



scəwáθən məsteyəx<sup>w</sup>

TSAWWASSEN FIRST NATION

ANNUAL REPORT  
2023/2024



# stíwí?ət

PRAYER

ʔi le? tíwí?ət  
ʔa cicəl si?em  
x<sup>w</sup>iyənem ʔa tə sʔanł stíwí?ət  
ci:θamə ʔəw ʔi místalx<sup>w</sup> sqəqíp  
xiłlemətalx<sup>w</sup> tənə? weyal  
t'θix<sup>w</sup>əm čx<sup>w</sup> ʔi cewətalx<sup>w</sup> ʔə təθ sya:ys ct  
k<sup>w</sup>əm k<sup>w</sup>əmstəx<sup>w</sup> tə šx<sup>w</sup>q<sup>w</sup>ələwən 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

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MESSAGE FROM  
**wəneč sʔiwəsənəq**  
 (EXECUTIVE COUNCIL)



ʔəy sweyəl scəwəθən məsteyəxʷ  
*(Good day Tsawwassen People),*

**mi ce:p kʷetxʷiləm (welcome) to the 2023-2024  
 scəwəθən məsteyəxʷ (Tsawwassen First Nation)  
 Annual Report.**

**The annual report reflects** on the progress of the Tsawwassen First Nation Government over the last fiscal year, including new initiatives to meet the vision of our current wəneč sʔiwəsənəq (Executive Council) and the advancement and completion of initiatives of those wəneč sʔiwəsənəq before. Our Tsawwassen Legislature chose the motto “nəcaʔmat (working together as one) – for current and future generations” for the 2022-2026 term. Wəneč sʔiwəsənəq acknowledges that the strength and success of our community does not come from one term of government or fiscal year alone, but from our continuous nəcaʔmat over generations.

Reflecting upon the 2023-2024 fiscal year, we are proud to see how scəwəθən məsteyəxʷ has demonstrated strength in our community, government, and culture—through looking both inward at our own planning and growth, and outward at our relations with our partners and neighbours.

Looking inward, we were pleased to work with Interim Chief Administrative Officer Kwuntiltunaat Kim Baird to develop a new recruitment strategy to build capacity in our senior management team. With new positions such as Director of Territorial Management, Director of Strategic Initiatives, and Manager of Communications to be filled in the coming year, we are confident that these changes will improve the flows of information and communication and bring momentum to these important areas.

This year we completed significant progress on a new Strategic Framework that includes the xʷəliwənstəxʷ ct kʷə syaləxʷec (Honouring Our Ancestors) Sustainability Charter with a long-term vision for our Nation’s success, and an action-oriented Strategic



**Councillor Chemkwaat**  
Valerie Cross

**Councillor hal quam a tia**  
Louise Ahlm

**Chief sxʷamisaat**  
Laura Cassidy

**Councillor Taylor Baker**

**Councillor təxʷiləm /  
Yaahl Iiwaans Bryce Williams**

Plan that will come into effect for 2025-2030. We also initiated and will be continuing engagement on the 15 Year Periodic Treaty Review Project over the course of 2024, with a deep look at what is working and what could be improved in the Treaty. Community feedback is essential to making sure that the Treaty continues to fulfill its purpose for the scəwəθən məsteyəxʷ and supports our community to thrive under our own governance. To support these projects, Executive Council has made re-engaging with Members a priority and asked staff to explore new tools and pathways to ensure Members’ voices are heard over the coming years. These engagements will support identification of Member priorities and inform the strategic work underway.

A key priority of wəneč sʔiwəsənəq is ensuring Members have homes and access to the facilities they need. We were overjoyed this year to welcome families into the new čitməxʷʔelə (Owl Nest) 36-unit rental complex. These homes represent instrumental action towards the goal of bringing

Members home and providing affordable opportunities to live on Lands. We also continued to support Members building and renovating homes on Lands, and explored other innovative solutions, such as the turnkey duplexes which will be complete in the 2024-2025 fiscal year. The new Elders Center and the Cultural Hub also entered the construction phase, and planning for a new Legislature and Government building is well underway.

Externally, the year was full of intergovernmental meetings and events, hosting other First Nations, and sharing our culture through growing relations with our leasehold residents and other neighbours. This year wəneč sʔiwəsənəq spent significant efforts to collaborate and advocate with our treaty partners: the provincial and federal governments. We began the fiscal year in April by hosting the annual forum with the leaders of the eight BC modern treaty nations and Premier David Eby, who visited TFN a second time in December to share in celebrations for the new čitməxʷʔelə (Owl Nest). Chief Cassidy also represented TFN at the annual forum with Prime Minister Justin



We are pleased to present Tsawwassen First Nation’s 2023/2024 Annual Report. The Annual Report “looks back” on the k<sup>w</sup>əcstalx<sup>w</sup> tə telə (*budget*), the operations and achievements of the Tsawwassen Government in the fiscal year of tənwiwətən (*April*) 1, 2023, to wəłxəs (*March*) 31, 2024.

**The Annual Report** is a chance to reflect on our Nation’s accomplishments and continued work over the past year. This is the sixteenth Annual Report delivered to the Tsawwassen people, and the fourteenth as a self-governing First Nation.

Achieving our vision and goals requires significant work, and reflecting back on the previous year is important for us to recognize just how much has been accomplished. Over the past year, our community and Nation faced both progress and challenges, and as always, our culture and resilience have been there to guide us forward. As our Nation continues our good work, 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 membership statistics, and of the activities of the Tsawwassen Government institutions. Service highlights from each government department are then presented, with 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, our efforts have been focused on aligning our work with the Strategic Plan and we 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 2025–2030 Strategic Plan, which staff will continue drafting in the upcoming year.

Trudeau. Chief Cassidy and members of wənec sʔiwəsənəq met with Ministers and senior officials throughout the year to advocate on behalf of TFN, regarding issues such as increased funding, removing barriers to exercising TFN’s jurisdiction, and making federal and provincial policies work better for the Nation. The implementation of our Treaty is a living relationship between TFN and our treaty partners, and we look forward to continuing this journey to build on the successes and overcome the challenges to date.

For the first time in 10 years, in July TFN participated as a host in the Tribal Canoe Journey, reminding us of our traditional roots as a host Nation. In the spirit of this historic role, scəwəθən məsteyəx<sup>w</sup> also facilitated several events open to leasehold residents and the public, such as for Missing and Murdered Indigenous Women and Girls in May and the National Day for Truth and Reconciliation in September. Through sharing these events with our neighbours and allies, scəwəθən məsteyəx<sup>w</sup> displays immense strength in our community and culture to educate those around us on our strong scəwəθən məsteyəx<sup>w</sup> values.

The 2023–2024 fiscal year also brought growth in our leasehold resident population, with the expansion of the Leasehold Resident Advisory Committee to 12 Members, representing new development neighbourhoods across Tsawwassen

Lands. A new process was also developed to ensure that our communications with leasehold residents increased to support effective relations. As the leasehold resident population continues to grow, the Tsawwassen Government will continue to ensure all residents on Tsawwassen Lands have access to the services they need while continuing to build on the relationship that has been established.

An astounding amount of work was completed last year, and we hope you will enjoy reading more about it in this report. Our achievements as the scəwəθən məsteyəx<sup>w</sup> are because we, as a Government and Members, continue to nəcaʔmat. As your wənec sʔiwəsənəq (Executive Council), we raise our hands to all of scəwəθən məsteyəx<sup>w</sup> for our work together in our shared journey.

hay čx<sup>w</sup> qə, O’siem,

All our relations,

The 2022–2026 scəw əθən məsteyəx<sup>w</sup> wənec sʔiw əsənəq (TFN Executive Council):

hiwaqw sx<sup>w</sup>amisaat (Chief Laura Cassidy)  
Executive Councillor təx<sup>w</sup>iləm | Yaahl Iiwaans  
(Bryce Williams)

Executive Councillor Taylor Baker  
Executive Councillor Chemkwaat (Valerie Cross)  
Executive Councillor halquam a tia (Louise Ahlm)

2023-2024 TIMELINE OF KEY EVENTS

# Spring

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

## tənwiwətən (April)

**3**

TFN celebrated the 14th anniversary of Treaty Day with an evening event at the TFN Longhouse.

**13**

TFN hosted the Annual Premier’s Forum between Premier of BC, David Eby and leaders of the Members of the Alliance of BC Modern Treaty Nations. The event included a meeting with Premier David Eby and several of his cabinet ministers to discuss the priorities for improving treaty implementation and government-to-government relationships.

## təmlíle? (May)

**4**

TFN held a community visioning session to support development of the xʷəliwənstəxʷ ct kʷə syaləxʷec (Honouring our Ancestors) Sustainability Charter. The session included a discussion on sustainability within the community and what important TFN values should be captured.

**5**

Health and Social Services and Language and Culture led a walk/run/ride to honour missing and murdered Indigenous women and girls. Members and allies in red attire completed a 5 km walk.

**7**

Chief Cassidy and Councillor Baker attended the Land Claims Agreement Coalition Prime Minister’s Forum in Ottawa and met with Prime Minister Trudeau to express TFN’s interests.

# Summer

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

## təmqəqá? (June)

**5**

Language and Culture and Health and Social Services held an unveiling ceremony of the bench in honour of Jade Joe. xʷəstenəxən (Karl Morgan) designed a beautiful memorial bench with two lady bugs and a flower.

**6**

TFN hosted its second Earth Day event at cəlisələm (TFN Community Farm). Over 50 attendees toured the pilot project site, met farm staff, and took home seedlings for their own gardens.

**12**

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

**14**

The Trust Society Annual General Meeting was held to review the 2022 Trust Society Financial Statements, investment performance, and to appoint the Trust Society Auditor for 2023.

**16**

TFN and Metro Vancouver co-hosted the 2023 Regional Gathering involving the Metro Vancouver Board and Indigenous Relations Committee meeting with the leadership of local area First Nations at the TFN Longhouse.

**21**

TFN held a celebration for National Indigenous Peoples Day for Members, leaseholders, and special guests. Festivities included learning about and celebrating the hənqəmiñəm language, culture, and heritage of the scəwəθən məsteyəxʷ (Tsawwassen People). The administration house posts were also unveiled, təxʷiləm Yaahl Iiwaans (Bryce Williams) carved the left house post called “The Salmon Queen.” The right house post was carved by xʷəstenəxən (Karl Morgan) called “The Dancing Fisher Boy.”

**28**

TFN hosted the təxeñt tə snexʷəł ʰ scəwəθən məsteyəxʷ Canoe Blessing Ceremony. Many Members turned out to wake up the canoe and start its journey again in the water.

2023-2024 TIMELINE OF KEY EVENTS

# Summer

təmqəqá? (June—High Tides), q̄wələʔəntən (July—Time to be ripe), cəłténəmən (August—Gather/dry Sockeye)

## q̄wələʔəntən (July)

**10**  
Natural Resources held the First Fish Ceremony, including a lunch and cultural burning at the TFN Longhouse

**13**  
Language and Culture hosted the Prayer Walk and encouraged Members to bring their drum, rattles, and clappers to uplift and pray for the community.

**21**  
Tsawwassen Members & staff welcomed canoes at the Tsawwassen Beach house post as part of the 2023 Tribal Journey “Paddle to Muckleshoot 2023 – Honouring Warriors Past and Present.”

## cəłténəmən (August)

**21**  
The Community Safety Strategy Panel, Director of Lands, Komal Shaikh and housing expert, Janice Abbott, hosted a housing workshop to collect Members thoughts on TFN’s housing needs.

# Autumn

səwə́ntən (September—Last of the Sockeye), x̄wəsəlénəx̄w (October—Falling Leaves), təmk̄wáíəx̄w (November—Time of the Dog Salmon), x̄cəlwéʔstən (December—Time to put away the paddles)

## səwə́ntən (September)

**19**  
Language and Culture organized a workshop on Truth & Reconciliation in the TFN Longhouse, that was open to Staff and Members. Xalek, Chief Ian Campbell, was hired to teach the workshop.

**21-23**  
TFN held the 2023 Members Gathering at the River Rock Casino Resort, welcoming Members from near and far to come together.

**29**  
Language and Culture held an unveiling and brushing of the Every Child Matters crosswalk at Tsawwassen Mills.

**30**  
TFN held a Truth & Reconciliation Day Walk joined by Members, Staff, Leasehold residents and others.

## x̄wəsəlénəx̄w (October)

**6**  
Natural Resources hosted the šx̄k̄wecx̄nəm šx̄q̄eǵaʔx̄ən scəłtən gathering to mark and celebrate the 2023 fall equinox.

**28**  
A Halloween funhouse was hosted at the Youth Centre, with performances and fireworks show in the park.

**29**  
An Appy Hour with Executive Council (EC) event was held where Members enjoyed one-on-one fun, and food and drinks with members from EC.

2023-2024 TIMELINE OF KEY EVENTS

# Autumn

səwóhtən (September—Last of the Sockeye), xʷəsəlénəxʷ (October—Falling Leaves), təm̓kʷáíəxʷ (November—Time of the Dog Salmon), x̣cəlwéʔstən (December—Time to put away the paddles)

## təm̓kʷáíəxʷ (November)

**7**  
Executive Council called the Tsawwassen Legislature into session on November 7, 2023 until November 14, 2023.

**7**  
Held a Public Affirmation Ceremony for new employees in front of the Legislature.

**8**  
Language and Culture staff supported the National Indigenous Veterans Day ceremony.

**10**  
The Longhouse was opened for Winter Ceremonies.

**29**  
Members of Executive Council travelled to Bellingham for a holiday meet and greet with Members.

## x̣cəlwéʔstən (December)

**1**  
TFN hosted a Blanketing Ceremony with BC Premier David Eby to celebrate the completion of the čitməxʷ?elə (Owl Nest) 36-unit rental complex and to thank the Provincial Government for their financial contributions to the project.

**6**  
TFN hosted the Community Christmas Dinner for Member families.

**7**  
Members of Executive Council travelled to the Okanagan for a holiday meet and greet with Members.

**21**  
The Youth Centre Winter Concert was held at the Youth Centre. The high school students and afterschool care program put on an amazing performance that featured cultural songs and holiday hits.

# Winter

miḥ́nə ɬqelc̓ (January—Short days, time of the child moon), pə́h̓əq (February—Cedar Bark Torches), wə́łx̣əs (March—Time to hear little frogs)

## miḥ́nə ɬqelc̓ (January)

**25**  
TFN and UBC hosted a workshop to introduce Members to the Fundamentals of Impact Assessments. The workshop was intended to facilitated participation in development of a specialized TFN impact assessment framework.

**28-30**  
Executive Council held a two-day Strategic Planning session with the senior management team to check-in on Tsawwassen Government accomplishments and to align priorities going forward.

## pə́h̓əq (February)

**1-10**  
Members of Executive Council participated in a cultural exchange trip to Thailand hosted by Central Walk.

**15**  
The Tsawwassen Legislature was called into session for Spring 2024 from February 15th until March 14th 2024. At the opening meeting on February 15th, a Public Service Employee Affirmation Ceremony was held for 8 new Tsawwassen Government employees.

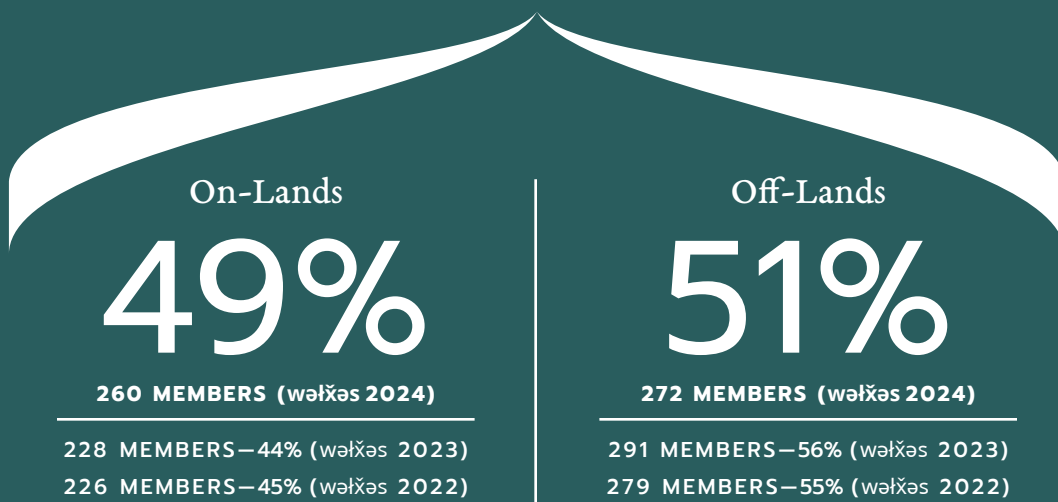
**28**  
TFN hosted an anti-bullying day event on Tsawwassen Lands for Members and staff.

## wə́łx̣əs (March)

**20-21**  
TFN in conjunction with the Lower Fraser Fisheries Alliance hosted the Lower Fraser Fisheries Alliance Delegate Forum. Attendees from multiple Lower Fraser First Nations came together to discuss a variety of fishing and conservation related topics.



Place of Residence



ELECTED/APPOINTED BODIES



GOVERNMENT STAFF

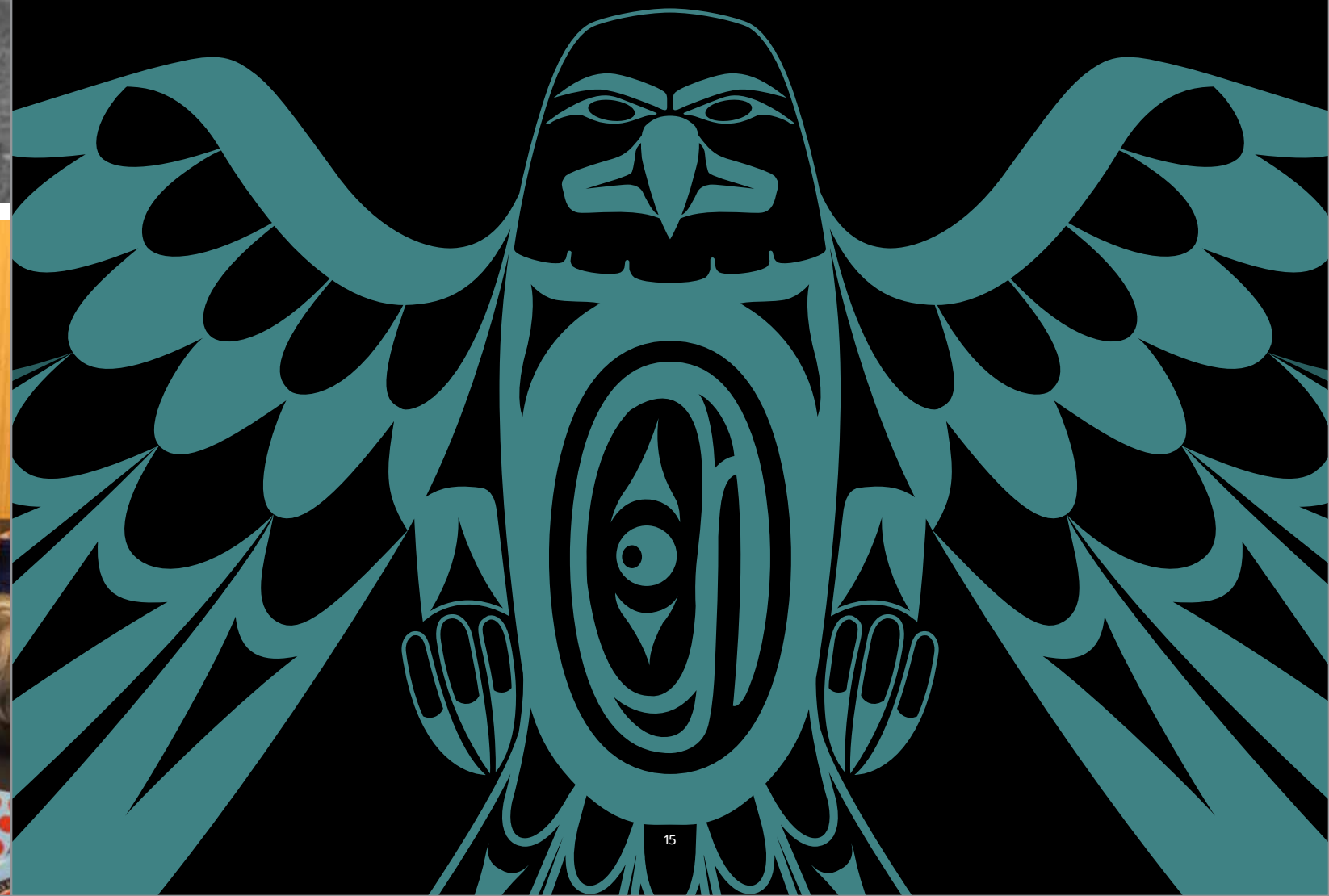
- Director of Finance & Corporate Services**
  - Manager of Finance
  - Manager of IT
  - Manager of Economic Development
  - Manager of Natural Resources
  - Manager of Government Services
- Director of Lands**
  - Manager of Development Planning
  - Manager of Community Planning Services
  - Manager of Lands and Housing
- Director of Municipal Infrastructure**
  - Manager of Engineering and Capital Programs
  - Manager of Facilities
  - Manager of Public Works and Utilities
- Director of Member Services**
  - Manager of Education and Skills Development
  - Manager of Health
  - Manager of Family Services
  - Manager of Language and Culture
  - Manager of Recreation and Events
- General Counsel**
  - Manager of Human Resources
  - Manager of Policy and Intergovernmental Affairs
  - Manager of Treaty Rights and Title





scəwáθən məsteyəx<sup>w</sup>  
TSAWWASSEN FIRST NATION

**GOVERNING  
INSTITUTIONS  
REPORT**



# Governing Institutions

REPORT

The Tsawwassen Legislature, Chief, Executive Council, 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 2023-2024 fiscal year. In addition, Tsawwassen law requires the establishment of various other bodies and committees. Their activities are also briefly described.

## TSAWWASSEN LEGISLATURE

The Tsawwassen Legislature is the highest body of Tsawwassen Government. It currently consists of 13 Tsawwassen Members, elected at a general election, and the Chief, elected separately, for a total of 14 Legislators. The duties of the Legislature are to review and approve 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 and management of Tsawwassen Government.

The Tsawwassen Legislature was called into session twice during the 2023-2024 fiscal year – for the Fall 2023 Session (November 2023) and the Spring 2024 Session (February-March 2024). In all, two bills and six Resolutions were debated and enacted at these sessions. Legislators also participated in two workshops during the summer of 2023.

### August 2023

#### Strategic Road Map Workshop

Led by Interim Chief Administrative Officer, Kwuntiltunaat Kim Baird, Legislators, members of the Advisory Council and other committees discussed strategic priorities for the Tsawwassen Government over the next four years.

*Tilbury Marine Jetty Project Workshop* Manager of Treaty Rights and Title, Sheila Williams, provided an overview of the project to Legislators and asked for their input to help inform Executive Council's decisions about the project moving forward.

### Fall 2023 Session

1. Legislator Resolutions
  - **R.006-2023** - Resolution to approve in principle the proposed amendments to the Land Act
  - **R.007-2023** - Resolution to request that Executive Council examine options to develop a TFN Members website or app

## GOVERNING INSTITUTIONS REPORT

### Spring 2024 Session

1. *2024-2025 Appropriations Act* (Bill 001-2024): this Act sets the annual budget for Tsawwassen Government for the 2024-2025 fiscal year.
2. *2024 Land Amendment Act* (Bill 002-2024): this Act amends the Land Act to allow the creation of land trusts for any Members, and to permit A-to-A leasing.

### 3. Legislator Resolutions

- **R. 001-2024** Resolution to Consider Amendments to the Tsawwassen First Nation Procurement Policy
- **R. 002-2024** Resolution to Contract Members to Share Harvesting Knowledge
- **R. 003-2024** Resolution to Develop a Tsawwassen First Nation Book
- **R. 004-2024** Resolution to Establish an Off- Leash Dog Area



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

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

**CHIEF AND WƏNEĆ SʔIŋƏSƏŋƏQ (EXECUTIVE COUNCIL)**

The Executive Council is made up of the Chief and the four Legislators who received the most votes during the general election. The 2022-2026 Executive Council includes Chief sxʷamisaat (Laura Cassidy), halquam a tia (Louise Ahlm), Chemkwaat (Valerie Cross), təxʷiləm Yaahl Iiwaans (Bryce Williams), and Taylor Baker. Executive Council is responsible for regulations, many of Tsawwassen’s policies, the overall financial management of the Tsawwassen Government, as well as providing direction to government operations.

During the 2023/2024 fiscal year, Executive Council enacted 96 Orders. These Orders covered areas such as policy and regulatory amendments, contract awards, approving funding applications and grant awards, service agreements, committee appointments, budget amendments, and calling the Tsawwassen Legislature into session. The full list of enacted orders and a detailed description of Executive Council’s 2023/2024 activities can be found in the Land Facing the Sea publications which is published quarterly. Copies are available physically at the TFN Administration Office and on our website.

**JUDICIAL COUNCIL**

The Judicial Council is responsible for many matters under Tsawwassen Law. Its primary functions include hearing challenges to the validity of Tsawwassen Laws, resolving disputes between Members and elected officials, making recommendations to courts on sentencing of Members if needed, investigating financial irregularities, and other duties assigned to it. The Judicial Council is ready to conduct hearings and act on matters arising throughout its term. The council serves a very important function – adjudication and dispute resolution for Tsawwassen processes. During the 2023-2024 fiscal year, the Judicial Council received two filed claims. The council met twice in person and virtually, for the annual meeting and to address the filed claims.

The members of the Judicial Council for 2023/2024 are:

- Bruce MacDougal, 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 Executive Council or the Legislature for approval.

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 7 Members attend meetings regularly, providing a valuable public service on behalf of the Membership. The Advisory Council met 18 times during the 2023/2024 fiscal year to discuss a wide range of topics, including regulation and policy amendments, the Advisory

Council Code of Conduct, the Executive Council Code of Conduct, the Sustainability Charter project, the 15-Year Treaty Review project, the 2024-2025 Appropriations Act, and the 2024 Land Amendment Act.

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



**OTHER COMMITTEES AND AUTHORITIES**

Tsawwassen Law, regulation, and policy establish a number of other advisory bodies not formally established in the Tsawwassen Constitution. These include the following:

**Natural Resources Advisory Committee (NRAC)**

The NRC was established by Executive Council in 2012. It replaces the Fisheries Committee, with a broader scope: to give advice on matters related to all natural resources. 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 NRC for the 2022-2026 term includes:

- 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 (Hunter)
- Vacant (Youth)

**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 awareness and understanding of culture and heritage, support development and recommendation of policies to protect and promote Tsawwassen culture, and other important duties.

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

- Chief sx<sup>w</sup>amisaat Laura Cassidy
- ah.sul.ten.aht Loretta Williams
- tθaymət Tony Jacobs
- Qwee-Kuluk Darryl Splockton Jr.
- Kwuntiltunaat Kim Baird

**Enrolment Committee**

Established in accordance with the Membership Act, the Enrolment Committee is responsible for reviewing applications for TFN enrolment and applying the eligibility criteria to enroll new Members. The Committee is supported by the Enrolment Registrar. During 2023-2024, the Committee met six times, where they reviewed and approved 21 applications for enrolment of new Tsawwassen Members. The current Enrolment Committee members are:

- Chemkwaat Valerie Cross (Chair)
- təx<sup>w</sup>iləm | Yaahl Iiwaans Bryce Williams
- sx<sup>w</sup>amiye Melinda Cassidy
- ləq<sup>w</sup>iyə Chrystalynn Gurniak
- spelək<sup>w</sup> təwet Terri Splockton

**Agricultural Advisory Committee (AAC)**

The AAC was formed in March-April 2020. The benefits of formalizing this body include streamlining processes; fair representation of the community; formal agenda, minutes, and protocols to follow; and effective community engagement and lobbying with the Ministry of Agriculture as well as Agricultural Land Commission for various initiatives on 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.

The AAC for the 2022-2026 term includes:

- 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' tñ' aat Mabel Williams (Member with knowledge of traditional and medicinal plants)
- Penny Baird (Member without agricultural knowledge)
- Christian Weir (Youth – one position vacant)
- təx<sup>w</sup>iləm | Yaahl Iiwaans Bryce Williams (Member of Executive Council)

**Housing Advisory Committee (HAC)**

The HAC was reinstated in June 2021 and meets at least 6 times a year to provide advice and recommendations on a range of housing matters. Issues that may be addressed by the HAC includes housing plans, strategies, programs and services, housing-related legislation and policies, options for funding Member housing, and housing-related Member education and training. This Committee has six members. The HAC for the 2022-2026 term includes:

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



scəwáθən məsteyəx<sup>w</sup>

TSAWWASSEN FIRST NATION

## DEPARTMENT SERVICES REPORT

### **Leaseholder Residents Advisory Committee (LRAC)**

The LRAC is a group of 12 Non-Members established by policy of the Executive Council; this committee is currently 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 LRAC met three times during the 2023/2024 fiscal year. The meetings focused on review of the 2024/2025 Local Government Services budget and the establishment of the 2024 property tax rates. The Leaseholder Relations Coordinator, Brenda Wright, works closely with the Committee by chairing Committee meetings and serving as the TFN liaison. Brenda and Director of Finance, Mark De Mello also met with TFN's commercial and industrial leaseholders in Spring 2023 to review property tax rationale. Five mailouts on various TFN government activities and initiatives were sent out to leaseholders in the 2023/24 fiscal year.

### **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.

### **TFN Economic Development Advisory Committee**

The TFN Economic Development Advisory Committee advises and makes non-binding recommendations to the Economic Development Department, consultants, the CAO, and the board of directors on the Tsawwassen Economic Development Committee on matters regarding TFN and Tsawwassen Government economic development initiatives. The Committee supports the goals and principles related to economic development by acting in good faith in the best interests of TFN and Members, and exercising care, skill, diligence, and judgement that a prudent businessperson would exercise.

# Department Services

REPORT

This section provides an overview of service highlights from each Tsawwassen Government department. Each highlight is connected to a goal identified in the TFN Strategic Plan 2018-2023, which set out our vision for the future and long-term goals for the Nation. We have worked consistently to ensure these goals become a reality. We are happy to share how the work of the Tsawwassen Government over the 2023/2024 fiscal year has met many of these goals. A new Strategic Plan is currently being drafted by staff to guide TFN's vision and long-term goals for 2025-2030.

- |  |  |
|--|--|
| <p><b>1</b> <b>štθəməwi?cewtxʷ ʂxʷqəqəʔxən</b><br/>Administration &amp; Executive Governance</p> | <p><b>9</b> <b>scəwəθən təməxʷ ʂxʷqəqəʔxən</b><br/>Lands &amp; Municipal Services Department</p> |
| <p><b>2</b> <b>xʷənθe:t ʂxʷqəqəʔxən</b><br/>Government Services Department</p>                   | <p><b>10</b> <b>cnəlmən ʂxʷqəqəʔxən</b><br/>Policy and Intergovernmental Affairs</p>             |
| <p><b>3</b> <b>telə ʂxʷqəqəʔxən</b><br/>Finance Department</p>                                   | <p><b>11</b> <b>translation in progress</b><br/>Treaty Rights and Title Department</p>           |
| <p><b>4</b> <b>ləwstəxʷ ʂxʷqəqəʔxən</b><br/>Health and Social Services Department</p>            | <p><b>12</b> <b>translation in progress</b><br/>In-House Legal Department</p>                    |
| <p><b>5</b> <b>nəwəyə ʔ ʂxʷqəqəʔxən</b><br/>Language and Culture Department</p>                  | <p><b>13</b> <b>məsteyəxʷ ʂxʷqəqəʔxən</b><br/>Human Resources Department</p>                     |
| <p><b>6</b> <b>translation in progress</b><br/>Recreation and Events Department</p>              | <p><b>14</b> <b>sləqələxʷ ʂxʷqəqəʔxən</b><br/>Information Technology Department</p>              |
| <p><b>7</b> <b>nəwəyə ʔ ʂxʷqəqəʔxən</b><br/>Education and Skills Development</p>                 | <p><b>15</b> <b>θəyt syələwəʔ</b><br/>Economic Development Department</p>                        |
| <p><b>8</b> <b>ʂxʷkʷecxənəm ʂxʷqəqəʔxən</b><br/>Natural Resources 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

## The Strategic Plan

is organized into six theme areas that include goals and objectives. The Department Services Report provides examples of how the government's daily work advances those goals. This is not a comprehensive list, but selected highlights from the year.

### 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

### štǫmǎwǐ?cewtx<sup>w</sup> šx<sup>w</sup>ǫeǫa?xǎn



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

The Chief Administrative Officer (CAO) is the head of the public administration and the link between the political and administrative levels of the Tsawwassen Government. The CAO reports directly to the Chief and is responsible to wǎncǎ s?iǰǎsǎnǎǫ (Executive Council). The department directly supports wǎncǎ s?iǰǎsǎnǎǫ and the CAO, enabling them to effectively carry out their functions as TFN's representatives and decision-makers.

#### ADMINISTRATION BY THE NUMBERS

# 95

95 ORDERS ENACTED BY EXECUTIVE COUNCIL AND/OR THE CHIEF

# 38

SUPPORTED 38 FULL DAY EXECUTIVE COUNCIL MEETINGS

# 100

HOSTED OVER 100 ATTENDEES AT THE 2023 REGIONAL GATHERING HELD AT THE TFN LONGHOUSE, WITH 70% (7/10) OF THE FIRST NATIONS IN THE METRO VANCOUVER REGION IN ATTENDANCE

# 1

APPOINTED 1 TFN MEMBER TO A SENIOR LEADERSHIP ROLES – DIRECTOR OF MUNICIPAL INFRASTRUCTURE

#### 2023-2024 ADMINISTRATION SERVICES HIGHLIGHTS

Highlight	Strategic Plan Goal
<p>Developed a strategy for the reorganization of the Tsawwassen Government administration. Four goals were identified by the Interim CAO and TFN's Directors to achieve the Tsawwassen Government's current and future needs:</p> <ol style="list-style-type: none"> <li>1) realigning departments to distribute decision making authority throughout TFN,</li> <li>2) logically reorganizing departments to maximize collaboration,</li> <li>3) increasing capacity where gaps have been identified, &amp;</li> <li>4) building upon existing functions and current employee skillsets.</li> </ol>	
<p>Underwent administrative and operational enhancements to support staff adjusting to new roles and ensure that all Tsawwassen Government departments meet the needs of Members efficiently.</p>	
<p>Councillor Baker attended the annual Land Claims Agreement Coalition Leadership Meeting in Ottawa to advocate for TFN's priorities. During this trip, she met with Minister of Crown-Indigenous Relations, the Honourable Gary Anandasangaree, and Minister of Justice and Attorney General of Canada, the Honourable Arif Virani.</p>	
<p>Hosted the 2023 Regional Gathering of the Metro Vancouver District Board and First Nations Elected Leaders at the TFN Longhouse. This important event helped strengthen government-to-government relationships among local area First Nations and Metro Vancouver. The event featured a cultural performance, a buffet, and facilitated discussions among participants.</p>	
<p>Travelled with staff to Thailand for a cultural exchange to visit award-winning mixed-use developments and to support relationship building with our commercial leasehold development partners, Central Walk. The trip was undertaken on a cost-sharing basis by TFN and Central Walk to support conflict-avoidance in future decision making.</p>	
<p>Attended the 2023 Treaty Day Celebration. Dinner was enjoyed at the TFN Longhouse with cultural displays and activities beforehand. The Honorable Murray Rankin of MIRR, attended and was gifted an important cedar feather carved by Frank Campbell (wopee'oh)</p>	

# 2

## Government Services Department

### ᑭᓄᓐᓂᓄᓐᓃᓐ ᓂᑭᓄᓐᓂᓄᓐᓃᓐ



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

The Government Services Department is responsible for managing government and legislative records, logistics for Legislative Assembly sessions and the Advisory Council, workshops for elected officials, and engagement sessions with Members. This department also oversees Tsawwassen Government communications, and produces all publications such as the Community Notice, Land Facing the Sea, and the Annual Report. Internally, Government Services supports records and information management for all departments including the use of SharePoint for record keeping and collaboration. Government Services underwent several organizational changes during the 2023-2024 year, including shifting Membership/Enrolment and Member Events under the Director of Member of Services.

#### GOVERNMENT SERVICES BY THE NUMBERS

DISTRIBUTED  
**24**  
COMMUNITY NOTICES,

**4**  
LAND FACING THE SEA AND  
**25**  
STAŁƆW WEEKLY FLYERS.

**16**

HELD 16 LEGISLATIVE  
ASSEMBLY MEETINGS

**6**

HOSTED 6 ELECTED OFFICIAL  
WORKSHOPS

**18**

FACILITATED 18 MEETINGS OF  
THE ADVISORY COUNCIL



PUBLISHED 2 PRESS RELEASES  
AND 3 NEWSPAPER ARTICLES

#### 2023-2024 GOVERNMENT SERVICES HIGHLIGHTS

Highlight	Strategic Plan Goal
<p>Deployed a new ᓂᑭᓄᓐᓂᓄᓐᓃᓐ employee intranet portal using SharePoint online, to improve cross-departmental information sharing. The department is managing ongoing development of a new leləᓄ pipə (SharePoint Online team collaboration site). Two pilot departments (PIGA &amp; Government Services) have transitioned to new sites and successfully migrated content from their existing SharePoint 2016 sites and from the network file share.</p>	
<p>Facilitated all meetings of the Advisory Council and worked with the Management Team and Executive Council to improve how Advisory Council feedback is heard and responded to.</p>	
<p>Successfully hosted several visiting delegations interested in learning about TFN's Treaty and self-government journey with Chief Cassidy, Executive Council, the CAO, and PIGA staff. This includes visiting academics from Australia National University, elected officials, youth, and staff from the Gwich'in Tribal Council, and a group of 80 Elders and staff from the Nations of the Te'mexw Treaty Association (Beecher Bay/SC'IANEW, Malahat, Snaw-Naw-As, Songhees and T'Sou-ke). Each delegation had an opportunity to learn more about the Treaty, ask questions and tour Tsawwassen Lands.</p>	
<p>Supported Executive Council's goal to complete more outreach with off-Lands Members by helping to organize two workshops for Members in the Bellingham WA area, and a workshop in Vernon BC for Members in the Okanagan area. Workshops included updates on current projects and initiatives, such as the 15-year Treaty Review and the Administration/ Legislature Facility Project, consultation on potential Election Act amendments and the new Strategic Plan, and cultural activities.</p>	
<p>Oversaw development of a new process for high-volume mailouts to leasehold residents. The process has been successfully used by Lands, Natural Resources, Government Services, and the Municipal Infrastructure departments.</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

### 2023-2024 GOVERNMENT SERVICES HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
Successfully delivered two Legislative Assembly sessions (Fall 2023 and Spring 2024). During Spring 2024, the department improved the livestream experience to deliver better viewing for Members tuning in online.	
Continued development of a comprehensive Communications Strategy, including consultation sessions with Elders and Youth, and surveys for both Members and leasehold residents.	
Published the bi-weekly Community Notice and STAL ᐃW Flyer, as well as the quarterly Land Facing the Sea.	
Developed and implemented a new Interim Terms of Reference for the Leasehold Residents Advisory Committee (LRAC) to establish a regular schedule and respond to the growing population and ensure representation of all neighbourhoods. The LRAC was also expanded to include four additional members representing the newer leasehold residential neighbourhoods.	
Successfully overcame challenges related to capacity shortages due to an increased volume of work in the Leaseholder Relations role. As the leasehold population continues to rapidly grow, expansion of staffing resources will be required to provide timely and accurate responses to enquiries. Despite such challenges, the department successfully resolved most of the concerns brought forward by leasehold residents and achieved expansion of LRAC representation. The department intends to add additional capacity to broaden service delivery and enhance communications both internally to other departments and leasehold residents.	

## DEPARTMENT SERVICES REPORT

## 3

Finance Department

telə ᓄᓐᓂᓐᓂᓐᓂᓐᓂᓐ



**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.

### FINANCE BY THE NUMBERS



### 2023-2024 FINANCE HIGHLIGHTS

Highlight	Strategic Plan Goal
Hosted the first Youth Financial Planning Workshop at the Member's Gathering Youth Forum. The workshop was held in response to Member requests for TFN to play a more active role in supporting youth's financial literacy development. The workshop was well attended and introduced youth to topics such as financial planning and the responsible management of their Minor's Trust.	

# 3

## Finance Department (cont'd) telə šx<sup>w</sup>qeqa?xən



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

### 2023-2024 FINANCE HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
Created new investment policies for the Tsawwassen Government and TFN Trust Society. These new policies have simplified TFN's investment structure while maintaining the safe and successful approach to investment that has been used to date.	
Supported the Trust Society's Annual General Meeting and Board of Directors.	
Completed quarterly and Legacy Trust distributions to Members, accurately and on time.	
Introduced amendments to the Financial Management Policy as part of an ongoing project to review and update the policy.	
Created a new online payment portal for property taxes, utilities, dog licenses, business licenses, and violation tickets.	
Worked with Executive Council, the Finance and Audit Committee, and the Legislature to develop the 2024-2025 Appropriations Act, which represents the Tsawwassen Government's budget for the 2024-2025 fiscal year.	
Completed the 2023-2024 fiscal year audit.	
Maintained the good standing of the Tsawwassen Government and TFN Corporations and ensured board appointments are current.	

## DEPARTMENT SERVICES REPORT

# 4

## Health and Family Services Department ləwstəx<sup>w</sup> šx<sup>w</sup>qeqa?xən



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

The Health and Family Services Department oversees the planning and delivery of health programs and family services to Tsawwassen Members and works with and alongside them to identify and support them to live health and well-balanced lives. This department was previously named Health and Social Services and was separated into two departments in October 2024 – the Health Department and the Family Services Department.

### HEALTH AND FAMILY SERVICES BY THE NUMBERS

# 8

HELD MORE THAN 8 HEALTH-BASED CLINICS  
HELD ON LANDS

# 12

HIRED 12 NEW EMPLOYEES  
IN MEMBER-SUPPORT POSITIONS

# 6

OVER 6 MEMBERS ATTENDED  
EACH OF THE HEALTH EMPOWERMENT  
WOMEN'S CRAFT & CHAT NIGHTS

# 4

HELD 4 COMMUNITY SAFETY  
STRATEGY ENGAGEMENTS

# 4

Health and Family Services Department (cont'd)

łewstəx<sup>w</sup> šx<sup>w</sup>qeqə?xən



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

## 2023-2024 HEALTH AND FAMILY SERVICES HIGHLIGHTS

Highlight	Strategic Plan Goal
Collaborated with Deltassist to hold two successful events, including a collaborative tax clinic organized by TFN's Social Assistance Worker and the Christmas Hamper and Toy Drive for Tsawwassen families.	
Hosted a variety of Member workshops, clinics and learning opportunities on Lands, including vaccination clinics, Naloxone and harm reduction workshops, grief and loss workshops, diabetes clinics, and cancer screening and prevention.	
Hosted the first Health Fair since COVID-19. This event was well attended by the community and featured a variety of health, social, mental health, and addictions organizations, supports, and resources. The fair also included traditional healing, a hearing clinic, and onsite optometry. The Community Safety Strategy Expert Panel attended to showcase previous engagement work to the community and collected Member input on wellness supports to inform the strategy	
Participated in the National First Nations Housing and Homelessness Forum in Toronto. TFN was represented by the Supportive Housing Coordinator. Family Services staff continue to showcase the good frontline family services work TFN is doing and continues to participate in these opportunities to learn from other Nations, institutions, and organizations to bring nuanced and up-to-date knowledge to Tsawwassen Lands.	

## DEPARTMENT SERVICES REPORT

### 2023-2024 HEALTH AND SOCIAL SERVICES HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
Continued development of the Community Safety Strategy, including consultation with the Expert Panel, and community workshops on housing and harm reduction. At the 2023 Members Gathering, the Expert Panel presented the house posts that will support the strategy's work: physical safety, safe housing, and health and wellness. Members provided feedback on the house posts to support drafting of the strategy recommendations over the following fiscal year.	
Travelled to Ottawa with PIGA staff to participate in the Institute of Fiscal Studies and Democracy Child and Family Services funding gaps analysis with other First Nations across Canada.	
Partnered with the Delta Police Department (DPD), Options Community Services, and the Canadian Mental Health Association to establish a Peer Assisted Care Team (PACT) for the City of Delta. This project will help reduce the number of mental health and substance use related calls that the DPD respond to by sending a mental health team (comprised of people with lived experience) to help individuals in crisis and reduce unnecessary interactions with the criminal justice system.	
Welcomed and onboarded two new managers following organizational restructuring. Maura Gowans, a former Counsellor at TFN, assumed the role of Manager of Family Services, and Carmen McLachlan, assumed the role of Manager of Health. Maura and Carmen bring exceptional experience and excitement to these roles.	
Continued to provide a variety of programming initiatives, including Wellbriety, Movement as Medicine sessions, and the Women's Craft and Chat. The Women's Craft and Chat is for female identifying individuals to share a meal, and have a safe, judgement free space to be creative and talk.	
Hired three additional staff to continue the positive work of the Substance Use Support and Outreach positions. These positions have proved invaluable in connecting Members to resources and life skills, as well as, providing culturally safe and non-judgmental services.	

# 5

## Language and Culture Department nəwəyə́ † šxʷq̓eǰaʔxən



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

The Language and Culture Department is dedicated to the revitalization and promotion of hə́nq̓əmíṇə́n and Tsawwassen culture. The department organizes cultural awareness activities such as weekly language classes, annual cedar stripping outings, beading and drumming workshops, and in collaboration with the Natural Resources Department to organize traditional tea harvesting and other gathering opportunities. This branch also works closely with the Youth Centre and the Smuyuq'wa' Lelum Early Childhood Development Centre to instill cultural values in the children and youth and assists all other departments in including language and cultural elements in Tsawwassen Government policies and regulations.

### LANGUAGE AND CULTURE BY THE NUMBERS

# 5

AWARDED 5 MEMBER-FACING GRANTS (CULTURAL GRANT – 2 MEMBERS, FUNERAL BENEFITS – 3 MEMBERS)

# 26

PROVIDED CULTURE WORK AND SUPPORT FOR 26 EVENTS AND CEREMONIES

# 8

8 MEMBERS ARE ENROLLED IN THE SFU INDIGENOUS LANGUAGES PROGRAM

# 8












HOSTED/CO-HOSTS OR PROVIDED SUPPORT FOR 8 ONGOING CULTURAL ACTIVITIES AND EVENTS

# 8


EXPANDED TO 8 CULTURE AND LANGUAGE TEAM MEMBERS

## DEPARTMENT SERVICES REPORT

### 2023-2024 LANGUAGE AND CULTURE HIGHLIGHTS

Highlight	Strategic Plan Goal
Supported eight Members enrolled in the TFN-Simon Fraser University Language Program. Four Members are working towards their language proficiency certificates and will be graduating in October 2024, before moving onto their Diplomas. Four other Members are working on their bachelor's and will be graduating in Spring 2025. One Member has successfully completed their certificate.	 
Hosted the Language with the Littles programming for over 10 children at the Smuyuq'wa' Lelum Daycare. The program teaches language and culture to the infant/toddlers and 3-5-year-olds.	
Provided ongoing cultural support including cleansings and brushing off, prayers and blessings, and openings for meetings and events. A workshop was held for the TFN Archeology team on Cultural Safety within their worksites. Elders and Longhouse Committee members shared cultural stories and protocols. The department also provided the Archeology team with a cultural basket that included items to help protect them while on site and working with Ancestors.	 
Managed and administered TFN's Cultural Support Grant Program which provides Members with financial support to hold ceremonies, cultural events, or other practices of cultural importance, in accordance with TFN tradition.	  
Teamed up with the Lands Department and held a Member engagement session in the future Cultural Hub. TFN's Cultural Hub will serve multiple purposes, including hosting artwork and cultural displays, functioning as an interpretive centre, providing education, staff office space, storage of artifacts, mentoring for TFN youth, a classroom for language and culture revitalization, networking for Indigenous artists, a space to share about TFN values and culture, and promoting learning of culture, community and traditions, and traditional crafts. Construction is expected to commence in late July 2024.	  

2023-2024 LANGUAGE AND CULTURE HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
Collaborated with other departments to hold ongoing cultural activities for Members, including the Drum Group and Chat and Craft at the Youth Centre.	
Hired a consulting company to help develop a plan for community/ Member engagement and draft a new "Our Living Traditions Strategy Renewal" ten-year plan. The strategy will provide TFN with strategic direction and guidance to meet its vision and objectives for language and cultural revitalization	
Provided cultural workshops at the Members Gathering for Youth and Members. Workshops included beading with devil's club beads, beading orange shirts/red dresses, as well as helping to facilitate a weaving workshop with Elder and master weaver ah.sul.ten.aht Loretta Williams to make cedar headbands.	
Supported the National Indigenous People's Day event. The Department assisted with the hiring of drummers/singers & the hə́ŋqəmiḥə́m prayer to start the event off in a good way. Multiple booths with language and culture items were set up, including a devil's club beading necklace table, and a quick game of hə́ŋqəmiḥə́m language bingo	
Welcomed canoes at the Tsawwassen Beach house post as part of the 2023 Tribal Journey "Paddle to Muckleshoot 2023 - Honouring Warriors Past and Present." This year's journey, the first Tribal Journey since 2019, included canoes from across the Pacific Northwest travelling various routes to converge at the Muckleshoot Indian Tribe in Washington State.	

6  
 hə́ŋqəmiḥə́m translation in-progress  
**Recreation and Events Department**



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

The Recreation and Events Department was established in 2023 to ensure that recreational opportunities are available to Members of all age groups, from youth to elders. The creation of this department supports alignment with TFN's goals of wholistic community, mental, physical, and spiritual wellness. The department is responsible for all Elders programming and hosting Member events, such as the Annual Members Gathering and Treaty Day celebrations.

RECREATION AND EVENTS BY THE NUMBERS


79

79 MEMBERS ACCESSED  
 THE RECREATION REIMBURSEMENT GRANT




300

OVER 300 ATTENDEES AT THE  
 2023 NATIONAL INDIGENOUS PEOPLES DAY  
 CELEBRATION.

2023-2024 RECREATION AND EVENTS HIGHLIGHTS

Highlight	Strategic Plan Goal
Developed the Recreation Reimbursement Program Policy to encourage Tsawwassen Members' health and wellness and support their participation in recreational activities. Tsawwassen Members 16 or older may be reimbursed up to \$600 (CAD) per fiscal year to defray costs related to eligible health and wellness activities.	

2023-2024 RECREATION AND EVENTS HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
<p>Continued the weekly Elders programming, through a holistic and dynamic approach to overall wellbeing, by including a variety of physical, social, and cultural activities for everyone to participate in. Activities included a bi-weekly walking club, a bi-weekly luncheon, a breakfast club, beading club, and a drop-in craft class. There were also monthly outings, including a visit to the Bloedel Conservatory in Queen Elizabeth Park and a trip to the Vancouver Aquarium.</p>	
<p>Successfully launched the social leisure program which offers social outings for Tsawwassen members of all ages. The program fosters a sense of scenery and enhanced social connections for Members, and included trips to the Reifel Bird Sanctuary, the Vancouver Aquarium, and some lunch socials.</p>	
<p>Successfully held and organized the events that bring our community together for fun social gatherings, such as but not limited to, the Community Christmas dinner, National Indigenous Peoples Day, and International Women's Day.</p>	
<p>Increased fitness programming based on well-attended community participation. Some fitness classes include the bi-weekly Zumba Gold classes and Aerobics classes, which received positive feedback for the personalized focus on each participant.</p>	
<p>Awarded the BC Alliance for Healthy Communities Grant for \$35,000. In the next fiscal year, this funding will support purchasing Elders specific exercise equipment for the new Elders Centre, and the establishment of a Canoe Shed, and Canoes at the TFN Beach Front Park.</p>	
<p>Supported Elders with the assistance of the Delta Police Department (DPD) through the great snowstorm of 2024. The department worked closely with DPD to coordinate snow clearing for Elders through a Member business and will look to build on this support in the next fiscal year.</p>	



# 7

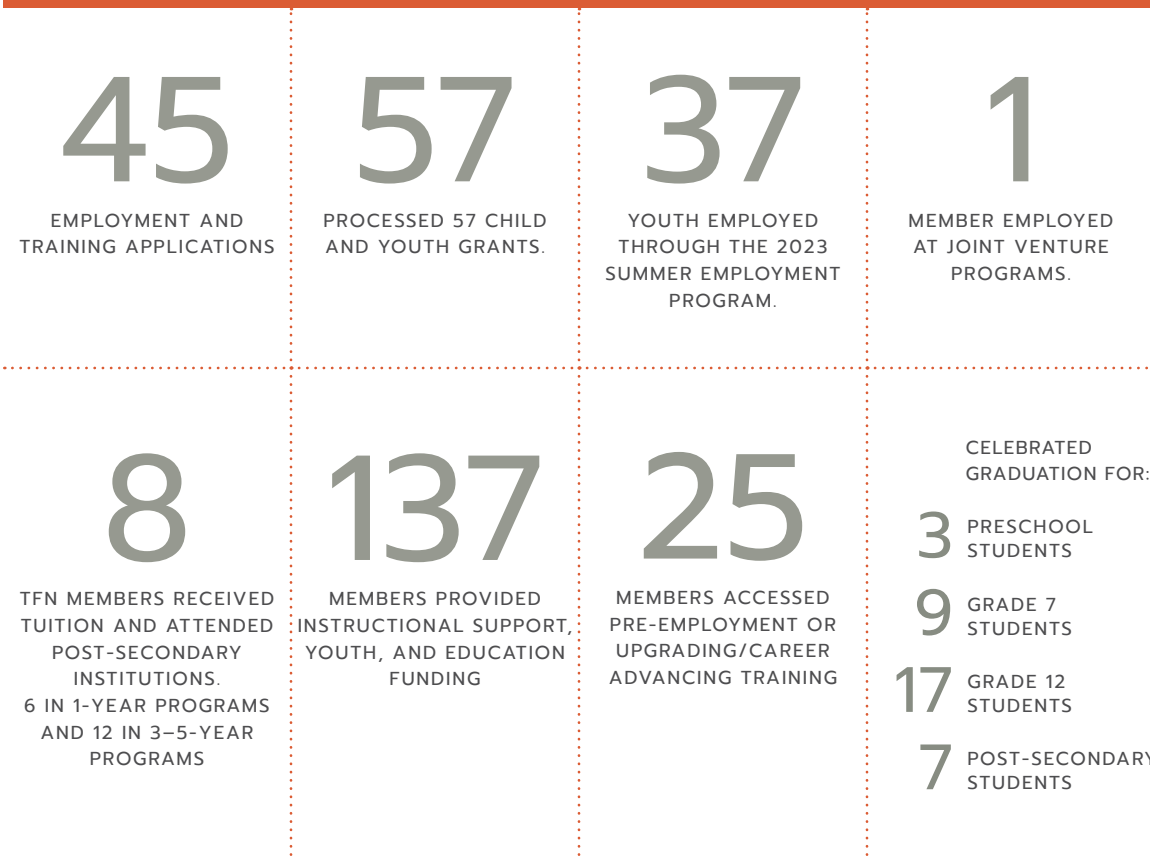
## Education and Skills Development Department nəwəyə́ ł ʃxʷq̓eǰaʔxən



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

The Education and Skills Development Department provides education and training activities for Tsawwassen Members and students in daycare, kindergarten to grade 12, post-secondary, and supports Members seeking employment opportunities with learning and financial assistance. The department also operates all youth programming at the ǰəʔis məstıməxʷəwtxʷ (youth centre). The K-12 education involves meeting with teachers, principals, and members of the Delta School District to ensure that all Tsawwassen students are receiving the learning supports they need to succeed.

### EDUCATION AND SKILLS DEVELOPMENT BY THE NUMBERS



## DEPARTMENT SERVICES REPORT

### 2023-2024 EDUCATION AND SKILLS DEVELOPMENT HIGHLIGHTS

Highlight	Strategic Plan Goal
Successfully delivered outdoor programming opportunities, including multi-day camping trips, horseback riding trips, and sailing trips. Youth partook in activities such as drumming, singing, stargazing, talent shows, and outdoor skills building. These trips support connection with culture and nature while enjoying fun activities together. This includes the success of the outdoor recreation therapy program, where youth enjoyed nature, connected with one another, and participated in cultural activities geared towards their health and wellness.	
Continued to provide interactive programming through the Youth Centre. Tsawwassen youth partook in a variety of afterschool, weekend, and summer activities that brought fun and culture to the forefront. Activities included fieldtrips, snowboarding, taekwondo, boxing, drumming and singing, and cooking.	
Delivered the after-school program through the Youth Centre. The program continues to improve youth's social, physical, and spiritual growth, while combining opportunities for community participation and on- and off-lands learning opportunities. A success of this program has been having the REACH Autism Program provide dedicated one-on-one support options to youth.	
Re-opened the Smuyuq'wa' Lelum Early Childcare Development Center to the public following the closure from COVID-19. The daycare students participated in many events and activities, including yoga, a Christmas concert, and lunch with Elders.	
Supported Members interested in pursuing post-secondary education through application assistance and hosting the annual post-secondary workshop. The department continues to offer support with scholarships and bursaries and other financial assistance to Members interested in post-secondary education.	
Completed amendments to the Post Secondary Education Policy and the Employment and Training Policy to increase the living allowances for full-time students.	
Successfully delivered educational programming to high school students on Tsawwassen Lands. Tsawwassen students participated in a variety of electives, field trips, and music programming. This year, the music program expanded to include singing, instruments, and music production! Youth will have the opportunity to engage in this programming further in the coming year.	
Continued support for all Tsawwassen Students in the Delta School District. The department provides funding for Education Assistants, access to educational assessments, staff support at parent meetings and academic supports at the Youth Centre.	
Successfully delivered the Employment and Training Program, advertising 100% of employment opportunities related to partnerships, joint ventures, and other opportunities. This includes hosting the Kwantlen Polytechnic University (KPU)-TFN Adult Learning Program on Lands. The department provided a friendly and accommodating learning environment to support Members' participation in English upgrading classes and exploration of future post-secondary studies at KPU.	

# 8

Natural Resources Department

šx<sup>w</sup>k<sup>w</sup>ecxənəm šx<sup>w</sup>qeqa?xən



**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 hənqəmihən, šx<sup>w</sup>k<sup>w</sup>ecxənəm šx<sup>w</sup>qeqa?xən, 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:

227

CONDUCTED 227 VEHICLE CRAB PATROLS.

50

CONDUCTED 50 VEHICLE-BASED MIGRATORY BIRD AND DIKE PATROLS

58%

ACHIEVED A NEAR 58% CATCH OF YEARLY FSC ALLOCATIONS FOR FISH AND AQUATIC PLANTS AND INTERTIDAL BIVALVES, SUBJECT TO CONSERVATION.

9

FACILITATED 9 NATURAL RESOURCE COMMITTEE MEETINGS AND EVENTS

8

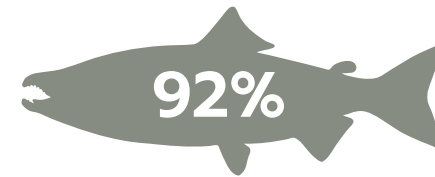
CONDUCTED 8 JOINT FOOT PATROLS WITH ENVIRONMENT AND CLIMATE CHANGE CANADA OFFICERS

### DEPARTMENT SERVICES REPORT

#### NATURAL RESOURCES BY THE NUMBERS (CONT'D)

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

CHINOOK SALMON



CHUM SALMON



CRAB (UNALLOCATED)



CHUM, CHINOOK, AND SOCKEYE OPENINGS

9

EULACHON OPENINGS

2

Monitoring and Catch validation requirements:

20%

CHINOOK

38%

CHUM

7%

CRAB

0%

SOCKEYE & EULACHON

ENSURED TFN FULFILLED TREATY CATCH VALIDATION FOR FSC

20%

#### SUCCESS STORY

Led the successful closure of the dike for Members' brant hunt (March 1st - March 10th). This closure was a coordinated inter-departmental effort with the Delta Police. The closure ensured Members could practice their Treaty right to hunt in a safe and undisturbed manner. Thank you to all the TFN staff and Delta Police for making this a success!



8

Natural Resources Department (cont'd)

šx<sup>w</sup>k<sup>w</sup>ecxənəm šx<sup>w</sup>qəqəʔxən



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

2023-2024 NATURAL RESOURCES HIGHLIGHTS

Highlight	Strategic Plan Goal
Hosted the inaugural šx <sup>w</sup> k <sup>w</sup> ecxənəm šx <sup>w</sup> qəqəʔxən scełtən (salmon) Gathering. The event included distribution of canned salmon, scełtən-related games and experiential learning workshops fileting and canning scełtən. Additionally, NR conducted a Member-survey on scełtən-related stewardship priorities, to inform the department's immediate and long-term framework and strategy development.	
Produced and distributed a wire-bound print TFN Harvest Calendar with the assistance of Language and Culture and Member contributions. The calendar incorporated həñqəmiñəm terms, Member harvest photos, and listed important dates and natural resources-related considerations in keeping with TFN's seasonal round. A first run of calendars was distributed to Members in December, with plans to print and distribute more.	
Provided, processed, and distributed Fish and Crab for Members, including assisting all interested Members on and off Lands with the food fish distribution. The department provided freezer storage and worked to ensure all Members received their yearly allocations, which included Chinook (3 per adult and 1 per child) and Sockeye (1 case canned salmon per Member). Interested Elders and Families also had their allocations fileted for easier storage.	
Continued TFN plant guardianship and enhancement efforts. The Natural Resources Committee (NRC) plant sub-working group has prioritized native plant propagation, and the department has been working to develop a plant propagation program. Methods will be ready for testing in the following fiscal year. The sub-committee continues to devote discussion to soil and plant quality, trespassing & illegal harvesting by non-Members, potential fire risk & access to cedar trees and plants, plant species in the Community Gardens, and creation of a Plant ID App and book.	 

2023-2024 NATURAL RESOURCES HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
Supported ongoing treaty implementation and reporting obligations. This included representing TFN at treaty fisheries intergovernmental tables, such as the Joint Fisheries Committee, Joint Technical Committee, and Joint Enforcement Committee, to facilitate cooperative assessment, planning, and management of the exercise of the Tsawwassen Fishing Right. Other activities and matters include TFN enhancement initiatives and stewardship activities, monitoring and enforcement activities in respect of TFN fisheries, and negotiations. The department successfully negotiated conversion of TFN Commercial Crab licenses to commercial-communal to ensure more complete maintenance and administration of the opportunity amongst Members.	 
Represented TFN at Indigenous fisheries intergovernmental tables and initiatives, including the Lower Fraser Fisheries Alliance, First Nation Fisheries Council, First Nation Fisheries Legacy Fund, and Fraser River Management Council. The department supported and advised elected leadership on bi-lateral and collaborative matters, including Ministerial and Regional Director General meetings with the Department of Fisheries and Oceans.	
Continued TFN-led and partnered fisheries studies, projects, and initiatives, aimed at enhancing and protecting fish populations and habitat within Tsawwassen territory. This includes continued participation in the BCFRESH Restoration Project, the TFN-LGL Selective Fish Trap Project funded by BCSRIF, and the TFN Invasive European Green Crab Program.	
Facilitated a Salmon Habitat Mapping Workshop with the NRC, sponsored by UVIC and the First Nations Fisheries Legacy Fund. Members contributed knowledge, stories, information, questions, and concerns related to salmon habitat within Tsawwassen Territory. The workshop, part of the department's larger Drone Mapping Program work, aimed at determining Members' priorities regarding potential locations for habitat restoration which could be mapped through drone utilization. Members identified the Foreshore area as a priority.	
Continued efforts to restore and enhance the ecological integrity of protected areas. This includes planning and implementation work for interpretative signage on the TFN foreshore and conducting regular bird and wildlife surveys.	
Continued expanding the department's capacity and long-term planning, including the hiring of an enforcement officer and a natural resources technician. The department also conducted two Member-facing surveys to help shape priorities and direction of a long-term department strategy. Over 100 responses were received, with more collaborations and consultations with Members planned over the next fiscal year.	 

# 9

Lands & Municipal Services Department

scəwəθən təməx<sup>w</sup> šx<sup>w</sup>qeqəʔxən



**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

Lands 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. Municipal Infrastructure is responsible for engineering services, which includes public works, utility operations, development engineering, facilities maintenance and operations, capital projects, and service agreements. The department was split into two departments in late 2023, the Lands Department and the Municipal Infrastructure Department.

## LANDS DEPARTMENT BY THE NUMBERS

HIRED

2

TFN MEMBERS IN THE ROLES OF PROPERTY MANAGEMENT ASSISTANT AND PUBLIC WORKS LANDSCAPER

FLUSHED

26,000

LINEAR METERS OF WATER MAINS

COMPLETED

165

FIRE HYDRANT A&B SERVICES

## DEPARTMENT SERVICES REPORT

### LANDS DEPARTMENT BY THE NUMBERS – HOUSING

BUILT

36

HOUSING UNITS AS RENTALS FOR MEMBERS.

DELIVERED

12

TURNKEY UNITS FOR MEMBER PURCHASE.

COMPLETED

1

FULL RENOVATION AND 1 MOVE AND REBUILD OF HOMES ON LANDS.

FACILITATED AND SUPPORTED MEMBERS THROUGH THE REGULATORY PROCESS FOR

3

NEW HOME CONSTRUCTION PROJECTS.

ADMINISTERED

3

NEW HOME CONSTRUCTION GRANTS ON MEMBERS' BEHALF TO ASSIST WITH THE CONSTRUCTION OF PRIVATE MEMBER HOUSING.

COMPLETED

6 AND 15

EXTENSIVE ROUTINE RENOVATIONS OF TFN RENTAL UNITS

SECURED

14

RENOVATION GRANTS FOR EXISTING MEMBER PRIVATE HOMES AND TFN OWNED RENTAL UNITS.

SUPPORTED

1

EXTENSIVE RENOVATION OF A PRIVATE MEMBER HOME.

INVOLVED IN

2

SUBDIVISION PROJECTS THAT ARE CURRENTLY IN DEVELOPMENT.

DEMOLISHED

1

RESIDENTIAL BUILDING ON TFN LANDS.

### LANDS DEPARTMENT BY THE NUMBERS – ENFORCEMENT

CREATED

300

FILES FOR PERSONS FOUND IN CONTRAVENTION TO TFN LAWS.

ISSUED

86

TICKETS INCLUDING WARNINGS TO PERSONS FOUND IN CONTRAVENTION TO TFN LAWS.

# 9

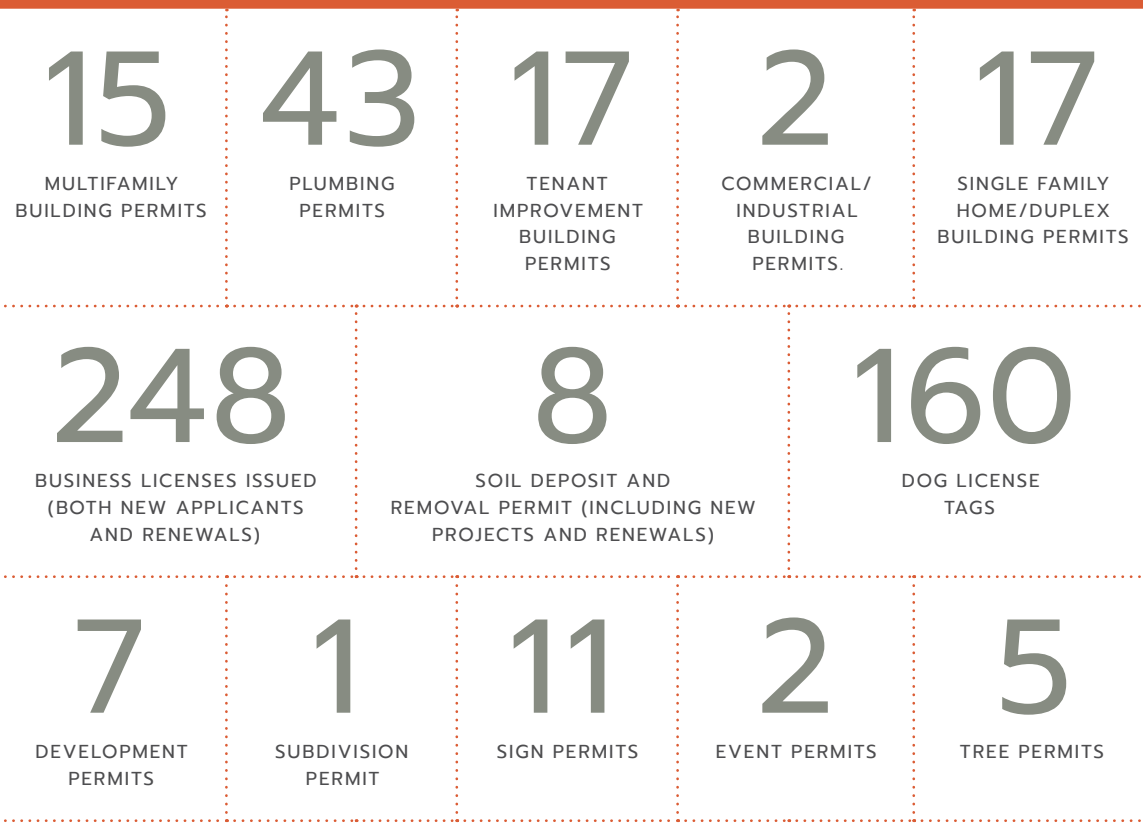
Lands & Municipal Services Department (cont'd)

## scəwəθən təməxʷ ʃxʷqəqəʔxən



**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

### LANDS DEPARTMENT BY THE NUMBERS – PERMITS ISSUED



## DEPARTMENT SERVICES REPORT

### 2023-2024 LANDS DEPARTMENT HIGHLIGHTS

Highlight	Strategic Plan Goal
Conducted extensive consultation with Members in Fall 2023 to Winter 2024, including on- and off-Lands community meetings, Advisory Council meetings, and family meetings, for the Legislature's approval of Bill 002- 2024, the 2024 Land Amendment Act, on March 14, 2024.	
Completed development regulation updates to accommodate fee and development requirement changes, including amendments to the Consolidated Planning and Development Fees Regulation, Offsite Levies Regulation, Good Neighbour Regulation, and the Ticket Regulation.	
Began the TFN Land Use Plan Update project through initial engagement with Members at the 2023 Members Gathering. Lands staff held three workshops with EC, including a workshop on the Brunswick Point Lands (Canoe Pass Lands). The project will include a parallel review of other development area projects, including the Mixed-Use Area Development Strategy and the Industrial Area Development Strategy.	
Advanced the Falcon Way Streetscape Design Project which aims to enhance the character and streetscape of the Falcon Way neighborhood. An all-residents meeting and walking tour was held to show the staking, answer questions, and discuss impacts on each property. A similar engagement was held with EC to ensure they understood residents' concerns. EC endorsed the concept streetscape design drawings, and the project is currently at the 25% detailed design stage.	
Teamed with Legal and PIGA to begin a treaty implementation project to incorporate Canoe Pass Lands into Tsawwassen Lands. Staff completed a background study on land servicing, land use compatibility, and high-level financial impact, identified steps required for incorporation, and completed preparation for notification of intended incorporation.	
Organized a Lands tour attended by TransLink leaders, including the Chief Operating Officer (COO). Lands staff presented a proposed routing map for the 601 and 609 routes, representing TFN's preferred long term routing and service priorities. Staff supported a member of EC at the Sept. 28th Mayors' Council meeting where support was expressed for TransLink's funding approval for the First Nations Transportation Program. TransLink has committed to enhancing transportation options within First Nation reserve and treaty lands within the Metro Vancouver area.	

9

Lands & Municipal Services Department (cont'd)

scəwəθən təməx<sup>w</sup> šx<sup>w</sup>qeqəʔxən



**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

2023-2024 LANDS DEPARTMENT HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
Implemented a Cross Connection program, ensuring the safety of the potable water system by eliminating potential cross connections. This included implementing a uni-directional flushing of potable water line to ensure water quality.	
Continued work on the TFN Administration Building – Legislature project. The project is in the later stage of Phase 1A (Schematic Design). Lands staff and project architect Urban Art Architecture presented two design concepts to Legislators and Members in Spring 2024. Phase 1 completion is anticipated in June or July 2024.	
Completed renovation, construction, and improvement projects to meet the needs of residents and support infrastructure on Tsawwassen Lands, including at the Youth Support Home, on Raven Lane, Falcon Way, and Pheasant Lane.	
Continued overseeing the construction of the Elders Centre. Contracts with the resident artists for the artwork have been finalized. This facility is anticipated to be completed by Fall 2024.	
Upgraded and replaced electrical controls on three older sanitary sewage lift stations and added emergency generators on two of these stations. Implemented monthly testing of the 16 Emergency generators to ensure proper starting during emergency conditions.	

2023-2024 LANDS DEPARTMENT HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
Performed various improvements to Tsawwassen Government facilities including, but not limited to, installing new water dispensers, security improvements at the Youth Center and Field House, roof repairs at the Rec Center and Nurses Building, and converting over 200 fluorescent lamps to LED.	
Continued collaboration on the x <sup>w</sup> əliwənstəx <sup>w</sup> ct k <sup>w</sup> ə syaləx <sup>w</sup> ec (Honouring Our Ancestors) - Sustainability Charter. Phase 2 work began in October 2023, fully funded through a grant of \$100,000 from the First Nation Adaptation Program. Lands staff presented the proposed themes from Phase 1 (background research and Member engagement) to EC in February 2024. Phase 2 will conclude with a draft charter incorporating all feedback and phase 3 (Charter finalization) is tentatively expected by summer 2024	
Expanded upon the successful 2023 growing season and the expansion of the Phase 2 area at the cəlisələm (TFN Community Farm). Lands staff and the AAC convened to strategize the Phase 3 farm expansion scheduled for 2024. Lands and farm staff collaborated to plan for the 2024 growing season and provide Members with community educational opportunities to promote sustainable farming and capacity building.	
Expanded the infrastructure at cəlisələm to support food sovereignty initiatives. A cold storage structure, consisting of two 20ft sea cans with a metal roof, was constructed. One sea can will be utilized for crop storage, while the other will be used to store farm equipment. This cold storage structure will function as the central hub for farm staff, providing them with a designated "home base." Construction of a new 40 x 90-foot greenhouse was completed, and scoping of the electrical and gas connections needed for year-round crop growing capacity will occur in 2024/25.	
Serviced the industrial lands storm outfall of sea and storm debris. 213 cubic meters of logs and debris were removed to ensure continued operation of storm water pumping through the sea dike.	

# 9

Lands & Municipal Services Department (cont'd)

scəwəθən təməx<sup>w</sup> ʃx<sup>w</sup>q̄eḡaʔxən



**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

## 2023-2024 LANDS DEPARTMENT HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
Collaborated with Language and Culture to implement signage at two locations (near 41B and the Boardwalk by Blue Heron Way) for the Great Blue Heron Way (GBHW). The GBHW, envisioned by Elder Ruth Adams, aims to connect First Nation communities and other users along a path around the Salish Sea. TFN, as the host nation, serves as the meeting point of the four directions of the GBHW. In 2024, the GBHW team will finalize a "you are here" sign for the Boardwalk at the Breakwater Dyke, directing people to nearby landmarks and incorporating artwork representing the four directions, encompassing the entire GBHW vision.	
Supported the TFN Placemaking initiative, to establish a distinctive identity for Tsawwassen Lands. Facade signs, collaboratively designed by a Member in conjunction with Language and Culture, have been successfully installed on the top face of Units 1 and 2 facing Falcon Way. A cenotaph at the new Elders Centre site was established following collaboration with Language and Culture. Lands staff worked with the project architect and landscape architect to discuss location and high-level concepts for the Cenotaph. Finally, plans are underway to install 29 shared pathway signs at various locations on Lands to promote the shared use of multi-use pathways by pedestrians and cyclists. Installation of the signage is expected in 2024/2025.	
Hosted a successful mortgage workshop with over 35 participants, both online and in-person, as part of EC's implementation of the Comprehensive Housing Strategy. This informative session focused on empowering Members, primarily youth, to achieve their home ownership goals.	

## DEPARTMENT SERVICES REPORT

### LANDS DEPARTMENT – FUNDING SUCCESSES AND INITIATIVES

Over \$5,300,000 million in funding secured

**\$20,000**

\$20,000 from the Vision Zero program grant to purchase and install two speed readers, enhancing safety measures for TFN residents.

**\$50,000**

\$50,000 from the BC Active Transportation Program grant for the initial technical work and community engagement for the Tsawwassen Drive Streetscape Design.

**\$60,000**

\$60,000 from the New Relationship Trust's (NRT) Nation Building Grant for the TFN Cultural Hub project.

**\$1,280,000**

\$1,280,000 in Rapid Housing Initiative funding from Canada Mortgage and Housing Corporation to develop a 7-bedroom, 7-bathroom supportive housing unit for Members.

**\$2,480,000**

\$2,480,000 from the Housing Accelerator Fund to support the construction of 60 housing units (\$59,047.62 per unit) over the aggressive timeline of 3 years.

**\$150,000**

\$150,000 from the Ministry of Housing under the 2023 Complete Communities Program Grant for the Mixed-use Area Development Strategy project.

**\$107,651**

\$107,651 from the New Relationship Trust's (NRT) Indigenous Food Security and Sovereignty Grant, for cəlisələm (TFN Community Farm) project.

**\$1,100,000**

\$1,100,000 from the TransLink's Municipal Cost Share Program for the Tsawwassen Drive Multi-Use Pathway Project, secured in November 2023

LANDS DEPARTMENT – FUNDING SUCCESSES AND INITIATIVES (CONT'D)

**\$35,000**

\$35,000 from the ISC Asset Management Program to assess the current status of asset management at TFN and develop a strategy to further develop asset management capacity.

**\$98,750**

\$98,750 from the Union of BC Municipalities for the engineering feasibility study and functional design of the TFN Community Housing Area Drainage project.

**\$293,824**

\$293,824 from the ISC Funded Infrastructure; Feasibility Application Request to support the coastal flood mitigation strategy feasibility study.

**\$164,404**

\$164,404 from the Local Government Climate Action Program until the end of the 2027 fiscal year. The funding will support TFN's reduction of greenhouse gas emissions and climate change adaptation. Modern treaty nations can determine which type of projects to fund (stormwater model).

**\$45,500**

\$45,500 from the Emergency & Disaster Management Act Implementation capacity funding to support First Nations and communities to implement the new requirements mandated in the legislation.

**\$100,000**

\$100,000 from the United Way of B.C.'s Critical Food Infrastructure Grant 2024, for the c̓l̓is̓l̓əm (TFN Community Farm) project.

DEPARTMENT SERVICES REPORT

**10**

Policy and Intergovernmental Affairs Department  
**cn̓lm̓n šx̓w̓q̓e̓q̓ax̓n**



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

The Policy and Intergovernmental Affairs (PIGA) Department is responsible for providing Executive Council, the Legislature and senior management access to the best available information and analysis on policy decisions they make. PIGA is both internal and external facing. Internally, PIGA works with all government departments to develop and update TFN policies, programs, and regulations. Externally, PIGA manages relationships and advances TFN's interests and treaty implementation with other governments: including local governments, other First Nations, and the provincial and federal governments. This includes co-development and collaboration on policy with other governments, engaging on other governments' legislative initiatives to convey information about TFN rights and interests, and negotiating agreements. PIGA staff work closely with other departments, and much of our work is also found in their updates.

**POLICY AND INTERGOVERNMENTAL AFFAIRS SERVICES BY THE NUMBERS**

AMENDED

**5**

EXISTING POLICIES

AMENDED

**3**

EXISTING REGULATIONS

REVIEWED AND ENGAGED WITH OVER

**150**

POLICY AND LEGISLATIVE INITIATIVES WITH THE FEDERAL, PROVINCIAL AND LOCAL GOVERNMENTS

**340**

LINES OF FEEDBACK RECEIVED TO SUPPORT THE 15-YEAR TREATY REVIEW PROJECT

DEVELOPED

**7**

NEW POLICIES


**11**

MEETINGS HELD WITH FEDERAL AND PROVINCIAL MINISTERS


**10**

FAMILY MEETINGS TO ENGAGE ON THE 15-YEAR TREATY REVIEW PROJECT

2023-2024 POLICY AND INTERGOVERNMENTAL AFFAIRS HIGHLIGHTS

Highlight	Strategic Plan Goal
Collaborated with members of the Alliance of BC Modern Treaty Nations to advance improved relationships with treaty partners, and to discuss and further shared priorities. This included ongoing work to establish a provincial treaty education program for public servants and elected officials, modern treaty specific engagement and collaboration protocols, and advancing the objectives of the Shared Priorities Framework.	
Hosted and supported the Annual Premier's Forum between the Premier of BC and leaders of Members of the Alliance on Tsawwassen Lands. The meeting included a discussion with Premier David Eby and several of his cabinet ministers on ongoing priorities for treaty implementation and advancing government-to-government relationships. The leaders also shared a meal and participated in a tour of Tsawwassen Lands.	
Continued work with other modern treaty and self-governing Indigenous governments across Canada and within BC to advance co-development of new funding methodologies for language revitalization, infrastructure, and lands and resource management. This work is expected to result in new funding beginning in the 2024-2025 and 2025-2026 fiscal years.	
Represented TFN at the technical level and supported TFN leadership at the political level in the Land Claims Agreement Coalition (LCAC). Activities included advocating for inclusion of a modern treaty priorities chapter in the federal United Nations Declaration on the Rights of Indigenous Peoples Act Action Plan 2023-2028 (UNDA Action Plan), contributing to the revised Cabinet Directive on the Federal Approach to Modern Treaty Implementation, and supporting TFN Youth, Quin Baird at the sixth annual LCAC Youth Treaty Simulation.	
Supported Executive Council with major annual meetings, including the 2023 Indigenous Leaders Forum, the 2024 Land Claims Agreement Coalition Annual Leadership Meeting, and the 2023 First Nations Leadership Gathering. Staff also supported Executive Council in various meetings with provincial and federal ministers to advance TFN's priorities in several areas, including treaty implementation and funding, agriculture, fish and crab allocations, and TransLink Development Cost Charges.	

2023-2024 POLICY AND INTERGOVERNMENTAL AFFAIRS HIGHLIGHTS

Highlight	Strategic Plan Goal
Contributed as a LCAC member to the co-development of a Commissioner of Modern Treaty Implementation Model Proposal. The model will establish an independent oversight mechanism for modern treaty implementation that reports directly to parliament. This mechanism has been a LCAC priority for twenty years.	
Started community consultation to advance the 15-Year Treaty Review project. PIGA engaged with Members and Tsawwassen Government staff through family meetings, an online survey, off-Lands community meetings, and Tsawwassen Government Institution and committee meetings to develop a wish list of potential topics for discussion during the Periodic Review beginning in April 2024.	
Worked with both Executive Council (EC) and Advisory Council to develop respective codes of conduct to provide internal guidance and an external statement of values to guide their work. The wəneć sʔiwəsənəq (EC) Code of Conduct incorporates həhǰəmiħəm words and TFN cultural values to support EC's work. Codes of conduct have now been developed for all three elected bodies of the Tsawwassen Government.	
Engaged with various Government of Canada, Province of British Columbia, and Metro Vancouver departments and ministries to strengthen recognition of modern treaty rights and TFN's priorities in their respective legislation and policies. PIGA coordinated government-to-government engagement across TFN's department, including providing written feedback, participating in workshops, and attending bilateral and collaborative meetings. Engagement initiatives included, but are not limited to, the Coastal Marine Strategy (BC), the Offence Act and Modern Treaty Nation Violation Ticketing Process (BC), Amendments to the Child, Family and Community Service Act and Adoptions Act (BC), the Anti-Racism Data Act (BC), the Distinctions-Based Indigenous Health Legislation (CA), and the Public Health Cost Recovery Statute (BC).	

11

hənqəmīnəm translation in-progress

## Treaty Rights and Title Department



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

The Treaty Rights and Title Department coordinates and leads TFN’s involvement in proposed and ongoing internal and external land and marine project development in Tsawwassen Territory to advance TFN’s interests and protect Treaty rights. The department collaborates with other First Nations on territory matters, in the management of Tsawwassen’s Territory, and provides subject matter expertise on issues that may affect TFN’s treaty rights and title generally. The department is also responsible for project referrals which pertain to small proposed and occurring projects that can trigger an environmental assessment under federal or provincial legislation, may require a federal or provincial permit, or are undertaken by local regional governments and the Tsawwassen government within Tsawwassen Territory. The department plays an integral role in managing and stewarding TFN’s heritage resources.

### TREATY RIGHTS AND TITLE BY THE NUMBERS

ASSESSED

244

REFERRALS, AT A RATE OF 20 REFERRALS PER MONTH

HIRED

20

TSAWWASSEN MEMBERS AS ARCHAEOLOGY FIELD TECHNICIANS

PARTICIPATED IN

5



MAJOR PROJECTS

HIRED

1

COMMUNITY MEMBER AS THE NEW ADMINISTRATION ASSISTANT

### 2023-2024 TREATY RIGHTS AND TITLE HIGHLIGHTS

Highlight	Strategic Plan Goal
Advanced TFN's Treaty rights on five major projects: Roberts Bank Terminal 2 Project (RBT2) Vancouver Fraser Port Authority (VFPA), Global Container Terminals Deltaport Fourth Berth Project, Pattullo Bridge Replacement Project, Fraser River Tunnel Project, and Tilbury Marine Jetty (TMJ) Fortis Phase 2 Expansion Delta Grinding Facility Project.	 
Attended meetings with Chief sx'amisaat (Laura Cassidy) in Ottawa with various federal department and agency staff, including the Prime Ministers Office, Crown-Indigenous Relations and Northern Affairs, Environment and Climate Change Canada, and the Impact Assessment Agency of Canada. These meetings were to share TFN's perspectives with the impact assessment process and modern treaty implications for the TMJ Project.	
Met with the Department of Fisheries and Oceans to advocate for TFN's concerns and interests related to the RBT2 project and other fisheries related matters.	
Provided technical and political support to the Lower Fraser šx'kw'ecxənəm Partnership, a proposed groundbreaking initiative with the potential to shape the future of Tsawwassen's Traditional Territory. Chief sx'amisaat and Chief yəχ'yaχ'ələq (Chief Wayne Sparrow) of the x'w'məθk'əyəm (Musqueam) Nation, signed a joint letter to move forward with the creation of a Lower Fraser šx'kw'ecxənəm Partnership and request formal mandates for partnerships co-development with Canada, British Columbia, Metro Vancouver, and the VFPA. The partnership is aimed at addressing cumulative effects, enhancing decision-making processes, and improving outcomes in the Lower Fraser River region. TFN and Musqueam, as sister nations and rights holders in the region, are proposing to co-lead the proposed partnership approach.	
Represented TFN at technical meetings and initiatives involving TransLink, Vancouver Fraser Port Authority, and Metro Vancouver.	
Attended the Nisga'a Nation rematriation ceremony of the Wilps Ni'isjoohl Memorial Totem Pole from National Museums Scotland, which welcomed home Nisga'as Ancestors with the return of the pole to their Lands.	
Received funds from the VFPA to conduct a baseline study of the Tsawwassen Tidal Marsh. With these funds, the department has launched and developed the Tsawwassen Marshland Project. This work will be considered as a potential offsetting measure to improve juvenile salmon habitat and intertidal area for the RBT2 Project. Elements of this project include a bivalve beach survey, woody debris placement to provide cover for fish, removal of log debris to allow for native vegetation growth, and enhancement of dendritic channels to support connectivity at lower tide levels.	



# 11

hənqəmīnəm translation in-progress (cont'd)

## Treaty Rights and Title Department



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

### 2023-2024 TREATY RIGHTS AND TITLE HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
Launched a partnership with the Centre for Environmental Assessment Research at the University of British Columbia on a collaborative project aimed at developing a TFN Impact Assessment Framework. This framework will establish the process for evaluating projects affecting TFN territory, including criteria for making decisions about projects. In February 2024, a community kick-off meeting was held to introduce the fundamentals of impact assessments and the project to Members.	
Facilitated several community meetings with Tsawwassen Members to provide information and consult on major project related matters. At the request of Executive Council, the department also facilitated a workshop on the TMJ Project for the Tsawwassen Legislature during the 2023 summer session.	
Coordinated TFN's archaeology fieldwork program for the 2023 archaeology field season on new and continuing capital projects in Tsawwassen's traditional territory. This work includes overseeing the TFN Archaeology Field Technicians program, which seasonally employs Members on-call as archaeology field technicians. Archaeology field work on capital projects occurred on Tsawwassen Lands, and in the Cities of Delta, Surrey, and Langley.	

### SUCCESS STORY



Archaeology Coordinator and Tsawwassen Member, Lu'kwo'liye Tia Williams, successfully completed an archaeology internship at the Canadian Conservation Institute in Ottawa. Congratulations Tia!

# 12

hənqəmīnəm translation in-progress

## 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 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 and fishing rights issues.

### IN-HOUSE LEGAL BY THE NUMBERS

REVIEWED OVER

# 90

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

COMPLETED OVER

# 150

CONTRACT REVIEWS FOR INTERNAL DEPARTMENTS CONTRACTING WITH OUTSIDE PARTIES.

### 2023-2024 IN-HOUSE LEGAL HIGHLIGHTS

Highlight	Strategic Plan Goal
Worked closely with PIGA on the review and drafting of all new and amended policies, regulations, and legislation. The department drafted an Indemnity Policy to meet TFN's obligations under the <i>Financial Administration Act</i> and to adopt practices alike those of other governments in British Columbia.	
Provided advice on the interpretation and application of TFN Laws, Regulations, and procedures to staff and elected representatives. This included drafting amendments to the Legislature Rules and Procedures Manual to address quorum issues for Legislators participating in sessions remotely and hosting a contracting and procurement information training sessions for staff.	

# 12

## həŋqəmiŋəm translation in-progress (cont'd) In-House Legal Department



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

### 2023-2024 IN-HOUSE LEGAL HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
Worked with Lands on a variety of housing related matters, including draft amendments to the <i>Land Act</i> and clarifying short term rental restriction on Tsawwassen Lands.	
Participated in discussions with federal and provincial government representatives on various matters, including amendments to BC's <i>Offence Act</i> regarding ticketing by modern treaty nations, and tripartite treaty implementation workshops for First Nations in the final stages of the BC Treaty Commission process.	
Protected TFN's interests in all contractual relationships; ensured leases and commercial agreements complied with TFN laws and regulations, did not expose TFN to unforeseen risk, and were completed in a timely manner. The department supported the successful approval of assignment and tripartite agreement documents with respect to leased lands. This includes working with Economic Development on the relocation of the Bass Pro boat yard.	
Worked with Finance and the Province of BC to amend TFN's Real Property Tax Co-ordination Agreement to enable Member property tax exemptions. Supported Finance in consultations with the Province on legislative reforms relating to taxation by modern treaty nations.	
Worked with Lands regarding the legal aspects of the 36-unit housing project and the new 12-duplex project, including assisting with tenancy agreements and policy.	
Successfully coordinated external counsel on a variety of items important to TFN. This includes litigation and consultations on major projects in the territory and providing support to Members with probate and estate administration help.	
Negotiated and entered into a lease for TFN's new cultural hub at Tsawwassen Commons.	
Worked with staff on the purchase of Lots 6 and 7 by the Tsawwassen Government	

# 13

## Human Resources Department məsteyəx<sup>w</sup> šx<sup>w</sup>qəqəʔxən



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

The Human Resources (HR) 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

**8.64%**  
STAFF TURN OVER RATE

**31**  
NEW STAFF HIRED

**11**  
MEMBERS IN SUPERVISOR-LEVEL POSITION OR HIGHER

**162**  
EMPLOYEES IN VARIOUS DEPARTMENTS AND ROLES

**43%** OF ALL STAFF ARE TSAWWASSEN MEMBERS, FIRST NATION/ INDIGENOUS, AND/OR TFN SPOUSES (3 KEY HIRING PRIORITIES)

HELD AFFIRMATION CEREMONY FOR **25** EMPLOYEES: FALL (17) AND SPRING (8)

# 13

## Human Resources Department (cont'd) māsteyəx<sup>w</sup> šx<sup>w</sup>q̄eḡaʔxən



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

### 2023-2024 HUMAN RESOURCES HIGHLIGHTS

Highlight	Strategic Plan Goal
Completed the TFN Staff Compensation Review. HR adopted a collaborative approach for the staff compensation review, which entailed hiring external consultants and conducting market research, and benchmarking, which resulted in a large-scale project. The review's objective was to ensure Tsawwassen Government employees are adequately paid and that TFN is competitive in its wages and benefits.	
Provided and coordinated various mental health and wellness initiatives, including the employee wellness benefit. Workshops and "lunch and learns" were held for employees to bring awareness to mental health and wellness. Additionally onsite chair massages were available for staff with a focus on employee wellbeing.	
Supported TFN's Summer Student Program Initiative, coordinating employment opportunities for Tsawwassen youth in the Tsawwassen Government.	

# 14

## Information Technology Department słəḡələx<sup>w</sup> šx<sup>w</sup>q̄eḡaʔxən



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

The Information Technology (IT) Department provides technology services and solutions for all functions of the Tsawwassen Government. This includes all service desk support for staff computers, cell phones, printers, and offices. The department also manages the government networks, servers, and online systems against cyber threats. Additionally, IT collaborates with government departments to provide solutions for their individual requirements. This includes analysis, configuration, and administration of software to solve problems with communication, file management, financial software, lands record management, membership information, recreation and programming scheduling, and special mapping software.

### 2023-2024 INFORMATION TECHNOLOGY HIGHLIGHTS

Highlight	Strategic Plan Goal
Promoted a Support Associate to Systems Administrator to service staff & the TFN Government.	
Responded to requests pertaining to service needs in a timely manner and supported governance functions such as the Legislature, and other staff meetings and events.	
Completed our modernized security and threat response project, to enhance TFN's security posture, started in the 2022-2023 fiscal year. Integrating Microsoft's cloud security solution, multi factor authentication, and ongoing security awareness training, to protect against and prevent impactful attacks to government operations.	
Maintained uninterrupted operation of IT infrastructure and productivity, including servers, email, and computers. Additionally, all IT 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.	
Improved meeting collaboration by updating the video and audio equipment in office boardrooms and offices. Ongoing work to improve this feature will continue in 2024-2025.	
Expanded online payment methods for Property Tax and Utility which includes industry standard PCI credit card certification.	
Negotiated a renewal of our mobility devices and services which will be distributed out to staff in 2024-2025.	

15

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 CLOSE TO  
**\$1,000,000**  
 IN NET INCOME FOR THE BENEFIT OF TFN MEMBERS.

TFN MATCON JOINT VENTURE PAID OUT OVER  
**\$345,000**  
 IN REVENUES TO TFN MEMBER OWNED BUSINESSES  
 AND EMPLOYS ONE MEMBER FULL TIME.

**2023-2024 ECONOMIC DEVELOPMENT HIGHLIGHTS**

Highlight	Strategic Plan Goal
Finalized development of strategic tools required to complete the TFN Employment and Industrial Lands Comprehensive Strategy for the second phase of TFN’s industrial lands development. As the department works on the remaining 180 acres south of Salish Sea Way, TFN aims to craft an actionable strategic plan that upholds Tsawwassen cultural values and generates prosperity for the next Seven Generations of Tsawwassen Members.	

DEPARTMENT SERVICES REPORT

**2023-2024 ECONOMIC DEVELOPMENT HIGHLIGHTS (CONT'D)**

Highlight	Strategic Plan Goal
Continued efforts to enhance the value and readiness of our industrial lands. TFN has made significant progress in Phase 2 of the development by filling and preparing the lands. We have not only enhanced their marketability but also paved the way for increased future lease revenues. Additionally, our team has conducted an extensive survey and GIS mapping of the area, essential for detailed planning, infrastructure development, and effective marketing. Upcoming improvements include upgrading 41B Street to meet industrial road standards, further increasing the appeal of our lands to potential developers.	
Launched a proactive short-term leasing initiative for TFN industrial lands. This strategic program aims to generate immediate revenue from vacant lands during the interim period before long-term leases are finalized. Incorporating real estate marketing, professional consulting, and regulatory development efforts, this program is set to commence leasing activities within the next fiscal year, enhancing our financial flexibility and land utilization.	
Responded to community feedback and launched a new temporary storage and parking initiative to address the growing need for storage as Members return to live on Tsawwassen Lands. The provision of temporary business storage and vehicle parking on TFN’s Industrial Lands is a testament to serving Member needs and is the precursor to a permanent storage solution.	
Distributed a needs assessment survey within the TFN community in Spring 2023. The intent was to understand Members interest and requirements for storage for their boats and businesses	
TFN Construction constructed an access road and paved boat storage yard for use by Bass Pro. The road will service Bass Pro’s storage and future local government operations. The works adhere to TFN’s high environmental standards with respect to storm water runoff. Those standards are designed to protect local streams and waters.	

15

Economic Development Department (cont'd)

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

2023-2024 ECONOMIC DEVELOPMENT HIGHLIGHTS (CONT'D)

Highlight	Strategic Plan Goal
Expanded the department with the addition of expert consultants specializing in real estate, brokerage, Indigenous small business development, and Indigenous/corporate relationship development. This strategic expansion enhances the department's capacity to support and develop established Tsawwassen businesses to capitalize on the business opportunities resulting from major project and capital investments within TFN's territory.	
Supported Chief sx'amisaat's (Laura Cassidy) presentation at the Greater Vancouver Board of Trade's Indigenous Opportunities Forum in 2023.	
Expanded relationships for the department and Member-businesses. The department hosted staff from British Columbia Infrastructure Benefits (BCIB) to provide a workshop for Member contractors and business partners. BCIB's Executive Director for Stakeholder Relations, and Executive Director for Indigenous Relations & Respectful Onsite Initiative, presented in person. International ties were strengthened through a visit to Boskalis in the Netherlands. This visit included a firsthand look at environmentally responsible marine operations. It was shared that the Netherlands has reversed the pollution in their rivers to a degree that they are now able to reintroduce sturgeon back to their waters. A Letter of Understanding may herald new, sustainable opportunities for TFN.	
Engaged in a dynamic exchange with Simon Fraser University Surrey, exploring opportunities for collaboration in areas like agricultural innovation, sustainable design, and alternative energy.	



scəwáθən məsteyəx<sup>w</sup>

TSAWWASSEN FIRST NATION

CONSOLIDATED  
FINANCIAL  
STATEMENTS

March 31, 2024



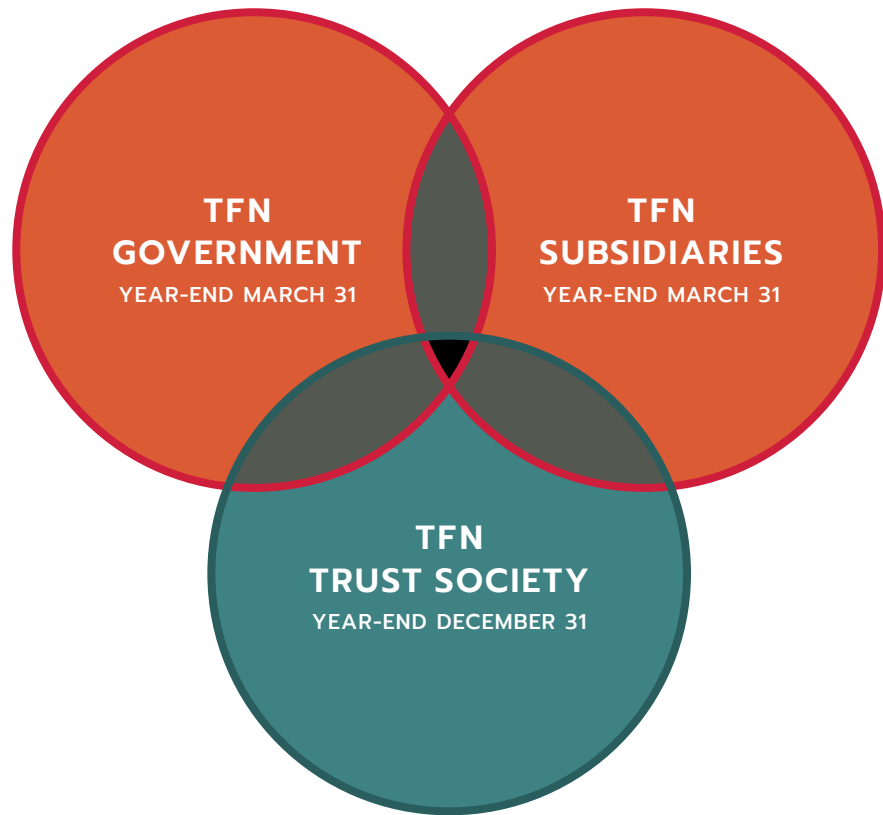
# Financial Statements

## 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 circles outlined in orange in the diagram).
- TFN Trust Society financial statements (the circle outlined in teal in the diagram).



**TFN Government** provides services to Tsawwassen Members, as well as residents and commercial tenants on Tsawwassen Lands. Through the Economic Development function, the Tsawwassen 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.

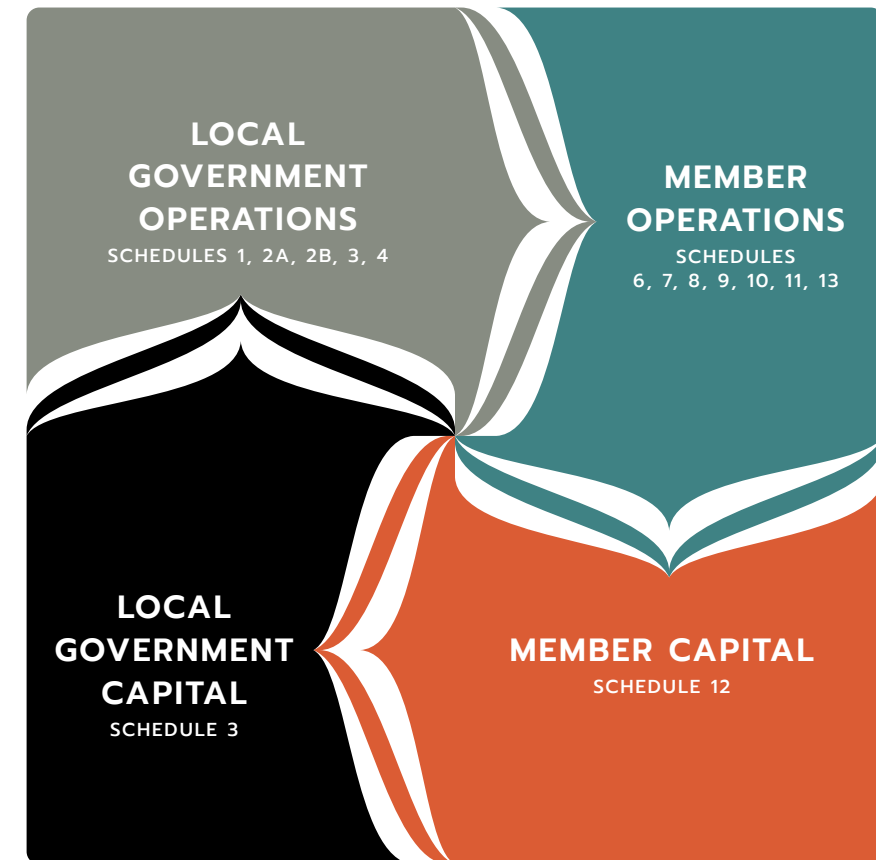
**TFN Subsidiaries** include the operation of the Petro-Canada branded gas station on Tsawwassen Lands, corporations that manage the industrial and commercial lands, as well as joint ventures with selected private sector companies that are set up to take advantage of business opportunities. Profits from these subsidiaries are paid to the Tsawwassen 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 the Tsawwassen 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 2023-2024 were \$87.7 million (\$64.9 million last year), about \$43 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, \$10 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 \$25 million in additional income to TFN for the development of an environmental stewardship framework. These funds will be transferred to the Fisheries Stewardship Trust to be used for the designated purpose.
- The increase in interest rates resulted in investment revenues being \$10 million higher than what we had expected.

Expenditures were \$6 million or approximately 11% lower than budgeted. A substantial reason for this has been the challenge of filling staff positions – our staffing costs were about \$3 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.

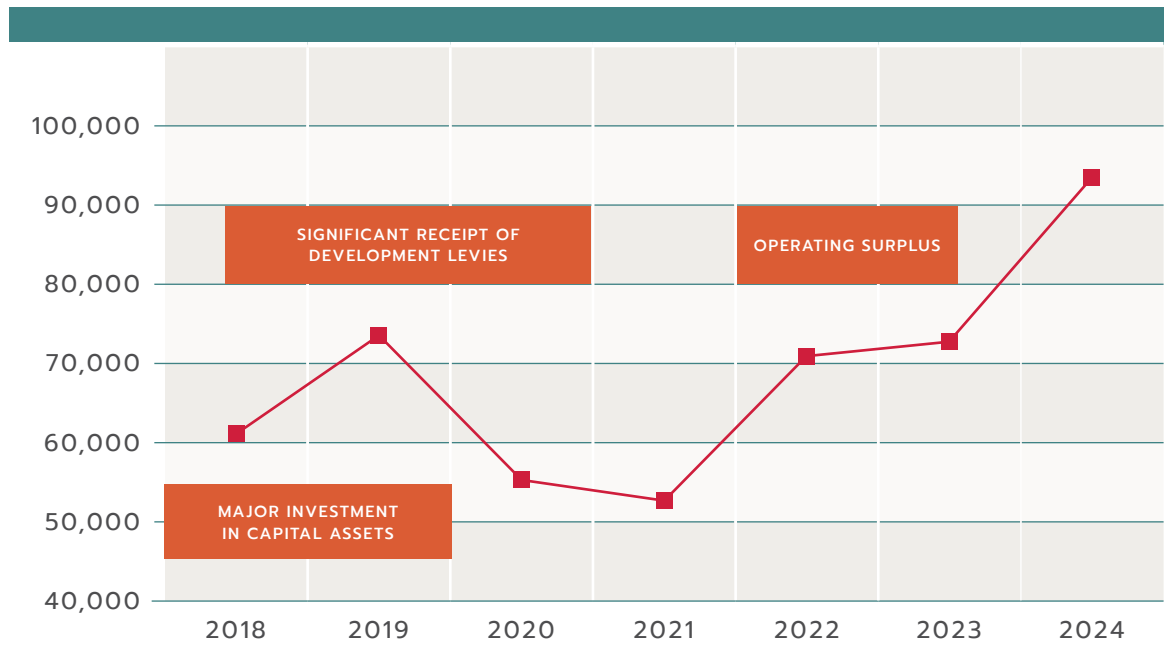
Other sections of the Annual Report highlight the various initiatives that were achieved by TFN during the year using the budgeted financial resources.



**FINANCIAL POSITION**

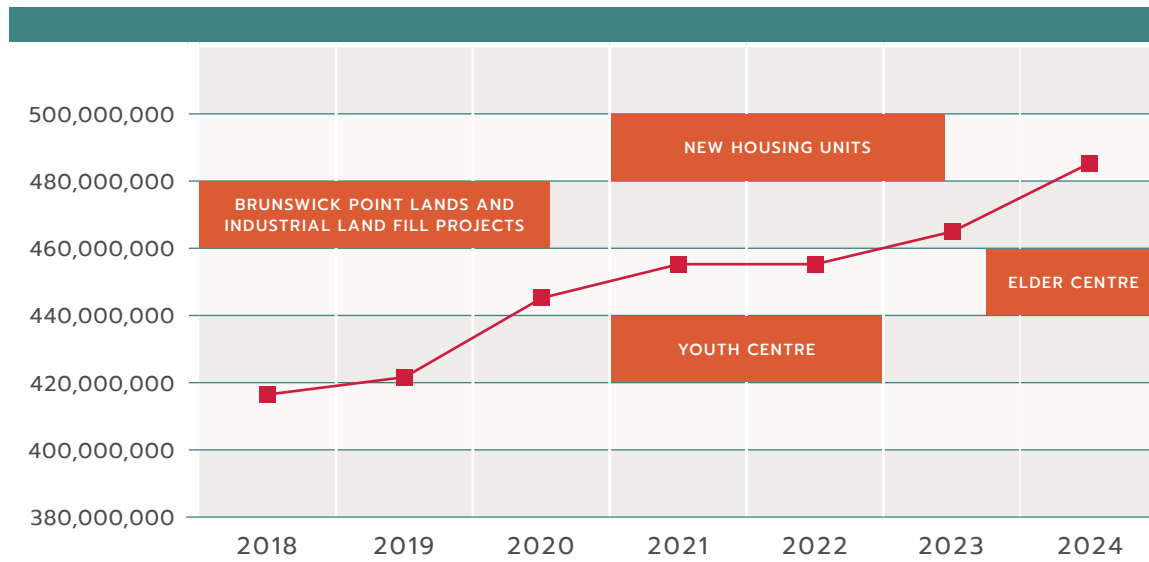
The statement of financial position gives an insight into TFN’s assets and liabilities at the end of the fiscal year. The following are some of the key indicators of financial position, and how they have changed over time.

**Cash Balances**



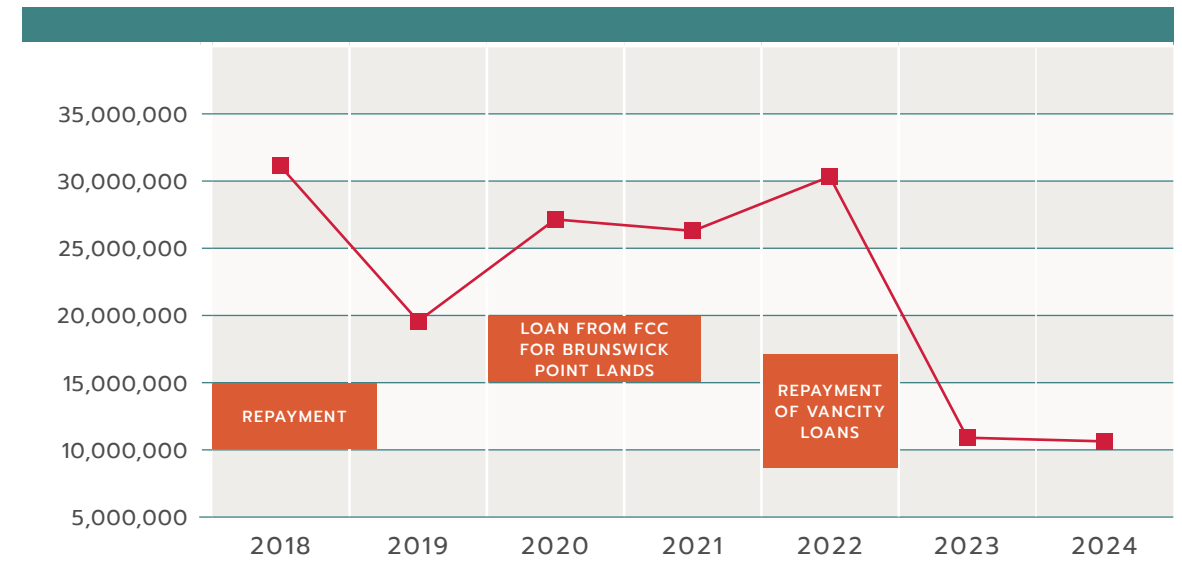
Cash balances give an indication of an organization’s ability to react to changing needs. TFN has allowed itself operational flexibility by maintaining these cash balances. This year our operating surplus allowed us to grow our cash balance by \$20 million, despite investing almost \$30 million in capital programs.

**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 borrowings 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 last 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.

*Laura Cassidy*

Executive Council

*Kimi Baird*

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, 2024, 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, 2024, 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 29, 2024  
Vancouver, British Columbia

**Tsawwassen Government**  
**Consolidated statement of operations and accumulated surplus**  
Year ended March 31, 2024

	Notes	Budget 2024 \$	2024 \$	2023 \$
<b>Revenue</b>				
Net municipal taxes	14	17,912,466	19,367,796	17,656,411
Development levies		—	10,031,102	6,521,580
Utilities		2,784,000	2,561,087	2,175,502
Licenses, permits and registrations		1,098,040	302,966	969,310
Federal and provincial government transfers for operations		13,985,088	22,786,790	17,964,561
Federal and provincial government transfers for revenue sharing		2,640,000	2,816,062	3,118,284
Other income		3,966,830	14,804,778	7,110,305
Investment income		860,000	11,107,496	6,955,577
Income from enterprises	6	1,200,000	1,086,146	386,798
Property leases and rental income	7	37,800	2,835,481	1,994,900
		<b>44,484,224</b>	<b>87,699,704</b>	64,853,228
<b>Expenses</b>				
Lands and municipal services	12	22,009,777	16,591,004	15,002,078
Member benefits		5,909,000	6,604,231	9,761,776
Education, culture and natural resources		6,896,026	6,718,858	5,947,018
Administration		7,174,637	5,478,913	4,779,522
Health, social and economic development		5,720,280	6,708,651	4,532,214
Policy and government services		5,062,347	4,633,583	3,028,186
		<b>52,772,067</b>	<b>46,735,240</b>	43,050,794
Surplus of revenue over expenses before amortization		(8,287,843)	40,964,464	21,802,434
Amortization		—	(7,618,631)	(6,659,915)
Surplus of revenue over expenses		(8,287,843)	33,345,833	15,142,519
Accumulated surplus, beginning of year			381,251,435	414,688,212
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)	—	(1,658,552)	(47,467,016)
<b>Accumulated surplus, end of year</b>		<b>—</b>	<b>411,826,436</b>	381,251,435

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

**Tsawwassen Government**  
**Consolidated statement of changes in net debt**  
Year ended March 31, 2024

	Notes	Budget 2024 \$	2024 \$	2023 \$
<b>Surplus of revenue over expenses</b>				
Amortization of tangible capital assets	Sch 1	—	7,618,631	6,659,915
Acquisition of tangible capital assets	Sch 1	66,020,000	(27,978,736)	(16,607,572)
Change in prepaid expenses		—	45,970	108,363
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)	—	(1,658,552)	(47,467,016)
Decrease (increase) in net debt		57,732,157	10,260,866	(43,276,071)
Net debt, beginning of year		—	(82,927,517)	(39,651,447)
<b>Net debt, end of year</b>		<b>57,732,157</b>	<b>(72,666,651)</b>	(82,927,517)


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

**Tsawwassen Government**  
**Consolidated statement of financial position**  
As at March 31, 2024

	Notes	2024 \$	2023 \$
<b>Financial assets</b>			
Cash and cash equivalents	3	92,471,804	72,406,134
Accounts receivable	4 and 13	12,455,354	13,042,259
Restricted cash and investments	5	17,860,395	16,350,353
Investments in and advances to other entities	6	468,282	374,802
		<b>123,255,835</b>	102,173,548
<b>Liabilities</b>			
Accounts payable and accrued liabilities	13	15,648,993	12,544,788
Asset retirement obligation		320,000	320,000
Deferred revenue	7	169,465,990	161,510,615
Deferred land leases			—
Long-term debt	8	10,487,503	10,725,662
		<b>195,922,486</b>	185,101,065
Net debt		<b>(72,666,651)</b>	(82,927,517)
Commitments and contingencies	10		
<b>Non-financial assets</b>			
Tangible capital assets (Schedule 1)	9	484,386,345	464,026,240
Prepaid expenses and deposits		106,742	152,712
		<b>484,493,087</b>	464,178,952
<b>Accumulated surplus (Schedule 2)</b>		<b>411,826,436</b>	381,251,435

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

Approved on behalf of Tsawwassen Government

 \_\_\_\_\_, Executive Council

 \_\_\_\_\_, Chief Administrative Officer

**Tsawwassen Government**  
**Consolidated statement of cash flows**  
Year ended March 31, 2024

	2024 \$	2023 \$
<b>Operating activities</b>		
Surplus of revenue over expenses	33,345,833	15,142,519
Items not involving cash		
Amortization of tangible capital assets	7,618,631	6,659,915
Non-cash investment income from Legacy Trust	(1,658,552)	(1,432,016)
Deferred property lease revenue recognized	(2,131,539)	(1,527,685)
Income from enterprises	(1,086,146)	(386,798)
	<b>36,088,227</b>	18,455,935
Net changes in non-cash operating working capital items		
Accounts receivable	586,905	(2,466,280)
Accounts payable and accrued liabilities	3,104,205	2,377,944
Deferred revenue	10,086,914	66,096,988
Prepaid expenses	45,970	108,363
	<b>49,912,221</b>	84,572,950
<b>Capital activity</b>		
Acquisition of tangible capital assets	(27,978,736)	(16,287,572)
<b>Investing activities</b>		
Restricted investments	(1,510,042)	(182,623)
Transfer of funds to Treaty Settlement Trust	(1,112,280)	(1,112,280)
Transfer of funds to Legacy Trust	—	(46,035,000)
Investment in and advances to other entities	(301,332)	(27,270)
Distributions from investments in other entities	1,293,998	396,791
	<b>(1,629,656)</b>	(46,960,382)
<b>Financing activities</b>		
Long-term debt repayments	(238,159)	(19,200,831)
Net cash inflow	20,065,670	2,124,165
Cash and cash equivalents, beginning of year	72,406,134	70,281,969
<b>Cash and cash equivalents, end of year</b>	<b>92,471,804</b>	72,406,134
<b>Supplemental cash flow information</b>		
Non-cash additions of ARO asset	—	320,000
Interest paid	808,513	1,127,581
Interest received	11,107,496	6,955,577

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

**1. Operating authority**

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

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

The Government comprises:

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

**2. Significant accounting policies**

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

*(a) Principles of consolidation*

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

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

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

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

**2. Significant accounting policies (continued)**

*(a) Principles of consolidation (continued)*

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

*Consolidated*

Stahaken Developments Ltd.

0844666 B.C. Ltd.

0844663 B.C. Ltd.

483071 B.C. Ltd.

Tsatsu Enterprises Ltd.

TFN Economic Development Limited Partnership

TFN Economic Development Corporation

TFN Construction Ltd.

TFN Infrastructure Projects Corporation

TFN Commercial Lands Corporation

TFN Industrial Lands Corporation

TFN Brunswick Point Land Corporation

TFN Community Housing Society

*Modified equity*

600911 British Columbia Ltd. ("Gas bar")

TFN Construction Limited Partnership

*(b) Revenue recognition*

Effective April 1, 2023, the Government adopted the amendments to PS 3400, Revenue, which provided additional guidance related to revenue recognition for various sources on the statement of operations. The amendments did not result in any material impact on the disclosures or the amounts reported in these consolidated financial statements.

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.

**2. Significant accounting policies (continued)**

*(b) Revenue recognition (continued)*

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

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

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, restricted cash and investments*

Cash, cash equivalents, restricted cash and 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.

**2. Significant accounting policies (continued)**

*(g) Employee benefits*

Under the terms and conditions of employment, Government employees may qualify and earn benefits for annual leave, severance and other benefits. The estimated liability for annual leave and other benefits is recorded as the benefits are earned by employees and included in wages and benefits (Note 11). Severance liabilities are recorded when employees are identified for termination.

*(h) Use of estimates*

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

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**

	2024 \$	2023 \$
Property taxes and utilities	<b>6,149,968</b>	5,563,221
Trade and development receivables	<b>2,430,335</b>	1,389,125
Due from governments	<b>899,582</b>	2,293,994
Due from Tsawwassen First Nation Trust Society	<b>2,891,855</b>	2,933,810
Other receivables	<b>83,614</b>	862,109
	<b>12,455,354</b>	13,042,259

**5. Restricted cash and investments**

	Fair value hierarchy level	2024 \$	2023 \$
Commercial Crab Fund	Level 1	1,826,713	1,667,174
Commercial Fish Fund	Level 1	3,003,659	2,740,978
Cultural Purpose Fund	Level 1	3,300,241	3,011,669
Replacement Reserve Other (a)	Level 1	9,729,782	8,930,432
		<b>17,860,395</b>	<b>16,350,253</b>

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

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

**6. Investments in and advances to other entities**

	2024 \$	2023 \$
600911 B.C. Ltd. (100%)		
Shares	5	5
Cumulative net income	23,021	(65,444)
Advances	445,250	440,235
	<b>468,276</b>	<b>374,796</b>
TFN Construction Limited Partnership (99.5%)		
Shares	1	1
Cumulative net income	15,259,698	14,262,017
Cumulative distributions	(15,259,698)	(14,262,017)
	<b>1</b>	<b>1</b>
Tsawwassen First Nation Trust Society		
Advances	5	5
	<b>468,282</b>	<b>374,802</b>

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

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

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

	Assets \$	Liabilities \$	Net assets \$	Revenue \$	Expenses \$	2024 Net income (loss) \$
600911 B.C. Ltd.	1,319,759	1,366,921	(47,162)	7,811,873	7,723,408	88,465
TFN Construction Limited Partnership	648,906	—	648,906	2,391,180	1,393,499	997,681
	<b>1,968,665</b>	<b>1,366,921</b>	<b>601,744</b>	<b>10,203,053</b>	<b>9,116,907</b>	<b>1,086,146</b>

	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
	<b>1,978,093</b>	<b>1,135,336</b>	<b>842,757</b>	<b>9,572,396</b>	<b>9,185,598</b>	<b>386,798</b>

**7. Deferred revenue**

	2024 \$	2023 \$
Deferred revenue		
Development levies	13,998,659	14,251,920
Others	23,534,066	13,332,760
	<b>37,532,725</b>	<b>27,584,680</b>
Deferred property lease revenue		
Balance, beginning of year	133,925,935	84,298,185
Amounts received	—	51,150,000
Property lease revenue recognized	(1,998,105)	(1,527,685)
Amortization of costs securing the lease	5,435	5,435
	<b>131,933,265</b>	<b>133,925,935</b>
	<b>169,465,990</b>	<b>161,510,615</b>

Deferred revenue consists of deferred revenue and deferred property leases:

(a) *Deferred revenue*

Deferred revenue consists of development levies received for capital projects that are not yet completed or specific Government projects or programs 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 2023) was received under these agreements.

**8. Long-term debt**

	2024 \$	2023 \$
Farm Credit Canada, repayable in annual blended instalments with annual variable open interest rate, maturing March 2025	<b>9,456,417</b>	9,658,782
CMHC loan, repayable in monthly instalments of \$3,074 including fixed rate interest of 1.22% per annum, maturing January 2046	<b>1,031,086</b>	1,066,880
	<b>10,487,503</b>	10,725,662
Less: current portion due within one year and due on demand	<b>(9,493,305)</b>	(237,810)
	<b>994,198</b>	10,487,852

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

	\$
2025	9,493,305
2026	36,888
2027	36,888
2028	36,888
2029	36,888
Thereafter	846,646
	<b>10,487,503</b>

**9. Tangible capital assets**

	2024 Net book value \$ (Schedule 1)	2023 Net book value \$ (Schedule 1)
Land	<b>300,038,341</b>	296,023,417
Roads and dykes	<b>66,967,120</b>	69,448,791
Water and sewer system	<b>44,663,427</b>	46,046,084
Buildings	<b>20,374,281</b>	17,727,070
Housing projects in process	<b>19,839,915</b>	3,549,084
Amenities	<b>11,249,563</b>	11,245,200
Capital infrastructure	<b>8,907,652</b>	7,227,083
Storm water	<b>7,466,259</b>	7,491,158
Playground and sportsfield	<b>2,373,432</b>	2,698,097
Capital subdivision	<b>1,257,955</b>	1,327,841
Furniture and equipment	<b>982,870</b>	976,354
ARO asset	<b>176,000</b>	248,000
Vehicles and boat	<b>89,531</b>	18,063
	<b>484,386,345</b>	464,026,240

**10. Commitments and contingent liabilities**

(a) *Commitments*

(i) *Gar bar lease*

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

(ii) *Treaty settlement trust*

The Government is committed to transfer \$1,112,280 of funding to the Treaty Settlement Trust Fund each year until 2025.

(iii) *Member legacy trust*

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

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

(a) *Commitments (continued)*

(iii) *Member legacy trust*

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 \$1,658,552 (\$47,467,016 in 2023) has been transferred to the Legacy Trust under the trust agreement.

As at March 31, 2024, the amount of additional payments due to the Legacy Trust were \$73,361,394 (\$68,388,276 in 2023), inclusive of interest of \$24,972,140 (\$20,066,144 in 2023).

(b) *Contingent liabilities*

(i) *Housing loans*

The Government is contingently liable for members of "The First Nation Individual Housing Loans" totaling approximately \$5,708,162 (\$4,828,238 in 2023). Government of Canada Ministerial Guarantees have been obtained for \$30,770 (\$54,774 in 2023) 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.

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 2024 the Government contributed \$991,002 (\$780,431 in 2023) for employer contributions while employees contributed \$1,071,573 (\$843,882 in 2023) to the Plan.

**11. Pension plans (continued)**

(b) *Defined contribution pension plans*

The Government participates in individual defined contribution pension plans (the "Plans") for certain employees. These employees are required to contribute 3% to 5.5% of their earnings. An additional voluntary contribution of 3% of earnings is permitted for status Indians. In fiscal 2024, the Government contributed \$12,522 (\$15,223 in 2023) for employer contributions while employees contributed \$12,522 (\$15,223 in 2023) to the Plan.

**12. Expenses by object**

	2024	2023
	\$	\$
Wages and benefits	<b>18,727,183</b>	14,760,475
Contracted services	<b>10,269,891</b>	7,775,481
Distributions and member benefits	<b>6,608,261</b>	10,021,283
Services agreements	<b>4,172,140</b>	4,410,826
Legal and professional fees	<b>1,725,874</b>	1,453,831
Materials and supplies	<b>1,402,022</b>	1,154,207
Bank charges and interest	<b>875,447</b>	1,173,451
Community events	<b>631,219</b>	384,278
Repairs and maintenance	<b>570,686</b>	243,813
Insurance	<b>480,063</b>	425,608
Rent and utilities	<b>380,378</b>	360,116
Telephone	<b>277,000</b>	184,673
Vehicles and vessels	<b>251,728</b>	203,453
Honorariums	<b>245,377</b>	266,949
Other	<b>117,971</b>	232,350
	<b>46,735,240</b>	43,050,794

**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 \$54,131 (\$55,091 in 2023), labour charges of \$6,916 (\$222,853 in 2023), supervision and truck costs of \$26,616 (\$27,787 in 2023), and other of \$26,616 (\$27,787 in 2023) paid to Matcon Civil Constructors Inc.
- Contract expenses of \$2,508,718 (\$1,931,880 in 2023) paid to and subcontract fees of \$45,366 (\$35,966 in 2023) received from Matcon Join Venture.
- Equipment rental of \$363,375 (\$336,970 in 2023) and subcontract fees of \$30 (\$1,927 in 2023) 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, 2024, the Government entered into approximately \$1,149,818 (\$915,428 in 2023) in member contracts.

**14. Net municipal taxes**

	2024	2023
	\$	\$
General taxation and debt levy		
Local government taxation	<b>14,001,116</b>	12,979,166
School tax equivalent	<b>5,278,299</b>	4,573,471
Collections for other taxing authorities	<b>65,191</b>	1,470,252
Payment in lieu	<b>1,702,344</b>	57,439
	<b>21,046,950</b>	19,080,328
Transfer to		
Greater Vancouver Transportation Authority	<b>(1,264,105)</b>	(1,085,414)
Greater Vancouver Regional District	<b>(244,453)</b>	(193,990)
BC Assessment authority	<b>(173,871)</b>	(145,762)
	<b>(1,682,429)</b>	(1,425,166)
Administration and overhead	<b>3,275</b>	1,249
	<b>19,367,796</b>	17,656,411

**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, 2023 and 2022:

	2023	2022
	\$	\$
Total assets	128,636,294	116,207,942
Total liabilities	(4,702,699)	(4,157,139)
Total Members' equity	123,933,595	112,050,803

**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, 2024, 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, as well as on interest income earned on investments and cash held within the bank.

**Tsawwassen Government**

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

Year ended March 31, 2024

	Land	Water and sewer system	Buildings	Amenities	Housing projects	Furniture and equipment
	\$	\$	\$	\$	\$	\$
<b>Cost</b>						
Opening balance	296,023,417	56,827,353	22,660,186	11,607,009	3,943,426	3,705,437
Additions	4,014,924	113,422	3,135,324	64,019	17,355,792	633,280
	<b>300,038,341</b>	<b>56,940,775</b>	<b>25,795,510</b>	<b>11,671,028</b>	<b>21,299,218</b>	<b>4,338,717</b>
<b>Accumulated amortization</b>						
Opening balance	—	10,781,269	4,933,116	361,808	394,342	2,729,083
Amortization	—	1,496,079	488,112	59,657	1,064,961	626,764
	—	12,277,348	5,421,228	421,465	1,459,303	3,355,847
<b>Net book value, March 31, 2024</b>	<b>300,038,341</b>	<b>44,663,427</b>	<b>20,374,281</b>	<b>11,249,563</b>	<b>19,839,915</b>	<b>982,870</b>
<b>Cost</b>						
Opening balance	293,884,249	56,820,090	12,989,858	11,274,163	3,943,426	3,053,591
Additions	2,139,168	7,263	9,670,328	332,846	—	651,846
	<b>296,023,417</b>	<b>56,827,353</b>	<b>22,660,186</b>	<b>11,607,009</b>	<b>3,943,426</b>	<b>3,705,437</b>
<b>Accumulated amortization</b>						
Opening balance	—	9,285,190	4,502,139	302,151	197,171	2,109,450
Amortization	—	1,496,079	430,977	59,657	197,171	619,633
	—	10,781,269	4,933,116	361,808	394,342	2,729,083
<b>Net book value, March 31, 2023</b>	<b>296,023,417</b>	<b>46,046,084</b>	<b>17,727,070</b>	<b>11,245,201</b>	<b>3,549,084</b>	<b>976,354</b>

Vehicles and boat	Playground and sportsfield	Roads and dykes	Capital infrastructure	Capital subdivision	Storm water	ARO Asset	Total
\$	\$	\$	\$	\$	\$	\$	\$
570,331	4,796,387	88,793,929	10,050,430	2,096,587	8,275,049	320,000	509,669,541
104,193	20,820	448,546	1,997,383	—	91,033	—	27,978,736
<b>674,524</b>	<b>4,817,207</b>	<b>89,242,475</b>	<b>12,047,813</b>	<b>2,096,587</b>	<b>8,366,082</b>	<b>320,000</b>	<b>537,648,277</b>
552,268	2,098,290	19,345,139	2,823,347	768,746	783,892	72,000	45,643,300
32,725	345,485	2,930,216	316,814	69,886	115,931	72,000	7,618,631
<b>584,993</b>	<b>2,443,775</b>	<b>22,275,355</b>	<b>3,140,161</b>	<b>838,632</b>	<b>899,823</b>	<b>144,000</b>	<b>53,261,931</b>
<b>89,531</b>	<b>2,373,432</b>	<b>66,967,120</b>	<b>8,907,652</b>	<b>1,257,955</b>	<b>7,466,259</b>	<b>176,000</b>	<b>484,386,345</b>
566,262	4,165,812	86,590,892	9,632,483	2,096,587	8,044,556	—	494,973,981
4,069	630,575	2,203,037	417,947	—	230,493	320,000	16,607,572
<b>570,331</b>	<b>4,796,387</b>	<b>88,793,929</b>	<b>10,050,430</b>	<b>2,096,587</b>	<b>8,275,049</b>	<b>320,000</b>	<b>511,581,553</b>
540,381	1,754,703	16,418,819	2,506,533	698,860	667,988	—	—
11,887	343,587	2,926,320	316,814	69,886	115,904	72,000	6,659,915
<b>552,268</b>	<b>2,098,290</b>	<b>19,345,139</b>	<b>2,823,347</b>	<b>768,746</b>	<b>783,892</b>	<b>72,000</b>	<b>6,659,915</b>
<b>18,063</b>	<b>2,698,097</b>	<b>69,448,790</b>	<b>7,227,083</b>	<b>1,327,841</b>	<b>7,491,157</b>	<b>248,000</b>	<b>464,026,240</b>

**Tsawwassen Government**  
**Schedule 2 – Consolidated schedule of segment disclosure**  
Year ended March 31, 2024

	Notes	General Fund \$	Member Operating Fund \$	Member Capital Fund \$	Local Government Operating Fund \$	Local Government Capital Fund \$	2024 Consolidated \$
<b>Revenue</b>							
Net municipal taxes	14	—	5,914,528	—	13,453,268	—	19,367,796
Development levies		—	—	—	—	10,031,102	10,031,102
Utilities		—	—	—	2,561,087	—	2,561,087
Licenses, permits and registrations		—	17,500	—	285,466	—	302,966
Federal and provincial government transfers for operations		—	22,477,819	—	308,971	—	22,786,790
Federal and provincial government transfers for revenue sharing		—	2,816,062	—	—	—	2,816,062
Other income		—	9,131,324	6,779,714	(1,181,260)	75,000	14,804,778
Investment income		—	4,099,421	—	7,008,075	—	11,107,496
Income from enterprises	6	—	1,086,146	—	—	—	1,086,146
Property leases and rental income		—	462,658	—	2,372,823	—	2,835,481
		—	46,005,458	6,779,714	24,808,430	10,106,102	87,699,704
<b>Expenses</b>							
Lands and municipal services	12	—	2,412,843	—	14,178,161	—	16,591,004
Member benefits		—	6,604,231	—	—	—	6,604,231
Education, culture and natural resources		—	6,718,858	—	—	—	6,718,858
Administration		—	—	—	5,478,913	—	5,478,913
Health, social and economic development		—	6,708,651	—	—	—	6,708,651
Policy and government services		—	3,039,057	—	1,594,526	—	4,633,583
		—	25,483,640	—	21,251,600	—	46,735,240
Excess of revenues over expenses before Amortization		—	20,521,818	6,779,714	3,556,830	10,106,102	40,964,464
Amortization		(7,618,631)	—	—	—	—	(7,618,631)
Excess (deficiency) of revenues over expenses		(7,618,631)	20,521,818	6,779,714	3,556,830	10,106,102	33,345,833
Transfer of funds to Treaty Settlement		—	(1,112,280)	—	—	—	(1,112,280)
Transfer of funds to Legacy Trust		—	(1,658,552)	—	—	—	(1,658,552)
Adjusted accumulated surplus, beginning of year		297,535,643	166,054	4,366,869	3,206,890	75,975,979	381,251,435
<b>Accumulated surplus, end of year</b>		<b>289,917,012</b>	<b>17,917,040</b>	<b>11,146,583</b>	<b>6,763,720</b>	<b>86,082,081</b>	<b>411,826,436</b>

**Tsawwassen Government**  
**Schedule 2 – Consolidated schedule of segment disclosure (continued)**  
Year ended March 31, 2023

	Notes	General Fund \$	Member Operating Fund \$	Member Capital Fund \$	Local Government Operating Fund \$	Local Government Capital Fund \$	2023 Consolidated \$
<b>Revenue</b>							
Net municipal taxes	14	—	4,573,470	—	13,082,941	—	17,656,411
Development levies		—	—	—	—	6,521,580	6,521,580
Utilities		—	—	—	2,175,502	—	2,175,502
Licenses, permits and registrations		—	33,858	—	935,452	—	969,310
Federal and provincial government transfers for operations		—	16,909,765	—	1,054,796	—	17,964,561
Federal and provincial government transfers for revenue sharing		—	2,645,786	—	472,498	—	3,118,284
Other income		—	5,268,158	1,596,163	123,484	122,500	7,110,305
Investment income		—	4,634,514	—	2,321,063	—	6,955,577
Income from enterprises	6	—	386,798	—	—	—	386,798
Property leases and rental income		—	1,939,600	—	55,300	—	1,994,900
		—	36,391,949	1,596,163	20,221,036	6,644,080	64,853,228
<b>Expenses</b>							
Lands and municipal services	12	—	1,536,405	—	13,465,673	—	15,002,078
Member benefits		—	9,761,776	—	—	—	9,761,776
Education, culture and natural resources		—	5,947,018	—	—	—	5,947,018
Administration		—	—	—	4,779,522	—	4,779,522
Health, social and economic development		—	4,532,214	—	—	—	4,532,214
Policy and government services		—	1,763,302	—	1,264,884	—	3,028,186
		—	23,540,715	—	19,510,079	—	43,050,794
Excess of revenues over expenses before Amortization		—	12,851,234	1,596,163	710,957	6,644,080	21,802,434
Amortization		(6,659,915)	—	—	—	—	(6,659,915)
Excess (deficiency) of revenues over expenses		(6,659,915)	12,851,234	1,596,163	710,957	6,644,080	15,142,519
Transfer of funds to Treaty Settlement		—	(1,112,280)	—	—	—	(1,112,280)
Transfer of funds to Legacy Trust		—	(47,467,016)	—	—	—	(47,467,016)
Adjusted accumulated surplus, beginning of year		304,195,559	35,894,116	2,770,706	2,495,933	69,331,899	414,688,212
<b>Accumulated surplus, end of year</b>		<b>297,535,643</b>	<b>166,054</b>	<b>4,366,869</b>	<b>3,206,890</b>	<b>75,975,979</b>	<b>381,251,435</b>

Financial Statements  
 SCHEDULE OF  
 REMUNERATION, EXPENSES AND CONTRACTS

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**Independent Practitioner’s Review Engagement Report**

To the Council Members of  
 Tsawwassen Government

At the request of Tsawwassen Government (the “Government”), we have reviewed the schedule of remuneration, expenses and contracts (the “Schedule”) for the year ended March 31, 2024 prepared in accordance with the provisions of Section 8 of the Government’s Financial Administration Act. Our review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of enquiry, analytical procedures and discussion related to information supplied to us by the Government.

**Management’s Responsibility for the Financial Statements**

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

**Practitioner’s Responsibility**

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

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

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

**Conclusion**

Based on our review, nothing has come to our attention that causes us to believe that the Schedule is not presented fairly, in all material respects, for the year ended March 31, 2024, in accordance with the provisions of Section 8 of the Government’s Financial Administration Act.

This report is to be used solely to satisfy the Government’s Financial Administration Act and the Crown-Indigenous Relations and Northern Affairs Canada and Indigenous Service Canada funding requirements and should not be referred to or used for any other purpose.

*Deloitte LLP*

Chartered Professional Accountants  
 July 29, 2024

**Tsawwassen Government**

**Schedule of remuneration, expenses and contracts (4)**

Year ended March 31, 2024

(Unaudited)

Name of individual	Position title	Number of months (1)	Executive		
			Employment salary	Council salary	Benefits
			\$	\$	\$
Cassidy, Laura	Chief	12	—	135,010	2,684
Ahlm, Louise	Councillor	12	—	45,003	5,876
Cross, Valerie	Councillor	12	—	45,003	2,827
Baker, Taylor	Councillor	12	—	45,003	7,398
Williams, Bryce	Councillor	12	—	45,003	7,398
Baird, Kim	Interim CAO	12	255,145	—	1,427
Smith, Braden	Former CAO (5)	12	252,858	—	6,362
			<b>508,003</b>	<b>315,023</b>	<b>33,973</b>

Pension	Legislative honorarium	Contracted services (2)	Executive		2024 Total
			travel/ other (3)	Total	
			\$	\$	
12,570	11,176	—	4,783	166,222	
4,190	11,576	—	5,224	71,870	
4,190	11,576	—	3,213	66,810	
4,190	11,576	—	9,613	77,781	
4,190	10,376	95,063	10,448	172,478	
4,641	—	—	8,015	269,229	
23,541	—	—	—	282,761	
<b>57,511</b>	<b>56,281</b>	<b>95,063</b>	<b>41,296</b>	<b>1,107,150</b>	

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

(2) Contracted services include amounts paid towards agreed upon services rendered to Tsawwassen Government.

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

(4) The schedule of remuneration, expenses and contracts is prepared in accordance with the provisions of Section 8 of the Government's Financial Administration Act listing the amount paid to Executive Council and the Chief Administration Officer of the Tsawwassen Government during the year ended March 31, 2024.

(5) The employment salary paid to the Former CAO during the year ended March 31, 2024 was a severance payment.

# Trusts Report



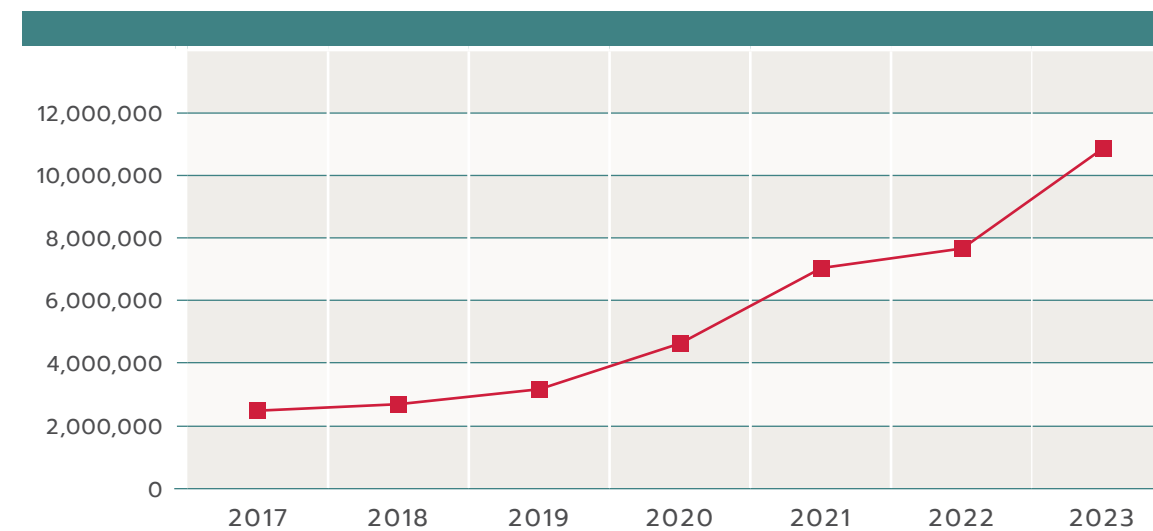
### TFN TRUST SOCIETY

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 2023. 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.



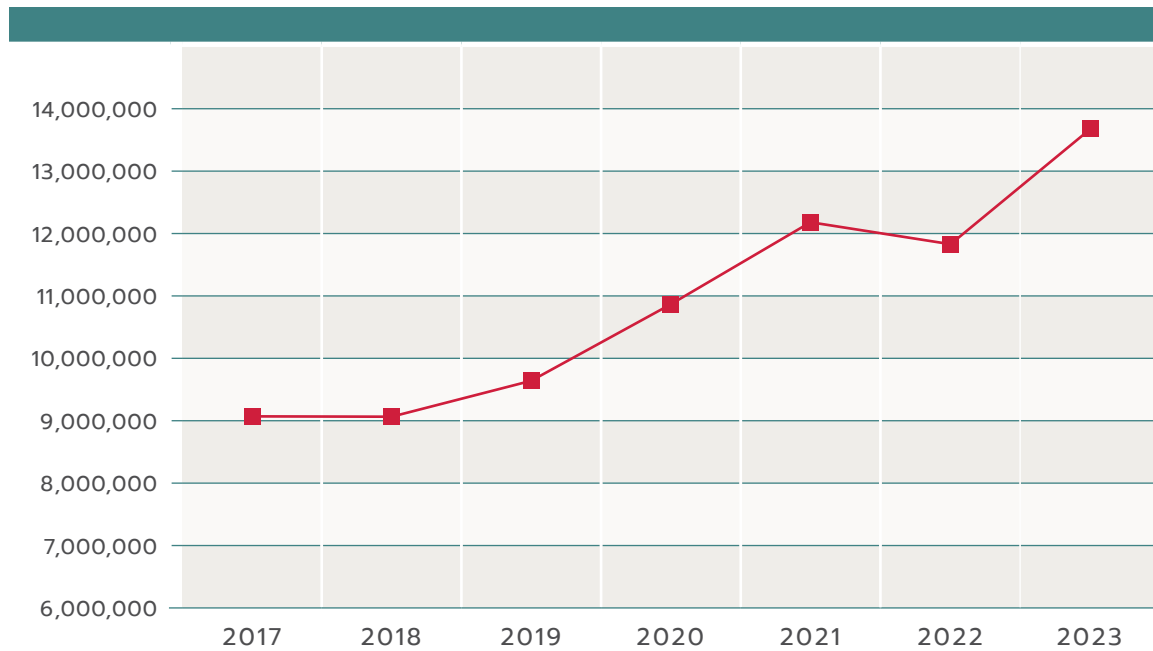
For any member in the trust, the value of their account is based on the number of years that contributions have been made to the trust on their behalf, the amount of those contributions as well as the accumulated earnings of the trust that have been allocated to each account.





**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.

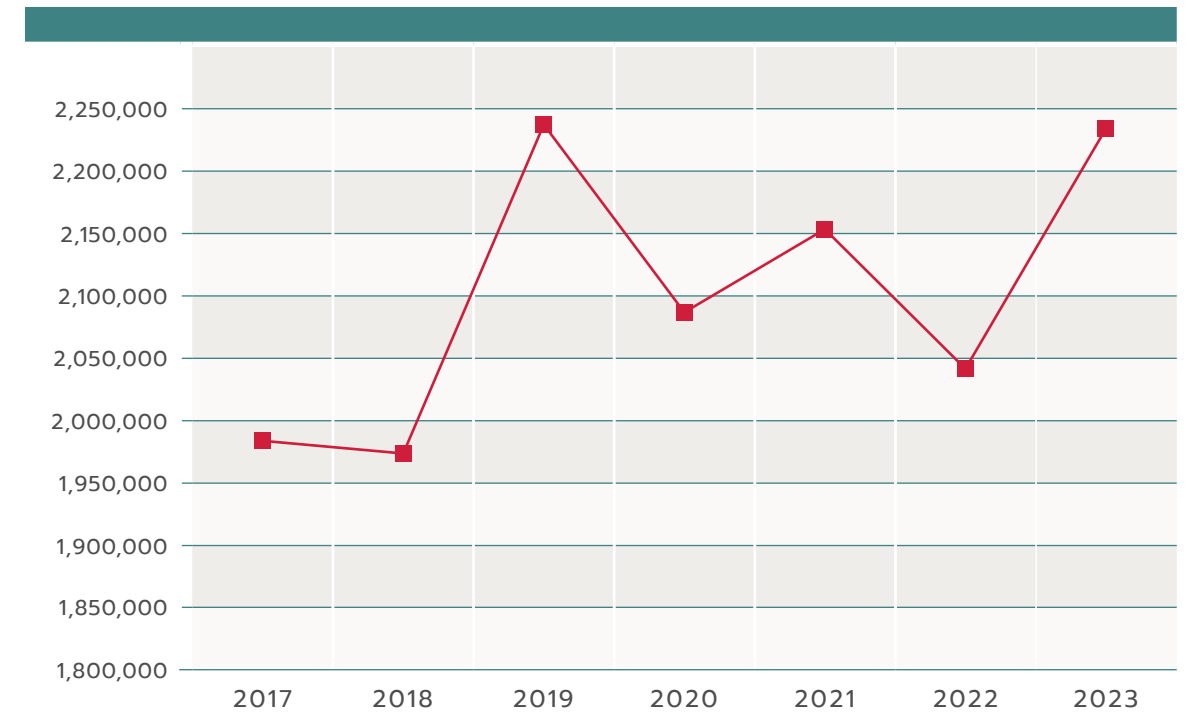


The small decline in the value of the Trust during 2022 was a result of the financial markets poor performance in 2022. With the rebound in the markets in 2023 the balance is up to almost \$14 million.



**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.

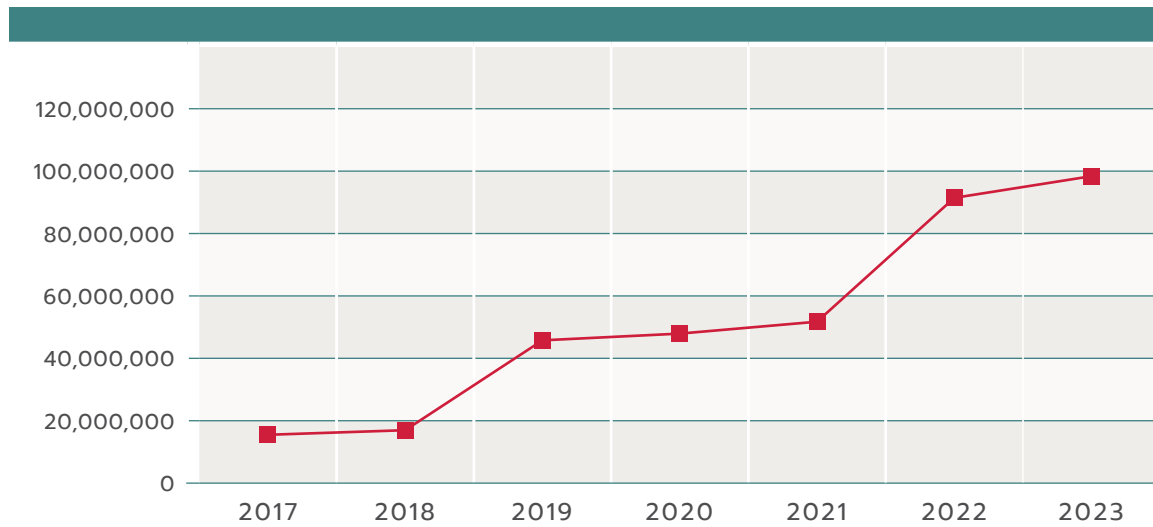


Like in the Treaty Settlement Trust, the small decline in the value of the Fisheries Trust during 2022 was a result of the financial markets poor performance in 2022. The rebound in the markets has seen the value return to its previous high value.



#### 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.



Last 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. This year continued growth in value has seen the balance approach \$100 million.



# Financial Statements

TSAWWASSEN FIRST NATION  
TRUST SOCIETY

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To the Directors of  
Tsaawwassen First Nation Trust Society

## Opinion

We have audited the financial statements of Tsaawwassen First Nation Trust Society (the "Society"), which comprise the statement of financial position as at December 31, 2023, 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, 2023, 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  
March 27, 2024  
Vancouver, British Columbia

## Tsawwassen First Nation Trust Society Statement of receipts and expenditures and changes in members' equity Year ended December 31, 2023

	Notes	Minors Trust \$	Treaty Settlement Trust \$	Fisheries Stewardship Trust \$	Member Legacy Trust \$	2023 Total \$	2022 Total \$
<b>Receipts</b>							
Annual receipts of funds held in trust for minor members	1	3,344,799	—	—	—	3,344,799	1,648,488
Investment income		230,751	505,595	96,955	4,528,752	5,362,053	4,605,294
Receipt of funds recontributed		—	—	83,699	1,432,016	1,515,715	1,597,797
		<b>3,575,550</b>	<b>505,595</b>	<b>180,654</b>	<b>5,960,768</b>	<b>10,222,567</b>	<b>7,851,579</b>
<b>Expenditures</b>							
Distribution to TFN and TFN Members		—	404,026	85,995	4,146,381	4,636,402	4,105,092
Amounts paid to minor members	1	801,626	—	—	—	801,626	421,258
Investment and bank management fees		7,186	82,069	10,960	382,371	482,586	319,532
Professional fees		—	26,750	—	—	26,750	25,500
		<b>808,812</b>	<b>512,845</b>	<b>96,955</b>	<b>4,528,752</b>	<b>5,947,364</b>	<b>4,871,382</b>
Excess (deficit) of receipts over expenditures before undernoted item		<b>2,766,738</b>	<b>(7,250)</b>	<b>83,699</b>	<b>1,432,016</b>	<b>4,275,203</b>	2,980,197
Unrealized gain (loss) on marketable securities		<b>383,773</b>	<b>723,076</b>	<b>110,569</b>	<b>5,277,892</b>	<b>6,495,309</b>	(10,299,935)
<b>Excess (deficit) of receipts over expenditures</b>		<b>3,150,511</b>	<b>715,826</b>	<b>194,267</b>	<b>6,709,908</b>	<b>10,770,512</b>	(7,319,738)
Members' equity, beginning of year		<b>7,564,000</b>	<b>11,796,556</b>	<b>2,037,490</b>	<b>90,652,757</b>	<b>112,050,803</b>	72,212,769
Transfer of trust funds from Tsawwassen Government	1	—	1,112,280	—	—	1,112,280	47,157,772
<b>Members' equity, end of year</b>		<b>10,714,511</b>	<b>13,624,662</b>	<b>2,231,757</b>	<b>97,362,665</b>	<b>123,933,595</b>	112,050,803

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

**Tsawwassen First Nation Trust Society**  
**Statement of financial position**  
As at December 31, 2023

	Minors Trust	Treaty Settlement Trust	Fisheries Stewardship Trust	Member Legacy Trust	2023 Total	2022 Total
Notes	\$	\$	\$	\$	\$	\$
<b>Assets</b>						
Current assets						
Cash	152,058	—	—	—	152,058	400,798
Marketable securities	10,560,992	14,055,438	2,317,752	101,547,054	128,481,236	115,807,144
Due from Tsawwassen Government	3,000	—	—	—	3,000	—
	<b>10,716,050</b>	<b>14,055,438</b>	<b>2,317,752</b>	<b>101,547,054</b>	<b>128,636,294</b>	116,207,942
<b>Liabilities</b>						
Current liabilities						
Accounts payable and accrued liabilities	1,539	26,750	—	38,008	66,297	52,047
Distributions payable	—	404,026	85,995	4,146,381	4,636,402	4,105,092
	<b>1,539</b>	<b>430,776</b>	<b>85,995</b>	<b>4,184,389</b>	<b>4,702,699</b>	4,157,139
<b>Members' equity</b>	<b>10,714,511</b>	<b>13,624,662</b>	<b>2,231,757</b>	<b>97,362,665</b>	<b>123,933,595</b>	112,050,803
	<b>10,716,050</b>	<b>14,055,438</b>	<b>2,317,752</b>	<b>101,547,054</b>	<b>128,636,294</b>	116,207,942

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, 2023

	2023 \$	2022 \$
<b>Operating activities</b>		
Excess (Deficit) of receipts over expenditures	10,770,512	(7,319,738)
Adjustment for non-cash items		
Unrealized (gain) loss on marketable securities	(6,495,309)	10,299,935
	<b>4,275,203</b>	2,980,197
Changes in non-cash working capital		
Due from Tsawwassen Government	(3,000)	—
Accounts payable and accrued liabilities	14,250	9,250
Distributions payable	531,310	(415,115)
	<b>4,817,763</b>	2,574,332
<b>Investing activity</b>		
Purchase of marketable securities, net	(6,178,783)	(49,335,170)
<b>Financing activity</b>		
Transfer of trust funds from Tsawwassen Government	1,112,280	47,157,772
Net cash (outflow) inflow	(248,740)	396,934
Cash, beginning of year	400,798	3,864
<b>Cash, end of year</b>	<b>152,058</b>	400,798

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

**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 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.

**1. Description of reporting entity (continued)**

*(d) Member Legacy Trust (continued)*

As at March 31, 2023, TFN's last fiscal year end, the amount of additional payments due to the trust were \$68,388,276 (\$64,044,908 in 2022), inclusive of accrued interest of \$20,066,144 (\$15,782,722 in 2022).

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.

*(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.

**2. Significant accounting policies (continued)**

(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

	2023		2022	
	Cost \$	Market value \$	Cost \$	Market value \$
Minors Trust				
Cash	764,720	764,720	509,686	509,686
Fixed income	6,206,557	6,052,104	4,734,942	4,240,008
Equities	341,404	3,744,168	2,163,817	2,416,179
	<b>7,312,681</b>	<b>10,560,992</b>	<b>7,408,445</b>	<b>7,165,873</b>
Treaty Settlement Trust				
Cash	709,670	711,973	609,294	616,242
Fixed income	6,708,209	6,227,318	6,126,366	5,352,104
Equities	6,975,694	7,116,147	6,559,739	6,295,574
	<b>14,393,573</b>	<b>14,055,438</b>	<b>13,295,399</b>	<b>12,263,920</b>
Fisheries Stewardship Trust				
Cash	133,719	133,070	105,580	105,829
Fixed income	1,102,006	1,011,327	1,064,233	925,978
Equities	1,149,823	1,173,355	1,132,192	1,089,382
	<b>2,385,548</b>	<b>2,317,752</b>	<b>2,302,005</b>	<b>2,121,189</b>
Member Legacy Trust				
Cash	4,771,505	4,773,130	3,489,722	3,502,041
Fixed income	35,017,617	33,514,368	34,092,564	30,966,203
Equities	62,811,848	63,259,556	63,084,951	59,787,918
	<b>102,600,970</b>	<b>101,547,054</b>	<b>100,667,237</b>	<b>94,256,162</b>
	<b>126,692,772</b>	<b>128,481,236</b>	<b>123,673,086</b>	<b>115,807,144</b>

**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.

**4. Financial instruments (continued)**

(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, 2023, 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, 2023

	2023 \$	2022 \$
<b>Members’ equity as at December 31, 2023</b>	<b>97,362,665</b>	90,652,757
<b>Baseline amount for the year</b>	<b>40,000,000</b>	40,000,000
Change in CPI factor for the period from January 1, 2017 to December 31, 2023	<b>1.24</b>	1.19
	<b>49,600,000</b>	47,600,000
<i>Members’ equity is greater than the baseline amount for the year.</i>		
<b>Distribution to members</b>		
Investment income	<b>4,528,752</b>	3,803,637
Investment and bank management fees	<b>(382,371)</b>	(223,598)
Net annual income for the year	<b>4,146,381</b>	3,580,039
	<b>60%</b>	60%
	<b>2,487,829</b>	2,148,023

*Secondary income*

During the year ended December 31, 2023, the Member Legacy Trust distributed all income earned, and as a result, \$nil secondary income was earned during the year (\$nil in 2022).





# hə́nqə́mihə́m qʷalqʷəltən




The oral hə́nqə́mihə́m 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 hə́nqə́mihə́m 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 hə́nqə́mihə́m language, each word includes the written and oral hə́nqə́mihə́m translation. The written translation allows you to see the word in hə́nqə́mihə́m - what it looks like and how it is spelled. The oral translation allows you to hear the word in hə́nqə́mihə́m - what it sounds like and how it is pronounced.



**scə́wə́θən mə́steyə́xʷ**  
Tsawwassen First Nation




**łə́wstə́xʷ šxʷqə́qəʔxən**  
Health & Social Services Department



**translation in progress**  
In-House Legal Department



**štíʔwíʔə́ł**  
Prayer




**translation in progress**  
Language and Culture Department




**mə́steyə́xʷ šxʷqə́qəʔxən**  
Human Resources Department




**nə́łels**  
Office of the Chief Administrative Officer




**nə́wə́yə́ł šxʷqə́qəʔxən**  
Education & Skills Development Department




**słə́qə́ləxʷ šxʷqə́qəʔxən**  
Information Technology Department



**štə́θə́mə́wíʔcéwtxʷ šxʷqə́qəʔxən**  
Administration Department



**šxʷkʷecxənəm šxʷqə́qəʔxən**  
Natural Resources Department




**θə́yt syə́łə́wəʔ**  
Economic Development Department




**telə́ šxʷqə́qəʔxən**  
Finance Department



**scə́wə́θən tə́məxʷ šxʷqə́qəʔxən**  
Lands Department



**hə́nqə́mihə́m qʷalqʷəltən**  
hə́nqə́mihə́m Glossary



**xʷənθe:t šxʷqə́qəʔxən**  
Government Services Department



**cnə́łmə́n šxʷqə́qəʔxən**  
Policy and Intergovernmental Affairs Department



scəwáθən məsteyəx<sup>w</sup>

TSAWWASSEN FIRST NATION

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

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

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