



Musqueam Indian Band

March 16, 2021

Councillor Allyson Fraser
Musqueam Indian Band
6735 Salish Drive
Vancouver, B.C.
V6N 4C4

Dear Allyson:

Re: Mandate Letter Lands, Capital and Housing Committee

Thank you for accepting to serve as the Chair of the Lands, Capital and Housing 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:

- **Nolan Charles** with portfolio responsibility for capital policy and infrastructure
- **Brett Sparrow** with portfolio responsibility for land use planning and the land code
- **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:

- Community planning, assets and infrastructure
- Housing
- Public works
- Capital projects
- Facilities
- Land code, lands management and referrals
- Land use planning
- Security and justice

Achieving the priorities established in the Community Comprehensive Plan is key to building a socially and economically sustainable community. This is the foundation for healthy citizens. Housing continues to be one of the key priorities identified by community members. Over the next year your priorities will be:

1. Updating the Community Comprehensive Plan and report back to council by the end of May 2021.
2. Ensuring that the census proceeds and reporting back to council by the end of June 2021.
3. Report to council on the status of the 21 2018 Community Comprehensive Plan Action Items by the end of March 2021.
4. As chair, you will take on personal responsibility for reporting back to council by the end of June 2021 on the status of the Musqueam Housing Authority.
5. Develop a capital infrastructure plan for housing for the 4-year mandate of council and report back to council by the end of June 2021.



6. Develop a housing policy for allocation and report back to council by the end of July 2021.
7. In addition to developing the housing policy, you will also need to refresh the housing and equalization policies so that they support each other and report back to council by the end of July 2021.
8. Develop a plan for starting construction of the Musqueam Capital Corp. office and report back to council by then of June 2021.
9. Develop a plan to update land use planning policies and return to council by the end of June 2021.
10. Develop a plan for the application of the Ticketing and by-law enforcement policy and report back to council by the end of July 2021.
11. Work closely with Finance and Administration Committee on issues arising out of the land code regarding taxation and report back to council by the end of June 2021.
12. Work closely with the Community Services Committee on areas of housing, community planning, assets and infrastructure and facilities development.
13. To support the area of the strategic plan that addresses Lands, Capital and Housing and report back to council by the end of May 2021.
14. 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