



Musqueam Indian Band

March 16, 2021

Councillor Jordan Point
Musqueam Indian Band
6735 Salish Drive
Vancouver, B.C.
V6N 4C4

Dear Jordan:

Re: Mandate Letter Self-Government Transition Committee

Thank you for accepting to serve as the Chair of the Self-Government Transition 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 Self-Government Transition Committee is a new committee of council that is being created to prepare us for self-government. Reconciliation will not occur without the ongoing revitalization of Musqueam culture, language and laws. While our governance model will continue to evolve over time, your committee will work to prepare for the transition to self-government. You will, of course, 'Musqueamize' this model of self-government as much as possible. We have not worked so long just to recreate the Westminster model of government. Our history and traditions must be reflected in our government.

We are expecting to reach the substantive agreement in the spring or early summer of 2021. Although the timeframes may have to be adjusted given COVID associated delays, the agreement will then have to be ratified by our community. The earliest effective date would be April 2022.

The membership of your committee will include:

- **Allyson Fraser**
- **Nolan Charles**
- **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:

- Guiding the work needed across five identified areas to prepare the Musqueam Public Service for self-government:
 - Legal
 - Core institutions
 - Administrative structures
 - Intergovernmental strategy, and
 - Communications and consultation
- Guiding the work on the in-depth administrative review including a gap analysis.
- Equipping the organization and people to move out from under the *Indian Act*.
- Overseeing development plans for staff.
- Overseeing the development of communications material and identifying spokespeople.



The self-government agreement and the approval of a Musqueam Constitution are the foundations of creating our own government and ensuring the sustainable prosperity of our members. The Transition Committee will be key to our success.

Over the next year your priorities will be:

1. To provide a monthly briefing to council on a draft plan that deals with the review of existing bylaws and laws under the *Indian Act*, and under the Land Framework Agreement on Lands Management, and how and if they will be transitioned under the self-government agreement and the constitution.
2. A draft plan will need to be prepared on all agreements between Musqueam and other third parties.
3. A draft plan on the legal relationships between Musqueam controlled corporate entities and the new constitutional arrangements.
4. A draft plan will also need to be developed on the basic core institutions of a Musqueam Government that will be created for self-government, e.g., council and a possible second chamber, Fisheries Commission, Housing Commission, dispute resolution bodies, etc.
5. A plan will have to be designed for the self-government organization. This would include a staffing needs analysis, the revision of job description, staff professional development and succession planning.
6. A draft plan on an intergovernmental strategy with Canada, British Columbia, municipal governments and other First Nations will have to be developed.
7. A communications plan with key messages will need to be developed
 - The appointment of Musqueam spokespeople and verifiers
 - The preparation of common training material for spokespeople
8. All these plans will be brought together under a sustainable governance development plan that will build on the work of the Comprehensive Community Plan and demonstrate mile posts over a ten-year timeframe. This will allow Musqueam Indian Band to transition to the Musqueam Nation Government, solidifying the gains of self-government.

This list can be further refined once council makes the decision of which jurisdictions it will draw-down in the first phase of implementing the self-government agreement.

The work of the Transition Committee will conclude when the self-government agreement is ratified.



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