



TSAWWASSEN FIRST NATION

Service Plan
2010-2011



TSAWWASSEN FIRST NATION
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Legislative Assembly with Elder Ruth Adams

This Service Plan outlines the Tsawwassen Government's priorities for April 2010 to March 2011.

Front Row (L to R): Nikki Jacobs, Elder Ruth Adams, Laura Cassidy, Kathy Genge, Louise Ahlm, Chief Kim Baird

Back Row (L to R): Bryce Williams, Andrew Bak, Sheila Williams, Tony Jacobs, Marvin Joe



Introduction

This is the third service plan that Tsawwassen First Nation has produced. 2010/2011 marks the second year of the TFN Treaty. On April 3, 2009, Tsawwassen First Nation became a self-governing First Nation under the terms of the Tsawwassen Final Agreement. Under the Agreement, TFN is no longer subject to the Indian Act and the control of Indian and Northern Affairs Canada. We can now control our own destiny and fulfill our own dreams. We can create the future we want.

The 2010/2011 Service Plan is an important element of taking control of our own affairs. It identifies what we, as Tsawwassen Government, want to accomplish in the coming year, how we plan to accomplish those objectives, and identifies performance targets to measure our success. The strategies and performance measures identified in this Service Plan have been selected to enable us to achieve the vision for Tsawwassen First Nation that is set out in the five-year Strategic Plan. With this Service Plan, you, our Members, will see what Tsawwassen Government is doing, how we are doing it, and how we will measure our success. This process and document continues to evolve as we learn more and grow. We hope you use this document as a tool to ensure that we are doing our job.

The Service Plan has been created for a number of purposes including:

- » Increasing the accountability and transparency of the TFN government, by setting out specifically what we intend to do in the next year;
- » Identifying key objectives for the government in the next year;
- » Setting performance measures and targets to determine if progress is being made in achieving those objectives. We will report these results in the Tsawwassen Government Annual Report; and
- » Helping us allocate resources, both staff and budget, towards activities that provide the greatest value to TFN. This Plan is linked to the budget. We create the Budget using the objectives outlined in the Service Plan; this is how we ensure that our revenue is being spent on objectives that matter to our Members.

Inputs to Service Plan

The Service Plan is based on input from all of the following:

- » The five-year 2008-2013 Strategic Plan. 2010-2011 is the third year of the Strategic Plan, which was developed by Members in 2007 through a significant series of family meetings and community consultation sessions.
- » The 2009 Annual General Meeting, held on October 24 at the TFN Recreation Centre. Members who attended participated in visioning and measurement sessions that provided important input on priorities and how we measure success.
- » A Legislative Training workshop held on October 3 and 4, 2009. Newly elected Legislators planned and assessed priorities for Tsawwassen Government to work through.

- » A two day facilitated workshop attended by the Chief, one Councillor, and Department Managers. At this workshop, staff took input and developed strategies, objectives, and measurement tools.
- » Several reviews by Executive Council. Executive Council examined several drafts of this Plan and provided ongoing input.

Strategic Context

This Service Plan is intended to set out what we want to accomplish in the 2010-2011 year. What we want to accomplish is, in large part, defined by who we are, what we have already achieved, and what our goals and dreams are for the future. This section sets out some of those elements. It describes the Treaty and what it means to us, describes some important elements of who we are as a community, and talks about our vision for our community as set out in the 2008-2013 Strategic Plan.

The Treaty

The Tsawwassen First Nation Final Agreement, effective April 3, 2009, is a comprehensive land claim and self-government agreement negotiated between Tsawwassen and the Governments of British Columbia and Canada. It provides TFN with 724 hectares of total land base, and broad self-government powers. The Treaty is a set of tools for us, as a Government, to take advantage of. The purpose of the Treaty is to enable us to take steps to improve the quality of life for all Members. We have made laws in a number of areas, providing for a new land regime, new rules surrounding social programs, a new and transparent

governance structure, and many other improvements. As a Government, we are focused on putting the powers in the Treaty to work for our Members.

The Community

During the development of the Strategic Plan in 2007 and 2008, our Members identified several strengths that describe our proud community:

- » **Location:** Tsawwassen First Nation has an incredible location, with respect to both the beautiful natural environment and to economic opportunity;
- » **Culture:** TFN is proud of its heritage and cultural traditions, and is focused on growing and revitalizing its traditional culture;
- » **Sense of Community:** The community is close knit. There is a very strong sense of community unity, including with Members living off-reserve;
- » **Children, Youth and Family Orientation:** Families are the basic building block of the Tsawwassen community. Child and youth development are the community's priority;
- » **People:** The Tsawwassen people are resilient, caring, strong, intelligent, and determined. Members are friendly people, and are open to interaction with other communities and surrounding people;
- » **Elders:** The Elders are a source of inspiration and guidance for many in the community. They are also the memory of the community, storing much

of the language, culture and traditional heritage;
and

- » **Programs:** Tsawwassen government has a relatively strong and stable set of programs in place. These include a new daycare, a strong established pre-school program, a very active youth centre, education and employment programming, an active Longhouse society, and a well-frequented Elder's centre.

The Vision

The vision statement for this Service Plan is taken from the Five Year Strategic Plan statement of 'What We Are Working Toward.' 2020 is the target date to achieve this vision statement:

What We Are Working Towards

Tsawwassen First Nation will be an ideal location to raise a family and a working model of an environmentally sustainable, self-sufficient and culturally proud First Nation's community.

Tsawwassen First Nation Government will, at all times, be oriented towards serving our membership, and will exercise the self-government powers of the TFN Treaty.

Risks

The following are recognized risks of Tsawwassen Government that must be managed to ensure that TFN can successfully implement this Service Plan. It is important to identify these risks so that we can plan around them.

Strategic Risk

Strategic Risk is the risk that the Executive Council, departments of Tsawwassen Government, and the Economic Development Corporation will make inappropriate strategic choices or be unable to successfully implement selected strategies.

TFN manages and mitigates this risk by continuously referring to its Strategic Plan when contemplating initiatives or decision points, and by creating and approving a Service Plan and Annual Report each year. The TFN Service Plan describes how TFN is implementing the Strategic Plan, and how it is doing business on an on-going basis. The Annual Report provides Members with information respecting its activities on an annual basis.

Investment and Borrowing Risk

Investment risk is the risk of loss inherent in achieving investment objectives, including market, credit, counterparty and liquidity risks that TFN will encounter in its internally and externally managed portfolios.

TFN is relatively new to investment planning. It currently contracts the management of its long-term investment portfolio to Greystone Financial Management. Through discussions with Greystone, TFN has established a risk profile that ensures that

investments are targeted towards meeting the long-term growth and revenue targets of Tsawwassen First Nation.

Borrowing risk is the risk of financial loss due to poor analysis of borrowing alternatives. TFN is navigating a complex financial environment with respect to borrowing; there are a number of legal limitations on Tsawwassen Government and on the Economic Development Corporation with respect to securitization. In addition, there are a number of potential solutions to low-cost borrowing for infrastructure and other works.

TFN manages its borrowing risk through careful examination of alternatives with respect to securities, expected rates of interest, and borrowing vehicles.

Legislative and Regulatory Risk

Legislative and regulatory risk is the risk of loss due to non-compliance with applicable Laws, regulations and policies of Tsawwassen First Nation, British Columbia, and Canada.

We manage this risk by ensuring that each proposed initiative or policy is grounded in or permissible under Tsawwassen Law. Institutional programs or procedures are approved by Executive Council through an Order which authorizes the decision and specifically cites legal authorities. In addition, every minor decision is scanned for compliance with applicable laws within the Final Agreement concurrent law model, including compliance with Tsawwassen Law and, where applicable, laws of BC and Canada. Our robust internal compliance tests

include oversight by both our legal team and our policy team, and when required, input from external legal and expert counsel to ensure completeness and accuracy in complying with all relevant law.

Operational Risk

Operational risk is the risk of loss from inadequate or failed internal processes, people or systems, or from external factors.

Fundamental to managing operational risk is ensuring that we hire the right resources to meet our business requirements. It is also important that we foster a culture consistent with a risk management mindset. We manage operational risk through various activities focused on internal control that include monthly financial reporting, an active Finance and Audit Committee, and the on-going development of a comprehensive human resources plan.

Reputation Risk

Reputation risk is the risk of loss of reputation, credibility or image due to internal or external factors. Reputation risk can arise from a number of events and is often related to the management of other risks, such as operational, investment and legislative and regulatory risks.

Tsawwassen First Nation has a leadership position among First Nations in British Columbia. TFN is also a leader in the Lower Mainland, and has established a strong reputation, externally, as a legitimate government that follows through on its commitments. TFN has enacted a Conflict of Interest Act which, for example, requires all directors and

elected officials to disclose any business interests or trading that might lead to a real, potential or perceived conflict of interest or result in personal benefit.

TFN must also manage its reputation internally, among its Membership and among its taxpaying community, the leaseholders who reside on Tsawwassen Lands or lease land for business interests from Tsawwassen First Nation. TFN maintains its reputation through on-going contact with these critical stakeholders, via an Advisory Council, a Consultation Committee, on-going written communications, and votes or family meetings for critical decisions.

Definitions

For each program area below, we have set out objectives, strategies, performance measures, and targets. Departments are accountable for delivering the strategy, the objectives within the strategy, and for achieving the performance target. These move TFN government toward achieving the longer term goals in the Strategic Plan.

Objectives: The objectives identify what TFN is trying to achieve through its programs and activities in the next year. They identify the purpose and what TFN government is seeking to accomplish.

Strategies: Given the time, money and people available over the next year, the strategies identify the most effective ways for a program area to make progress toward its objectives. They identify how TFN will meet the objective.

Performance Measures: A performance measure is an indicator of progress toward the objective. It must be meaningful, connected to the objective, easily measurable with available information or data, and reasonably within the control of staff and Executive Council. The performance measure must continue to be relevant over time. Only the most important performance measures are included in this plan, so not all strategies have performance measures and targets.

Performance Target: A performance target sets a specific measurable goal through a Performance Measure.

Annual Report: Each year, an Annual Report is produced. This report will measure whether TFN accomplished the tasks it set out for itself in its

Service Plan – whether progress has been made in meetings its objectives, by reporting actual performance target results compared to expected results. Annual Reports will be produced in conjunction with each Annual General Meeting.

Changes from the 2009-2010 Service Plan

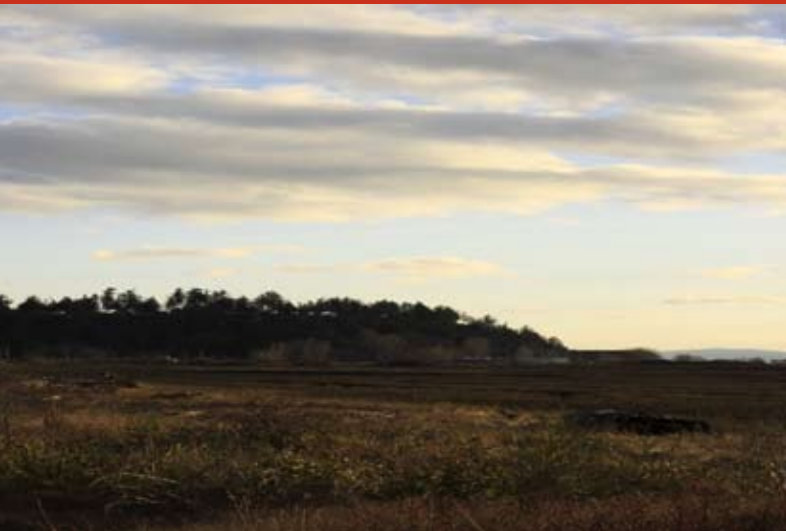
In developing the 2010-2011 Service Plan, the 2009-2010 objectives, strategies and performance measures were reviewed to determine if they are still relevant to the 2010-2011 plan. Where it was deemed appropriate not to continue with an objective, strategy or performance target, a brief discussion on why it was removed is included.

The Annual Report will also provide a reflection of how each department managed their revenues and expenditures while executing the 2010-2011 Service Plan. Where possible, all the performance measures in this Service Plan have a benchmark established as well as a performance target; otherwise, a benchmark will be established by March 31, 2011.

Departments



Public Works



The Public Works department is responsible for ensuring the community is a safe, clean, and hospitable place to live, and has appropriate and reliable infrastructure in place. The main activities of the department are:

- » Operation of the sewage plant;
- » Maintenance of social housing and TFN-owned housing and buildings;
- » Public safety, road maintenance, street lighting, snow removal, garbage collection;
- » Recycling;
- » Grounds and lawn maintenance, including litter control and signage;
- » Maintenance of infrastructure, including drainage ditches, fire hydrants, vehicles and other equipment; and

- » Community and staff event set up, clean up and security.

The department has identified the following objectives, strategies, performance measures and targets for 2010-2011:

Objective 4: A clean, safe and healthy physical environment is maintained for everyone on TFN land.

- » **Strategy 4.1:** Construction of the sewer connection with Delta.

Performance Measures: Implement hook up with Delta

Performance Targets:

Baseline – 14 litres/second

Target March 31, 2011 of 50 litres/second

- » **Strategy 4.2:** Have community members assist Public Works staff in the cleanup of the community.

Performance Targets: 2 community clean-ups per year

- » **Strategy 4.3:** Plan for new office space to be in line with the 5 year capital plan.

Performance Measures: Secure land and develop preliminary budget

Performance Targets:

Secure land by March 2011

Prepare preliminary budget by March 31, 2011

- » **Strategy 4.4:** Establish a program for regulation enforcement and hire an enforcement officer.

Performance Measures:

Number of tickets issued

Number of calls received by Delta Police for all crimes

Performance Targets: Establish baseline by March 31, 2011

- » **Strategy 4.5:** Establish program of ongoing inspection of community buildings.

Performance Targets: Set up contract for inspections by March 31, 2011

Changes from the 2009-2010 Service Plan:

2009/2010 Performance Measure 4.1: Number of calls about rodents received by Public Works traced by area and month. The service itself will be continued, however this measure has been dropped as it was determined not to be a meaningful measurement for the objective.

Lands



The department is responsible for land use, land use planning, land management, and regulation of Tsawwassen Lands. The main activities of the department are:

- » Land use planning;
- » Registering land interests;
- » Implementation and enforcement of land related Acts, and regulations;
- » Issuing permits; and
- » Undertaking other municipal type land and planning functions.

The department has identified the following objectives, strategies, performance measures and targets for 2010-2011:

Objective 5: Sound management of TFN lands and water interests in a socially, culturally, environmentally, and economically sustainable manner.

- » **Strategy 5.1:** Continue to train TFN staff, TFN Economic Development Corporation staff, and elected officials on the new Lands responsibilities and regulatory systems.

Performance Measures: Number of training information/sessions

Performance Targets: Hold 4 training/information sessions per year

- » **Strategy 5.2:** Amend and implement the soils regulation to decrease soil fees and risk to TFN while maintaining the environmental health of Tsawwassen Lands.

Performance Measures: Reduce the number of stop work orders

Performance Targets:

Baseline – 10

20% reduction – 8

- » **Strategy 5.3:** Implement the recommendations in the Environmental Site Assessment report and the English Bluff Stability Report.

Performance Measures: Adoption by Executive Council, English Bluff Management Program

Performance Targets: Adoption by March 31, 2011

- » **Strategy 5.4:** Plan for development of increased community amenities including parks, trails, recreational facilities and conservation areas.

Performance Measures: Percentage of land used for community amenities is maintained or increased

Performance Targets: Baseline 102 ha = 11.5% of land (includes tidal marsh)

- » **Strategy 5.5:** Establish a remediation/repair program for all TFN buildings in conjunction with the Capital Plan.

Performance Measures: Adoption by Executive Council of a remediation/repair program

Performance Targets: Adoption by March 31, 2011

Changes from the 2009-2010 Service Plan:

Performance Measure 6.1: Number of days to complete TFN's portion of a land transaction. The service itself will be continued, however this measure was removed as it was deemed not to be an appropriate measure of the success of the objective.

Performance Measure 6.2: Number of complaints to staff about fill and soil related activity. The service itself will be continued, however this measure was removed as it was deemed not to be an appropriate measure of the success of the objective.

Natural Resources



The Natural Resources department's responsibilities include:

- » Administering agreements with the Department of Fisheries and Oceans (DFO) including Total Allowable Catch various species and plants;
- » Planning and policy development on harvest and conservation of fish, wildlife, migratory birds and plants;
- » Organizing, monitoring and enforcement of TFN fisheries activities, including the granting of licenses and permits to TFN harvesters;
- » Administration of the Commercial Crab Fund to enhance commercial crab fishing capacity;
- » Administration of the Commercial Fish Fund which is used to purchase licenses for fisheries such as geoduck and halibut;

- » Administration of the TFN Fisheries Fund, which provides for the protection and conservation of fish and fish habitat and aquatic plants in TFN Territory; and
- » Archaeology and heritage.

The department has identified the following objectives, strategies, performance measures and targets for 2010-2011:

Objective 6: TFN realizes ongoing benefits from natural resources while protecting resource sustainability.

- » **Strategy 6.1:** Develop plan for Treaty Fisheries Trust.

Performance Measures: Completion of plans

Performance Targets: March 31, 2011

- » **Strategy 6.2:** Expand capacity of TFN fishing and crabbing.

Performance Measures: Number of commercial crab licenses

Performance Targets:

Baseline – two

Increase licenses by one, to three

- » **Strategy 6.3:** Subject to conservation measures, encourage people to exercise their rights under the treaty for fishing and hunting and gathering.

Performance Measures: The number of members exercising treaty hunting and fishing rights.

Performance Targets:

Members exercising fishing rights:

2010 data – 56

2011 target – 56

Members exercising hunting rights:

Baseline set by March 31, 2011

- » **Strategy 6.4:** Initiate discussions with Parks Canada to develop a plan for harvesting within the Gulf Islands National Park Reserve.

Performance Measures: Completion of Plan

Performance Targets: March 31, 2011

Environment



The goal of the Environment program is to protect the integrity of the lands, waters and natural resources of importance to Tsawwassen First Nation, thereby facilitating the exercise of cultural practices and treaty gathering rights. The Environment department's responsibilities include:

- » Review of referrals from other governments and industry;
- » Negotiation of Impact Benefit Agreements, which provide benefits to TFN

including funding, employment and contracting opportunities;

- » Representation of TFN interests in environmental assessment processes undertaken by other governments; and
- » Ensuring cultural and archaeological interests on Tsawwassen Lands are identified, assessed, and protected when possible.

The department has identified the following objectives, strategies, performance measures and targets for 2010-2011:

Objective 7: TFN interests are protected with regard to environment and land issues within its traditional territory.

- » **Strategy 7.1:** Continue to respond to referrals, and participate in environmental regulatory processes.

Performance Measures: Process referrals within a set period of time upon receipt of correctly rendered documents

Performance Targets: Process correctly rendered referrals within 30 days of receipt

- » **Strategy 7.2:** Develop TFN Heritage Conservation Policy.

Performance Measures: Completion of Heritage Conservation Policy document

Performance Targets: Complete by March 31, 2011

Health and Social Services

The Health and Social Services Department's responsibilities include the delivery of programs and services for the overall health of the Members.

The Community Health Program provides necessary health services in the areas of community health, pre-natal services, drug and alcohol counseling, parenting programs, immunization, communicable disease control and safe drinking water.

Homemaking Services programs include:

- » An Adult Care Program, which assists members with functional limitations to maintain their independence and supplements the care provided by the client's family;
- » Home Care Services, which provide nursing and home care attendants to members on a needs basis; and
- » An Elders' Program, which provides Elders with health, social and recreational activities.

Social Services programs include:

- » Income assistance provided to Members, their families, and other Status Indians living on TFN lands. The Social Assistance program covers Basic Needs, Guardian Financial Assistance, Shelter and National Child Benefit Reinvestment.
- » The Social Housing Program is responsible for maintaining the rental agreements with all Social Housing tenants, ensuring tenants pay their rent, developing payment plans if necessary and



overseeing all maintenance issues. There are currently 22 social housing units on the reserve.

- » The Family Empowerment Program provides counseling services to families with a goal of reducing the number of contacts between the Ministry of Children and Families (MCFD) and TFN children, drug and alcohol prevention services, one-to- parenting services, group activities for youth and family violence services.
- » Aboriginal Family Resources on the Go (AFROG), a mobile family services program that covers the areas of Tsawwassen, Delta and Surrey.

The Family Support program includes:

- » Providing assistance to children and families who are in contact or in care of the Ministry.

The department is also responsible for the Cultural Purposes Fund. This fund is used to advance the Hun'qum'inum language, TFN history, traditions, symbols, storytelling, song, dance and to engage in other practices of Tsawwassen culture.

The department has identified the following objectives, strategies, performance measures and targets for 2010-2011:

Objective 8: Implement the community health plan.

- » **Strategy 8.1:** Encourage more frequent dental care for children under 12.

Performance Measures: Number of dental visits per child under 12

Performance Targets:

Baseline – 1

Target – 2

- » **Strategy 8.2:** Develop a comprehensive on-going drug and alcohol strategy/program.

Performance Measures: Number of referrals to a program or service

Performance Targets:

Baseline – 28

Target – 40

- » **Strategy 8.3:** Maintain and increase capacity of Home and Community Care Program.

Performance Measures: Satisfaction in community served (measured through needs assessment)

Performance Targets: Satisfaction level, based on needs assessment – baseline available June 2010

Changes from the 2009/2010 Service Plan:

Performance Measure 9.1: Percent of Members with diabetes. This was removed as a performance measure as it was deemed not to be an appropriate measure of the success of the Objective.

- » **Strategy 9.1:** Organize a family retreat as an opportunity for parents to get information and share experiences and concerns.

Performance Measures: Successfully complete family retreat

Performance Targets: One – summer of 2010

- » **Strategy 9.2:** Provide child development and parenting educational opportunities.

Performance Measures: Number of participants in programs

Performance Targets: Set target in 2010-2011

Changes from the 2009-2010 Service Plan:

Performance Measure 10.1: Number of Families in contact with MCFD. This was removed as a performance measure as it was deemed not to be an appropriate measure of the success of the Objective.

Objective 10: TFN's Social Housing Program meets the needs of the clients it serves.

- » **Strategy 10.1:** Provide additional training and resources to support to the TFN Housing staff.

Performance Measures: Ongoing training for Manager and Clerk

Performance Targets: 2 training opportunities for staff

- » **Strategy 10.2:** Manage social housing program transparently and consistently.

Performance Measures: Implement housing policy

Performance Targets: Policy in use April 1, 2010

- » **Strategy 10.3:** Collect outstanding social housing rent arrears.

Performance Measures: Time period reduced for rental payments in arrears

Performance Targets: All payments received within 90 days of due date

- » **Strategy 10.4:** Establish program for ongoing inspection and remediation of social houses.

Performance Measures: \$\$ Spent per house on remediation

Performance Targets:

Baseline – \$800.00

Target – \$1600.00

- » **Strategy 10.5:** Provide tenant workshops to encourage tenants to take care of minor repairs.

- » **Strategy 11.1:** Move employable people from Income Assistance to work.

Performance Measures: # of people in a year from Income Assistance to Employment

Objective 12: Maintain and revive our language and culture-ensuring that we integrate “culture” into all TFN activities.

- » **Strategy 12.1:** Establish an inventory of cultural resources within TFN.

- » **Strategy 12.2:** Establish a culture and training program.

Objective 13: We have a vibrant active Elder’s network that feels valued by the community and transfers cultural knowledge to our youth.

- » **Strategy 13.1:** Improve Social opportunities for Elders.

Performance Measures: Number of annual Elder outings

Performance Targets:

Baseline – 1

Target – 2

- » **Strategy 13.2:** Implement cultural transfer opportunities – i.e., storytelling.

Objective 11: Continue to empower Members to seek self sufficiency.

Education and Skills Development



With respect to education programming, the department offers the following programs:

- » Programs in early childhood development;
- » Programs to ensure the provision of enrollment in kindergarten to grade 12, and a number of support programs to assist those students, including a home-school coordinator;
- » Funding for Members to attend post-secondary institutions in Canada;
- » The Early Childhood Development Centre, a brand-new, state-of-the-art facility which provides daycare, infant and toddler and pre-school programs;
- » The HeadStart program, which is designed to be integrated with existing early childhood development services such as preschool, daycare and AFROG; and

- » The Youth Program provides services to children and other members of the community such as outings and field trips, activities which encourage sportsmanship and teamwork, and access to computer equipment for educational purposes. The program also provides a resource to assist and counsel students who attend local schools.

The department has identified the following objectives, strategies, performance measures, and targets for 2010-2011:

Objective 14: The TFN Early Childhood Development Centre (ECD Centre) (the daycare and preschool) will be a Centre of Excellence in the Delta region.

- » **Strategy 14.1:** Retain qualified, licensed ECE staff who contribute to excellence of the ECD Centre.

Performance Measures: Achieve accreditation as a Centre of Excellence

Performance Targets: March 31, 2011

- » **Strategy 14.2:** Provide early childhood development services in all areas for children aged birth to six years.

- » **Strategy 14.3:** Market the ECD Centre programs to attract the broader (non-TFN) community in the region.

Performance Measures: Number of children enrolled in the ECD Centre

Performance Targets: March 31, 2010

Baseline – 8

Target – 25 by March 31, 2011

Objective 15: Be proactive in educating the school district and teachers on the potential of TFN children and on TFN culture.

- » **Strategy 15.1:** Ensure the Local Education Agreements serves TFN children’s needs and are upheld by both parties.

Performance Measures: Ensure LEA has annual evaluation mechanism by TFN, and sets criteria for that evaluation

Performance Targets: First evaluation by March 31, 2011

Objective 16: Increase the high school graduation rate for all TFN Members.

- » **Strategy 16.1:** Establish an adult graduation program.

Performance Measures: Number of adults high school equivalency

Performance Targets: Baseline to be set June 30, 2010 using community survey

Objective 17: Promote healthy life choices for youth.

- » **Strategy 17.1:** Increase participation in Youth Centre services.

Performance Measures: Average monthly

attendance at Youth Centre

Performance Targets:

Baseline – 200 drop-ins per month

Target – 240 drop-ins per month (20% increase)

- » **Strategy 17.2:** Increase the number of age specific programs.

Performance Measures: Report number of programs

The Aboriginal Human Resources Development Agreement (AHRDA) program, which provided employment and skills development services previously, will no longer exist after March 31, 2010. Aboriginal Skills Employment Training Strategy (ASETS) and the Aboriginal Skills and Training Strategic Investment Fund (ASTSIF) programs will replace the AHRDA program. The ASTSIF program has already started through the Tsawwassen Gateway Skills and Training Centre and the ASETS program will begin in 2010.

Changes from the 2009/2010 Service Plan:

Objective 15: TFN Members of all abilities have the opportunity to enrich their lives through paid or volunteer work. This was removed as an objective as it was deemed not to be a priority for next year.

Government Services



On September 17, 2009, the first Tsawwassen Government was elected under the TFN Constitution. The Governance structure consists of:

- » A Chief, elected separately from other elected officials, is the 5th Executive Councillor and 13th Legislator;
- » 4 members of Executive Council, who are the highest vote-getters from the Legislative election; and
- » 12 members of the Legislature, which includes the 4 Executive Council members.

2009-10 also saw the implementation of the administration and judicial components of TFN's governance system under the Final Agreement. There are many components to this structure, including the capacity for enforcing laws and regulations, the institution of a complaints resolution process to address member concerns, and the administrative support of TFN's Judicial Council and Prosecutor.

Broadly, the department is responsible for:

- » Supporting the day to day operations of the TFN government, including the Legislature, Executive Council, Advisory Council, and the Chief Administrator's office;
- » In tandem with other departments, develop TFN regulations, policy and procedures;
- » Manage TFN government's compliance with the legislative framework;
- » Liaise with other levels of government, including participating in regional bodies such as GVRD and Translink and First Nation bodies, such as the Land Claims Agreement Coalition, First Nations Summit and AFN;
- » Provide advice and support on significant TFN government, policy and legal issues;
- » Assist in providing communication functions for the TFN government to Members, other governments and the general public; and
- » Liaise between the TFN government and Members to ensure Members issues are addressed in a timely manner.

The department has identified the following objectives, strategies, performance measures and targets for 2010-2011:

Objective 18: Tsawwassen government is a transparent cost effective and culturally aware government.

- » **Strategy 18.1:** Continue to consult with Tsawwassen Members on key governance and treaty implementation issues through various types of meetings and written materials.
- » **Strategy 18.2:** Continue to develop inclusive governance structures and process that involve Members input and participation.
- » **Strategy 18.3:** Ensure that governance structures and process that follow prudent and sound financial management practices.
- » **Strategy 18.4:** Integrate cultural practices, protocols, language and spirit in to governance structures and processes.

Objective 19: Tsawwassen government provides exemplary service to TFN Members and clients.

- » **Strategy 19.1:** Establish and deliver a customer (Member/client) service program for staff development.

Performance Measures: Provide training in service quality

Performance Targets: Two training sessions in 2010-2011

Legal Services Department



The Legal Services Department has been established as a separate department and has the following responsibilities:

- » Provide comprehensive legal services to the TFN Government, including: managing the complaints resolution process;
- » Manage logistical operations of, and liaise with the Judicial Council, TFN prosecutors and TFN Government;
- » Support TFN participation in the provincial or supreme courts; and
- » Assist with the enforcement of TFN laws and regulations.

Objective 21: Provide comprehensive legal services to TFN Government and Members (where possible).

- » **Strategy 21.1:** Ensure prompt and diligent delivery of legal services to Government.
- » **Strategy 21.2:** Manage complaints resolution process to demonstrate that service quality and administrative fairness are a high priority for TFN Government.

Performance Measures: Number of response actions on specific complaints within 5 days

Performance Targets: Set line base by end 2010-2011 fiscal year

- » **Strategy 21.3:** Ensure appropriate facilitation of Judicial Council and TFN prosecutor operations.

Finance and Administration

The Finance Department has been established as a separate department and has the following responsibilities:

- » Develop the annual and 3-year budget in connection with other departments and the Finance and Audit Committee (FAC);
- » Annual audit of TFN financial statements;
- » Accounts payable and payroll;
- » Contract administration;
- » Collection of revenues;
- » Tax administration; and
- » Maintenance and enforcement of Financial Administration Act and regulations, financial policy, and procedures.

The Administration component 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.

The department has identified the following objectives, strategies, performance measures and targets for 2010-2011:

Objective 22: TFN's financial management is sound and transparent.



- » **Strategy 22.1:** Accurate annual financial statement.

Performance Measures: A clean annual audit report

Performance Targets: Completed by July 15, 2010

- » **Strategy 22.2:** Providing management and the FAC with accurate financial statements 30 days after the close of each month.

Performance Targets: 30 days after the close of each month

- » **Strategy 22.3:** Providing Management, FAC and Executive Council with accurate financial statements 30 days after the close of each quarter for approval.

Performance Measures: Clean auditor's report annually

Performance Targets: 30 days after the close of each quarter

- » **Strategy 22.4:** Continue to improve financial management practices.

Performance Measures: Number of reviews per year

Performance Targets: 2

Objective 23: TFN will develop and implement a comprehensive Human Resources Strategy, including plan for annual staff reviews.

- » **Strategy 24.3:** Develop and implement TFN's Operational Manual.

Performance Measures: Complete manual

Performance Targets: January 2011

Performance Targets: Draft by September 30, 2010

- » **Strategy 23.1:** Succession plan for TFN leadership and staff.

Performance Measures: Implementation of plan

Performance Targets: September 30, 2010

- » **Strategy 23.2:** Identify training needs and develop and implement a training plan.

Performance Measures: Draft plan completed
Number of training sessions by March 31, 2011

Performance Targets: May 30, 2010

3 training sessions

Objective 24: TFN is an efficient and supportive Administration office.

- » **Strategy 24.1:** Review and modify Administration staff job descriptions.

- » **Strategy 24.2:** Regular review and maintenance of all office equipment and amenities to ensure TFN staff are able to perform their jobs effectively and efficiently.

2010-2011 Budget

The following table shows the 2010-2011 budgeted expenditures, approved by the Tsawwassen Legislature in the spring of 2010. The table also shows the forecasted budgeted expenditures in 2009-10, in order to compare on a year-to-year basis.

In 2010-2011, the Legal Services Department was split from the Government Services Department, which explains a significant portion of the variation in those two departments between 2009-10 and 2010-11. TFN's Capital Expenditures in 2010-11 are significant; the bulk of these expenditures represent capital projects related to the development of the Tsawwassen Industrial Lands. Much of those expenditures are covered by funding under Canada's Economic Action Plan. Tsawwassen First Nation was the only First Nation in Canada to receive these funds.

| Department | 2009/10 Forecasted | 2010/11 Budget |
|--|---------------------|---------------------|
| Taxation | \$ 672,787 | \$ 690,062 |
| Finance and Administration | \$ 1,605,723 | \$ 1,188,996 |
| Government Services | \$ 1,471,639 | \$ 1,048,414 |
| Legal Services (within Government Services in 2009-2010) | - | \$ 560,620 |
| Health and Social Development | \$ 1,100,597 | \$ 1,096,816 |
| Education and Skills Development | \$ 1,258,375 | \$ 1,126,546 |
| Lands | \$ 626,779 | \$ 636,905 |
| Public Works | \$ 672,630 | \$ 633,305 |
| Natural Resources | \$ 595,448 | \$ 400,967 |
| Environment | \$ 585,801 | \$ 99,768 |
| Capital Expenditures | - | \$ 8,955,867 |
| Total | \$ 8,589,779 | \$16,438,266 |

This budget summary does not include expenditures related to the Tsatsu Gas Station or the Tsawwassen Economic Development Corporation.

TFN Economic Development Corporation (TEDC)



Tsawwassen Economic Development Corporation (TEDC) was established under the authority of the Tsawwassen First Nation Economic Development Act, 2009 and incorporated under the Business Corporations Act on October 30, 2009. The purpose of TEDC is to develop, manage and facilitate successful business ventures that will generate jobs and wealth for Tsawwassen First Nation. TEDC will undertake economic development activities which are environmentally, culturally, and socially sustainable. TEDC has its own operating policies and procedures.

Tsawwassen First Nation is the sole shareholder of TEDC. TEDC's business model is such that it will engage in ventures and partnerships that protects the Government from liabilities and reduces financial risk to the Government's core operations.

TEDC will function on a not-for-profit basis; all revenues that are deemed to be profits, and not necessary for the on-going operations or expansion of TEDC, will go to the Government to support programs, services and other expenditures. The Executive Council will approve, on an annual basis, a plan of TEDC which will set out the size of the annual profit payable to TFN. The amount of the dividend will be based on the annual profit generated by TEDC, net the reinvested funds.

The Economic Development department that appeared in the 2009-2010 Service Plan no longer exists. The staff and the responsibilities of the former department have been transferred to TEDC.





A Board of Directors, appointed by the Executive Council, is charged with oversight of TEDC. The current board is five members; it consists of one member from the Executive Council, one Tsawwassen Member, and three business leaders, chosen for their expertise, from the non-TFN community.

In late 2009, the Executive Council issued a Shareholder Letter of Expectations to TEDC. The Letter sets out what the Executive Council expects TEDC to achieve in its three-year term. The following are some highlights:

- » Act in the best interests of Tsawwassen First Nation;
- » Create a five-year strategic plan;
- » Achieve commercial viability and begin contributing to Tsawwassen Government's annual revenue base by March 31, 2012;

- » Working with Tsawwassen Government, be a regional leader in environmental design and development and make Tsawwassen First Nation an example of a sustainable First Nation community; and
- » Create strong and supportive working relationships.

TEDC has developed the following Objectives, Strategies, Performance Measures and Targets:

Objective 25: A healthy economy, contributing jobs, business opportunities and profits to TFN, and an enhanced quality of life for Members.

Performance Measures: The dividend/net annual profit or loss of the development corporation.

Performance Targets: Meet revenue target set in Letter of Expectation.

- » **Strategy 25.1:** Implement the Master Plan for TFN Industrial Lands.

Performance Measures:

- 1) Completion of Phase 1 servicing
- 2) # of Joint Ventures

Performance Targets:

- 1) Completed by March 31, 2011
- 2) Created 2 or more

- » **Strategy 25.2:** Explore economic opportunities for the industrial and commercial lands and south of Highway 17.

Performance Measures:

- 1) Increase # of job opportunities for Tsawwassen Members
- 2) Increase value of construction work to TFN entities

Performance Targets:

- 1) Baseline – 20
Increase by 5% by March 31, 2011
- 2) Baseline – \$5M
Increase by 5% by March 31, 2011

- » **Strategy 25.3:** Inform the Members of TEDC's activities including ensuring that all procurement decisions for contracting and employment, and loans and grants will be published in the community newsletter.

Performance Measures: Publish information in community newspaper

Performance Targets: 6 publications per year





This Service Plan is dedicated
to the Tsawwassen people —
past, present and future generations.

To Learn More:

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