



BUILDING STRONG RELATIONSHIPS WITH GOVERNMENTS & PARTNERS

The Tsawwassen Experience

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TWO KEY THEMES

- ◉ Managing the Relationship
- ◉ Realizing the Opportunity
 - Partnerships with government & private sector



MANAGING THE RELATIONSHIP

- ◉ Ensuring that communications remain open
- ◉ Working towards TFN priorities
- ◉ Consulting on federal/provincial initiatives
 - New legislation, new policy mandates
 - ◉ Treaty First Nation Taxation Act (BC)
 - ◉ Fiscal Harmonization
- ◉ Raising concerns where warranted
 - ◉ FIPA



REALIZING THE OPPORTUNITY

- Planning
- Building internal team & community capacity
- Working with local partners
 - Service Delivery
 - Local initiatives
 - Dyking
 - Emergency Services
- Working with private sector partners
 - Building
 - Service Delivery



LOCAL GOVERNMENT

○ Regional

- Translink: TFN is a full member
 - Pays an annual requisition
 - Bus service was one of first major changes - pre-treaty
 - From an isolated community to one with some connection
- Metro Vancouver
 - Regional District - Regional Growth Strategy
 - Water District - potable water - enable growth
 - Sewer District - political issues, not a member
 - Ended up building own sewer system through private sector partners



LOCAL GOVERNMENT

- Delta - municipal servicing
- Working with Delta to build own capacity
 - 2009-2014 - had 7 service agreements for local services
 - Drainage, water, parks and recreation, local & boundary roads, dyking, fire, police services
 - 2014 - negotiated transitional agreements
 - Drainage, dyking, roads, water
 - TFN will be on GVWD water system in 2015
 - Will maintain local & boundary roads in 2016
 - Will be providing services to Delta on Delta's boundary roads
 - Drainage & Dyking are 3-year agreements
 - Police & Fire remain 5-year agreements



PRIVATE SECTOR PARTNERS

- ◉ Development Projects Overview
- ◉ Economic Impact
- ◉ Infrastructure Investment
- ◉ Partner pathway
- ◉ Developing Relationships
- ◉ Reconciliation & Cultural exchange/growth



TFN DEVELOPMENT PROJECTS

- ◎ 2 major commercial developments
 - Tsawwassen Mills/Commons
 - Ivanhoe Cambridge & Property Development Group
 - Construction underway
 - Anticipated opening May 2016
- ◎ 300 acres of industrial development
 - First 100-acre phase nearing full lease-out
 - Leases with GWL, Chevron, Port Metro Vancouver
- ◎ 1840 housing units
 - First 42 units fully sold, second phase underway
 - Planning for more units south of Highway 17



IMPACT OF PROJECTS ON BC ECONOMY

- Projects will have a major impact on BC's economy
 - Construction impact:
 - \$3.74 billion in total construction spending
 - \$1.06 billion in construction employment income
 - 21,360 person-years of construction employment
 - \$20.4 million in Property Transfer Tax to BC
 - On-going impact:
 - 10,830 jobs created (6,000 FT/4,500 PT)
 - \$484 million in annual employment income
 - Larger than impact of Roberts Bank T2 mega-project
- (Based on Tsawwassen First Nation Economic Impact Analysis, September 2013)*



INFRASTRUCTURE DELIVERY

- TFN must undertake significant infrastructure improvement to support its development
 - Treaty agreements structured so that TFN cannot wait to generate revenues - will exhaust implementation funds
- Sewage Treatment Plant
 - \$29 million project, stand-alone tertiary plant
- Hwy 17 & Internal roadworks
 - \$17 million on Hwy 17, \$15 million on internal
- Stormwater improvements on industrial lands
 - \$3.7 million for new drainage pumpstation
- Total over \$100 million in investment - all funded to date through private sector partnerships & financing
 - Strengthens request to public partners for grant funding



PARTNER PATHWAY

- Planning & Engineering - Urban Systems & Legal - McCarthy Tetrault
- First major developer in & public - Ivanhoe Cambridge (Caisse de Pension de QC)
 - In partnership with Property Development Group
- Followed by well-known local names
 - Aquilini, Onni, Port Metro Vancouver
- Sewer Plant Construction - Maple Reinders
 - Financed by Vancity - major commitment by community-focussed investor
- Easy for subsequent major players
 - GWL, HOOPP, Chevron
- Also local TFN partnerships that have been able to benefit from all this work
 - Raven Contracting
 - Tsawwassen/Matcon JV
 - Omega Steel
 - Two new joint ventures in security & trades



KEY TFN LEARNINGS FROM PARTNERSHIPS

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- First-class partners in all aspects of project delivery helps with confidence for all those that follow
 - Builds confidence in the projects in the broader market
- Pension funds - share goals of long-term growth, stability, & revenue streams
- OSR and Tax perspective
 - Joint Ventures, Partnerships - structuring advantages
- Look for partners that share your vision, goals, and values



RECONCILIATION & CULTURAL EXCHANGE

- ◉ TFN artisans have never been busier
- ◉ Basspro - cultural exchange
- ◉ Major contracts & contract development
- ◉ Interaction & engagement with community
 - Culture, language programs are strengthening
 - Through increased pride & increased resources