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April 30, 2020

SK̓W̓X̓W̓Ú7mesh
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Dear Hiyám Housing

Re: 2020 Mandate Letter for Hiyám Housing

We write you in our capacity as the Co-Chairs and Council ("**Council**") of the Squamish Nation (the "**Nation**"), which who are the members of Hiyám ta Sk̓wx̓wú7mesh Housing Society ("**Hiyám Housing**").

This letter outlines the guiding principles of the Nation, which should inform your management of the Hiyám Housing, confirms your organization's mandate from the Nation government, sets out key performance expectations for 2020, and confirms the contributions required of the Squamish Nation to achieve these goals.

We would like to extend appreciation on behalf of the Squamish people and the Squamish Nation for your dedication in leading our housing society to help our nation deliver on the priorities of the Squamish people.

You are Hiyám ta Sk̓wx̓wú7mesh Housing Society – a name so beautiful and aptly given to describe our hopes and dreams for your work: to bring the Squamish People home.

The Squamish Nation focused on four key areas: for people, for our organization, for our lands and waters, and for our external relations.

Every entity owned and created by the Squamish Nation is accountable to the citizens of the Squamish Nation. The expectations of the Squamish Nation citizens are identified through the elected Council and decisions of that Council. We have also created Hiyám Housing to create clear good governance by separating politics from the administration of affordable housing development and management.



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Purpose and Mandate

This mandate letter communicates those expectations for your organization. It sets overarching priorities that will inform your organization's workplan, policies, and programs, as well as specific direction on priorities and expectations for the coming fiscal year.

Under your Constitution, your purpose is to "provide affordable housing for low-to-moderate income families with a priority, but not exclusive, focus on Squamish Nation members, all in a manner consistent with Squamish Nation values and snewiyelh." The intent of this mandate letter is to expand on this purpose and explain what it means to interpret this statement in a manner consistent with Squamish Nation values and snewiyelh.

Our strategic priority is to "house every Squamish member within a generation". We define a generation as 25 years. We are committed to working with you and other institutions to provide affordable housing along the housing spectrum to Squamish people and their families. We are committed to equality and equity for all members in age, sex, geographic residence, gender identity, religious or spiritual beliefs, and physical ability. We are committed to incorporating Squamish identity and culture into our work, practices, and policies.

The Squamish Nation is committed to advancing and implementing the Truth and Reconciliation Calls to Action, the Missing and Murdered Women's Inquiry Calls for Justice, and the UN Declaration on the Rights of Indigenous peoples. We expect you to incorporate these documents into your specific mandate and context.

As the Nation's not-for-profit housing society, we expect you to make progress on:

- Implement, support, and report on the development of the housing society with the 2020-2021 Fiscal Year Budget, and all other funds secured or obtained by the society.
- Develop housing along the housing spectrum with a priority for affordable housing for Squamish people through partnerships utilizing Squamish Nation lands



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- Work collaboratively with the Squamish Nation to develop plans for wrap-around services as housing projects are developed and designed to ensure best possible outcomes from our people coming home.

In addition to the strategic priorities outlined above, please ensure Hiyám Housing develops sound financial management policies, good governance policies, and human resource policies. We support the development of these policies to meet the highest ethical and accountable standards while incorporating Squamish culture and identity. This may include a Terms of Reference for the board, its subcommittees, and/or advisory committees.

And as indicating in the original call for board applicants, the Board of Directors will receive overall direction from Council on what consistency with Squamish values and snewíyelh means in the context of the Nation’s current priorities, and the board will be responsible for operation of the Society. The Board will be a policy-driven board and will provide input in areas such as governing structure, finance, human resources, tenant relations, operations and maintenance, housing development, and infrastructure. The Board will be accountable to and report to the Members of the Society and will provide strategic direction to the Housing Society’s CEO.

The Squamish Nation Council has created the mission for Hiyám Housing as “Building safe, equitable and affordable housing for all Squamish people”, and a vision “to be a leader in building safe, healthy, inclusive, affordable communities where Squamish People are engaged and empowered.” The expressed values are to reflect Skwxwú7mesh cultural values and identity, meets core housing needs of Squamish People, Squamish Nation built, ecologically sustainable and efficient, triple bottom line: social, ecological, and financial, pride. We leave it at the discretion of the board to amend these guiding terms as needed in the growth and development of the organization.

In the coming year, the Squamish Nation has requested that Hiyám Housing lead in the designation of six parcels of Squamish Nation reserve lands for nominal leasing to Hiyám Housing. Please see attached resolution for more details.

The Squamish Nation is also seeking Hiyám Housing’s support to transfer three groups of affordable housing units to the management of Hiyám Housing: the Eslhá7an Townhomes, the Wiwúkem Tenplex, and the Wiwúkem Thirteenplex. This task will be difficult to determine how to best support exist tenants with policy changes in



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tenancy agreements, including how or if the housing society choses to start charging rent. Assessments are proposed for a number of these units to understand risk and liabilities in the transfer. We also support the development of formal names for these housing units and a management approach that supports the needs and objectives of Hiýám Housing, while also providing quality management for the tenants.

On-reserve mortgages can become a key tool in increasing the supply of affordable housing for our citizens while also supporting home ownership along the housing spectrum. The Squamish Nation is also seeking to partner with Hiýám Housing administering an on-reserve mortgage loan program by partnering with qualified banks.

Nation Contributions & Authority

In order to facilitate start-up and formation of Hiýám Housing in an effective manner, the Nation and Hiýám Housing will work together to ensure that Hiýám obtains financial resources to implement this mandate and assist when necessary in obtain additional funding partners when possible. The board chair can direct their requests to Council Co-Chairs.

Sincerely,

The Squamish Nation Council