes in non-cash operating working capital items |                     |                                       |
| Accounts receivable                                     | <b>6,678,898</b>    | 1,842,689                             |
| Accounts payable and accrued liabilities                | <b>1,495,321</b>    | (10,928,442)                          |
| Deferred revenue  | <b>(3,390,328)</b>  | 12,061,741                            |
| Prepaid expenses  | <b>463,245</b>      | (155,094)                             |
|   | <b>28,728,831</b>   | 40,919,048                            |
| <b>Capital activity</b>                                 |                     |                                       |
| Acquisition of tangible capital assets                  | <b>(29,611,646)</b> | (11,339,563)                          |
| <b>Investing activities</b>                             |                     |                                       |
| Restricted investments                                  | <b>(1,798,355)</b>  | (3,215,310)                           |
| Transfer of funds to Treaty Settlement Trust            | —                   | (596,668)                             |
| Transfer of funds to Legacy Trust                       | <b>(27,035,948)</b> | (3,288,106)                           |
| Investment in and advances to other entities            | <b>634,988</b>      | (373,538)                             |
| Distributions from investments in other entities        | <b>2,355,850</b>    | 1,877,565                             |
|   | <b>(25,843,465)</b> | (5,596,057)                           |
| <b>Financing activities</b>                             |                     |                                       |
| Long-term debt proceeds                                 | <b>10,600,000</b>   | —                                     |
| Long-term debt repayments                               | <b>(2,345,736)</b>  | (11,637,940)                          |
|   | <b>8,254,264</b>    | (11,637,940)                          |
| Net cash inflow (outflow)                               | <b>(18,472,016)</b> | 12,345,489                            |
| Cash and temporary investments, beginning of year       | <b>73,422,674</b>   | 61,077,185                            |
| <b>Cash and temporary investments, end of year</b>      | <b>54,950,658</b>   | 73,422,674                            |
| <b>Supplemental cash flow information</b>               |                     |                                       |
| Interest paid   | <b>638,945</b>      | 1,098,862                             |
| Interest received                                       | <b>3,311,683</b>    | 3,986,038                             |

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 Enterprises Ltd.

TFN Economic Development Limited Partnership

TFN Economic Development Corporation

TFN Construction Ltd.

TFN Infrastructure Projects 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 Schedule 2. 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, temporary 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 2018.

## **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 11). 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) 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.

### *(j) Budget figures*

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

## **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.



**Tsawwassen Government**  
**Notes to the consolidated financial statements**  
 March 31, 2020

**4. Accounts receivable**

|                                     | 2020<br>\$       | 2019<br>\$        |
|-------------------------------------|------------------|-------------------|
| Property taxes and utilities        | 4,756,960        | 4,265,342         |
| Government grants and contributions | 293,770          | 4,246,404         |
| Trade and development receivables   | 370,031          | 3,587,913         |
|                                     | <b>5,420,761</b> | <b>12,099,659</b> |

**5. Restricted investments**

|                               | 2020<br>\$        | 2019<br>\$        |
|-------------------------------|-------------------|-------------------|
| Commercial Crab Fund          | 1,465,253         | 1,331,755         |
| Commercial Fish Fund          | 2,410,257         | 2,219,477         |
| Cultural Purpose Fund         | 2,648,023         | 2,438,629         |
| Replacement Reserve Other (a) | 7,943,763         | 6,679,080         |
|                               | <b>14,467,296</b> | <b>12,668,941</b> |

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**

|  | 2020<br>\$     | 2019<br>\$     |
|--|----------------|----------------|
| 600911 B.C. Ltd. (100%)                      |                |                |
| Shares                                       | 5              | 5              |
| Cumulative net income                        | (43,755)       | 68,308         |
| Advances                                     | 412,964        | 335,250        |
|  | <b>369,214</b> | <b>403,563</b> |
| TFN Construction Limited Partnership (99.5%) |                |                |
| Shares                                       | 1              | 1              |
| Cumulative net income                        | 12,312,499     | 9,243,947      |
| Cumulative distributions                     | (12,312,499)   | (9,243,947)    |
|  | <b>1</b>       | <b>1</b>       |
| Tsawwassen First Nation Trust Society        |                |                |
| Advances                                     | 5              | 5              |
|  | <b>369,220</b> | <b>403,569</b> |

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

**6. Investments in and advances to other entities (continued)**

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

|   | Assets           | Liabilities      | Net assets       | Revenue           | Expenses          | 2020<br>Net income<br>(loss) |
|---|------------------|------------------|------------------|-------------------|-------------------|------------------------------|
|   | \$               | \$               | \$               | \$                | \$                | \$                           |
| 600911 B.C. Ltd.                        | 974,422          | 1,086,485        | (112,063)        | 3,682,054         | 3,794,117         | (112,063)                    |
| TFN Construction<br>Limited Partnership | 1,942,282        | —                | 1,942,282        | 38,182,658        | 35,114,106        | 3,068,552                    |
|   | <b>2,916,704</b> | <b>1,086,485</b> | <b>1,830,219</b> | <b>41,864,712</b> | <b>38,908,223</b> | <b>2,956,489</b>             |

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

**7. Deferred revenue**

|  | 2020<br>\$        | 2019<br>\$        |
|--|-------------------|-------------------|
|  |                   | (Restated)        |
| Deferred revenue                         |                   |                   |
| Development levies                       | 6,752,316         | 10,910,155        |
| Others                                   | 1,968,285         | 10,000            |
|  | <b>8,720,601</b>  | <b>10,920,155</b> |
| Deferred property lease revenue          |                   |                   |
| Balance, beginning of year               | 87,870,507        | 75,627,782        |
| Amounts received                         | 71,963            | 13,386,717        |
| Property lease revenue recognized        | (1,268,171)       | (1,149,426)       |
| Amortization of costs securing the lease | 5,434             | 5,434             |
|  | <b>86,679,733</b> | <b>87,870,507</b> |
|  | <b>95,400,334</b> | <b>98,790,662</b> |

Deferred revenue consists of deferred revenue and deferred property leases:

(a) *Deferred revenue*

Deferred revenue consists of development levies received for capital projects that are not yet completed or 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.

**7. Deferred revenue (continued)**

(a) *Deferred revenue (continued)*

During the year ended March 31, 2020, the Government determined that it had incorrectly deferred development levies, collected during the year ended March 31, 2019, which related to infrastructure work that was completed in prior periods. The Government has recorded an adjustment to correct this prior period error and has restated the March 31, 2019 consolidated financial statements resulting in an increase in development levies revenue, surplus of revenue over expenses and accumulated surplus of \$24,068,780, and a decrease in deferred revenue and net debt for the year ended March 31, 2019, by the same amount.

(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 2019) was received under these agreements.

**8. Long-term debt**

|  | 2020<br>\$         | 2019<br>\$  |
|--|--------------------|-------------|
| Farm Credit Canada, repayable in annual blended installments, with annual variable open interest rate (FY20- 3.4%), maturing March 2025                  | <b>10,600,000</b>  | —           |
| 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     |
| VanCity term loan, repayable in monthly blended instalments of \$35,622 including fixed rate interest of 3.42% per annum, maturing February 2023         | <b>6,803,192</b>   | 6,993,879   |
| VanCity term loan, repayable in monthly instalments of \$41,440 plus interest at bank prime plus 0.4% per annum, maturing February 2021                  | <b>961,726</b>     | 1,884,291   |
| VanCity term loan, repayable in monthly blended instalments of \$35,727 including fixed rate interest of 3.42% per annum, maturing February 2023         | <b>6,823,335</b>   | 7,014,582   |
| VanCity term loan, repayable in monthly instalments of \$40,991 plus interest at bank prime plus 0.4% per annum, maturing February 2021                  | <b>2,317,121</b>   | 3,145,121   |
|  | <b>27,505,374</b>  | 19,251,110  |
| Less: current portion due within one year and due on demand  | <b>(3,927,069)</b> | (5,459,230) |
|  | <b>23,578,305</b>  | 13,791,880  |

**8. Long-term debt (continued)**

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, 2020, the Government was in compliance with these covenants.

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

|            | \$                |
|------------|-------------------|
| 2021       | 3,927,069         |
| 2022       | 674,078           |
| 2023       | 6,889,577         |
| 2024       | 381,882           |
| Thereafter | 15,632,768        |
|            | <u>27,505,374</u> |

**9. Tangible capital assets (Schedule 1)**

|                            | 2020<br>Net book<br>value<br>\$ | 2019<br>Net book<br>value<br>\$ |
|----------------------------|---------------------------------|---------------------------------|
| Land                       | <b>288,454,120</b>              | 266,492,004                     |
| Roads and dykes            | <b>75,296,920</b>               | 76,234,468                      |
| Water and sewer system     | <b>50,527,057</b>               | 51,944,438                      |
| Capital infrastructure     | <b>7,513,353</b>                | 7,820,424                       |
| Storm water                | <b>7,163,030</b>                | 6,343,564                       |
| Buildings                  | <b>6,468,614</b>                | 4,887,917                       |
| Amenities                  | <b>3,800,802</b>                | 1,589,107                       |
| Playground and sportsfield | <b>2,598,625</b>                | 2,845,823                       |
| Capital subdivision        | <b>1,537,496</b>                | 1,607,382                       |
| Furniture and equipment    | <b>683,992</b>                  | 559,626                         |
| Vehicles and boat          | <b>72,923</b>                   | 133,745                         |
|                            | <u><b>444,116,932</b></u>       | <u>420,458,498</u>              |

**10. Commitments and contingent liabilities**

(a) *Commitments*

(i) *Gar bar lease*

The Government is committed to minimum annual lease payments of \$41,600 for the use of land for the gas bar to June 10, 2053.

(ii) *Treaty settlement trust*

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

**10. Commitments and contingent liabilities (continued)**

*(a) Commitments (continued)*

*(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 \$27,035,948 (\$3,288,106 in 2019) has been transferred to the Legacy Trust under the trust agreement.

As at March 31, 2020, the amount of additional payments due to the Legacy Trust were \$58,823,952 (\$81,683,157 in 2019), inclusive of interest of \$11,488,382 (\$8,757,494 in 2019).

*(b) Contingent liabilities*

*(i) Housing loans*

The Government is contingently liable for members of "The First Nation Individual Housing Loans" totaling approximately \$4,271,558 (\$4,357,596 in 2019). Government of Canada Ministerial Guarantees have been obtained for \$97,060 (\$101,759 in 2019) 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, 2020.

*(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, 2018, the Plan has about 330,000 active, inactive and 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, 2018, indicated a \$2,866,000 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 2020 the Government contributed \$559,096 (\$463,382 in 2019) for employer contributions while employees contributed \$505,367 (\$418,110 in 2019) to the Plan.

*(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 \$46,113 (\$69,647 in 2019) for employer contributions while employees contributed \$44,808 (\$66,166 in 2019) to the Plan in 2019.

**12. Expenses by object**

|                                   | 2020              | 2019       |
|-----------------------------------|-------------------|------------|
|                                   | \$                | \$         |
| Wages and benefits                | <b>10,051,149</b> | 8,628,874  |
| Contracted services               | <b>4,605,655</b>  | 3,218,528  |
| Services agreements               | <b>3,540,958</b>  | 3,427,815  |
| Distributions and member benefits | <b>2,940,798</b>  | 1,517,173  |
| Legal and professional fees       | <b>2,233,874</b>  | 1,316,329  |
| Materials and supplies            | <b>945,144</b>    | 667,613    |
| Bank charges and interest         | <b>843,115</b>    | 1,128,550  |
| Community events                  | <b>417,179</b>    | 445,463    |
| Insurance                         | <b>371,142</b>    | 248,231    |
| Repairs and maintenance           | <b>352,176</b>    | 189,508    |
| Rent and utilities                | <b>320,021</b>    | 283,985    |
| Vehicles and vessels              | <b>192,945</b>    | 135,059    |
| Honorariums                       | <b>184,989</b>    | 168,427    |
| Telephone                         | <b>131,883</b>    | 133,948    |
| Other                             | <b>48,247</b>     | 71,956     |
|                                   | <b>27,179,275</b> | 21,581,459 |

## **Tsawwassen Government**

### **Notes to the consolidated financial statements**

March 31, 2020

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#### **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 \$186,380 (\$171,327 in 2019), labour charges of \$758,898 (\$650,406 in 2019), supervision and truck costs of \$173,600 (\$111,212 in 2019), \$4,672,342 (\$8,295,096 in 2019) of contracted services, \$162,551 (\$95,861 in 2019) of consulting services, and nil (\$37,212 in 2019) of participation costs paid to Matcon Civil Constructors Inc.
- Contract revenue of \$5,384,894 (\$6,685,600 in 2019) received from and dump fees of \$112,289 (\$68,491 in 2019) paid to Tsawwassen Government.
- Equipment rental of \$1,232,604 (\$883,663 in 2019) and subcontract fees of \$5,237 (\$5,741 in 2019) paid to companies under common ownership.
- Equipment rental of nil (\$427,215 in 2019) paid to a company owned by an individual related to a councilor of the Tsawwassen Government.
- Accounts payable and accrued liabilities includes \$2,114,398 (\$1,151,804 in 2019) due to TFN Construction Limited Partnership and nil (\$627,067 in 2019) due to Member Legacy Trust and 268,500 to Tsawwassen First Nation Trust Society.
- Accounts receivable and other assets includes \$26,280 (\$300,390 in 2019) 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, 2020, the Government entered into approximately \$394,065 (\$212,949 in 2019) in member contracts.

**Tsawwassen Government**  
**Notes to the consolidated financial statements**

March 31, 2020

**14. Net municipal taxes**

|  | <b>2020</b>        | 2019        |
|--|--------------------|-------------|
|  | <b>\$</b>          | \$          |
| General taxation and debt levy             |                    |             |
| Local government taxation                  | <b>10,317,010</b>  | 8,147,605   |
| School tax equivalent                      | <b>4,434,467</b>   | 4,073,037   |
| Payment in lieu                            | <b>49,280</b>      | 279,881     |
| Collections for other taxing authorities   | <b>1,285,216</b>   | 1,138,451   |
|  | <b>16,085,973</b>  | 13,638,974  |
| Transfer to                                |                    |             |
| Greater Vancouver Regional District        | <b>(131,493)</b>   | (108,540)   |
| Greater Vancouver Transportation Authority | <b>(1,010,602)</b> | (882,420)   |
| BC Assessment authority                    | <b>(141,169)</b>   | (124,396)   |
|  | <b>(1,283,264)</b> | (1,115,356) |
| Administration and overhead                | <b>(10,949)</b>    | (10,250)    |
|  | <b>14,791,760</b>  | 12,513,368  |



**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, 2019 and 2018:

|                       | 2019                        | 2018                        |
|-----------------------|-----------------------------|-----------------------------|
|                       | \$                          | \$                          |
|                       | <u>                    </u> | <u>                    </u> |
| Total assets          | 63,337,197                  | 31,878,993                  |
| Total liabilities     | <u>(3,351,194)</u>          | <u>(1,464,538)</u>          |
| Total Members' equity | <u>59,986,003</u>           | <u>30,414,455</u>           |

**Tsawwassen Government**

**Schedule 1 – Consolidated schedule of tangible capital assets**

Year ended March 31, 2020

|   | Land<br>\$         | Water and<br>sewer system<br>\$ | Buildings<br>\$   | Housing<br>projects<br>\$ | Amenities<br>\$  | Furniture and<br>equipment<br>\$ |
|---|--------------------|---------------------------------|-------------------|---------------------------|------------------|----------------------------------|
| <b>Cost</b>                               |                    |                                 |                   |                           |                  |                                  |
| Opening balance                           | 266,492,004        | 56,741,391                      | 8,150,842         | —                         | 1,712,290        | 1,337,932                        |
| Additions                                 | 21,962,116         | 78,698                          | 1,987,793         | —                         | 2,271,352        | 464,488                          |
|   | <b>288,454,120</b> | <b>56,820,089</b>               | <b>10,138,635</b> | <b>—</b>                  | <b>3,983,642</b> | <b>1,802,420</b>                 |
| <b>Accumulated amortization</b>           |                    |                                 |                   |                           |                  |                                  |
| Opening balance                           | —                  | 4,796,953                       | 3,262,925         | —                         | 123,183          | 778,306                          |
| Amortization                              | —                  | 1,496,079                       | 407,096           | —                         | 59,657           | 340,122                          |
|   | <b>—</b>           | <b>6,293,032</b>                | <b>3,670,021</b>  | <b>—</b>                  | <b>182,840</b>   | <b>1,118,428</b>                 |
| <b>Net book value,<br/>March 31, 2020</b> | <b>288,454,120</b> | <b>50,527,057</b>               | <b>6,468,614</b>  | <b>—</b>                  | <b>3,800,802</b> | <b>683,992</b>                   |
| <b>Cost</b>                               |                    |                                 |                   |                           |                  |                                  |
| Opening balance                           | 258,145,992        | 57,318,645                      | 7,407,082         | 1,842,752                 | 1,270,274        | 865,848                          |
| Additions                                 | 8,346,012          | 26,245                          | 743,760           | —                         | 442,016          | 472,316                          |
| Write-offs                                | —                  | (603,499)                       | —                 | (1,842,752)               | —                | (232)                            |
|   | <b>266,492,004</b> | <b>56,741,391</b>               | <b>8,150,842</b>  | <b>—</b>                  | <b>1,712,290</b> | <b>1,337,932</b>                 |
| <b>Accumulated amortization</b>           |                    |                                 |                   |                           |                  |                                  |
| Opening balance                           | —                  | 3,592,108                       | 2,870,957         | 1,447,758                 | 81,128           | 529,759                          |
| Amortization                              | —                  | 1,204,845                       | 391,968           | —                         | 42,055           | 248,547                          |
| Write-offs                                | —                  | —                               | —                 | (1,447,758)               | —                | —                                |
|   | <b>—</b>           | <b>4,796,953</b>                | <b>3,262,925</b>  | <b>—</b>                  | <b>123,183</b>   | <b>778,306</b>                   |
| <b>Net book value,<br/>March 31, 2019</b> | <b>266,492,004</b> | <b>51,944,438</b>               | <b>4,887,917</b>  | <b>—</b>                  | <b>1,589,107</b> | <b>559,626</b>                   |

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

| Vehicles and boat<br>\$ | Playground and sportsfield<br>\$ | Roads and dykes<br>\$ | Capital infrastructure<br>\$ | Capital subdivision<br>\$ | Storm water<br>\$ | Crab licences<br>\$ | Fish licences<br>\$ | Total<br>\$        |
|-------------------------|----------------------------------|-----------------------|------------------------------|---------------------------|-------------------|---------------------|---------------------|--------------------|
| 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        |
| 3,982                   | 8,906                            | 1,901,683             | 5,747                        | —                         | 926,881           | —                   | —                   | 29,611,646         |
| 514,880                 | 3,797,506                        | 86,010,391            | 9,390,253                    | 2,096,583                 | 7,613,583         | 1,616,357           | 295,655             | 472,534,114        |
| 377,153                 | 942,777                          | 7,874,240             | 1,564,082                    | 489,201                   | 343,138           | 1,616,357           | 295,655             | 22,463,970         |
| 64,804                  | 256,104                          | 2,839,231             | 312,818                      | 69,886                    | 107,415           | —                   | —                   | 5,953,212          |
| 441,957                 | 1,198,881                        | 10,713,471            | 1,876,900                    | 559,087                   | 450,553           | 1,616,357           | 295,655             | 28,417,182         |
| <b>72,923</b>           | <b>2,598,625</b>                 | <b>75,296,920</b>     | <b>7,513,353</b>             | <b>1,537,496</b>          | <b>7,163,030</b>  | <b>—</b>            | <b>—</b>            | <b>444,116,932</b> |
| 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        |
| —                       | —                                | 1,247,194             | —                            | —                         | 62,020            | —                   | —                   | 11,339,563         |
| —                       | —                                | —                     | —                            | —                         | —                 | —                   | —                   | (2,446,483)        |
| 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        |
| 316,213                 | 687,759                          | 5,133,128             | 1,251,265                    | 419,315                   | 235,723           | 1,616,357           | 295,655             | 18,477,125         |
| 60,940                  | 255,018                          | 2,741,112             | 312,817                      | 69,886                    | 107,415           | —                   | —                   | 5,434,604          |
| —                       | —                                | —                     | —                            | —                         | —                 | —                   | —                   | (1,447,758)        |
| 377,153                 | 942,777                          | 7,874,240             | 1,564,082                    | 489,201                   | 343,138           | 1,616,357           | 295,655             | 22,463,970         |
| 133,745                 | 2,845,823                        | 76,234,468            | 7,820,424                    | 1,607,382                 | 6,343,564         | —                   | —                   | 420,458,498        |

## Tsawwassen Government

### Schedule 2 – Consolidated schedule of segment disclosure

Year ended March 31, 2020

|   | Notes | General<br>Fund<br>\$ | Member<br>Operating<br>Fund<br>\$ |
|---|-------|-----------------------|-----------------------------------|
| <b>Revenue</b>  |       |                       |                                   |
| Net municipal taxes                                     | 14    | —                     | 4,434,467                         |
| Government contributions for operations                 |       | —                     | 10,343,203                        |
| Licenses, permits and registrations                     |       | —                     | 77,937                            |
| Investment income                                       |       | 704,159               | 1,837,266                         |
| Income from enterprises                                 | 6     | 1,496,577             | 1,459,912                         |
| Property leases and rental income                       |       | 1,268,171             | 358,949                           |
| Development levies                                      |       | —                     | —                                 |
| Utilities   |       | —                     | —                                 |
| Other income  |       | 45,000                | 2,357,167                         |
|   |       | <b>3,513,907</b>      | <b>20,868,901</b>                 |
| <b>Expenses</b>   |       |                       |                                   |
| Administration  | 12    | 2,505                 | —                                 |
| Policy and government services                          |       | —                     | 2,110,939                         |
| Lands and municipal services                            |       | —                     | 1,252,895                         |
| Education, culture and natural resources                |       | —                     | 4,092,318                         |
| Health, social and economic development                 |       | (129,031)             | 2,682,436                         |
| Member benefits   |       | —                     | 2,247,559                         |
|   |       | <b>(126,526)</b>      | <b>12,386,147</b>                 |
| Excess of revenues over expenses<br>before Amortization |       | 3,640,433             | 8,482,754                         |
| Amortization  |       | (5,953,212)           | —                                 |
| Excess (deficiency) of revenues over expenses           |       | (2,312,779)           | 8,482,754                         |
| Transfer of funds to Treaty Settlement                  |       | —                     | —                                 |
| Transfer of funds to Legacy Trust                       |       | (27,035,948)          | —                                 |
| Adjusted accumulated surplus, beginning of year         |       | 346,732,602           | 6,872,277                         |
| <b>Accumulated surplus, end of year</b>                 |       | <b>317,383,875</b>    | <b>15,355,031</b>                 |

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

| <b>Member<br/>Capital<br/>Fund</b> | <b>Local<br/>Government<br/>Operating<br/>Fund</b> | <b>Local<br/>Government<br/>Capital<br/>Fund</b> | <b>2020<br/>Consolidated</b> |
|------------------------------------|--|--|------------------------------|
| <b>\$</b>                          | <b>\$</b>  | <b>\$</b>  | <b>\$</b>                    |
| —                                  | 10,357,293   | —  | 14,791,760                   |
| —                                  | 149,498  | —  | 10,492,701                   |
| —                                  | 1,350,027  | —  | 1,427,964                    |
| —                                  | 770,258  | —  | 3,311,683                    |
| —                                  | —  | —  | 2,956,489                    |
| —                                  | 59,565   | —  | 1,686,685                    |
| —                                  | —  | 14,456,103                                       | 14,456,103                   |
| —                                  | 904,823  | —  | 904,823                      |
| <b>15,000</b>                      | <b>490,085</b>                                     | <b>681,999</b>                                   | <b>3,589,251</b>             |
| <b>15,000</b>                      | <b>14,081,549</b>                                  | <b>15,138,102</b>                                | <b>53,617,459</b>            |
| —                                  | 3,900,133  | —  | 3,902,638                    |
| —                                  | 798,520  | —  | 2,909,459                    |
| —                                  | 10,221,001   | —  | 11,473,896                   |
| —                                  | —  | —  | 4,092,318                    |
| —                                  | —  | —  | 2,553,405                    |
| —                                  | —  | —  | 2,247,559                    |
| —                                  | <b>14,919,654</b>                                  | —  | <b>27,179,275</b>            |
| —                                  | (838,105)  | 15,138,102                                       | 26,438,184                   |
| —                                  | —  | —  | (5,953,212)                  |
| —                                  | (838,105)  | 15,138,102                                       | 20,484,972                   |
| —                                  | —  | —  | —                            |
| —                                  | —  | —  | (27,035,948)                 |
| <b>2,755,706</b>                   | <b>2,086,309</b>                                   | <b>34,642,502</b>                                | <b>393,089,396</b>           |
| <b>2,755,706</b>                   | <b>1,248,204</b>                                   | <b>49,780,604</b>                                | <b>386,538,420</b>           |

## Tsawwassen Government

### Schedule 2 – Consolidated schedule of segment disclosure (continued)

Year ended March 31, 2019

|   | Notes | General<br>Fund<br>\$ | Member<br>Operating<br>Fund<br>\$ |
|---|-------|-----------------------|-----------------------------------|
| <b>Revenue</b>  |       |                       |                                   |
| Net municipal taxes                                     | 14    | —                     | 4,073,037                         |
| Government contributions for operations                 |       | —                     | 5,549,944                         |
| Licenses, permits and registrations                     |       | —                     | 107,921                           |
| Investment income                                       |       | 82,757                | 3,362,038                         |
| Income from enterprises                                 | 6     | 874,989               | 644,201                           |
| Property leases and rental income                       |       | 1,143,992             | 347,690                           |
| Development levies                                      |       | —                     | —                                 |
| Utilities   |       | —                     | —                                 |
| Other income  |       | 87,504                | 2,883,287                         |
|   |       | <u>2,189,242</u>      | <u>16,968,118</u>                 |
| <b>Expenses</b>   |       |                       |                                   |
| Administration  | 12    | 27,805                | —                                 |
| Policy and government services                          |       | —                     | 560,272                           |
| Lands and municipal services                            |       | —                     | 527,164                           |
| Education, culture and natural resources                |       | —                     | 3,261,991                         |
| Health, social and economic development                 |       | —                     | 2,010,224                         |
| Member benefits   |       | —                     | 1,108,217                         |
|   |       | <u>27,805</u>         | <u>7,467,868</u>                  |
| Excess of revenues over expenses<br>before Amortization |       | 2,161,437             | 9,500,250                         |
| Amortization  |       | (5,434,604)           | —                                 |
| Excess (deficiency) of revenues over expenses           |       | <u>(3,273,167)</u>    | 9,500,250                         |
| Transfer of funds to Treaty Settlement                  |       | —                     | (596,668)                         |
| Transfer of funds to Legacy Trust                       |       | (3,288,106)           | —                                 |
| Adjusted accumulated surplus, beginning of year         |       | 353,293,875           | (2,031,305)                       |
| <b>Accumulated surplus, end of year</b>                 |       | <u>346,732,602</u>    | <u>6,872,277</u>                  |

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

| Member<br>Capital<br>Fund<br>\$ | Local<br>Government<br>Operating<br>Fund<br>\$ | Local<br>Government<br>Capital<br>Fund<br>\$ | 2019<br>Consolidated<br>\$ |
|---------------------------------|--|--|----------------------------|
|                                 |  | (Restated<br>Note 7(a))                      | (Restated<br>Note 7(a))    |
| —                               | 8,440,331                                      | —  | 12,513,368                 |
| —                               | 1,944,803                                      | —  | 7,494,747                  |
| —                               | 3,500,134                                      | —  | 3,608,055                  |
| —                               | 541,243  | —  | 3,986,038                  |
| —                               | —  | —  | 1,519,190                  |
| —                               | 56,729   | —  | 1,548,411                  |
| —                               | —  | 25,660,580                                   | 25,660,580                 |
| —                               | 690,314  | —  | 690,314                    |
| —                               | 208,584  | —  | 3,179,375                  |
| —                               | 15,382,138                                     | 25,660,580                                   | 60,200,078                 |
| —                               | 3,488,246                                      | —  | 3,516,051                  |
| —                               | 829,912  | —  | 1,390,184                  |
| —                               | 9,767,628                                      | —  | 10,294,792                 |
| —                               | —  | —  | 3,261,991                  |
| —                               | —  | —  | 2,010,224                  |
| —                               | —  | —  | 1,108,217                  |
| —                               | 14,085,786                                     | —  | 21,581,458                 |
| —                               | 1,296,352                                      | 25,660,580                                   | 38,618,619                 |
| —                               | —  | —  | (5,434,604)                |
| —                               | 1,296,352                                      | 25,660,580                                   | 33,184,015                 |
| —                               | —  | —  | (596,668)                  |
| —                               | —  | —  | (3,288,106)                |
| 2,755,706                       | 789,957  | 8,981,922                                    | 363,790,155                |
| 2,755,706                       | 2,086,309                                      | 34,642,502                                   | 393,089,396                |

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

March 31, 2020

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## Independent Practitioner's Review Engagement Report

To the Council 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, 2020 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, 2020, 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 30, 2020

## Tsawwassen Government

### Schedule of salaries and honoraria, travel expenses and other remuneration paid to Executive Council and Chief Administrative Officer

Year ended March 31, 2020  
(Unaudited)

| Name of individual | Position title        | Number of months (1) | Employment salary<br>\$ | Executive Council salary<br>\$ |
|--------------------|-----------------------|----------------------|-------------------------|--------------------------------|
| Baird, Kenneth     | Chief                 | 12                   | —                       | 96,595                         |
| Cassidy, Laura     | Councillor            | 12                   | 17,004                  | 35,489                         |
| Ahlm, Louise       | Councillor            | 12                   | —                       | 38,044                         |
| Cross, Valerie     | Councillor            | 12                   | —                       | 32,140                         |
| Stark, Steven      | Councillor            | 12                   | —                       | 32,140                         |
| Smith, Braden      | CAO (Aug-current)     | 8                    | 111,534                 | —                              |
| Gibson, Adrian     | Acting CAO (Jan- Aug) | 5                    | 20,626 (4)              | —                              |
| Zerr Rick          | Former CAO            | 5                    | 98,100 (5)              | —                              |
|                    |                       |                      | <b>247,264</b>          | <b>234,408</b>                 |

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

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

(3) Represents work performed on a contract basis by the Council member.

(4) Represents the number of months paid in the capacity of Acting CAO, separate of existing employment duties.

| <b>Benefits</b> | <b>Pension</b> | <b>Legislative<br/>honorarium</b> | <b>Executive<br/>travel/<br/>other (2)</b> | <b>Contract<br/>work (3)</b> | <b>2020<br/>Total</b> |
|-----------------|----------------|-----------------------------------|--|------------------------------|-----------------------|
| <b>\$</b>       | <b>\$</b>      | <b>\$</b>                         | <b>\$</b>                                  |                              | <b>\$</b>             |
| 5,865           | 9,270          | 9,726                             | 4,231                                      | —                            | 125,687               |
| 4,880           | 4,901          | 9,726                             | 1,082                                      | —                            | 73,082                |
| 4,748           | 3,650          | 9,726                             | 1,047                                      | 2,455                        | 59,670                |
| 1,055           | 3,128          | 8,926                             | 1,723                                      | —                            | 46,972                |
| 3,947           | 3,128          | 9,526                             | 1,312                                      | —                            | 50,053                |
| 2,683           | 10,903         | —                                 | 3,949                                      | —                            | 129,069               |
| —               | 2,050          | —                                 | 176  | —                            | 22,852                |
| 1,625           | 9,643          | —                                 | —  | —                            | 109,368               |
| <b>24,803</b>   | <b>46,673</b>  | <b>47,630</b>                     | <b>13,520</b>                              | <b>2,455</b>                 | <b>616,753</b>        |

**Tsawwassen Government  
Supplementary schedule**

Year ended March 31, 2020

(Unaudited)

**Former EC Final Payments - includes retro and final stipends**

| Name of individual | Position title    | Number of months (1) | Employment salary<br>\$ |
|--------------------|-------------------|----------------------|-------------------------|
| Williams, Bryce    | Former Chief      | 1                    | —                       |
| Corbet, Tanya      | Former Councillor | 1                    | -                       |
| Jacobs, Charmaine  | Former Councillor | 1                    | —                       |
| Jacobs, Andrea     | Former Councillor | 1                    | —                       |
|                    |                   |                      | —                       |

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

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| <b>Executive Council salary</b> | <b>Benefits</b> | <b>Pension</b> | <b>2020 Total</b> |
|---------------------------------|-----------------|----------------|-------------------|
| <b>\$</b>                       | <b>\$</b>       | <b>\$</b>      | <b>\$</b>         |
| <b>15,608</b>                   | <b>295</b>      | <b>1,327</b>   | <b>17,230</b>     |
| <b>6,575</b>                    | <b>364</b>      | <b>554</b>     | <b>7,493</b>      |
| <b>6,575</b>                    | <b>364</b>      | <b>554</b>     | <b>7,493</b>      |
| <b>6,337</b>                    | <b>364</b>      | <b>190</b>     | <b>6,891</b>      |
| <b>35,095</b>                   | <b>1,387</b>    | <b>2,625</b>   | <b>39,107</b>     |

## 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.





scəwəθən məsteyəx™  
TSAWWSSEN FIRST NATION

**2018–2023**

## **Vision Statement**

Tsawwassen Members are united,  
proud, and confident in our culture;  
are connected to and taking care of  
our lands and resources; and  
are healthy, self-reliant,  
and prospering.



scəwáθən məsteyəx<sup>w</sup>

TSAWWASSEN FIRST NATION

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

TO LEARN MORE: [www.tsawwassenfirstnation.com](http://www.tsawwassenfirstnation.com)

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