

Squamish Nation's

Council Governance Policy

AS APPROVED BY COUNCIL MOTION ON MAY 21, 2015 and Amended on April 19, 2017; December 19, 2017; January 10, 2018; February 8, 2018 ; April 18th, 2018.

The Squamish Nation Council Governance Policy provides a comprehensive framework that formalizes Council members' individual and collective roles, responsibilities, and activities to ensure the effective, accountable and transparent governance of the Squamish Nation.

COUNCIL CHAMBERS



“The Skwxwú7mesh Úxwumixw will protect the Amalgamation and enhance the Úxwumixw cultural values and traditions through respect, equality and harmony for all”

The Council table is a significant meeting place for discussions and decisions by Squamish Nation Council. The cedar table was carved by artist Xwalacktun (Rick Harry) and installed in the spring of 1995.

The story carved into the Council table carries significant messages from the past, and meaning for present and future generations of the Squamish Nation.

1. *Nséyxní7tm* (protection) represented by 16 Eyes on the outer edge signifies each Council member being watched by our ancestors, the people, community, family and most of all yourself – reminds us to have honesty and integrity in the decisions made at the table.
2. *Nch'ú7mut* (balance and wholeness) represented by three lines between each Council member signifying mind, body, spirit to remind us to be balanced in our lives to maintain wholeness.
3. *Sínulhkay̓* (the Serpent) the “S” shape stands for the Squamish Nation and symbolizes not only the importance of facing our obstacles, but that obstacles will always be present.

4. *Kwéy̓kway* (discussion) represented by the human head in the Serpent's mouth symbolizes the importance of face to face connection, to be able to communicate.
5. *Xwechtàal* (Serpent Slayer) represents strength and courage to overcome obstacles.
6. *Kál'kalilh* (Wild Woman) figure representing the traditional story of the wild woman coming at nightfall looking for children and reminds us to make decisions in the best interests of and for the protection of our children.
7. *Sp'ákw'us*, *Sts'úkwi7*, *Snexwílh* (The Eagle, Salmon, and Canoe) – represents the “Flood Story” – during the flood, the eagle with eyes on its wings watching over us, swooped down, snatched salmon from the river, and dropped them in the canoe and helped our people get through the flood. The story reminds us that the flood is always coming and the importance of being prepared.
8. *Skaatl'* (The Otter) – symbolizes happiness and the importance to be free of stress.
9. *Yéwyews* (Killer Whale) – symbolizes movement and connection to water.
10. *Mixálh* (Bear) - symbolizes power and connection to land.
11. The landmarks - *Siýám Smánit* (Chief Mountain), *Nch'káy̓* (Garibaldi), and *Kwetkwétxwem* (Shannon Falls) represents our lands and reminds us to protect our lands.
12. The table is made of *Xpay̓* (cedar) which represents truth.

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PREAMBLE

This comprehensive Governance Policy for Chiefs and Council is a demonstration of our right to self-determination under *Skwxwú7mesh Chiyáxw* (Squamish rules and laws) and Canadian law. The Squamish Nation has long asserted our right and responsibility to govern ourselves. As a Nation, we continue to carry on the vision and mandate of our past leaders to protect the Amalgamation and continue to protect and enhance our Nation's cultural values and traditions through respect, equality and harmony for all Squamish Nation citizens.

We continue to assert and to educate all levels of government that the Squamish Nation has existed and prospered within our traditional territory since time immemorial, and that we are Coast Salish people that speak our own unique and distinct language, the *Skwxwú7mesh* (Squamish) language.

Our society is, and always has been, organized and sophisticated, with complex laws and rules governing all forms of social relations, economic rights and relations with other First Nations. We have never ceded or surrendered title to our lands, rights to our resources or the power to make decisions within our territory.

Our Governance Policy provides a comprehensive framework that sets out our Chiefs and Council's collective and individual roles, responsibilities, and activities as they relate to effective governance of the Squamish Nation. It defines operational procedures to ensure and promote accountability and transparency, including appropriate separation of politics and administration. Chiefs and Council, and each member of Chiefs and Council, have a fiduciary duty to observe the highest standards of honesty, loyalty, and good faith, and must always act in the best and collective interests of the Squamish Nation.

This Governance Policy may be amended or revised from time to time by Chiefs and Council based on the development of new policies, Squamish Nation laws or policies, case law, or other applicable legislation. All changes to the Governance Policy shall be approved through a Council Motion approved by a minimum of two-thirds of all Chiefs and Council members.

PRINCIPLES OF GOVERNANCE

The Squamish Nation uses a custom electoral system to elect sixteen (16) Council members for a four-year term. Chiefs and Council shall exercise its authority as a whole and shall make every effort to speak with one unified voice.

Membership is the foundation of our Nation and the governance principles listed below focus on protecting the Amalgamation and enhancing the *Úxwumixw* (the Nation's) cultural values and traditions by promoting respect, equality and harmony for all.

The governing style of Chiefs and Council is based on *Chiyáxw* (Nation protocols) that protect the past, present and future of our Nation and emphasizes leadership based on:

- the healing and well-being of the community;
- creating a sustainable future for generations to come;
- proactive rather than reactive leadership;
- accountability and transparency; and
- a clear separation between the roles of Chiefs and Council and the roles and activities of staff, while acknowledging that these will overlap from time to time, subject to committee and other approved tasks.

Chiefs and Council governance of the Squamish Nation is based on *Tkwayá7nmin* (to hear and listen). Chiefs and Council shall make every effort to remain open to other viewpoints and perspectives and to remain as free of bias as is possible in order to make the most informed decisions possible in the best interests of the Squamish Nation.

DEFINITIONS

“Advisory Committee” means either a Type A Advisory Committee or a Type B Advisory Committee:

- (a) a Type A Advisory Committee is composed of ten (10) Squamish Nation members appointed by Council to provide advice to Council on issues or matters as determined by Council, and shall include two Council members to act as liaisons between Council and the Advisory Committee; or
- (b) a Type B Advisory Committees may be composed of staff, professionals, academics, or experts appointed by the Co-Chairs or a quorum of Council to provide expert opinion to Council on issues or matters as determined by Council and shall include two Council members to act as liaisons between Council and the Advisory Committee.

“Annual General Assembly” means the annual general meeting where Chiefs and Council present the audited financial statements of the preceding year as well as other relevant reports and updates from Council, senior staff and guests.

“Band Council Resolution” means a written record of a Council decision made at a duly convened Council meeting by a quorum of Council members with their signatures.

“Co-Chairs” mean the two Council members elected by Council to provide leadership in guiding Council and coordinating its activities.

“Council” means the duly elected Chiefs and Council of Squamish Nation.

“Council Committee” means either a Type C Standing Council Committee or a Type D Select Council Committee.

“Council Motion” means a written record of a Council decision made at a duly convened Council meeting by a quorum of Council members.

“Duly Convened Council Meeting” means a meeting that is called by Co-Chairs with reasonable amount of notice with a quorum of Council, consistent with the policies in this manual.

“Ethics Advisor” means an independent lawyer or other qualified professional with appropriate expertise to provide advice on governance matters related to conduct, ethics, conflict of interest and other matters as required who is not currently providing legal advice to the Squamish Nation.

“Financial Benefit” includes, but is not limited to:

- (a) employment benefits;
- (b) contract benefits;
- (c) educational, medical or other social benefits;
- (d) honorariums which are not accounted for such as those set out in section 6.24;
- (e) the payment of any money or gifts, including “finder’s fees,” royalties, “kickbacks” or bribes;
- (f) the allocation of a Squamish Nation house or lot; and
- (g) the allotment, leasing or other grant of an interest in Squamish Nation lands.

“In Camera Meeting” means a meeting, or a portion of a meeting, of Chiefs and Council which is private to the members of Chiefs and Council and whomever they wish to include in the session due to confidential matters as permitted in section 1.23.

“Membership Information Meeting” means a meeting called by Council to provide information to Squamish Nation membership regarding matters of significance to Council and the Squamish Nation.

“Misconduct or Wrongdoing” means an intentional breach of this Governance Policy and includes, but is not limited to, the following matters involving a member of Chiefs and Council:

- (a) unethical behaviour including breach of the Squamish Nation’s conflict of interest or code of ethics and conduct policies;
- (b) conviction of an indictable offence since taking office;
- (c) conviction of a summary offence that involves dishonesty while in office;
- (d) unauthorized disclosure of confidential information or negligence in securing confidential information;

- (e) preferential treatment of individual Squamish Nation members;
- (f) abusive or threatening behavior to other members of Chiefs and Council, Squamish Nation staff or members in the course of Chiefs and Council duties;
- (g) harassment of any kind (including verbal, psychological or sexual) towards other members of Chiefs and Council, Squamish Nation staff or members or other members of the public in the course of Chiefs and Council duties ;
- (h) misleading or coercion of auditors;
- (i) fraud or dishonesty;
- (j) accepting or offering a bribe or otherwise acting dishonestly;
- (k) material misrepresentation in disclosures made by or on behalf of a member of Council;
- (l) negligence in failing to secure Squamish Nation physical or intellectual property;
- (m) misappropriation of funds such as the use of the Squamish Nation's funds for personal gain or unauthorized use;
- (n) undertaking a commitment for an expenditure, liability or other transaction that is not authorized by Squamish Nation Co-Chairs or Chiefs and Council as a whole;
or
- (o) engaging in such other conduct as may be determined by a quorum of Chiefs and Council to be of such a serious nature that the conduct is considered misconduct or wrongdoing.

“Official Spokespersons” mean the two Council members elected by Council to speak as the official voice of Council.

“Personal Information” means any recorded information of an identifiable individual other than contact information.

“Private Interests” means the Council member's personal and business interests, and include the personal and business interests of Related Persons.

“Record of Decision” means the official summary of decisions, outcomes and action items taken at every duly convened Council meeting.

“Related Person” means:

- (i) ***ekw’i7tel*** (immediate relations) and includes spouse, common-law spouse, child of spouse, parent, parent-in-law, brother/sister-in-law, siblings, children; and
- (ii) ***eslhíhkw’iws*** (other related or connected relations) and includes grandparents, grandchildren, aunts, uncles, nieces, nephews, first cousins, or any person with whom that person currently resides.

“Special Membership Meeting” means a meeting called by either Council or upon request of membership set out in a petition signed by at least thirty (30) percent of the eligible voters of the Squamish Nation and presented to Council.

1.0 COUNCIL PROCEDURES AND GUIDELINES

Chiefs and Council

- 1.1 Chiefs and Council is designed to be an effective and efficient decision making body that sets the overall direction and policy agenda of the Squamish Nation, both internally and externally. Chiefs and Council respect and follow the below principles in all its decisions, actions, and behaviours:
- (a) Squamish Nation governance processes and decisions shall honour and uphold the Prayer of Amalgamation 1923 (See Appendix _ – Prayer of Amalgamation);
 - (b) the Squamish Nation governmental system shall reflect the traditional and modern day values of the Squamish Nation;
 - (c) promotion, preservation, protection and enhancement of Aboriginal rights and title for the Squamish Nation and its membership;
 - (d) preservation, protection and enhancement of Squamish Nation lands and traditional territory;
 - (e) preservation and enhancement of the rights and freedoms of the Squamish People;
 - (f) strengthening and enhancement of the foundations of Squamish Nation culture, traditions, language, economies and communities;
 - (g) protection of the Squamish Nation rights as a people to exercise and practice self-determination and self-government;
 - (h) protection of the integrity and authority of Squamish Nation customs, laws, and practices;
 - (i) preservation and enhancement of equal treatment and participation of all Squamish Nation members;
 - (j) promotion of a Squamish Nation government that is trustworthy, ethical, stable, responsible and accountable; and

- (k) respect for the separate roles and responsibilities of Chiefs and Council and the administration staff of the Squamish Nation.

Taking Office

- 1.2 Before newly elected and returning Council members may take their seat and vote, they shall:
 - (a) prior to taking the Oath of Service and being sworn in, sign:
 - (i) Code of Ethics and Conduct Certification;
 - (ii) Conflict of Interest – Annual Declaration;
 - (iii) Conflict of Interest Disclosure; and
 - (b) swear the Oath of Service within two (2) weeks of the election.

Council Seat Vacancies

- 1.3 There may be circumstances in which a Council seat becomes vacant, by way of resignation, serious illness, death or removal from office:
 - (a) in the event that a Council member vacates a council seat before the Council member's term of office expires, and there is less than one year (365 days) left in the term of office, the seat shall remain vacant; or
 - (b) in the event that a Council member vacates a Council seat before the Council member's term of office expires, and there is more than one year (365 days) left in the term of office, a by-election shall be held pursuant to section ___ of the Squamish Nation Election _____.

Co-Chairs Selection Process

- 1.4 At the commencement of a new Council term, Council will select amongst itself two members of Council to act as Co-Chairs.

- 1.5 It shall be the responsibility of the Council administration manager to facilitate the election process for Co-Chairs as follows:
- (a) the election of Co-Chairs shall be decided by secret ballot;
 - (b) Council members shall be asked to nominate a member of Council for the positions of Co-Chairs and the Council administration manager shall announce the Council members that have accepted the nomination and distribute ballots to all members of Chiefs and Council;
 - (c) the first two candidates to receive a majority of votes shall be elected as Co-Chairs:
 - (i) in the event that no candidate receives such a majority in the first ballot, a run-off ballot shall be held;
 - (ii) in the run-off ballot, the candidates receiving the most votes in the first ballot shall be placed on a new ballot, and the candidate receiving the least amount of votes shall be struck from the ballot until two candidates receive majority votes;
 - (d) in the event an elected Co-Chair resigns from his or her position as Co-Chair or vacates the seat pursuant to section 1.3, Council shall select amongst itself a Co-Chair following the same procedures as set out in this section.

Official Spokespersons Selection Process

- 1.6 At the commencement of a new Council term, Council will select amongst itself two members to act as Official Spokespersons for the Squamish Nation.
- 1.7 It will be the responsibility of the Council administration manager to facilitate the election process for Official Squamish Nation Spokespersons as follows:
- (a) the election of Spokespersons will be decided by secret ballot;
 - (b) Council members shall be asked to nominate a member of Council for the positions of Official Spokesperson and the Council administration manager shall

announce the Council members that have accepted the nomination and distribute ballots to all members of Council;

- (c) the first two candidates to receive a majority of votes shall be elected Official Spokespersons:
 - (i) in the event that no candidate receives such a majority in the first ballot, a run-off ballot shall be held;
 - (ii) in the run-off ballot, the candidates receiving the most votes in the first ballot shall be placed on a new ballot, and the candidate receiving the least amount of votes shall be struck from the ballot until two candidates receive majority votes;
- (d) in the event an elected Official Spokesperson resigns from his or her position as Official Spokesperson or vacates his or her Council seat pursuant to section 1.3, Council shall select amongst itself a replacement Official Spokesperson following the same procedures as described above in this section.

1.8 If the Official Spokespersons are unavailable or under extraordinary circumstances, the Co-Chairs may perform this role, or may delegate the responsibility to another Council member or senior staff as appropriate.

Appointment of Ethics Advisors

1.9 Within the first two months of a Council term, Council shall select up to five (5) persons who may serve as an Ethics Advisor as required for that term.

1.10 An Ethics Advisor may be called upon to advise Co-Chairs or Council as a whole on questions of conduct, ethics, conflicts of interest and other matters that may arise.

Meetings of Chiefs and Council

1.11 Chiefs and Council shall hold its first meeting the earlier of the first Wednesday after the oath of office has been sworn or the first Wednesday of the month immediately following an election.

- 1.12 After the first Council meeting held under s.1.11, Council shall hold regular Council meetings on such days and such times and places as may be necessary to carry out their duties.
- 1.13 A special Council meeting may be called at any time by the Co-Chairs or by a quorum of Council to consider matters that are urgent or where time is of the essence, provided adequate notice is provided to all members of Council.
- 1.14 Every Council member shall receive written notice (which may be by electronic mail) of any Council meeting, or other meeting Council members are expected to attend, at least two (2) business days in advance of the meeting with the date, time and location.
- 1.15 Every Council member shall confirm his or her attendance or to send regrets in person, by telephone or in writing (including by electronic mail) as soon as is reasonably feasible to the Co-Chairs and Council manager.
- 1.16 All Council meetings shall be held at the Squamish Nation main office at 320 Seymour Blvd, North Vancouver or Totem Hall 1380 Stawamus Road, Squamish or other reasonable location as determined by the Co-Chairs.
- 1.17 If present, one of the Co-Chairs shall chair the meetings of Chiefs and Council.
- 1.18 If both Co-Chairs are absent or unable to act, the Council members in attendance at a meeting of Chiefs and Council may designate a Council member to chair the meeting of Chiefs and Council.
- 1.19 A Council member may participate in a Council meeting by means of telephone or other communications device which permits all persons in the meeting to hear each other and in such case shall be deemed to be present at the meeting.
- 1.20 Co-Chairs shall be guided by Robert's Rules of Order regarding any proceedings not specifically covered by the provisions of this Governance Policy.
- 1.21 Council members shall conduct business efficiently, with decorum and with proper attention to the Squamish Nation's cultural traditions.

In Camera Meetings

- 1.22 On occasion, Council may hold an *in camera* meeting, in whole or in part, if the subject matter being considered relates to one or more of the following:
- (a) personal information about an identifiable individual who holds or is being considered for a position appointed by Chiefs and Council;
 - (b) employee relations;
 - (c) the consideration of alleged misconduct or wrongdoing by individual Council members;
 - (d) the security of the property of the Squamish Nation;
 - (e) the financial or economic interests of a third party;
 - (f) litigation or potential litigation affecting the Squamish Nation;
 - (g) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
 - (h) information that is prohibited from disclosure by provincial and federal legislation;
and
 - (i) sensitive intergovernmental negotiations or relations;
 - (j) sensitive financial or economic negotiations; or
 - (k) sensitive Squamish language, cultural heritage, or intellectual property matters.
- 1.23 At *in camera* meetings, neither the public, with the exception of invited guests, nor the media is permitted, and recording or broadcasting of any kind of the meeting subject matter by Council members or staff is prohibited.
- 1.24 Disclosure of confidential information or any part of the proceedings of an *in camera* Council meeting by a Council member is prohibited.

Quorum

- 1.25 A quorum of eight (8) Council members is required to conduct official Council business of the Squamish Nation.
- 1.26 If a quorum is not present within one hour of the scheduled time for the meeting, the names of the Council members present shall be recorded and the Co-Chairs, or chair of the meeting, shall determine whether to adjourn all matters until the next meeting or, depending on the subject matter, continue to meet in committee, without passing BCRs or Council Motions.
- 1.27 BCRs or Council Motions are enacted by a quorum of Council members with any abstentions considered an affirmative vote.
- 1.28 In the event a Council member vacates a Council seat or is suspended, the requirement for quorum will continue to be eight (8) Council members.

Debate and Voting

- 1.29 There are two kinds of Council decisions:
 - (a) a Band Council Resolution (BCR) is a written record of a Council decision made at a duly convened Council meeting by a quorum of Council members with their signatures; ; and
 - (b) a Council Motion is a written record of a Council decision made at a duly convened Council meeting by a quorum of Council members.
- 1.30 Council decisions shall only be effective pursuant to a duly executed BCR or a Council Motion.
- 1.31 All BCR's and Council Motions shall be moved and, if seconded, the Chair shall place the motion before Council for discussion and debate.
- 1.32 Every Council member present has the right to speak to every BCR or Council Motion before it is finally decided upon:

- (a) a Council member who desires to speak in debate must first obtain the floor by signaling a request and receiving approval from the Chair;
 - (b) each Council member has the right to speak twice on the same question on the same day, but may only speak a second time on the question in the same day if all others who wish to speak on it have had an opportunity to do so once;
 - (c) unless extended in extraordinary circumstances at the discretion of the Chair of the meeting, in the first address no Council member may speak to a motion for longer than ten minutes and in the second address, no Council member may speak to a motion for longer than two minutes;
 - (d) debate shall be confined to the merits of the matter at issue with speakers addressing their remarks to the Chair, maintaining a courteous tone, and, avoiding any injection of a personal note into the debate;
 - (e) In order to end the debate on a BCR or Council Motion a Council member must call *swe/kw'áls* (question) in order to move “that the question be called.”
- 1.33 On every vote taken, all Council members shall announce his or her vote individually and openly, and each Council member’s vote shall be registered and tracked through the meeting motion.
- 1.34 A vote is either in favour of or against a matter being considered with an abstention being considered a vote in favour of a motion.
- 1.35 If a Council member leaves the room without voting, this shall be considered an abstention.
- 1.36 Where a Council member is precluded from voting under conflict of interest rules as set out in section 7, the Council member shall disclose the reason for the conflict of interest, leave the room prior to any debate on the question, and not be counted in the quorum or vote considering the question before Council.
- 1.37 The Chair may vote in the case of a tie.
- 1.38 In extraordinary circumstances, where an issue is time-sensitive and in the ordinary course of business, Co-Chairs may take an electronic poll for the approval of a resolution

and use of an electronic signature block, which will be read into the record at the next duly convened Council meeting.

- 1.39 Unless otherwise specified in the BCR or Council Motion, the BCR or Council Motion shall come into effect on the date it is passed.
- 1.40 No BCR or Council Motion shall be deemed invalid only by reason of a refusal or omission of a Council member to sign a BCR or Council Motion.
- 1.41 A passed BCR or Council Motion may be amended or rescinded by a subsequently passed BCR or Council Motion.
- 1.42 Where two passed BCRs or Council Motions deal with the same matter and are contradictory in some manner, the latter of the two shall prevail with the earlier BCR or Council Motion deemed amended to the extent necessary to resolve the contradiction.
- 1.43 The Council manager shall ensure all passed BCRs and Council Motions are recorded and maintained in chronological order.

Points of Order and Questions of Privilege

- 1.44 Any Council member may call the attention of the Chair to a point of order or a question of privilege as defined by Roberts Rules of Order Newly Defined:
 - (a) if a situation is affecting the comfort, convenience, integrity, rights or privileges of a Council meeting or an individual Council member, any Council member may interrupt another Council member to raise a question of privilege;
 - (b) any Council member may interrupt another Council member to raise a point of order related to a specific rule or policy violation;
 - (c) if a Council member raises a point of order or a question of privilege:
 - (i) debate shall stop and the Chair shall recognize the Council member;
 - (ii) the Council member shall briefly explain the issue without addressing any other topic; and

- (iii) the Chair shall then make a ruling on the point of order or question of privilege.

Adjournment

- 1.45 Council, Council Committee and Advisory Committee meetings shall be adjourned by motion by a majority vote.
- 1.46 Council, Council Committee and Advisory Committee meetings shall be deemed adjourned where there is no longer a quorum unless that meeting is held in accordance with section 1.26.

Agenda Development and Regular Meeting Materials

- 1.47 The provision of an agenda and relevant background materials allows Council to operate efficiently and effectively, and to make informed decisions in the best interests of the Squamish Nation, accordingly:
 - (a) the Council manager is responsible for developing a draft agenda based on consultation with senior staff and with instruction from the Co-Chairs:
 - (i) the initial draft agenda shall be presented to Co-Chairs for approval at least four (4) business days in advance of the next meeting, and after being approved, shall be circulated to Council members;
 - (ii) the final draft agenda shall be presented to Co-Chairs for approval at least three (3) business days in advance of the meeting, and after being approved, shall be circulated to all Council members with all relevant supporting documents and background material.
 - (iii) agendas will list the order of items to be discussed and identify all BCRS or Council Motions to be considered; and
 - (b) the Co-Chairs shall determine if any portions of the agenda shall be *in camera*;
- 1.48 It is the responsibility of the Council manager to ensure that all supporting documents and draft motions are supplied in a timely manner:

- (a) the Council manager shall ensure that all relevant documents and background material are received by Council members in advance of a meeting to allow Council members to contribute to the discussions and make informed decisions;
- (b) relevant documents and background material include a written briefing note (prepared by the respective department or staff presenting item for discussion), a draft BCR or Council Motion and may include independent written opinions from legal counsel, accountants, financial advisors and other professionals as required;
- (c) at the discretion of the Co-Chairs, agenda items may be removed or deferred to a future meeting if all necessary supporting documents are not provided within two (2) business days in advance of the Council meeting;
- (d) all materials distributed to Council for purposes of its meeting become part of the official record of Council and shall be deposited with Council support staff for maintenance, safekeeping and access.

1.49 Under some circumstances, due to the confidential nature of matters to be discussed, it would not be appropriate to distribute written materials in advance and in such circumstances:

- (a) where Co-Chairs provide direction to treat documents as confidential, Council support staff shall clearly mark the documents as “Confidential” on every page, distribute them at the meeting of Council and collect the documents from Council members after they have been considered at the meeting; and
- (b) any document marked “Confidential” under these provisions, forms part of the official record of Council, but pursuant to section ___, Council and Council support staff shall not distribute, publish or allow any other person to access these documents without the express written permission of both Co-Chairs and in accordance with any relevant privacy legislation.

1.50 A Council member may request a revision to the agenda of a regular Council meeting by making a written request to the Co-Chairs at least two (2) business days before the scheduled date of the meeting, unless the request is considered an exceptional circumstance and a time sensitive matter which requires a council decision before the next scheduled meeting.

- 1.51 All Council members are free to suggest additions to the agenda during the Council meeting:
- (a) Council may add the matter to the agenda for consideration and deliberation if all present Council members agree to its addition;
 - (b) no decision respecting the matter shall be made until the next Council meeting, except where a majority of Council members agree to its addition and agree that a decision is to be made on that matter at the present Council meeting.

Order of Business at Regular Meetings

- 1.52 The order of business at Council meetings shall normally include:
- (a) call to order and opening prayer;
 - (b) Co-Chairs housekeeping;
 - (c) reading, additions and acceptance of the agenda by Council;
 - (d) correction to and adoption of the record of decision of the previous Council meeting;
 - (e) completion of business arising from previous meetings;
 - (f) consideration for approval of departmental reports, requests and recommendations;
 - (g) presentations of financial or information reports from departments;
 - (h) presentations from Squamish Nation members or groups for purposes of problem solving, mediating, and/or listening to grievances;
 - (i) consideration of BCRS and Council motions;
 - (j) consideration of Squamish Nation by-laws;
 - (k) discussion of any other new business; and
 - (l) adjournment.

Minutes

- 1.53 Minutes of all Council meetings are records of decision and shall be recorded electronically and retained.
- 1.54 All Council meetings shall be transcribed into a verbatim record that shall be:
- (a) available to Council members for review within ten (10) business days of the meeting who may then request the Co-Chairs ensure any necessary corrections to the verbatim record are made;
 - (b) posted on the Squamish Nation website within fourteen (14) business days of the Council meeting and made accessible at the Squamish Nation administration office for viewing or printing for Squamish Nation members.
- 1.55 A Record of Decision shall be created for each Council meeting that summarizes decisions, outcomes and action items, and shall be provided to Council members as soon as practical following the duly convened meeting of Council.
- 1.56 The Record of Decision presented at a duly convened Council meeting shall be reviewed, corrected as required, and adopted by Council.
- 1.57 The Council meeting minutes shall be posted within six (6) business days of the meeting and include:
- (a) record of the mover and seconder;
 - (b) results of the votes on all BCR's and Council Motions;
 - (c) the record of how each Council member voted and any abstentions on every BCR or Council Motion;
 - (d) the subsection under section 1.22 provided if a meeting or a portion of a meeting is held *in camera*; and
 - (e) any additional information required as determined by the Co-Chairs or a quorum of Council.
- 1.58 Squamish Nation members have the right to review or request any Council meeting minutes, verbatim transcripts, and meeting attendance records and may review this

information at the main office of the Squamish Nation and make copies of either upon payment of a reasonable copying fee.

- 1.59 Any notes or minutes of Council meetings held *in camera* shall not be disclosed to Squamish Nation members or to Council members who have a conflict of interest regarding the subject matter, however, the minutes shall record the reason provided pursuant to subsection of section 1.22 for the *in camera* meeting or portion thereof.
- 1.60 BCRs or Council Motions made *in camera* shall be read into the official record, however, any confidential information shall be redacted until, and if, the confidentiality provisions are lifted.
- 1.61 BCRs or Council Motions that are confidential shall not be disclosed to Squamish Nation members or to Council members who have a conflict of interest regarding the subject matter until, or if, the confidentiality provisions are lifted.
- 1.62 Personal information about any individual person, Squamish Nation member or otherwise, shall not be disclosed in the minutes in accordance with legal requirements and privacy measures.
- 1.63 Council support staff shall retain the electronic recordings of Council meetings, transcribed minutes and record of decisions of all Council meetings in a secure location.
- 1.64 All Council meetings, except those held *in camera* shall be broadcast online with live audio and video streaming for Squamish Nation members.
- 1.65 Attendance records for all duly convened Council meetings, and all duly convened Council Committee, and Advisory Committee meetings shall be recorded in the minutes and a summary disclosed every quarter on the Squamish Nation website showing number of meetings attended or missed.

Council Meetings – Council Member Attendance

- 1.66 Subject to Council agreement for a particular meeting, attendance at a meeting of Council by a Council member may be by way of personal attendance, telephone or other communications device which allows all persons in the meeting to hear each other, and in such case, that Council member shall be deemed to be present at the meeting.

- 1.67 Unless otherwise approved by the Co-Chairs for legitimate reasons, Council members are expected to attend all duly convened Council meetings, except where factors beyond a Council member's control prevent the Council member from attending a meeting, and shall attend the entirety of the Council meeting.
- 1.68 If a Council member is unable to attend a duly convened Council meeting, he or she shall send regrets in person, by telephone or in writing (including by electronic mail) and provide legitimate reasons for his or her absence to Co-Chairs providing as much notice as is reasonably possible prior to the scheduled Council meeting time.
- 1.69 No Council member may be absent for three consecutive duly convened meetings without being so authorized by the Co-Chairs.

Council Meetings – Other Attendees

- 1.70 Meetings not declared in-camera shall be open to Squamish Nation members, and no member shall be excluded except for improper conduct.
- 1.71 Co-Chairs and shall work collaboratively with senior staff to determine which members of staff, consultants or guests will attend a meeting for specific agenda items, with the Co-Chairs having the final approval.
- 1.72 The Chair of the Council meeting shall ensure the roles of staff, consultants and guests are clear at all times during the Council meeting.

Council Advisory Committees

- 1.73 Council may establish two types of Advisory Committees to Council:
- (c) a Type A Advisory Committee is composed of ten Squamish Nation members appointed by Council to provide advice to Council on issues or matters as determined by Council, and shall include two Council members to act as liaisons between Council and the Advisory Committee; or
 - (d) a Type B Advisory Committees may be composed of staff, professionals, academics, or experts appointed by the Co-Chairs or a quorum of Council to provide expert opinion to Council on issues or matters as determined by Council and shall include two Council members to act as liaisons between Council and the Advisory Committee.

- 1.74 A quorum of Council shall approve the terms of reference for each Advisory Committee with quorum being defined in the terms of reference of each Advisory Committee.
- 1.75 Council members appointed to an Advisory Committee shall be non-voting members of the Advisory Committee.

Council Committees

- a) 1.76 Council may establish two types of Council Committees:
- (a) Type C Standing Committees which shall continue to function until dissolved by Council; and
 - (b) Type D Select Committees which shall function until completion of its tasks set out in that committee's terms of reference as approved by Council.
- 1.77 A quorum of Council shall approve the terms of reference of each Council Committee with quorum being defined in the terms of reference of each Council Committee.

Other Committees

- 1.78 From time to time Council may create other committees as requested by Council or membership and approved by Council.

Council Orientation

- 1.79 The Council manager is responsible for providing an orientation package for Council members, which shall include the Council Governance Policy and other relevant Council materials.
- 1.80 The Co-Chairs, with the assistance of senior staff, shall develop and provide a mandatory orientation briefing, including Council member roles and responsibilities, for Council with Squamish Nation departments.
- 1.81 Beyond the initial orientation, Council members shall be provided with ongoing opportunities for capacity development by way of departmental presentations and other Council member training as deemed appropriate by the Co-Chairs.

Council Performance Assessment

- 1.82 Council is committed to providing fair, equitable and responsible governance at all times and accordingly the Co-Chairs and senior staff shall implement an annual process for assessing the performance and compliance of Council and its Advisory Committees with this Governance Policy.
- 1.83 The objective of the assessment is to contribute to a process of continuous improvement by seeking feedback about what has been accomplished, where goals have not been met, what were the challenges or barriers to success.

Administrative Support and Requests for Information

- 1.84 Individual Council members, Council Committees or advisory committees who require administrative or other support shall make any requests for such support from the Co-Chairs.
- 1.85 Co-Chairs shall accommodate reasonable requests for administrative support from a Council member, Council Committees or from an Advisory Committee to enable the Council member to carry out his or her responsibilities or the Advisory Committee to meet its mandate.
- 1.86 Individual Council members, Council Committees or an advisory committee requiring information from Chiefs and Council support staff or Squamish Nation administration staff shall submit such requests to the Co-Chairs.
- 1.87 Co-Chairs shall accommodate reasonable requests for information from individual Council members, Council Committees or from an Advisory Committee as required to enable the Council member to carry out his or her responsibilities or the Advisory Committee to meet its mandate.

Membership Meetings

- 1.88 Membership meetings shall be either a Membership Information Meeting or Special Membership Meeting.

- 1.89 Membership Information Meetings shall be held as determined by Council, in consultation with appropriate departments, no less than three (3) times per year.
- 1.90 Special Membership Meetings shall be held where called by either Council or upon request set out in a petition signed by at least thirty (30) percent of the eligible voters of the Squamish Nation and presented to Council.
- 1.91 Motions made at either a Membership Information Meeting or a Special Membership Meeting shall be taken under consideration by Council for review and decision at a future duly convened Council meeting.
- 1.92 A quorum of Council is not required for either a Membership Information Meeting or a Special Membership Meeting to proceed.

Annual General Assembly

- 1.93 Council shall schedule an Annual General Assembly no later than November 30 of each year to present the audited financial statements of the preceding year as well as other relevant reports and updates from Council, senior staff and guests as appropriate.

Meeting Notice and Requirements

- 1.94 The date, time, place and subject matter of membership meetings and the Annual General Assembly shall be determined by Council in consultation with appropriate senior staff as required.
- 1.95 Notice of the date, time, place and subject matter of a membership meeting or the Annual General Assembly shall be provided to each Council member and posted on the Squamish Nation website and in other public areas of the Squamish Nation lands at least thirty (30) days prior to the meeting.
- 1.96 All membership meetings and the Annual General Assembly shall take place on Squamish Nation lands.

2.0 COUNCIL TERMS OF REFERENCE

- 2.1 Council shall ensure the Squamish Nation is provided with an effective administration, strong financial and resource stewardship, robust risk management, effective communications, and service delivery without letting individual interests conflict in any way with the collective interests of our membership.
- 2.2 Council shall ensure that appropriate processes and mechanisms are in place to minimize and prevent financial and other liabilities to the Squamish Nation and, if required, modify operational or other plans accordingly.
- 2.3 Council shall identify and minimize reasonably foreseeable risks to the Squamish Nation and seek advice from staff and other professionals as required to develop action plans to minimize such risks within reasonably acceptable levels of tolerance.

Strategy Determination

- 2.4 Council has the responsibility to:
 - (a) establish a vision and long-term objectives that clearly represent the goals and expectations of the Squamish Nation;
 - (b) implement the vision, by reviewing, and revising as necessary, and approving the Nation's strategic service delivery operational plan and the Intergovernmental Relations, Natural Resources and Revenue (IRNR&R) operational plan on an annual basis;
 - (c) safeguard and provide stewardship of the Nation's resources in the approval of annual operating and capital budgets and any major economic development project proposals; and
 - (d) led by the Co-Chairs with the assistance of senior staff, to create an inventory of key policy and strategic issues for discussion and the development and approval of action plans including timelines for senior staff to report back to Council regarding the progress of action plans.

Monitoring

2.5 Council has the responsibility to:

- (a) monitor the Nation's progress towards the objectives set in the strategic operational plans and monitor the performance of approved operational and capital budgets; and
- (b) establish a process for evaluating the effectiveness of the Squamish Nation's internal control systems for maintaining the fiscal integrity of policy and procedures and the financial administration of the Squamish Nation.

Financial and Resource Stewardship

2.6 Council has the responsibility to:

- (a) review, amend if necessary, and approve appropriate annual operating and capital budgets;
- (b) appoint an independent auditor on an annual basis to carry out a financial audit of the Squamish Nation;
- (c) review and approve as appropriate the year-end financial statements of the Squamish Nation; and
- (d) review and consider the annual auditor's report and any recommendations of the Squamish Nation's Finance and Audit Committee arising out of that report.

Policy and Procedures

2.7 Council shall ensure that clear and consistent policies and procedures for every department are developed and maintained to achieve effective Squamish Nation operations with the principles of accountability and transparency to our membership being paramount.

2.8 Council shall ensure that all polices are guided by the spirit and intent of the Prayer of Amalgamation 1923 (*See Appendix _*).

- 2.9 Council shall provide overall direction for the development of clear and consistent Squamish Nation policies and procedures to achieve Squamish Nation objectives and good governance.
- 2.10 Council shall provide overall direction for the development and approval of Squamish Nation bylaws, regulations, rules, policies, directives, guidelines or other authorizations, standards, declarations, notices, requirements and directions as required to meet overall objectives and good governance;
- 2.11 Council shall ensure the Squamish Nation administration conducts operations at all times in compliance with applicable laws and policies, and to the highest ethical and moral standards.
- 2.12 Council shall conduct periodic reviews of the Squamish Nation's policies and procedures and amend such policies and procedure from time to time.

Communications

- 2.13 Council shall ensure that the Squamish Nation has a communications policy and protocol to enable effective communication with membership, funding agencies, other governments, media and other stakeholders.
- 2.14 Council shall collaborate with senior staff to ensure effective communications processes are in place to engage with and report to membership on the performance of the Nation.

Executive Operating Officers

- 2.15 Council shall be responsible for the appointment and supervision of EOOs as required including:
- (a) setting out performance expectations and salary; and
 - (b) providing an annual evaluation of the EOOs performance; and
 - (c) providing direction and guidance to the EOOs in the execution of their duties.

General Obligations of Council

- 2.16 Council shall establish relevant programs and services to meet the priority needs of Squamish Nation membership and ensure adequate human and financial resources are in place to deliver these programs and services.
- 2.17 Council shall approve the terms of reference for all Council Committees and Advisory Committees.
- 2.18 Council shall be prepared to make critical decisions on a timely basis.
- 2.19 Council shall conduct themselves in an accountable and fair manner, consistent with Squamish Nation policies and procedures.
- 2.20 Council shall ensure that all Squamish Nation members and other community members are treated in a fair and just manner with regard to Squamish Nation laws and policies.
- 2.21 Council shall, in all conduct and decisions, respect the Prayer of Amalgamation, Squamish Nation values and traditions, *Skwxwú7mesh Chiǵáxw*, and all Squamish Nation policies

3.0 CO-CHAIRS TERMS OF REFERENCE

- 3.1 The Co-Chairs provide leadership in guiding Council and coordinating its activities in the best interests of the Squamish Nation and ensuring the integrity of Council internal processes are maintained.

Responsibilities

- 3.2 Co-Chairs shall take a leadership role within Council and chair all Council meetings.
- 3.3 Co-Chairs shall ensure rules of procedure and proper decorum are maintained at all Council meetings.
- 3.4 Co-Chairs shall encourage the participation of all Council members in Council meetings, Council Committees and Advisory Committees.
- 3.5 Co-Chairs shall ensure that periodic monitoring and reporting regarding Council's annual strategic plans and corresponding annual evaluation processes takes place;
- 3.6 Co-Chairs shall ensure timely review and monitoring of the Code of Ethics and Conduct and conflict of interest provisions of this Governance Policy; and
- 3.7 Co-Chairs shall exercise signing authority on behalf of Council.

Leadership

- 3.8 Co-Chairs shall lead Council in setting Squamish Nation goals and objectives.
- 3.9 Co-Chairs shall ensure that a process is in place to evaluate Council performance.
- 3.10 Co-Chairs shall prepare for, lead, and ensure all Council members have an opportunity to participate in discussions and deliberations at Council meetings.
- 3.11 Co-Chairs shall review with Council any issues of concern amongst Council members and facilitate resolution of such concerns.

- 3.12 Co-Chairs shall promote the Squamish Nation value of respect *wanáxws* and *smeńálhs*, which requires all *Skwxwú7mesh* to treat everyone with respect, dignity and kindness.
- 3.13 Co-Chairs shall ensure that Council and its members conduct themselves with the highest ethical standard as *Síiyámints* (conduct oneself as an honored person) in order not bring the Squamish Nation into disrepute.
- 3.14 Co-Chairs shall provide guidance and direction to Council support staff.

Coordination and Management of Council Business

- 3.15 Co-Chairs shall:
- (a) chair meetings of Council;
 - (b) ensure that appropriate issues are addressed at meetings of Council;
 - (c) establish the schedule and agenda of meetings of Council;
 - (d) coordinate Council, Council Committee, Advisory Committee and individual Council member business;
 - (e) coordinate requests for briefing notes and related materials for Council meetings with senior staff and Council support staff;
 - (f) communicate significant developments in the affairs of the Squamish Nation with all Council members as necessary;
 - (g) review and assess each Council member's attendance and performance;
 - (h) ensure there is cohesion of Squamish Nation direction and purpose at a policy and strategic level;
 - (i) in collaboration with senior staff, ensure that Council has sufficient material, including briefing notes and relevant documentation, to make significant decisions when required;
 - (j) ensure an annual report from Council is prepared provided to membership;

- (k) ensure all duly convened Council meetings are recorded (with the exception of *in camera* meetings);
- (l) ensure that verbatim Council meeting minutes are created upon request of a quorum of Council and those minutes are then reviewed and approved;
- (m) ensure that a Record of Decision is produced, reviewed and approved by Council and subsequently published to the Squamish Nation website within a reasonable amount of time;
- (n) provide guidance and direction to EOOs regarding Council decisions;
- (o) ensure Council, Council Committee and Advisory Committee meetings are conducted in an efficient, effective and focused manner;
- (p) ensure that the annual Council calendar includes fulfillment of the requirements set out in this Governance Policy and policies of the Squamish Nation;
- (q) set the frequency of Council meetings and review such frequency from time to time as appropriate or as requested by Council;
- (r) in consultation with Council, facilitate the creation of Council Committees and Advisory Committees as required including the selection of Advisory Committee members;
- (s) participate in and attend Council Committee and Advisory Committee meetings, as appropriate;
- (t) foster a constructive and harmonious relationship between Council and staff;
- (u) liaise with and provide day to day direction to Council support staff; and
- (v) provide direction to Council support staff and senior staff in relation to scheduling and arrangement of memberships meetings and the Annual General Assembly.

Monitoring and Oversight

3.16 Co-Chairs shall:

- (a) maintain and review an inventory of Council Committee and Advisory Committees and committee reports;
- (b) maintain and review an inventory of board appointments and directorships approved by Council, and ensure that appointments and directorships are up to date and free from conflicts of interest;
- (c) maintain a confidential inventory of legal opinions, for use as necessary, including at duly convened Council meetings;
- (d) support the optimal performance of Council Committees and Advisory Committees by maintaining contact with committee chairs and ensuring the terms of reference of all Council Committees and Advisory Committees are adhered to;
- (e) monitor the workloads of each Council member to ensure they are as reasonably involved in Council work to the extent each is available;
- (f) monitor attendance of Council members at Council meetings, Council Committees, Advisory Committees and other related Council work;
- (g) meet informally with Council members should any internal conflicts arise, and work cooperatively to resolve any conflicts and, if and when appropriate recommend and appoint a mutually agreed upon mediator or Ethics Advisor as necessary;
- (h) ensure that Council receives legal advice regarding significant matters pertaining to the Squamish Nation;
- (i) collaborate with senior staff to coordinate legal activities as directed by Council;
- (j) with the support and advice of an Ethics Advisor if required, ensure that all ethical guidelines and Code of Ethics and Conduct are respected and adhered to, including at all meetings of Council; and
- (k) ensure there is a procedure to report, investigate, and act upon allegations of wrongdoing in an unbiased and professional manner and protection to persons who come forward with these reports in good faith.

Communications and Advocacy

3.17 Co-Chairs shall:

- (a) gather information from Council and other parties including legal counsel as required when an official statement from the Squamish Nation is required;
- (b) engage and collaborate with Official Spokespersons and the communications team to prepare appropriate Council communications materials;
- (c) represent the Squamish Nation when Official Spokespersons are not available, or in extraordinary circumstances, to deliver Squamish Nation's official communications;
- (d) establish regular meetings with senior staff to ensure that the Nation's strategic goals are being achieved and report to Council on these meetings as appropriate;
and
- (e) ensure senior staff is aware of concerns of Council, and conversely, that Council is aware of the principal concerns of staff.

4.0 COUNCIL MEMBERS TERMS OF REFERENCE

Responsibilities

4.1 Each Council member shall:

- (a) represent the membership in the governance of the Nation to the best of his or her ability to ensure that the best collective interests of Squamish Nation are met, and understand that this duty extends to all members;
- (b) respect the separate roles and responsibilities of Council and administration;
- (c) exercise good judgment and act with integrity;
- (d) respect the confidentiality of any matter identified as confidential;
- (e) report to Council on matters of membership concern or issues that have been brought to that Council member's attention;
- (f) comply with the Code of Ethics and Conduct and conflict of interest provisions;
- (g) collectively make decisions and support the collective decisions of Council;
- (h) establish an effective, independent and respectful presence and a collegial relationship with other Council members;
- (i) where possible, advise Co-Chair(s) in advance of introducing significant and previously unknown information at a Council meeting;
- (j) identify any potential conflicts of interest and ensure that they are appropriately discussed with Co-Chairs and Council;
- (k) demonstrate a willingness and availability to serve on and actively participate in Council Committees and Advisory Committees; and
- (l) accept assignments and provide regular status reports on on-going work and activities.

Preparation and Attendance

- 4.3 Council members shall ensure that they are prepared for, and attend, all meetings including Council meetings, Council committees, Advisory Committee meetings, membership meetings, and the Annual General Assembly.
- 4.4 If a Council member is unable to attend a duly convened Council meeting, Council Committee meeting, or Advisory Committee meeting, he or she must provide legitimate reasons by email for his or her absence to the Co-Chairs with as much notice as reasonably possible prior to the scheduled meeting time.
- 4.5 Council members shall ensure that prior to making significant decisions, he or she has been provided sufficient background materials including, but not limited to all relevant written opinions from legal counsel, accountants, financial advisors and other professionals, in advance of the meetings to make an informed decision.
- 4.6 Council members shall always carefully review and read all documents and background materials before making decisions and keep up to date on Squamish Nation issues by reading all electronic and regular mail.
- 4.7 Council members shall ensure he or she has a reasonable knowledge of all policies, bylaws, and internal control structures of the Squamish Nation.
- 4.8 Council members shall ensure that Council Committees and Advisory Committees, Squamish Nation boards and senior staff report regularly to Council.

Reporting

- 4.9 Council members shall provide a written summary report every two weeks summarizing his or her Council-related activities:
 - (a) reports shall be due on the Tuesday following the end of the pay period;
 - (b) reports shall be filed with the Council Manager;
 - (c) reports shall be in written format (hard copy or electronic);

- (d) the Council manager shall inform Co-Chairs of any missing Council member reports.

Strategy and Planning

4.10 Council members shall:

- (a) contribute to and support the overall strategy and planning process of Council;
- (b) ensure that Squamish Nation culture and values are respected within Council's strategy and planning process; and
- (d) participate in periodic reviews of the general direction and effectiveness of Squamish Nation programs and services to determine if overall strategy and planning goals are being met.

Policies and Procedures

4.11 Council members shall contribute to and support the development, review and approval of Squamish Nation policy and procedures.

Financial Integrity

4.12 Council members shall:

- (a) respect and perform their responsibilities in accordance with section 2.6 of this Governance Policy, "Financial and Resource Stewardship";
- (b) be fully accountable to the Squamish Nation membership and to Squamish Nation funding agents and ensure appropriate policies and procedures are in place to maintain accountability;
- (c) ensure that Council receives relevant and timely financial reporting from administration; and
- (d) not use Squamish Nation resources, equipment, supplies, services, or facilities for private gain or personal benefit except on the same basis as such resources are normally made available to all members of Squamish Nation.

Communication and Community

4.13 Council members shall:

- (a) participate fully and openly in the deliberations and discussions of Council;
- (b) encourage free and open discussion of matters of Squamish Nation by all Council members;
- (c) ask probing questions, in an appropriate manner and at proper times;
- (d) focus inquiries on issues related to strategy, policy, implementation and financial results rather than issues relating to the day to day management of Squamish Nation and administrative management systems;
- (e) communicate staff issues, concerns, and information requests through Co-Chairs and not through departments or staff of the Squamish Nation;
- (f) be visible in the community and regularly attend community and cultural events;
- (g) act as a dignitary or event speaker upon request of Council;
- (h) attend and actively participate in all Council meeting, membership meetings, the Annual General Assembly as well as any other required meetings;
- (i) monitor provincial, national, and other relevant developments relating to First Nations and keep Council informed of relevant policy or legislative changes as appropriate;
- (j) respect the role of Official Spokespersons, and refrain from making any comments on behalf of Council to the media unless such comments are approved by Council;
- (k) respect Squamish Nation policies, procedures and practices regarding internal and external communications; and
- (l) represent the Squamish Nation on issues of political significance, both internally and externally, as assigned by Council.

Appointed Activities

- 4.14 From time to time, a Council member may be appointed by Council to act in an official capacity for Council as:
- (a) Official Spokesperson;
 - (b) chair or member of a Council Committee or an advisory committee;
 - (c) other committee member;
 - (d) trustee of a trust (with the exception of the Squamish Nation Trust, the terms of which specifically exclude Squamish Nation Council members from becoming trustees);
 - (e) taskforce member;
 - (f) official representative;
 - (g) board member;
 - (h) director or officer of a Squamish Nation Corporation; or
 - (i) other, as determined by Council.
- 4.15 Council members who are appointed to internal or external committees, boards and other similar entities shall:
- (a) at all times respect his or her role as a representative of Council and the Squamish Nation and act accordingly;
 - (b) be aware of the additional duties and responsibilities that arise with an appointment as a trustee or director;
 - (c) participate actively on internal and external committees, boards or other entity to which the Council member is assigned and regularly attend meetings as required;
 - (d) become knowledgeable about and work to achieve the purpose and goals of the committee, board or other entity;
 - (e) advise Co-Chairs about upcoming internal and external committees, boards or other entities;

- (f) provide Council with summary reports on the work and activities of the internal and external committees, boards or other entities; and
- (g) alert Co-Chairs to any possibility of a conflict of interest arising from any committee, trust or board work.

Council Advisory Committees

4.16 There shall be two types of Council Advisory Committees:

- (a) Type A Advisory Committees are Standing Committees which continue to function until dissolved by Council and to which members shall be appointed for a two (2) year term on a volunteer basis; and
- (b) Type B Advisory Committees are ad hoc committees that function until the Advisory Committee completes the tasks set out in its terms of reference and to which members shall be appointed for a term to be set in that committee's terms of reference..

4.17 Advisory Committees are created by Council and Squamish Nation members shall be invited to apply to participate on Advisory Committees by way of:

- (a) a posting to the community for "Requests to Members to join an Advisory Committee" in the Squamish Nation newsletter, on the Squamish Nation website, and at Squamish Nation community gathering spaces; or
- (b) by recommendation from the Advisory Committee.

4.18 Council shall consider and endeavor to achieve balance in the selection of Advisory Committee members based on:

- (a) gender;
- (b) age;
- (c) on reserve/off reserve residence; and
- (d) background, experience, and demonstrated interest.

- 4.19 The following Advisory Committees shall be established at the beginning of every new term of Council and maintained throughout that term:
- (a) youth;
 - (b) elders;
 - (c) housing; and
 - (d) budget and finance.
- 1.79 Advisory Committees shall communicate to Council via memorandums and resolutions and Council shall provide a respond within 21 business days of receiving a memorandum or resolution from an Advisory Committee.
- 1.80 Council advisory committees do not exercise authority over administration, staff or Council, but may make requests to Co-Chairs of Council for relevant information and resources required to fulfill their respective mandates.
- 1.81 Terms of reference shall be developed by the advisory committee and submitted to Council for approval with the following content:
- (a) name and type of Advisory Committee;
 - (b) general purpose and mandate;
 - (c) key duties and responsibilities;
 - (d) appointed members;
 - (e) meetings; and
 - (f) specific annual objectives.
- 4.17 Appointed Council advisory committee chairs shall:
- (a) collaborate with applicable senior staff and committee members to develop draft terms of reference based on the mandate from Council and ensure the draft terms of reference is reviewed and approved by Council;

- (b) collaborate with applicable senior staff to schedule committee meetings with a minimum of five (5) days notice of the time and place of a committee meeting provided to advisory committee members and copied to the Co-Chairs;
- (c) chair all advisory committee meetings, but when unavailable, the advisory committee members in attendance will determine the chair for that specific meeting;
- (d) ensure that minutes are kept of all advisory committee meetings and report regularly to Council regarding the meeting outcomes and recommendations; and
- (e) work with Co-Chairs and senior staff to achieve optimal performance of the advisory committee.

4.18 Appointed advisory committee members shall:

- (a) select a chair;
- (b) participate actively on Council advisory committees to which they are assigned and regularly attend advisory committee meetings;
- (c) become knowledgeable about and work to achieve the purpose and goals of the advisory committee;
- (d) abide by the advisory committee terms of reference; and
- (e) support the advisory committee chair in providing Council with summary reports on the status of advisory committee work plans.

4.19 Council shall consider the reports of the advisory committees, but is not required to accept or adopt advisory committee recommendations.

Council Committees

4.20 The following Type C Standing committees shall be established immediately upon the beginning of a new term of Council:

- (a) Governance, which is a committee consisting of the chairs of all Council and therefore not subject to section 1.84;

- (b) Finance & Audit; and
 - (c) Budget.
- 4.21 All Council Committees shall consist of five (5) Council members with the Committee chair able to break any tie votes with the exception of the Governance Committee.
- 4.22 Co-Chairs shall select Council Committee members, taking into account the preferences and skills and experience of each Council member and each Council Committee shall select its chair from its appointed members.
- 4.23 A non-Council member may be appointed to a Council Committee but shall be a non-voting member of that committee.
- 4.24 Council Committees that must be established and maintained at the beginning of each new Council term are:
- (a) Governance;
 - (b) Finance & Audit; and
 - (c) Budget.
- 4.25 The Governance Committee is a committee consisting of all the chairs of all Council Committees and is the only Council Committee permitted to exceed the rule set out in section 4.21.
- 4.26 Council Committees shall communicate to Council via memorandums and resolutions and Council shall provide a respond within 21 business days of receiving a memorandum or resolution from a Council Committee.
- 4.27 Council Committees do not exercise authority over administration, staff or Council, but may make requests to Co-Chairs of Council for relevant information and resources required to fulfill their respective mandates.
- 4.28 Terms of reference shall be developed by the Council Committee and submitted to Council for approval with the following content:
- (a) name and type;
 - (b) general purpose and mandate;
 - (c) key duties and responsibilities;

- (d) appointed members;
 - (e) meetings;
 - (f) financial and human resources required;
 - (g) specific annual objectives;
 - (h) reports and target dates;
 - (i) review and evaluation process; and
 - (j) approval and review date.
- 4.29 A Council member and a sponsor Council member may request Council to create an additional Council Committee if required with the request being voted upon by within twenty one (21) business days of the request.
- 4.30 Council shall consider the reports of the Council Committees, but is not required to accept or adopt Council Committee recommendations.

5.0 Official Spokespersons Terms of Reference

- 5.1 As a general principle, the Official Spokespersons shall speak on behalf of Council, ensuring that all statements reflect the political position, current strategy, plans, and policies approved or mandated by Council.
- 5.2 The Official Spokespersons shall:
- (a) faithfully represent and advocate for the Squamish Nation;
 - (b) attend and represent Squamish Nation at Chiefs meetings, conferences, summits, and events as requested by Council;
 - (c) be the official Council voice for Squamish Nation, delivering key messages, announcements, or press releases to the general public;
 - (d) be the official media liaison for Squamish Nation in collaboration with the communications team;
 - (e) ensure consistent external messaging to achieve Council's communication goals;
 - (f) liaise with the internal communications team and senior management for technical and background information;
 - (g) consult required with external communications consultants as required and approved by Council to ensure the proper preparation, coordination, timing and dissemination of public information to meet the specific circumstances and goals of Council;
 - (h) review all media inquiries passed on by the communications team and provide direction and input on next steps; and
 - (i) ensure timely reporting to Council on all media relations activities.

6.0 CODE OF ETHICS AND CONDUCT

Purpose

- 6.1 The Squamish Nation Council is committed to upholding *Skw̓xwú7mesh Chiyáxw*, the laws and traditions that make the *Skw̓xwú7mesh Úxwumixw* distinct and which all *Skw̓xwú7mesh* are obligated to protect.
- 6.2 The purpose of this section is to define the ethical, respectful and professional manner in which Council members are expected to conduct themselves so as to meet the expectations which the Squamish people have of their public officials.
- 6.3 It is important to acknowledge that even when Council members are on their own time, they are subject to public scrutiny, and therefore have a duty to uphold a high standard of behavior so as to avoid bringing the Squamish Nation and Council into disrepute.

Exercise of Authority

- 6.4 Council acts as a collective and no individual Council member shall attempt to exercise individual authority on behalf of the Squamish Nation Council, administration or staff.
- 6.5 Council shall act and communicate as a collective and only Council as a whole have the authority to direct administration, except as noted in this Policy or other applicable Squamish Nation policies
- 6.6 With the exception of Official Spokespersons acting in accordance with this Policy, Council members have no authority to interact with the media on behalf of Council without the prior approval of Council.
- 6.7 Council members shall raise any issues related to the administration or staff performance with Co-Chairs, who in turn will raise the matter with the appropriate senior staff or department head.
- 6.8 Council members shall not directly instruct, direct or discipline staff, with the exception of the Co-Chairs and EOO reporting relationship.

6.9 Council members shall not intimidate, harass, assault, or otherwise threaten a staff member or person in carrying out their duties.

Integrity and Loyalty

6.10 Council members shall treat other Council members, elected and appointed officials, staff and the public with patience, courtesy and civility at all times;

6.11 Council members shall work towards consensus building and gain value from the expression of diverse opinions;

6.12 Council members shall not promise what cannot be delivered or communicate unrealistic results.

6.13 Council members shall be willing to make unpopular decisions when the Squamish Nation's best interest requires it.

6.14 Council members shall make decisions based on the merits of the issue.

6.15 Council members shall not make defamatory, inflammatory or otherwise false statements.

6.16 Council members shall not undertake activities or make comments in public forums or through social media that he or she knows, or ought to have know, may adversely affect the Squamish Nation's reputation, public image or credibility;

6.17 Council members shall safeguard the ability to make independent, objective, fair and impartial judgments by avoiding financial and other relationships and transactions that may compromise, or give the appearance of compromising, objectivity, independence, and honesty.

Rules of Decorum

6.18 Council members shall conduct themselves with a professional demeanour and shall interact with other persons in a tactful and respectful manner.

6.19 No Council member shall:

(a) use indecent, offensive, or insulting language;

- (b) speak on any subject matter other than the subject under debate;
 - (c) disturb the meeting with disorderly conduct; or
 - (d) interrupt another Council member who is speaking, except to raise a point of order or a question of privilege.
- 6.20 Council members shall not disobey a decision of the Co-Chairs or of Council on points of order, question of privilege or on an interpretation of the rules of procedure.
- 6.21 In the event that a Council member has been called to order by the Chair and the Council member continues to breach these rules:
- (a) the Chair may order the Council member to leave his or her seat for the duration of the meeting; or
 - (b) if the Council member apologizes for his or her conduct, the Chair shall request the Council member leave the room while Council make a decision by majority as to whether to permit the Council member to resume their council seat or not for the remainder of that meeting

Honoraria, Gifts and Hospitality

- 6.22 Squamish Nation members expect their elected representatives to remain impartial and to act in the best interests of the Nation at all times and as such, to avoid the appearance of bias, Council members shall not accept a personal gift, fee, honorarium, or a personal benefit that is connected with the Council member's duties from any outside party.
- 6.23 Council members shall:
- (a) use their best judgment to avoid situations of real, apparent or potential conflict of interest with respect to honoraria or other fees, gifts, hospitality and other benefits;
 - (b) decline any honoraria or other fees, gifts, hospitality or other benefits, (except as set out in item (c)) that may have a real, perceived or potential influence on their objectivity in carrying out their official duties and responsibilities including, but not limited to, free or discounted admission to sporting and other events, expensive meals, travel or conference fees;

- (c) be permitted to accept gifts, hospitality and other benefits, if they are:
 - (i) infrequent and of minimal value (under \$200);
 - (ii) within the normal standards of courtesy or traditional protocols (such as a blanket during a ceremony);
 - (iii) arise out of activities or events unrelated to the official duties of the Council member concerned; or
 - (iv) do not compromise or appear to compromise the integrity of the Council member, Council or the Squamish Nation;
- (d) seek written direction from Co-Chairs where it is impossible to decline gifts, hospitality or other benefits that do not meet the principles set out in (c) above, or where it is believed that there is sufficient benefit to the Squamish Nation to warrant acceptance of certain types of hospitality.¹

Fundraising/Donations

6.24 Council members shall:

- (a) not solicit donations (either personal or for the Nation) including gifts, hospitality, other benefits, contributions, or transfers of economic value from a person, group or organization who has, or may have, dealings with the Squamish Nation, with the exception of fundraising for officially supported activities as mandated from Council;
- (b) consider whether any real, apparent or potential conflict of interest exists when fundraising or seeking other donations;

¹ An example would be a significant gift from a visiting dignitary, or an invitation to discuss relevant business at an event such as a hockey game or a golf tournament. Council will determine whether gifts in this category will be retained within the Squamish Nation or whether they should be donated to an agreed-upon cause.

- (c) require that the fundraising activities be modified or terminated where it is determined that there is a real, potential or apparent conflict of interest or an obligation to the donor.

Confidentiality

- 6.25 From time to time, Council members must deal with strictly confidential matters in their official capacities and in carrying out their duties and are expected to respect and protect the personal information of individuals, to comply with the law as it applies to confidentiality, and to comply with the decisions of Council where matters have been deemed confidential.
- 6.26 Council members shall not use or divulge personal information about individuals acquired as result of his or her role as a Council member.
- 6.27 Council members shall not divulge any confidential information as so determined by Council that is acquired as a result of his or her position as a Council member including, but not limited to, discussions and documents marked “confidential.”
- 6.28 Council members shall not request any staff member to disclose confidential information about any individual.

Accountability

- 6.29 In order to meet the high accountability standards of the Squamish Nation, Council members shall:
 - (a) fulfill the Squamish Nation Oath of Service as set out in *Appendix D*;
 - (b) carry out his or her duties in good faith and with diligence, care and skill;
 - (c) be prudent stewards of Squamish Nation resources and make decisions after taking all necessary steps and careful consideration of their financial and social impact on the Nation;
 - (d) attend all Council meetings and other meetings identified by Co-Chairs, except where Council or Co-Chairs have approved the absence;

- (e) not make a claim for any payment or financial benefit from Squamish Nation, if the Council member is not lawfully entitled to the payment or financial benefit;
- (f) not defraud, or attempt to defraud, the Squamish Nation or any subsidiary of the Squamish Nation;
- (g) not make a commitment or raise an expectation on behalf of Council to a member, outside person or organization without prior approval of Council;
- (h) inform Co-Chairs if convicted of an indictable offence while a Council member of the Squamish Nation and in the event the offender is a Co-Chair, inform the other Co-Chair of Council;
- (i) hold no other position as an employee or contractor of Squamish Nation, unless Council by BCR allows the employment or contract to take place under extraordinary circumstances;²
- (j) not have a beneficial interest in a company or entity that provides goods or service to Squamish Nation and, if so, shall immediately divest themselves of this interest and provide proof of such divestment to Council;
- (k) not facilitate unequal access by any business, individual or group regarding opportunities to provide goods and services to the Squamish Nation;
- (l) not engage in misconduct of any kind; and
- (m) report instances of misconduct that he or she is made aware of regarding the behavior of other Council members.³

Discipline

6.30 Council has the responsibility and authority to make and enforce its own rules and penalties for Council members who are found negligent in carrying out or failing to carry

² For example, where there is a cultural imperative.

³ The identity of individuals who report misconduct will be protected from disclosure to the extent practicable in the circumstances, individuals who report in good faith will be protected from reprisals, persons against whom an allegation of misconduct is made will be treated fairly and allegations of misconduct will be fully investigated as efficiently as possible and resolved as appropriate.

out their duties or are otherwise in contravention with any obligation under this Code of Ethics and Conduct and this Governance Policy.

- 6.31 In accordance with this Governance Policy, and after taking advice from an Ethics Advisor if the alleged breach of this Governance Policy is of a particularly sensitive or serious nature, a Council member may be disciplined, if the Council member:
- (a) is absent from three consecutive Council meetings without good cause and authorization from Co-Chairs;
 - (b) contravenes the Code of Ethics and Conduct;
 - (c) fails to comply with applicable conflict of interest rules as set out in this Governance Policy;
 - (d) uses or discloses confidential information in contravention of this Code of Ethics and Conduct and this Policy;
 - (e) is charged or convicted of an indictable offence or a summary offence relating to dishonesty while holding the position of a Council member; or
 - (f) contravenes this Policy or engages in any other egregious misconduct.

Disciplinary Process

- 6.32 The following steps shall be taken in cases of as alleged violations of this Governance Policy:
- (a) Step 1 – Co-Chairs shall conduct an informal investigation and determine if the alleged violation at issue may be informally resolved, or in the event the disciplinary process involves a Co-Chair, the whole of Council shall conduct an informal investigation and determine if the alleged violation at issue may be informally resolved;
 - (b) Step 2 – if there is no resolution with respect to the alleged violation, or if the alleged misconduct persists, the Co-Chairs, or Council if the matter concerns a Co-Chair, shall seek the assistance of an Ethics Advisor; and

- (c) Step 3 – If there is no satisfactory resolution to the alleged violation, an Ethics Advisor may recommend certain disciplinary measures based on the nature of the infraction to Council who shall determine the disciplinary action taken by vote.

Disciplinary Measures

- 6.33 Disciplinary measures may include formal warning, censure or suspension and one or more sanction may be applied as warranted:
- (a) formal warning – a verbal warning setting out the nature of the infraction and directing the conduct cease immediately;
 - (b) censure – a strong written rebuke stressing the deep disappointment of the Council that the Council member has tarnished the reputation of the Nation;
 - (c) suspension without pay – where a serious breach of conduct has been found to have occurred, Council may choose to suspend a Council member for a period of a minimum of one week and no more than six months.
 - (d) suspension with pay –while a disciplinary review is taking place, and the alleged misconduct warrants, Council may suspend a Council member with remuneration.

7.0 CONFLICT OF INTEREST

- 7.1 Council members shall avoid all circumstances that may result in actual or perceived conflicts of interest and accordingly shall:
- (a) act with integrity and in a manner that will bear the closest public scrutiny;
 - (b) act in the best interests of the Squamish Nation and not in his or her own self-interest; and
 - (c) disclose to Council any Private Interests or relationships that they hold that may conflict with the interests of the Squamish Nation, and take all possible steps to prevent and resolve any real, apparent or potential conflicts of interest in favour of the interests of the Squamish Nation.
- 7.2 For the purposes of this Policy, a Council member is in a conflict of interest when he or she exercises an official power, duty or function that provides an opportunity to further his or her Private Interests or those of a Related Person or to improperly further another person's Private Interests.
- 7.3 A perceived conflict of interest exists when there is a reasonable apprehension, which reasonably well-informed persons could properly have, that a Council member has a conflict of interest.
- 7.4 A potential conflict of interest arises where a Council member has Private Interests that could conflict with his or her official duties in the future.
- 7.5 No Council member shall make a decision or participate in making a decision if the Council member knows or reasonably should know that, in the making of the decision, he or she would be in a conflict of interest, a perceived conflict of interest or a potential conflict of interest.
- 7.6 A Council member shall recuse himself or herself from any discussion, decision, debate or vote on any matter in respect of which he or she would be in a conflict of interest, a perceived conflict of interest or a potential conflict of interest.

7.7 A former Council member shall not take improper advantage of his or her previous position as a Council member including, but not limited to, the use of any information obtained in the performance of his or her office not available to the general public for the purpose of gaining advantage or for the purpose of gaining or furthering a direct or indirect Private Interest.

Disclosure

7.8 Council members shall disclose actual or perceived conflicts of interest within thirty (30) days following the election and then annually within thirty (30) days of the election anniversary date.

7.9 Council members shall disclose actual or perceived conflicts of interest in every Council meeting where there is a matter on the agenda which may be a potential or an actual conflict of interest.

7.10 Council members shall immediately inform the Co-Chairs and Council support staff whenever there is a material change in the information disclosed under this section in relation to:

- (a) all employment or contracts currently held;
- (b) any existing conflicts of interest;
- (c) the name of any company or organization that either competes with a Squamish Nation owned business or one that provides or could provide goods or service to Squamish Nation and in which the Council member either directly or indirectly in any manner is a partner, officer, director, shareholder, advisor, employee or in any other capacity holds an ownership interest or from which the Council member may receive a financial or personal benefit.

Uncertainty

7.11 Where a Council member is uncertain as to whether a conflict of interest exists, the Council member shall take the matter to Co-Chairs for consideration, who may seek the advice of legal counsel or an Ethics Advisor if required, to determine whether a conflict of interest exists, and what remedies may be required.

Allegations of Conflict of Interest

- 7.12 In the event a Council member believes another Council member to be in an actual or perceived conflict of interest, he or she shall immediately report the matter to the Co-Chairs of Council.
- 7.13 In the event a Council member believes a Co-Chair to be in an actual or perceived conflict of interest, he or she shall immediately report the matter to the other Co-Chair of Council or Council.

Compliance Procedures

- 7.14 A Council member who has an actual or perceived conflict of interest will, without delay, declare the actual or perceived conflict of interest to Council in the following manner:
- (a) prior to a Council Advisory Committee meeting,
 - (i) a Council member who upon receiving notice and or the agenda of a Council or advisory committee meeting believes he or she may have an actual or perceived conflict of interest in a matter that is being considered shall advise and disclose the reason for the conflict of interest to the Co-Chairs of Council;
 - (ii) Co-Chairs shall consider the matter and determine if a conflict of interest exists and, if required, may seek advice from legal counsel or an Ethics Advisor;
 - (iii) if a conflict of interest exists, the Council member in question shall not receive the meeting materials specifically related to the matter in which they have a conflict and shall remove themselves from the meeting or any part of the meeting where the subject matter is to be discussed;
 - (b) during a Council or Advisory Committee meeting,
 - (i) if a Council member believes that he or she has an actual or perceived conflict of interest in a matter that is being considered shall advise and disclose the reason for the conflict of interest to Council;

(ii) declare and disclose the reason for the conflict of interest and leave the room prior to any debate on the question, and not be counted in the quorum or vote considering the question before Council.

7.15 Every declaration of a conflict of interest and the general nature thereof shall be recorded in the minutes and Record of Decision of the Council meeting.

7.16 A Council member with a conflict of interest shall not sign a BCR or Council Motion, policy recommendation or letter in respect of the matter.

8.0 COUNCIL REMUNERATION

Remuneration

- 8.1 Council members are not classified as employees for the duration of their time in elected office and will be compensated for their service and duty as set out below.
- 8.2 The level of remuneration for Council members is set based upon the expectation that Council members shall spend approximately 220 days per year carrying out duties of Council which may include duties during the day, evening and weekends.
- 8.3 A Council member who is not able to make the full time commitment shall declare in writing to the Co-Chairs the number of days they anticipate being available, and his or her rate of compensation will be a pro rata share of the full time commitment remuneration of the following positions:
- (a) Council members shall receive total compensation of \$70,200 per year, paid bi-weekly;
 - (b) Official Spokespersons shall receive total compensation of \$74,100 per year, paid bi-weekly; and
 - (c) Co-Chairs shall receive total compensation of \$78,000 per year, paid bi-weekly.
- 8.4 A Council member whose excessive absence is such that he or she is no longer an effective contributor to Council may have their remuneration reduced at the discretion of the Co-Chairs.
- 8.5 Council members' compensation shall be reviewed two months prior to the end of each Council term based on an adjustment calculation that is the lesser of:
- (a) any percentage general increase given to department heads or;
 - (b) the average Consumer Price Index (CPI) for the previous term.

Leave from Employment

- 8.6 Any newly elected Council member who is currently an employee of the Squamish Nation shall take a leave from employment within thirty (30) days following the election.
- 8.7 The maximum employment leave permitted shall be the lesser of one (1) council term or 4 years.

Commencement of Duties

- 8.8 A Council member's role and responsibilities shall commence the day he or she is sworn in.

Group Benefits Entitlement

- 8.9 Council members may participate in the Squamish Nation benefit programs where eligible with enrollment beginning on the date the Council member is sworn in and benefits will include, but are not limited to:
- (a) extended health benefits;
 - (b) dental benefits;
 - (c) life insurance; and
 - (d) group pension plan.

Vacation and Holidays

- 8.10 Council shall set an annual Council, Council Committee and Advisory Committee break of approximately four (4) weeks.
- 8.11 Statutory holidays and Family Days as provided to Squamish Nation employees are considered paid non-working days for Council members.

Other Remuneration

- 8.12 Council members are not eligible for overtime, honorariums, attendance fees or other forms of payment beyond the rate of Council compensation prescribed in this Governance Policy.

Travel and Incidentals Allowance

- 8.13 In addition to Council compensation, Council members shall receive a travel and incidentals allowance of \$8,400 annually paid monthly at a rate of \$700.
- 8.14 The travel and incidentals allowance shall be adjusted at the same rate and on the same schedule as any increase given to Squamish Nation department heads.

Out of Town Travel

- 8.15 All out of town travel shall be approved by Council.
- 8.16 Any Council representation at provincial, national, business or educational conferences shall be decided by Council as a whole.
- 8.17 Costs incurred while traveling to locations beyond city boundaries (including transportation, meals, hotels, communication and other costs) shall be reimbursed in accordance with Squamish Nation Travel and Expense Policy.

Office Equipment and Devices

- 8.18 Council members shall receive a mobile telephone and may receive other devices such as laptops as approved by Council and distributed by the Co-Chairs.
- 8.19 Council members are expected to use their mobile phones for Squamish Nation business and reasonable personal use and shall be responsible for any charges related to excessive personal use.
- 8.20 Council members are expected to protect the confidential information of the Squamish Nation, and therefore shall not allow others, including family and friends, to use their

mobile phones or other electronic devices provided by Squamish Nation.

- 8.21 Travel outside Canada may trigger high roaming charges which shall not be reimbursed as a business expense unless specifically approved by Council or Co-Chairs prior to travel.

Office Space

- 8.23 Council members may be allocated office space by the Co-Chairs of Council, subject to availability of appropriate office space and location.

Non-Returning Council Members Public Service Honorarium

- 8.24 Non-returning Council members shall be paid a one-time public service honorarium for uninterrupted Council service as follows:
- (a) five (5) days for the first year of service and;
 - (b) three (3) days for each of the remaining years of non-interrupted Council service.
- 8.25 No Council member shall receive both a public service honorarium and employee years of service payments for the same time period.
- 8.26 Prior to receiving the public service honorarium, non-returning Council members shall be required to sign an exit agreement which shall include ongoing confidentiality requirements.

Compensation and Benefits Continuance

- 8.27 Non-returning Council members not on a Squamish Nation employment leave shall:
- (a) have their compensation continued until March 15th of the year following the election;
 - (b) shall have their group benefits continued until March 15th of the year following the election;
 - (c) receive their final travel allowance in December of the year of election; and

- (d) not receive contract compensation, honoraria or any other Squamish Nation compensation during this period.

Returning to Employment Position

- 8.28 Non-returning Council members who are on Squamish Nation employment leave pursuant to an employment leave agreement shall receive his or her Council member salary until January 31st of the year following the election.
- 8.29 Within two (2) weeks following the election, a non-returning Council member on employment leave, shall meet with the Department Head, Human Resources to begin the process of returning to the same, or a comparable, employment position at that rate of pay as of February 1st of the year following the election.

Transition to New Term of Chiefs and Council

- 8.30 In order to ensure a smooth transition, non-returning Council members shall undertake the following actions by December 31st following the election:
 - (a) clear out their personal items from Council office space;
 - (b) return any computers, smart phones or other electronic equipment to the Council manager or the Human Resources department;
 - (c) provide the Co-Chairs a list of all committees and initiatives on which he or she acted as a representative of the Squamish Nation so that the responsibilities may be reassigned.

APPENDIX – A - ANNUAL COUNCILLOR DECLARATIONS

CODE OF ETHICS AND CONDUCT – ANNUAL DECLARATION

COUNCIL TERM	
COUNCIL MEMBER’S NAME	

I am a Council member of the Squamish Nation Council.

I hereby confirm that, before signing below, I have read and am familiar with *Section _* of the Squamish Nation Council Governance Policy and that I have been offered training and assistance in understanding the Code of Ethics and Conduct. I am aware of the provisions of the Policy of Ethics and Conduct and its application to my responsibilities. I pledge the following in the conduct of my duties:

AUTHORITY

1. I acknowledge and agree to uphold the collective authority of Council.
2. I acknowledge and agree I have no authority to interact with the media or other entities on behalf of Council regarding any issue or issues that affect or may affect Squamish Nation without prior discussion and approval of Council regarding such interaction excepting that any Councilor may provide their personal opinion and views on any matter of policy of the Nation provided that such Councilor does not disclose any confidential or sensitive information, negotiation position or strategy regarding ongoing interactions of the Nation with business or government bodies and otherwise fulfills confidentiality obligations in respect of the ongoing administration of the Nation.
3. I shall only raise issues of administration or staff performance with Co-Chairs, who in turn have a responsibility to address the matter with the appropriate senior staff.
4. I will respect and honour all documents signed by approved administrative signing authorities acting on behalf of the Nation, including but not limited to contracts, purchases and payments.

5. I acknowledge and agree that unless otherwise stated in an applicable policy or direction approved by Council, under no circumstances will I directly instruct, direct or discipline staff.
6. I acknowledge and agree I will not abuse my Council position to intimidate, harass, assault, or otherwise threaten a staff member or any other person.

INTEGRITY

1. I will treat fellow Council members, appointed officials, staff and public with patience, courtesy and diplomacy, even when disagreeing on what is best for the Squamish Nation.
2. I will not promise others something that cannot be delivered by the Squamish Nation or that has not been approved by Council.
3. I am prepared to make unpopular decisions when my duty to act in the best interests of the Nation requires it.
4. I will not knowingly use false or inaccurate information to support my position or views.
5. I will not do anything or make comments in public forums or through social media that may adversely affect the Squamish Nation's public image or credibility.
6. I will safeguard my ability to make independent, objective, fair and impartial judgments by carefully avoiding financial and social relationships and transactions that may compromise, or give the appearance of compromising, objectivity, independence, and honesty.
7. I will respect and comply with Squamish Nation applicable policy for accepting gifts.
8. I will excuse myself from participating in Council decisions when I have a conflict of interest.
9. I will seek to strike a balance between my obligations to inform membership on issues of importance and to be accountable and transparent and my obligations to maintain and protect confidential and sensitive information relating to personnel, legal proceedings, business and governance negotiations and other related confidential and sensitive information of the Nation.

10. I will not give special treatment or withhold fair consideration to any individual or group beyond that available to any other individual.

CONFIDENTIALITY

1. I shall refrain from disclosing confidential information concerning litigation, personnel, property, economic development, or other confidential affairs of the Nation, without prior consent of Council or without proper legal authority, and will not use such information to advance my financial or other personal interests.

ACCOUNTABILITY

1. I will fulfill the Squamish Nation Oath of Service.
2. I will carry out my duties in good faith and with diligence, care and skill.
3. I will not use Squamish Nation resources, equipment, supplies or facilities for private gain or personal benefit.
4. I will be a prudent steward of Squamish Nation resources and actively consider the impact of decisions on the financial and social stability of the Nation and its membership.
5. I will attend all Council meetings and membership meetings, except where authorized to be absent by Council or Co-Chairs.
6. I will not make a claim for any payment or financial benefit from Squamish Nation if I am not lawfully entitled to the payment or financial benefit.
7. I will not defraud, or attempt to defraud, the Squamish Nation or any subsidiary of the Squamish Nation.
8. I will inform Co-Chairs if charged and/or convicted of an indictable offence while a Council member of the Squamish Nation

RESPECT

1. I will treat my fellow officials, staff and the public with patience, courtesy and civility, even when we disagree on what is best for the Squamish Nation.

2. I will work towards consensus building and gain value from diverse opinions.
3. I will respect the distinction between the role of Council and the role of Squamish Nation administration and I will refer all administrative matters and concerns to the Co-Chairs.
4. I will conduct myself in a courteous and respectful manner at all times during the performance of my official duties.
5. I will respect, protect and enhance our Nation's cultural values and traditions.

--	--

Council Member Signature

Date

--	--

Witness Signature

Date

CONFLICT OF INTEREST – ANNUAL DECLARATION

APPLIES TO YEAR	
COUNCIL MEMBER'S NAME	

I am a Council member of the Squamish Nation Council.

I hereby declare that, before signing below, I have read and am familiar with the following and agree to comply with:

1. My obligations set out in the provisions of the Council Governance Manual of the Squamish Nation;
2. My obligation to sign an annual disclosure and give it to the Council manager for review, of any private interests I have that could result in a potential conflict of interest and to take all reasonable steps in accordance with the requirements of the Governance Manual to avoid conflicts of interest;
3. My obligation to notify the Co-Chairs in a timely manner when any material change to my conflict of interest disclosure arises;
4. The requirement of Council that I annually confirm the above in writing by signing and dating this declaration and providing it to the Council manager, for filing and retention in the records of the Squamish Nation.

Council Member Signature	Date

Witness Signature	Date

CONFLICT OF INTEREST – ANNUAL DISCLOSURE

APPLIES TO YEAR	
COUNCIL MEMBER’S NAME	

A Council member is in a conflict of interest when he or she exercises an official power, duty or function that provides an opportunity to further his or her Private Interests or those of a Related Person or to improperly further another person’s Private Interests

1. Every elected Council member shall disclose any conflicts of interest or perceived conflicts of interest within thirty (30) days following the date of his or her election.
2. Every Council member shall be required to annually review previous disclosures and update as necessary.
3. Every Council member shall immediately advise the Co-Chairs or Council as a whole should a perceived or actual conflict of interest arise before the annual disclosure.

Some examples of circumstances where a conflict of interest may arise in relation to personal matters include, but are not limited to:

- (a) directorships or other employment in agencies or companies that have a professional or business relationship with Squamish Nation;
 - (b) interests in business enterprises or professional practices that provide or may provide services to the Squamish Nation;
 - (c) existing professional and business relationships with the Squamish Nation;
 - (d) professional associations or relationships with other organizations that do business with the Squamish Nation; and
 - (e) any related persons that have or may have a professional or business relationship with the Squamish Nation.
4. Every Council member shall disclose any obligation, commitment, relationship or interest that could conflict or may be perceived to conflict with his or her duties to the interests of the Squamish Nation.

- 1) Names of the Council member's dependents at the time of the disclosure:

- 2) Employment held by the Council member's spouse at the time of disclosure:

- 3) I hold the following offices (appointed or elected):

- 4) A real or perceived conflict of interest with my duty as a Council member may arise because I, or a related person, receives financial remuneration (either for services performed, as an owner or part owner, trustee, or employee or otherwise) from the following sources:

- 5) Real property, including any interest in Squamish Nation lands, such as a Certificate of Possession, permit, lease or mortgage, interest in an estate, owned by the Council member or the Council member's spouse at the time of the disclosure:

6) Other than disclosed above, do you have any relationships or interests that could compromise, or be perceived to compromise, your ability to exercise judgment or decision-making independently and objectively with a view to the best interests of the Squamish Nation? If yes, please provide details.

Yes ___ No ___

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Council Member Signature

Date

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Witness Signature

Date

APPENDIX – SQUAMISH NATION OATH OF SERVICE

Squamish Nation Council Oath of Service

I, _____ do solemnly declare as follows:

1. THAT I will be faithful and bear true allegiance to the Squamish People while I am an elected member of Council of the Squamish Nation.
2. THAT I will strive to advance the interests of all the members of my Nation.
3. THAT I will not allow any private interests to influence my conduct as an elected member of Council of the Squamish Nation.
4. THAT I will faithfully perform the duties of my office as an elected member of Council of the Squamish Nation to the best of my ability.
5. THAT I will exercise discretion and sound judgment in all matters of a confidential nature that are disclosed to me by virtue of my office as an elected member of Council of the Squamish Nation.

I understand the above and agree to the terms outlined and in the presence of a witness I have hereunto affixed my signature.

Declared before me on this _____ day of _____, 20_____.

Witness

Signature

Print Name

Signature

APPENDIX – PRAYER OF AMALGAMATION

RETYPE FOR INCLUSION IN THIS MANUAL

Squamish Nation of Indians
North Vancouver
British Columbia

Dr. Duncan C. Scott
Deputy Superintendent General of Indian Affairs

July 23rd, 1923

Sir:

We the undersigned on behalf of the Squamish Indians beg leave to respectfully convey the prayer of the Squamish Indians for your consideration and approval.

In preamble we take the liberty to acquaint you with the fact that the Squamish Nation of Indians have had under consideration for the past eight years the question of the amalgamation of the several band of the tribe and after a series of meetings recently, during which we considered and digested the question of amalgamation and with a view of illuminating for all time to come any inequality or disagreement among the Squamish Tribe. It was unanimously agreed by the members and Chiefs of the under mentioned reserves, that the amalgamation of the several Bands is the only solution for the good government of the tribe, which would have as an ultimate result the abolishment of ill feeling that has arisen in past transactions, and which we know will henceforth bring about a brotherly feeling among each and every member of the Squamish people.

It has also been agreed that the several funds of the Squamish Indians held in trust for them by the Government be consolidated into one fund and that any future disbursement of money be equally divided among the Squamish people.

With a view of properly conducting the affairs of the Squamish Indians we have unanimously agreed to have a council to transact the affairs of our people in co-operation with the Indian Department, said council to be composed of all the Chiefs of the Squamish Nation of Indians, and we may say that said Council has met with the approval of every Chief of the Squamish Indians and the people.

The above is the true and sincere desire of the Squamish people for their future welfare, and we are thankful in having the honour of meeting you in person, to most sincerely pray that you approve of the amalgamation of the Squamish Indians, and the consolidation of

So further and more respectfully pray that you approve of the council and give due recognition of chiefs of the Squamish Indians to act as a council for the Squamish people, and we hope that any representations that the council may make in the future will receive a sympathetic and attentive hearing from the Government, and especially the Department of Indian Affairs to whom we look for protection, guidance and assistance in the good government of our affairs.

That power be granted the council of chiefs to enact bylaws for the good government of the members.

It is the desire of the people that the superintendent general or his deputy would be his most generous consideration to such representation and recommendation as council of tribe may from time to time t make, having in view the improvement or development of any of its reserves and the expenditure of tribal funds for this purpose. The council will give due regard to the practice of economy and will endeavour to make restrictions of foolish or extravagant nature.

We beg to say that the above are the principle requirements of the Squamish people, and we again say that we will ever pray for the amalgamation of the Squamish Indians and the consolidation of the funds; and that in our opinion the only and proper manner of administering

the affairs of our people is through a council of the chiefs in co-operation with the Department, and again pray that you give our council recognition, to this we will every pray, And we hereby affix our signatures and marks to certify to the above, on behalf of the Squamish Nation of Indians we are humbly but respectfully,

(the letter was signed by members and Chiefs of the Reserves)