

Annual Report 2014-2015



TSAWWASSEN FIRST NATION
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Foreword

This is the eighth Annual Report that we have delivered to the Tsawwassen Membership, and the sixth as a self-governing First Nation. This document reports on how we fared over the past year, and is intended to provide you, our Members, with the information you need to evaluate how well Tsawwassen Government has done in meeting the goals set out in the 2014-2015 Service Plan. It describes who we are as Tsawwassen Government, what programs and services we delivered over the past year to Tsawwassen Members, and what outcomes we achieved. It also sets out what our key public institutions – the Tsawwassen Legislature and the Executive Council – have achieved over the past year.

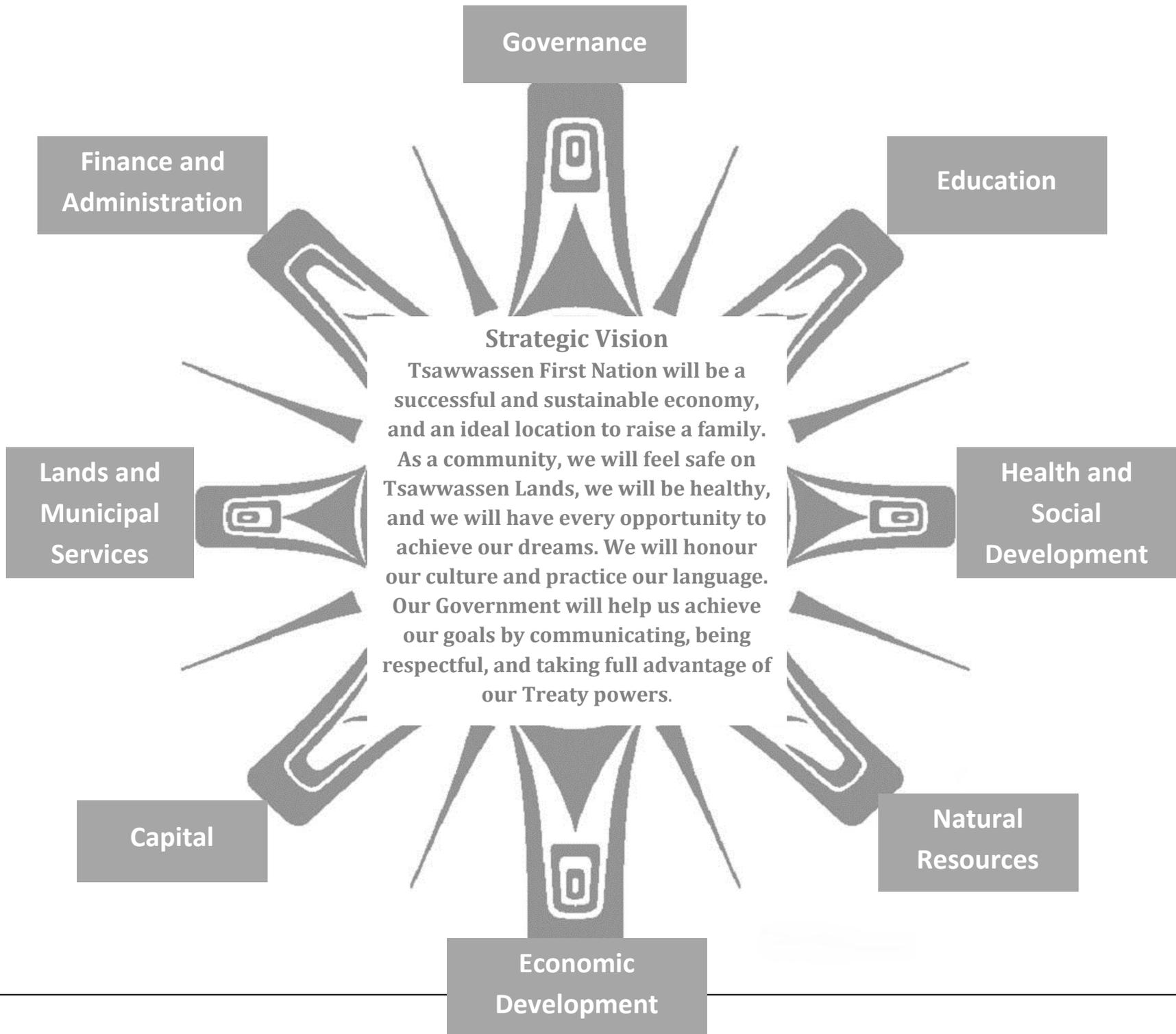
This is but one tool we use to ensure that we are both transparent and accountable, and while we feel that these reports are effective in providing Members with important information, we are always open to changing our approach to better meet the Membership's needs. As always, we welcome your feedback on what you find helpful or effective in our reporting to you!

We are committed to improving our Annual Reports as we continue on our journey to self-governance, and we are learning as we go.

Vision Statement

TFN first established a strategic vision statement in the 2008-2013 Strategic Plan. During the 2012-2013 Fiscal Year, we set about updating that vision through an extensive conversation with the community, beginning at the first Members' Gathering. We have achieved a number of milestones and set new milestones to meet. Our vision is very important in the context of self-government; as we move forward, we use this vision as a constant reminder of what we are trying to achieve. For the purposes of our renewed vision statement, 2032 is set as the target date.

In the Strategic Plan for 2013-2018, which was adopted by the Legislature during the spring of 2013, Tsawwassen First Nation put forward a Vision Statement that drives TFN's programming. The figure on the following page depicts the relationship between the programs and services TFN delivers and the Strategic Vision. Departments and Program Areas design and develop activities, which produce short- and long-range outcomes that support the implementation of the strategic vision.



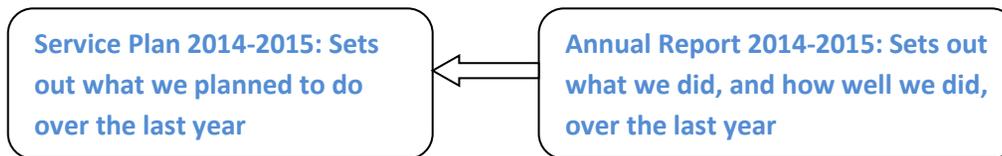
Content of the Report

The Annual Report contains four sections:

1. Governing Institutions Report
2. Risk Management Report
3. Service Plan Report

Reporting Relationship

The primary purpose of this document is to report on the TFN Government’s activities over the 2014-2015 fiscal year, identifying what we did and what was achieved; whether we were successful or not. This report is linked to the 2014-2015 Service Plan, which identified the programs, services and projects that were approved by the TFN Legislature.



Message from Executive Council

Thank you for taking the time to review this annual report. This is one of the key tools we have for communicating with you about your government, the objectives we have set together as a Nation, and the work we have done toward those goals.

The 2014-2015 year has seen steady progress on a number of major projects that will help to ensure the ongoing economic sustainability of our Nation. You only have to drive by the mall site to see that our many years of development strategizing and planning are coming close to fruition. Over the past year, most of the 2.8 million kilos of steel structure for the Tsawwassen Mills development was installed. The mall, built in partnership with Ivanhoe Cambridge, is now fully enclosed and key design elements, such as a beautiful wood roof evocative of a Coast Salish

Longhouse, are complete. The project is on schedule for a Fall 2016 opening. Meanwhile, preloading of the adjacent Tsawwassen Commons project is almost complete and construction will begin at that site soon. These projects together will contribute to our financial stability, supporting programs and services that are vital to Members' well-being. It will also provide business and employment opportunities for our Membership.

Crews were also hard at work over the past year building our new wastewater treatment facility, complete with an underground pressurized pipeline and two hectares of constructed wetland environment at the north end of Tsawwassen Drive. The plant is scheduled to open this Fall. It will eventually be capable of sustaining our commercial, industrial and residential development without reliance on aging Metro Vancouver infrastructure.

This past year also brought a renewed focus on some of the issues that you, the Membership, have brought forward. Key among these is housing. The Housing Committee established by our Legislature worked hard over the past year to consider ways to make it easier for Tsawwassen Members to finance and build homes on Tsawwassen Lands. As recommended by the Housing Committee, we have also hired a Housing Coordinator who has begun working with Members to identify housing needs and find solutions.

This past year, our Legislative Members also wrote resolutions that increased the number of elected Legislators from 12 to 13, bringing the size of the Tsawwassen Legislature to 14, including the Chief. This change came out of section 5.8 of Tsawwassen's *Constitution Act*, which says that once the population of Tsawwassen First Nation increases by 100 people, the size of the Legislature can increase by one. That change will come into effect for our next general election. The Legislature also wrote resolutions that led to the creation of a program to provide career and professional development training support at non-accredited training and educational institutions to Tsawwassen Members. Meanwhile the Advisory Council also continued its critical work in reviewing all our major decisions and plans, bringing fresh perspectives and careful consideration and advice to all important governance matters. We are grateful for the diverse, engaged group of Members who devote their energies to the Advisory Council, as well as to the other councils and committees that guide our governance structures. We are also grateful to the Members who participated in our 3rd annual Members' Gathering. It was a very successful event, where we shared information about our plans and progress and did important work developing strategies on issues ranging from housing to the establishment of a Legacy Trust.

We have seen steady progress this year towards our goals, but there is still much more to do. We want to thank-you for your continued participation and hard work as we grow toward our shared vision for a successful and sustainable economy and a safe, healthy community, where our language and culture are practiced and honoured.

Governing Institutions Report

The Tsawwassen Legislature, Executive Council, Chief, Advisory Council and Judicial Council are all named in the Tsawwassen Constitution. The activities of each of these bodies are outlined below. 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 12 Tsawwassen Members, elected at a general election, and the Chief, elected separately, for a total of 13 Members. The duties of the Legislature are to discuss and make laws, which form the fundamental organizing principles and expressions of Tsawwassen Government. As part of that function, they discuss and pass an annual budget, which is a key part of the accountability structure of Tsawwassen Government.

The current Tsawwassen Legislature was elected in a general election held in April 2013. It is the third Legislature since our *Constitution and Government Organization Act* came into effect in 2009. The Members elected to the Legislature were Laura Cassidy, Ken Baird, Louise Ahlm, Tony Jacobs, Nikki Jacobs, Melinda Cassidy, Loretta Williams, Sheila Williams, Karl Morgan, Andrea Jacobs, Jesseca Adams, and Steven Stark. They hold office until the next general election in April 2016.

The following section outlines the work of the Legislature during these sessions.

Legislation

- *Representative Committees Act*: This Act made a change to the *Culture and Heritage Act* and is intended to make the Standing Committee on Language and Culture representative of TFN's traditional family groupings.
- *Capturing our History Act*: This Act amended the *Freedom of Information and Protection of Privacy Act* to ensure that TFN staff are able to take pictures or videos at events and then use those records in publications, such as the Annual Service Plan.
- *Government Organization Amendment Act*: Following an independent, third-party review of the remuneration of elected officials, the Legislature approved of an amendment to the *Government Organization Act* to set a flat penalty of \$200 per missed meetings and provide Legislators with an honourarium for their attendance and participation in workshops that are in addition to their workload as a Legislator.
- *Appropriations Act*: The annual budget for the 2015-2016 budget year was approved.

- Recognition of the Siquel Act: This Act amended the *Government Organization Act* to provide the Siquel (speaker of the Legislature) with an additional honourarium that will be pinned to his or her sash consistent with cultural protocols and reflective of the additional work undertaken by the Siquel in the running of the Legislature.
- Increasing the Size of the Legislature Act: This Act amends the *Government Organization Act* to add one additional seat to the Legislature. Under the Tsawwassen Constitution, TFN may add one seat to the Legislature once the TFN population reaches 450. Additional seats may be added for every further 100 Members up to a maximum of 16. The next election will be the first election for TFN where the population of TFN has been greater than 450.

Resolutions

- Resolution to Increase the Number of Legislators to 13: This resolution was passed during the Fall session and led to the development of the *Increasing the Size of the Legislature Act*, which was passed during the Spring session.
- Resolution to Examine a Bill to Amend the Government Organization Act: This resolution was to recognize the work of the Siquel in a manner consistent with TFN culture and led to the introduction of the *Recognition of the Siquel Act*, which was passed in the Spring session.
- Resolution to Protect and Preserve Land for Current and Future Members: This resolution was to ensure that TFN consider ways of protecting land for Member housing and ensure that Members continue to have a place to live as the community develops. Executive Council directed TFN staff to examine this issue and include it within the scope of the Community Housing Plan.
- Resolution to Examine Options to Support Training at Non-Accredited Institutions: This resolution sought to expand the support that can be provided to Members pursuing educational or training opportunities. At the direction of Executive Council, staff members began working on developing policy options considering how TFN could implement this resolution.
- Resolution to Create More Transparency within Tsawwassen Government: This resolution sought to bring forward legislation requiring Executive Councillors who are also working on staff take a leave of absence. Executive Council directed staff to examine the implications of this issue and staff retained an independent, third-party consultant team to explore the issue further.
- Resolution to Appoint Tony Jacobs to the Standing Committee on Language and Culture (SCLC): Consistent with the *Representative Committees Act*, the Legislature added Tony Jacobs to the SCLC to provide the Jacobs family with representation on the Committee.
- Resolution to Take Steps to Reduce the Backlog with the Lands: This resolution seeks to direct TFN staff to explore ways of reducing the backlog of development applications within the Lands department.
- Resolution to Ensure Qualified Members and Member Spouses are not Excluded from Employment Opportunities within the Tsawwassen Government: This resolution seeks TFN to adopt a hiring policy that would ensure that any internal posting for a vacancy is sent externally to a Member and a Member Spouse at the same time.

Executive Council

The Executive Council is made up of the four Members who received the most votes during the general election for the Legislature, as well as the Chief. The current Executive Council was created by the April 2013 general election. The Members of the Legislature who received the most votes were Laura Cassidy, Ken Baird, Louise Ahlm, and Tony Jacobs. Along with Chief Bryce Williams, they comprise the current Executive Council. Their term will end in 2016.

More details on each meeting, decision and activity can be found in Council's Corner, which is included in the community newsletter each week, or monthly during summer. The Executive Council has responsibility for regulations, many of Tsawwassen's policies, the overall financial management of the TFN Administration, as well as a range of operational initiatives.

Regulations

All of the regulations approved or amended were related to the regulatory framework for the management, enforcement and administration of Tsawwassen Lands. The list of approved regulations include:

- Enforcement Officer Regulation (amended)
- Consolidated Public Lands Availability Regulation (amended)
- Animal Control Regulation Amendment (amended)
- Lands Security Regulation (new regulation)
- Ticket Regulation (amended)
- Offsite Levies Regulation (amended)
- Development Permit Area Regulation (repealed and replaced)
- Zoning Regulation (amended)
- Subdivision and Development Regulation (amended)
- Sign Regulation (new regulation)
- Consolidated Planning and Development Application Fees Regulation (amended)

Policies

Executive Council adopted a number of new policies and amended some existing ones in order to address a variety of important issues – primarily related to support for Member home construction. This included the development of a Policy for Payment of Servicing and Pre-Construction Costs and changes to the Falcon Way Policy, both of which have improved Members' ability to build a home.

Finance:

The Executive Council is ultimately responsible for the financial management of the Tsawwassen Government. Executive Council reviewed and approved of the financial statements over the course of the last fiscal year and approved of the audit, which forms part of this Annual Report.

Operations

In addition to the formal responsibility for regulations, certain policies and TFN's finances, the Executive Council has the authority

to enter into contracts and agreements on behalf of TFN. Major initiatives include:

- Approval and execution of agreements related to the TFN Sewage Treatment Plant, which is required to support development
- Approval of design concept for the Sports Field, as well as the execution of a construction contract
- Approval and execution of a number of agreements, including a Road Dedication of Land to BC to enable the expansion of Highway 17
- Approval of the Police Services Agreement with the Delta Police Department
- Finalizing 25-year term agricultural lease agreements for Lease Area 1A, Lease Area 2 and Boundary Bay Lease Area
- Approval of the purchase of four Commercial Licenses, which were subsequently leased to Tsawwassen Members for four-year terms
- Approval of joint ventures between TEDC and Garda (a major international security firm) and Wales McLelland (a major construction firm)

Chief

As well as chairing meetings of Executive Council and participating on the Tsawwassen Legislature, the Chief provides ongoing strategic direction respecting day-to-day matters of Tsawwassen Government, and works closely with the Chief Administrative Officer to manage the affairs of TFN. In addition to those responsibilities, the Chief currently sits as a Board Member on the Naut'sa mawt Tribal Council. The Chief also occupies TFN's seat at the table of the Metro Vancouver Board of Directors, and a seat on Translink's Mayors' Council.

Judicial Council

The Judicial Council is responsible for many matters under Tsawwassen Law. 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 within Tsawwassen processes.

The Judicial Council appointed by Executive Council is comprised of the following people:

- Paul Fraser QC, Chair
- Anja Brown, Vice-Chair
- Bruce MacDougall, 3rd Legal Member
- Leif Nordahl, Accounting Member
- Laura Baird, Tsawwassen Member

Advisory Council

The Advisory Council is a body established under the Tsawwassen Constitution. It is a mechanism to ensure that proposed laws, regulations, and other actions are considered by Membership in an open forum prior to being passed or presented to the Executive Council for approval. The Advisory Council is open to all Members and meets every two weeks during the fall, winter, spring, and (schedule permitting) the summer.

In September 2013, at our AGM, a new Advisory Council was elected following the general election in April 2013. The elected members were Ruth Adams, Nikki Eely, Kathy Genge, Liana Williams, Mabel Williams, Merle Williams, and Victoria Williams. They are elected for three-year terms and we thank them for their continued time and commitment to this important work.

All meetings of the Advisory Council are open to the public, and approximately 13 Members attend meetings regularly, providing a valuable public service on behalf of the Membership. The Advisory

Council met 18 times during the fiscal year to discuss a wide range of topics and had the opportunity to provide direct input into all major policy and operational initiatives planned by Tsawwassen Government.

The Advisory Council undertook important work during this term. Part of that work was examining and providing advice to Executive Council and the Legislature on a number of the laws, regulations, policies and other operational initiatives identified above.

Other Committees and Authorities

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

Housing Committee

The Housing Committee was struck in response to a Legislative motion passed during the Spring 2014 session. Committee members included Steve Stark (Chair), Devin Cassidy, Shirley Larden, Ruth Adams, Nikki Eely, Cree Fevang, Kayleigh Meredith and Terri Splockton. The Committee explored the challenges in building a home on Tsawwassen Lands, including those elements related to financing, servicing and infrastructure deficits, which impose an additional cost burden to Members. The work of this Committee led to the development of a number of housing related policy decisions by Executive Council, all of which were designed to lower the upfront barriers Members were facing when considering new home construction on Tsawwassen Lands.

Standing Committee on Language and Culture

Established by the Tsawwassen Legislature on the recommendation of the Chief, the SCLC is responsible for working with Tsawwassen Members to develop an awareness and understanding of culture and heritage, developing and recommending policies to protect and promote Tsawwassen culture, and other important duties.

This Committee is open to Members and often includes cultural advisors to support its work. When the Legislature approved the Committee's new terms of reference on March 13, 2014, it appointed Chief Bryce Williams, Laura Cassidy, Darryl Splockton, Shirley Larden, and Loretta Williams to the Committee. We thank them for their dedication to the important work of ensuring our language and culture are an essential and growing part of all activities in our community.

Natural Resources Advisory Committee

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

This Committee has seven members. The terms of reference for this Committee requires specific representation from one male and one female fisherperson, one elder with traditional gathering knowledge, one elder experienced with fishing, one youth, one Tsawwassen Member from the community who is not a fisher, and one hunter. The current Members were elected at the September 2012 AGM: Steven Stark (male fisher), Chrystal Wilson (female fisher), Kathy Genge (Elder with gathering knowledge), Shirley Larden (Elder experienced with fishing), Tyler Schadow (youth), Loretta Williams (Tsawwassen Member who is not a fisher), and Kyle Williams (hunter). Their terms will end in 2016.

Enrolment Committee

Established under the Final Agreement and continuing under the *Membership Act*, the Enrolment Committee is responsible for applying the eligibility criteria, based on the *Membership Act*, for Membership in Tsawwassen First Nation. The Enrolment Committee continues to actively manage the growing and vibrant population of Tsawwassen First Nation. Committee Members are Chief Bryce Williams, Valerie Cross-Blackett, Melinda Cassidy, Janet Hearl, and Terri Splockton. There were 4 applications for enrolment made and accepted this year.

Traditional Territory Boundary Commission

Established under an Act of the same name, the Commission is responsible for advising and assisting in the management of overlap and related issues arising from the Final Agreement. Though many of the overlap issues have been resolved in relation to the Final Agreement, the Commission is an important resource on these critical and sensitive matters as we seek to continue to exercise our rights throughout our Traditional Territory.

Consultation Committee

A group of non-members established by policy of the Executive Council, it is made up of leaseholders representing the major leasehold interests on Tsawwassen Lands. They are consulted on issues that significantly and directly impact their interests, including various regulatory structures and TFN's economic development initiatives.

Property Tax Authority

A body required in the Tsawwassen First Nation *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.

Report on Risk Management

As a self-governing First Nation, Tsawwassen must manage its own risks in conjunction with the actions it takes under its own jurisdiction. Though the Crown remains responsible for decisions and actions taken prior to the Effective Date, Tsawwassen must move forward with a strong risk management framework to ensure it continues to manage appropriately. This section sets out areas of risk and steps Tsawwassen took to address these, as identified in the 2014-2015 Service Plan.

How We Managed Risk in 2013-2014

Strategic Risk

In order to minimize Strategic Risk, Tsawwassen took steps to ensure that appropriate due diligence is undertaken in advance of the making of decisions – especially decisions involving land development. Strong legal and research analysis on major decisions is a general and constant aspect of this category of risk management.

Investment and Borrowing Risk

Over the past year the Tsawwassen Government continued to manage its long-term Investment Risk in partnership with Greystone Financial Management within an established risk profile. Part of managing investment and borrowing risk this year

Legislative and Regulatory Risk

Tsawwassen Government manages this risk generally by ensuring that decisions – whether minor or major – are subject to a robust review process, involving legal analysis where necessary to ensure compliance with applicable laws and regulations. Amendments to existing laws, policies, and regulations happen regularly through Executive Council and the Legislature, both to ensure they meet TFN’s needs and to help ensure compliance.

Operational Risk

This refers to the risk of loss from inadequate or failed internal processes, people or systems, or from external factors. This risk is managed, by and large, through institutionalized processes, including monthly reporting, an active Finance and Audit Committee, and the ongoing development of a comprehensive human resources plan. The Organizational Efficiency Review has led to many improvements that have reduced this risk, and implementation of that review continues. Ongoing capacity development and regular Manager meetings help to reduce these risks. Also, the 10 Year Financial Plan guides TFN’s operational planning in a systemic way that helps minimize risks.

Reputation Risk

As part of TFN’s general reputation risk management strategy, staff work hard to manage both internal and external risks. External risks are managed by striving for a high-degree of transparency, ensuring that all laws and regulations are posted online, and that our *Conflict of Interest Act* (Tsawwassen) is adhered to. Internal risks are managed through extensive communication and consultation with the Membership. The Tsawwassen Well-Being study is one tool being used to understand how Members feel about and relate to our government so we can ensure any internal risks are addressed.

Service Plan Report

The Service Plan Report communicates the actions of each department in the Tsawwassen Administration. It is comprised of individual departmental reports that compile data and information relating to the goals and activities set out in the 2014-2015 Service Plan. This information is intended to provide Membership with specific information respecting each department's progress towards those goals.

TFN's departments serve a variety of client bases. All departments are responsible for service delivery to Tsawwassen Members. The Lands Department and governance-related Departments are also concerned with the delivery of services to leaseholders living on Tsawwassen Lands. Some other Departments are responsible for the provision of social-type services to non-Tsawwassen Members, usually other aboriginal people, as defined in TFN's Fiscal Financing Agreement.

Key Terms Used in the Report

In order to provide comparability between the Service Plans and the Annual Reports, similar terms are used. The following terms and definitions were provided in the 2014-2015 Service Plan, and are also used throughout:

- **Objectives:** Each Objective identifies what TFN is trying to achieve through its programs in the next year. Objectives identify the purpose and what TFN government is seeking to accomplish.
- **Activities:** Given the time, money and people available over the year, Activities identify the most effective ways for a Department to make progress toward its Objectives. They identify how TFN will meet the Objectives.
- **Progress:** Provides an overview of the outcomes in the 2014-2015 fiscal year which have contributed to the achievement of the stated Objective or Activity.
- **Performance Indicator:** Provides an update on the outcome of the Objective and identifies whether intended targets were achieved, where they had been identified in the Service Plan.

Note on expenditures: the tables that follow present the actual expenditures for programs and services in the fiscal year ending March 31, 2015. As a result, they may not exactly match budgeted amounts, including budget amendment amounts.

Schedule 1 - Finance and Administration

The mandate of Finance is to support the day-to-day financial operations of Tsawwassen Government and provide sound financial administration of the Tsawwassen Government, through rigorous application of TFN’s financial controls and adherence to legislated requirements.

The Finance Department is responsible for annual and three-year budgets in the *Financial Administration Act*, the annual audit of TFN financial statements, accounts, contracts, revenues, taxation, payroll, and enforcement of the *Financial Administration Act* and regulations, financial policy, and procedures.

The Administration component of this division is responsible for ensuring TFN’s staff are supported with technology, meeting and office space, reception support, and other office requirements necessary for an efficient administration.

Finance and Administration reports on the programs and services listed below. The annual reporting of these program and service areas will be shown in the tables that follow.

- Administration
 - Office of the Administrative Officer
 - Finance
 - Administration
- Information and Technology
- Communications
- Human Resources

Service Area	2014-2015 Expenditures (\$)
Finance and Administration*	1,483,775
Information and Technology	54,176
Human Resources	148,417
TOTAL	1,686,368

*This line item includes the Office of the CAO, External Communications, Finance and Economic Development Support

Administration

Office of the CAO

OBJECTIVES: Provide sound management and operation of the Tsawwassen administration and ensure the administration delivers on the community's vision and direction as set by the Chief and the Executive Council and described in the Strategic Plan. This obligation is a requirement under Part 2 of the *Government Organization Act*.

ACTIVITIES	PROGRESS
Support the Chief and Executive Council to ensure they have the best information and analysis for sound decision making	<ul style="list-style-type: none">● EC meetings occurred as scheduled, with extensive reports and briefings on various items.● Negotiated the purchase and sale agreement for Brunswick Point lands.● Established a Housing Committee and ensured that they report back to the Executive Council.● Obtained a Building Permit and Development Permit for Tsawwassen Mills.● Established key staff training elements to fulfill Bullying and Harassment legislation.● Success in application for the Nurse Practitioner and Community Action Initiative, important for the funding and capacity of health and social services.● Decision-making and communication flows were established to ensure staff members receive the appropriate direction from EC.

Finance

OBJECTIVES: Manage TFN finances in accordance with the legal standards and obligations that are set out in Tsawwassen's *Financial Administration Act*.

ACTIVITIES	PROGRESS
Consolidated Audit	<ul style="list-style-type: none"> ● The consolidated financial audit was completed and approved, in compliance with the <i>Financial Administration Act</i>.
Property Tax Assessments	<ul style="list-style-type: none"> ● Mailed Property Tax Assessments, which were completed one day later than mandated due to a tight turnaround receiving the current BC Assessment data. The data allowed TFN to accurately include properties previously excluded from taxation.
Service Plan	<ul style="list-style-type: none"> ● During the Fall of 2014, the Finance Department worked with staff to develop the preliminary Service Plan and budget for review by Executive Council.
Budget	<ul style="list-style-type: none"> ● Early in 2015, the Director of Finance presented the draft annual budget to the Finance and Audit Committee for approval. The budget was then received and approved by Executive Council, and subsequently by the Legislative Assembly. ● Educated and consulted with Managers on a new budget format separating Local Government activities from specific Member Service activities. The new format will better serve the interests of leaseholders and TFN Members.
Internal Audit	<ul style="list-style-type: none"> ● A partial internal audit of systems was completed. Issues raised through audit were subsequently addressed and resolved before the end of fiscal year end 2015.
Tangible Capital Asset Tracking	<ul style="list-style-type: none"> ● A specialized Capital Asset Tracking software module was installed on the server. ● Contract with Urban Systems signed to compile the data required for implementation, but implementation not yet complete.
Support Staff Education and Training	<ul style="list-style-type: none"> ● Supported staff education and training through department meetings to improve the understanding and flow of financial information between Finance and other TFN Departments. ● A staff member completed CMA and another is looking at courses. ● Staff attended four days of professional development courses.

Meet with individual Department Management to Review Reporting Requirements

- Reviewed reporting requirements with Department Managers to ensure compliance with policy.
- Working across several departments, Finance took the first steps to implement new Enterprise Resource Planning software. The software builds on TFN's existing Xyntax accounting software by providing add-on modules specific to various functions and departments; Each department specific module (Finance, Social Assistance, Education, and Membership) integrates with all data stored in the Xyntax system; The software will improve reporting to management and our elected representatives, and it will improve efficiency across departments.
- Provided Managers electronic access to budget and financial reporting data through existing Xyntax accounting software; Software allows managers to produce department specific financial reports.

Administration

OBJECTIVES: As a first point of contact, deliver professional, courteous, and prompt service to all TFN clients and Members.

ACTIVITIES	PROGRESS
As a first point of contact, deliver professional, courteous, and prompt service to all TFN clients and Members	<ul style="list-style-type: none"> ● Staff members have been cross-trained to fill various roles and complete job duties normally outside their responsibilities to provide a high level of service to TFN clients and Members. No complaints have been received. ● Two staff members participated in a two-day receptionist workshop.
Keeping reception/kitchen/ boardroom areas neat and tidy	<ul style="list-style-type: none"> ● Ongoing. Front reception closed from 12 to 1 PM to adequately allow staff to take lunch.
Maintaining supply orders	<ul style="list-style-type: none"> ● Ongoing. Sourced an alternate supplier for toner and printer ink providing significant savings and customer service over standard suppliers.
Ensure Xerox, fax and postage are in working order	<ul style="list-style-type: none"> ● Ongoing. Repaired existing business class Xerox printer as a backup printer for the two main Xerox printers located in the Administration office. ● Printers are currently working over capacity, according to technicians.

Information Technology

OBJECTIVES: Provide uninterrupted operation of IT equipment and services such as servers, email, and computers, within budget.

ACTIVITIES	PROGRESS
Provide uninterrupted operation of IT equipment and services; such as, servers, email, and computers, within budget.	<ul style="list-style-type: none"> ● Staff assessments of IT services to be completed next quarter. ● Implemented several risk management initiatives aimed at improving the network up time and internet connectivity. ● Installed network conduit and fibre optic cabling to provide a direct connection between the main server and several buildings (seven portables, recreation centre, and daycare) adjacent to the Administration Building. ● Upgraded wireless network to increase coverage, signal strength, and accessibility. Two distinct wireless networks were set up; one secure network for staff and one for guests. ● Uninterrupted power supply units installed at critical network hubs to protect network hardware and provide resiliency across the network in case of a power outage.
Upgrade operating systems and use preemptive replacement to keep equipment current.	<ul style="list-style-type: none"> ● Majority of staff PCs running Windows XP have been upgraded to newer operating systems. At the end of the 2014-2015 fiscal year, 97% of TFN PCs are operating on an upgraded, fully supported operating system. The remaining 3% running older operating systems have been slated for replacement for early in the 2015-2016 fiscal year.
Hold lunch and learns to enhance staff IT capabilities and achieve Z-drive filing standards.	<ul style="list-style-type: none"> ● Objective not completed.
Cost control: Implement a standardized procedure for troubleshooting IT related issues and communicating to staff	<ul style="list-style-type: none"> ● Completed. Worked with TFN's IT contractor to implement an issue tracking system. Tickets are created for issues to track their status; these are monitored internally by the Finance Department and by the IT contractor. ● Issue tracking software identified areas for improvement. Issues are communicated with IT contractor to increase efficiency and effectiveness.
Support staff productivity through	<ul style="list-style-type: none"> ● No outstanding staff hardware requests for new PCs.

appropriate equipment and software allocation, and through IT training to protect TFN's network and information	<ul style="list-style-type: none"> ● Over the fiscal year, 8 PCs were acquired to replace old PCs and to serve new staff. ● Standardized hardware was purchased for cell phones, desktops, laptops, and printers. Standardizing the equipment procurement reduces difficulty troubleshooting issues and makes equipment specific knowledge sharing easier.
Facilitate file storage and retrieval on server through appropriate access to network drives and training on network usage	<ul style="list-style-type: none"> ● The list of user network access is regularly reviewed. Directors provided direction on providing network access for new users. ● Managers completed a review of staff network access, with approval by the CAO. This was followed by application of those changes on the network.

Communications

OBJECTIVES: Implement a communications strategy to manage TFN communications and media relations.

ACTIVITIES	PROGRESS
Monitor and track TFN in the media; Prepare responses to issues as they arise	<ul style="list-style-type: none"> ● Extended contract for Meltwater media monitoring; Managed responses to issues including traffic accidents on Hwy 17.
Consultants: Assist in strategic communication development and support for activities	<ul style="list-style-type: none"> ● Contract with external communication consultant in place to support strategic communication and announcements.
Promotions/Donations: Provide support to organizations and programs that benefit TFN	<ul style="list-style-type: none"> ● TFN supported Delta Hospital, Reach Foundation, Aboriginal Skills Group, and VVFDs.
Communication Tools: Develop information and public relations materials that assist in representing TFN	<ul style="list-style-type: none"> ● Printing of information one-pagers on basics of TFN: Treaty, History, etc. ● Re-printed communication tools (folders etc.) to assist in presentation activities.
Media: Distribution of TFN messages	<ul style="list-style-type: none"> ● News releases included those in respect of financial agreement with Vancity on Sewage Treatment plant; industrial lands projects and Legislature sessions.
Gifts: Follow Cultural Protocol while undertaking public relations activities	<ul style="list-style-type: none"> ● Assembled gifts and packages for several meetings and presentations

Human Resources

Human Resources (HR) serves a dual function within the organization, providing advice and support to both individual employees and to the government in respect of employment related matters, as well as working with Members to coordinate employment opportunities during the first half of the last fiscal year.

Human Resources reports on seven areas of programs and services. The annual reporting of these programs and service area are shown in the tables that follow:

- Recruitment and Selection
- Recognition and Retention
- Compensation
- Learning and Development
- Performance Management
- Succession Planning
- Health and Safety

Note: costs for Human Resources are included in the Finance and Administration expenditure table on p. 20 (line 4).

Human Resources (Core)

OBJECTIVES: Provide strategic HR management through guidance, direction, strategies, and support on HR related matters.

ACTIVITIES	PROGRESS
HR management	<ul style="list-style-type: none">● Provided effective HR management.● Provided guidance, direction, and support on HR and employee relations matters. TFN will continue to provide confidential HR services to CAO, Management, and staff on all HR related matters.

Recruitment and Selection

OBJECTIVES: Utilize legally compliant strategies and procedures, aligned with TFN's policies and Best Practices, that enable us to acquire talent in a timely and effective manner.

ACTIVITIES	PROGRESS
Talent acquisition	<ul style="list-style-type: none"> ● There were eight new hires in first quarter, and summer students hired in the second quarter. ● There were 10 new hires in the third quarter. ● Six new hires in the fourth quarter.
Affirmation Ceremony	<ul style="list-style-type: none"> ● Two Affirmation Ceremonies were held this fiscal year.

Recognition and Retention

OBJECTIVES: Recognize and reward staff for their dedicated services to TFN, and increase talent retention.

ACTIVITIES	PROGRESS
Recognition of Milestone Years of Service	<ul style="list-style-type: none"> ● A total of seven staff were recognized for achieving milestone years of service, of which two staff completed five years with TFN, four staff completed 15 years, and one completed 20 years with TFN!
Monthly Birthday Celebrations	<ul style="list-style-type: none"> ● Continued to provide regular monthly birthday celebrations for staff with a birthday cake on the last Thursday of each month. All staff invited to join in the celebration and partake in the cake. This continues to be something staff look forward to every month and is very much appreciated.
Staff Lunches	<ul style="list-style-type: none"> ● Snacks provided for all staff meetings; lunch provided to staff for training sessions and workshops.
Christmas Party	<ul style="list-style-type: none"> ● TFN's annual Christmas Party was celebrated on December 19th with a wonderful lunch and door prizes (compliments of business partners). The event was well received and enjoyed by all in attendance.

Compensation

OBJECTIVES: Ensure compensation structure is fair, competitive, and aligned with TFN's pay philosophy.

ACTIVITIES	PROGRESS
Introduce new pay scale	<ul style="list-style-type: none"> ● Implemented April 1, 2014. Individualized letters written and given to all staff in a confidential manner. Process explained to staff at all-staff meeting with the CAO. Separate meetings held for employees unable to attend all-staff meeting.
Design and implement Salary Administration Policy	<ul style="list-style-type: none"> ● Implemented April 1, 2014. Copy of policy given to all staff.

Learning and Development

OBJECTIVES: Increase staff capacity

ACTIVITIES	PROGRESS
Performance Management Workshops for managers and supervisors	<ul style="list-style-type: none"> ● Provided one-on-one focused sessions as needed.
Lunch & Learn sessions for all staff on topics of interest	<ul style="list-style-type: none"> ● Facilitated session on roles and responsibilities of TFN Compliance and Enforcement Officer and Delta Police Liaison on May 30.
Customized workshops and seminars to build capacity	<ul style="list-style-type: none"> ● Full day workshop on Bill 14 and Respect in the Workplace for Managers, Supervisors, and EC on May 13. Same workshop for staff delivered on-site June 16.
Professional Development	<ul style="list-style-type: none"> ● Attended BCHRMA Conference in April and completed Guiding Organizational Change Professional Qualification Program in June. ● Assisted managers and supervisors in selecting appropriate professional development programs for their staff.

Performance Management

OBJECTIVES: Align resources, systems and staff to strategic objectives and priorities

ACTIVITIES	PROGRESS
Aligning job descriptions to strategic objectives and priorities	<ul style="list-style-type: none"> ● Continue to renew and revise job descriptions to ensure they are current, relevant, accurately reflect the job duties, requirements and competencies, and are aligned with the departmental needs and goals. Also continue to assist Managers/Directors in creating new job descriptions to meet TFN's strategic objectives and priorities. ● Ensuring performance reviews are being conducted in a more timely manner and that they are based on job responsibilities. Assisting managers in addressing performance issues.
Review capabilities of Performance Now System	<ul style="list-style-type: none"> ● Encouraging Managers to try the system and provide feedback on its usefulness, user-friendliness, capability, etc. (note: HR not licensed to use) ● Analyzed results to determine suitability for TFN; decision made to abandon use of this system.
Ensure appropriate and adequate licensing of users	<ul style="list-style-type: none"> ● System is no longer in use at TFN; replaced with in-house system.
Customize to TFN's needs	<ul style="list-style-type: none"> ● In-house system is customized to TFN's needs at this time.

Succession Planning

OBJECTIVES: Create a match between TFN's future leadership needs and individual staff aspirations.

ACTIVITIES	PROGRESS
Career development and management	● TFN's needs and staff aspirations and potential identified, with a plan in place for career development and management of top talent.
Review and revise initial plan to account for staff changes	● Will continue to review and revise plan as needed.
Educate staff on Succession Plan	● Not yet underway.
Develop Mentorship Program to build capacity	● Not yet underway.

Health and Safety

OBJECTIVES: Provide a central forum for planning, developing, implementing, and maintaining procedures and conditions for a safe work environment at TFN

ACTIVITIES	PROGRESS
Work toward a safe work environment at TFN	<ul style="list-style-type: none"> ● Zero workplace incidents that are avoidable.
Due Diligence and other safety related workshops as required	<ul style="list-style-type: none"> ● Arranged on-site Due Diligence seminar for new staff to ensure they are aware of their roles and responsibilities as it relates to Occupational Health & Safety.
Ensure First Aid Certificates are current for First Aid Attendants	<ul style="list-style-type: none"> ● First Aid Attendants' certificates are all current.
Participate in inspections, investigations, and inquiries	<ul style="list-style-type: none"> ● Continued participation in investigations and inquiries.
Co-chair Joint Safety Committee	<ul style="list-style-type: none"> ● Tried to meet but did not have quorum. ● Any issues arising have been dealt with.
Advise TFN on programs and policies as required	<ul style="list-style-type: none"> ● Advised TFN Management on the need for risk assessment; updating HR policy to ensure compliance with new legislation as it relates to Bullying and Harassment.

Schedule 2 - Grants and Subsidies

The Community Benefits programs represent only **direct** financial benefits provided to Members, and do not include benefits from accessing TFN programs and services or from other directed financial benefits provided under other departments (e.g. Education).

Community Benefits reports on the five programs and services listed below. The annual reporting of these program and service areas is shown in the table below:

- Elders Cultural Benefit
- Distributions
- Home Insurance Subsidy
- Family Emergence Travel Funds
- Funeral Benefits

Note: Community Benefits is the new name for Subsidies and Distributions, which is no longer part of the Finance and Administration budget. It is now schedule 1B of the Appropriations Act.

Service Area	2014-2015 Expenditures (\$)
Community Benefits	1,273,968

OBJECTIVES: Provide direct financial benefits to Members pursuant to policy and the 2014-2015 Appropriations Act.

ACTIVITIES	PROGRESS
Deliver Elders Cultural Benefit to eligible Members	● Five Member Elders received the benefit.
Deliver quarterly distributions of \$500 to Eligible Members	● Distributions completed on time. ● Implemented new system to deposit all minor distributions into trust to ensure minors receive the benefits they are entitled to.
Provide home insurance subsidy to Members upon request	● Ongoing.
Provide family emergency travel funds in	● Ongoing

accordance with TFN policy	
Provide funeral benefits in accordance with TFN policy	● Ongoing

Schedule 3a - Public Services

These Departments and Programs support the operation of the TFN Government by providing legal and policy advice, and drafting and enforcing legislation, policies, and procedures. Through Intergovernmental Affairs and Territory Management, they work with other First Nations and the provincial and federal governments on land issues, financial issues, and many other matters. Governance provides logistical support and leadership on the functioning of the institutions of our Government, manages TFN Government and Membership records, and delivers key community events.

Governance reports on four areas of programs and services. The annual reporting of these program and service areas are shown in the tables that follow:

- Policy and Intergovernmental Affairs (PIGA)
- Community Safety and Enforcement
- Territory Management

PROGRAM	2014-2015 Expenditures (\$)
Policy and Intergovernmental Affairs (PIGA)	294,158
Enforcement	98,922
Territory Management	124,067
TOTAL	517,147

Policy and Intergovernmental Affairs (PIGA)

The PIGA Department consists of core costs plus the following five programs:

- Policy Support and Due Diligence
- Intergovernmental Affairs
- Law and Regulatory Development
- Consultation
- Grant Writing

Policy Support and Due Diligence

OBJECTIVES: Ensure that decision-makers have access to high quality information before strategic policy decisions or business investments are made.

ACTIVITIES	PROGRESS
Provide high quality information to Executive Council	<ul style="list-style-type: none"> ● Executive Council and Legislative Members are satisfied with the quality of information they receive.
Waste-to-energy	<ul style="list-style-type: none"> ● Worked with TEDC, legal counsel and Metro Vancouver on the waste-to-energy file. TFN has been short listed as a possible site. ● Continued work on waste-to-energy file has stalled due to Province’s decision to overturn a Metro Vancouver bylaw on garbage flow controls.
Joint Venture Investment Fund (JVIF) under the 2004 TFN-PMV MOA, First Nation Finance Authority (FNFA), Other Policy Specific Files	<ul style="list-style-type: none"> ● TFN and TEDC staff developed alternative approaches to JVIF for consideration by EC, and for proposal to PMV. ● Participated in consultation on BC Treaty First Nation Taxation Act. This led to delays in that Act as the provisions were insufficient for TFN and for inclusion in the FNFA. ● JVIF was mostly dormant. Difficulty for TFN and TEDC staff to engage with Port Metro Vancouver to initiate the project. ● FNFA: Waiting on Province, but this is less of a priority given financing from Vancity.

Intergovernmental and Treaty Implementation

OBJECTIVES: Advancement of TFN Initiatives at the local, regional, provincial and federal levels; provide First Nation visitors with high-quality information sessions regarding Treaty and self-governance; and ensure that the implementation of the Final Agreement is reflective of its spirit and intent through work with the Implementation Committee.

ACTIVITIES	PROGRESS
Metro and regional structures	<ul style="list-style-type: none"> ● Conducted regular review of Metro Vancouver meeting materials to ensure Chief is briefed Continued review of regional government briefs to support TFN’s participation in regional government and regional FN government structures.
Land Claims Agreement Coalition (LCAC) Participation	<ul style="list-style-type: none"> ● Participated in LCAC fiscal workshop and annual general meeting.
Implementation Committee Support	<ul style="list-style-type: none"> ● Held three Implementation Committee meetings; topics included hunting and taxation.
Fiscal Finance Agreement	<ul style="list-style-type: none"> ● Continued negotiation of FFA with Canada and BC; renewal discussions proceeding slowly; Canada now seeking mandate to negotiate. ● Presented Canada with a detailed examination of TFN costs of delivering FFA programming
Sales Tax Negotiation	See Implementation Committee

Law and Regulatory Development

OBJECTIVES: Ensure the efficient development of legislative and regulatory options that are effective at addressing government needs.

ACTIVITIES	PROGRESS
Law and Regulation Development	<ul style="list-style-type: none">● Implemented new system for compiling regulation changes.● Five laws were passed during the Fall and Spring sessions, including the budget, a law to increase the size of the Legislature, a law to recognize the Siquel, a law to permit the collection of photos and videos at TFN events, and a law to improve the representativeness of TFN's committees.● Staff engaged in development of improved procedures governing the TFN Law registry.● Regulations/amendments: Hunting, Firearm, Offsite Levies, AC Honourariums, Public Service Affirmation, Property Tax and Utilities Rates, Building, Social Housing Land Availability, Other Trust Funds, Traffic and Parking, Film, EC Remuneration, and Conflict of Interest Affidavits Regulations.

Consultation

OBJECTIVES: Operate important consultation mechanisms and resolve constituent issues as they arise and ensure that TFN meets its obligations to consult with Members and Leaseholders.

ACTIVITIES	PROGRESS
Advisory Council	<ul style="list-style-type: none">● 18 meetings were held.● Considerable focus on regulation consultations and some referrals (see Referrals program for details).● There were safety concerns regarding speeding on haul road.● NAD planning.● Discussed JC appeal
Consultation Committee	<ul style="list-style-type: none">● Two meetings were held.● Focus on infrastructure development updates, tax and utility rates and regulations.
Specific Consultation Matters	<ul style="list-style-type: none">● No specific consultations led by Public Services during the fiscal year.

Grant Writing

OBJECTIVES: Increase TFN revenues through grant applications.

ACTIVITIES	PROGRESS
Grant writing	<ul style="list-style-type: none">● Applied under an AANDC fund for grant in support of industrial lands pump station; received grant of \$105,000.● CEOP application submitted.● Grant applications for sewage treatment plant and community housing plan have been submitted and staff are awaiting decisions.● Continued effort to secure significant funding contribution under the New Building Canada Fund – application for a grant in favour of an approximately \$16 million project to expand a water main on 52nd street was submitted.● Need to increase work on identifying and publicizing in the newsletter grants that Members could apply for, such as artisan grants.

Community Safety and Enforcement

The Community Safety and Enforcement Program consists of core costs plus the following two programs:

- Enforcement
- Emergency Management

Enforcement

OBJECTIVES: Increase the level of trust in TFN enforcement.

ACTIVITIES	PROGRESS
Regular Enforcement on TFN Lands	<ul style="list-style-type: none"> ● Ongoing enforcement activities occurring, with focus on areas of high concern. ● Regular presence is having a positive impact. ● Tickets issued. ● Fines collected. ● Mostly land-based infractions. <p>Success not measured by ticket number but by amelioration of problems.</p>
Reporting	<ul style="list-style-type: none"> ● Executive Council and Legislative Members are satisfied with the quality of information they receive.
Work with Delta Police to implement community safety strategy	<ul style="list-style-type: none"> ● Difficulty in getting coordinated with DPD.
Education/Consultation	<ul style="list-style-type: none"> ● Regular enforcement column included in the newsletter.
Equipment	<ul style="list-style-type: none"> ● Purchased and installed digital speed sign for speed monitoring on Tsawwassen Drive.

Emergency Management

OBJECTIVES: Ensure that TFN Government is prepared to fully discharge its emergency management responsibilities under the Final Agreement.

ACTIVITIES	PROGRESS
Equipment Maintenance and Supply	<ul style="list-style-type: none">● Supplies are in place and have not expired.● No proper management structure in place yet.
Training	<ul style="list-style-type: none">● Core response staff did not receive additional training during the last fiscal year.

Territory Management

Territory Management provides effective representation and protection of TFN rights and interests in high-priority projects. It is responsible for issues arising from the overlap of TFN Traditional Territories with other First Nations and considers pursuit of specific claims of sufficient meaning and value to TFN.

The Territory Management Program consists of core costs plus the following three programs:

- Referrals
- Shared Territories
- Specific Claims

The annual reporting of these program and service areas is shown in the tables that follow:

Note: costs for Territory Management are included in the Public Services expenditure table on p. 34 (line 4).

Referrals

OBJECTIVES: Ensure that TFN's Treaty Rights are protected where there is the potential for them to be impacted by development within the Traditional Territory

ACTIVITIES	PROGRESS
Funding applications	<ul style="list-style-type: none"> ● Successful funding contribution applications: <ul style="list-style-type: none"> ● \$40,000 for Trans Mountain (TM), ● \$56,000 for Roberts Bank Terminal 2 (RBT2), ● \$30,000 for review of WesPac LNG terminal proposed for the Fraser River, and ● Additional funding for Port Metro Van (PMV) forthcoming pursuant to the 2004 MoA.
Reporting	<ul style="list-style-type: none"> ● Currently provide EC with information related to larger projects. ● Need for regular reporting structure to Members on all referrals identified.

Implement triage process to manage referrals	<ul style="list-style-type: none"> ● This activity has been deferred until later in the year.
Training program for referral clerk	<ul style="list-style-type: none"> ● This activity has been deferred until later in the year.
Timely and substantive response to high-priority projects	<ul style="list-style-type: none"> ● Six large project files: DDTRIP, RBT2, TM, SFPR, PMH, VAFFC. ● Dispatched a letter to NRCAN on consultation process around TMEX – intent to ensure federal consultation satisfies Treaty commitments. ● Commented on interpretive signage and artwork for SFPR Recognition Area. ● Dispatched archaeological monitor for PMH1 compensation area work. ● Met with BC ministry of Transportation to discuss consultation process for George Massey Tunnel Replacement Project. ● Reviewed and provided comment on Archaeological Overview Assessment methodology for GMT. ● Participated in four “Aboriginal workshops” on RBT2 project. ● Met with CEAA to discuss potential impacts to treaty rights related to the RBT2 project. ● Commented on Draft Terms of Reference for the Environmental Assessment of RBT2. Staff will continue to engage through the process, which is expected to last to early 2017. ● Obtained funding to engage with WesPac on the environmental assessment of their proposed Liquefied Natural Gas facility project, at Tilbury Island in Delta.
Work together with other First Nations to manage TFN Traditional Territory	<ul style="list-style-type: none"> ● 17 archeological referrals. ● 30 Water and Land Act-related referral. ● 16 archaeological permits.

Shared Territories

OBJECTIVES: Advance TFN Initiatives at the local, regional, provincial and federal levels; provide First Nation visitors with high-quality information sessions regarding Treaty and self-governance; and ensure that the implementation of the Final Agreement is reflective of its spirit and intent through work with the Implementation Committee.

ACTIVITIES	PROGRESS
Implement protocol agreements with other First Nations	<ul style="list-style-type: none"> ● Conceptual plan was developed to reactivate Traditional Territory Boundary Commission to manage protocols. ● Existing shared territory agreements continue to remain in effect.
Resolve any disputes or concerns regarding shared territories	<ul style="list-style-type: none"> ● No requests have been made to convene the Traditional Territory Boundary Commission
Provide information to other First Nations in respect of TFN treaty and Treaty Rights	<ul style="list-style-type: none"> ● Held informal discussions with staff at Halalt First Nation regarding impacts to treaty rights.
Manage and operate Traditional Territory Boundary Commission	<ul style="list-style-type: none"> ● The Commission met once in the first quarter. No subsequent meetings were held.

Specific Claims

ACTIVITIES	PROGRESS
Management of existing specific claims outsourced to external legal counsel	<ul style="list-style-type: none"> ● Ongoing. ● TFN currently has a number of active specific claims under way, in various stages of development. ● Staff and EC received an update from Donovan and Co. regarding TFN's outstanding claims. ● Received a letter from Canada indicating that TFN's New Westminster claim was accepted for negotiation. ● Staff are assisting outside legal counsel with research for English Bluff and New West specific claims.

Schedule 3b - Government Services

The core function of Government Services is to serve the Tsawwassen Government by providing them with the means, mechanisms, and information to make sound decisions. To that end, Government Services works to ensure the efficient operation of the Tsawwassen Government in the best interests of the Members - in adherence with the Tsawwassen Constitution, the Treaty and with consideration of TFN's cultural traditions.

Government Services is reporting on five areas of programs and services. The annual reporting of these programs and service areas will be shown on the tables that follow:

- Institutional Support
- Records and Enrolment
- Communication and Consultation
- Events and Celebrations
- Service Planning and Reporting

PROGRAM	2014-2015 Expenditures (\$)
Institutional Support	466,167
Records and Information	147,784
Internal Communication and Consultation	5,316
Events and Celebrations	198,608
Service Planning and Reporting	31,014
TOTAL	848,889

Institutional Support

OBJECTIVES: Provide well-organized, accurate and cost-effective, administrative, coordination, technical and clerical support to the elected and appointed bodies that fall under the responsibility of the Government Services Department.

ACTIVITIES	PROGRESS
Provide administrative support to the delivery of the Executive Council Meetings	<ul style="list-style-type: none"> ● Responsibility for managing logistical support for EC is now under the office of the CAO.
Plan, manage and deliver sessions of the Legislature as they are called into session	<ul style="list-style-type: none"> ● Held Fall 2014 and Spring 2015 sessions of the Legislature. ● Improved the communication of materials with the Legislature to ensure they received materials in advance of the meetings where those items were discussed.
Provide institutional support to the E&E Committee	<ul style="list-style-type: none"> ● Four E&E Committee meetings held.
Provide administrative support to the Implementation Committee	<ul style="list-style-type: none"> ● Three Implementation Committee meetings held .

Records and Enrolment

OBJECTIVES: Ensure that all TFN records are managed and that enrolment services are managed and are accessible to eligible Tsawwassen Members and Individuals, in accordance with Tsawwassen Law.

ACTIVITIES	PROGRESS
Reporting	<ul style="list-style-type: none"> ● Quarterly Reports and Enrolment Reports issued as scheduled to Executive Council and the Community. ● General update given to Executive Council.
Implement the TRIMs policy and procedure manual ensuring TFN manages its records and information in	<ul style="list-style-type: none"> ● Need to refocus on TRIMs policy with respect to hard copy files and electronic filing.

accordance with best practices	
General policy analysis and development for Government Services	<ul style="list-style-type: none"> ● Work commenced on the development of a Laws Registry procedure. ● Provided support for policy and procedures related to the E&E committee.
Provide administrative support to FOIPPA as needed	<ul style="list-style-type: none"> ● Responded to two FOIPPA requests in accordance with the legislated timelines.
Corporate Records Management	<ul style="list-style-type: none"> ● Updated corporate records and developed corporate record procedures.
Maintain the Laws and Regulations in accordance with legislation	<ul style="list-style-type: none"> ● New laws and regulations consolidated and posted to the online registry. ● As noted above, work commenced on updated registry procedures.
Maintain and organize Enrolment data in accordance with Tsawwassen Law	<ul style="list-style-type: none"> ● Began working with Xyntax to shift Membership database to improve efficiencies across the organization.
Provide enrolment services to Tsawwassen Members and Individuals	<ul style="list-style-type: none"> ● Ongoing.
Provide Indian Registry Services to Members	<ul style="list-style-type: none"> ● Ongoing. ● More work required, with AANDC shifting the responsibility to FNs.
Ensure relevant and information updates to leadership and Membership using publications and newsletters	<ul style="list-style-type: none"> ● Newsletter compiled and sent on a weekly basis.

Communication and Consultation

OBJECTIVES: Develop and deliver information messaging that reaches Members and a wider community audience using diverse media and delivery tools.

ACTIVITIES	PROGRESS
Assist with development and production of Storytelling newsletter	● No update.
Website Maintenance/ Social Media	<ul style="list-style-type: none"> ● Final consultations conducted. ● Website is now live.
Compilation and production of Community Newsletter/Notice	● Ongoing.
Consistent messaging; speaking engagements with other levels of government, educational institutional or interested groups to share treaty and implementation experiences	<ul style="list-style-type: none"> ● Supported a number of speaking opportunities for key staff and elected officials. ● Support enabled TFN to take advantage of opportunity to share information on TFN's work.
Hosting other First Nations other levels of governments to share treaty and implementation experiences	<ul style="list-style-type: none"> ● Visitors from Yukon Nation hosted for info sharing meeting . ● Hosted the Deline and Carcross-Tagish FNs, the Sliammon, the Komoks and the Inshuckh First Nations.
Attend other First Nation celebrations or to share treaty and implementation experiences	● Trip to Sliammon to celebrate their treaty signing.

Events

OBJECTIVES: Deliver high quality events, whether celebratory or consultative in nature, that promote community unity and culture.

ACTIVITIES	PROGRESS
Treaty Day	● Two solid events; positive feedback on both.
National Aboriginal Day	● Successful event held at TFN.
Program & Services Fair	● Held at the Members' Gathering to increase the reach of information on programs and services to Members living off Tsawwassen Lands.
Annual General Meeting	● New approach to hold session and webcast it. ● Webcast worked well, but there was little turnout.
Members Gathering	● Very successful event held at the River Rock; Over 180 Members and Spouses in attendance.
Citizenship Award Ceremony	● Event not held during fiscal year – Challenge in finding the right time for the event.
Community Unity Events	● No update.

Service Planning and Reporting

OBJECTIVES: Provide visioning and strategy opportunities to support programming for the next fiscal year.

ACTIVITIES	PROGRESS
Gather elected officials' input to inform TFN programming	<ul style="list-style-type: none"> ● Vision session held with both the Executive Council and the Legislature.
Service Plan Workshop	<ul style="list-style-type: none"> ● Session held with Managers and Executive Council in October.
Departmental staff program planning	<ul style="list-style-type: none"> ● Ongoing support provided to departments in the planning process.
Annual Report	<ul style="list-style-type: none"> ● Annual Report published and distributed at the AGM and Members' Gathering.
Service Plan	<ul style="list-style-type: none"> ● Service Plan published and distributed at the AGM and Members Gathering.
IC Annual Report	<ul style="list-style-type: none"> ● Approved by Executive Council. ● IC Annual Report printed and distributed to BC and Canada.

Schedule 4 - Community Services

Community Services enhances TFN community by surveying and researching community needs; it undertakes planning and delivery of community and outreach services that provide opportunities for personal growth, health, well being, education, and quality of life.

Community Services is reporting on three areas of programs and services. The annual reporting of these programs and service areas will be shown on the tables that follow:

- Education
- Health and Social Development

PROGRAM	2014-2015 Expenditures (\$)
Education	1,657,665
Health and Social Development	864,941
TOTAL	2,522,606

Education

This Department provides services and supports for TFN students at all levels of their education, from daycare and early childhood through to post-secondary. In addition, programs for families, youth and the wider community, including programs to promote and protect language and culture, are offered through this Department.

Education is reporting on eight areas of programs and services. The annual reporting of these programs and service areas will be shown on the tables that follow:

- Education K-12
- Post Secondary Education
- Daycare
- Education and Youth Services
- Aboriginal Family Resources on the Go (AFROG)
- Community Outreach
- Language and Culture
- Employment and Skills Training

Note: AFROG and the Daycare program, formerly reported on together as Smuyuq'wa' Lelum Early Childhood Development, are now reported as two separate programs.

PROGRAM	2014-2014 Expenditures (\$)
Education K-12	539,102
Post Secondary Education	161,076
Daycare	414,061
Education and Youth Services	193,150
Aboriginal Family Resources On the Go (AFROG)	117,931
Community Outreach	23,087
Language and Culture	188,460
Employment and Skills Training	20,798
TOTAL	1,657,665

Education K-12

OBJECTIVES: Establish a parent advisory council; Establish a lending library for the TFN community; Provide academic support for TFN students in K-12.

ACTIVITIES	PROGRESS
Parent advisory council to meet monthly, assist with the development of youth programming	<ul style="list-style-type: none"> ● Six parents actively participate on a monthly basis. ● The first Parent Advisory was held in March 2014 and met monthly (except in July and August). Meeting agendas are created with parents' input. ● Outside presenters included an official from the Delta School District who talked about school programs, and the Delta Police liaison officer who talked about workshops delivered in the Youth Centre around issues like bullying, internet safety, drugs and alcohol. ● Parents provided feedback for improvement of our programs.
Provide academic support for TFN students K to grade 7 and 8 to grade 12.	<ul style="list-style-type: none"> ● TFN hired a full-time teacher to provide academic support for TFN students in K-12. The teacher met with students during school in the classrooms to provide some extra support as well as after school in the education room.
Set up the lending library in the youth centre, purchase and catalogue books.	<ul style="list-style-type: none"> ● We do not currently have space to set up a library. However we have been collecting books from each of the book clubs (the women's, boy's and girl's clubs) and have purchased some books of interest, that we offer. Once we have space for a library, we will be purchasing and collecting books.
Hire two full time teachers, one for elementary and one for secondary students, to liaise with Delta School District to enhance student learning	<ul style="list-style-type: none"> ● At the end of November, we were able to hire one full-time teacher who has experience working with students from Kindergarten through grade 12. Therefore, instead of a second teacher, we hired an education program assistant. The education program assistant supports the delivery of education programs and services, including the provision of support for the teacher and the running of the book club. The teacher has been meeting with classroom teachers, principals, school counsellors, and education assistants. As the TFN teacher is meeting with classroom teachers, she is building a plan for the students and how they can be supported in the after school education program, as well as supporting them during classroom time.
Establish an Academic Support Program to help students in grades K -12 cover school supplies and fees	<ul style="list-style-type: none"> ● Information about the Instructional Support Program was mailed out in August 2014. We had 94 students in grades K – 12 in Canada and the United States apply. They received \$200 each towards school supplies and fees, for a total program cost of \$18,800.

Administer Graduation Funding	● Five grade 12 graduates were awarded \$500 each for a total program cost of \$1,500.
Administer the Monthly Student Allowance	● Student allowances were paid to eligible Tsawwassen Students (Members resident on Tsawwassen Lands and attending high school).
Administer the Youth Assistance Program (covering extracurricular activities, such as sports programs that are not school based)	● We had 43 TFN students apply for and receive a child and youth grant of \$150.
Cover Delta School District tuition	● We paid tuition of \$8,750 per student, plus transportation costs, for 38 TFN status students on Tsawwassen Lands attending school in the Delta School District, for a total cost of \$307,146.

Post-Secondary Education

OBJECTIVES: Promote and help Members access the Post-Secondary Education program; liaise with high school counselors in grades 8-12 to increase awareness of post secondary options.

ACTIVITIES	PROGRESS
Promote applications to the Post-Secondary Education program	● The number of PSE applications increased to 14 this year, up from 11 the previous year. They have all been approved based on the PSE policy.
Mail out PSE applications twice per year to all members living in Canada	● Mail outs took place in April 2014 and February 2015.
Host a PSE information session	● We did not do a PSE information session as we were short staffed this year. We plan to do this in the next fiscal year.
Host a career fair for students in grade 8-12	● We did not host a career fair as we were short staffed this year. We plan to do this in the next fiscal year.
PSE tuition and living allowance for 10 full time students	● 14 TFN Members applied for PSE; students are sending in monthly reports.

Daycare

OBJECTIVES: Increase oral language development in all early childhood education (ECE) programs; host monthly family "themed" nights to encourage parent involvement; provide pre-kindergarten readiness skills to prepare children for kindergarten.

ACTIVITIES	PROGRESS
Increase parent involvement in Family Nights	<ul style="list-style-type: none"> ● Participation in Daycare Family Nights continued to decline. ● Daycare Family Nights were merged with the Youth Centre Family Night in the hope of boosting numbers for both programs and streamlining staffing, catering and supply costs. ● The first combined evening had great participation, with approximately 40 people attending. Staff continues to encourage families to participate in the monthly Family Nights hosted by the Youth Centre.
Introduce talking tables in all ECE programs	<ul style="list-style-type: none"> ● Program baseline began in February due to the training of staff. Children have responded well to the program initially.
Implement monthly themes based on seasons and the cultural calendar	<ul style="list-style-type: none"> ● E.C.E. programs continue to utilize the cultural calendar provided by the Language and Culture Program. Children attending the Smuyuq'wa' Lelum ECE centre are exposed to, and participate in, daily cultural activities. ● Children continue to enjoy playing Slahal during circle time. They are learning the Slahal songs. Drumming and cultural songs are also favourite circle time activities.
Bring in kindergarten teachers from the Delta School District to do assessments twice per year	<ul style="list-style-type: none"> ● Delta School District staff were unable to come in June 2014 due to their labour dispute. ● In January 2015, school staff came into the preschool to meet with the children that will be entering into kindergarten in September 2015. The teacher did an assessment to ensure that children are ready to enter into kindergarten.

Education and Youth Services

OBJECTIVES: Re-shape the afterschool program to add a variety of academic learning components as well as a variety of sports programs to the daily routine; meet the needs of children who would benefit from a combined educational/athletic/language and cultural program as an enhancement to their school day.

ACTIVITIES	PROGRESS
After school academic program	<ul style="list-style-type: none"> ● We started this program in early 2015. We were able to hire a full-time teacher with experience working with elementary and high school students. We have been working on developing a plan to work with TFN students in the Delta School District to ensure that TFN students are receiving the support required to achieve academic success.
After school recreation program	<ul style="list-style-type: none"> ● Program startup was delayed in Spring 2014 due to teacher job action that required early start of summer programming. ● However in the 2014-2015 school year, we were very successful in achieving the after school recreation program. We have been able to secure an art instructor to teach art classes once per week, a fitness instructor once per week, yoga instructor once per week, language, drumming and singing classes once per week, basic sewing once per week, boys and girls book club once per week. Children and youth are enjoying the new programs that are being delivered.
After school programs	<ul style="list-style-type: none"> ● Programs are designed to promote learning in a fun environment to create habits for healthy living and encourage self-reflection and personal growth.
Purchase furniture & materials for the academic learning programs	<ul style="list-style-type: none"> ● We purchased equipment and software supplies. The room is set up for students to come in and work on classroom studies, academic lessons such as reading, writing, math, socials, and science. We have textbooks that students require to complete homework, study for exams, etc. The room is set up to be a comfortable environment for them to study out of.
Purchase and set up computer lab	<ul style="list-style-type: none"> ● We have purchased six iPads and several computers were donated; we set up a computer lab in the new education room based out of the daycare.
Summer/ Spring break day camp	<ul style="list-style-type: none"> ● Programs that were developed were Monday to Friday 9-5 day camps. Children and youth were able to explore within the TFN community as well as the outside community. They went on trips to local beaches, parks, the Vancouver Zoo, swimming regularly, and parks in the Vancouver and

	Surrey areas. They went on a camping trip in another local First Nation community and were able to connect culturally with them. We had a group called Byte Camp come in to teach how to make a music video; we had coaches come in to teach lacrosse and soccer, and to run, jump, throw. We had about 20 -25 children and youth daily participating in Spring and Summer programming.
Summer student employment program	<ul style="list-style-type: none"> ● We hired three students to work in the youth centre and three students in Public Works. This program is very successful as it gives the students work experience.
Book Club for boys, girls and adults	<ul style="list-style-type: none"> ● The book club runs twice a week for the boys: they read with the CAO once per week and they draw with the Chief once per week. The girls meet once per week. ● Both these clubs have been a great success in terms of literacy. We have seen improvements with both the clubs over the last year. ● Book clubs for boys, girls and adults all have very good attendance.

Aboriginal Family Resources On the Go (AFROG)

OBJECTIVES: Develop a questionnaire for families to seek parent engagement; continue to market the AFROG program as a benefit to all Aboriginal families who are looking for culture and resources for their daily living; facilitate early childhood learning activities with parents and children that include Aboriginal Language and Culture.

ACTIVITIES	PROGRESS
Marketing the AFROG program	<ul style="list-style-type: none"> ● We have visited a Ministry office site where parents have visitations with their children and have talked about our program. ● Showcased the bus at local events. ● Invited families to take pride in their program by walking with the AFROG bus in Mayday parade. ● Met with and left brochures/schedules with Aboriginal Support Workers. ● Attended family night at the Fraser Region Aboriginal Friendship Centre. ● Talked with Kekinow Housing Coordinator regarding families with children under 6. ● Visits from the Dental Health Unit.

Early childhood learning activities	<ul style="list-style-type: none"> ● Continued to incorporate toys, puzzles, books and crafts that have First Nations content. ● Give parents ideas on how to assist their children at home and in their own community on other learning resources, such as Powwows and Aboriginal Friendship Centres' cultural nights.
Develop and deliver culturally appropriate ECD programming	<ul style="list-style-type: none"> ● We utilize the TFN Cultural Calendar to implement activities to advance fine motor skills and hand to eye coordination.
Develop and deliver cultural programming to support aboriginal families	<ul style="list-style-type: none"> ● We utilize the TFN Cultural Calendar to further teach and learn the culture through the values and events. We have invited AFROG families out to TFN for events that families would have traditionally engaged in, such as the anniversary of the treaty signing, family nights and strawberry picking. ● 10 families in AFROG and 19 others received culture kits funded by a grant applied for and received through AFROG program (see also under Language and Culture). Families have voiced how grateful they are for the Cultural kits. Some have asked for assistance in finding out about their own culture to add to the kit.
Deliver cultural programming to non-aboriginal people who attend the AFROG program	<ul style="list-style-type: none"> ● We currently have two sites that have a number of non-Aboriginal children and caregivers. When we deliver programming, it's interesting to hear the similarities of other non-Aboriginal cultures. Children are fascinated with the crafts and colouring pages of First Nations appearance. ● The older children and caregivers are always asking questions regarding First Nations Day, Canoe Journey, Powwows and regalia. Through curiosity, other family members have visited the A FROG bus.

Community Outreach

OBJECTIVES: Provide community oriented events that promote community unity.

ACTIVITIES	PROGRESS
Easter – April	<ul style="list-style-type: none"> ● Easter was successful, with 22 children who attended the Easter party. We had an Easter egg hunt, egg decorating, and sweets for all the children.
Graduation Dinner – June	<ul style="list-style-type: none"> ● Graduation was a success. We had five children graduate kindergarten, eight children graduate from grade 7, and five youth graduate grade 12.
Community Berry Picking – July	<ul style="list-style-type: none"> ● The community berry picking was another success as it is every year. We had about 80 community members, including the youth centre, daycare and the elders.
Summer Daze – August	<ul style="list-style-type: none"> ● Summer Daze is always a fun event for the kids, we rented a bouncy castle
Halloween – October	<ul style="list-style-type: none"> ● The Halloween party was another great success. We had about 45 children and youth attend and an amazing fireworks at the end of the evening. We have about 65 members and community members attend.
Community Christmas Dinner – December	<ul style="list-style-type: none"> ● The community Christmas dinner was held in the Rec Centre this year. We didn't have as many Members and community members as we have had in the past, but it was still a success. Santa came with all the presents for all the children and youth, we had a wonderful dinner and enjoyed the evening together as a community.

Language and Culture

OBJECTIVES: Deliver a TPR language class for the community; Document, record and archive language and upload to first voices website; Develop four children’s books based on TFN legends.

ACTIVITIES	PROGRESS
TPR language class	<ul style="list-style-type: none"> ● Language classes took place weekly and have stopped throughout the summer. Classes will begin again in September 2014.
Document, record and archive	<ul style="list-style-type: none"> ● We have been working with an Elder on the Island who speaks the language; we have records of four TFN legends and are working on translation and transcription. ● In total, there are about 5,000 recordings in the collection
Children’s books	<ul style="list-style-type: none"> ● Once the four legends are complete we can then start planning for the development of the books.
Language lessons for community	<ul style="list-style-type: none"> ● Received a grant from the Ministry of Children and Family Development to develop cultural kits. Bought the supplies and put together a ‘Tsawwassen First Nation Cultural Kit’. The kits include children’s books, colouring books, smudging kit, drum making/wool weaving kit, art supplies, puzzles, puppets, felt stories, as well as a guide on how to use the resources within the kit with their children. ● Tsawwassen First Nation Cultural Kits’ were handed out to TFN families and AFROG families with Children 6 and under. ● We have developed a fantastic language nest program for the preschoolers; the program is two days per week from 9:00 to 11:30 am. Children are learning the language, drumming, singing, dancing and all children are really enjoying the program as well as the parents. ● At the end of the last school year, preschoolers attended the 2014 Graduation dinner. ● We also hosted a barbecue and invited any interested Members that had been attending the community language class. ● In September 2014, the Language Nest Preschool program was moved to the 3-5 daycare room. ● Community Language Classes were moved to Mondays. ● Met with Peggy and discussed the Talking Tables that she had prepared for TFN. Introduced Talking Tables to the Language Nest Preschool children. ● Barb and Kayleigh attended a Language Learning Seminar at Tseil-Waututh Nation. They learned

	<p>very helpful tips on how to better teach the community our Hunquminum language using ‘Where Are Your Keys.’ It was a week-long workshop at the Tseil-Waututh Nation and a very rewarding experience. They brought back a lot of useful tools and information to teach the community.</p>
<p>Cultural workshops (drum making, weaving, etc.)</p>	<ul style="list-style-type: none"> ● Organized with the Natural Resources department a stinging nettle harvest for Members as well as a visit to Burn’s Bog to see what plants were available for harvesting. ● Brought members to Katzie to the UBC Research Forest to go cedar stripping. ● Organized our Annual Berry Picking event and Emma Lea Farms. ● Organized and participated in Canoe Journey meetings and practices as well as Canoe Journey fundraisers (Bannock sales, etc.), we had seven members attend the journey this year. ● Attended and participated in the Ladner May Days parade with the Canoe Team on the Tsawwassen Eagle Spirit Canoe. Ongoing work to encourage Members to get more involved in coordinating the trip. ● Attended the 2014 Pulling Together Canoe Journey (Nete Mot). It was held July 2nd to the 11th. The Canoe Team as well as a few staff attended and represented Tsawwassen First Nation on the Tsawwassen Eagle Spirit Canoe.
<p>Online apps for language lessons</p>	<ul style="list-style-type: none"> ● We are currently recording the language so that members can go online to be able to learn the language. Staff is working with SFU where we received funding to restore language and culture.
<p>Cultural family retreat</p>	<ul style="list-style-type: none"> ● Worked with our Delta Police Liaison Officer on organizing the family retreat. We went to Manning Park May 2nd to the 4th. Five families participated.
<p>Ceremonial Member benefits</p>	<ul style="list-style-type: none"> ● As of June we did not issue any Ceremonial Member Benefits.

Employment and Skills Training

NEW PROGRAM

ACTIVITIES	PROGRESS
Hire an Employment Coordinator	<ul style="list-style-type: none">● In November we were able to hire an Employment Coordinator to assist Members/Spouses with employment opportunities and training.● Since November, the Employment Coordinator has been connecting with Members to find out about current skills, training, and employment and to create a broad database that will match skills with jobs, educate people for jobs, and up-skill people for their current jobs.

Health and Social Development

Provides health and social services to all Tsawwassen Members by providing opportunities for personal growth, health, well-being, and quality of life.

The Health and Social Services Department is reporting on eight areas of programs and services. The annual reporting of these program and service areas will be shown in the tables below:

- Health
- Home and Community Care
- Income Assistance
- Family Empowerment
- Elders' Program
- Health and Wellness
- TFN Social Housing
- Social Housing

PROGRAM	2014-2015 Expenditures
Health	226,032
Home and Community Care	117,872
Income Assistance	223,175
Family Empowerment	65,983
Elders' Program	88,559
Health and Wellness	48,805
TFN Social Housing	16,258
Social Housing	78,257
TOTAL	864,941

Health

OBJECTIVES: Provide high quality assistance and educate Members on how to navigate First Nations Health Authority and other medical services; Build a sustainable Integrated Health Care Team to ensure high quality health care for TFN Members.

ACTIVITIES	PROGRESS
Information sessions and clinics	<ul style="list-style-type: none"> ● 29% of local TFN Members attended a mammography clinic on TFN Lands. ● There was a moderate turnout of TFN members for both the Fall 2014 and Spring 2015 Health Fairs held by TFN. They included onsite testing for respiratory issues, blood borne pathogens, blood pressure and blood sugar testing. A number of frontline health care agencies, support groups and traditional healers participated in the fair providing both information and services to the participants. ● Public Health continues to hold immunization clinics on TFN Lands; Three immunization clinics were held. ● 8.3% of local TFN members participated in a Mobile Diabetic Clinic held on TFN lands. ● 5.2% of local TFN members participated in the Diabetic Information Session that was held just prior to the clinic. ● 15% of local TFN members participated in the Flu Clinic put on by Public Health. ● Liaison with FNHA on behalf of TFN members has allowed for the setting up of a Vision Clinic on TFN Lands in June 2015. ● Chronic Pain workshop was held from mid-May to mid-June 2014.
Integrated Health Care Team	<ul style="list-style-type: none"> ● Integrated Health Care Team meetings continue to be held quarterly. Participants come primarily from TFN, FNHA and the FHA. Gaps and/or impediments to Members receiving high quality health care are discussed and solutions are proposed. Experts are invited to attend and speak at the meetings to help explain and or rectify specific concerns regarding the provision of services to/for TFN Members. ● Community members are actively encouraged to provide questions or concerns to be raised at the IHT meetings, to ensure community members have a voice in the IHT and to ensure relevance of topics.
High quality assistance, support and teaching around routine medical care,	<ul style="list-style-type: none"> ● Members receive one-on-one teaching and assistance with the administration of their medications, wound care, and any other health related issues that arise.

issues and chronic conditions.	<ul style="list-style-type: none"> ● Multi-agency assistance is facilitated for Members requiring it to ensure that their health care needs are met.
Literature for families on the First Nations Health Authority	<ul style="list-style-type: none"> ● Information is provided on an ongoing basis to individuals regarding FNHB, the FNHA, MSP coverage, as well as assistance with navigating the system. Information is routinely posted.
Link members to health services that work directly with First Nations Health Authority	<ul style="list-style-type: none"> ● Referrals to health services that work directly with the FNHA are an ongoing process. ● Provide transportation to Members to access health care services on an as-needed basis. ● Provide assistance to and advocate for individuals within the health care system.
Provide a list of health care providers who bill directly to FNHA	<ul style="list-style-type: none"> ● List compiled, but changes regularly. This is an ongoing work in progress. ● This is done in conjunction with the FNHA.

Home and Community Care

OBJECTIVES: Provide a high quality Home and Community Care program to TFN members in need.

ACTIVITIES	PROGRESS
Home and community care	<ul style="list-style-type: none"> ● Held Diabetes Management and Prevention activities: Education, Counseling, Workshops, testing and Nutrition advice. ● Held health and wellness activities. ● Provided home care for adults aged 19+. ● Provided Case Management for chronic diseases. ● Provided necessary home making as needed.
Implement and follow up with an effective form of community feedback on care	<ul style="list-style-type: none"> ● HSS team will consult with community at Members' Gathering on development of programming. Client surveys will be established to determine effectiveness of service.

Income Assistance

OBJECTIVES: Empower members to access employment training to increase readiness for employment.

ACTIVITIES	PROGRESS
Income and other support and referrals	<ul style="list-style-type: none"> ● Continue to provide income support, including determining eligibility, processing and cheque issuing. ● Continue to refer clients to education and skills development. ● Continue to provide assistance with job applications, job search and bus tickets offered, as required. ● Four Members transitioned into employment in the first quarter. ● One Member aged out of Guardian Financial Assistance. ● Continue to offer support, advocacy and representation to TFN members on and off TFN lands. Systems support through Legal systems, Health systems, MCFD, MSD ● Continue to make referrals to Legal supports, Drug & Alcohol treatment and support, Health Services etc.

	<ul style="list-style-type: none"> ● Continue to provide support and counseling regarding various issues including: anger management, Aboriginal awareness, employment and training, parenting, self-esteem, nutrition, body awareness, stress management, grief and loss, resiliency, goal setting, communication, roles and responsibilities. ● Continue to provide counseling, supportive visitation and appropriate support to families who are currently involved with MCFD.
Provide financial literacy education to increase Members' abilities to manage finances	<ul style="list-style-type: none"> ● Continue to counsel clients on financial management of their monies. ● Looking into providing financial information sessions for TFN community members, bring people in to do estate planning, financial management, etc. Needs to be coordinated with the Education Department. ● Referring clients to financial literacy programs where applicable.
Liaise with Family Empowerment Worker to create plans for employable clients, addressing their individual barriers to employment	<ul style="list-style-type: none"> ● Worked with one member with Aboriginal Training and Employment Centre to gainful employment in first quarter. ● Doing where applicable..
Train Family Empowerment Worker to be able to coach people and educate them regarding financial literacy.	<ul style="list-style-type: none"> ● Completed.

Family Empowerment

OBJECTIVES: Integrate FEW into Elders program. Take Elders into community for outings off TFN lands and promote wellness. Transition 50% of clients to independence and self-advocacy.

ACTIVITIES	PROGRESS
Community Integration:	<ul style="list-style-type: none"> ● Continue to attend and build rapport with Elders at the Elder’s Lunches, arranged food delivery for Elders on Elders’ lunch days, connected with Elders at outings, supported Elders at Members’ Gathering, attended cultural events with Elders, participated in First Fish Ceremony to sit with Elders.
Wellness Promotion	<ul style="list-style-type: none"> ● Participated in the Pain Management Workshop with Elders, arranged transportation of Elders to medical appointments and provided other transportation support as needed, supported Elders’ independence and fraud awareness, continued provision of Mental Health and Housing services, supported Elders through health care, justice, and other systems. ● Five to ten Elders supported annually
Transition to independence and self-advocacy.	<ul style="list-style-type: none"> ● Supported 25 individual families and members of families ● Successfully transitioned 15 families who require no further service at this point ● Ten families and/or members of TFN utilize services on an ongoing or semi-ongoing basis ● When possible, clients have been transitioned to independence. Most clients do not fit this situation.
Help members navigate various systems, such as justice and treatment	<ul style="list-style-type: none"> ● Assisted Members and made active referrals for Members to access criminal justice system, Service Canada, Employment, Social Assistance, Health, Treatment, Counseling, Taxes.
Provide support services to families and children who are in contact or risk of contact with Ministry of Children and Family Development (MCFD)	<ul style="list-style-type: none"> ● Continued to provide supervised visitation for TFN Members’ children in care, provide active referrals to MCFD support services and other services, provided parenting support to parents of children in care, assisted parents in navigating MCFD systems, and provided support to Members through MCFD processes.
Plan and execute outings for Elders once per month	<ul style="list-style-type: none"> ● Currently in discussions with Elders to create options for off -site locations monthly.

Evaluate Elders' participation and experiences	<ul style="list-style-type: none"> ● Needs to be completed. Client satisfaction survey has been developed and will be piloted in 2015 fiscal year.
Create individualized goals and strengths based plans to move clients towards independence.	<ul style="list-style-type: none"> ● Created 13 strength-based plans with individual TFN Members centered around goals, advocacy and independence.
Parenting Support: Counseling, parental guidance	<ul style="list-style-type: none"> ● Continued to provide one-to-one support.
Create opportunities for children in care to have exposure to TFN language and culture	<ul style="list-style-type: none"> ● Continued to invite the current TFN children in care and their families to any TFN cultural gatherings, treaty days, Aboriginal Days, and other special events on TFN lands. ● Helping Roots worker connect information with a TFN Member.
Referrals	<ul style="list-style-type: none"> ● Provide referrals to: <ul style="list-style-type: none"> ● Counsellor(s) ● Treatment centre(s) ● AA and NA ● Health and Community Care program ● Legal services ● Native Court Support Workers ● Social Assistance on and off lands ● Food Banks ● Community Liaison Officer (prevention and support)
Ensure Member families and children at risk have counseling support and that Tsawwassen culture is protected in MCFD processes.	<ul style="list-style-type: none"> ● Ongoing.
Facilitate the give and take of feedback regarding the program.	<ul style="list-style-type: none"> ● Received positive feedback from the community. They enjoy the service that is given to them. Some comments are "you are very helpful" and that they are also "thankful". There is also feedback to "listen more", which is very helpful. ● There is no formal process in place. However positive feedback has been received from staff, community and clients on the services that have been provided for them. The FEW worker is very active in the community.

Elders' Program

OBJECTIVES: Increase the number of Elders participating in the Elders' program by 10%; Connect the Elders with the youth program to pass on traditional knowledge and skills.

ACTIVITIES	PROGRESS
Weekly programs	<ul style="list-style-type: none"> ● There is an increase in the number of Elders attending weekly programs ● Numbers have increased to over 10 Elders most days, in addition to three to four lunches being delivered.
Connecting the Elders with the youth.	<ul style="list-style-type: none"> ● No workshops between Elders and Youth have been set up yet. ● Once per month, pre-school children join the elders for lunch. The elders were thrilled to meet kids from Members and connect faces to names.
Visit the Elders who do not participate in the program	<ul style="list-style-type: none"> ● This continues with lunches being dropped off or brought to the pool or medical appointments.
Collaborate with the Youth Centre staff to host mini workshops	<ul style="list-style-type: none"> ● The canoe journey had some fundraisers at the Elders' center, and the Elders enjoyed interacting with the youth and having an opportunity to socialize. ● No workshops have been set-up yet. ● Gathering took place in the rec-center with elders and youth, with lunch and playing Slahal.
Monthly calendars developed and delivered to the Elders (Monthly lunch outing)	<ul style="list-style-type: none"> ● Monthly calendar events continue in the newsletter or verbal communication through phone calls.
Plan and execute outings for Elders once per month	<ul style="list-style-type: none"> ● We continue to take elders out once a month and a few elders took part in attending Elders Day at the Native Education College in March. Research is being done to examine other activities that elders can be engaged in.

Health and Wellness

OBJECTIVES: Provide high quality counseling services to TFN Members; Research traditional laws to prepare for 'Community Justice' forum; Deliver culturally sensitive healing opportunities (Health & Wellness days).

ACTIVITIES	PROGRESS
Counselling	<ul style="list-style-type: none"> ● 34 Members have participated in counselling services. Five Members were referred for residential substance use treatment and five completed the treatment. ● Referrals have been received from Health & Social Services staff, requiring various levels of support. Some clients self-refer. ● One-on-one counselling was provided to 12-17 clients on a regular basis on issues such as family relationships, parenting concerns, grief/loss, trauma, abuse, substance use, impact of racism/colonization, etc. ● Counsellor continues to work with other Health & Social Services staff to do outreach. ● Counsellor continues to build relationships with outside agencies and service providers to ensure clients receive quality care, including 14 treatment centres/recovery homes.
Service Directory	<ul style="list-style-type: none"> ● Directory of substance use services compiled and delivered to Members on-Lands and provided to Members at the Members' Gathering.
Research to prepare for 'Community Justice' forum	<ul style="list-style-type: none"> ● Decision made not to proceed with this initiative.
Justice system support	<ul style="list-style-type: none"> ● Have assisted four members in dealing with the justice system. ● Connected members to Native Court Support Worker and connected victims to Aboriginal Victim Support and Delta Police Based Victim Services.
Traditional healing	<ul style="list-style-type: none"> ● Opportunities for traditional healing are provided during Health Fairs, Wellness Days, and other days where appropriate. ● Members have been seeking sweats and we have assisted them in participating.
Contract researcher on TFN traditional laws	<ul style="list-style-type: none"> ● Not completed

Contract counseling services for TFN employees	<ul style="list-style-type: none"> ● A contracted counsellor has been hired. ● Other employees can access counselling services through EAP provider FGI Shepell.
Train 'response team' in group crisis basics and individuals in crisis	<ul style="list-style-type: none"> ● 10 TFN Members, including six staff, and one other staff trained in critical incident stress management for individuals and groups in May 2014. ● Team has reviewed Duty to Report legislation and we are building simplified protocols for crisis intervention services for clients and how to support staff after critical incident reports. ● Seeking a clinical supervisor to provide support to team to reduce incidents of vicarious trauma.
Refer clients in need to drug and alcohol treatment centres	<ul style="list-style-type: none"> ● Treatment referrals are being done. ● Referred youth to addictions counselling and connected parents to addiction support.
Health and Wellness fitness activities	<ul style="list-style-type: none"> ● Continue to run a weekly fitness program on Tsawwassen Lands on Fridays. There is active participation in this program, although numbers fluctuate.

TFN Social Housing and Social Housing

Note: Social Housing continues to operate under the historical CMHC program. TFN Social Housing units are no longer under the CMHC program.

OBJECTIVES: Re-establish the Tenant's Council; Empower families to take responsibility for maintaining their homes.

ACTIVITIES	PROGRESS
Tenant's Council	● Not yet re-established,
Repairs	● Responded to any minor or major repairs that needed to be fixed.
Workshops	● No workshops in place for tenants. ● As part of inspections, discussed with tenants how to keep their homes clean and tidy.
Inspections	● In April 2014 to June 2014, inspections were completed as well as any up-keep emergencies. ● In January 2015 to March 2015, minor issues were dealt with and files were prepared by the new housing manager.
Review 'Terms of Reference'; clarify purpose of program	● Needs to be established.
Meet with tenants on a regular basis for financial planning	● Payment plans are still in place. ● Letters continued until new manager took over in the middle of March.
Create an information booklet summarizing program	● Still working with tenants on a verbal basis.

Schedule 5 - Lands and Municipal Services

Lands and Municipal Services is responsible for land use planning, land management, and regulation of Tsawwassen Lands. The main activities of the Department are land use planning, assistance with the registration of interests, issuance of permits, undertaking other municipal-type land and planning functions, facilities management, and land management.

The Lands and Municipal Services Department is reporting on nine areas of programs and services. The annual reporting of these programs and service areas will be shown on the tables that follow:

- Lands
- Sewer
- Water
- Soil Permitting
- Drainage
- Garbage
- Public Works
- Facilities
- Property Management

PROGRAM	2014-2015 Expenditures (\$)
Lands	936,007
Public Works	259,799
Sewer	191,374
Capital Renovations	75,244
Soil Permitting	186,890
Development Permit	2,761
Facilities	358,672
Property Management	157,568
Member Housing	92,777
Drainage	2,037
Water	113,112
Garbage	70,295
Building	100,374
Tsawwassen Shores Subdivision	53,049
Mills and Commons Subdivision	281,265
TOTAL	2,881,224

Lands

OBJECTIVES: Issue approvals for commercial, industrial, and residential housing building permits.

ACTIVITIES	PROGRESS
TFN Community Housing Area Plan	<ul style="list-style-type: none"> ● Completed draft scope of work, reviewed by Executive Council. ● RFP process complete, on target to begin work in April 2015.
Tsawwassen Drive North Drainage Study Part II	<ul style="list-style-type: none"> ● To be initiated once Community Area Plan is in place; the plans will align.
English Bluffs Drainage Study	<ul style="list-style-type: none"> ● No updates
Cemetery Plan and related land acquisition	<ul style="list-style-type: none"> ● Executive Council reinstated the Cemetery Committee, and first meeting was held.
Land Management Software (muniware / GIS)	<ul style="list-style-type: none"> ● No updates, to be initiated once an Engineering Tech is hired.
Sports field Development	<ul style="list-style-type: none"> ● Design drawings complete. ● Work awarded through RFP process by Executive Council, and Phase 1 works on schedule.
Permits Issued or Denied, and Permit Review Timelines	<ul style="list-style-type: none"> ● Six commercial building permits, 12 residential building permits, four industrial building permits, five Development Permits, two demolition permits.
Apply for grants for Flooding, Climate Change, Dykes Plan and Consultation	<ul style="list-style-type: none"> ● One grant application forwarded with Naut'sa mawt Tribal Council, however application did not receive funding. ● A grant from Translink toward a boardwalk project was received.
Digital Filing System	<ul style="list-style-type: none"> ● Ongoing.
Sustainability Implementation	<ul style="list-style-type: none"> ● In progress.

Sewer

OBJECTIVES: Benchmark sanitary sewer revenue and expenditures as bases for utility billing.

ACTIVITIES	PROGRESS
Utility billing	<ul style="list-style-type: none">● Tracking estimates is ongoing and will be used for billing.

Water

OBJECTIVES: Benchmark water revenue and expenditures as bases for utility billing.

ACTIVITIES	PROGRESS
Utility billing	<ul style="list-style-type: none">● Metro water billing and tracking started. Tracking will be ongoing.

Soil Permitting

OBJECTIVES: Ensure revenue covers the cost of administering issuance of soil permits and haul road maintenance.

ACTIVITIES	PROGRESS
Monitoring cost of administering issuance of soil permits and haul road maintenance	<ul style="list-style-type: none">● Ongoing.● Revenue is covering costs.● Developed improved internal permit review process.

Drainage

OBJECTIVES: Benchmark drainage revenue and expenditures as bases for utility billing.

ACTIVITIES	PROGRESS
Utility billing	<ul style="list-style-type: none">● Plan to integrate sewer, water and drainage into one program.● Tracking estimates is ongoing.

Garbage

OBJECTIVES: Bench mark garbage revenue and expenditures as bases for utility billing.

ACTIVITIES	PROGRESS
Utility billing	<ul style="list-style-type: none"> ● Garbage and Recycling options were presented to the Executive Council in the first quarter. ● Request for proposal (RFP) process was completed and Executive Council awarded the services to a new contractor.

Public Works

OBJECTIVES: To provide a safe and healthy community with essential, municipal-type services.

ACTIVITIES	PROGRESS
Training for existing staff and STP mentoring for two Members	<ul style="list-style-type: none"> ● Training provided: Supervisory Skills Training, Fall Protection, WHIMIS, Confined Spaces, Valley Driving School Training
Establish utility billing system for lease holders (Aquilini Phase 1 A)	<ul style="list-style-type: none"> ● Working with Finance on this activity.
Maintenance contract with Matcon TFN/JV	<ul style="list-style-type: none"> ● Work completed in alignment with contract.
Park maintenance	<ul style="list-style-type: none"> ● Provided regular maintenance of several parks and boulevards, including in Stahaken.
Buy four pumps for inventory	<ul style="list-style-type: none"> ● No update, not complete.
Invasive Plants and Mosquitoes	<ul style="list-style-type: none"> ● Work completed in alignment with contract.

Facilities

OBJECTIVES: Complete Longhouse and Church renovations and continue maintenance on buildings.

ACTIVITIES	PROGRESS
Longhouse renovations	● Longhouse Committee was reinstated and will provide direction for any renovations.
Church renovations	● Replaced some ceiling tiles.
Recreation Centre renovations	● Floor refinishing contract negotiated.
Complete outdoor daycare playground upgrade	● Near completion.
Office space renovations / expansions	● Interim office space plan developed.
Staffing	● New facilities maintenance position hired.

Property Management

OBJECTIVES: Increase revenue with longer term Agricultural Leases.

ACTIVITIES	PROGRESS
Five-Year Agricultural Leases	● Completed. Leases were signed in 2013-2014 fiscal year.
Subdivide houses in ALR	● Initial research began.
Initiate Farm School	● Underway, first class of students began in March 2015.
Implement Agricultural Strategy	● Ongoing.
Demolish barns as required	● Barns were evaluated by an engineering firm; maintenance work is being prioritized; one lean-to attached to a barn was demolished; one barn was demolished.

Schedule 6 - Natural Resources (Public Services)

To ensure that Tsawwassen Members and Tsawwassen First Nation maximize our opportunities to exercise our Aboriginal and Treaty Rights through the sustainable harvesting of the natural resources endowed by the Creator. We work to protect, preserve and promote Tsawwassen culture, and work in conjunction with other levels of government to ensure the sound management of the natural resources within our Traditional Territory. Natural Resources, alongside Governance, PIGA, Territory Management and Enforcement, is part of the Public Services Division.

The Natural Resources Department is reporting on four areas of programs and services. The annual reporting of these program and service areas will be shown in the tables that follow:

- Fisheries
- Gathering
- Wildlife and Migratory Birds
- Communication and Consultation

PROGRAM	2014-2015 Expenditures (\$)
Natural Resources	453,821

Fisheries

OBJECTIVES: Achieve a near 100% catch of yearly allocation for all fish and shellfish species, subject to conservation concerns; Seek opportunities to expand fish, shellfish and bivalve opportunities for the Membership; Ensure enforcement and compliance with DFO & TFN regulations as required by Treaty; Ensure that our cultural traditions respecting our fisheries are honoured.

ACTIVITIES	PROGRESS
Fish, shellfish and bivalve opportunities	<ul style="list-style-type: none"> ● Work done in this area at JTC meeting on April 22 and March 17. ● Field trip to Gulf Islands planned for April 30, 2015 (previously delayed due to cancellation by Parks Canada staff).
Cultural traditions respecting fisheries	<ul style="list-style-type: none"> ● Had great support and attendance by the community and staff. This year we honoured the

waters with four fish trays. The first three trays went in the different arms of the Fraser River where fisheries occur. The fourth tray went out front of Tsawwassen Lands in the crabbing waters.

Intergovernmental Work (DFO, JFC, JTC, and other First Nations)

- Joint Fisheries Committee (JFC): Meeting on August 27.
- Joint Technical Committee (JTC): Meeting on April 22, October 14, March 17.
- Joint Enforcement Committee (JEC): Subcommittee of the JTC had meetings on April 8th and June 10th.
- Fishery Monitor training sessions by DFO staff at the Natural Resources Office were held July 14th and 15th.
- Fisheries Planning and Management calls on August 8th, August 12th, September 11th, September 19th, February 25th, February 26th, and March 23rd.
- Three Fisheries Management meetings.
- Nine LFFA meetings attended.
- One Eulachon Working Group Meeting.
- One, three-day planning session with DFO/LFFA.
- One, three-day conservation planning session.
- Five Fisheries Forum Meetings attended.
- One meeting attended at Musqueam on March 26.
- One FNFC Monitoring and Compliance workshop attended on March 24.

Ensure Fishers are given the opportunity to harvest FSC and EO allocations

- Eulachon: two openings April 20th and 27th and harvested just under 60lbs.
- FSC Chinook: Starting on May 18th to the end of September, there were 11 openings. TFN fishers harvested 392 of the 646 Chinook which means only 61% of the allocation was harvested.
- FSC Sockeye: four FSC Sockeye openings. There was 14,878 FSC Sockeye harvested of the 15,226 allocation in which 98% of the allocation was harvested.
- Sockeye EO: There were seven Economic Opportunity fisheries from August 8th to September 10th where 74,277 sockeye (98% caught of in-season allocation), 576 Chinook and 15 Chum were harvested.
- FSC CHUM: TFN had three FSC Chum fishery openings in October and 3,495 Chum (allocation of 2,576; overage by 36%), 23 Chinooks and three sockeye were harvested.
- EO CHUM: TFN had one Chum Economic Opportunity fishery where 4,967 Chum salmon were harvested of the 7,508 allocation (66% of EO allocation).

Commercial Fishing Licenses	<ul style="list-style-type: none"> ● Purchased an Area G Commercial Crab Licence; the Commercial Crab Licence is being leased to a fisher in Area G. ● Purchased the following Commercial Salmon Licences: AGD Tab #921, AGE Tab #4009, AGD Tab#1638, AGE Tab#3747, AGE Tab #004; the Commercial Salmon Licenses are being leased to TFN fishers.
Enforcement of Regulatory Compliance with the TFN and DFO regulations as required by Treaty	<ul style="list-style-type: none"> ● 181 vehicular crab patrols ● 23 vessel-based crab patrols ● 28 vehicular salmon patrols ● 42 vessel-based salmon patrols ● 2 vessel-based eulachon patrols ● 52 Infractions ● 48 verbal warnings ● 6 written warning tickets ● 8 Enforcement Orders
Accurate and timely reporting of catch data. Meeting validation standards and agreements under Treaty (20% validation of FSC; 100% validation of EO)	<ul style="list-style-type: none"> ● Between April and June, 21% validation of crab during vessel patrols, land patrols, and tank submissions. ● Between May and June, 100% validation of Eulachon harvested. ● Between May and June, 22% of the salmon fishing effort was validated. ● Between May and June, 36% of the salmon caught were validated. ● Between July and March, 24.5% validation of crab during vessel patrols, land patrols, and tank submissions. ● Between July and September, 26% of the FSC sockeye and chinook salmon caught were validated. ● Between July and September, 100% of the EO Sockeye salmon caught were validated. ● Between July and September, 14% of the FSC Chum salmon caught were validated. ● Between July and September, 100% of the EO salmon caught were validated.
Community Fish	<p><u>Crab Tank</u></p> <ul style="list-style-type: none"> ● 2637 Submitted to the tank. ● 824 crab picked up by members (20 members completed allocation from April to June; 24 members from July to March).

- 774 for events and celebrations (e.g., Grad Ceremony, NAD, Family).
- 277 for General Community Distribution (cooked crab, etc.)

Eulachon

- 59.24lbs were caught. This was distributed to our Elders and for the First Fish Ceremony.

First Fish Ceremony Co-ordination

- Started preparation for First Fish Ceremony once we received the springs and set the date of July 3rd.
- First Fish Ceremony commenced July 3rd.

Gathering

OBJECTIVES: Implement tools to promote sustainable harvesting.

ACTIVITIES	PROGRESS
Workshops	<ul style="list-style-type: none">● Workshops on harvesting Stinging Nettle Tea and Bog Tea in May 2014.● Held a couple of eagle beading workshops and a few eagle workshops.
Information pamphlets on gathering areas: Golden Ears Provincial Park, Pinecone Burke Provincial Park, Burns Bog	<ul style="list-style-type: none">● A pamphlet on gathering sites has been drafted, awaiting review from NRC and Council.
Workshops on Harvesting	<ul style="list-style-type: none">● One Workshop on harvesting Stinging Nettle Tea on TFN Lands.● One Workshop on harvesting Bog Tea in Burns Bog.
Develop Policy and Regulations for conservation and protection of traditional and medicinal plants	<ul style="list-style-type: none">● In progress.● GPS work completed on tea range.● Staked out areas for tea protection for a perimeter fence from Longhouse to the southern Canal on the TFN salt marsh.

Wildlife and Migratory Birds

OBJECTIVES: Implement tools to promote exercise of hunting (regulations, pamphlets, and licensing).

ACTIVITIES	PROGRESS
Identify all species of interest (i.e. pheasants, duck, geese), reviewing port related study information and existing TFN data	<ul style="list-style-type: none"> ● In progress. ● Feather Beading Workshop held on February 10th, 2015. ● Eagle Feather Workshop held on March 20th, 2015. <p>See also eagle workshop under Gathering.</p>
Ensure members are able to safely exercise treaty and hunting rights within Traditional Territory	<ul style="list-style-type: none"> ● Hunting Regulations in place. ● PAL course pending. ● 52 hunter patrols conducted on the dyke and foreshore. ● Two joint efforts with the Conservation Officer Service
Expand into Big Game opportunities for TFN members <ul style="list-style-type: none"> ● Lottery draw for game tags ● Gulf Island Deer hunting 	<ul style="list-style-type: none"> ● In Progress and Ongoing. ● Connecting with Implementation Committee.

Communication and Consultation

OBJECTIVES: Ensure Members are aware of and consulted on decisions and opportunities related to natural resources.

ACTIVITIES	PROGRESS
Operate Natural Resource Committee	<ul style="list-style-type: none"> ● Six Natural Resource Meetings: April 10th, May 15th, June 17th, July 15th, September 16th, October 20th. ● Five Celebration Subcommittee Meetings: October 2nd, October 8th, October 31st, January 26th, March 30th.
Weekly updates in Community Newsletter	<ul style="list-style-type: none"> ● Updates are done weekly in TFN community newsletters.

Schedule 7 - Taxation

Tsawwassen Government collects property taxes from taxable occupiers on Tsawwassen Lands. These taxes go towards the provision of local government services, including policing, fire protection services, dike maintenance, and animal control. During the period where Members are exempt from property taxation, Tsawwassen property tax rates are tied to Delta's rates. Tsawwassen Government also pays regional governments and agencies for service provided to TFN (the Greater Vancouver Regional District, BC Assessment and Translink) and also provide residential ratepayers with a Home Owner's Grant equivalent to the provincial program.

Total Property Tax Revenue: \$804,785

Schedule 8 – Capital Expenditures

Tsawwassen Government planned a number of capital expenditures over the course of the 2014-2015 fiscal year.

When considering the capital expenditures, it is important to consider not only the immediate community benefit, but also that these expenditures are, in many cases, a necessary step towards achieving the community vision set out in the Land Use Plan. The Treaty provided Tsawwassen with an asset base, but for a variety of reasons, that base lacked the necessary physical infrastructure to support both Member-driven and TFN-driven development, so infrastructure development is needed to achieve our vision.

The annual reporting of these capital expenditures is shown on the table below:

What We Did This Year		
Expenditure Area	Activity	2014-2015 Expenditures (\$)
1. Planning	Maintenance Management Plan Update South Neighbourhood Plan	50,519
2. Community Facilities	Sports Field Falcon Way Playground	686,764
3. Community Asset	Commercial Crab and Salmon Licence Acquisition	980,655
4. Transportation	52 nd Street Light Tsawwassen Drive Street Lights Highway 17 widening Transportation Technical Studies 48 th Street Entry Road 27B Ave West of Industrial Connector DeltaPort 41B Connection North Road Access Industrial Collector Road	23,147,361
5. Water	Metro Vancouver South Connection	9,873
6. Sanitary Sewage	Wastewater Treatment Plant	12,949,897

7. Drainage	Brandrith Slough Upgrade TFN Industrial Lands Pumpstation Chevron Site Prep	755,621
8. Replacement Reserve	Build up of capital replacement reserve to fund future replacement of capital assets as they age and become obsolete	286,752
Total		38,867,442

Financial Report

TFN Audit

Note: You will receive an electronic copy of the consolidated financial statements. TFN achieved an unqualified audit opinion for the 2014-2015 fiscal year.