



scəwáθən məsteyəx^w

TSAWWASSEN FIRST NATION

ANNUAL REPORT
2022/2023



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stiwitəł

PRAYER

ʔi leʔ tiwiʔəł
ʔa cicəł siʔem
xʷiyənem ʔa tə sʔanł stiwitəł
ci:θamə ʔəw ʔi mistalxʷ sǫǫqip
xiǰlemətalxʷ tənəʔ weyal
tʰixʷəm čxʷ ʔi cewətalxʷ ʔə təθ sya:ys ct
kʷəm kʷəmstəxʷ tə šxʷqʷələwən ct



Let us pray Creator,
Listen to our prayer
Thank you for bringing us together
Watch over us today
Please help us with our work
Keep our thoughts strong

MESSAGE FROM

wəneč sʔiʔəsənəq

(EXECUTIVE COUNCIL)



ʔəy̓ sweyəl scəwəθən məsteyəx^w
(*Good day Tsawwassen People*),

mi ce:p k^wetx^wiləm (*welcome*) to the 2022-2023 scəwəθən məsteyəx^w (*Tsawwassen First Nation*) Annual Report.

The outcomes reported reflect the leadership of both the current Tsawwassen Legislature and Executive Council (2022-2026), and that of the previous term, led by our late Chief, swənnəset Ken Baird. We raise our hands to all elected officials, staff, and Members who contributed to the important work this document reports on.

The 2022-2026 Tsawwassen Legislature chose “nəčaʔmat – for current and future generations” as the motto for its term in office. As your wəneč sʔiʔəsənəq (Executive Council), we understand that the health and well-being of TFN is neither achieved nor sustained through the responsibility of one government or fiscal year alone, but rather, through nəčaʔmat (“working together as one”).

Looking back on TFN’s journey across the 2022-2023 fiscal year, we faced many challenges and felt a lot of loss. Many of us lost loved ones and although we are still grieving, our culture and our love and support for each other keep us strong. Grief is felt in so many ways and we are keeping all of you who have lost someone in our hearts and minds – you are not alone.

We also want to celebrate the successes from last year. We moved into a “new normal” from the COVID-19 Pandemic, which allowed us to gather again as friends, families, and as a Nation. Moving out of the pandemic also allowed us to refocus our priorities. We heard strongly that community safety is a big priority for Members, and established an expert panel to lead the development of a new strategy that will give us recommendations on how to support Tsawwassen Members in their healing journeys in the short, medium, and long term, and make everyone feel safe in our community.



Councillor tǎxʷiləm / Yaahl Iiwaans
Bryce Williams

Councillor Chemkwaat
Valerie Cross

Chief sxʷamisaat
Laura Cassidy

Councillor hal quam a tia
Louise Ahlm

Councillor Taylor Baker

Taxation was another big priority last year. We started the year by implementing our income tax mitigation program, but when the Federal Government changed their policy to no longer require the expiration of the tax exemption, we switched gears to amending the Treaty and other agreements to reinstate the exemption.

We also prioritized financial benefits for Members, by increasing the quarterly distributions, increasing financial supports for post-secondary and K-12 students, introducing a new program to provide financial support for wills, and working on new Elders' Benefits (which we started in the reporting fiscal year and completed in the current year).

We also made progress on a number of housing and infrastructure projects with the goal of ensuring all Members have a home and the built spaces in our community reflect our culture and values. These projects include the 36 Unit housing development, the Elder's Center, the Falcon Way Park, Raven Lane improvements, and 12 new duplexes.

There was an astounding amount of work completed last year, and we hope you'll enjoy reading more about it in this report. TFN's achievements are because we, as a Government and Membership, pulled together as one in nǎc'aʔmat. As your wǎnec sʔiʷǎsǎnǎq (Executive Council), we raise our hands to all of scǎwǎθǎn mǎsteyǎxʷ for our work together in our shared journey.

hay čxʷ ǎǎ, O'siem,

All our relations,

The 2022-2026 scǎw aθǎn mǎsteyǎxʷ wǎnec sʔiʷ ǎsǎnǎq (TFN Executive Council):

- hiwaqw sxʷamisaat (Chief Laura Cassidy)
- Executive Councillor tǎxʷiləm | Yaahl Iiwaans (Bryce Williams)
- Executive Councillor Taylor Baker
- Executive Councillor Chemkwaat (Valerie Cross)
- Executive Councillor halquam a tia (Louise Ahlm)

k^wecətəm

INTRODUCTION TO THE ANNUAL REPORT



We are pleased to present to you Tsawwassen First Nation’s Annual Report for the 2022/2023 Fiscal Year. The Annual Report “looks back” on the k^wəcstalx^w tə telə (*budget*), the operations and achievements of the syayəs nəlmən (*Tsawwassen Government*) in the fiscal year of tənwiwətən (*April*) 1, 2022, to wəłxəs (*March*) 31, 2023.

The Annual Report is a chance to reflect on the work we have accomplished as a Nation over the past year. This is the fifteenth Annual Report that we have delivered to the Tsawwassen people, and the thirteenth as a self-governing First Nation.

While achieving our vision requires a lot of work, reflecting back on the previous year shows us just how much we have accomplished. The past year has presented both progress and challenges for our Nation but as always, our culture and resilience guide us forward. As our work continues, it is important to acknowledge all that has happened to bring us to where we are today.

This year’s Annual Report starts with an overview of the Membership statistics, and of the activities of the government institutions. The next section presents service highlights from each of the government departments and provides examples of where our daily work over the past year has advanced the goals from the 2018-2023 Strategic Plan. While every goal may not have been achieved, we have focused our efforts on our aligning our work with the Strategic Plan and are proud of the progress that has been made. Finally, the report ends with an overview of our finances and a copy of our audited financial statements.

We hope you find looking back on the last year as inspiring as we did, and that it gets you thinking about what is important for the 2024-2029 Strategic Plan, which staff will begin drafting in the upcoming year.

2022-2023 TIMELINE OF EVENTS

Spring

tənwíwətən (April—from the Eulachon) to
təmlíle? (May—Time of the Salmonberry/Cedar)

tənwíwətən (April)

3

TFN held an in-person celebration for the 13th anniversary of Treaty Day.

7

TFN held the Chieftain Blanketing Ceremony in honour of Chief swənnəset Ken Baird.

11

Health and Social Services hosted the Mobile Mammogram Clinic and provided breast cancer screening on Lands for any Members over 40 and their families who wished to participate.

22

TFN hosted its first Earth Day event at the KPU farm. Over 40 people attended and had a chance to meet the TFN Community Farm Coordinator and Implementation Farmer leading the pilot project aimed at enhancing local food security for Members.

təmlíle? (May)

5

Health and Social Services hosted the Mobile Mammogram Clinic and provided breast cancer screening on Lands for any Members over 40 and their families who wished to participate.

2022-2023 TIMELINE OF EVENTS

Summer

təmqəqá? (June—High Tides), **q̓wələ?əntən** (July—Time to be ripe), **cə́ténəmən** (August—Gather/dry Sockeye)

təmqəqá? (June)

6

Language and Culture's dedicated language specialists received their Indigenous Language Proficiency Certificates in an Honouring Feast Ceremony hosted by Simon Fraser University.

15

The Trust Society Annual General Meeting was held to review the 2021 Trust Society Financial Statements and investment performance.

21

TFN held an in-person celebration for National Indigenous Peoples Day for Members, leaseholders, and special guests. Festivities included a BBQ lunch provided by the Delta Police Department, crafts, and cultural displays.

22

Health and Social Services held a COVID-19 vaccine clinic or Members on Lands.

TFN participated in an Indigenous @ Amazon Coffee Chat Event to share knowledge of our Nation and culture with Amazon workers, some of whom work on Tsawwassen Lands.

27

Graduates from preschool, grade 7, grade 12 and post-secondary were celebrated in a graduation ceremony at Tsawwassen Springs Golf Course.

q̓wələ?əntən (July)

14

Health and Social Services hosted the Mobile Mammogram Clinic and provided breast cancer screening on Lands for any Members over 40 and their families who wished to participate.

23

TFN Members were invited to "č'əlisələm" TFN Community Farm to celebrate Farmers Awareness Day and learn about farming initiatives on Tsawwassen Lands. Members toured the farm and enjoyed fresh produce to take home. A second Farmers Awareness Day was held on August 27th.

26

TFN's Health and Social Services department led a Sharing Circle on Harm Reduction. The circle provided a safe place for Members to ask questions, address myths around harm reduction and learn about supports for individuals and families.

Autumn

səwə́ntən (September—Last of the Sockeye), **xʷəsəlénəxʷ** (October—Falling Leaves), **təm̓kʷáíləxʷ** (November—Time of the Dog Salmon), **x̓cəlwéʔstən** (December—Time to put away the paddles)

səwə́ntən (September)

27

TFN held the General Election All-Candidates Meeting where eligible voters heard from the candidates for the 2022 General Election.

28

Treaty Rights and Title facilitated an in-person workshop with the Department of Fisheries and Oceans and Musqueam Nation to discuss potential options to allow harvesting within the Navigational Closure Area for the Roberts Bank Terminal 2 (RBT2) Project Area.

30

TFN held a Reconciliation Walk to commemorate the National Day for Truth and Reconciliation.

xʷəsəlénəxʷ (October)

15

The General Election was held where eligible voters elected Chief Laura Cassidy and 13 new Legislators for the 2022-2026 term.

təm̓kʷáíləxʷ (November)

4-6

TFN held the 2022 Members Gathering at the River Rock Casino Resort, welcoming Members from near and far to come together. A number of TFN committees, including Advisory Council, were elected for the 2022-2026 term.

8

Health and Social Services held a second COVID-19 and Flu vaccine clinic on Lands.

Language and Culture staff supported the National Indigenous Veterans Day ceremony.

15

The newly elected Legislature was sworn in for the 2022-2026 Term.

17

Executive Council called the Tsawwassen Legislature into session beginning **təm̓kʷáíləxʷ** (November) 17, 2022 until November 24, 2022.

Held a Public Affirmation Ceremony for new employees in front of the Legislature.

2022-2023 TIMELINE OF EVENTS

Autumn

səwóh̓tən (September—Last of the Sockeye), x̓wəsəlénəx̓w (October—Falling Leaves), təm̓kʷáíləx̓w (November—Time of the Dog Salmon), x̓cəlwéʔstən (December—Time to put away the paddles)

təm̓kʷáíləx̓w (November)

18

The Beedie Group awarded a site servicing contract to the Indigenous Diggers / E. Mathers Bulldozing Joint Venture, one of the largest contracts awarded directly to a TFN Member company through TFN's land development partners.

24

The Tsawwassen Legislature enacted amendments to TFN's *Freedom of Information and Protection of Privacy Act*.

x̓cəlwéʔstən (December)

5

Health and Social Services held a Christmas Toy Drive for Tsawwassen Youth. The event went until December 19, 2023.

7

TFN hosted the Community Christmas Dinner for Member families.

8

Held the Strategic Priorities Workshop where Executive Council outlined their priorities for the 2022-2026 term.

14

Treaty Rights and Title staff facilitated a TFN Member-community meeting to consult with Members on potential RBT2 Project Accommodations from the Crown and the two Vancouver-Fraser Port Authority Agreements.

Winter

mim̓nə ʔqelc̓ (January—Short days, time of the child moon),
pə́n̓əq (February—Cedar Bark Torches), **wəłx̓əs** (March—Time to hear little frogs)

mim̓nə ʔqelc̓ (January)

7

TFN held the By-Election All-Candidates Meeting where eligible voters were able to hear from the candidates for the TFN 2022 By-Election.

25

The TFN By-Election was held where eligible voters elected a new Legislator.

pə́n̓əq (February)

9

Executive Council called the Tsawwassen Legislature into session beginning February 9, 2023 until March 9, 2023.

Held a Public Affirmation Ceremony for new employees in front of the Legislature.

wəłx̓əs (March)

7 & 9

Hosted delegations from Metlakatla First Nation (March 7th) and K'omoks First Nation along with BC Minister of Indigenous Relations and Reconciliation, Murray Rankin (March 9th) during the Spring Legislative Session.

20–23

TFN in conjunction with the Lower Fraser Fisheries Alliance hosted the Lower Fraser Fisheries Alliance Delegate Conference and “For the Love of Fish” Youth Conference. Attendees from multiple Lower Fraser First Nations came together to discuss a variety of fishing and conservation related topics.

26

Language and Culture hired Squidilich – Steven Point and his crew to cleanse the Longhouse.

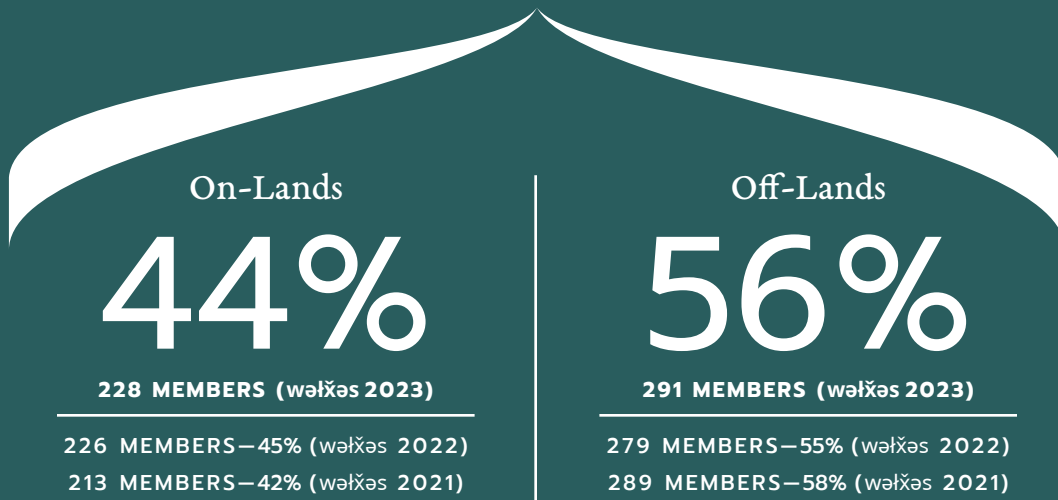
27

Health and Social Services hosted a Community Safety Strategy Workshop for Members to meet the panel of experts established by Executive Council.

The British Columbia Legislature approved the Tsawwassen First Nation Agreement Amending Agreement (No.2), which was the final step in restoring the Section 87 Tax Exemption to eligible Members.



Place of Residence



GOVERNMENT AT A GLANCE

ELECTED/APPOINTED BODIES



GOVERNMENT STAFF

- Director of Finance**
 - Manager of IT
 - Manager of Economic Development
 - Manager of Natural Resources
- Director of Lands**
 - Manager of Engineering Services
 - Manager of Housing and Lands
- Director of Member Services**
 - Manager of Education and Skills Development
 - Manager of Health and Social Services
 - Manager of Language and Culture
- General Counsel**
 - Manager of Human Resources
 - Manager of Policy and Intergovernmental Affairs
 - Manager of Government Services
 - Manager of Treaty Rights and Title





scəwáθən məsteyəx^w

TSAWWASSEN FIRST NATION

**GOVERNING
INSTITUTIONS
REPORT**



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 2022–2023 fiscal year. In addition, Tsawwassen law requires the establishment of various other bodies and committees. Their activities are also briefly described.

TSAWWASSEN LEGISLATURE

The Tsawwassen Legislature is the highest body of the 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 a Chieftain Blanketing Ceremony, a summer workshop, and two sessions over the 2022–2023 fiscal year. The fall session was in təmłk'wáłəxw (November) 2022 and the regular spring session was in pəńóq (February) and wəłxəs (March) 2023. In fall 2022, a new Legislature and Chief were elected and took their oaths of office. During these sessions, the Legislature took part in the following events, and debated and passed the following Laws and Resolutions:

Chieftain Blanketing Ceremony

1. The 2019–2022 legislators participated in the Chieftain Blanketing Ceremony where Chief swənnəset Ken Baird was blanketed. The custom blanket was woven by Musqueam member Debra Sparrow. Each Legislator received a commercial version of the blanket.

Summer 2022 – Code of Conduct Workshop

1. Legislators worked together in two workshops to discuss values, principles, and teachings to inform the creation of a Tsawwassen Legislature Code of Conduct. The Code of Conduct acts as a companion to the Legislature Rules and Procedures Manual to guide the conduct of Legislators both in and outside of the Legislative Assembly. The Code of Conduct is a tool for strong governance that at the same time incorporates Tsawwassen culture into the Legislature. The Code of Conduct was passed and adopted at the fall 2022 session.

GOVERNING INSTITUTIONS REPORT

Fall 2022 Session

1. This bill sought to amend TFN's *Freedom of Information and Protection of Privacy Act* (FOIPPA) to make it easier to apply for information and clarify the right to access information held by TFN. Specifically, the amendments attempted to fill gaps in the current FOIPPA and clarify how TFN can use, collect, and manage information. At this session, the Legislature approved the Bill.
2. *Legislator Resolutions*
 - **R. 005–2022** Resolution to Give Consent to Amendments to the Tsawwassen First Nation Final Agreement
 - **R. 006–2022** Resolution to Request Amendments to the *Election Act*

Spring 2023 Session

1. *2023-2024 Appropriations Act* (Bill 001-2023): this act sets the annual budget for the syayəs nəłmən (Tsawwassen Government) for the 2023-2024 fiscal year.
2. *Legislator Resolutions*
 - **R. 001–2023** Resolution to Examine Providing Services to Members 7 Days Per Week
 - **R. 002–2023** Resolution for Executive Council to Direct Staff to Review Member Use of Tsawwassen First Nation Member Programs
 - **R. 003–2023** Resolution to Request Amendments to the Health and Social Services Program Policy
 - **R. 004–2023** Resolution to Consider Amendments to the *Community Safety and Security Act*
 - **R. 005–2023** Resolution to Raise Awareness and Support for Members Suffering from Disordered Eating

The Legislators serving for the 2022-2026 term (the sixth Tsawwassen Legislature) are:

sx ^w amisaat / Chief Laura Cassidy	TZEAM THA LAAHT / Kathy Genge
halquam a tia / Louise Ahlm	luxitstun / Trent Genge
Taylor Baker	q ^w iya q ^w iye / Andrea Jacobs
Chemkwaat / Valerie Cross	Terri Splockton
təx ^w iləm Yaahl Iiwaans / Bryce Williams	Pulihwiye' / Dawn Williams
Maryanne Adams	ah.sul.ten.aht / Loretta Williams
sxwamiye / Melinda Cassidy	Lu'kwo'liye / Tia Williams

wəneč sʔiwəsənəq (EXECUTIVE COUNCIL)

The wəneč sʔiwəsənəq (Executive Council) is made up of the Chief and the four Members who received the most votes during the General Election. A new wəneč sʔiwəsənəq was elected during the 2022/2023 fiscal year, and includes Chief Laura Cassidy, Louise Ahlm, Valerie Cross, Bryce Williams, and Taylor Baker. The wəneč sʔiwəsənəq has responsibility for regulations, many of Tsawwassen’s policies, the overall financial management of the syayəs nəłmən (Tsawwassen Government), as well as a range of operational initiatives.

A detailed description of wəneč sʔiwəsənəq’s 2022/2023 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 2022/2023 fiscal year, wəneč sʔiwəsənəq (Executive Council) enacted the following orders:

-
- **O.026-2021** - Order to award contract for construction of site services for the 36 unit Member housing development to RTR Terra Contracting Ltd.
 - **O.028-2022** Order to approve application for funding to the Community Emergency Preparedness Fund through the UBCM
 - **O.029-2022** Order to confirm TFN’s withdrawal from membership in the Salish Sea Indigenous Guardians Association
 - **O.030-2022** Order to approve execution of grant agreement for Employer Health Tax Reimbursement
 - **O.031-2022** Order to approve grant application to First Nations Adapt Program for the TFN Comprehensive Sustainability Charter Project
 - **O.032-2022** Order to award contract for demolition of boat storage yard to Tsawwassen Constructors Joint Venture
 - **O.033-2022** Order to award the construction procurement and administration contract for the Elders Centre project to Iredale Architecture
 - **O.034-2022** Order to enact the Policy for Smuyuq’wa’ Lelum (2022) and repeal the Policy for Smuyuq’wa’ Leleum (2011)
 - **O.035-2022** Order to enact the Post-Secondary Education Policy and Application (2022) and repeal the Post-Secondary Education Policy and Application (2009)
 - **O.036-2022** Order to enact the Employment and Training Policy (2022)
 - **O.037-2022** Order to enact the Procurement Policy (2022) and repeal the Procurement Policy (2010)
 - **O.038-2022** Order to enact the Delegation of Financial Authority Policy (2022)
 - **O.039-2022** Order to award contract for rubber surfacing installation at Falcon Way park to Parkworks Solution Corp.
 - **O.040-2022** Order to enact the Annual Utility Charge Regulation (2022)
 - **O.041-2022** Order to confirm Executive Council support for the BC First Nations Housing and Infrastructure Council
 - **O.042-2022** Order to approve grant application to the New Relationship Trust for the TFN Comprehensive Sustainability Charter Project
 - **O.043-2022** Order to end application of section 19.2a of the Financial Management Policy
 - **O.044-2022** Order to enact the Annual Rates Regulation (2022)

GOVERNING INSTITUTIONS REPORT

- **O.045-2022** Order to appoint Andrew Bak to the TFN Judicial Council
- **O.046-2022** Order to enact the Wills Program Policy
- **O.047-2022** Order to enact the Budget Amendment Regulation
- **O.048-2022** Order to award slope stabilization contract to Jagerock Stabilization Ltd.
- **O.049-2022** Order to amend the Tsawwassen Child Benefit Program Policy
- **O.050-2022** Order to Approve Sign License Agreement with Aquilini TFSI Boardwalk Joint Venture
- **O.051-2022** Order to Approve Crane License Agreement for Lot 201, Plan EPP83165
- **O.052-2022** Order to amend the Good Neighbour Regulation
- **O.053-2022** Order to amend the Ticket Regulation
- **O.054-2022** Order to amend the Offsite Levies Regulation
- **O.055-2022** Order in support of the Metro 2050 Regional Growth Strategy
- **O.056-2022** Order to enact the Sign Regulation (2022) and repeal the Sign Regulation (2013)
- **O.057-2022** Order to enact the Parks Regulation (2022)
- **O.058-2022** Order regarding drug activity at homes on Tsawwassen Drive and Falcon Way
- **O.059-2022** Order to issue Notice of the 2022 General Election
- **O.060-2022** Order to support City of Delta's grant application to the 2022 CEPF for Extreme Heat Risk Mapping
- **O.061-2022** Order to amend the Building Regulation
- **O.062-2022** Order to award the design-build services contract for 12 duplex units (2433 and 2430 Cormorant Drive) to Aquilini/TFSI Boardwalk Joint Venture
- **O.063-2022** Order to award Elders Centre Phase 3 construction services contract to Converge Construction Ltd.
- **O.064-2022** Order to appoint Patrick Marshall as Election Officer for the 2022 General Election
- **O.065-2022** Order to enact the Policy for Administering Infant and Toddler Grants (2022)
- **O.066-2022** Order to award Falcon Way drainage improvements contract to Klondike Infrastructure Ltd.
- **O.067-2022** Order to issue Environmental Protection Development Permit DP000099 for the proposed Elders Centre
- **O.068-2022** Order to appoint Chemkwaat (Valerie Cross) as Acting Chief
- **O.069-2022** Order to appoint Signing Officer
- **O.070-2022** Order to award Sustainability Charter consulting services contract to Pinna Sustainability
- **O.071-2022** Order to enact the Emergency Planning and Assistance Regulation
- **O.072-2022** Order to approve amendments to the Ticket Regulation
- **O.074-2022** Order to approve amendment to the Delegation of Financial Authority Policy
- **O.075-2022** Order to seek grant funding from IAF Local Government Agricultural Planning Program
- **O.076-2022** Order to approve RZ000002 Lot A & B EPP83165
- **O.077-2022** Order to Approve Transfer to TFSI Interest of Lot 14 to R. Wilson.
- **O.078-2022** Order to approve Zoning Regulation amendment under RZ000001

- **O.079-2022** Order to enact the Public Events Regulation
- **O.080-2022** Order to amend the Ticket Regulation
- **O.081-2022** Order to call the Fall 2022 Session of the Tsawwassen Legislative Assembly
- **O.082-2022** Order to enact the Water Conservation Regulation and repeal the Water Shortage Response Plan Regulation
- **O.083-2022** Order to amend the Ticket Regulation
- **O.084-2022** Order to amend the Consolidated Planning and Development Application Fees Regulation
- **O.085-2022** Order to appoint Signing Officers
- **O.086-2022** Order to appoint Directors of the TFN Property Tax Authority
- **O.087-2022** Order to appoint members of the TFN Finance and Audit Committee
- **O.088-2022** Order to appoint Directors of TFN-owned corporate entities
- **O.089-2022** Order to appoint Chief Cassidy and Bryce Williams (alternate) to the TransLink Mayors' Council
- **O.090-2022** Order to appoint Chief Cassidy and Bryce Williams (alternate) to Board of Directors of the Greater Vancouver Regional District and the Greater Vancouver Water District
- **O.091-2022** Order to issue Environmental Protection Development Permit DP000098 for proposed subdivision SP000003
- **O.092-2022** Order to submit application for grant funding from the BC Active Transportation Network Plan program 2022/2023
- **O.093-2022** Order to amend Schedule 6 of the 2022-2023 Appropriations Act
- **O.094-2022** Order to amend the Instructional Support Services Regulation
- **O.095-2022** Order to authorize signing the Tsawwassen First Nation Final Agreement Amending Agreement No. 2
- **O.096-2022** Order to authorize signing the Tsawwassen First Nation Tax Treatment Agreement Amending Agreement No. 2
- **O.097-2022** Order to approve submission of grant funding application for the Ministry of Tourism, Arts, Culture and Sports Destination Development Fund program
- **O.098-2022** Order to amend the Payment of Servicing and Pre-Construction Costs Policy
- **O.099-2022** Order to call the Spring 2023 Session of the Tsawwassen Legislative Assembly
- **O.0100-2022** Order to approve Beedie Lease Property transactions
- **O.001-2023** Order to appoint three additional members to the Housing Advisory Committee
- **O.002-2023** Order to appoint three additional members to the Agricultural Advisory Committee
- **O.003-2023** Order to amend the Consolidated Planning and Development Fees Regulation
- **O.004-2023** Order to approve disposition of Lot 30 in the Falcon Way Subdivision to G. Eely
- **O.005-2023** Order to appoint Councillor Louise Ahlm as Director of Naut'sa mawt Tribal Council
- **O.008-2023** Order to approve grant application to UBCM's Community Emergency Preparedness Fund
- **O.009-2023** Order to enact amendments to the Animal Control Regulation
- **O.010-2023** Order to accept funding agreement for Community Addictions Support Position
- **O.011-2023** Order to appoint S. Field and S. Bishay to the TFN PTA
- **O.012-2023** Order to approve disposition of Lot 6 in the Falcon Way Subdivision to B. Morgan
- **O.013-2023** Order to appoint Angela Williams to the Advisory Council

GOVERNING INSTITUTIONS REPORT

- **O.014-2023** Order to approve grant application to the United Way BC Indigenous Capacity Program
- **O.015-2023** Order to appoint Wenyan Yu as Approving Officer
- **O.016-2023** Order to approve amendments to the TFN Child Benefit Program
- **O.017-2023** Order to approve payment of full Funeral Benefit to Family of D. Losse
- **O.018-2023** Order to approve grant funding application to the GICB Funding Program 2023
- **O.019-2023** Order to approve the capacity funding agreement with FortisBC for TMJ Projects
- **O.020-2023** Order to enact the Tsawwassen Elder Benefit Program Policy
- **O.021-2023** Order to enact the ʔexʷeʔtəl ǰəxələt Public Art Policy
- **O.024-2023** Order to extend term of the TFN Judicial Council Chair
- **O.025-2023** Order to issue Environmental Protection Development Permit DP000104
- **O.026-2023** Order to amend Executive Council Order 006-2023

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 the sentencing of Members if needed, investigating financial irregularities, and other duties as assigned. 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.

In May 2022, Executive Council appointed Tsawwassen Member Andrew Bak to the Judicial Council for a five-year term. This appointment filled the vacancy that was created by the expiry of the five-year term of Tsawwassen Member Chris Ramsey. On wəłxəs (March) 14, 2023, the Executive Council extended the term of Bruce MacDougall as Judicial Council Chair for a one-year period. During the 2022-2023 fiscal year, the Judicial Council was not called upon to deal with any contested matters; the Judicial Council Clerk,

Jennifer Jansen, received several informal inquiries. The council met several times during the year, including to develop a draft information guide to Judicial Council. The members of the Judicial Council for 2022-2023 are:

- Bruce MacDougall, Chair
- Kathryn Deo, Legal member
- Joven Narwal, Legal member
- Charlene Taylor, Accounting member
- Andrew Bak, 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 or Legislature for approval.

The TFN Members currently serving on Advisory Council are:

- Qw'estanya Ruth Adams
- Jessica McCauley
- Angela Williams
- KIU MU Bertha Williams
- klax' tn' aat Mabel Williams
- kwo'lkwel'letsemot Liana Williams
- Sheila Williams

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 eight

Members attend meetings regularly, providing a valuable public service on behalf of the Membership. The Advisory Council met 17 times during the 2022/2023 fiscal year to discuss a wide range of topics. Items they provided feedback on include regulation and policy amendments, amendments to the *Freedom of Information and Protection of Privacy Act*, the Tsawwassen Legislature Code of Conduct, workshops on the Advisory Council Code of Conduct and the 2023-2024 *Appropriations Act* which enacts the annual budget.

OTHER COMMITTEES AND AUTHORITIES

Tsawwassen Laws, regulations, and policy establish several 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 wəneč s?iwəsənəq (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 təmk'w'áləx'w (November) 6, 2022, the NRAC has been comprised of the following:

- sləqsit Steven Stark (Male Fisherperson)
- Ruby Baird (Female Fisherperson)
- ah.sul.ten.aht Loretta Williams (Elder with Gathering Knowledge)
- Terry Baird (Elder with Fishing Experience)
- Laura Baird (Tsawwassen Member who is not a Fisher)
- Vacant (Youth)
- Vacant (Hunter)

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, and to develop and recommend policies to protect and promote Tsawwassen culture, and other important duties.

In February 2021, wəneč sʔiḡəsənəq (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 wəłχəs (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 sxʷamisaat Laura Cassidy
- ah.sul.ten.aht Loretta Williams
- Tony Jacobs
- Darryl Splockton Jr.
- Kwuntiltunaat Kim Baird

Late Chief swənnəset was a very respected and humble member of the SCLC committee, and a prominent leader for elders and the TFN community. He was very proud of Tsawwassen language and culture, and he was proud to be a part of the good work to preserve our traditions. His thoughts, contributions and kind words will be greatly missed.

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 enroll new Members. The work of the Committee is supported by the Records Clerk in the Government Services Department (this position is currently vacant). During the 2022-2023 fiscal year, the Committee met five times, where they reviewed and approved 15 applications for enrolment of new TFN Members.

The current Enrolment Committee members are:

- Chemkwaat Valerie Cross (Chair)
- təxʷiləm | Yaahl Iiwaans Bryce Williams
- sxʷamiye Melinda Cassidy
- ləqʷiyə Chrystalynn Gurniak
- Terri Splockton

Agricultural Advisory Committee (AAC)

The AAC was formed in 2020. The benefits of formalizing this body include streamlining processes, fair community representation, formal agenda, minutes, and protocols, and effective community engagement and lobbying with the Ministry of Agriculture as well as Agricultural Land Commission for various initiatives on Tsawwassen Lands. The long-term intention is to be able to manage TFN's agricultural land resources in a socially, environmentally, and culturally viable manner. This Committee has nine members. Since təm̓k'wáłəx'w (November) 6, 2022, the AAC has been comprised of the following:

- sləqsit Steven Stark, Nicol Watson, & Qw'estanya Ruth Adams (Members with agricultural knowledge)
- KIU MU Bertha Williams & ah.sul.ten.aht Loretta Williams (TFN Elders)
- klax' tn' aat Mabel Williams (Member with knowledge of traditional and medicinal plants)
- Penny Baird (Member without agricultural knowledge)
- Christian Weir (Youth – one position vacant)
- təx'wíləm | Yaahl Iiwaans Bryce Williams (Member of Executive Council)

Housing Advisory Committee (HAC)

The HAC was reinstated in təm̓qəqá' (June) 2021. The committee meets at least six times a year to provide advice and recommendations on a range of housing matters. Issues that may be addressed by the Committee including housing plans, strategies, programs and services, housing-related legislation and policies, options for funding for Member housing, and Member education and training related to housing. This committee has six members. Since təm̓k'wáłəx'w (November) 6, 2022, the HAC has been comprised of the following:

- sləqsit Steven Stark (Member with housing knowledge)
- Sətsemyə Coral Baird (Member who is currently a tenant of TFN)
- Bertha Williams (TFN Elder)
- Taylor Baker (Member of Executive Council)
- Pulihwiye' Dawn Williams (Member of Tsawwassen Legislature not on wəneč s'iwəsənəq (Executive Council)
- Isabella Corbet (Youth)

GOVERNING INSTITUTIONS REPORT

Leaseholder Residents Advisory Committee (LRAC)

A group of non-Members established by Executive Council, this committee is comprised of representatives for the various residential leasehold developments on Tsawwassen Lands. They are consulted on issues that significantly and directly impact leaseholder interests, including property taxation. They are also informed of regulatory, policy and/or land use plans and amendments that may affect leaseholders. The Leaseholder Residents Advisory Committee met three times during the 2022/2023 fiscal year. The meetings focused on reviews of the 2023/2024 Local Government Services budget and the process used to establish the 2023 Property Tax rates. The Leaseholder Relations Coordinator, Brenda Wright, works closely with the Committee by chairing Committee meetings and serving as the TFN liaison.

Property Tax Authority (PTA)

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.







scəwáθən məsteyəx^w

TSAWWASSEN FIRST NATION

**DEPARTMENT
SERVICES
REPORT**



Department Services

REPORT

This section provides an overview of service highlights from each of the government departments. Each service highlight is connected to a goal identified in the TFN Strategic Plan 2018-2023, which sets out our vision for the future and long-term goals for the Nation. We have been working hard to ensure these goals have become a reality. We are happy to share how the work of the syayəs nəlmən (Tsawwassen Government) this past year has met many of these goals, and how we will continue to work towards them.

- | | |
|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| <p>1 štəməwí?cewtxw šxwqeqa?xən
Administration & Executive Governance</p> | <p>8 scəwaθən təməxw šxwqeqa?xən
Lands & Municipal Services Department</p> |
| <p>2 xwənθe:t šxwqeqa?xən
Government Services Department</p> | <p>9 cnəlmən šxwqeqa?xən
Policy and Intergovernmental Affairs</p> |
| <p>3 telə šxwqeqa?xən
Finance Department</p> | <p>10 translation in progress
Treaty Rights and Title Department</p> |
| <p>4 ləwstəxw šxwqeqa?xən
Health and Social Services Department</p> | <p>11 translation in progress
In-House Legal Department</p> |
| <p>5 translation in progress
Language and Culture Department</p> | <p>12 məsteyəxw šxwqeqa?xən
Human Resources Department</p> |
| <p>6 nəwəyə ł šxwqeqa?xən
Education and Skills Development</p> | <p>13 sləqələxw šxwqeqa?xən
Information Technology Department</p> |
| <p>7 šxwkwecxənəm šxwqeqa?xən
Natural Resources Department</p> | <p>14 θəyt syələwa?
Economic Development Department</p> |

Housing, Lands and Infrastructure

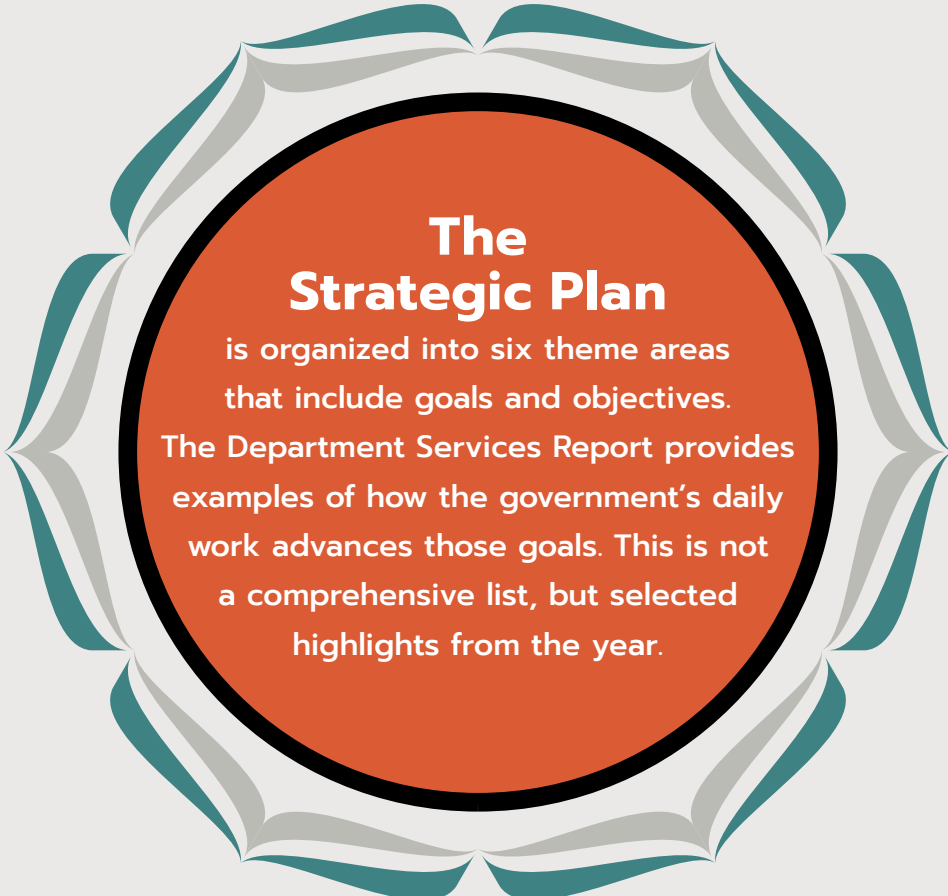


- Tsawwassen Members have a home
- Tsawwassen Members have access to the facilities they need

Culture, Community and Traditions



- We are stewards of the Land, Water and Resources
- Members feel connected to culture
- Our language is restored



Economic Development



- All Members see the benefit of Economic Development

Governance and Operations



- Tsawwassen Government reflects Tsawwassen Culture and Values
- Tsawwassen First Nation is a leader in Self-Government

Education and Employment



- Members are Educated
- Members are employed and self-reliant

Health and Healing



- Members are healing
- Members are confident and healthy

1

Administration & Executive Governance

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BUDGET SCHEDULE(S): Schedule 1 // Finance and Administration

The Chief Administrative Officer (CAO) is the head of the Public Administration and is the link between the political and administrative levels of government. The CAO reports directly to the Chief and is responsible to wǫneč sʔiwǫsǫnǫq (Executive Council). The Administration Department provides direct support to wǫneč sʔiwǫsǫnǫq and the CAO, enabling them to effectively carry out their functions as TFN's representatives and decision-makers.

ADMINISTRATION BY THE NUMBERS

102

102 ORDERS ENACTED BY EXECUTIVE COUNCIL AND/OR THE CAO.

2

HIRED 2 MANAGERS TO FILL LONG-STANDING ACTING POSITIONS – MANAGER OF PIGA AND MANAGER OF GOVERNMENT SERVICES.

2





APPOINTED 2 TFN MEMBERS TO SENIOR LEADERSHIP ROLES – INTERIM CAO AND DIRECTOR OF MEMBER SERVICES.

39

SUPPORTED 39 FULL DAY EXECUTIVE COUNCIL MEETINGS

DEPARTMENT SERVICES REPORT

2022-2023 ADMINISTRATION SERVICES HIGHLIGHTS

Highlight	Strategic Plan Goal
Assisted and supported the transition of a new wāneć sʔiwəsənəq (Executive Council) and Legislature following the TFN General Election.	
Hired TFN Member Kim Baird as the Interim CAO following the departure of the former CAO. Before Kim was hired, to ensure business continued in a good way, the Directors used an innovative model where they rotated as Acting CAO.	
Worked closely with wāneć sʔiwəsənəq to provide support as Councillor Chemkwat (Cross) transitioned to Acting Chief. This work included assuring culture was upheld and that wāneć sʔiwəsənəq was as supported as possible through the passing of the late Chief.	
Created the Director of Member Services position, and appointed TFN Member, Chrystalynn Gurniak to this role.	
Hired a TFN Member to the position of Executive Assistant to the CAO.	
Established the Treaty Rights and Title Department, which aims to better protect TFN's Treaty rights in major projects, advance TFN's strategic interests, and build capacity for stewardship initiatives.	
Presented during the Spring Session of the British Columbia Legislature regarding the reinstatement of the Section 87 Tax Exemption.	
Supported staff transitioning back into office settings following the easing of COVID-19 cases and restrictions.	
Held the first official TFN General Election in October 2022 following an amendment to the Election Act which created 4-year election cycles for continuity.	
Held a Strategic Priorities Workshop with wāneć sʔiwəsənəq to support the creation of the Strategic Priorities Roadmap. The roadmap identifies eight pillars of focus for wāneć sʔiwəsənəq, with each pillar hosting a list of priorities for TFN.	

2

Government Services Department

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BUDGET SCHEDULE(S): Schedule 2 // Policy & Government Services
Schedule 7 // Member Policy & Government Services

The Government Services Department is responsible for managing ᓂᓕᓂᓂᑦ (Tsawwassen Government) records, logistics for Legislative Assembly sessions and the Advisory Council, workshops for elected officials, and enrolment data and Indian Registry assistance for Members while providing administrative support to the Enrolment Committee. Externally, the department plans and manages community events such as National Indigenous People’s Day, the Members Gathering and the Community Christmas Dinner. This department also oversees Tsawwassen Government communications, and produces publications such as the Community Notice, Land Facing the Sea, and the Annual Report.

GOVERNMENT SERVICES BY THE NUMBERS

519

AS OF MARCH 2023, TFN’S TOTAL POPULATION WAS 519 MEMBERS. THE LARGEST AGE GROUP IS ADULTS AGED 20-49, REPRESENTING APPROXIMATELY 46% OF TFN’S POPULATION.

51.86%

51.86% OF ELIGIBLE VOTERS TURNED OUT FOR THE TFN GENERAL ELECTION.

17

COORDINATED 17 MEETINGS OF ADVISORY COUNCIL.




SUPPORTED THE LEGISLATURE DURING 4 WORKSHOPS, 10 MEETINGS, 2 BILLS AND 7 APPROVED RESOLUTIONS.

5

COORDINATED 5 MEETINGS OF THE ENROLMENT COMMITTEE FOR THE REVIEW AND APPROVAL OF 15 ENROLMENT APPLICATIONS.

DEPARTMENT SERVICES REPORT

2022-2023 GOVERNMENT SERVICES HIGHLIGHTS

Highlight	Strategic Plan Goal
<p>Hosted the Treaty Day celebration which was a welcome return to in-person community events. Despite weather challenges, Members enjoyed a BBQ lunch provided by the Delta Police Department (DPD), visits to the new Youth Centre, cultural displays from the Language and Culture Department, and learning to play slahal!</p>	
<p>Celebrated the holiday season and capped off 2022 with Members and families at the Community Christmas Dinner at Tsawwassen Springs.</p>	
<p>Held the Trust Society Annual General Meeting (AGM), where Legislators heard reports on the previous year's financial statements, as well as reports from the Trust Society auditors and directors. Legislators also reviewed investment performance and the Legacy Trust Operating Plan. All Legislators are Trust Society members, and the AGM is open to all Members to observe.</p>	
<p>Hosted the first in-person Members Gathering since 2019 at the River Rock Casino Resort, providing an opportunity to connect with Members from Manitoba, Ontario, the Okanagan, Washington State, and other areas. Despite a power outage, Members came together for the AGM, consultation on the 2024-2029 Strategic Plan, to learn about drum-making, and genealogy research.</p>	
<p>Held an in-person event for National Indigenous Peoples Day, that included crafts and displays, vendor tables, BBQ lunch sponsored by the DPD and the Natural Resources department, and giveaways. The event provided an opportunity to connect with all residents of Tsawwassen Lands, as well as business owners, development partners, and officials from the municipality of Delta.</p>	



2







Government Services Department (cont'd)

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BUDGET SCHEDULE(S): Schedule 2 // Policy & Government Services
Schedule 7 // Member Policy & Government Services

2022-2023 GOVERNMENT SERVICES HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
<p>Hosted delegations from Metlakatla First Nation, K'omoks First Nation, and the BC Minister of Indigenous Relations and Reconciliation, the Honourable Murray Rankin, during the Spring Legislative Session. K'omoks Chief Ken Price and Minister Rankin were each invited to address the Legislature.</p>	
<p>Supported the first in-person Legislature workshops and sessions since the start of COVID-19. During the summer and fall of 2022 and spring of 2023, the workshops focused on drafting a Legislature Code of Conduct, Budget Priorities and the 2023-2024 Budget. During the Legislative sessions, the Legislators passed the Code of Conduct, the Freedom of Information and Protection of Privacy Act Amendment Act, and the 2023-2024 Appropriations Act.</p>	
<p>Held the by-election to fill the vacancy in the Legislature, following the resignation of a Legislator.</p>	
<p>Hosted the election at the Members Gathering for Advisory Council, Natural Resources Advisory Committee, Housing Advisory Committee, Agricultural Advisory Committee, and the Longhouse Committee for the 2022-2026 term.</p>	
<p>Supported the swearing in of the 2022-2026 Legislature before the beginning of the fall 2022 legislative session.</p>	
<p>Continued to support wᐱᑦᑕ sᑦᑦᑕᐱᑦᑕᐱᑦᑕ (Executive Council) and the syayᑦᑕ ᑕᐱᑦᑕᐱᑦᑕ (Tsawwassen Government) senior management team following the loss of the late former Chief.</p>	

3

Finance Department

telə šx^wqeqa?xən



BUDGET SCHEDULE(S): Schedule 1 // Finance and Administration, Schedule 4 // Taxation, Schedule 6 // Member Financial Benefits

The Finance Department is responsible for managing TFN’s finances in accordance with legal standards and obligations set out in Tsawwassen Law. This includes meeting reporting requirements set out in the *Financial Administration Act*, completing the external financial audit, processing all financial transactions, administering the property tax program, managing corporate records, and providing support to TFN Corporations and the TFN Trust Society.

2022-2023 FINANCE HIGHLIGHTS

Highlight	Strategic Plan Goal
Introduced an updated Tsawwassen Elder Benefit Program that includes a \$20,000 benefit paid on an Elder’s 55th birthday, a \$10,000 benefit paid on an Elder’s 60th birthday, and a \$500 monthly benefit for Elders beginning on their 65th birthday.	
Introduced a Lease Income Policy to balance the benefits available to current and future generations of Members. This policy ensures Members will receive 10% of all lease income from Tsawwassen commercial and industrial lands prior to transferring funds into the Legacy Trust.	
Increased the quarterly distributions to \$1,000 per quarter. Completed quarterly and Legacy Trust distributions to Members accurately and on time.	
Supported the Trust Society’s AGM and Board of Directors.	

3


Finance Department (cont'd)

telə šx^wqeqa?xən



BUDGET SCHEDULE(S): Schedule 1 // Finance and Administration, Schedule 4 // Taxation, Schedule 6 // Member Financial Benefits

2022-2023 FINANCE HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
<p>Collaborated with Legal and Policy & Intergovernmental Affairs (PIGA) to negotiate an amendment to the Tsawwassen Final Agreement that restored the Section 87 Tax Exemption to eligible Members. As a result, Members with Status will no longer pay provincial or federal income tax, property transfer tax, fuel taxes or PST on former Tsawwassen Reserve Lands or the reserve lands of other nations. Members continue to be taxable for GST under the amendment.</p>	
<p>Collaborated with Legal and PIGA to negotiate a Tax Treatment Agreement Amendment that exempted eligible Members from income taxes for the 2022 taxation year.</p>	
<p>Worked with Executive Council, the Finance and Audit Committee and the Legislature to develop the 2023-2024 Appropriations Act (Bill 001-2023), which represents the government's budget for the 2023-2024 fiscal year.</p>	
<p>Completed the 2022-2023 fiscal year audit.</p>	
<p>Maintained the good standing of the syayəs nəlmən (Tsawwassen Government) and TFN Corporations and ensured board appointments are current.</p>	

4

Health and Social Services Department łewstəx^w šx^wqeqə?xən



BUDGET SCHEDULE(S): Schedule 9 // Health and Social Development

The Health and Social Services Department oversees the planning and delivery of health and social development programs and services to Tsawwassen Members, working with and alongside them to identify and support their desired health and wellness goals.

HEALTH AND SOCIAL SERVICES BY THE NUMBERS

36

AROUND 36 MEMBERS RECEIVED EITHER COVID-19 OR INFLUENZA VACCINES AT THE ON-LANDS VACCINE CLINIC.

43

43 MEMBERS VACCINATED AT THE COVID-19 BOOSTER VACCINATION CLINIC FOR 55+ INDIVIDUALS.

25

APPROXIMATELY 25 MEMBERS ATTENDED THE ALL-AGES SUBSTANCE SAFETY EVENT SERIES ON TSAWWASSEN LANDS.

10 TO 12

10-12 MEMBERS PARTICIPATED IN THE MOBILE MAMMOGRAM CLINIC.

25

25 MEMBERS ATTENDED THE DENTAL WORKSHOP.

40

APPROXIMATELY 40 MEMBERS ATTENDED THE COMMUNITY SAFETY STRATEGY (CSS) WORKSHOP AND GAVE THE CSS PANEL OVER 125 RESPONSES ON HOW TO HELP MEMBERS HEAL AND INCREASE SAFETY ON TSAWWASSEN LANDS.

4




Health and Social Services Department (cont'd)

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BUDGET SCHEDULE(S): Schedule 9 // Health and Social Development

2022-2023 HEALTH AND SOCIAL SERVICES HIGHLIGHTS

Highlight	Strategic Plan Goal
<p>Began renovations at the Youth Respite Home to support and provide Member youth and families with safe, wraparound preventative Child and Family Services.</p>	
<p>Continued to provide Elders with weekly in-person lunch and learns at the Elders Centre.</p>	
<p>Began discussions with the BC Ministry of Child and Family Development about TFN's drawing down of jurisdiction over Child and Family Services.</p>	
<p>Increased awareness and accessibility of Naloxone Kits at the Members Gathering, helping prevent barriers to access, as well as providing education and awareness in a safe Indigenous space.</p>	
<p>Established the Community Safety Strategy panel of experts tasked with developing recommendations to EC to improve well-being and safety on Lands. The CSS workshop sought community input on how TFN can create a safe community with healing supports to address intergenerational trauma and colonialism. 125 responses were received by Members at the workshop, equating to over three responses per person, demonstrating significant participation and interest in this topic. Community engagement will continue into the 2023-2024 fiscal year.</p>	
<p>Advanced the Community Justice Program with the Delta Police Department. The Program is designed to divert clients with summary offences away from the justice system through community supports, wraparound programs, and culture, to address root causes and prevent recidivism.</p>	
<p>Held education sessions for Members of all ages on substance safety, Naloxone, and harm reduction practices.</p>	

DEPARTMENT SERVICES REPORT

2022-2023 HEALTH AND SOCIAL SERVICES HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
<p>Held multiple mobile and on-site clinics, including the Mammogram Clinic, COVID-19 and Influenza Vaccine Clinics, and Diabetes Testing and Management Sessions. The Mammogram Clinic was well attended and fully booked for the day. The vaccine clinics were well attended and allowed Members to safely obtain their vaccinations on Lands without having to travel to other areas of the Lower Mainland, reducing access barriers.</p>	
<p>Established a collaborative relationship with Home Health (Fraser Health Authority) to develop a more accessible and client-centered model of service delivery to better meet Members' needs.</p>	
<p>Worked towards an amendment to the Health and Social Services Program Policy to include the Emergency Assistance Program which provides funds to Members in emergency circumstances who require urgent assistance.</p>	
<p>Expanded the department's staff including:</p> <ul style="list-style-type: none"> • Kelly Hoogland assuming the role of Social Assistance Support Worker. • Kelly Thiara returning as Supervisor of Health. • Erin Masuch moving into the role of Family Support Coordinator, focusing on TFN's vision for Child and Family Services delivery. • Yvonne Costello joining as the Supportive Housing Coordinator. • Seamus Munns joining as the Recreation Planner to develop and implement TFN-specific recreation events and opportunities. 	
<p>Held a two-day staff Wellness Workshop to address burnout, stress and provide support to staff in their roles.</p>	
<p>Adapted to challenges providing safe services to Members during public health restrictions. Staff took extra precautions to protect Members from illness while also staying protected. Where possible, the department adapted to provide remote services to avoid service disruptions.</p>	
<p>Staff worked consistently to address an increased number of mental health requests resulting from the strain the COVID-19 Pandemic and toxic drug crisis have placed on the community, despite gaps in staffing.</p>	
<p>Met with representatives from Tla'amin Nation to collaborate on community-driven initiatives and programming regarding Child and Family Services.</p>	

5

hə́nqəmíḡə́m translation in-progress

Language and Culture Department



BUDGET SCHEDULE(S): Schedule 8 // Member Education, Training & Culture

The Language and Culture Department is dedicated to the revitalization and promotion of hə́nqəmíḡə́m and Tsawwassen culture. The language and culture staff organize cultural 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 Department also works closely with the Youth Centre and the Smuyuq'wa' Lelum 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.

LANGUAGE AND CULTURE BY THE NUMBERS

12

PROVIDED CULTURE WORK AND SUPPORT FOR 12 TFN EVENTS AND CEREMONIES.

5

FIVE STAFF ENROLLED IN YEAR 2 OF SIMON FRASER UNIVERSITY'S INDIGENOUS LANGUAGE PROFICIENCY PROGRAM, WORKING TOWARDS A CERTIFICATE IN INDIGENOUS LANGUAGE PROFICIENCY.

3



HIRED 3 LANGUAGE AND CULTURE AMBASSADORS TO LEARN AND PROMOTE TSAWWASSEN LANGUAGE AND CULTURE.

2

SUPPORTED THE WORK OF 2 STATUTORY COMMITTEES.

DEPARTMENT SERVICES REPORT

2022-2023 LANGUAGE AND CULTURE HIGHLIGHTS

Highlight	Strategic Plan Goal
<p>Developed and hosted new and continuing hən̓q̓əmiñəm language workshops, classes, and other learning opportunities for the TFN community. Staff provided weekly language classes for adult Members and shared the learning of the Language and Culture Ambassadors with the community through classes and videos.</p>	
<p>Developed and delivered weekly language workshops and classes to Members and non-Members attending Smuyuq'wa' Lelum ECDC, the Youth Centre, and the on-Lands school. At the on-Lands school end of year performance, staff helped teach youth how to introduce themselves in hən̓q̓əmiñəm, and they sang, drummed, and danced to traditional songs for their loved ones.</p>	
<p>Utilized various communication approaches and tools to promote language and culture, such as advertising in the community newsletter, social media, TFN's website and emails. Staff created submissions featuring language and culture topics, hən̓q̓əmiñəm practice and more.</p>	
<p>Continued the development and roll out of oral hən̓q̓əmiñəm translation QR codes, to promote language learning and contribute to the collection and preservation of Member-spoken hən̓q̓əmiñəm recordings.</p>	
<p>Held cultural workshops, classes, and learning opportunities for the community, including an Eagle Feather Workshop and an Anti-Bullying workshop for staff and Members. Culture kits were also created and distributed to Members.</p>	
<p>Began planning work with the Standing Committee on Language and Culture (SCLC) to develop a survey for Members to identify language and culture interests, and cultural activities and protocols they would like to learn.</p>	
<p>Managed and administered TFN's Cultural Support Grant Program which provides financial support to Members to hold ceremonies, cultural events, or other practices of cultural importance, in accordance with TFN tradition.</p>	
<p>Supported the Longhouse Committee. This committee is separate from the syayəs nəlmən (Tsawwassen Government) and Public Administration and is mandated with managing the Longhouse for the community.</p>	
<p>Met with the SCLC and Museum of Vancouver employees to begin discussions on repatriating 17 ancestors back to Tsawwassen Lands for reburial.</p>	

6

Education and Skills Development Department nəwəyə́ ł ʃxʷqéqáʔxən



BUDGET SCHEDULE(S): Schedule 8 // Member Education, Training & Culture

The Education and Skills Development Department provides education and training activities for TFN Members and students in daycare, kindergarten to grade 12, post-secondary, and supports Members seeking employment opportunities with learning and financial assistance. The K-12 branch involves staff meeting with teachers, principals, and members of the school district to ensure that all Tsawwassen students are receiving the learning support they need.

EDUCATION AND SKILLS DEVELOPMENT BY THE NUMBERS

12

TFN MEMBERS RECEIVED TUITION AND ATTENDED POST-SECONDARY INSTITUTIONS. 4 ENROLLED IN 1 YEAR PROGRAMS AND 8 IN 3-5 YEAR PROGRAMS.

PROCESSED

100

MEMBERS FOR INSTRUCTIONAL SUPPORT FUNDING.

27

YOUTH EMPLOYED THROUGH THE 2022 SUMMER EMPLOYMENT PROGRAM.

CELEBRATED GRADUATION FOR:

3

PRESCHOOL STUDENTS

12

GRADE 7 STUDENTS

6

GRADE 12 STUDENTS

3

POST-SECONDARY STUDENTS

100

EMPLOYMENT AND TRAINING PROGRAM APPLICANTS.

139

MEMBERS PROVIDED YOUTH AND EDUCATION FUNDING.

50

MEMBERS ACCESSED PRE-EMPLOYMENT OR UPGRADING/ CAREER ADVANCING TRAINING.

PROCESSED

48





CHILD AND YOUTH GRANTS.

2

MEMBERS EMPLOYED AT JOINT VENTURE PROGRAMS.

DEPARTMENT SERVICES REPORT

2022-2023 EDUCATION AND SKILLS DEVELOPMENT HIGHLIGHTS

Highlight	Strategic Plan Goal
Held a post-secondary information booth at the Members Gathering to increase awareness and support for Members interested in post-secondary education opportunities.	
Hosted the first post-secondary workshop with five participating Post-Secondary schools. The event's success has led to plans to host it again during the 2023-2024 fiscal year.	
Collaborated with London Drugs to create an Indigenous Bursary for all Post-Secondary students. Additionally, the department maintained their relationship with Global Container Terminals (GCT) to create the GCT Canada Future of Nations Scholarship. The exploration of further scholarship opportunities is ongoing.	
Completed amendments to the Instructional Supports Services Regulation to increase student allowances for K-12 students.	
Began integrating the K-12 students back into the public school system. By December 2022, all primary students and a number of intermediate and high school students had successfully been reintegrated into public schools. Integration of the intermediate and high school students will continue into the 2023-2024 fiscal year.	
Continued to build on the success of the Youth Center. Welcomed TFN youth with fun activities, education support, an after-school care program, teen program, and drop-in activities. TFN youth have enjoyed a variety of programming, such as guitar, drumming, floor hockey, Coast Salish art and design, educational teachings with the language and culture team, and snowboarding.	
Successfully operated the After-School Care Program at the Youth Centre. The program stayed open through most of the Christmas break of 2022 and all of spring break 2023 to provide support for TFN families and activities for the youth, such as skating, movie days and the Spring Break camp.	
Successfully delivered the Employment and Training Program, advertising 100% of employment opportunities related to partnerships, joint ventures, and other opportunities.	
Teamed up with Kwantlen Polytechnic University to create an all-level English Upgrade class on Lands. Students receive a laptop, lunch and stipend for each class attended. The class supports Members transitioning and looking for work or education opportunities.	

7

Natural Resources Department

šx^wk^wecxənəm šx^wq̄eǰaʔxən



BUDGET SCHEDULE(S): Schedule 11 // Natural Resources

The mandate of the Natural Resources Department is to ensure that Tsawwassen Members are able to maximize opportunities to exercise Treaty rights through sustainable harvesting of natural resources (land, water, air, fish, wildlife, migratory birds, renewable resources). The Department’s name in hə́ǰəmiǰəm, šx^wk^wecxənəm šx^wq̄eǰaʔxən, means the department that stewards the land, looks out, guardians on foot team, watching over the land. The department works to protect, preserve, and promote Tsawwassen culture, and works in conjunction with other governments to ensure the management of the natural resources within Tsawwassen Traditional Territory. This includes assisting with participation in environmental assessments, as well as planning around proactive stewardship actions such as invasive aquatic species control and habitat restoration. Natural Resources is also responsible for administering and enforcing Tsawwassen’s natural resources rights and laws.

NATURAL RESOURCES BY THE NUMBERS:

4

SUPPORTED 4 MEETINGS OF THE NATURAL RESOURCES ADVISORY COMMITTEE.

2

CONDUCTED 2 JOINT PATROLS WITH ENVIRONMENT AND CLIMATE CHANGE CANADA OFFICERS.



CONDUCTED 15 VEHICLE AND 16 VESSEL FISHERIES AND AQUATIC PLANTS PATROLS.

69

CONDUCTED 69 VEHICLE SEASONAL HUNTING WILDLIFE AND MIGRATORY BIRD PATROLS.

311

CONDUCTED 311 VEHICLE CRAB PATROLS.

DEPARTMENT SERVICES REPORT

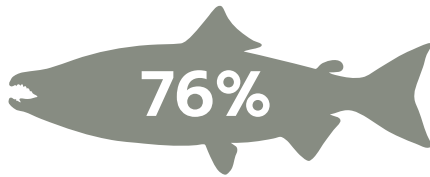
NATURAL RESOURCES BY THE NUMBERS (CONT'D)

Food, Social and Ceremony (FSC) Allocations Total Catch:

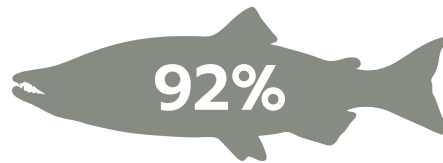
100%

ACHIEVED A NEAR 100% CATCH OF YEARLY FSC ALLOCATIONS FOR FISH AND AQUATIC PLANTS AND INTERTIDAL BIVALVES SUBJECT TO CONSERVATION.

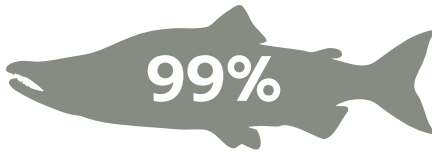
CHINOOK SALMON



CHUM SALMON



SOCKEYE SALMON



EULACHON



CRAB (UNALLOCATED)



CHUM, CHINOOK, AND SOCKEYE OPENINGS

14

EULACHON OPENINGS

2

7

Natural Resources Department (cont'd)

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BUDGET SCHEDULE(S): Schedule 11 // Natural Resources

2022-2023 NATURAL RESOURCES HIGHLIGHTS

Highlight	Strategic Plan Goal
<p>Represented TFN at fisheries-related intergovernmental tables, including the Lower Fraser Fisheries Alliance (LFFA), First Nations Fisheries Council, First Nation Legacy Fund, and the Fraser River Management Council, as well as at those required in TFN's Treaty. Participation at these tables facilitates cooperative assessment, planning and management of the exercise of the Tsawwassen Fishing Right, stewardship activities, monitoring and enforcement activities in respect of TFN fisheries, such as the Tsawwassen Annual Fishing Plan, and Pre- and Post-Season reporting. Key issues include defined allocation for crab and insufficient allocation for salmon.</p>	
<p>Hosted the LFFA Delegate Conference and the Lower Fraser River Youth Fish Gathering. The Westcoast Environmental Law's inaugural "For the Love of Fish: Young People of the Lower Fraser Gathering", was a two-day gathering of young people and Guardians from the Lower Fraser First Nations to discuss Indigenous fisheries law and governance from a seven generations perspective. The gathering was attended by TFN Youth and included presentations by TFN Knowledge Holder and Fisher Person Mike Baird and Manager Krystal Lockert.</p>	
<p>Met Treaty requirement of 20% validations for Food, Social and Ceremonial (FSC) and Economic Opportunities (EO) fisheries (Chinook: 99%; Sockeye: 100%, Chum: 100%, Eulachon: 100%, Crab: 23%) and ensured personnel requirements for both validations/patrols and data entry.</p>	
<p>Managed and administered TFN's FSC Program, tied to Tsawwassen FSC Allocations for Fish and Aquatic Plants and Intertidal Bivalves. Food fish was provided and purchased for events, such as the National Indigenous Peoples Day celebration.</p>	
<p>Planned and facilitated TFN's First Fish Ceremony.</p>	
<p>Processed and distributed eagle feathers for syayəs nəlmən (Tsawwassen Government) and TFN community needs, including the eagle feather set gifted to the 2022-elected wəneč sʔiwəsənəq (Executive Council) and Legislature.</p>	

DEPARTMENT SERVICES REPORT

2022-2023 NATURAL RESOURCES HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
<p>Distributed food fish and crab to TFN Members both on and off Lands: 15 Sockeye per adult and 5 Sockeye per child. Interested Elders and Families also had their allocations fileted for easier storage.</p>	
<p>Managed and administered TFN's Economic Opportunities Fisheries and Program, including managing fisheries and supporting TFN Member license acquisitions.</p>	
<p>Managed and administered enforcement and compliance of TFN and Department of Fisheries and Oceans (DFO) fishing authorities, guided by an education first model. This included seasonal land and vessel-based fishing patrols and monitoring of fish and aquatic bivalves as required per season. Repairs and upgrades to the department's boat equipment and patrol vessel was completed, including the installation of a new engine on the TFN patrol vessel.</p>	
<p>Developed and initiated a new program for the detection of the invasive European Green Crab on Tsawwassen Lands, which includes weekly trapping, research, recording and community outreach. This invasive species represents a significant threat to native species such as juvenile Dungeness and Salmonids and their eel grass habitat.</p>	
<p>Continued efforts to restore and enhance the ecological integrity of protected areas, including planning work for interpretive signage for the TFN foreshore. Efforts for plant guardianship and enhancement, included protection, inventory and mapping of plants (cultural and invasive), invasive species removal, support for Tsawwassen Member harvesting, native plant propagation and research, consultation with the Natural Resources Advisory Committee, including the establishment of a plant sub-committee.</p>	
<p>Participated and led three studies related to species and environmental protection. The first was an Environmental Contaminants Study on Port of Vancouver Westshore Terminals. The other two initiatives were funded by the BC Salmon Restoration and Infrastructure Fund. The first field season of the TFN Fish Trap Project occurred from August – September 2022 and employed two TFN Members using a traditional Indigenous Selective Fishing Method to reduce harmful bycatch and to promote Salmon stewardship. The second initiative, the BCFRESH Study, is aimed at creating a new salmon habitat in the Lower Fraser Review at Sturgeon Bank.</p>	 
<p>Partnered with the LFFA and employed two TFN Members to execute a ghost gear retrieval program, aimed at reducing harmful impacts of ghost gear on local populations of Dungeness Crab and other ground species.</p>	
<p>Provided regular and timely updates and information, through collaboration and consultation with Members on TFN natural resource matters.</p>	

8

Lands & Municipal Services Department

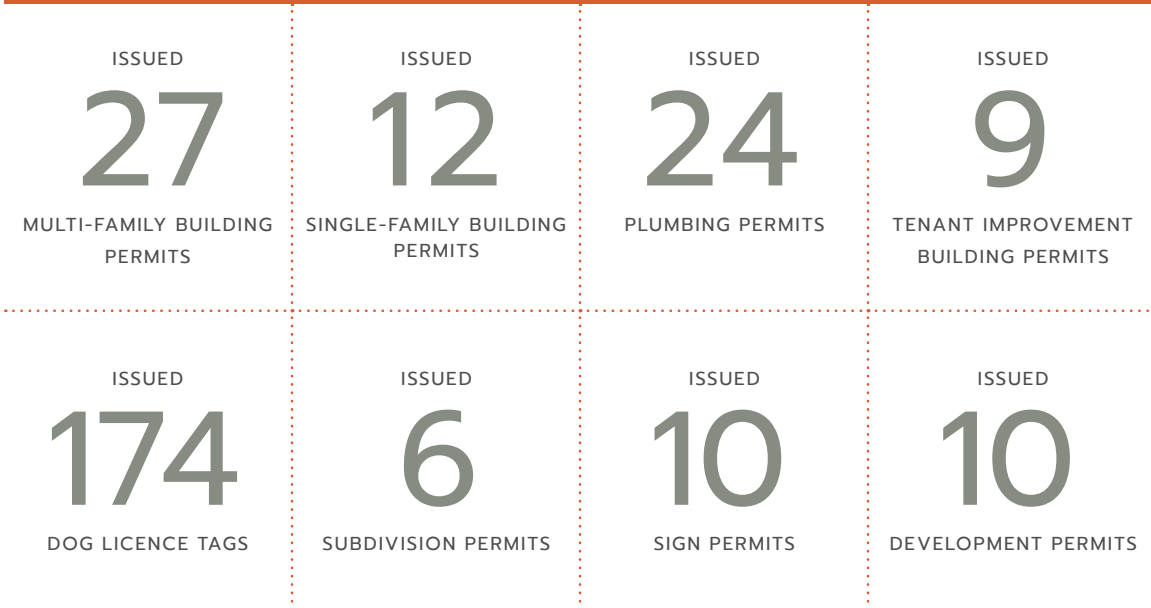
scəwáθən təməxʷ šxʷqəqəʔxən



BUDGET SCHEDULE(S): Schedule 3A // Local Government Lands and Engineering, Schedule 3B // Local Government Lands and Planning, Schedule 5 // Local Government Capital Expenditures, Schedule 10 // Member Lands & Municipal Services, Schedule 12 // Member Capital Expenditures

The Lands & Municipal Services Department is responsible for planning services at TFN, which includes supporting matters related to TFN’s planning administration, building permits, compliance and enforcement, development applications, and planning projects. The department also houses engineering services, which includes public works, utility operations, development engineering, facilities maintenance and operations, capital projects, and service agreements.

LANDS DEPARTMENT BY THE NUMBERS




DEPARTMENT SERVICES REPORT

LANDS DEPARTMENT BY THE NUMBERS



2022-2023 LANDS DEPARTMENT HIGHLIGHTS

Highlight	Strategic Plan Goal
<p>Furthered development of the Sustainability Charter to build a framework that displays TFN's desire to be a progressive, forward-thinking community that addresses growth and responsibly serves current and future population needs. TFN has begun Phase 1, which seeks to review internal and external information and consult Members on the framework's development. This phase has included an information table at the Members Gathering, the distribution of a Sustainability Charter survey, and the establishment of a collaborative inter-departmental and consultant-based working group by wāneċ s'iwəṣəṇəq (Executive Council).</p>	

8





Lands & Municipal Services Department (cont'd)

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BUDGET SCHEDULE(S): Schedule 3A // Local Government Lands and Engineering,
 Schedule 3B // Local Government Lands and Planning,
 Schedule 5 // Local Government Capital Expenditures,
 Schedule 10 // Member Lands & Municipal Services,
 Schedule 12 // Member Capital Expenditures

2022-2023 LANDS DEPARTMENT HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
<p>Supported čəlisələm (TFN Community Farm) staff with cover cropping an additional farm pad (the “Phase 2” area) for the cultivation of additional beds to help prepare for the 2023 growing season. At čəlisələm, staff are facilitating the installation of freezer units and a cold storage structure. The freezers will be utilized by Natural Resources to store frozen fish and serve as the central hub for farm staff. The space will also provide farm staff with a washing station to clean and prepare farm produce. The produce will be delivered to various TFN programs, including the Youth Centre, Elders Centre, daycare, the foodbank and to Members in need.</p>	
<p>Completed the play equipment, planting, and rubber surface to display artwork created by TFN artists in the Falcon Way Park. In collaboration with Lands and Culture, an opening ceremony took place in fall 2022.</p>	
<p>Supported the Great Blue Heron Way (GBHW) Project which is the vision of Elder Qw'estanya (Ruth Adams) to connect First Nation communities and other users on a path around the Salish Sea. TFN is the host nation and the meeting point of the four directions of the GBHW, making this site so exceptional. Ground truthing for the three finalized signage locations is ongoing.</p>	
<p>Subdivided the remaining industrial land in the northeast quadrant behind the Sewage Treatment Plant to create a 20.46 acres parcel, Lot 1 at 4449 Salish Sea Way. Lot 1 Plan EPP120928 was leased to Beedie Holdings Ltd. for a 60-year term for warehouse development. Permitting and construction of the proposed warehouse building is likely to be complete in 2-3 years.</p>	

DEPARTMENT SERVICES REPORT

2022-2023 LANDS DEPARTMENT HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
<p>Began construction of the 36-unit multi-family housing project. All underground utilities are installed, and the first 12 housing units are expected to be complete by August 2023.</p>	
<p>Began negotiations for the development of 12 turn-key duplexes, with 6 units per lot within the Falcon Way subdivision. Staff negotiated an “at-cost” turn-key solution with a developer as the units will be bought by Members. The subdivision registration and building permits for the proposed units are expected to be completed in the 2023-2024 fiscal year.</p>	
<p>Launched a pilot project to relocate the house at 1863 Tsawwassen Drive to 2440 Falcon Way. The foundation and site work are complete, and renovations are ongoing and set to be complete fall 2023. Staff are developing a feasible rent-to-own program for Members unable to build their own single-family home on Tsawwassen Lands.</p>	
<p>Successfully launched a second pilot project to install banners created by TFN youth on Salish Sea Drive, part of the placemaking to create a unique identity for Tsawwassen Lands.</p>	
<p>Continued implementing the comprehensive planning of facilities on Tsawwassen Lands. TFN is currently in Phase 4, which consists of prioritizing the Elders Centre project which broke ground this year. To support this work, several Call to Artists were made to help with the Coast Salish artwork inside and outside of the Elders Centre.</p>	
<p>Began a review of the Land Act to address community changes and needs. This review will be completed by the end of the 2023-2024 fiscal year.</p>	
<p>Completed significant work on the Falcon Way Streetscape Design project, including ground-truthing and developing a grading plan. This project was to enhance the character and streetscape within the Falcon Way neighborhood in the TFN Community Area. Engagement sessions were held with Falcon Way residents in November 2022, which resulted in valuable feedback and proposed revisions to the streetscape plan.</p>	
<p>Completed amendments to the Sign Regulation, and enacted the new Public Events Regulation, the Parks Regulation, and the Public Art Policy.</p>	
<p>Attended the Real Estate Foundation of BC's Land Awards Gala where TFN's Comprehensive Housing Strategy was nominated as a “Finalist” within the “Built Environment” category. Although TFN did not win, it was an honour to reach the finals and be recognized.</p>	

9

Policy and Intergovernmental Affairs Department

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BUDGET SCHEDULE(S): Schedule 2 // Policy & Government Services









The Policy and Intergovernmental Affairs (PIGA) Department is responsible for making sure ᓄᓐᓴᑦ ᓰᓐᓴᑦᓴᓐᓴᓐᓴᓐᓴᑦ (Executive Council), the Legislature and senior management have access to the best available information and analysis on policy 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.

POLICY AND INTERGOVERNMENTAL AFFAIRS SERVICES BY THE NUMBERS



DEPARTMENT SERVICES REPORT

2022-2023 POLICY AND INTERGOVERNMENTAL AFFAIRS HIGHLIGHTS

Highlight	Strategic Plan Goal
Worked with Finance and Legal to negotiate an amendment to the Tsawwassen Final Agreement that reinstated the Section 87 Tax Exemption, allowing eligible Members to keep more of their earned income. PIGA continues to advocate for expansion of the exemption to all Treaty Lands.	
Developed new programs and policies to expand support for Elders, including moving the Elders Benefit from age 60 to 55, introducing a new lump sum payment at age 60, and a monthly pension starting at age 65. A new program to financially support creation of wills and representation agreements to ease stresses at the end of life was also created, as was a new Lease Income Policy which balances the need for Elders to benefit from lease deals while ensuring funds are put in trust for future generations.	
Developed new programs and policies to support youth, including a new Infant and Toddler Grant and increased financial supports for post-secondary, skills training, and K-12 Students.	
Collaborated with the Lands and Language and Culture Departments to develop a new Public Art Policy that ensures the incorporation of Tsawwassen art in new construction projects and introduces consistent processes for selecting the art.	
Worked with Health and Social Services to establish a panel of experts who are tasked with developing a Community Safety Strategy that addresses issues related to security, poverty, and violence, and support Members on their healing journeys.	
Continued working with other modern treaty and self-governing Indigenous groups across Canada to advance co-development of new funding methodologies for languages revitalization, infrastructure, and lands and resources. Negotiated new five-year funding for housing and infrastructure.	
Collaborated with Canada and other self-governing Indigenous groups in the Land Claims Agreement Coalition to co-develop Canada's new Implementation Policy, which establishes self-government as a distinction that must be considered within policy and law development, and adds new accountability and oversight measures to improve treaty implementation.	
Collaborated with the Members of the Alliance of BC Modern Treaty Nations to advance improved relationships, including planning for the first in person Premier's Forum, and identifying priority projects to develop an engagement protocol and a treaty education program for public servants and elected officials in the Provincial Government.	

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Treaty Rights and Title Department



BUDGET SCHEDULE(S): Schedule 7 // Member Policy & Government Services

The Treaty Rights and Title Department established in 2022 coordinates and leads TFN’s involvement in proposed and occurring land and marine project development in Tsawwassen Territory, resulting mostly from external development, to advance TFN’s interests and protect Treaty rights. The department also coordinates work to collaborate with other First Nations on territory matters, in the management of Tsawwassen’s Territory.

TREATY RIGHTS AND TITLE BY THE NUMBERS

5

TRIPS TO OTTAWA TO MEET WITH FEDERAL MINISTERS RELATED TO ADVOCACY OVER ROBERTS BANK TERMINAL II (RBT2).

122


REFERRALS REVIEWED WITHIN TSAWWASSEN’S TRADITIONAL TERRITORY

PARTICIPATED IN

6

ENVIRONMENTAL ASSESSMENTS

2022-2023 TREATY RIGHTS AND TITLE HIGHLIGHTS

Highlight	Strategic Plan Goal
<p>Led TFN’s participation in the Federal Environmental Assessment Process for the proposed (RBT2) Project, with a view of advancing TFN’s interests and ensuring recognition of Treaty rights. This work included coordinating with retained external TFN technical consultants to support TFN’s review of project referral material, coordinating participation in the federal environmental assessment and related review process, and coordinating TFN’s project input according to established project timelines.</p>	

DEPARTMENT SERVICES REPORT

2022-2023 TREATY RIGHTS AND TITLE HIGHLIGHTS

Highlight	Strategic Plan Goal
<p>Coordinated the Tsawwassen Marshland Project, which is a TFN-led offsetting project aimed at advancing juvenile salmonid habitat restoration on the marshland fronting Tsawwassen Lands. This multi-year project and elements will be included in the federal <i>Fisheries Act</i> Authorization for RBT2.</p>	
<p>Coordinated two continuing TFN-led Fraser River Tunnel Project-related technical studies undertaken from funds received from the BC Ministry of Transportation and Infrastructure: (1) Eulachon Egg Mat Study, and (2) Migratory Birds Study. Both studies employed TFN Member vessels and technicians.</p>	
<p>Completed a TFN archaeological overview assessment to identify recorded heritage sites, assess the potential for unrecorded heritage sites, and to provide recommendations for additional investigations and management of heritage resources within the Fraser River Tunnel Project area.</p>	
<p>Reviewed and responded to minor project referrals for proposed or occurring projects in TFN's Traditional Territory that do not trigger a formal impact assessment to advance TFN's interests and ensure recognition of Treaty rights.</p>	
<p>Coordinated and participated in engagement with Indigenous Nations to support TFN's management of shared territory and overlap issues. This included attending meetings to manage overlap issues in an effective manner and providing quarterly updates to Executive Council on shared territory issues.</p>	
<p>Coordinated ongoing engagement with the Vancouver Fraser Port Authority (VFPA) on the Relationship Agreement Committee to initiate annual communications directly to TFN Members. The TFN-VFPA Environmental Co-Management and Mutual Benefits Agreement also came into effect.</p>	
<p>Continued participation in several Patullo Bridge Replacement Project-related working groups, including a Marine Users Project Working Group and Technical Heritage Committee (THC) established to guide archaeological planning and implementation for the project. On the THC, staff contributed to the group's development of a cultural safety plan for on-site orientation and co-led an on-site presentation to field technicians on cultural safety with Musqueam Nation's archaeologist.</p>	

10



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Treaty Rights and Title Department



BUDGET SCHEDULE(S): Schedule 7 // Member Policy & Government Services

2022-2023 TREATY RIGHTS AND TITLE HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
<p>Met with the BC Minister of Environment and Climate Change Strategy and the Minister of Transportation and Infrastructure to discuss impacts of the proposed Fraser River Tunnel Project on TFN's Treaty rights.</p>	
<p>Facilitated a TFN partnership with the Musqueam Nation Archaeology Department for archaeological investigations on the Tilbury Marine Jetty Project site.</p>	
<p>Participated in monthly province-wide repository roundtable meetings with local museum directors and First Nation heritage managers. Staff also advised and participated in numerous TFN and bi-lateral engagements and consultations including BC's Heritage Conservation Act Transformation Project with PIGA staff.</p>	
<p>Staff completed the Museum of Anthropology Indigenous Internship Program, which provides Indigenous people with training in museums and cultural heritage management.</p>	
<p>Hired a Referrals Analyst to support TFN's referrals and ISL Engineering (external consultant) to provide archaeological support.</p>	
<p>Worked with Language and Culture, the Museum of Vancouver, and Semiahmoo First Nation on repatriation efforts, including the repatriation of 17 Tsawwassen Ancestors, TFN loan of burial belongings, and the repatriation of two Semiahmoo Ancestors.</p>	

11

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In-House Legal Department



BUDGET SCHEDULE(S): Schedule 1 // Finance & Administration –
Schedule 7 // Member Policy & Government Services

The In-House Legal Department manages the legal functions for the syayəs nəłmən (Tsawwassen Government), including the coordination of external counsel when necessary. The department also manages member-focused legal functions relating to TFN Treaty rights, including providing support to the Treaty Rights and Title Department, Policy and Intergovernmental Affairs, and fishing rights issues.

IN-HOUSE LEGAL BY THE NUMBERS

REVIEWED OVER

70

LEASE ASSIGNMENTS AND/OR TRIPARTITE AGREEMENTS FOR LEASEHOLD INTERESTS ON TSAWWASSEN LANDS.

COMPLETED OVER

100

CONTRACT REVIEWS FOR INTERNAL DEPARTMENTS CONTRACTING WITH OUTSIDE PARTIES.

2022-2023 IN-HOUSE LEGAL HIGHLIGHTS

Highlight	Strategic Plan Goal
Drafted major updates to the <i>Freedom of Information and Protection of Privacy Act</i> to better protect Member privacy, health, and safety.	
Collaborated closely with Policy and Intergovernmental Affairs (PIGA) on the review and drafting of all new and amended policies, regulations, and legislation throughout the year.	

11

hə́nqəmínə́m translation in-progress (cont'd)

In-House Legal Department



BUDGET SCHEDULE(S): Schedule 1 // Finance & Administration –
Schedule 7 // Member Policy & Government Services

2022-2023 IN-HOUSE LEGAL HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
Worked closely with PIGA and Finance following a change in federal policy to negotiate a successful amendment to the taxation chapter of the Tsawwassen Final Agreement. This allowed for the preservation of income tax exemptions on former Tsawwassen Reserve Lands for eligible Members. Unexpected delays in the federal and provincial approval processes required a quick and creative response. In the end, TFN became the first modern treaty nation to successfully negotiate such an amendment.	
Provided advice on the interpretation and application of Tsawwassen Laws and Regulations to TFN staff and elected representatives.	
Facilitated TFN's participation in the Gottfriedson Class Action litigation, seeking damages for the collective harm suffered by First Nations due to the loss of language and culture caused by the residential school system.	
Successfully coordinated external counsel on a variety of items important to TFN, including litigation and consultations on major projects in TFN's Traditional Territory.	
Protected TFN's interests in all contractual relationships and supported the successful approval of leased lands. The department worked to ensure leases and commercial agreements complied with TFN laws and regulations, did not expose TFN to unforeseen risk, and were completed in a timely manner.	
Successfully worked with Economic Development and external counsel to finalize the new lease transaction with Beedie/Kebet Holdings Ltd. on TFN industrial lands.	
Hired new Legal Counsel, Nicola Collins. Nicola has a great deal of experience and knowledge of real estate law and is able to provide knowledgeable and comprehensive support to the Lands department. TFN previously relied on external counsel for this work.	

12

Human Resources Department

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BUDGET SCHEDULE(S): Schedule 1 // Finance & Administration

The Human Resources Department provides support for all TFN employees, including payroll and benefits, recruitment and retention, and employee health and safety. The department is also responsible for ensuring that TFN maintains and/or increases Member staff complement and recognizing promotion of titles of Member staff, especially Senior, Manager and Director roles within all departments. Every new hire at TFN is subject to an Affirmation Ceremony at Legislative Assembly sessions throughout the year.

HUMAN RESOURCES BY THE NUMBERS

9.3%

TURNOVER RATE OF STAFF.

37.2%

OF TFN STAFF ARE TFN MEMBERS.

52.7%

OF TFN STAFF ARE TFN MEMBERS,
MEMBERS SPOUSES, AND OTHERS WHO IDENTIFY
AS FIRST NATIONS/INDIGENOUS PEOPLE.

7

MEMBERS IN
A MANAGER-LEVEL
POSITION OR HIGHER.

HELD AFFIRMATION
CEREMONY FOR

23

EMPLOYEES.

12


Human Resources Department

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BUDGET SCHEDULE(S): Schedule 1 // Finance & Administration

2022-2023 HUMAN RESOURCES HIGHLIGHTS

Highlight	Strategic Plan Goal
<p>Facilitated the growth of TFN Members in managerial positions, with one Member promoted to a Director-level position, two Members promoted to Manager-level positions, and the interim CAO position filled by a Member.</p>	
<p>Worked with an outside organization to conduct a staff compensation review.</p>	
<p>Coordinated monthly meetings of the Occupational Health and Safety Committee, which included representation from both management and staff.</p>	
<p>Continued offering the Employee Health and Wellness program to encourage employees to lead a healthy lifestyle by reimbursing costs up to a maximum annual amount for fitness and wellness-related activities.</p>	
<p>Managed challenges related to an increased number of staff returning to the office following the easing of COVID-19 restrictions. As TFN continues to grow and the amount of office space remains limited, the HR department is working with staff to develop hybrid work arrangements and has transitioned dedicated offices into shared “hot desks” that can be used by any employee working on Lands.</p>	
<p>Held a “Meet and Greet” session for new staff at the Members Gathering.</p>	
<p>Hosted an anti-bullying workshop for both Staff and Members.</p>	
<p>Coordinated with Kim Baird to provide staff with a “Reconciliation 101” presentation.</p>	

13

Information Technology Department

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BUDGET SCHEDULE(S): Schedule 1 // Finance & Administration

The Information Technology (IT) Department provides technology services and solutions for all functions of the *syayəs nəlmən* (Tsawwassen Government). This includes all deskside support for staff computers, cell phones, printers, and other applications. The department also provides network and server management, supports organizational productivity software (such as Microsoft Office, Vadim, and Tempest), and manages cyber security.

2022-2023 INFORMATION TECHNOLOGY HIGHLIGHTS

Highlight	Strategic Plan Goal
Hired an IT Support Associate to assist with the IT needs of staff and the <i>syayəs nəlmən</i> (Tsawwassen Government).	
Responded to requests from staff pertaining to service needs in a timely manner and supported governance functions such as the Legislature, and other staff meetings and events.	
Implemented multi-factor authentication (MFA) for all government wide computers. MFA provides an additional layer of security, increases the government's IT security posture, and meets TFN's obligations under its cyber liability insurance.	
Enhanced TFN's security posture by launching an initiative to modernize security and threat response by deploying and integrating Microsoft's cloud security solution. This initiative enables key security features in Windows 10 and 11. The project is expected to be completed in the 2023-2024 fiscal year.	
Maintained uninterrupted operation of IT infrastructure and productivity, including servers, email, and computers. All operations were completed within budget.	
Curated and built a supply of current hardware and software to facilitate employee productivity and stability. Working to ensure staff worked from devices no older than four years from the most current operating system, while managing the department budget to accommodate technology lifecycle process.	
Successfully implemented security systems that have prevented impactful attacks to business operations while continuing to address regular cyber-attacks.	

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Economic Development Department

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BUDGET SCHEDULE(S): Schedule 13 // Economic Development

TFN’s Economic Development Department is responsible for the management and development of economic opportunities on Tsawwassen Lands. The purpose of the department is to balance commercial projects that bring economic benefits to the community, while supporting Member businesses and joint ventures that advance business opportunities. This includes reviewing projects for their environmental and social implications for current and future generations, as well as assisting Member businesses with coaching, access to industry specialists, and information about funding opportunities.

ECONOMIC DEVELOPMENT BY THE NUMBERS











TFN JOINT VENTURES GENERATED
\$492,416.97
IN NET INCOME FOR THE BENEFIT OF TFN.

FINALIZED THE AGREEMENT WITH
THE BEEDIE GROUP FOR A 60-YEAR LEASE
OF 20.46-ACRE INDUSTRIAL LANDS PARCEL,
LEADING TO A PAYMENT OF
\$51 MILLION
TO TFN.

2022-2023 ECONOMIC DEVELOPMENT HIGHLIGHTS

Highlight	Strategic Plan Goal
Finalized the landmark agreement with the Beedie Group in TFN’s industrial lands for the largest per-acre prepaid lease agreement that TFN has ever negotiated. The agreement includes extensive Member benefits such as financial contributions for community projects, opportunities for Member businesses to bid on contracts, and Member employment and training opportunities.	
Created a new interim Economic Development Strategic Plan to provide direction until TFN’s current Strategic Plan expires. The Plan sets out initial priorities within the following areas: TFN Lands; Innovation/Technology and Sustainability; Business Development; and Economic Development and Corporate Structure.	

DEPARTMENT SERVICES REPORT

2022-2023 ECONOMIC DEVELOPMENT HIGHLIGHTS (CONT'D)	
Highlight	Strategic Plan Goal
Collaborated with the Surrey-Langley Skytrain Indigenous Relations Team to arrange an in-person Business-to-Business meeting with Member businesses, the prospective builders and Indigenous community representatives to discuss potential opportunities within the project.	
Continued planning work to move Central Walk's Boat Storage Yard and Bass Pro Shop's Outdoor Boat Display construction forward. Both projects resulted from TFN's commitments that were supported by the Beedie Industrial Lands lease.	
Revised the Member Business Development Fund guidelines to increase accessibility and clarify the administration of several funding instruments employed by TFN. The fund provides financial support to Members wishing to start or expand their business.	
Explored opportunities within TFN's industrial lands to create a secure space equipped to store boats or other business equipment. To ensure the space is constructed and managed in a way that accommodates Members' specific needs, staff distributed a needs assessment survey. The meaningful responses received will support the project's planning and implementation phase, expected to occur during the 2023-2024 fiscal year.	
Worked with Flatiron, the proponent for the Steveston Interchange Project (SIP) to leverage the participation of Member businesses in the project. The SIP is expected to create a new interchange structure to replace the existing two-lane overpass structure at Steveston Highway and Highway 99. One-on-one Zoom meetings were held with interested Member businesses to promote them and their capabilities. This work has built relationships between Member businesses and Flatiron for the SIP and future projects across TFN's Traditional Territory.	 
Completed initial planning work for consultant engagement to prepare a master plan for Phase Two of TFN's industrial lands. The plan is expected to identify opportunities for long-term leases which maximize economic returns while accounting for TFN values.	
Arranged a site tour of the Pattullo Bridge Replacement Project and invited all Member businesses to attend to understand the scope of the project and resulting available business opportunities. Three Member businesses and two Joint Venture partner businesses expressed interest.	 
Attended FortisBC's Business-to-Business networking and information session. This created opportunities to broaden engagement with FortisBC and provided information on their procurement process. This also led to the inclusion of all Member businesses listed on the TFN Business Directory.	 

14

Economic Development Department (cont'd)

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BUDGET SCHEDULE(S): Schedule 13 // Economic Development

SUCCESS STORY

TFN'S PETRO-CAN STATION WAS ANNOUNCED
THE DISTRICT WINNER FOR THE

2022 ASSOCIATE OF THE YEAR AWARD.

THE STATION WAS SELECTED FOR SURPASSING ALL THE SALES TARGETS
SET BY PETRO-CANADA, WITH THEIR EXCEPTIONAL COMMITMENT TO:



- Developing a strong performing team
- Leadership within the territory and community
- Relentless focus on safety and service execution
- Driving site level profitability.

CONGRATULATIONS!



scəwáθən məsteyəx^w

TSAWWASSEN FIRST NATION

**CONSOLIDATED
FINANCIAL
STATEMENTS**

March 31, 2023



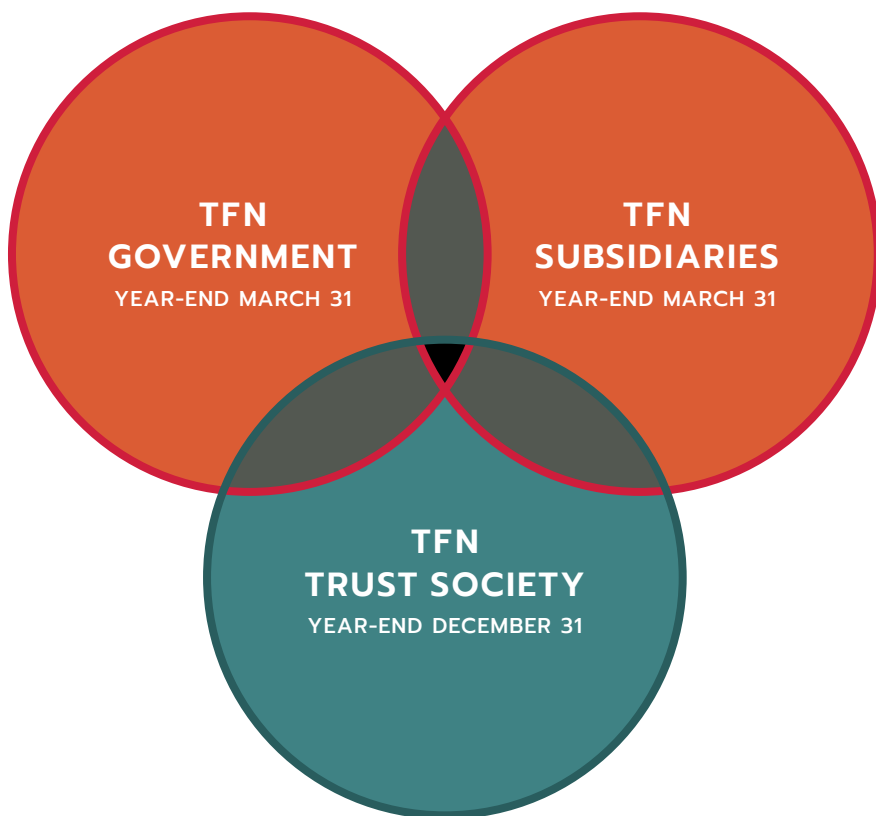
Financial Statements

HIGHLIGHTS

BUSINESS OVERVIEW

Tsawwassen’s financial operations revolve around three interrelated functional areas, as indicated in the diagram below. The annual report includes two sets of financial statements:

- Consolidated financial statements of Tsawwassen Government (the two orange circles).
- TFN Trust Society financial statements (the turquoise circle).



TFN Government provides services to Tsawwassen Members, as well as residents and commercial tenants on Tsawwassen Lands. Through the Economic Development function, the Government manages TFN Subsidiaries and receives revenues from them. These revenues, net of operating expenses as well as other revenues received from the federal government are paid into the TFN Trust Society.

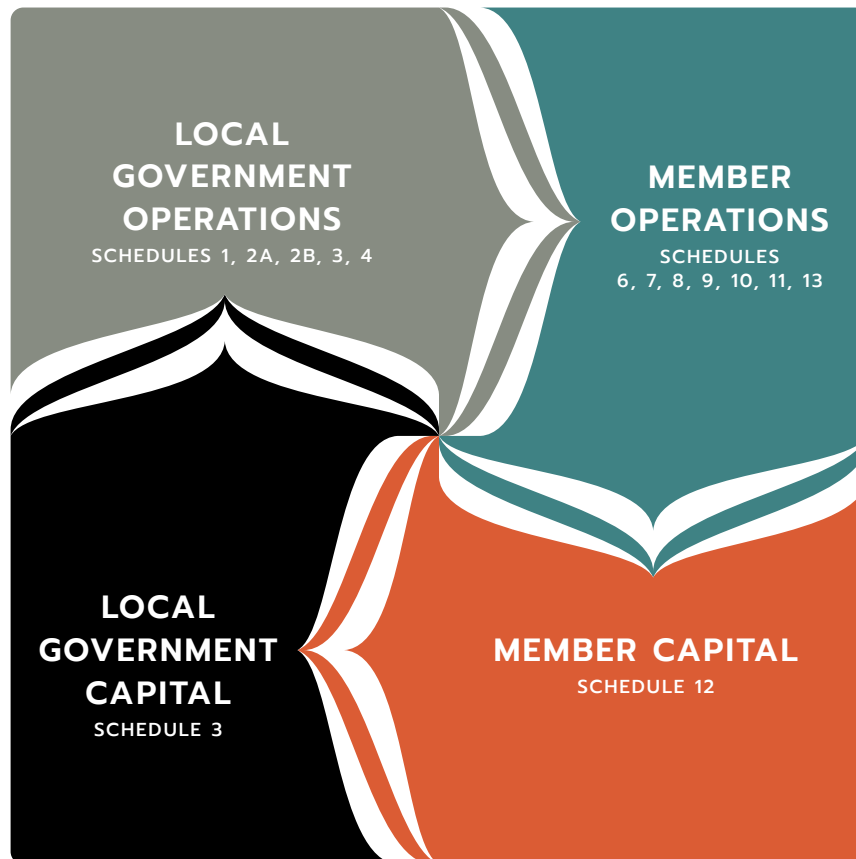
TFN Subsidiaries include the operation of the Petro-Canada branded gas station on TFN Lands, corporations that manage the industrial and commercial lands, as well as joint ventures with selected private sector companies that are set up to take advantage of business opportunities. Profits from these subsidiaries are paid to TFN Government.


TFN Trust Society manages four trusts on behalf of Tsawwassen Members. Some of these trusts help to fund distributions to Tsawwassen Members made by TFN Government while others receive funds from TFN to be invested on behalf of Members.

RESULTS OF OPERATIONS

The **annual operating results** are primarily those of TFN Government, since the scale of operations of TFN Subsidiaries is very small in relation to the government. In turn, government operations are broken out into Local Government Services (services available to all Members, residents and tenants on TFN Lands) and Member Services (services that are only available to Tsawwassen Members, wherever they live). These services are budgeted for in the Annual Appropriations Act (available on the TFN website) which is approved by the Tsawwassen Legislature.

The diagram below illustrates the structure of the TFN Government budget, which is TFN's financial plan for the year.





Revenues for 2022-2023 were \$64.9 million (\$56.1 million last year), about \$19.5 million higher than the budget for the year.

There were several reasons for this:

- We do not budget for development levies, since these are not used for operations but go toward paying off the cost of infrastructure that TFN has already built and paid for (roads, water and sewer systems, etc.). During the year, \$6.5 million in such levies were recorded as revenue.
- The Fiscal Financing Agreement between Canada and TFN was amended after the budget was approved. This amendment provided approximately \$2.8 million in additional income to TFN.
- Additional federal grant funding of \$2.3 million was received during the year, primarily for Health and Social Services programs.
- Revenues shared by Canada (GST) and BC (Gaming) were higher than expected by \$1.3 million.
- The increase in interest rates resulted in investment revenues being double what we had expected (\$3.5 million higher).
- Income from TFN subsidiaries, which is not budgeted, amounted to \$0.4 million.

Expenditures were \$5.3 million or approximately 11% lower than budgeted. A substantial reason for this has been the challenge filling staff positions – our staffing costs were about \$2.2 million lower than budget because of this. Additionally, servicing and other housing grants to Members were almost \$2 million lower than budget, as Member housing projects proceeded at a slower rate than expected.

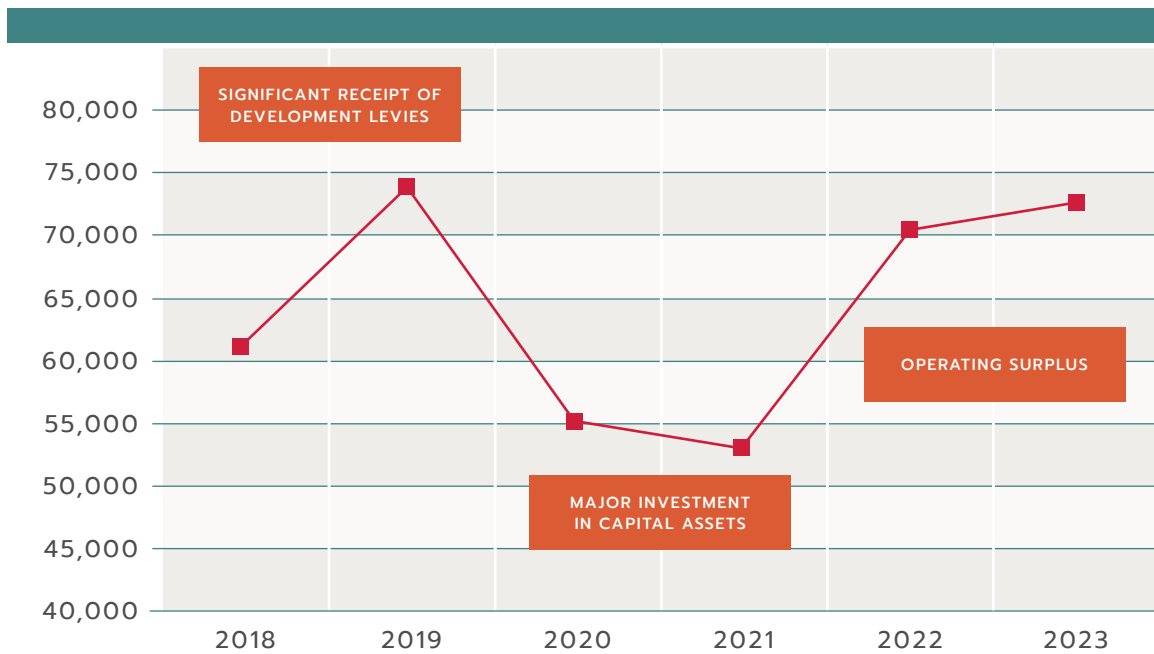
One area where expenditures exceeded the budget was for Member Benefits. This year Executive Council approved a new policy that provides for a distribution of 10% of the proceeds of land leases to Members. The special distribution that was made as a result of this policy change amounted to \$5.1 million.

Other sections of the Annual Report highlight the various initiatives that were achieved by TFN during the year using the budgeted financial resources.

FINANCIAL POSITION

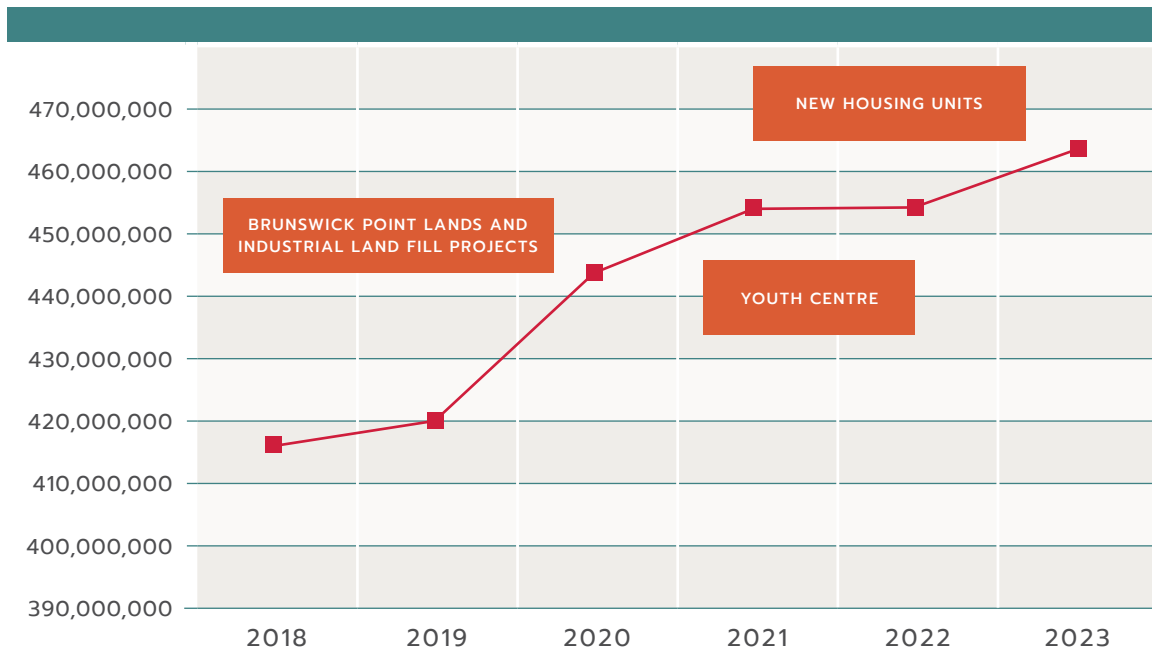
The statement of financial position gives an insight into TFN's assets and liabilities at the end of the fiscal year. The following are some of the key indicators of financial position, and how they have changed over time.

Cash Balances



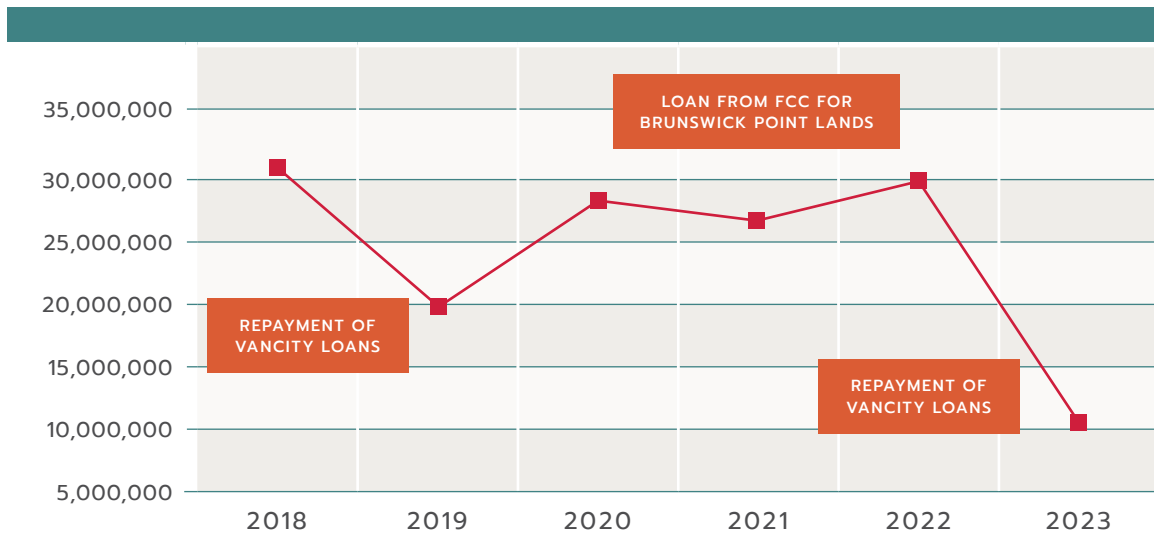
Cash balances give an indication of an organization's ability to react to changing needs. TFN has allowed itself operational flexibility by maintaining these cash balances. This year our operating surplus allowed us to grow our cash balance a little, despite investing more than \$16 million in capital programs and paying down \$19 million of debt.

Capital Assets



Capital assets represent the investment that TFN has made in infrastructure like land, roads, water and sewer systems and facilities. Schedule 1 to the financial statements provides additional detail for those interested in knowing what the capital assets consist of. The increase in the current year is largely a result of the 36 unit housing project. While a significant investment has already been made in core infrastructure on Tsawwassen Lands, TFN will look to continuing investment in amenity facilities in the next decade, with the completion of the Elder Centre and Administration Building the next priorities.

Long Term Debt



TFN uses long term borrowing to help fund the cost of infrastructure. Most of the initial debt load taken on when the sewer treatment plant and other early infrastructure investments were made has now been paid back. Following this year's repayment of the Vancity loans, the only significant debt still outstanding is the Farm Credit Canada loan that was used to acquire the Brunswick Point lands.



Financial Statements

AUDITED

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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.

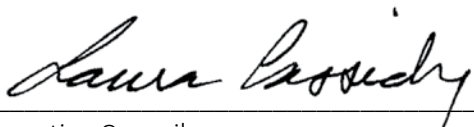
These consolidated financial statements have been prepared by management in accordance with the significant accounting policies as set out in Note 2 to the consolidated financial statements and comply with Canadian Public Sector Accounting Board (“PSAB”) of the Chartered Professional Accountants of Canada 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.



Executive Council



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, 2023, 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, 2023, 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, 2023
Vancouver, British Columbia

Tsawwassen Government

Consolidated statement of operations and accumulated surplus

Year ended March 31, 2023

	Notes	Budget 2023 \$	2023 \$	2022 \$
Revenue				
Net municipal taxes	14	19,106,899	17,656,411	16,477,329
Development levies		—	6,521,580	3,040,326
Utilities		2,241,000	2,175,502	1,745,169
Licenses, permits and registrations		1,046,040	969,310	1,339,910
Federal and provincial government transfers for operations		11,773,627	17,964,561	20,279,350
Federal and provincial government transfers for revenue sharing		1,840,000	3,118,284	2,899,595
Other income		5,613,000	7,110,305	2,163,944
Investment income		3,456,000	6,955,577	5,991,756
Income from enterprises	6	—	386,798	456,366
Property leases and rental income	7	291,630	1,994,900	1,735,421
		45,368,196	64,853,228	56,129,166
Expenses				
Lands and municipal services	12	19,657,504	15,002,078	13,819,879
Member benefits		6,496,000	9,761,776	6,289,599
Education, culture and natural resources		6,474,858	5,947,018	4,639,403
Administration		6,711,101	4,779,522	4,142,230
Health, social and economic development		4,632,904	4,532,214	3,700,901
Policy and government services		4,387,967	3,028,186	2,933,472
		48,360,334	43,050,794	35,525,484
Surplus of revenue over expenses before amortization		(2,992,138)	21,802,434	20,603,682
Amortization		—	(6,659,915)	(6,382,624)
Surplus of revenue over expenses		(2,992,138)	15,142,519	14,221,058
Accumulated surplus, beginning of year			414,688,212	403,038,937
Transfer of funds to Treaty Settlement Trust	10(a)(ii)	—	(1,112,280)	(1,112,280)
Transfer of funds to Legacy Trust	10(a)(iii)	—	(47,467,016)	(1,459,503)
Accumulated surplus, end of year		—	381,251,435	414,688,212

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

Tsawwassen Government
Consolidated statement of changes in net debt
Year ended March 31, 2023

	Notes/ Schedules	Budget 2023 \$	2023 \$	2022 \$
Surplus of revenue over expenses		(2,992,138)	15,142,519	14,221,058
Amortization of tangible capital assets	Sch 1	—	6,659,915	6,382,624
Acquisition of tangible capital assets	Sch 1	(58,820,000)	(16,607,572)	(6,340,919)
Change in prepaid expenses		—	108,363	52,295
Transfer of funds to Treaty Settlement Trust	10(a)(ii)	—	(1,112,280)	(1,112,280)
Transfer of funds to Legacy Trust	10(a)(iii)	—	(47,467,016)	(1,459,503)
(Increase) decrease in net debt		(61,812,138)	(43,276,071)	11,743,275
Net debt, beginning of year		—	(39,651,447)	(51,394,722)
Net debt, end of year		(61,812,138)	(82,927,517)	(39,651,447)

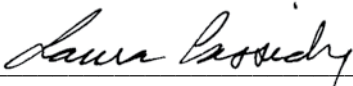
The accompanying notes and schedules are an integral part of the consolidated financial statements.


Tsawwassen Government
Consolidated statement of financial position
As at March 31, 2023

	Notes/ Schedules	2023 \$	2022 \$
Financial assets			
Cash and cash equivalents	3	72,406,134	70,281,969
Accounts receivable	4 and 13	13,042,259	10,575,979
Restricted cash and investments	5	16,350,353	16,167,730
Investments in and advances to other entities	6	374,802	357,525
		102,173,548	97,383,203
Liabilities			
Accounts payable and accrued liabilities	13	12,544,788	10,166,845
Asset retirement obligation		320,000	—
Deferred revenue	7	161,510,615	96,941,312
Long-term debt	8	10,725,662	29,926,493
		185,101,065	137,034,650
Net debt		(82,927,517)	(39,651,447)
Commitments and contingencies	10		
Non-financial assets			
Tangible capital assets	9 and Sch 1	464,026,240	454,078,584
Prepaid expenses and deposits		152,712	261,075
		464,178,952	454,339,659
Accumulated surplus	Sch 2	381,251,435	414,688,212

The accompanying notes and schedules 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, 2023

	2023 \$	2022 \$
Operating activities		
Surplus of revenue over expenses	15,142,519	14,221,058
Items not involving cash		
Amortization of tangible capital assets	6,659,915	6,382,624
Non-cash investment income from Legacy Trust	(1,432,016)	(1,449,011)
Deferred property lease revenue recognized	(1,527,685)	(1,268,173)
Income from enterprises	(386,798)	(456,366)
	18,455,935	17,430,132
Net changes in non-cash operating working capital items		
Accounts receivable	(2,466,280)	306,346
Accounts payable and accrued liabilities	2,377,944	158,749
Deferred revenue	66,096,988	3,664,772
Prepaid expenses	108,363	52,295
	84,572,950	21,612,294
Capital activity		
Acquisition of tangible capital assets	(16,287,572)	(6,340,919)
Investing activities		
Restricted investments	(182,623)	(308,999)
Transfer of funds to Treaty Settlement Trust	(1,112,280)	(1,112,280)
Transfer of funds to Legacy Trust	(46,035,000)	(10,492)
Investment in and advances to other entities	(27,270)	(368,730)
Distributions from investments in other entities	396,791	804,856
	(46,960,382)	(995,645)
Financing activities		
Long-term debt proceeds	—	4,077,377
Long-term debt repayments	(19,200,831)	(843,289)
	(19,200,831)	3,234,088
Net cash inflow	2,124,165	17,509,818
Cash and cash equivalents, beginning of year	70,281,969	52,772,151
Cash and cash equivalents, end of year	72,406,134	70,281,969
Supplemental cash flow information		
Non-cash additions of ARO asset	320,000	—
Interest paid	1,127,581	534,739
Interest received	6,955,577	5,991,756

The accompanying notes and schedules 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
TFN Community Housing Society

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

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.

2. Significant accounting policies (continued)

(b) Revenue recognition (continued)

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

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

(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, cash equivalents, and restricted investments

Cash, cash equivalents, restricted investments and designated trust funds are recorded at cost, less any provision for impairment, are readily convertible to known amounts of cash and are subject to an insignificant risk of change in value. These short-term instruments are held for the purpose of meeting short-term cash commitments rather than for investing.

(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.

(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.

2. Significant accounting policies (continued)

(h) Use of estimates

The preparation of consolidated financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, revenues and expenses and the disclosure of contingent assets and liabilities for the reporting period. The estimates used in preparation of these financial statements include, amongst other things, collectability of receivables, development levies revenue and receivable, estimated useful lives of tangible capital assets, accrued liabilities, property taxes 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.

(k) Asset retirement obligations

Effective April 1, 2022, the Government adopted the amendments to PS 3280, Asset retirement obligations, which provides additional guidance relating to the measurement and recognition of liabilities for asset retirement obligations. Asset retirement obligations are liabilities which may arise due to the decommissioning of a tangible capital asset, remediation of contamination of a tangible capital asset, or any activities subsequent to the retirement of a tangible capital asset. The Government has calculated these obligations using the best available estimate of costs directly attributable to the asset retirement activities. These obligations will be amortized over the estimated remaining life of the respective asset.

2. Significant accounting policies (continued)

(l) Financial instruments

Derivatives and equity instruments quoted in an active market are measured at fair value. All other financial assets and financial liabilities are measured at cost or amortized cost. Financial instruments are classified as level 1, 2 or 3 for the purposes of describing the basis of the inputs used to measure the fair values of financial instruments in the fair value measurement category, as described below:

Level 1	Quoted prices (unadjusted) in active markets for identical assets or liabilities
Level 2	Market-based inputs other than quoted prices that are observable for the asset or liability either directly or indirectly
Level 3	Inputs for the asset or liability that are not based on observable market data; assumptions are based on the best internal and external information available and are most suitable and appropriate based on the type of financial instrument being valued in order to establish what the transaction price would have been on the measurement date in an arm's length transaction

All financial assets except derivatives are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of operations. A write-down of a portfolio investment to reflect a loss in value is not reversed for a subsequent increase in value.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense.

Transaction costs are a component of cost for financial instruments measured using cost or amortized cost. Transaction costs are expensed for financial instruments measured at fair value.

3. Cash and cash equivalents

Cash and cash equivalents are comprised of redeemable term deposits earning interest annually, maturing within 3 to 12 months, and redeemable on demand.

4. Accounts receivable

	2023	2022
	\$	\$
Property taxes and utilities	5,563,221	4,880,043
Trade and development receivables	1,389,125	548,995
Due from governments	2,293,994	587,030
Due from Tsawwassen First Nation Trust Society	2,933,810	2,950,534
Other receivables	862,109	1,609,377
	13,042,259	10,575,979

5. Restricted cash and investments

	Fair value hierarchy level	2023 \$	2022 \$
Commercial Crab Fund	Level 1	1,667,174	1,669,861
Commercial Fish Fund	Level 1	2,740,978	2,746,470
Cultural Purpose Fund	Level 1	3,011,669	3,017,558
Replacement Reserve Other (a)	Level 1	8,930,432	8,733,841
		16,350,253	16,167,730

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

	2023 \$	2022 \$
600911 B.C. Ltd. (100%)		
Shares	5	5
Cumulative net income	(65,444)	(55,450)
Advances	440,235	412,964
	374,796	357,519
TFN Construction Limited Partnership (99.5%)		
Shares	1	1
Cumulative net income	14,262,017	13,865,226
Cumulative distributions	(14,262,017)	(13,865,226)
	1	1
Tsawwassen First Nation Trust Society		
Advances	5	5
	374,802	357,525

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

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

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

	Assets	Liabilities	Net assets	Revenue	Expenses	2023 Net income (loss)
	\$	\$	\$	\$	\$	\$
600911 B.C. Ltd.	999,709	1,135,336	(135,627)	7,524,356	7,534,349	(9,993)
TFN Construction						
Limited Partnership	978,384	—	978,384	2,048,040	1,651,249	396,791
	1,978,093	1,135,336	842,757	9,572,396	9,185,598	386,798
						2022 Net income (loss)
	Assets	Liabilities	Net assets	Revenue	Expenses	\$
	\$	\$	\$	\$	\$	\$
600911 B.C. Ltd.	990,193	1,113,772	(123,579)	5,586,348	5,566,108	20,240
TFN Construction						
Limited Partnership	1,121,453	1,272	1,120,181	1,281,324	845,198	436,126
	2,111,646	1,115,044	996,602	6,867,672	6,411,306	456,366

7. Deferred revenue

	2023	2022
	\$	\$
Deferred revenue		
Development levies	14,251,920	10,083,775
Others	13,332,760	2,559,952
	27,584,680	12,643,727
Deferred property lease revenue		
Balance, beginning of year	84,298,185	85,488,959
Amounts received	51,150,000	71,965
Property lease revenue recognized	(1,527,685)	(1,268,173)
Amortization of costs securing the lease	5,435	5,434
	133,925,935	84,298,185
	161,510,615	96,941,912

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 with stipulations still to be completed. These amounts will be recognized in the period monies are used for the purpose specified.

7. Deferred revenue (continued)

(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, \$15,000 (\$15,000 in 2022) was received under these agreements.

8. Long-term debt

	2023	2022
	\$	\$
Farm Credit Canada, repayable in annual blended instalments with annual variable open interest rate (FY22 - 3.4%), maturing March 2025	9,658,782	10,011,904
VanCity term loan, repayable in monthly blended instalments of \$35,622 including fixed rate interest of 3.42% per annum, matured in February 2023	—	6,400,102
VanCity term loan, repayable in monthly instalments of \$41,440 plus interest at bank prime plus 0.4% per annum, matured in February 2023	—	892,678
VanCity term loan, repayable in monthly blended instalments of \$35,727 including fixed rate interest of 3.42% per annum, matured in February 2023	—	6,419,065
VanCity term loan, repayable in monthly instalments of \$40,991 plus interest at bank prime plus 0.4% per annum, matured in February 2023	—	2,151,224
BC Housing forgivable loan, forgiven in annual amounts of \$110,910. The full loan is callable on demand. In the event of a default, a fixed rate interest of bank prime plus 2.00% per annum is in effect	—	2,947,751
CMHC loan, repayable in monthly instalments of \$3,074 including fixed rate interest of 1.22% per annum, maturing January 2046	1,066,880	1,103,769
	10,725,662	29,926,493
Less: current portion due within one year and due on demand	(237,810)	(19,120,628)
	10,487,852	10,805,865

8. Long-term debt (continued)

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

	\$
2024	237,810
2025	9,494,748
2026	36,888
2027	36,888
2028	36,888
Thereafter	882,440
	<u>10,725,662</u>

9. Tangible capital assets

	2023	2022
	Net book	Net book
	value	value
	\$	\$
	(Schedule 1)	(Schedule 1)
Land	296,023,417	293,884,249
Roads and dykes	69,448,791	70,172,074
Water and sewer system	46,046,084	47,534,900
Buildings	17,727,070	8,487,719
Amenities	11,245,200	10,972,011
Storm water	7,491,158	7,376,569
Capital infrastructure	7,227,083	7,125,949
Housing projects in process	3,549,084	3,746,255
Playground and sportsfield	2,698,097	2,411,109
Capital subdivision	1,327,841	1,397,727
Furniture and equipment	976,354	944,141
ARO asset	248,000	—
Vehicles and boat	18,063	25,881
	<u>464,026,240</u>	<u>454,078,584</u>

10. Commitments and contingent liabilities

(a) *Commitments*

(i) *Gas 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 is committed to transfer \$1,112,280 of funding to the Treaty Settlement Trust Fund each year until 2025.

10. Commitments and contingent liabilities (continued)

(a) Commitments (continued)

(iii) Member legacy trust

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

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

Subsequent to each fiscal year end, TFN is committed to pay into the Legacy Trust annual payments of 20% of TFN lease income and 20% of distributed business income during that fiscal year. Additional payments are to be made to the Legacy Trust by TFN in such amounts as the Tsawwassen Legislature from time to time determines by resolution equal to the aggregate of all lease income after the Treaty Effective date, less all distributions made by TFN to TFN members, plus interest on the unpaid portion from the Treaty Effective date, and all distributed business income received by TFN after January 1, 2017 plus interest on the unpaid portion determined in accordance with Trusts Act. In the current year an amount of \$47,467,015 (\$1,459,503 in 2022) has been transferred to the Legacy Trust under the trust agreement.

As at March 31, 2023, the amount of additional payments due to the Legacy Trust were \$68,388,276 (\$64,068,477 in 2022), inclusive of interest of \$20,066,144 (\$15,798,800 in 2022).

(b) Contingent liabilities

(i) Housing loans

The Government is contingently liable for members of "The First Nation Individual Housing Loans" totaling approximately \$4,828,238 (\$5,401,854 in 2022). Government of Canada Ministerial Guarantees have been obtained for \$54,774 (\$68,346 in 2022) of these loans, however, if the individual TFN members default on their loan payments, the Minister may recover these amounts from Government funds.

(ii) 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, 2021, the Plan has about 398,000 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, 2021, indicated a \$3,761,000,000 surplus for basic pension benefits on a going concern basis.

11. Pension plans (continued)

(a) Defined benefit pension plans (continued)

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 2023 the Government contributed \$780,431 (\$738,911 in 2022) for employer contributions while employees contributed \$843,882 (\$670,035 in 2022) 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 2023, the Government contributed \$15,223 (\$39,751 in 2022) for employer contributions while employees contributed \$15,223 (\$39,751 in 2022) to the Plan.

12. Expenses by object

	2023	2022
	\$	\$
Wages and benefits	14,760,475	12,896,436
Distributions and member benefits	10,021,283	6,894,250
Contracted services	7,775,481	6,147,394
Services agreements	4,410,826	4,038,612
Legal and professional fees	1,453,831	1,638,742
Bank charges and interest	1,173,451	1,041,671
Materials and supplies	1,154,207	997,719
Insurance	425,608	302,730
Community events	384,278	379,142
Rent and utilities	360,116	334,630
Honorariums	266,949	266,088
Repairs and maintenance	243,813	138,708
Other	232,350	94,155
Vehicles and vessels	203,453	179,936
Telephone	184,673	175,271
	43,050,794	35,525,484

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 \$55,091 (\$24,131 in 2022), labour charges of \$222,853 (\$71,615 in 2022), supervision and truck costs of \$27,787 (\$13,204 in 2022), and contracted services, consulting services, and participation costs of \$3,150,027 (\$1,178,271 in 2022) paid to Matcon Civil Constructors Inc.

13. Related party transactions (continued)

- Contract expenses of \$1,931,880 (\$781,486 in 2022) paid to and subcontract fees of \$35,966 (nil in 2022) received from Matcon Join Venture.
- Equipment rental of \$336,970 (\$260,035 in 2022) and subcontract fees of \$1,927 (\$2,381 in 2022) paid to companies under common ownership.

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, 2023, the Government entered into approximately \$915,428 (\$728,318 in 2022) in member contracts.

14. Net municipal taxes

	2023 \$	2022 \$
General taxation and debt levy		
Local government taxation	12,979,166	12,271,155
School tax equivalent	4,573,471	4,213,674
Collections for other taxing authorities	1,470,252	1,271,649
Payment in lieu	57,439	56,567
	19,080,328	17,813,045
Transfer to		
Greater Vancouver Transportation Authority	(1,085,414)	(1,026,243)
Greater Vancouver Regional District	(193,990)	(168,680)
BC Assessment authority	(145,762)	(139,953)
	(1,425,166)	(1,334,876)
Administration and overhead	1,249	(840)
	17,656,411	16,477,329

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, 2022 and 2021:

	2022 \$	2021 \$
Total assets	116,207,942	76,775,773
Total liabilities	(4,157,139)	(4,563,004)
Total Members' equity	112,050,803	72,212,769

16. Financial instruments

(a) Credit risk

The Government is exposed to credit risk with respect to cash and accounts receivable. Cash is generally held with large, federally regulated financial institutions, thus, the Government does not believe there is significant credit risk. The Government's accounts receivable are due primarily from government organizations and other organizations with limited credit risk. In management's opinion, the Government is not exposed to significant credit risk.

(b) Liquidity risk

The Government's objective is to have sufficient liquidity to meet its liabilities when due. The Government monitors its cash balances and cash flows generated from operations to meet its requirements. The Government manages liquidity risk associated with its financial liabilities primarily through collection of its accounts receivable and timing of purchases. As at March 31, 2023, the most significant financial liabilities are accounts payable and accrued liabilities and long-term debt.

(c) Interest rate risk

Interest rate risk is the risk that the fair value of a financial instrument or future cash flows will fluctuate because of changes in variable interest rates. The Government is exposed to cash flow risk on its long-term debt as it bears interest at variable rates.

17. Changes in presentation

Certain comparative figures have been reclassified to conform to current year's presentation.

Tsawwassen Government

Schedule 1 – Consolidated schedule of tangible capital assets

Year ended March 31, 2023

	Land \$	Water and sewer system \$	Buildings \$	Amenities \$	Housing projects \$
Cost					
Opening balance	293,884,249	56,820,090	12,989,858	11,274,163	3,943,426
Additions	2,139,168	7,263	9,670,328	332,846	—
	<u>296,023,417</u>	<u>56,827,353</u>	<u>22,660,186</u>	<u>11,607,009</u>	<u>3,943,426</u>
Accumulated amortization					
Opening balance	—	9,285,190	4,502,139	302,151	197,171
Amortization	—	1,496,079	430,977	59,657	197,171
	<u>—</u>	<u>10,781,269</u>	<u>4,933,116</u>	<u>361,808</u>	<u>394,342</u>
Net book value, March 31, 2023	296,023,417	46,046,084	17,727,070	11,245,201	3,549,084
Cost					
Opening balance	293,045,460	56,820,090	12,989,858	11,173,337	—
Additions	838,789	—	—	100,826	3,943,426
	<u>293,884,249</u>	<u>56,820,090</u>	<u>12,989,858</u>	<u>11,274,163</u>	<u>3,943,426</u>
Accumulated amortization					
Opening balance	—	7,789,111	4,080,650	242,494	—
Amortization	—	1,496,079	421,489	59,657	197,171
	<u>—</u>	<u>9,285,190</u>	<u>4,502,139</u>	<u>302,151</u>	<u>197,171</u>
Net book value, March 31, 2022	293,884,249	47,534,900	8,487,719	10,972,011	3,746,255

Furniture and equipment	Vehicles and boat	Playground and sportsfield	Roads and dykes	Capital infrastructure	Capital subdivision	Storm water	ARO Asset	Total
\$	\$	\$	\$	\$	\$	\$	\$	\$
3,053,591	566,262	4,165,812	86,590,892	9,632,483	2,096,587	8,044,556	—	494,973,981
651,846	4,069	630,575	2,203,037	417,947	—	230,493	320,000	16,607,572
3,705,437	570,331	4,796,387	88,793,929	10,050,430	2,096,587	8,275,049	320,000	—
2,109,450	540,381	1,754,703	16,418,819	2,506,533	698,860	667,988	—	—
619,633	11,887	343,587	2,926,320	316,814	69,886	115,904	72,000	6,659,915
2,729,083	552,268	2,098,290	19,345,139	2,823,347	768,746	783,892	72,000	6,659,915
976,354	18,063	2,698,097	69,448,790	7,227,083	1,327,841	7,491,157	248,000	464,026,240
2,457,841	552,962	3,972,507	86,473,644	9,395,352	2,096,587	7,743,412	—	488,633,062
595,749	13,300	193,305	117,249	237,131	—	301,144	—	6,340,919
3,053,591	566,262	4,165,812	86,590,892	9,632,483	2,096,587	8,044,556	—	494,973,981
1,558,166	514,377	1,472,483	13,565,710	2,189,719	628,974	559,078	—	34,512,773
551,284	26,004	282,220	2,853,109	316,814	69,886	108,910	—	6,382,624
2,109,450	540,381	1,754,703	16,418,819	2,506,533	698,860	667,988	—	40,895,397
944,141	25,881	2,411,109	70,172,074	7,125,950	1,397,727	7,376,569	—	454,078,584

Tsawwassen Government

Schedule 2 – Consolidated schedule of segment disclosure

Year ended March 31, 2023

	Notes	General Fund \$	Member Operating Fund \$
Revenue			
Net municipal taxes	14	—	4,573,470
Development levies		—	—
Utilities		—	—
Licenses, permits and registrations		—	33,858
Federal and provincial government transfers for operations		—	16,909,765
Federal and provincial government transfers for revenue sharing		—	2,645,786
Other income		—	5,268,158
Investment income		—	4,634,514
Income from enterprises	6	—	386,798
Property leases and rental income		—	1,939,600
		—	36,391,949
Expenses			
Lands and municipal services	12	—	1,536,405
Member benefits		—	9,761,776
Education, culture and natural resources		—	5,947,018
Administration		—	—
Health, social and economic development		—	4,532,214
Policy and government services		—	1,763,302
		—	23,540,715
Excess of revenues over expenses before Amortization		—	12,851,234
Amortization		(6,659,915)	—
Excess (deficiency) of revenues over expenses		(6,659,915)	12,851,234
Interfund transfers			
Transfer of funds to Treaty Settlement		—	(1,112,280)
Transfer of funds to Legacy Trust		—	(47,467,016)
Adjusted accumulated surplus, beginning of year		304,195,559	35,894,116
Accumulated surplus, end of year		297,535,644	166,054

Member Capital Fund \$	Local Government Operating Fund \$	Local Government Capital Fund \$	2023 Consolidated \$
—	13,082,941	—	17,656,411
—	—	6,521,580	6,521,580
—	2,175,502	—	2,175,502
—	935,452	—	969,310
—	1,054,796	—	17,964,561
—	472,498	—	3,118,284
1,596,163	123,484	122,500	7,110,305
—	2,321,063	—	6,955,577
—	—	—	386,798
—	55,300	—	1,994,900
1,596,163	20,221,036	6,644,080	64,853,228
—	13,465,673	—	15,002,078
—	—	—	9,761,776
—	—	—	5,947,018
—	4,779,522	—	4,779,522
—	—	—	4,532,214
—	1,264,884	—	3,028,186
—	19,510,079	—	43,050,794
—	710,957	6,644,080	21,802,434
—	—	—	(6,659,915)
—	710,957	6,644,080	15,142,519
—	—	—	—
)	—	—	(1,112,280)
)	—	—	(47,467,016)
2,770,706	2,495,933	69,331,899	414,688,212
2,770,706	3,206,890	75,975,979	381,251,435

Tsawwassen Government

Schedule 2 – Consolidated schedule of segment disclosure (continued)

Year ended March 31, 2022

	Notes	General Fund \$	Member Operating Fund \$
Revenue			
Net municipal taxes	14	—	4,213,674
Development levies		—	—
Utilities		—	—
Licenses, permits and registrations		—	17,500
Federal and provincial government transfers for operations		—	19,149,336
Federal and provincial government transfers for revenue sharing		—	2,013,465
Other income		—	1,294,422
Investment income		—	5,531,626
Income from enterprises	6	—	456,366
Property leases and rental income		—	1,684,854
		<u>—</u>	<u>34,361,243</u>
Expenses			
Administration	12	—	—
Policy and government services		—	1,904,265
Lands and municipal services		—	1,862,405
Education, culture and natural resources		—	4,639,403
Health, social and economic development		—	3,700,901
Member benefits		—	6,289,599
		<u>—</u>	<u>18,396,572</u>
Excess of revenues over expenses before Amortization		—	15,964,672
Amortization		(6,382,624)	—
Excess (deficiency) of revenues over expenses		(6,382,624)	15,964,672
Interfund transfers		—	—
Transfer of funds to Treaty Settlement		—	(1,112,280)
Transfer of funds to Legacy Trust		—	(1,459,503)
Adjusted accumulated surplus, beginning of year		310,578,183	22,501,227
Accumulated surplus, end of year		<u>304,195,559</u>	<u>35,894,116</u>

Member Capital Fund \$	Local Government Operating Fund \$	Local Government Capital Fund \$	2022 Consolidated \$
—	12,263,654	—	16,477,329
—	—	3,040,326	3,040,326
—	1,745,169	—	1,745,169
—	1,322,410	—	1,339,910
—	1,130,014	—	20,279,350
—	—	886,130	2,899,595
—	320,131	549,391	2,163,944
—	460,130	—	5,991,756
—	—	—	456,366
—	50,567	—	1,735,421
—	17,292,076	4,475,847	56,129,166
—	4,142,230	—	4,142,230
—	1,029,208	—	2,933,473
—	11,957,474	—	13,819,879
—	—	—	4,639,403
—	—	—	3,700,901
—	—	—	6,289,599
—	17,128,912	—	35,525,484
—	163,164	4,475,847	20,603,682
—	—	—	(6,382,624)
—	163,164	4,475,847	14,221,058
—	—	—	—
—	—	—	(1,112,280)
—	—	—	(1,459,503)

A group of people in kayaks are on a river, with mountains in the background. The kayakers are wearing life jackets and hats. The water is calm, and the sky is overcast. The mountains are covered in snow and forest. The kayakers are in the foreground, and another kayak is visible in the distance.

Trusts Report

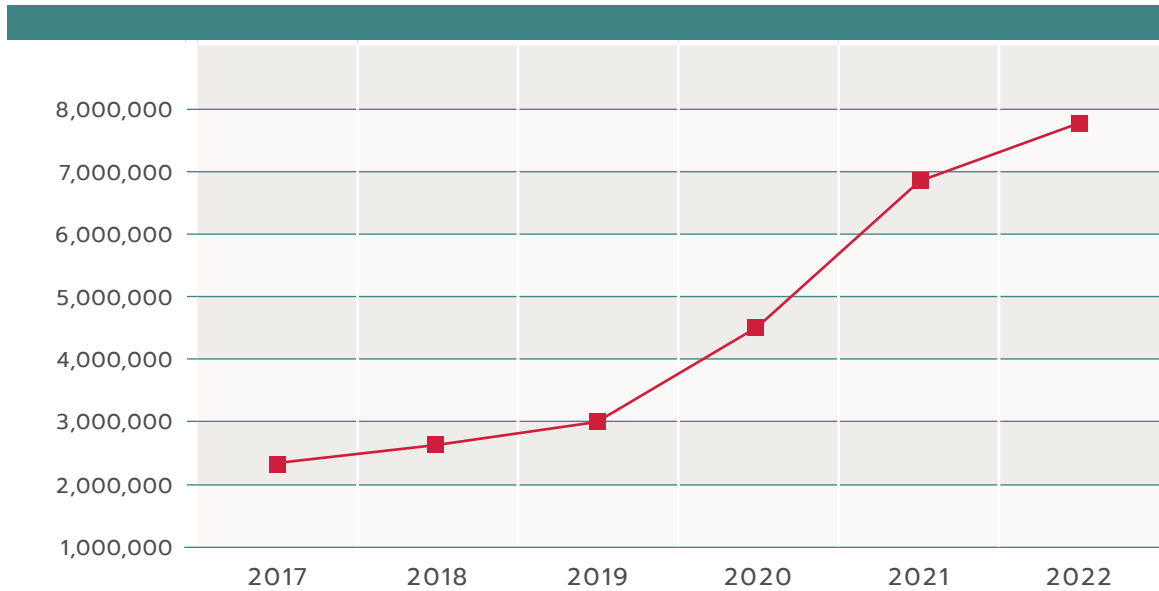
TFN TRUST SOCIETY

The financial statements of the TFN Trust Society are included in the Annual Report since the financial results of the various trusts are important for Tsawwassen Members to be aware of. As the fiscal year end of the Trust Society is December 31, the graphs below reflect results to the end of 2022. The following is a summary of the trusts managed by the TFN Trust Society.



Minors Trust

The Minors Trust holds distributions required to be made by the Tsawwassen Government in relation to minor members until such persons reach the age of 19. The annual income of the Minors Trust is allocated to each member according to their accumulated distribution amounts. Once a member of the trust turns 19, the accumulated income and distribution amounts are paid out.

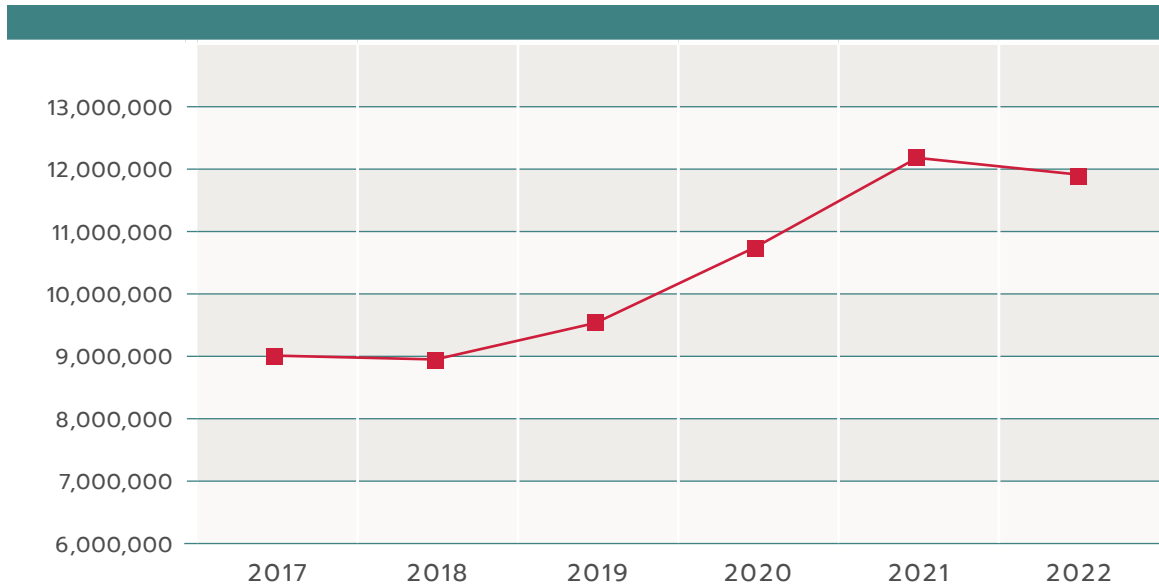


For any Member with funds in the trust, the value of their account is based on the number of years that contributions have been made to the trust on their behalf, the amount of those contributions as well as the accumulated earnings of the trust that have been allocated to each account.



Treaty Settlement Trust

The purpose of the Treaty Settlement Trust is to maintain trust monies for a 40-year period ending April 2, 2049. During this 40-year period, the trust can authorize distributions to Tsawwassen members based upon available annual net income as defined in the Trust documents. Each year the income from the Trust is paid to TFN Government to help fund the quarterly distribution to Members. After the expiration of the 40-year period, the trust monies are to be maintained and used for the benefit of Tsawwassen Government and its members, with the authorization of the Tsawwassen Legislature to spend the trust monies.

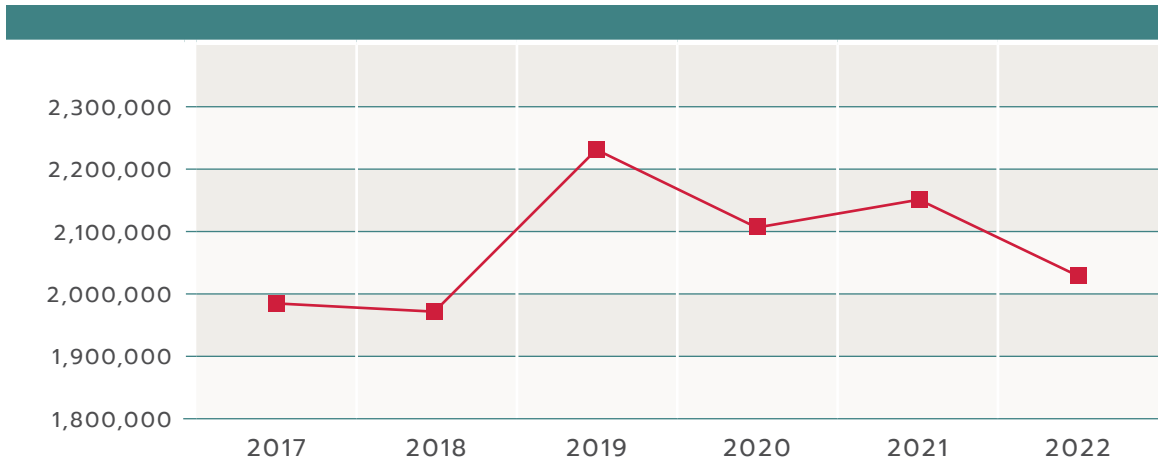


The small decline in the value of the Trust during 2022 is a result of the financial markets' poor performance in 2022.



Fisheries Stewardship Trust

The purpose of the Fisheries Stewardship Trust is to promote the conservation, protection and sustainable management of fish, aquatic plants and fish habitat in Tsawwassen territory. Authorization is required from the Tsawwassen Legislature to spend these monies.

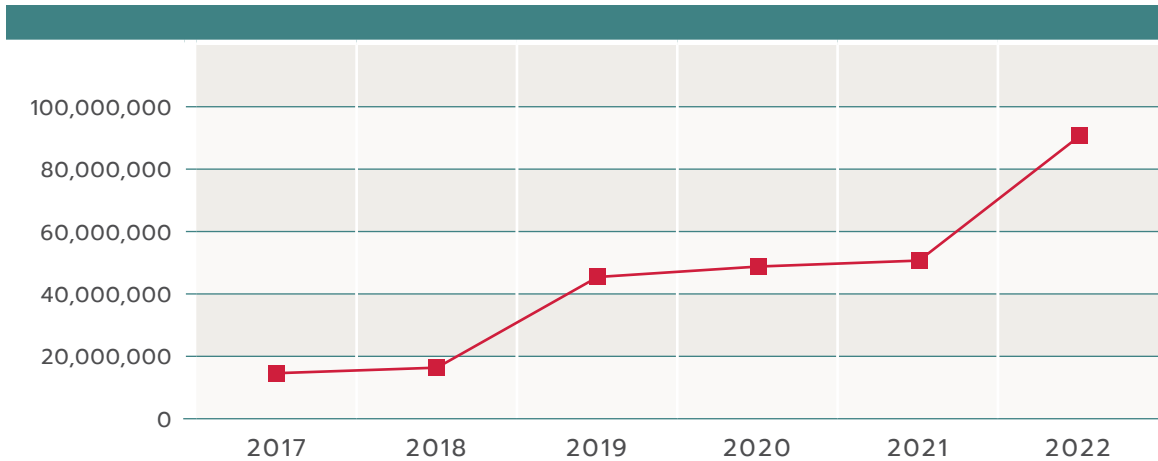


As with the Treaty Settlement Trust, the small decline in the value of the Fisheries Trust during 2022 is a result of the financial markets' poor performance in 2022.



Member Legacy Trust

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. Now that the trust has a balance of more than \$40 million (adjusted for inflation), 60% of the annual income from the trust is paid out to Tsawwassen Members in an annual distribution.



During the year, Tsawwassen Government transferred \$46 million (90% of the proceeds of a land lease) to the Member Legacy Trust, which accounted for the significant value increase during the year.





Financial Statements

TSAWWASSEN FIRST NATION
TRUST SOCIETY

December 31, 2022

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Independent Auditor's Report

To the Directors of
Tsawwassen First Nation Trust Society

Opinion

We have audited the financial statements of Tsawwassen First Nation Trust Society (the "Society"), which comprise the statement of financial position as at December 31, 2022, and the statements of receipts and expenditures and changes in members' equity and cash flows for the year then ended, and notes to the 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 Society as at December 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Report on Other Legal and Regulatory Requirements

As required by the Society Act of British Columbia, we report that, in our opinion, these standards have been applied on a basis consistent with that of the preceding year.

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 Society 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 for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, 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 Society'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 Society or to cease operations, or has no realistic alternative but to do so.

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 Society'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 Society'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 Society 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.

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
April 12, 2023
Vancouver, British Columbia

Tsawwassen First Nation Trust Society

Statement of receipts and expenditures and changes in members' equity

Year ended December 31, 2022

	Notes	Minors Trust \$	Treaty Settlement Trust \$	Fisheries Stewardship Trust \$	Member Legacy Trust \$	2022 Total \$	2021 Total \$
Receipts							
Annual receipts of funds held in trust for minor members	1	1,648,488	—	—	—	1,648,488	2,170,369
Investment income		168,087	538,414	95,156	3,803,637	4,605,294	5,003,288
Receipt of funds recontributed		—	—	148,786	1,449,011	1,597,797	1,429,052
		1,816,575	538,414	243,942	5,252,648	7,851,579	8,602,709
Expenditures							
Distribution to TFN and TFN Members		—	441,354	83,699	3,580,039	4,105,092	4,520,207
Amounts paid to minor members	1	421,258	—	—	—	421,258	326,695
Investment and bank management fees		6,417	78,060	11,457	223,598	319,532	303,087
Professional fees		—	25,500	—	—	25,500	19,500
		427,675	544,914	95,156	3,803,637	4,871,382	5,169,489
Excess (deficit) of receipts over expenditures before undernoted item		1,388,900	(6,500)	148,786	1,449,011	2,980,197	3,433,220
Unrealized (loss) gain on marketable securities		(760,639)	(1,448,325)	(260,779)	(7,830,192)	(10,299,935)	2,521,821
Excess (deficit) of receipts over expenditures		628,261	(1,454,825)	(111,993)	(6,381,181)	(7,319,738)	5,955,041
Members' equity, beginning of year		6,935,739	12,139,101	2,149,483	50,988,446	72,212,769	64,392,246
Transfer of trust funds from Tsawwassen Government	1	—	1,112,280	—	46,045,492	47,157,772	1,865,482
Members' equity, end of year		7,564,000	11,796,556	2,037,490	90,652,757	112,050,803	72,212,769

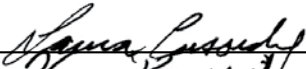

The accompanying notes are an integral part of the financial statements.

Tsawwassen First Nation Trust Society
Statement of financial position
As at December 31, 2022

	Notes	Minors Trust \$	Treaty Settlement Trust \$	Fisheries Stewardship Trust \$	Member Legacy Trust \$	2022 Total \$	2021 Total \$
Assets							
Current assets							
Cash		400,798	—	—	—	400,798	3,864
Marketable securities	3	7,165,873	12,263,920	2,121,189	94,256,162	115,807,144	76,771,909
		7,566,671	12,263,920	2,121,189	94,256,162	116,207,942	76,775,773
Liabilities							
Current liabilities							
Accounts payable and accrued liabilities		2,671	26,010	—	23,366	52,047	42,797
Distributions payable		—	441,354	83,699	3,580,039	4,105,092	4,520,207
		2,671	467,364	83,699	3,603,405	4,157,139	4,563,004
Members' equity							
		7,564,000	11,796,556	2,037,490	90,652,757	112,050,803	72,212,769
		7,566,671	12,263,920	2,121,189	94,256,162	116,207,942	76,775,773

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

Approved by the Directors

 , Director
 , Director

Tsawwassen First Nation Trust Society
Statement of cash flows
Year ended December 31, 2022

	2022 \$	2021 \$
Operating activities		
(Deficit) Excess of receipts over expenditures	(7,319,738)	5,955,041
Adjustment for non-cash items		
Unrealized loss (gain) on marketable securities	10,299,935	(2,521,821)
	2,980,197	3,433,220
Changes in non-cash working capital		
Accounts payable and accrued liabilities	9,250	(17,611)
Distributions payable	(415,115)	(21,430)
	2,574,332	3,394,179
Investing activity		
Purchase of marketable securities, net	(49,335,170)	(5,256,121)
Financing activity		
Transfer of trust funds from Tsawwassen Government	47,157,772	1,865,482
Net cash inflow	396,934	3,540
Cash, beginning of year	3,864	324
Cash, end of year	400,798	3,864

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

Tsawwassen First Nation Trust Society

Notes to the financial statements

December 31, 2022

1. Description of reporting entity

The Tsawwassen First Nation Trust Society (the "Society") is a not-for-profit society incorporated on March 11, 2005, and is non-taxable under the Income Tax Act.

The Society was set up to manage the following trusts:

(a) Minors Trust

The Minors Trust holds distributions required to be made by the Tsawwassen Government ("TFN") in relation to minor members until such persons reach the age of 19. The annual income of the Minors Trust is allocated to each member as if the trust monies were separately invested according to each member's separate distribution amounts. The Minors Trust will allocate a pro rata share of revenues and expenditures incurred by the Minors Trust as a whole to each member with respect to each period.

In the event that a beneficiary dies before attaining the age of 19, the beneficiary will be deemed to have attained the age of 19. Any distribution will be made to his or her estate.

(b) Treaty Settlement Trust

The purpose of the Treaty Settlement Trust is to maintain trust monies for a 40 year period ending April 2, 2049. During this 40 year period, the trust can authorize distributions to Tsawwassen members based upon available annual net income as defined in the Trust documents. After the expiration of the 40 year period, the trust monies are to be maintained and used for the benefit of Tsawwassen Government and its members. After April 2, 2049, authorization is required from the Tsawwassen Government Legislature to spend the trust monies. Contributions of \$596,668 were received annually from TFN for the period through 2019, and have now ceased.

Canada had loaned TFN funds as part of the Treaty Settlement process which were subsequently repaid by TFN. Canada has now agreed to forgive these loans and reimburse TFN. TFN has committed to contribute these funds in the amount of \$5,561,399 to the Treaty Settlement Trust in five equal installments from 2020 through 2025.

(c) Fisheries Stewardship Trust

The purpose of the Fisheries Stewardship Trust is to promote the conservation, protection and sustainable management of fish, aquatic plants and fish habitat in Tsawwassen territory. Authorization is required from the Tsawwassen Government Legislature to spend these monies.

(d) 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

1. Description of reporting entity (continued)

(d) Member Legacy Trust (continued)

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 by TFN after January 1, 2017 plus interest on the unpaid portion determined in accordance with Trusts Act.

As at March 31, 2022, TFN's last fiscal year end, the amount of additional payments due to the trust were \$64,044,908 (\$61,332,322 in 2021), inclusive of accrued interest of \$15,782,722 (\$13,515,088 in 2021).

Trust funds may be invested in any form of property or security in which a prudent investor might invest in until the wind-up date of the Trust on December 31, 2096.

Starting January 1, 2018, the Trust will distribute net annual income of the Trust that is available for distribution to the members in accordance with the Trust agreement and Trust operating plan (Appendix A).

Expenses for the trusts include investment manager fees, bank charges and professional fees that are properly charged to the income of the trust fund for that year based on the trust agreement.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

(a) Financial instruments

The Society initially measures its financial assets and financial liabilities at fair value when the Society becomes a party to the contractual provisions of the financial instrument. Subsequently, all financial instruments, other than marketable securities, are measured at amortized cost.

Marketable securities are measured at fair value and any changes in fair value are recognized in the statement of receipts and expenditures in the period.

Transaction costs related to financial instruments measured at fair value are expensed as incurred. Transaction costs related to the other financial instruments are added to the carrying value of the asset or netting against the carrying value of the liability and are then recognized over the expected life of the instrument using the straight-line method. Any premium or discount related to an instrument measured at amortized cost is amortized over the expected life of the item using the straight-line method and recognized in the statement of operations as interest income or expense.

With respect to financial assets measure at amortized cost, the Society recognizes in the statement of operations an impairment loss, if any, when it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss shall be reversed in the statement of operations in the period the reversal occurs.

(b) Revenue recognition

Investment income is recognized on the accrual basis when collection is reasonably assured.

Tsawwassen First Nation Trust Society

Notes to the financial statements

December 31, 2022

2. Significant accounting policies (continued)

(c) Income taxes

The Fisheries Stewardship Trust, Treaty Settlement Trust, Minors Trust and Member Legacy Trust are "reversionary trusts" under the income tax act. The trusts annual income is distributed or made payable to its beneficiaries annually with the result that the trusts are not liable for any income tax.

(d) Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements. Actual results could differ from those estimates. Key estimates include the market value of marketable securities and accrued liabilities and contingencies.

3. Marketable securities

Marketable securities comprise of the following:

	2022		2021	
	Cost	Market value	Cost	Market value
	\$	\$	\$	\$
Minors Trust				
Cash	509,686	509,686	283,043	283,043
Fixed income	4,734,942	4,240,008	4,193,079	4,190,842
Equities	2,163,817	2,416,179	1,930,378	2,458,211
	7,408,445	7,165,873	6,406,500	6,932,096
Treaty Settlement Trust				
Cash	609,294	616,242	572,858	572,163
Fixed income	6,126,366	5,352,104	5,560,294	5,463,936
Equities	6,559,739	6,295,574	6,357,143	6,873,296
	13,295,399	12,263,920	12,490,295	12,909,395
Fisheries Stewardship Trust				
Cash	105,580	105,829	83,495	83,640
Fixed income	1,064,233	925,978	1,000,863	982,268
Equities	1,132,192	1,089,382	1,133,504	1,232,361
	2,302,005	2,121,189	2,217,862	2,298,269
Member Legacy Trust				
Cash	3,489,722	3,502,041	2,009,583	2,009,290
Fixed income	34,092,564	30,966,203	17,719,089	17,353,000
Equities	63,084,951	59,787,918	33,462,457	35,269,859
	100,667,237	94,256,162	53,191,129	54,632,149
	123,673,086	115,807,144	74,305,786	76,771,909

Tsawwassen First Nation Trust Society

Notes to the financial statements

December 31, 2022

4. Financial instruments

(a) Fair value

The Society's financial instruments, other than marketable securities which are measured at fair value, consist of cash, due to Tsawwassen Government and accounts payable, which fair values approximate their respective carrying values due to their short-term nature.

(b) Interest rate risk

The Society is exposed to interest rate risk due to fluctuations in the interest rates of fixed income securities. The Society does not use derivative instruments to manage this risk.

(c) Liquidity risk

The Society monitors its cash balances and cash flows generated from operations to meet its requirements. As at December 31, 2022, the most significant financial liabilities are accounts payable and accrued liabilities, and distributions payable.

5. Capital disclosures

The Society manages its capital primarily through its investments and adheres to the guidelines of the Society's investment policies. There have been no changes to these guidelines during the year. The Society has no externally imposed capital requirements.

Tsawwassen First Nation Trust Society**Appendix A – Schedules to Member Legacy Trust on Members' equity,
Baseline amount, Distribution to members and Secondary income**Year ended December 31, 2022

	2022
	\$
Members' equity as at December 31, 2022	90,652,757
Baseline amount for the year	40,000,000
Change in CPI factor for the period from January 1, 2017 to December 31, 2022	1.19
	47,600,000
<i>Members' equity is greater than the baseline amount for the year.</i>	
Distribution to members	
Investment income	3,803,637
Investment and bank management fees	(223,598)
Net annual income for the year	3,580,039
	60%
	2,148,023

Secondary income

During the year ended December 31, 2022, the Member Legacy Trust distributed all income earned, and as a result, no secondary income was earned during the year (nil in 2021).



hə́ŋqəmińə́m qʷalqʷəltən



The oral hə́ŋqəmińə́m word can be accessed through the QR Code provided.

Scanning the code with your phone allows you to access its oral recording.



This is a qʷalqʷəltən (*glossary*) of the hə́ŋqəmińə́m words used in this Annual Report. The words are listed in this qʷalqʷəltən, more or less, by their order of appearance in the report.

To promote learning and use of Tsawwassen’s hə́ŋqəmińə́m language, each word includes the written and oral hə́ŋqəmińə́m translation. The written translation allows you to see the word in hə́ŋqəmińə́m - what it looks like and how it is spelled. The oral translation allows you to hear the word in hə́ŋqəmińə́m - what it sounds like and how it is pronounced.



scə́wəθən məsteyəxʷ
Tsawwassen First Nation



tə́wstəxʷ šxʷqəqəʔxən
Health & Social Services Department



translation in progress
In-House Legal Department



štíʔwiʔət
Prayer



translation in progress
Language and Culture Department



məsteyəxʷ šxʷqəqəʔxən
Human Resources Department



nə́təls
Office of the Chief Administrative Officer



nə́wəyət šxʷqəqəʔxən
Education & Skills Development Department



sʔəqələxʷ šxʷqəqəʔxən
Information Technology Department



štʰə́məwíʔcewtxʷ šxʷqəqəʔxən
Administration Department



šxʷkʷecxənəm šxʷqəqəʔxən
Natural Resources Department



θəyt syə́təwəʔ
Economic Development Department



tə́lə šxʷqəqəʔxən
Finance Department



scə́wəθən tə́məxʷ šxʷqəqəʔxən
Lands Department



hə́ŋqəmińə́m qʷalqʷəltən
hə́ŋqəmińə́m Glossary



xʷənθe:t šxʷqəqəʔxən
Government Services Department



cnə́tmən šxʷqəqəʔxən
Policy and Intergovernmental Affairs Department



scəwáθən məsteyəx^w

TSAWWASSEN FIRST NATION

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

TO LEARN MORE: www.tsawwassenfirstnation.com

604 943 2112