



Musqueam Indian Band

March 16, 2021

Councillor Howard Grant
Musqueam Indian Band
6735 Salish Drive
Vancouver, B.C.
V6N 4C4

Dear Howard:

Re: Mandate Letter Finance and Administration Committee

Thank you for accepting to serve as the Chair of the Finance and Administration 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:

- **Jordan Point** with portfolio responsibilities developing a new finance by-law
- **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:

- Overall operations of the administration
- Financial management and own-source revenue (OSR)
- Taxation
- Human Resources and capacity development
- A comprehensive plan for legal matters supported by a budget
- Communication and protocol
- Membership
- Information Technology
- Grants

Sound financial oversight is one of the foundations of good governance and will be key to our success today and most certainly into the future as we move to self-government. Over the next year your priorities will be:

1. The committee will familiarize itself with the financial status and budget for the close of this year (2020-21) and prepare a briefing for full council by mid-March 2021.
2. Review the proposed consolidated budget for the 2021-22 fiscal year that includes all of Musqueam's holdings and report back to council for review and approval before the end of March 2021.
3. Review any outstanding items arising from past audits and report back to council on their status by end of March 2021.



4. Update the financial by-law for MIB and report back to full council by end of June 2021.
5. On a priority basis and with the support of the Intergovernmental Affairs Committee, the committee needs to review and prepare a briefing on a full litigation plan and financial resourcing for the plan. This work should return to full council by mid-March 2021.
6. Working with the Intergovernmental Affairs Committee, your committee should explore the need for further resources in legal and research to support the self-government agreement and title and rights discussions by mid-March 2021.
7. Provide oversight to the CAO on identifying the administration's priorities, the business model and workplans for individual departments and report back to council by the end of June 2021.
8. Provide oversight to the CAO to provide service standards for each of the program areas and report back to council by the end of April 2021.
9. Provide oversight to the CAO and Maryantonett Flumian on a dashboard for key deliverables for priorities and report back to council by the end of June and a monthly status briefing thereafter.
10. Provide oversight to the CAO, approve the current organizational chart and job descriptions for administration by the end of March 2021. This will be used as a baseline to continue to evolve and develop a Musqueam Public Service that will serve Musqueam Indian Band, and the Musqueam First Nation in self-government.
11. Provide oversight to the CAO to develop a human resources plan to support these priorities and report back to council by the end of June 2021.
12. Work with the Community Services Committee to identify gaps in resourcing (HR and financial) and report back to council by the end of March 2021. Identify how to address the gaps and report back to council by the end of May 2021.
13. Working with the Lands, Capital and Housing Committee on issues arising out of the Land Code regarding taxation and report back to council by the end of June 2021.
14. Work with the Self-Government Transition Committee in helping to provide oversight for the capacity gap analysis and the comprehensive training plan.



15. To support the area of the strategic plan that addresses administration and financial oversight and report back to council by the end of May 2021.
16. 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