



scəwəθən məsteyəx™

TSAWWASSEN FIRST NATION

2020

2021

ANNUAL REPORT

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LEAVE NO MEMBER BEHIND

As we look back at the 2020/2021 year, the ongoing COVID-19 pandemic is top of mind. The pandemic imposed many new challenges on all of us and has resulted in innovative ways of working and interacting within our communities and families. The motto chosen by the Tsawwassen Legislature in 2019 – Leave No Member Behind – was at the heart of everything we did in this time of crisis.

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. This dedication and resilience instill in us the confidence that we can, just as our ancestors before us, overcome any challenges we face.

The Tsawwassen First Nation Final Agreement with British Columbia and Canada, which came into effect on April 3, 2009, both protects our ancient traditions and allows us to implement our right to self-governance and self-determination, as enjoyed by our ancestors. Tsawwassen First Nation continues to uphold our Treaty rights for the benefit and prosperity of all our Members. This year, as a self-governing First Nation we were able to make decisions for us and by us to protect our community and loved ones.

The 2020/2021 Annual Report reflects the commitment and dedication of the Tsawwassen People, elected officials, staff, and our residents to the important work accomplished during this unprecedented time. We are thankful and grateful to our Members for their ongoing commitment to preserving and upholding 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

Photo taken in 2019 prior to COVID-19.

We are pleased to present to you Tsawwassen First Nation's Annual Report for the 2020/2021 Fiscal Year. The Annual Report is a document that "looks back" in the past and reports on our activities and progress that took place between April 1, 2020 and March 31, 2021.

**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, unless specified, were taken while following public health guidelines related to COVID-19.

THE ANNUAL REPORT is a chance to reflect on the work we have accomplished as a Nation over the past year. This is the thirteenth Annual Report that we have delivered to the Tsawwassen Membership, and the 11th as a self-governing First Nation.

Each year in March, the elected Members of the Tsawwassen Legislature vote to approve the budget for the next fiscal year, called the Appropriations Act. The Appropriations Act is separated into "Schedules" which are like chapters written for each spending area. In some cases, the schedules align with the Departments, but sometimes the budget for a department is spread across several schedules. In this document we report progress for each schedule, so that readers can connect back to the budget.

For example, "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.

This past year was anything but normal. The 2020-2021 Budget was passed just before the global pandemic changed everything. We delivered planned activities where we could, and we adapted and provided new supports and services to support Members throughout the difficult year.

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 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.

RESPONDING TO COVID-19

Responding to the COVID-19 pandemic was a major focus of the 2020-2021 fiscal year. Keeping TFN Members healthy and safe has been our top priority. This is reflected by decisions made by Executive Council throughout the year to support our Members through the changing conditions of the pandemic. Some highlights include:

-
- Established a checkpoint to limit access to the community area and allow for contact tracing.
-
- Directed all staff to work from home, where possible, and developed a COVID-19 Safety Plan to guide safe workplace and TFN facility operations.
-
- Expanded the food delivery program and delivered groceries to families.
-
- Provided iPads for all students and Elders to support online learning and social connection.
-
- Modified youth and cultural programming to provide it virtually and in safe, outdoor venues.
-
- Enacted the Emergency Management Act to clarify TFN's powers with respect to emergencies.
-
- Moved all community events and meetings to virtual platforms.
-
- Closed public spaces such as parks during the height of the pandemic, reopened them when it was safe to do so, and established the Members Only Beachfront Park.
-
- Established an on-Lands school with the option for all Member children in the area to attend.
-
- Gave pedestrians priority on local roads.
-
- Provided additional financial distributions to Members.
-
- Facilitated the first vaccine clinic on Tsawwassen Lands (subsequent clinics were held in the 2021-2022 fiscal year).

2020–2021 TIMELINE

SPRING 2020

April 3

Members celebrated the 11th anniversary of the TFN Treaty.

May 2020

TFN Facilities Planning phase 1-3 completed, including programming, site planning framework, and Class D costing.

May 2020

TFN received \$1 million in grants for renovations and new home construction from Indigenous Services Canada.

May 5

Executive Council contracted an Art Consultant to lead work on the Placemaking Project, which kicked off later in the year with the wrapping of utility boxes with photographs taken by TFN Members.

May 7

Chief Ken Baird joined the Delta Police Board.

May 11

The Tsawwassen Legislature was called into a Special Session to consider Bill 002-2020, the Property Taxation Amendment Act. This was the first session of the Legislature conducted entirely virtually, using Zoom. Although the session was relatively short, consisting of only two meetings, it was a valuable learning opportunity for staff and Legislators on the logistics of holding Legislative Assembly meetings virtually, and helped pave the way for the successful Fall 2020 and Spring 2021 virtual sessions.

May 25 to December 14

The Tax Transition Panel met a number of times with Executive Council, and with Advisory Council and Members monthly, to engage on a strategy to mitigate impacts of the end of the tax exemption.

June 8

Executive Council hosted a virtual “PJ Party”.

2020–2021 TIMELINE

SUMMER 2020

June 9

This year, we celebrated the Graduation of our students virtually with a special video for all the Community members and families to enjoy. Our graduates were 3 Preschoolers, 13 Grade 7 students, 5 Grade 12 students, 3 Post-Secondary students and 2 Employment and Training students. The teachers' inspirational contributions were very much appreciated.

June 19

Members of the TFN Government hosted a hard hat tour of the construction site where the Amazon Fulfillment Center would employ 800 workers once fully completed.

June 21

National Indigenous Peoples Day. No public event was held this year due to the COVID-19 pandemic.

July 31

Our Territory Management Branch hosted an opportunity to harvest plants at the Delta Nature Reserve – harvesting the plant “swamp tea.”

July 21

The Natural Resources Department carried out the work for the First Fish ceremony with some Members from the TFN community.

July to August

Tsawwassen First Nation piloted a Youth Stewardship Program with Raincoast Conservation to mentor youth about the Tsawwassen Traditional Territory, the plants and animals who also call this land home, and our stewardship responsibilities.

August to October

Tsawwassen First Nation Youth made the community greener by collecting 30 tons of lawn clippings and waste from homes in the community.

August 4

The Policy and Intergovernmental Affairs Dept. began conducting the COVID-19 Support Survey to Members 19 years and up relating to their experience since the outbreak of COVID-19. Over 100 Members participated and the input informed many Executive Council decisions.

2020–2021 TIMELINE

AUTUMN 2020

September 18

TFN implemented a check point to monitor access to the community, provide contact tracing, and promote public health and safety in the community.

September 21

The TFN on-Lands School opened, welcoming any Member student who wished to attend.

September 29

Orange Shirt Day was celebrated virtually, with staff and Members sending in pictures to share in the Community Newsletter.

October 24

In another first, TFN staff and Executive Council hosted a virtual Annual General Meeting. The event consisted of opening comments from Chief Baird, Executive Council, and the CAO, a video of highlights from the administration, an audit presentation, a Specific Claims presentation, and a series of six breakout sessions on theme areas from the 2018-2023 Strategic Plan. Over 40 Members were in attendance, and everyone received an honorarium and a door prize.

November 5

TFN held an employee affirmation ceremony for 12 individuals during the opening session of the Fall Legislature. These employees were either newly hired in the past year, or had made a change in their job status at TFN.

November 8

National Aboriginal Veterans Day was celebrated virtually with a special section of the Community Newsletter honoring TFN Veterans.

November 5 to 26

The Tsawwassen Legislature was called into session for Fall 2020, to consider three bills: Bill 003-2020, the Property Taxation Act No. 2; Bill 004-2020, the Dual Roles Amendment Act No. 2; and Bill 005-2020, the Emergency Management Act. All three bills were enacted into law.

December 11

Executive Council hosted a Christmas Zoom party.

2020–2021 TIMELINE

WINTER 2021

January 28

Totem Pole reveal and Post Blessing at new TFN Youth Center by Carver's Bryce Williams and Karl Morgan.

February 2021

Tsawwassen First Nation's Placemaking pilot project was completed. The wrapping of 23 utility boxes, within the TFN Community Area (10 TFN owned, and 13 BC Hydro owned) was also completed. This was one of the Placemaking projects.

February 3

TFN officially opened the new Youth Center on Tsawwassen Lands. The new center boasts an amazing building with highlights to enrich art, recreation, multi-media, music, fitness, cooking, culture and health and wellness all under the same roof.

February 9 to March 11

Spring 2021 Legislature Session

February 11 to March 11

The Tsawwassen Legislature was called into session for Spring 2021, to consider Bill 001-2021, the 2021-2022 Appropriations Act. Building on lessons learned from the May 2020 and Fall 2020 Sessions, staff were able to successfully support this important virtual session to enact the annual budget.

February 11

TFN held an employee affirmation ceremony for 4 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 12

The new Youth Center opened with a pre-recorded opening ceremony to bless and celebrate the grand opening with Chief Ken Baird and TFN youth. Private family tours were held on February 9 and 10.

February 24

Anti-Bullying Day 2021 (Pink Shirt Day) with TFN Staff and Members.

WINTER 2021

March 2021

As part of TFN’s Agricultural Pilot project – the TFN Community Farm named *čəlisələm* (meaning - Little Ones Are Growing) near the old barn on 28th Ave was approved, and TFN received a total 3 grants from various sources for a total of \$45,310.

March 2021

TFN Elders Center Phase 1 (Schematic Design) completed.

March 3

TFN held the first COVID-19 vaccine clinic for Members 18+, successfully vaccinating 270 people.

March 5

Pole blessing with TFN Artist Karl Morgan outside the Amazon Fulfillment Center.

March 8

National Indigenous Women’s Day

March 9

The Executive Council adopted the TFN Community Area Plan. The Plan was prepared based on the member feedback from extensive consultation sessions, including family meetings, community meetings, consultation letters and phone conversation. The Plan provides high-level principles applicable to planning and regulation with respect to the TFN Community Area. The adoption of the Plan with a confirmed TFN Community Area Boundary map enables TFN to further discuss with BC Assessment regarding potential assessment reduction within the TFN Community Area.

March 31

Treaty Day 2021 Food Hampers were provided to Members living on Tsawwassen Lands and in the Lower Mainland in celebration of Treaty Day and Easter weekend.

March 31

The new 6-plex was completed end of March and fully occupied in April, 2021.



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TSAWWASSEN FIRST NATION

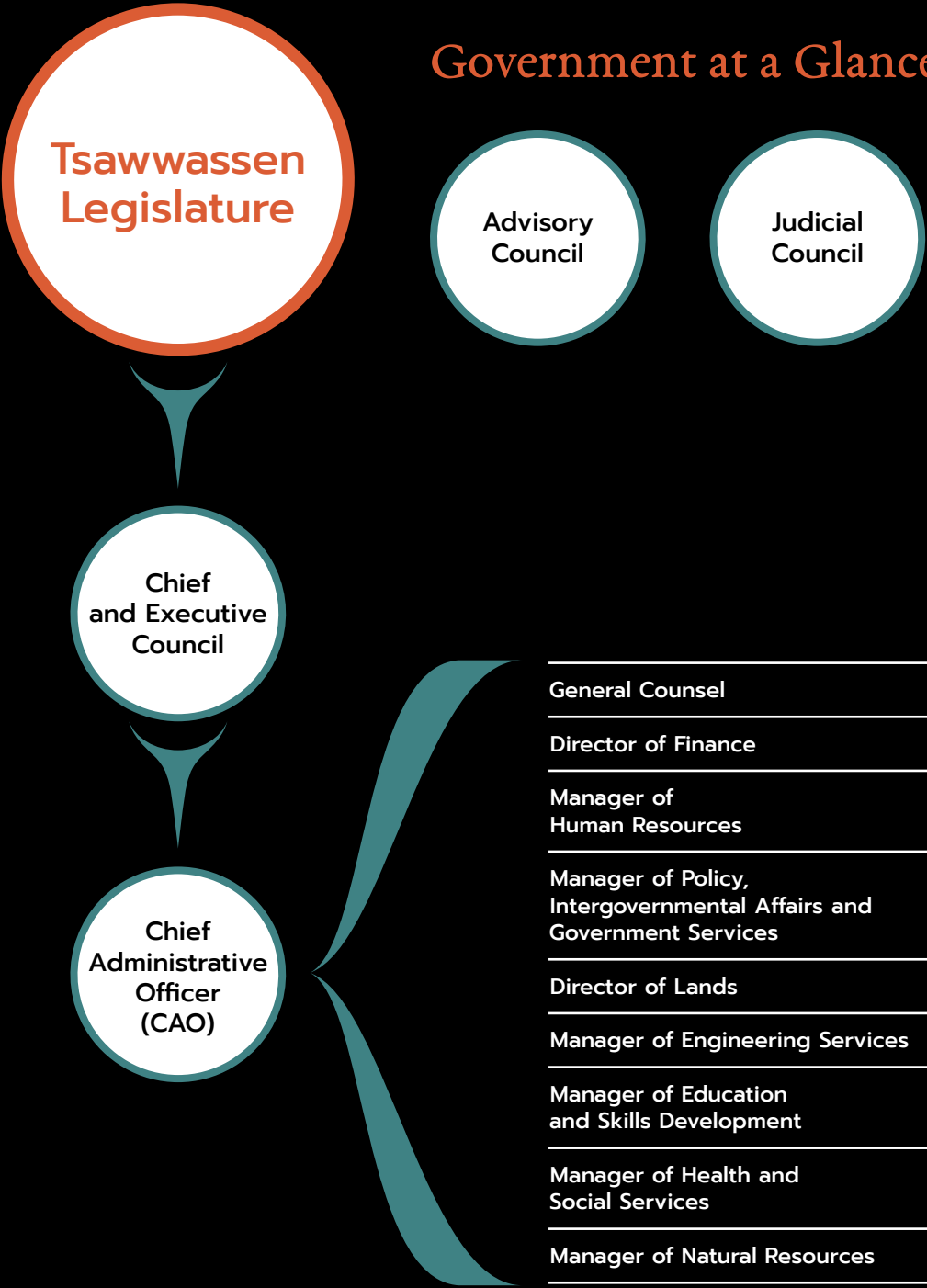
2020

2021

**GOVERNING
INSTITUTIONS
REPORT**



Government at a Glance





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 2020-2021 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 / Chief Ken Baird | Lu'kwo'liye / Tia Williams |
| sx'amisaat / Laura Cassidy | stačən / Mike Baird |
| halquam a tia / Louise Ahlm | TZEAM THA LAAHT / Kathy Genge |
| sləqsit / Steven Stark, sq'iq'el | Skosswonsun / Victoria Williams |
| Chemkwaat / Valerie Cross | sxwamiye / Melinda Cassidy |
| Sheila Williams | Terri Splockton |
| ah.sul.ten.aht / Loretta Williams | Maryanne Adams |

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 2020-2021 fiscal year: a Special Session (May 2020) a Fall 2020 Session (November 2020) and a regular spring session (February/March 2021). During these sessions, the Legislature considered and passed the following Laws and Resolutions:

May 2020 Special Session

1. *Property Taxation Amendment Act* (Bill 002-2020): this act amended certain sections of the *Property Taxation Act* to allow Executive Council to set dates for property taxes by regulation, which provides more flexibility from year to year

Fall 2020 Session

1. *Property Taxation Amendment Act No. 2* (Bill 003-2020): this act further amended the *Property Taxation Act* to make Tsawwassen Government more responsive, by allowing certain provisions to be governed by way of regulation and supporting updated administrative processes.

Fall 2020 Session (cont'd)

2. *Dual Roles Amendment Act No. 2* (Bill 004-2020): this act amended the Government Organization Act and the Government Employees Act to remove prohibitions for TFN Members who are employed by Tsawwassen Government from serving as Legislators (i.e. “dual roles”), while still maintaining prohibitions against dual roles for Executive Councilors.

3. R.006-2020 Resolution to Amend the TFN Procurement Policy
4. R.007-2020 Resolution to Support TFN Member Businesses (As Amended)

Spring 2021 Session

1. *2021-2022 Appropriations Act* (Bill 001-2020): this act sets the annual budget for Tsawwassen Government for the 2021-2022 fiscal year
2. R.001-2021 Resolution to Increase Student Monthly Allowances

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 2020/2021 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 2020/2021 activities can also be found in the publication “Land Facing the Sea” (previously Council’s Corner). Copies are available physically at the TFN Administration Office and on our website.

During the 2020/2021 fiscal year, Executive Council enacted the following orders:

- **O.023-2020** - Order to award contract for completion of the 6-plex modular units to KOSS Builders Ltd.
- **O.024-2020** - Order to appoint Joven Narwal to the Judicial Council
- **O.025-2020** - Order to approve TMJV Site Fill Contract for 36.5 acres of TFN Industrial Lands
- **O.026-2020** - Order to call the May 2020 Special Session of the Legislature
- **O.030-2020** - Order to amend the Financial Management Policy
- **O.031-2020** - Order to activate s.19.2a of the Financial Management Policy
- **O.033-2020** - Order to enact the Annual Utility Charge Regulation (2020)
- **O.034-2020** - Order to award Art Consultant contract for the TFN Placemaking Project to Eric Robertson
- **O.035-2020** - Order to amend the Income and Social Assistance Regulation
- **O.036-2020** - Order to approve Cody Proteau application for Tsawwassen Fee Simple Interest in Lot 9 in the Falcon Way subdivision

- **O.037-2020** - Order to approve the Agricultural Advisory Committee Terms of Reference
- **O.038-2020** - Order to award the design-build contract for the 36-unit Member Housing Project to WCPG Construction Ltd
- **O.039-2020** - Order to amend the Consolidated Planning and Development Application Fees Regulation
- **O.040-2020** - Order to enact the Annual Rates Regulation (2020)
- **O.041-2020** - Order to amend the Financial Management Policy to exclude honoraria from arrears deductions
- **O.042-2020** - Order to approve sole-source agreement with Central Square Technologies for tax and utilities revenue management software (Tempest)
- **O.044-2020** - [REPEALED] Order to execute ground lease agreement with TFN Community Housing Society for 36-unit Member housing project
- **O.045-2020** - Order to amend contract value for site development works for 6-plex project
- **O.046-2020** - Order to approve grant funding application from Direct Support New Relationship Trust
- **O.047-2020** - Order to amend the Health and Social Services Program Policy
- **O.048-2020** - Order to amend the Offsite Levies Regulation
- **O.054-2020** - Order to approve a service agreement with R. Kim Perry & Associates Inc.
- **O.049-2020** - Order to set 2020 Chinook FSC compensation amount
- **O.050-2020** - Order to amend Zoning Regulation Part 3 C4 Comprehensive Commercial (Shopping Centre) Zoning District
- **O.053-2020** - Order to enact the Emergency Housing Assistance Policy
- **O.055-2020** - Order to award an architectural consulting services contract to Iredale Architecture
- **O.056-2020** - Order to approve sole sourcing of Youth Centre furnishing to Prime Source Office Furnishings Ltd.
- **O.057-2020** - Order to approve sole sourcing of supply and installation of furniture at Youth Centre to Toolbox Contract Ltd.
- **O.058-2020** - Order to amend the Health and Social Services Program Policy
- **O.059-2020** - Order to approve application to the Indigenous Advisory and Monitoring Committee's Capacity Funding Program
- **O.060-2020** - Order to amend the Policy for Disposition of Falcon Way Subdivision Lots and Rental Units
- **O.061-2020** - Order to amend the Business License Regulation
- **O.062-2020** - Order to approve application for funding to the Community Resiliency Investment through the UBCM
- **O.063-2020** - Order to call the Fall 2020 Session of the Legislative Assembly
- **O.064-2020** - Order to approve an application for a grant from the Ministry of Housing and Municipal Affairs via the UBCM
- **O.065-2020** - Order to approve multiple Service Agreements with Delta (Police, Fire, Animal Control, Emergency Response)
- **O.066-2020** - Order to approve license agreement for Aquilini/TFSI Developments Limited Partnership
- **O.067-2020** - Order to approve commitment of \$9.7M grant to the TFN Community Housing Society
- **O.068-2020** - Order to approve crane swing license agreement for Onni Contracting Ltd.

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.

On April 14, 2020, the Executive Council appointed Joven Narwal as the third Legal Member of the Judicial Council. This appointment filled the vacancy that was created by the passing of Judicial Council Chair Paul Fraser, Q.C. During the 2020-2021 fiscal year, the Judicial council was not called upon to deal with any contested matters; the Judicial Council Clerk, Jennifer Jansen, received several informal enquiries. The Council met twice during the year, and in July approved amendments to the Judicial Council Rules of Procedure to facilitate the conduct of proceedings remotely. The members of the Judicial Council for 2020-2021 are:

- 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.

On March 2, 2021 (O.012-2021), the Executive Council appointed Members Jessica McCauley and Coral Baird to fill vacancies left by previous resignations from the Advisory Council. These Members will serve out the remainder of the term until the next Advisory Council election. The TFN Members currently serving on Advisory Council are:

- Ruth Adams
- Trent Genge
- Mabel Williams
- Liana Williams
- Dawn Williams
- Jessica McCauley (appointed March 2, 2021)
- Coral Baird (appointed March 2, 2021)

Advisory Council meetings are open to all Members and are normally held every two weeks from September through June, and once a month during the summer. Approximately 12 Members attend meetings regularly, providing a valuable public service on behalf of the Membership. The Advisory Council met 24 times during the 2020/2021 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 (NRAC)

The NRAC 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 28, 2019, the NRAC 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)
- hunter (vacant)

Standing Committee on Language and Culture (SCLC)

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.

In February 2021, the Executive Council approved amendments to the Terms of Reference for the SCLC to include 5-year term appointments (O.015-2021), beginning from the Spring 2021 Session of the Legislature. Subsequently on March 9, 2021, on the recommendation of the Chief, the Legislature approved a motion (M.020-2021) to appoint the following Members to the SCLC for the term Spring 2021 to Spring 2026:

- Chief Ken Baird
- Laura Cassidy (continuing member)
- Loretta Williams (continuing member)
- Tony Jacobs (continuing member)
- Darryl Splockton Jr. (new member)
- Kim Baird (new member)

Former SCLC members Darryl Splockton and Shirley Larden elected not continue their appointments to the Committee. We thank them and all SCLC members 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 *Membership Act*, the Enrolment Committee is responsible for reviewing applications for enrollment with Tsawwassen First Nation and applying the eligibility criteria, in accordance with the *Membership Act*, to enrol new Members. The work of the Committee is supported by Records Clerk Maryanne Adams. The current Enrolment Committee members are:

- *Chemkwaat* Valerie Cross (Chair)
- *təxˈwɪləm* | *Yaahl* Iiwaans Bryce Williams
- *sxˈamiye* Melinda Cassidy
- *ləqˈwiyə* Chrystalynn Gurniak
- Terri Splockton

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.

Leaseholder 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.

Agricultural Advisory Committee

The AAC with adopted terms of reference was formed in March-April 2020. The benefits of formalizing this body include: streamlining processes; fair representation of the community; formal agenda, minutes, and protocols to follow; and effective community engagement and lobbying with the Ministry of Agriculture as well as Agricultural Land Commission for various initiatives on TFN lands. The long-term intention is to be able to manage TFN's agricultural land resources in a socially, environmentally, and culturally viable manner.



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TSAWWASSEN FIRST NATION

2020
2021

SERVICES REPORT

KEY TERMS

The following terms and definitions are used in the 2020/2021 Services Report:

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
Identifies what TFN tried to achieve through its programs in 2020/2021. 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.	 Achieved  In Progress  Incomplete  No Data	



The Services Report communicates the actions of each department in the Tsawwassen Government over the previous fiscal year.

The 2020-2021 fiscal year ended on March 31, 2021. After the end of the fiscal year, Managers self-reported on highlights from the year as well as performance indicators that have previously been reported in annual publications. 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.

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

The 2020/2021 budget 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.

	Manager of PIGA	Manager of GS	Director of Lands	Manager of Engineering	Manager of Education and Skills Development	Manager of Health and Social Services	Manager of Natural Resources	TEDC
LOCAL GOVERNMENT								
Schedule 1 / Finance and Administration								
Schedule 2 / Policy and Government Services	■	■						
Schedule 3 / Lands and Municipal Services			■	■				
Schedule 4 / Taxation								
Schedule 5 / Local Government Capital Expenditures			■	■				
MEMBER EXPENDITURES								
Schedule 6 / Member Financial Benefits								
Schedule 7 / Member Government Services	■	■						
Schedule 8 / Education					■			
Schedule 9 / Health and Social Development						■		
Schedule 10 / Member Lands			■	■				
Schedule 11 / Natural Resources							■	
Schedule 12 / Member Capital Expenditures			■	■				



SERVICES HIGHLIGHTS

FINANCE	HUMAN RESOURCES	EXECUTIVE GOVERNANCE
<ul style="list-style-type: none"> ▪ Completed the financial distributions to TFN Members accurately and on time ▪ Administered the Home Insurance reimbursement program for TFN Members ▪ Implemented a new property tax management system 	<ul style="list-style-type: none"> ▪ Achieved 6.25% of staff turnover rate. ▪ Held affirmation ceremony for 16 employees. ▪ 37% Members, 4% Member spouses, and 13% identify as First Nations/Indigenous Peoples. ▪ 17 people were hired during the fiscal year (including 5 Members). ▪ Five Members were promoted into roles with increased responsibilities. 	<ul style="list-style-type: none"> ▪ Executive Council and the Chief Administrative Officer led the transition to virtual working and engagement, and focused their efforts on protecting the community and supporting Members through the challenges of the pandemic. ▪ Strategic Plan workshops were held with Legislators prior to the introduction of the 2021/22 budget. ▪ Oversaw the planning, coordination, and site prep for the repatriation of ancestors.
GENERAL COUNSEL	GOVERNMENT SERVICES	POLICY AND INTERGOVERNMENTAL AFFAIRS
<ul style="list-style-type: none"> ▪ A new General Counsel joined the team in July 2020. ▪ Protected TFN's interests in all contractual relationships. ▪ Provided advice on the interpretation and application of Tsawwassen laws and regulations. ▪ Drafted legislation for the Legislative Assembly. ▪ Managed files with external counsel. ▪ Participated in consultations with other governments regarding legislative and regulatory changes. 	<ul style="list-style-type: none"> ▪ Successfully pivoted to online meeting formats for important government institutions, including the Tsawwassen Legislature and the Advisory Council. ▪ Improved processes for providing remote access to information for Legislators and others. ▪ Initiated a project to expand the use of AIS software for the Education and Health and Social Services departments, which will help improve program coordination and client support. ▪ Successfully hosted an online AGM for Members. 	<ul style="list-style-type: none"> ▪ Provided strategic advice to Executive Council through extensive reports and briefings on various items. ▪ Met with federal, provincial, and regional decision-makers to advance TFN's interests in many areas. ▪ With the tax panel, completed significant policy work on the upcoming tax transition for personal income tax, property tax, and the child tax benefit. ▪ Drafted amendments to regulations and policies, and developed new ones to better meet Members' needs. ▪ Provided information to lease-holders regarding TFN operations that would affect them.

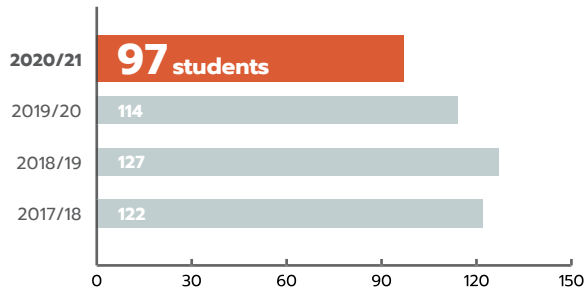
SERVICES HIGHLIGHTS

Culture and Language

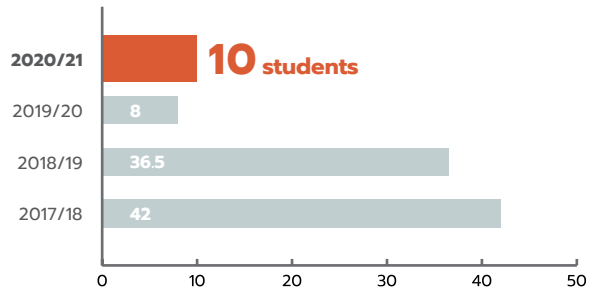
- 15 language and drumming videos posted to Facebook group “love for language”.
- Distributed cedar kits to all TFN members so that they can create their own creations from home.
- Provided cultural support for legislation sessions.
- TFN covid mask distribution for all members and staff.
- Cultural support for COVID-19 Vaccine Clinic.
- Language and culture classes for TFN schools grades K-12 every Friday.

Education, Training and Culture

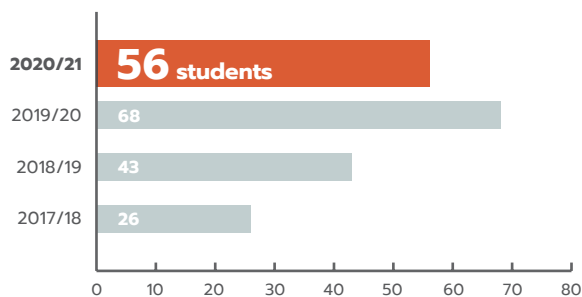
Provided instructional support funding to:



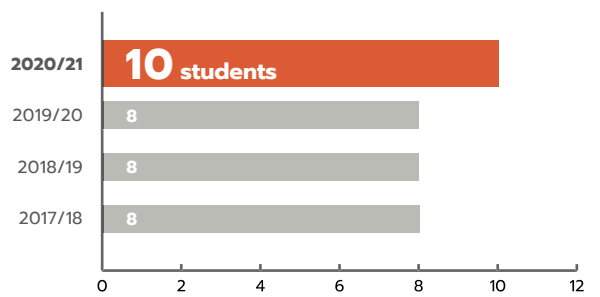
Provided PSE tuition to:



Processed and provided youth grants to:



Approved PSE applications to:



- TFN established an on-lands school supporting 25 children with all courses and electives being offered.
- Staff met with DSD 28 times over the fiscal year
- 25 youth were employed in the 2020 Summer Employment Program

SERVICES HIGHLIGHTS

Health and Social Services

COVID-19 became a critical turning point for HSS during the 2020-2021 year. Our regular programming had to pivot, and we had to adapt very quickly to protect and support the community during these unprecedented times. Some of the highlights of these changes to services were:

- Increase in access and supports through TFN's Child and Youth Support home. Several families were able to access respite and family supports through this crucial resource during a very challenging year.
- Increase in private home care for Elders. Our provincially funded in home care services had to be put on hold as the care providers through the government were offering services at several different care locations, increasing the likelihood of COVID-19 transmission to our most vulnerable population. Private supports allowed TFN to dictate that those going into Elders homes to provide home and medical care were only providing care at TFN.
- HSS started a food stability program for Elders and vulnerable community Members to support with weekly grocery shops to ensure that people had the supplies, food, and resources to safely shelter in place during the height of the pandemic.
- Pandemic Isolation Supports. HSS worked with TFN Members, families, and the community leadership to ensure that those who contracted COVID-19 or were asked to isolate from COVID-19 exposure had access to food, medication, and other supplies to safely isolate and decrease risk of further transmission.
- The Homelessness Prevention Program was started in 2019 to provide shelter opportunities and support for TFN Members who are on the waitlist for TFN housing. During COVID-19 we saw a marked increase in people reaching out for housing support due to loss of income and other COVID-19 related hardships. HSS was able to secure increased funding to better meet the community need for housing support.

Information Technology

TFN IT empowered the staff of the TFN Government to be virtual, as the direction from Executive Council was to work from home for the community's safety due to COVID-19. This began with Executive Council using a virtual platform to continue their meetings and continue the important work for the Membership. Staff were then equipped with portable equipment to perform their vital functions within their respective departments.

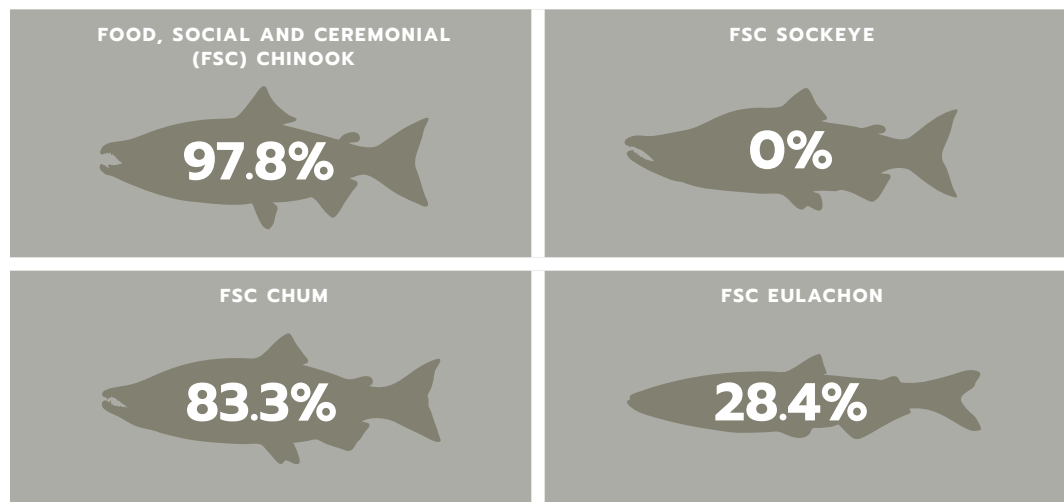
- Member targeted position of a Support Associate was filled in December of 2020.
- Organization moved to using virtual conferencing for communications with external/ internal stakeholders and/or intergovernmental agencies.
- Streamlined our onboard/offboard process with HR by implementing bi-weekly check-ins to improve our service delivery goal.

SERVICES HIGHLIGHTS

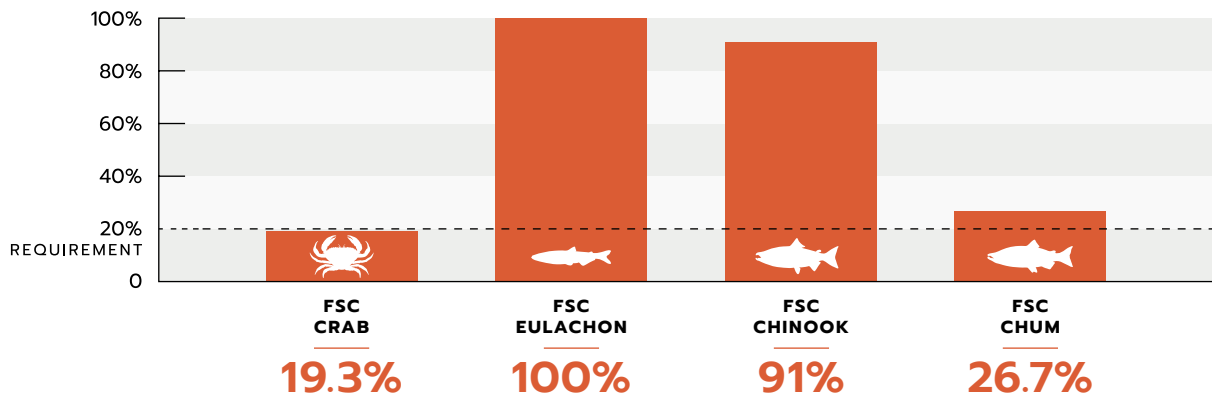
Natural Resources

- First Fish Ceremony on July 18, 2020 (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



Validation percentages, by fishery:



Food Fish Distribution:

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





SERVICES HIGHLIGHTS

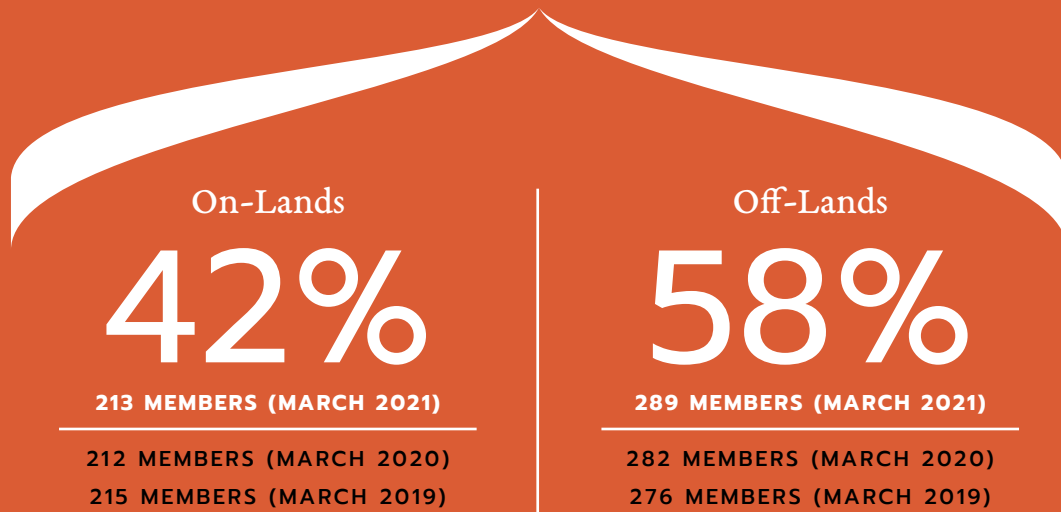
Member Lands and Municipal Services

-
- Amended the Falcon Way Disposition policy.
-
- Amended the Policy for Payment of Servicing and Pre-Construction Costs.
-
- Received \$76,400 from Real Estate Foundation BC.
-
- 6 new rental units completed in March 2021.
-
- 12 new rental units to be completed by Spring 2022.
-
- 24 new rental units to be completed by end of 2022.
-
- Received 17 rental housing applications.
-
- Current housing waitlist has 45 entries of which 36 applicants will be housed in the new 36-unit multi-family complex by end of 2022.
-
- Construction of 3 new homes completed.
-
- 18 ISC renovation grants issued.
-
- 28 Member home renovations completed.
-
- 14 Member home renovations in progress to be completed by end of 2021.
-
- 2 ISC New Home Construction grants issued.
-
- 4 TFN Pre-Construction grants issued.
-
- 3 TFN Site-Servicing grants issued.
-

THE MEMBERSHIP



Place of Residence



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 <i>Financial Administration Act</i> reporting requirements.	✓	2019/20 fiscal year audit completed July 30, 2020.
	1.2. Complete external financial audit by July 31, 2020.	✓	
	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. Ensure efficient and accurate property tax administration.	3.1. Implement new property tax management system.	✓	Tempest Property Tax system successfully implemented. 2021 tax billings and collections completed using new system.

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

Finance: Corporate Support


Manage the corporate records for TFN Corporations and support the operations of the board and members of the TFN Trust Society.

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.		
	2.2. Trust Society board of directors meet as required.		

Information Technology: Staff Support

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide uninterrupted operation of IT infrastructure and productivity such as servers, email, and computers; all maintained within budget.	1.1. Develop on-boarding and off-boarding procedures.		Facilitated departmental needs assessment meetings throughout organization in place of surveys, particularly with HR.
	1.2. Staff to centralize management of the technical aspects for all TFN websites and online portals; resulting in no interruptions to web-based services.		Organizational projects are prioritized, with weekly management status updates.
2. Ensure a supply of current hardware and software to facilitate employee productivity and stability.	2.1. No staff working from devices older than 4 years or running less than the most current operating system.		Budget is aligned to accommodate an appropriate life cycle change process.

Information Technology: Network Performance & Security





GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Implemented greater use of mobility equipment and services to support a Work from Home model. Requires a change management process to empower staff's productivity.	1.1. Implemented virtual platforms for video/audio conferencing for external/internal stakeholders and staff.		Initiated by Executive Council's order for a Work from Home initiative.

Human Resources: Recruitment and Staffing



GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure proper recruitment and selection strategies.	1.1. Compliance with TFN's <i>Government Employees Act</i> , policies and best practices.	✓	
	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.		There was a turnover of 6.25%.
2. Create and deliver and all-staff TFN Employee Engagement Survey.	2.1. Establish baseline employee engagement metrics for year-over-year comparison.		Deferred due to the COVID-19 pandemic, on-Lands work restrictions and the associated remote work arrangements affecting over 60% of 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.		HR developed and implemented a new Employee wellness program designed to encourage Employees to lead a healthy lifestyle by reimbursing costs up to a maximum annual amount for fitness related activities.

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 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: 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.	N/A	No new leases were entered into in 2020/2021.
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 (PIGA) 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. The policy team is both internal and external facing. Internally, the team develops and updates TFN policies, programs, and regulations across government departments. Externally, the policy team manages relationships and advances TFN's interests with other governments (including local governments, other First Nations, and the provincial and federal governments). This work includes developing policy collaboratively with other governments, engaging on other governments' policies to input information about TFN rights and interests, and negotiating agreements. The policy team also supports communications and engagement with Members and identifies 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.	⊖	
	1.2. 100% of briefs for Decision have clearly articulated alternative proposals and report on financial implications.	⊖	
2. Deliver informative reports to Members and external stakeholders and partners describing planned and executed operations.	2.1. Publish Annual Report within three weeks following the conclusion and approval of the audit.	⊖	The Audit was concluded on July 30, 2020.
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 has a grant writer on contract who works across departments to ensure relevant opportunities are pursued.

LEGEND	
	ACHIEVED
	IN PROGRESS
	INCOMPLETE
	NO DATA





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.		24 meetings were held.
	1.2. Average of 12 Members in attendance at Advisory Council meetings.		Data is incomplete however for meetings where data exists, there was an average of 6-7 Members in attendance.
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.		3 meetings were held in 2020-2021.
	2.2. Average of 8 leaseholders in attendance at Leaseholder Consultation Committee meetings.		

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.

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. 1.2. Legislature meeting minutes are published before the start of the following session.	✓ -	In March 2020, the ongoing pandemic required that government operations pivot to a virtual format. This posed some significant challenges but despite this, staff were able to plan and deliver three online Legislative Assembly sessions during the 2020-2021 fiscal year – a Special Session (May 2020), the Fall 2020 Session (Nov 2020) and the Spring 2021 Session focusing on the Appropriations Act (Feb-Mar 2021).
2. Improve access to legislative meetings.	2.1. Uninterrupted web streaming with good sound quality is provided for all legislative meetings.	✓	With the move to online-only Legislature meetings, staff were able to test new processes and technologies for streaming that will help improve the experience for Legislators and viewers in the future.

LEGEND

-  ACHIEVED
-  IN PROGRESS
-  INCOMPLETE
-  NO DATA

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. Law registry and website is updated within two weeks of new legislation, regulation or amendment.		
2. Ensure that all TFN staff have timely access to the information they require for operational needs and service delivery.	2.1. Reduction in staff time spent searching for information/documents and reproducing or duplicating work.		A project has been initiated to implement additional modules of the AIS system (currently used for Membership) in the Education and Health and Social Services departments, to improve efficiency and facilitate better information sharing between departments where required.
	2.2. Departments are on-boarded to using an electronic document management system (SharePoint).		
	2.3. Line-of-business software systems to enhance service delivery are identified, procured and deployed.		

Government Services: Community Events

Deliver high-quality community events to the Tsawwassen Community.

*Due to the ongoing pandemic, in-person events and gatherings were on hold for the 2020-2021 fiscal year.





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 Indigenous People's Day celebration is hosted.		To protect the health and safety of the community and comply with Public Health orders, there was no event for National Indigenous People's Day 2020.

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.	✔	Prior to the Spring 2021 legislative session, virtual budget workshops were held for Legislators to review the budget before it was formally introduced to the Legislature. Additionally, new processes were put in place to ensure Legislators had remote access to documents for the Legislative Assembly.
2. Provide an environment for concentrated work.	2.1. Managers are able to develop detailed planning for their departments.	⊘	With staff working remotely during the entire FY, opportunities for staff workshops were limited.

LEGEND

-  ACHIEVED
-  IN PROGRESS
-  INCOMPLETE
-  NO DATA

SCHEDULE 3 // LANDS AND MUNICIPAL SERVICES

Department(s): Lands

Lands and Engineering Services: Building Permits

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Review permit applications and issue permits in a timely and efficient manner.	1.1. Single family residential permits are issued within two weeks of a complete and thorough application being made.	✓	54 Part 3 building permits issued (complex) 67 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.	✓	<ul style="list-style-type: none"> ▪ 997 files generated. ▪ 141 tickets including warning tickets. ▪ Set up checkpoint by interviewing different security companies and selecting Garda World for COVID checkpoint security. ▪ Providing 7 day/week bylaw coverage.
	2.2. An update of the emergency response plan is completed.	🕒	

Engineering Services: Contract Supervision (Programs and Capital Projects)

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

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





GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Timely review of permits and consistent inspections.	1.1. Permits under this section are issued within one month of a complete and thorough application being made.	✓	2 Soil Permits issued; 4 Tree Permits 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.	✓	6 Development Permits 2 Rezoning completed 1 Subdivision registered 13 Sign Permits 121 Building Permits
2. Ensure consultation is undertaken for all rezoning and neighbourhood plan amendments.	2.1. Statutory requirements for consultation sessions are met	✓	Consultation process follows the <i>Land Use Planning and Development Act</i> requirements.
3. Ensure development application regulations are up-to-date and relevant.	3.1. Update zoning regulations	✓	Relevant zoning amendments adopted.
	3.2. Develop design guidelines	✓	TFN Industrial and Commercial Zone Design Guidelines adopted. TFN Community Area Plan adopted.

LEGEND	
	ACHIEVED
	IN PROGRESS
	INCOMPLETE
	NO DATA

Lands: Permit Processes (Development Planning Applications)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure all businesses, residents, developers and TFN Members are aware of permit and license requirements.	1.1. Update permit and license explanatory documents on the TFN website and develop brochures for TFN Members.		Development application forms updated regularly. Assist in member development applications.
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.		A review of the existing janitorial contract was contemplated and an RFO was initiated but was put on hold due to COVID-19.

Engineering Services: Signs and Lights (Infrastructure Maintenance)

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





Engineering Services: Roads (Infrastructure Maintenance)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure the pavement surface meets a reasonable safety standard.	1.1. Same day snow clearing on major roads is provided.	✓	Achieved annually.
	1.2. Establish and implement a road maintenance schedule.	🕒	This schedule is constantly evolving and being developed as we acquire more assets and as our assets age.



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


LEGEND

-  ACHIEVED
-  IN PROGRESS
-  INCOMPLETE
-  NO DATA


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.		Modified due to COVID; front counter inquiries moved to virtual office.
	1.2. Front counter applications processed and licences issued within one week.		265 business licenses issued 123 dog licenses issued.

Lands/Engineering Services: Mapping Administration (Planning Administration)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Integrate GIS and Tempest in the Lands Department.	1.1. Able to retrieve data between GIS and Tempest.		

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 documents are organized and labeled within the new filing system.		COVID work from home mandate interrupted the timing of this task.





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.		Community Planner for Projects hired in 2021.

Lands: Community Planning (Planning Policy and Projects)

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Finalize Facilities Plan Site plan framework, detailed programming and Class D costing for all sites (except Site 4, 7 and 8).	1.1. Executive Council approval and adoption of Facilities Planning framework and Class D costing based on programming completed.	✓	Facilities Plan completed phases 1-3, including member engagement with neighbours of Site 1 and 2. External grant funding of \$50,000 from NRT (New Relationship Trust).
2. Comprehensive Housing Strategy review and approval.	2.1. Executive Council approval of 9 themes, housing and servicing policy revisions approvals, streamline approach to improved housing services for all members. 2.2. Completion and occupancy of 6 new affordable housing units for members. 2.3. Adoption of the TFN Community Area plan. 2.4. Housing Authority – phase 1 study and report completed. 2.5. Housing Needs Assessment member engagement and report.	🕒	External grant funding of \$76,400 from Real Estate Foundation BC. External grant funding of \$15,000 from Ministry of Municipal Affairs and Housing.
3. TFN Placemaking initiatives approval and implementation.	3.1. Executive Council approval of short-, medium-, and long-term placemaking initiatives on TFN lands. 3.2. Completion of Pilot project of wrapping TFN owned and BC Hydro owned boxes within the TFN Community Area.	🕒	External grant funding of \$7,350 from BC Hydro.

Local Government Expenditures

LEGEND	
	ACHIEVED
	IN PROGRESS
	INCOMPLETE
	NO DATA

<p>4. TFN Agricultural Business Planning approval and implementation.</p>	<p>4.1. Executive Council approval of TFN Agricultural Business Plan.</p> <p>4.2. Executive Council approval of formalizing the Agricultural Advisory Committee (AAC).</p> <p>4.3. Executive Council approval of a Agri Pilot project implementation.</p> <p>4.4. Implementation work plan finalized for 2020-2021.</p> <p>4.5. Completed 5 Agricultural Educational sessions for AAC members and all members.</p>	<p></p>	<p>External funding from Ministry of Agriculture \$10,000 for completion of TFN Agriculture Business Plan.</p> <p>External grant funding from 3 sources, of a total of \$45,310.</p> <p>External grant funding \$10,000 Earth Day from LEDSP.</p>
<p>5. Elders Centre planning and design.</p>	<p>5.1. Executive Council approval of Schematic Design (phase 1) of the new Elders Centre, including extensive engagement with the 50+ members.</p>	<p></p>	<p>Phase 2 (Detailed Design) phase has begun.</p>
<p>6. Conduct Agricultural Lands Economic Study to help identify economic potential of TFN owned agricultural properties and recently acquired Brunswick Point Lands.</p>	<p>6.1. Complete Phase I that includes the Soil Investigation study.</p> <p>6.2. Complete Phase II that includes the Economic analysis and synthesis with Phase I Findings.</p> <p>6.3. Phase 3 that includes final report with planning framework and recommendations to EC.</p>	<p></p> <p></p> <p></p>	<p>Phase I is complete.</p> <p>Phase II is in progress.</p> <p>Phase 1 and II will feed into Phase III.</p>

Lands: Regional Planning Initiatives (Planning Policy and Projects)





GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Participating in regional planning, agricultural planning, housing, transit and transportation planning initiatives that would directly affect TFN.	1.1. Number of meetings attended to provide comments on TFN's behalf. 1.2. Relationship building for external grant resources as well as lobbying for support with specific TFN initiatives.	✓	19 meetings with Metro Vancouver and TransLink, including Regional Planning Advisory Committee, Housing Sub-Committee meetings, Metro 2050 and TransLink 2050 engagement sessions.
2. Participating in Ministers Indigenous Agricultural Advisory Committee	2.1. Number of meetings attended to provide comments on TFN's behalf. 2.2. 1.2 Relationship building for external grant resources as well as lobbying for support with specific TFN agricultural initiatives.	✓	6 meetings with Ministry of Agriculture for formation of the BC IACAF (BC Indigenous Advisory Council on Agriculture and Food), including ToR.

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. 1.2. All environmental requirements are met.	✓ ✓	4 new electrical emergency generators by end of 2021 (14 in operation and 3 new additions at the end of 2021).

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.

LEGEND	
	ACHIEVED
	IN PROGRESS
	INCOMPLETE
	NO DATA

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. Due to COVID, members were provided with a bin for large garbage items only once this reporting period.
	1.2. Complaints are responded to within a 24-hour period.		

SCHEDULE 4 // TAXATION

Department(s): Finance

No goals or performance indicators were identified for this area.

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 2020-2021 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 2020/2021 budget.





















Local Government Capital Projects

PLANNING INITIATIVES	STATUS
Maintenance Management Plan Update	✓
Asset management (infrastructure and facilities)	🕒
Community Emergency Response Plan	🕒
Updates to Official Community Plan (as required by Metro Vancouver)	✖
Interim official Planning (includes modular building relocation)	🕒

COMMUNITY FACILITIES	STATUS
Sports Field and Fieldhouse	🕒
Parks (TFN to reimburse Aquilini for Parks)	✓
New Youth Centre	✓
Repairs to new shed at dock	🕒
2 Welcome Poles replacement at Admin Building	🕒
Falcon Way Playground reconstruction	🕒
Demolition of old barn on 64 St.	🕒
Repair TFN Barn on 28 Ave (near KPU farm school)	🕒
TFN Fibre Optic	🕒

LEGEND	
	ACHIEVED
	IN PROGRESS
	INCOMPLETE
	NO DATA

Local Government Capital Projects (cont'd)

TRANSPORTATION	STATUS
Highway 17 widening including intersections	
27B West	
Bus Stop & Shelters for Malls Developments	
Brandrith Cannel Crossing (before closing Tsawwassen Drive)	
Tsawwassen Drive Closure at Highway 17	
Tsawwassen Drive Road Section Design Guidelines	
Falcon Way Road Section Design Guidelines	
DragonFly Way Roadway	
SANITARY SEWAGE	STATUS
Thermal Wall at Wastewater Treatment Plant	
2 Genset for existing sanitary lift stations	
DRAINAGE	STATUS
New TFN industrial lands stormwater pump station	
Falcon Way drainage improvements	
Drainage Utility Study	
Dike Upgrade Study	
WATER	STATUS
TFN Water Fill Station for bulk use with Cardlock System	
Install water meters to 22 Tsawwassen Beach Lots	
GENERAL CAPITAL EQUIPMENT	STATUS
Public Works Equipment	
Fleet renewal	
Natural Resources	
Habitat Restoration Sustainability	

Member Expenditures

SCHEDULE 6 // MEMBER FINANCIAL BENEFITS

Department(s): Finance

No goals or performance indicators were identified for this area.

SCHEDULE 7 // MEMBER GOVERNMENT SERVICES

Members Government Services





This branch is responsible for 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.	✓	During the pandemic, door to door delivery of the weekly Community Notice was halted, but online delivery and posting to the TFN website continued.
	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.	–	Due to staffing changes the quarterly schedule for <i>Land Facing the Sea</i> fell behind, but staff were able to publish a "catch-up" edition in Jan 2021 covering all of 2020.

LEGEND

-  ACHIEVED
-  IN PROGRESS
-  INCOMPLETE
-  NO DATA




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.		To protect the health and safety of the community and comply with Public Health orders, there were no in-person Member events for the 2020-2021 fiscal year. However, staff were able to host a virtual AGM via Zoom in Fall 2020, and delivered a virtual Treaty Day 2021 celebration with a video, gift card mail-out, and online prize give-aways.

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.		
	1.2. Enrolment deadlines, as set out in the <i>Membership Act</i> and the <i>Policy for Eligibility and Enrolment of Members</i> , are met.		
	1.3. All applicants are supported in accessing the documents they require to complete Membership applications.		

Territory Management

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

Referrals





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

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure that TFN's Treaty Rights are protected where there is the potential for them to be impacted by development within the Traditional Territory.	1.1. TFN provides input according to established referral timelines.	✓	
2. Ensure that TFN's overlaps with other First Nations are managed in an effective manner throughout the Traditional Territory.	2.1. TFN collaborates with surrounding First Nations when required.	✓	



Major 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 Major Project developments within the Traditional Territory.	1.1. TFN provides input and participates in the EA Processes according to established Federal/Provincial regulatory timelines.	✓	
2. 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.	2.1. TFN works collaboratively with surrounding First Nations on stewardship initiatives and environmental reviews	✓	

LEGEND



-  ACHIEVED
-  IN PROGRESS
-  INCOMPLETE
-  NO DATA

Archaeology

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Developing policies, protocols and plans for the management and protection of Tsawwassen Artifacts and ancestral remains, including repatriation of ancestral remains currently stored at designated repositories elsewhere in British Columbia and Canada.	1.1. Serving as the primary liaison between TFN and project proponents on archaeological matters.		
	1.2. Ensuring that Tsawwassen protocol and applicable Tsawwassen permits, policies, standards and guidelines are being followed during archaeological fieldwork.		

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.		Some invasive plants removed, however more work needed to optimize the program.
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.		Annual program in place, but at times difficult to eradicate all mosquitos due to constantly changing environment and climate.

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/DSD 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. Included is monthly updates from each student.
2. Encourage TFN Member students in high school to enrol in and attend post-secondary education.	2.1. TFN sends out information about post-secondary twice per academic year.		Not completed due to COVID-19.





Daycare

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

Early Childhood Development Centre

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

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide safe, quality child care that meets all regulatory requirements.	1.1. All staff meet licensing requirements. 1.2. Receive a “Low Inspection Priority” rating on the annual Fraser Health Child Care Facilities Inspection Report.	✓ ✓	All TFN ECE staff meet all licensing requirements. TFN continues to receive a low inspection priority annually.
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. Due to COVID-19 we saw low attendance records.
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. Due to COVID-19 we saw low attendance records.
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.		This was not done due to COVID-19.





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.	–	We delivered online resources for AFROG families, but did not operate an in person program due to COVID-19.








LEGEND	
	ACHIEVED
	IN PROGRESS
	INCOMPLETE
	NO DATA

Cultural/Language Program

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

Cultural/Language Program

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

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

Employment Counsellor





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

Employment and Skills Development

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

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Upgrade and upscale education to allow interested TFN Members to find higher paying careers.	1.1. 25 Members accessing pre-employment or upgrading/career-advancing training.	✓	40-45 Indigenous people/Members connected with preemployment or training opportunities in 2020/2021.
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.	✓	123 youth employed in the 2020 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 newsletter.

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.	✔	<p>There have been no waitlists and all eligible Members were able to connect with the Nurse Practitioner.</p> <p>Approximately 80 Members have connected to the Nurse practitioner. This number has continued to rise steadily as more connections are made. Due to the COVID 19 pandemic a number of client visits were made virtually and in person visits were triaged to only those who needed to be seen in person.</p>

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 connected to mental wellness practitioners, including a psychologist, counsellors, art therapists and traditional healers.

Auxiliary Medical Support Program

The Auxiliary Medical Support Program was introduced in February 2021 and replaces the previous Emergency Medical Support Policy. The program ensures that Members with limited financial resources can access medically necessary services, treatment, and equipment that is not covered by their health insurance.

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Ensure that all Members have access to medically necessary services, treatment, or equipment regardless of their financial situation.	1.1. All Members can access medically necessary services, treatment, or equipment regardless of their financial situation.	⊘	This program was introduced shortly before the end of the 2020-2021 fiscal year, so there is not enough data to determine if the goal was achieved.

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.	✓	<p>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.</p> <p>This program made a critical pivot at the start of the pandemic to ensure the health and wellness of our Elders was maintained. We moved away from publicly funded home care services and increased our private in home care to ensure our most vulnerable Elders were protected.</p>

LEGEND

-  ACHIEVED
-  IN PROGRESS
-  INCOMPLETE
-  NO DATA

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.		Most workshops had to be put on hold due to the COVID-19 Pandemic. We were still able to help Members with Tax Form Completion, Individualized Naloxone training and Substance use supports as well as individualized health education support.


Disease Prevention

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

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide Members with information on management of chronic diseases.	1.1. Deliver three health clinics on topics related to chronic disease education and management.		Most workshops had to be put on hold due to the COVID-19 Pandemic.

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 cancelled due to the COVID 19 pandemic.

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 provides strength-based services that are culturally relevant to Members and aims to meet individual and family specific goals for wellness through wraparound supports.

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. This program is growing rapidly and HSS is working with various levels of government to secure long term funding related to drawing down jurisdiction of Child and Family Services.



LEGEND	
	ACHIEVED
	IN PROGRESS
	INCOMPLETE
	NO DATA

Elders

The Elders branch aims to honour and recognize Elders as integral TFN Members.

Elders Program

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. Ensuring that Elders are able to feel supported and connected to community.	1.1. Elders feel more connected to younger TFN Members and to Elders from other communities.		Most of our regular Elders programing had to pivot because of the pandemic.
	1.2. Elders feel supported in their lives and are able to live in community with dignity.		Elders lunches became delivery instead of gathering for meals. There was a food stability program to shop for Elders during the height of the pandemic to ensure that they were able to remain safely at home. There were roughly 35 Elders participating in the Elders programming in 2020-2021.

Social Supports

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

Justice Services





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

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

Outreach Program

This program seeks to build connections with marginalized TFN Members and their families that are otherwise not connected through support programming. This includes high-risk, vulnerable TFN youth to support services, including substance abuse and mental health programming, justice support services, TFN's own probation officer and a supported food bank program.





GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Increase protective factors for TFN Members and their families through low barrier access to effective support services .	1.1. TFN Members who would benefit from low barrier services are successfully connected to programs that can help them meet their goals.	✓	HSS works with the Education & Skills , DPD, Probation services, Mental Health providers, Ministry of Social development, and other outside agencies to facilitate connections and ensure services are provided in a culturally safe and accessible manner.

LEGEND	
	ACHIEVED
	IN PROGRESS
	INCOMPLETE
	NO DATA









SCHEDULE 10: MEMBER LANDS AND MUNICIPAL SERVICES

Department(s): Lands, Engineering Services

Rental Properties and Programs

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Perform maintenance projects on rental properties to improve usability and life span and ensure health and safety standards are met.	1.1. Complete planned and requested improvements/ renovations.		3 TFN rental renovations in progress.
			Maintenance on a as-needed basis to any inquires for wear and tear received from tenants.
			3 TFN rental detached houses renovations in progress.
			1 TFN Rental detached house to be relocated and repositioned onto the rental pool.

¹Protective factors are positive influences that can improve the lives of individuals or the safety of a community. These may decrease the likelihood that individuals engage in crime or become victims. Building on existing protective factors makes individuals and communities stronger and better able to counteract risk factors. Source: Public Safety Canada

2. Helping Members access new and existing rental units	2.1. Clarify housing policy and process for accessing new and existing units.		Reviewed and updated the TFN Rental Tenancy Agreement.
			Reviewed and updated the LELØ'M Application for Tenancy Form.
	2.2. Number of units available to Members by family, Elders, all, either constructed or reflected in Plans.		56 rental units:
			<ul style="list-style-type: none"> ▪ 14 existing rental units. No vacancies. ▪ 6 new rental units completed. All tenants at full capacity. 6 families have moved in.
	2.3. Number of Member requests for staff support in helping with housing needs and status of responses.		<ul style="list-style-type: none"> ▪ 36 new rental units by end of 2022. 12 of those units to be completed by Spring 2022.
			Received 17 rental housing applications: 18 applicants will be housed in the new 36-unit multi-family complex.
	2.4. Accessing external grants to help fulfill TFN's Comprehensive Housing Strategy Goals.		Current Rental Housing Waitlist entries: 45, out of which 36 aimed to be housed in the 36-unit.
		Received \$76,400 from Real Estate Foundation BC.	

Member Housing

GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Provide information, access to grants, and advice regarding housing construction for TFN Members.	1.1. Number of grants issued by TFN	✓	4 pre-construction grants issued and 3 site servicing grants.
	1.2. Number of external grants accessed by TFN Members.	⌚	18 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		<p>Progress so far:</p> <ul style="list-style-type: none"> ▪ Construction of 3 new homes completed. ▪ 28 Member home renovations completed. ▪ 14 Member Home renovations in progress to be completed by end of 2021.





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.	✓	<p>FSC Chinook – 96 % FSC Sockeye – 0 % FSC Chum – 91% FSC Crab – non-allocated FSC Eulachon – 94 % EO Sockeye – 0% Due to conservation concerns.</p>
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)	⌚	DFO has recently announced publicly a new commercial buyback program for salmon licenses. Direct engagement with TFN is set to begin soon. Likely new opportunities to arise from that as well as new Crab license

LEGEND





-  ACHIEVED
-  IN PROGRESS
-  INCOMPLETE
-  NO DATA

Fisheries (cont'd)



GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
3. Seek opportunities to expand fish, shellfish and bivalve opportunities for membership	3.1. Research is conducted into new licenses for other species within TFN fishing area. (Both food and economic opportunities)		Currently engaged in discussions with DFO as well as proponents regarding mitigations and options to acquire new licenses such as for prawns.
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.		<p>NR Enforcement staff conducted 309 vehicle and foot-based patrols, as well as 25 vessel-based patrols to ensure compliance with both the TFN crab fishery and the recreational finfish and crab fishery. During these efforts 12 joint patrols were conducted with DFO, 9 joint patrols were conducted with the Conservation Officer Service and 1 patrol was conducted with Delta Police.</p> <p>NR Enforcement staff also conducted 9 vessel-based salmon patrols and 3 vehicle-based salmon patrols during TFN-directed gillnet fisheries. During these efforts 1 joint patrol was conducted with the Conservation Officer Service.</p> <p>NR Enforcement staff gave 15 verbal warnings, 4 written warnings and tickets, and 2 monetary penalties in response to observed noncompliance during TFN-directed fishers.</p> <p>NR Enforcement staff also observed 91 recreational violations under the Fisheries Act and conducted 42 seizures of illegally harvested fish, crab and bivalves for immediate release. All incidents were reported to Fisheries & Oceans Canada for further enforcement actions.</p>
5. Meet monitoring and validation requirements	5.1. Fishers are in Compliance and meeting the 20 % validation requirement for FSC and 100 % for commercial		<p>Targets for FSC were met save for FSC Chum which came in slightly under 20%, EO was 100% monitored.</p> <ul style="list-style-type: none"> ▪ FSC Crab: 29.8 % ▪ FSC Chinook: 80.6 % ▪ FSC Chum: 19.1 % ▪ FSC Eulachon: 100 % ▪ Economic Opportunity Chum: 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		<ul style="list-style-type: none"> ▪ 5 chinook per adult ▪ 3 chinook per child ▪ 2 totes of chinook sent away for community processing. 1 for filets 1 for canning.
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.		One workshop was planned for April 2020 but it was ultimately cancelled because of Covid.

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.	🕒	In person courses on lands were not offered by the trainer this year due to Covid concerns. As this is not a course that can be done online, this will likely have to wait until reopening plans have finalized.
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.	✅	<p>NR Enforcement staff conducted 62 vehicle and foot-based patrols, as well as 3 vessel-based patrols to ensure compliance with both TFN and recreational migratory bird hunters.</p> <p>11 joint patrols were conducted with Environment Canada and 5 joint patrols were conducted with the Conservation Officer Service during duck, Canada Goose and Snow Goose harvest seasons on land.</p> <p>1 vessel-based joint patrol was conducted with Environment Canada and 2 vessel-based joint patrols were conducted with the Conservation Officer Service on the Brant goose openings.</p> <p>1 vessel-based patrol was conducted with Environment Canada in response to reports of illegal hunting that had occurred within a migratory bird sanctuary.</p> <p>2 warnings were given under the TFN Hunting Regulation for shooting past legal hours.</p> <p>1 Warning was given for failure to produce a Migratory Bird Permit (guest hunter on TFN Lands.)</p>
3. Eagle Workshop	3.1. Host a 3 to 4 day workshop requiring eagle feathers for cultural purposes	🕒	Large gatherings have not been permitted on TFN lands during covid protocol- Natural Resources was unable to confirm logistics of online event during this time.
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.	🕒	Birds Canada, and Environment Canada have currently been using their installed MOTUS receiver at Natural Resources to monitor migratory birds within the estuary. This project has been underway since March 2020 and will likely yield valuable data for future surveys.

LEGEND	
	ACHIEVED
	IN PROGRESS
	INCOMPLETE
	NO DATA

Gathering





GOAL(S)	PERFORMANCE INDICATOR(S)	STATUS	NOTES
1. Increased 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.		TFN is working to develop a fish trap through external funding, that would offer TFN members an opportunity to utilize a traditional fishing method that promotes sustainability to harvest fish. Hoping to expand this focus on sustainability to terrestrial based resources, during the upcoming year.
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)		Work is still in progress; we hope to work in collaboration with language and culture regarding this work in the future. Constraints this year due to Covid limited this work.

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.		4 Natural Resources Advisory Committee meetings were hosted via ZOOM during the 2020-2021 fiscal season. Due to the Covid-19 pandemic, holding regular meetings posed a greater challenge than prior fiscal periods.
	1.2. Average attendance of 12 Members at each NRC meeting.		The Covid-19 pandemic restricted meetings to a virtual-only platform.

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 occurred on July 21st, 2020
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.	✓	Office of Boating Safety Marine Safety and Security Transport Canada has held several online training courses with respect to boating safety which have been shared in community notices.

LEGEND	
	ACHIEVED
	IN PROGRESS
	INCOMPLETE
	NO DATA

SCHEDULE 12: MEMBER CAPITAL EXPENDITURES

Department(s): Lands, Engineering Services, Finance

The Tsawwassen Legislature approved the following projects for Member Capital Expenditures in the 2020/2021 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 2020/2021 budget.

Member Capital Projects

COMMUNITY FACILITIES	STATUS
Elders Centre	
Tsatsu Gas Re-Branding (TFN Contribution)	
Community Land Trust	
New Cemetery Site	
TFN Ancestral Repatriation near Mosaic	
Dock – Breakwater Construction	
TFN HOUSING	STATUS
6-Plex Member Housing on Raven Lane	
TFN built homes for Member purchase	
Falcon Way Lot A and B Member housing	
Rental Housing restoration funds	
36-Unit member Rental Housing	
New member Housing (Part 13 Acre Site)	
ECONOMIC DEVELOPMENT	STATUS
Remaining 108 Acre Industrial lands to fill	
Industrial Lands BC Hydro servicing	





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TSAWWASSEN FIRST NATION

2020

2021

**CONSOLIDATED
FINANCIAL STATEMENTS
OF TSAWWASSEN
GOVERNMENT**

March 31, 2021

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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.

Ken Baird, Chief

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, 2021, 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, 2021, 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.

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 28, 2021
Vancouver, British Columbia

Tsawwassen Government

Consolidated statement of operations and accumulated surplus

Year ended March 31, 2021

	Notes	Budget 2021 \$	2021 \$	2020 \$
Revenue				
Net municipal taxes	14	16,007,020	14,228,049	14,791,760
Development levies		—	8,691,583	14,456,103
Federal and provincial government contributions for operations		10,457,138	13,607,065	10,492,701
Other income		3,924,450	9,188,244	3,589,251
Investment income		2,350,000	3,202,058	3,311,683
Income from enterprises	6	—	1,084,667	2,956,489
Property leases and rental income	7	291,630	1,598,208	1,686,685
Licenses, permits and registrations		919,040	1,964,102	1,427,964
Utilities		1,200,000	1,244,975	904,823
		35,149,278	54,808,951	53,617,459
Expenses				
Lands and municipal services	12	15,408,217	12,759,214	11,473,896
Education, culture and natural resources		6,500,941	4,419,635	4,092,318
Administration		5,476,569	4,044,344	3,902,638
Health, social and economic development		3,759,132	3,846,951	2,553,405
Member benefits		2,895,000	3,780,991	2,247,559
Policy and government services		3,576,407	3,280,776	2,909,459
		37,616,266	32,131,911	27,179,275
Surplus of revenue over expenses before amortization		(2,466,988)	22,677,040	26,438,184
Amortization		—	(6,094,247)	(5,953,212)
Surplus of revenue over expenses		(2,466,988)	16,582,793	20,484,972
Accumulated surplus, beginning of year			388,321,625	394,872,601
Transfer of funds to Treaty Settlement Trust	10(a)(ii)	—	(1,112,280)	—
Transfer of funds to Legacy Trust	10(a)(iii)	—	(753,202)	(27,035,948)
Accumulated surplus, end of year		—	403,038,937	388,321,625

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, 2021

	Notes	Budget 2021	2021	2020
		\$	\$	\$
Surplus of revenue over expenses		(2,466,988)	16,582,793	20,484,972
Amortization of tangible capital assets (Schedule 1)		—	6,094,247	5,953,212
Acquisition of tangible capital assets (Schedule 1)		39,575,000	(16,098,704)	(29,611,646)
Change in prepaid expenses		—	(65,794)	463,245
Transfer of funds to Treaty Settlement Trust	10(a)(ii)	—	(1,112,280)	—
Transfer of funds to Legacy Trust	10(a)(iii)	—	(753,202)	(27,035,948)
Decrease (increase) in net debt		37,108,012	4,647,061	(29,746,165)
Net debt, beginning of year		—	(56,041,783)	(26,295,618)
Net debt, end of year		37,108,012	(51,394,722)	(56,041,783)


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

Tsawwassen Government
Consolidated statement of financial position
As at March 31, 2021

	Notes	2021 \$	2020 \$
Financial assets			
Cash and temporary investments	3	52,772,151	54,950,658
Accounts receivable	4 and 13	7,946,778	7,203,966
Restricted investments	5	15,858,731	14,467,296
Investments in and advances to other entities	6	337,285	369,220
		76,914,945	76,991,140
Liabilities			
Accounts payable and accrued liabilities	13	7,072,549	10,127,215
Deferred revenue	7	94,544,713	95,400,334
Long-term debt	8	26,692,405	27,505,374
		128,309,667	133,032,923
Net debt		(51,394,722)	(56,041,783)
Non-financial assets			
Tangible capital assets (Schedule 1)	9	454,120,289	444,116,932
Prepaid expenses and deposits		313,370	246,476
		454,433,659	444,363,408
Accumulated surplus (Schedule 2)			
		403,038,937	388,321,625
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, 2021

	2021 \$	2020 \$
Operating activities		
Surplus of revenue over expenses	16,582,793	20,484,972
Items not involving cash		
Amortization of tangible capital assets	6,094,247	5,953,212
Income from enterprises	(1,084,667)	(2,956,489)
	21,592,372	23,481,695
Net changes in non-cash operating working capital items		
Accounts receivable	(742,810)	6,678,898
Accounts payable and accrued liabilities	(3,054,666)	1,495,321
Deferred revenue	(855,621)	(3,390,328)
Prepaid expenses	(65,794)	463,245
	16,873,482	28,728,831
Capital activity		
Acquisition of tangible capital assets	(16,098,704)	(29,611,646)
Investing activities		
Restricted investments	(1,391,435)	(1,798,355)
Transfer of funds to Treaty Settlement Trust	(1,112,280)	—
Transfer of funds to Legacy Trust	(753,202)	(27,035,948)
Investment in and advances to other entities	(294,381)	2,418,193
Distributions from investments in other entities	1,410,983	572,645
	(2,140,316)	(25,843,465)
Financing activities		
Long-term debt proceeds	—	10,600,000
Long-term debt repayments	(812,969)	(2,345,736)
	(812,969)	8,254,264
Net cash outflow	(2,178,507)	(18,472,016)
Cash and temporary investments, beginning of year	54,950,658	73,422,674
Cash and temporary investments, end of year	52,772,151	54,950,658
Supplemental cash flow information		
Interest paid	551,388	638,945
Interest received	3,202,058	3,311,683

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.

4. Accounts receivable

	2021 \$	2020 \$
Property taxes and utilities	4,887,310	4,756,960
Government grants and contributions	463,356	293,770
Trade and development receivables	613,215	370,031
Other receivables	1,982,897	1,783,205
	7,946,778	7,203,966

Tsawwassen Government
Notes to the consolidated financial statements
 March 31, 2021

5. Restricted investments

	2021	2020
	\$	\$
Commercial Crab Fund	1,567,232	1,465,253
Commercial Fish Fund	2,577,552	2,410,257
Cultural Purpose Fund	2,831,990	2,648,023
Replacement Reserve Other (a)	8,881,957	7,943,763
	15,858,731	14,467,296

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

	2021	2020
	\$	\$
600911 B.C. Ltd. (100%)		
Shares	5	5
Cumulative net income	(75,690)	(43,755)
Advances	412,964	412,964
	337,279	369,214
TFN Construction Limited Partnership (99.5%)		
Shares	1	1
Cumulative net income	12,312,499	12,312,499
Cumulative distributions	(12,312,499)	(12,312,499)
	1	1
Tsawwassen First Nation Trust Society		
Advances	5	5
	337,285	369,220

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

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

	Assets	Liabilities	Net assets	Revenue	Expenses	2021 Net income (loss)
	\$	\$	\$	\$	\$	\$
600911 B.C. Ltd.	891,856	1,034,347	(142,491)	3,213,122	3,245,057	(31,935)
TFN Construction Limited Partnership	1,572,913	—	1,572,913	5,958,818	4,842,216	1,116,602
	2,464,769	1,034,347	1,430,422	9,171,940	8,087,273	1,084,667

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

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

7. Deferred revenue

	2021 \$	2020 \$
Deferred revenue		
Development levies	6,822,469	6,752,316
Others	2,233,285	1,968,285
	9,055,754	8,720,601
Deferred property lease revenue		
Balance, beginning of year	86,679,733	87,870,507
Amounts received	72,739	71,963
Property lease revenue recognized	(1,268,947)	(1,268,171)
Amortization of costs securing the lease	5,434	5,434
	85,488,959	86,679,733
	94,544,713	95,400,334

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.

(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 2020) was received under these agreements.

Tsawwassen Government
Notes to the consolidated financial statements
March 31, 2021

8. Long-term debt

	2021 \$	2020 \$
Farm Credit Canada, repayable in annual blended installments, with annual variable open interest rate (FY21 - 3.4%), maturing March 2025	10,313,816	10,600,000
VanCity term loan, repayable in monthly blended instalments of \$35,622 including fixed rate interest of 3.42% per annum, maturing February 2023	6,604,829	6,803,192
VanCity term loan, repayable in monthly instalments of \$41,440 plus interest at bank prime plus 0.4% per annum, maturing February 2021	923,439	961,726
VanCity term loan, repayable in monthly blended instalments of \$35,727 including fixed rate interest of 3.42% per annum, maturing February 2023	6,624,392	6,823,335
VanCity term loan, repayable in monthly instalments of \$40,991 plus interest at bank prime plus 0.4% per annum, maturing February 2021	2,225,929	2,317,121
	26,692,405	27,505,374
Less: current portion due within one year and due on demand	(3,808,575)	(3,927,069)
	22,883,830	23,578,305

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, 2021, the Government was in compliance with these covenants.

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

	\$
2022	3,808,574
2023	6,873,986
2024	364,900
Thereafter	15,644,945
	<u>26,692,405</u>

9. Tangible capital assets (Schedule 1)

	2021	2020
	Net book value	Net book value
	\$	\$
Land	293,045,460	288,454,120
Roads and dykes	72,907,934	75,296,920
Water and sewer system	49,030,979	50,527,057
Amenities	10,930,843	3,800,802
Buildings	8,909,208	6,468,614
Capital infrastructure	7,205,633	7,513,353
Storm water	7,184,335	7,163,030
Playground and sportsfield	2,500,024	2,598,625
Capital subdivision	1,467,613	1,537,496
Furniture and equipment	899,675	683,992
Vehicles and boat	38,585	72,923
	454,120,289	444,116,932

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 \$1,112,280 of funding to the Treaty Settlement Trust Fund each year until 2025.

(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 \$753,202 (\$27,035,948 in 2020) has been transferred to the Legacy Trust under the trust agreement.

As at March 31, 2021, the amount of additional payments due to the Legacy Trust were \$62,620,353 (\$58,823,952 in 2020), inclusive of interest of \$13,558,043 (\$11,488,382 in 2020).

10. Commitments and contingent liabilities (continued)

(b) Contingent liabilities

(i) Housing loans

The Government is contingently liable for members of "The First Nation Individual Housing Loans" totaling approximately \$4,797,319 (\$4,271,558 in 2020). Government of Canada Ministerial Guarantees have been obtained for \$72,518 (\$97,060 in 2020) 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

On April 19, 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 10 year period from project completion, on September 30, 2011, the Government disposes of any of the infrastructure, they are required to repay a proportionate amount of the related funding they have received. No infrastructure assets acquired with the contributed funds have been disposed of as at March 31, 2021.

(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 2021 the Government contributed \$560,735 (\$559,096 in 2020) for employer contributions while employees contributed \$628,210 (\$505,367 in 2020) 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. In fiscal 2021, the Government contributed \$37,322 (\$46,113 in 2020) for employer contributions while employees contributed \$37,322 (\$44,808 in 2020) to the Plan.

12. Expenses by object

	2021	2020
	\$	\$
Wages and benefits	11,532,703	10,051,149
Contracted services	6,108,197	4,605,655
Distributions and member benefits	5,211,744	2,940,798
Services agreements	3,560,491	3,540,958
Legal and professional fees	1,692,421	2,233,874
Bank charges and interest	989,033	843,115
Materials and supplies	941,352	945,144
Community events	445,693	417,179
Insurance	358,428	371,142
Rent and utilities	326,948	320,021
Repairs and maintenance	309,131	352,176
Honorariums	285,275	184,989
Telephone	174,890	131,883
Vehicles and vessels	151,543	192,945
Other	44,062	48,247
	32,131,911	27,179,275

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 \$91,777 (\$186,380 in 2020), labour charges of \$321,538 (\$758,898 in 2020), supervision and truck costs of \$56,969 (\$173,600 in 2020), \$6,476,807 (\$4,672,342 in 2020) of contracted services, \$10,263 (\$162,551 in 2020) of consulting services, and \$5,141,484 (nil in 2020) of participation costs paid to Matcon Civil Constructors Inc.
- Contract revenue of \$3,774,020 (\$5,384,894 in 2020) received from and dump fees of \$88,335 (\$112,289 in 2020) paid to Tsawwassen Government.
- Equipment rental of \$740,589 (\$1,232,604 in 2020) and subcontract fees of \$5,937 (\$5,237 in 2020) paid to companies under common ownership.
- Accounts payable and accrued liabilities includes \$557,278 (\$2,114,398 in 2020) due to TFN Construction Limited Partnership and nil (\$268,500 in 2020) to Tsawwassen First Nation Trust Society.
- Accounts receivable and other assets includes \$1,408,441 (\$1,756,925 in 2020) due from 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, 2021, the Government entered into approximately \$231,217 (\$394,065 in 2020) in member contracts.

Tsawwassen Government
Notes to the consolidated financial statements
March 31, 2021

14. Net municipal taxes

	2021	2020
	\$	\$
General taxation and debt levy		
Local government taxation	10,826,490	10,317,010
School tax equivalent	3,387,078	4,434,467
Payment in lieu	52,600	49,280
Collections for other taxing authorities	1,294,390	1,285,216
	15,560,558	16,085,973
Transfer to		
Greater Vancouver Regional District	(155,889)	(131,493)
Greater Vancouver Transportation Authority	(1,034,541)	(1,010,602)
BC Assessment authority	(136,982)	(141,169)
	(1,327,412)	(1,283,264)
Administration and overhead	(5,097)	(10,949)
	14,228,049	14,791,760

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, 2020 and 2019:

	2020	2019
	\$	\$
Total assets	68,994,291	63,337,197
Total liabilities	(4,602,045)	(3,351,194)
Total Members' equity	64,392,246	59,986,003

Tsawwassen Government

Schedule 1 – Consolidated schedule of tangible capital assets

Year ended March 31, 2021

	Land \$	Water and sewer system \$	Buildings \$	Amenities \$	Furniture and equipment \$
Cost					
Opening balance	288,454,120	56,820,090	10,138,635	3,983,647	1,802,651
Additions	4,591,340	—	2,851,223	7,189,690	655,190
	293,045,460	56,820,090	12,989,858	11,173,337	2,457,841
Accumulated amortization					
Opening balance	—	6,293,032	3,670,021	182,837	1,119,775
Amortization	—	1,496,079	410,629	59,657	438,391
	—	7,789,111	4,080,650	242,494	1,558,166
Net book value, March 31, 2021	293,045,460	49,030,979	8,909,208	10,930,843	899,675
Cost					
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
	288,454,120	56,820,089	10,138,635	3,983,642	1,802,420
Accumulated amortization					
Opening balance	—	4,796,953	3,262,925	123,183	778,306
Amortization	—	1,496,079	407,096	59,657	340,122
	—	6,293,032	3,670,021	182,840	1,118,428
Net book value, March 31, 2020	288,454,120	50,527,057	6,468,614	3,800,802	683,992

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

Vehicles and boat \$	Playground and sportsfield \$	Roads and dykes \$	Capital infrastructure \$	Capital subdivision \$	Storm water \$	Total \$
514,880	3,797,507	86,010,393	9,390,253	2,096,587	7,613,582	472,534,358
38,082	175,000	463,250	5,099	—	129,830	16,098,704
552,962	3,972,507	86,473,644	9,395,352	2,096,587	7,743,412	488,633,062
441,957	1,198,879	10,713,471	1,876,902	559,088	450,553	28,418,527
72,420	273,604	2,852,239	312,817	69,886	108,525	6,094,247
514,377	1,472,483	13,565,710	2,189,719	628,974	559,078	34,512,773
38,585	2,500,024	72,907,934	7,205,633	1,467,613	7,184,335	454,120,289
510,898	3,788,600	84,108,708	9,384,506	2,096,583	6,686,702	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	472,534,114
377,153	942,777	7,874,240	1,564,082	489,201	343,138	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	28,417,182
72,923	2,598,625	75,296,920	7,513,353	1,537,496	7,163,030	444,116,932

Tsawwassen Government
Schedule 2 – Consolidated schedule of segment disclosure
Year ended March 31, 2021

	Notes	General Fund \$	Member Operating Fund \$
Revenue			
Net municipal taxes	14	—	3,387,078
Federal and provincial government contributions for operations		166,112	12,041,556
Licenses, permits and registrations		—	25,000
Investment income		—	2,826,345
Income from enterprises	6	—	1,084,667
Property leases and rental income		1,268,947	279,294
Development levies		—	—
Utilities		—	—
Other income		35,750	3,746,413
		1,470,809	23,390,352
Expenses			
Administration	12	—	—
Policy and government services		—	2,371,984
Lands and municipal services		—	2,141,367
Education, culture and natural resources		—	4,419,635
Health, social and economic development		—	3,846,951
Member benefits		—	3,780,991
		—	16,560,928
Excess of revenues over expenses before Amortization		1,470,809	6,829,424
Amortization		(6,094,247)	—
Excess (deficiency) of revenues over expenses		(4,623,438)	6,829,424
Transfer of funds to Treaty Settlement		—	(1,112,280)
Transfer of funds to Legacy Trust		(753,202)	—
Adjusted accumulated surplus, beginning of year		317,383,875	15,355,031
Accumulated surplus, end of year		312,007,235	21,072,175

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

Member Capital Fund \$	Local Government Operating Fund \$	Local Government Capital Fund \$	2021 Consolidated \$
—	10,840,971	—	14,228,049
—	1,399,397	—	13,607,065
—	1,939,102	—	1,964,102
—	375,714	—	3,202,058
—	—	—	1,084,667
—	49,967	—	1,598,208
—	—	8,691,583	8,691,583
—	1,244,975	—	1,244,975
—	805,422	4,600,659	9,188,244
—	16,655,548	13,292,242	54,808,951
—	4,044,344	—	4,044,344
—	908,792	—	3,280,776
—	10,617,847	—	12,759,214
—	—	—	4,419,635
—	—	—	3,846,951
—	—	—	3,780,991
—	15,570,978	—	32,131,911
—	1,084,570	13,292,242	22,677,040
—	—	—	(6,094,247)
—	1,084,570	13,292,242	16,582,793
—	—	—	(1,112,280)
—	—	—	(753,202)
2,770,706	1,248,204	51,563,809	388,321,625
2,770,706	2,332,774	64,856,051	403,038,937

Tsawwassen Government
Schedule 2 – Consolidated schedule of segment disclosure (continued)

Year ended March 31, 2020

	Notes	General Fund \$	Member Operating Fund \$
Revenue			
Net municipal taxes	14	—	4,434,467
Federal and provincial 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
		<u>3,513,907</u>	<u>20,868,901</u>
Expenses			
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
		<u>(126,526)</u>	<u>12,386,147</u>
Excess of revenues over expenses 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
Accumulated surplus, end of year		<u>317,383,875</u>	<u>15,355,031</u>

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

Member Capital Fund \$	Local Government Operating Fund \$	Local Government Capital Fund \$	2020 Consolidated \$
—	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
15,000	490,085	681,999	3,589,251
<u>15,000</u>	<u>14,081,549</u>	<u>15,138,102</u>	<u>53,617,459</u>
—	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
—	14,919,654	—	27,179,275
15,000	(838,105)	15,138,102	26,438,184
—	—	—	(5,953,212)
15,000	(838,105)	15,138,102	20,484,972
—	—	—	—
—	—	—	(27,035,948)
2,755,706	2,086,309	36,425,707	394,872,601
<u>2,770,706</u>	<u>1,248,204</u>	<u>51,563,809</u>	<u>388,321,625</u>

Schedule of remuneration, expenses and contracts

Tsawwassen Government

March 31, 2021

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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 remuneration, expenses and contracts (the "Schedule") for the year ended March 31, 2021 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, 2021, 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.



Chartered Professional Accountants
July 28, 2021

Tsawwassen Government
Schedule of remuneration, expenses and contracts (3)

Year ended March 31, 2021
(Unaudited)

Name of individual	Position title	Number of months (1)	Employment salary \$	Executive Council salary \$	Benefits \$	Pension \$	Legislative honorarium \$	Executive travel/ other (2) \$	2021 Total \$
Baird, Kenneth	Chief	12	—	89,976	6,127	8,944	10,529	720	116,296
Cassidy, Laura	Councillor	12	—	36,405	4,852	3,619	10,504	600	55,980
Ahlm, Louise	Councillor	12	—	36,405	4,852	3,619	10,529	600	56,005
Cross, Valerie	Councillor	12	—	36,405	1,388	3,619	10,529	600	52,541
Stark, Steven	Councillor	12	—	36,405	4,852	3,619	11,729	1,113	57,718
Smith, Braden	CAO	12	212,721	—	4,518	21,144	—	762	239,145
			212,721	235,598	26,588	44,563	53,820	4,395	577,685

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

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

(3) The schedule of remuneration, expenses and contracts is prepared in accordance with the provisions of Section 8 of the Government's Financial Administration Act listing the amount paid to Executive Council and the Chief Administration Officer of the Tsawwassen Government during the year ended March 31, 2021.

HEALTH & HEALING

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

EDUCATION & EMPLOYMENT

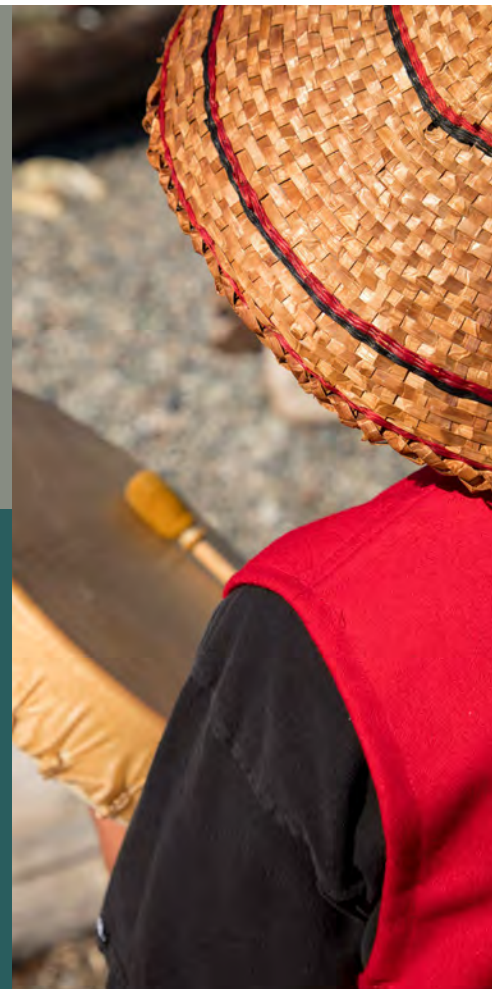
Members are educated.
Members are skilled.
Members are employed and self-reliant.

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.





scəwáθən məsteyəx™
TSAWWASSEN 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^w

TSAWWASSEN FIRST NATION

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

TO LEARN MORE: www.tsawwassenfirstnation.com

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