



# Musqueam Indian Band

March 16, 2021

Councillor Tammy Harkey  
Musqueam Indian Band  
6735 Salish Drive  
Vancouver, B.C.  
V6N 4C4

Dear Tammy:

**Re: Mandate Letter Community Services Committee**

Thank you for accepting to serve as Chair of the Community Services Committee of Council.

This structure was proposed and approved by council. Council will have periodic reviews of how the structure is working in delivering results and meeting the community's expectations. These mandate letters and the structures they reflect will also be made public so that the community can understand what council is attempting to achieve.

The creation of the committees is, in part, the beginning of 'Musqueamizing' our governance model. As such, **the committee chair is the family head from the long house**. Conducting yourself as the family head is key to performing your role on behalf of council.

Council is the central institution to promote unity of purpose for Musqueam, and each of us has a personal duty and responsibility to fulfill that objective. That starts with a commitment to govern in a positive, open and collaborative way, respecting Musqueam's vision and values.

As we move towards achieving a self-government agreement and agreeing to our own Musqueam Constitution, it is more important than ever for us to be united in building a stronger, more inclusive and resilient nation.

These are very exciting times as we come close to concluding the self-government agreement with Canada. Much work has been done as we head for the finish line. I expect all of council to work together to deliver on our commitments. Other issues and ideas will arise or will come from our members, administration, other levels of government and the private sector. It is my expectation that you will engage constructively and



thoughtfully, and add priorities to our agenda when appropriate as we move through the term.

Much of the hard work of council is performed through the five committees that will report to full council for final decisions. As you know, we are adjusting our committee structures and how they function in order to be more accountable and outcomes focused. Given our experience in operating these committees, we have learned lessons as to how to make some improvements.

The membership of your committee will include:

- **Gordon Grant** with portfolio responsibilities to negotiate and develop policy for future scholarships with Universities; and coordinating education through the Local Education Agreement with the Vancouver School Board.
- **Richard Sparrow** with portfolio responsibilities to work with the Language Department Manager to develop a strategic two-year strategic plan and policy and programming to enhance language revitalization
- **Community members** will be appointed.

The mandate of your committee is to help align to council's priorities and to provide policy recommendations and guidance related to:

- Social Development
- Employment and Training
- Health
- Education
- Language and Culture
- Elders
- Youth
- Safe Home
- Long House
- Recreation

A healthy community is fundamental to reconciliation. Your committee is responsible for providing most of the fundamental services required by our members. Without the health and well-being of each of our members, our ambition to create a healthy and sustainable community cannot be met. Over the next year your priorities will be:

1. Conclude planning of the Elders facility and report to council by end of July 2021.
2. Ensure that financing is in place for the Elders facility before the commencements of construction and report to council by end of September 2021.



3. Commence construction of the Elders facility and report to council by end of March 2022.
4. Negotiate and develop a policy for future scholarships with universities arising from our settlements and agreements and report back to council by the end of June 2021.
5. A plan to coordinate our educational needs through the Local Education Agreement with the Vancouver School Board and report back to council by end of June 2021.
6. Working with the Language Department Manager to develop a strategic two-year plan and policy and programming to enhance language revitalization and report to council by end of July 2021.
7. Working with the Finance and Administration Committee, identify gaps in resourcing (human resource and financial) to the achievement of your priorities and report back to council by the end of March 2021. Identify how to address these gaps and report back to council by the end of May 2021.
8. Support the area of the strategic plan that addresses community services and report back to council by the end of May 2021.
9. Work with the Lands, Capital and Housing Committee, especially in areas of housing, community planning, assets and infrastructure and facilities development.
10. Work with the Finance and Administration Committee to establish service standards in this very important work with the community and report to council by end of April 2021.
11. As appropriate, support the work of the Intergovernmental Affairs Committee and the self-government negotiators.

As we develop our dashboard, we will create space for reporting on all of these items.

I look forward to meeting with you on a quarterly basis so that we can continue to evolve and develop a better understanding of our overall community services portfolio, capacity gaps and relations with other delivery entities. On a monthly basis you will be reporting to council on the status of your work. You will work with the CAO in terms of scheduling the briefings.

Council will meet twice a month and alternate weeks will be set aside for committee meetings. There is enough work to do to maintain a regular schedule of meetings. Before meetings are cancelled you should consult with me and the CAO. If too many meetings are cancelled this will have an impact on remuneration.



A **floor manager** will also be appointed to support you. The CAO will consult with you over the coming days. The purpose of the floor manager is to help you coordinate agendas, keep minutes of all of your meetings, and coordinate with all the departmental managers within the area of your committee's mandate. As the main coordinator, the floor manager is a further attempt to 'Musqueamize' the governance model from the Long House. The floor managers role will be filled as a developmental assignment.

I know this is an ambitious plan for the committee to achieve over the next year. I look forward to our quarterly discussions where you can update me on your successes as well as impediments or obstacles you might be facing in achieving this plan. This will include a discussion of organizational issues as well as financial resourcing issues. In a years' time, we will review the progress made by this committee and determine deliverables for the coming year.

The work your committee does is fundamental to the success of MIB and to building a healthy and resilient community. You can count on me for all the support you will need.

Sincerely,

Chief W. Sparrow  
Musqueam Indian Band