



SQUAMISH NATION

Quarterly Report from Council

July 30, 2018
Q2-APR-JUNE

SQUAMISH NATION COUNCIL MOVING FORWARD WITH SENIOR LEVEL RESTRUCTURING

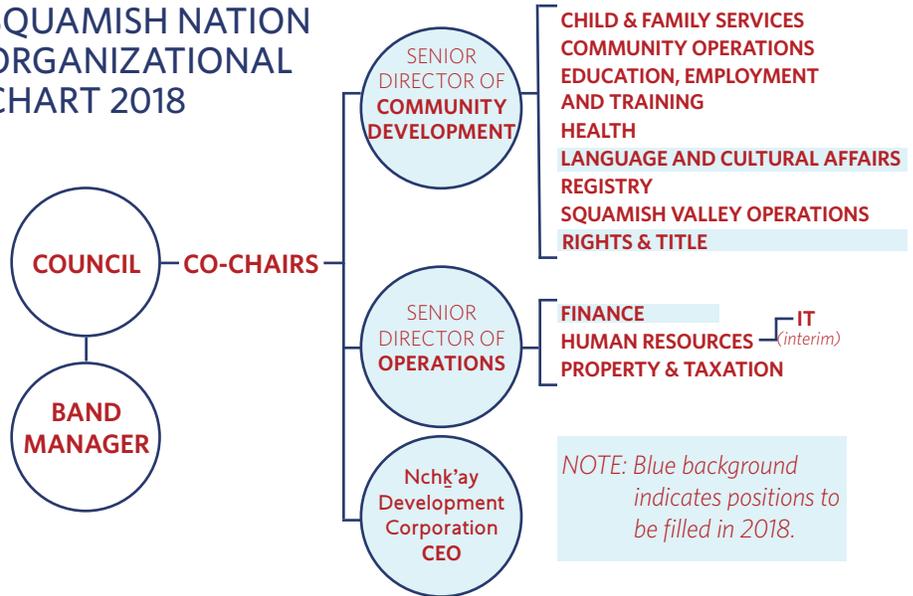
The Squamish Nation moving forward with senior level restructuring by replacing positions and creating new departments. The restructuring process is ongoing and will continue as the Nation looks at ways to modernize the organizational structure to meet the needs and opportunities of the Squamish People.

Restructuring updates approved in this quarter include:

Department Heads & Directors:

The Squamish Nation Council has updated the title of *Department Head* to *Director*. This change has been done to help external entities understand our organizational structure.

SQUAMISH NATION ORGANIZATIONAL CHART 2018



NOTE: Blue background indicates positions to be filled in 2018.

E.O.Os and Senior Director of Community Development:

The Squamish Nation will soon post a job for a Senior Director of Community Development. The Squamish Nation will no longer have E.O.Os (Executive Operation Officers) as in the past but have Senior Directors.

The Senior Director of Community Development will oversee all the Departments that are focused on developing our beautiful community.

The Directors of Health, Child and Family Services, Education, Employment, and Training, Housing and Capital Projects, Member Services, Community Operations, Squamish Valley Operations, and Language & Cultural Affairs will report to the Senior Director of

Community Development. In turn, the Senior Director of Community Development will report to Co-Chairs & Council.

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Two teams will merge with an existing department to create a new department called *Member Services*. Emergency Services has been without a Department Head for many years but meets the emergency and crisis-based needs of our members. This department's work includes unforeseeable issues that arise where members need emergency assistance. They also support community events and services like funerals, community fish program, and the Band Manager/Community Advocate's office.

In the Fall 2018, Emergency Services will join the Registry Department to become a newly titled *Member Services Department*. This Department will include Estates, Land Registry, Membership, and Emergency Services. We thank Monica Jacobs, Member Services Director for taking on these new responsibilities.

Language & Cultural Affairs:

The Squamish Nation is in the process of creating a new department is called *Language & Cultural Affairs*. This Department's work will include the hiring of a new Language & Cultural Affairs Director. This department will manage and grow Squamish language & culture throughout the organization, nation, and territory. The goal of this new department will be to work collaboratively with all departments to create opportunities for language & culture, as well as make our nation's language & culture more accessible to our members.

Finance:

The Squamish Nation is currently searching for a new Finance Director to replace the previous Finance Department Head. This role is integral to the financial and economic success of the Squamish Nation. We are seeking a Finance Director who will help us create strong, reasonable, and successful Financial Management Policies and protect the Nation's assets.

Rights and Title:

The Squamish Nation is creating a new department called *Rights & Title*. The creation of this department includes the hiring of a new Director of Rights & Title, as well as support staff like Referrals Officer, Lead Negotiator, and more. The Rights & Title division is a reliable economic generator for the Squamish Nation and hasn't been resourced in the past to utilize every opportunity that comes to our Nation. The goal of this department is to protect the rights & title of the Squamish People when outside interests are looking to conduct business within our people's territory.

Economic Development Corporation:

The Squamish Nation will continue to develop our Economic Development Corporation, ***Nch̓k'ay̓ Development Corporation*** with an independent Board of Directors with experience in business, investment, land development, and construction. The board will be responsible for overseeing the work of the ***Nch̓k'ay̓ Development's*** C.E.O. The board will include four independent directors; one director will be a Squamish Nation member, and two Squamish Nation

Councillors to ensure proper communication is maintained between the board and the Council. Board members will be chosen through a recruitment process similar to a hiring process and chosen based on experience, education, and background.

The C.E.O will oversee our existing business activities and grow our business opportunities to increase revenue for the Squamish Nation. The new Rights & Title Department will take over many of the non-business-related work while the Economic Development Corporation will take over the business development aspect of the Squamish Nation. A more detailed update on the ***Nch̓k'ay̓ Development Corporation*** will follow in the coming months.

Many First Nations have chosen to create an arms-length economic development corporation so that their Nation's businesses can grow and be managed properly. Council believes our members would like to see the Nation truly take advantage of the business opportunities that exist with our lands and in our territory. Council believes that it's time to create an economic development corporation because the wheel of business moves faster than the wheel of politics.

Next steps:

In addition to the above, Council will soon be hiring a Communications Officer to increase the number of updates, summaries, and communications between Council and Membership. In addition to these immediate changes, further restructuring may occur in the coming years with additional staff positions created to meet the needs of our Nation.

COUNCIL INCREASES FUNDING FOR POST-SECONDARY STUDENTS



In April 2018, the Squamish Nation increased the living allowance amounts for post-secondary students for the first time in 8-years.

Squamish Nation Council wished to increase the capacity of the Squamish Nation’s Education, Employment and Training Department to respond to the learning needs of all our members.

The Education, Employment and Training Department presented possible amendments to the *Post-Secondary Funding Policy*. The Post-Secondary Program is nearly 100% funded by the Federal government.

The amendments included:

- More flexibility on who can receive funding for certificates, diplomas, and degrees.
- More flexibility on how many certificates, diplomas, and degrees a member can be funded for.
- Increased funding amounts for the monthly living allowance for students.

Council is proud to support our students with this increase in support as living costs have skyrocketed in recent years.

Council has approved an additional \$632,000 from own source revenue be used to fund an additional 47 Squamish Nation students for post-secondary. In the past, students would be denied funding because the federal government would not increase its funding to the Squamish Nation.

Instead of waiting for the federal government to take action, Council has chosen to budget for increased support for our students.

2018 Monthly Living Allowance Amounts for Post-Secondary Students:		
	New Amounts	Old Amounts:
Single Student	\$1,500.00	\$1,155
Single Parent...		
...with 1 Child	\$1,800.00	\$1,496
... with 2 Children	\$2,100.00	\$1,230
Each additional child	\$100.00	\$2,095
Married Student with Dependent Spouse	\$1,600.00	\$1,155
...with 1 Child	\$1,900.00	\$1,540
...with 2 Children	\$2,200.00	\$1,837
Each additional child	\$100.00	N/A
Married Student with Employed Spouse	\$1,500.00	
...with 1 Child	\$1,700.00	\$1,540
Each additional child	\$100.00	N/A

DID YOU KNOW THAT YOU CAN REGISTER ONLINE TO ACCESS A MEMBERS-ONLY SECTION OF THE SQUAMISH NATION WEBSITE?

1. GO TO:
WWW.SQUAMISH.NET/MEMBERS
2. COMPLETE THE NEW USER REGISTRATION FORM
3. CHOOSE WHETHER OR NOT TO RECEIVE EMAIL NEWSLETTERS FROM THE SQUAMISH NATION
4. RECEIVE A CONFIRMATION EMAIL
5. LOG IN TO SEE MOTIONS AND OTHER MEMBER BUSINESS.

SQUAMISH NATION COUNCIL REMOVES "CHIEF" FROM OFFICIAL NAME

The Squamish Nation Council formally voted to remove "chief" from the title of the Council. The official name will now be "Squamish Nation Council" for all Council business. This change was done to clear up confusion that happens with outside entities including governments, organizations and institutions.

While *Chief* will continue to be an important title in many Squamish families, the elected government of the Squamish People is a democratically elected Council with two co-chairs and we hope this change will help educate many on our self-determined identity as a Nation.

UPDATE: PUBLICLY POSTING COUNCIL'S ISOLATED MOTIONS

Squamish Nation Council is committed to openness and transparency. As such, during a duly convened meeting council unanimously passed a motion to share isolated motions on the squamish.net members-only site. The process is as follows:

- Council meets during a duly convened meeting (a duly convened meeting requires a quorum.)
- a motion is presented to council for consideration
- individual council members state by a show of hands whether they are in favour, against or choose to abstain
- if a majority of those present are in favour, the motion or resolution is passed
- at the following duly convened meeting, during "housekeeping," councillors vote to approve the motions or resolutions to ensure their accuracy
- motions and resolutions then are posted on the members-only site

All of the isolated motions can be viewed online here:

www.squamish.net/members/records-of-decision-members-only
In the coming months, Council will move forward with regularly posting the Council meeting agendas and sharing the records of decision in the weekly newsletters. This new way of being transparent about Council's work will result in the non-Squamish Nation public being aware as well (by posting in the newsletters which are publically accessible), but Council feels it's time to be more open to our own members. We will be hiring a full time communications officer to complete the tasks.

COUNCILLOR IAN CAMPBELL ON LEAVE OF ABSENCE TO CAMPAIGN FOR MAYOR OF VANCOUVER

Chief Ian Campbell has been an elected councillor with the Squamish Nation for 12 years. In December 2017, he was re-elected to the Squamish Nation Council for his fourth term.

However, after being elected Ian was approached by a civic political party in Vancouver to run for mayor of Vancouver with their team. He requested a leave of absence from the Squamish Nation Council to seek the nomination then run for mayor. The election is in October 2018.

The Squamish Nation approved a leave of absence for Ian Campbell from his council duties without pay. If Ian Campbell were to win in October, he would likely resign from his position as Councillor.

In addition to a leave of absence, Ian Campbell was required under the previous Governance Manual and now Council Governance Policy to be approved by Council to perform his employee duties as Negotiator for the Squamish Nation while on Council. Council chose not to grant this for this term and eventually the Nation will repost this Negotiator position.

Council wishes Ian well and best of luck in this exciting endeavor and opportunity.



(Row 1 L TO R) Kasalus Ritchie Baker, Orene Askew, Tiyáltelut Kristen Rivers, K'ána Deborah Baker, Kálkalilh Deanna Lewis, Kwitelut/Kwelaw'ikw Carla George, Joyce Williams, Xayil Jacob Lewis;
 (Row 2 L TO R) Sxwchálten ly Xelsílem Dustin Rivers, Klakwagilagime Marcus Wooden, Syetá'xtn Chris Lewis, Kátxelacha Brandon Darbyshire-Joseph, Skwetsi7meltxw Josh Joseph, Sxwíxwtw Wilson Williams

FOCUSING ON THE WORK OF COUNCIL

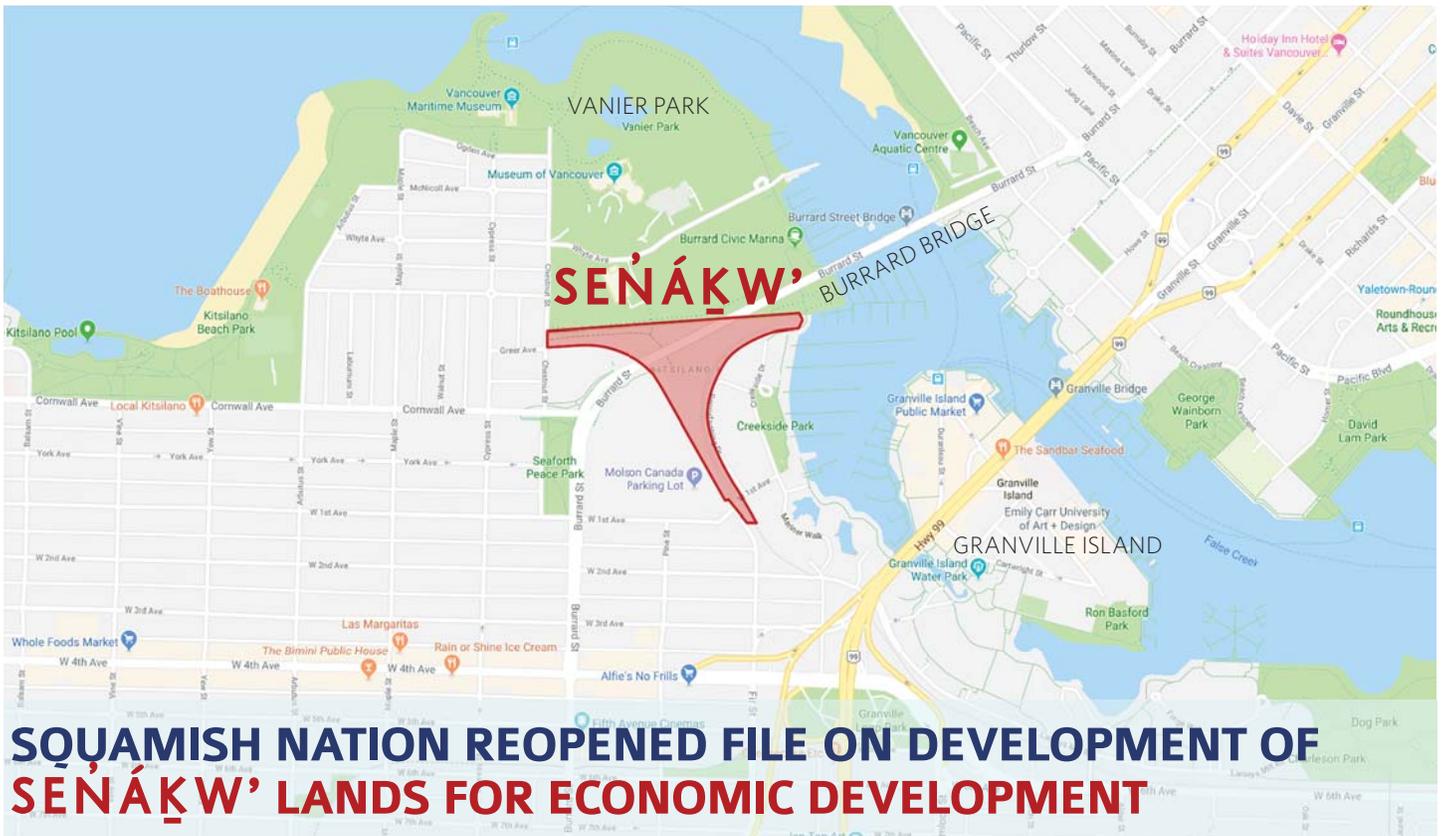
The Squamish Nation Council voted to end what many members know as the *two-hat system*. This was previously a practice that allowed employees of the Squamish Nation to remain in their employee position while serving on Council.

This term of Council is committed to separating the governance from the administration of the Squamish Nation. Council views it's role as focused on long-term visions and plans and supporting a healthy and strong administration to carry out this work. This is to help the administrative employees do their jobs without political interference.

Councillors Joyce Williams and Deanna Lewis took a leave of absence once elected. Councillor Jacob Lewis resigned from his employee position. Councillor Josh Joseph was previously an employee on-leave but resigned from that position.

In the past, Councillor Ian Campbell and Councillor Alroy Baker were permitted to carry both employee and councillor hats. However this term of Council has asked all elected leaders to choose between their employee position and their elected position. This is to create equality, fairness, and ensure elected leaders are performing the job they were elected for.

Under the current *Governance Policy*, a councillor is allowed to take a leave of absence for one term. If they do not seek re-elected or are not re-elected, they can return to their employee position at the pay they had before being elected. This will be granted to Ian Campbell, Joyce Williams, Deanna Lewis, and Alroy Baker if they choose not to seek re-election in 2021 or are not re-elected by Membership.



SQUAMISH NATION REOPENED FILE ON DEVELOPMENT OF SEÑÁKW' LANDS FOR ECONOMIC DEVELOPMENT

The Squamish Nation Council would like to provide an update on the work of the last term of Council and this term of Council on the development of **Señákw'** lands for economic development.

Señákw' is our historic village at False Creek located on the Kitsilano Reserve IR #5. The federal government returned these lands to the Squamish Nation in 2001 after a lengthy court battle over the lands. The settlement approved by Membership through a referendum included 11.7 acres of prime downtown real estate and \$97.9 million to put into a Squamish Nation Trust.

In 2009, the Squamish Nation looked at developing these lands for economic development. This is because of the extremely high value of these lands in the real estate market. The Nation researched the lands and determined it would generate significant revenue for the Squamish Nation community, if developed.

A development was proposed of two rental towers encompassing 600,000 square feet of buildable space on 3.78 acres of the 11.7 acres. The project would involve being 50/50 owners of one tower with a pension fund, and then take equity from

that tower to be 100% owners on the second tower.

The Squamish Nation was not able to move forward on this because it was unable to secure financing for the construction. The project was then shelved to be developed at a later date.

In spring 2017, in response to unsolicited proposals from land developers, the Squamish Nation Council decided to re-open this file. In response to these proposals, Councils decided to develop a request-for-proposal process that would invite land development companies to submit proposals for how they would do a joint-partnership with the Squamish Nation. A request-for-proposals ("RFP") process allows the Nation to compare proposals for highest and best use.

GOVERNANCE POLICY

The Squamish Nation Council is committed to updating the *Council Governance Policy* through a member-lead process. Council understands the process to develop the previous *Governance Manual* without input from Membership was not the right way to develop something as important as Governance policies.



On May 28th and 31st, Council met with members of the community at Chief Joe Mathias Centre and Totem Hall to receive feedback on how to best move forward.

A number of great suggestions were put forward including:

- A Governance Policy Review Committee
- Family Meetings
- Surveys with Squamish Nation members

Council will develop a work plan & timeline to share with Membership and look at forming a Governance Policy Review Committee made up of community members. The objective of Council is to hear from our members and fix the Governance Policy to meet the needs, desires, and expectations of our members.



What's the difference?



GOVERNANCE POLICY	ELECTION LAW
<ul style="list-style-type: none"> ▪ Defines how Squamish Nation Council operates once they are sworn in ▪ Establishes how the work is to be completed ▪ Governs Councillor codes of conduct ▪ Was written by former staff members ▪ Will be rewritten with Membership input ▪ Current version was reviewed by an external ethics expert as an interim solution 	<ul style="list-style-type: none"> ▪ Defines all the steps leading to Squamish Nation Elections ▪ Establishes who can run for Council ▪ Governs how election operate ▪ Was developed with input from Membership ▪ Final law will be voted on by Membership on December 6, 2018

COUNCIL APPROVES REFERENDUM FOR DECEMBER 6TH, 2018 ON ELECTION & REFERENDUM LAW

On April 18, 2018, the Squamish Nation Council approved a referendum for Squamish Nation members to consider the approval of a new Election & Referendum Law to replace the *1981 Election Regulations*.

The election reform process started in 2014 with a motion made by Squamish Nation members. It has included the most extensive consultation process ever used to gather ideas and feedback from Members on what kinds of election & referendum laws they would like to see.

The five draft referendum questions are:

What rules would Squamish Nation like to use for elections: 1981 Regulations or 2018 Election & Referendum Law?

How many councillors would members want the size of Council to be: 16 or 8

Who should choose the chair of Council: Council or Membership?

Should there be Councillors elected to represent Squamish Valley, North Vancouver, and those living away from our communities?

Should the Band Manager be elected or is the position eliminated?

If membership approves the 2018 Election & Referendum Law on December 6th, 2018, future elections will include:

- Mail-in ballots, online voting
- Candidacy requirements like no criminal record, no DUIs, etc.
- Campaign finance rules to prevent outside money influencing our elections
- A process for Members to remove problem Councillors
- A new nomination process
- Ability for Members to call a referendum on subjects important to Members
- And more.

This referendum may include mail-in ballots and online voting so every member has the ability to participate. The law will be approved if 50%+1 of those who participate vote yes.

The Electoral Commission is a 7-member committee appointed by Council to oversee the process of developing the draft law with administrative support from Registry Department Head Monica Jacobs. The Electoral Commission will be engaging with Membership in a lead up to the referendum.

Members are able to learn more about the draft 2018 Election & Referendum Law from www.SNElectionCommission.com. Specific questions can be directed to Election Commission chair Christine Baker at christine_baker@squamish.net.

CITY OF VANCOUVER APPROVES POLICY STATEMENT FOR MST'S HEATHER LANDS DEVELOPMENT

On May 15th, 2018, the City of Vancouver approved the *Heather Lands Policy Statement*.

Heather Lands is a 21-acre parcel jointly owned by MST (Musqueam, Squamish and Tsleil-Waututh).

The site is bounded by West 33rd Avenue to the north, the alleyway behind Willow Street to the west, the alleyway behind Ash Street to the east, and West 37th Avenue to the south.

The *Heather Lands Policy Statement* guides the development of the lands through the city zoning process. It sets direction for how the land will be used.

The goals of the project include:

- Density development 24 storeys high near the centre
- Buildings decreasing in height from 18- to 3-storeys as they get closer to existing 2-storey homes
- Townhouses to fill spaces between the towers and mid-rise buildings to frame open spaces
- Approximately 2,500 homes when fully built, with at least 40 percent of which will be secured for either low- or moderate-income.

Other amenities include:

- a new cultural centre on the northernmost parcel of the site at West 33rd Avenue.
- a 69-space daycare and local-serving retail near the cultural centre.
- a potential francophone elementary school.
- a minimum of 20 percent of units for affordable housing for lower-income households (around 530 units);



- a further 20 per cent to be "attainable home ownership" targeted to moderate-income households (earning \$50,000-80,000 a year for singles and couples, and \$80,000-\$150,000 for families with children);
- of the social housing units, 50 per cent to be geared to families with two or three bedrooms;
- up to 60,000 square feet of local serving retail and service uses (cafe, small grocery, pharmacy, medical office)
- minimum of four acres of secured park and open space (minimum two acres public park);

The objective of Musqueam, Squamish, and Tsleil-Waututh is to work together for the acquisition of prime real estate to be developed to create significant wealth for our three nations. By working together, MST has been able to create these exciting opportunities that we would not if we didn't work together.

The MST Lands will create profit and share it with the Squamish

Nation to be used for community programs & services. The long-term goal of the MST Lands is to use them to generate economic development for Musqueam, Squamish, and Tsleil-waututh as joint partners on these lands.

In 2014, the three Nations entered into a joint venture for the ownership and redevelopment of a number of properties acquired from the Province and Federal government. MST includes the MST Development Corporation lead by David Neggrin and the MST Working Group with staff and political representatives from the three Nations. MST continues to work on acquiring more lands from the Province and Federal government as well.

For more information, check out the MST Development Corporation website at:

<http://mstdevelopment.ca>



MESSAGE FROM COUNCIL CO-CHAIRS



**K'ÁNA DEBORAH
BAKER**



**SKWETSI7MELTXW
JOSH JOSEPH**

The focus of our work from April to June has been to operationalize our commitments to **increased transparency** and **increased input from Membership**. The shift from minimal Nation-driven communications to increased Community-Driven engagement has triggered much needed foundational changes in order to create new possibilities.

This Council has been working hard to make business decisions grounded in our cultural laws. We strive to represent the voices of the people who elected us.

We want to increase efficiency while ensuring our community values are respected. In May, we spent time visioning our term and planning how to root our work in the following statement:

“Our Sḵw̓x̓w̓7mesh-ulh Siyámin with the understanding of snewíyelh from the stélmexw will provide wanáxws towards the nexwníw and úxwumixw.” - *Written by K'ETXIMTN and upheld by Council.*

Our Vision for The People is as follows:

In a generation:

- Every member is housed
- Squamish Nation has full education jurisdiction and a school system
- Have a generational plan
- World class wellness services in the community
- Language used widely and in a position to be the first language of the community
- Work with Squamish Nation Membership to develop a constitution
- Full governmental status and authority in the traditional territory

A child born today will be able to walk with guidance, confidence, support, identity and independence in the life they choose and see Squamish language and culture reflected to them anywhere in the traditional territory.



QUARTERLY COUNCILLOR
UPDATES ARE NOW ONLINE AT:

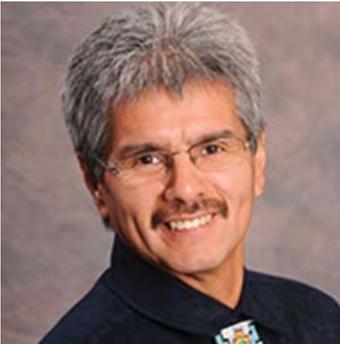
[WWW.SQUAMISH.NET/
GOVERNMENT/COUNCIL](http://WWW.SQUAMISH.NET/GOVERNMENT/COUNCIL)

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MARCUS WOODEN**



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SQUAMISH NATION COUNCIL MEETING ATTENDANCE

Second Quarter Attendance Records from
April 1, 2018 to June 30, 2018

Name	Present	Absent		
Orene Askew	15	0	Christopher Lewis	10.5 4.5
Alroy Baker	4.5	10.5	Deanna Lewis	12.5 2.5
Deborah Baker	14	1	Jacob E. Lewis	15 0
Richard Baker	11	4	Dustin Rivers	14.5 .5
Brandon Darbyshire-Joseph	14	1	Kristen Rivers	14.5 .5
Carla George	12.5	2.5	Joyce Williams	14 1
Joshua Joseph	12.5	2.5	Wilson Williams	13.5 1.5
			Marcus Wooden	9 6