



Title	Sk̓wx̓wú7mesh Úxwumixw Protocol Policy		
Area	Protocol and Public Relations		
Council Resolution	23092	Document #	COU-002-001
Approval Date	May 4, 2023	Effective Date	May 4, 2023

1.0 Purpose

1.1 The purpose of this document is to define broad requirements and responsibilities for developing, implementing, and evaluating Sk̓wx̓wú7mesh Úxwumixw protocol strategies and programs for business, government, and other partners.

1.2 This policy will be guided by the following Sk̓wx̓wú7mesh Úxwumixw values:

- *Úxwumixw* - “Nation; Village [Houses and Inhabitants]; Community; People”
- *Stélmexw* - “Indigenous Person; Human Being; Human People”
- *Nexwníw* - “Advice; Teaching; Upbringing; Instructions; Ways; Fashion; Manners”
- *Wenáxws* - “Treat (Someone) With Respect; Believe (Someone); Respect (Someone); Honour (Someone)”
- *Siyám̓in* - “Area Belonging to a Siyám̓; Responsibilities Related to the Role of a Leader”
- *Snewíyelh* - “Advice; Teachings; Cultural Knowledge”

2.0 Definitions

- (a) **Protocol:** the official procedure or system of rules governing government affairs, community, or diplomatic occasions. In general, protocol represents the recognized and



generally accepted system of Sk̓wx̓wú7mesh courtesy by non-Sk̓wx̓wú7mesh governments, businesses, and other partners.

- (b) **Protocol Strategy:** overarching plan of action or policy to guide our ability to ensure implementation and adherence to Squamish Nation's Protocols within our Territory.
- (c) **Knowledge Holder:** a person who holds traditional knowledge and teachings. They have been taught how to care for these teachings, and know when it is and is not appropriate to share this knowledge with others.
- (d) **Traditional Singer (Individual):** a single person who has been asked to drum and sing a blessing or traditional welcome for an event.
- (e) **Traditional Singers (Group):** a group of drummers and singers who are needed for large events such as opening ceremonies and blessings. These people are requested to wear traditional regalia such as, paddle jackets, wool or cedar weaving, cedar hats or eagle feather headbands. There are times when they are not required to wear regalia, but will be blanketed by the organization who has hired them.
- (f) **Traditional Dance Groups:** consist of drummer/singers, and dancers. These groups perform at larger events.
- (g) **Language Speaker:** a person with the ability to correctly and effectively use a language in a variety of situations, including knowledge of words, sounds, sentence order, meanings and cultural context.
- (h) **Hereditary Chief:** a respected ceremonial and cultural leadership role passed down through families; however, it is imperative to note that hereditary chiefdom is distinct from the elected system of governance used by the Squamish Nation today.
- (i) **Territorial Welcome:** is an address made by a Squamish person or persons to a individuals or groups that are not indigenous to Squamish Territory.
- (j) **Land Acknowledgement:** are statements made by individuals or groups that are not indigenous to the lands on which they work or are holding an event.

3.0 Scope

3.1 This policy applies to Squamish Nation officials, employees, and official representatives.

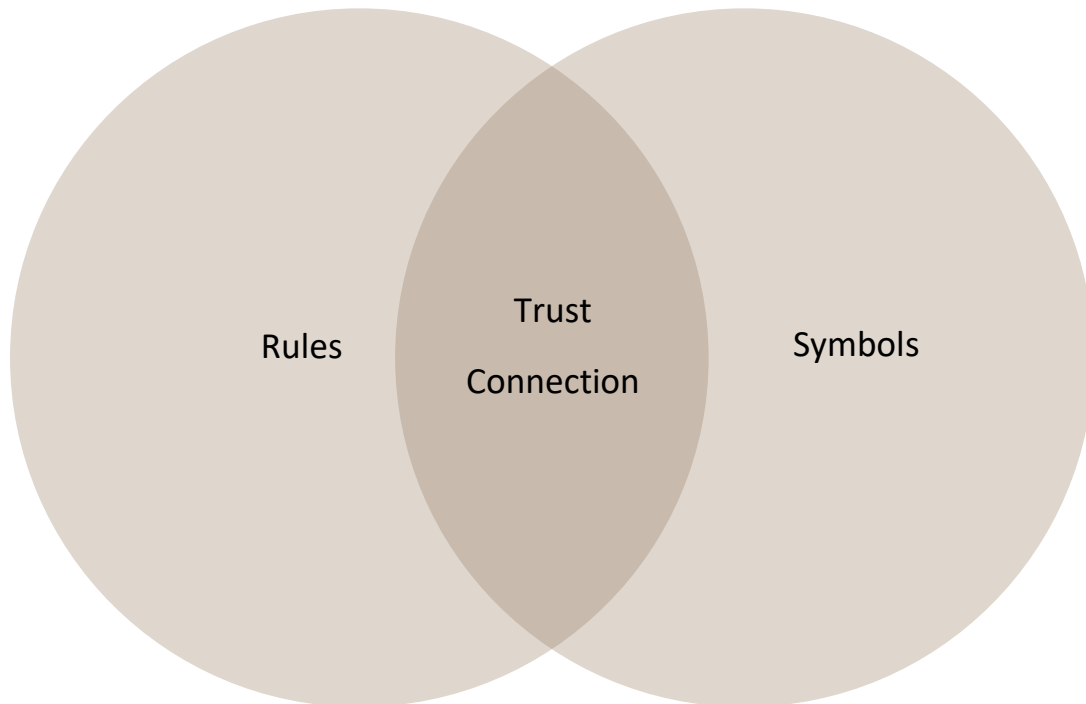
3.2 This policy does not apply to ceremonial or cultural activities that are traditionally the responsibility of families (Namings, coming-of-age ceremonies, weddings, memorials, etc.), but



it focuses on contemporary ceremonies or events where Sḵw̓x̓wú7mesh representation is strategic, requested, or required.

Policy Statements:

General



3.3 Protocol is:

- (a) The interaction of rules on one side and symbols on the other side, where the middle between both sides creates trust and connection.
- (b) Rules guaranteeing predictability and therefore, offer the opportunity to develop a genuine community.

3.4 Sḵw̓x̓wú7mesh protocol is:

- (a) Understanding and supporting the Mission, Vision, Values, and Principles of the Sḵw̓x̓wú7mesh Úxwumixw as identified in its official strategic plan.
- (b) Upholding the *UN Declaration on the Rights of Indigenous Peoples* (UNDRIP) as a framework for reconciliation and constitute the survival, dignity, and well-being of Indigenous Peoples.
- (c) Upholding the *Truth and Reconciliation Commission of Canada: Calls to Action*.
- (d) Striving for respectful presence and participation of Sḵw̓x̓wú7mesh in Sḵw̓x̓wú7mesh territory, or when applicable, equal presence of Sḵw̓x̓wú7mesh in territorial areas overlapping with the territories of neighbouring Indigenous Nations.



- (e) Recognition of the Skw̓xwú7mesh Úxwumixw as an order of government with jurisdiction on lands, rights, and responsibilities in Skw̓xwú7mesh territory.
 - (f) Meaningful consultation, collaboration, and accommodation.
- 3.5 The symbolic side of the protocol is the story, essential so that all of those participating in the event can understand the broader context of why we are here.
- 3.6 If both sides are applied correctly, the protocol work facilitates trust, connection, and confirmation of a healthy relationship.
- 3.7 However, suppose the protocol rules are applied too strictly, in which case the situation could become too formal and uncomfortable. Alternatively, if too casual and lacking focus, the use of too few rules could result in chaos.
- 3.8 Additionally, too many symbols could make people laugh, and when there is no symbolism, we will not be able to recognize the story and/or can relate to why we are attending the event.
- 3.9 The Squamish Nation government needs to develop, implement, and evaluate protocol strategies and programs for businesses, government, and other partners within Skw̓xwú7mesh territory.
- 3.10 This policy guides how, why, where, and when to use communications and information-sharing channels with businesses, the government, and other partners.
- 3.11 The Squamish Nation will develop strategies and programs for guiding, providing, and protecting Skw̓xwú7mesh protocol, implement strategies and programs that advance Skw̓xwú7mesh protocol, and evaluate strategies and programs used by other First Nations that impact Skw̓xwú7mesh protocol interests.
- 3.12 The Squamish Nation will intake, assess, and when needed, arrange for the representatives of the Skw̓xwú7mesh Úxwumixw to attend events as requested, including Official Council Spokespersons or other members of Council should Official Spokespersons be unavailable, in accordance with the Governance Policy.
- (a) Staff will also create a tiered system for identifying representatives to be appointed to attend events should members of Council be unavailable to attend.
 - (b) Depending on the nature of the request, Chair or Council will appoint the designate as per our Council Governance Policy.
- 3.13 The Nation staff will develop briefing materials, speaking notes, and kits for Squamish Nation representatives in cooperation with our Communications branch.
- 3.14 The protocol policy outlines process with the Squamish Nation, Chair & Council and responds to requests for Skw̓xwú7mesh representation in the broader community.
- 3.15 The Nation proactively asserts its existence and advances its interest through monitoring, educating, and enforcing of the Skw̓xwú7mesh protocol.
- 3.16 The protocol policy addresses strategies and programs designed to inform Skw̓xwú7mesh Stélmexw, Skw̓xwú7mesh Úxwumixw employees, and the public of Skw̓xwú7mesh protocol & initiatives.



3.17 The Nation is also responsible for developing, updating and maintaining ongoing public relations channels with businesses, government, and other partners on the Skw̓x̓wú7mesh protocol on behalf of Council.

Monitoring

3.18 Staff will monitor information related to events, organizations, and institutions within Skw̓x̓wú7mesh territory to evaluate if Skw̓x̓wú7mesh protocol is being understood, practiced, and respected.

3.19 Staff will canvas senior management from Skw̓x̓wú7mesh Úxwumixw, and associated entities and partners (for example; Nch'kay Development Corporation, Squamish Lil'wat Cultural Centre, Hiyám Housing, MST Development Corporation) on events, organizations, and institutions for areas the Skw̓x̓wú7mesh may wish to explore protocol strategies for.

3.20 Staff will develop and maintain a list of events, organizations, and institutions within Skw̓x̓wú7mesh territory that may require a protocol strategy.

3.21 Staff will develop a tailored protocol strategy for each event, organization, or institution.

3.22 Staff will present this list in the form of a written report every six months to Chair and Council for input and feedback.

Educating

3.23 The Skw̓x̓wú7mesh Úxwumixw will develop and maintain a robust and comprehensive curriculum and education program for businesses, government, and other partners on Skw̓x̓wú7mesh protocol.

3.24 The protocol curriculum and education program may include tiered programs that ladder on each other for further depth on the subject matter, or specialized curriculum and education programs for different bodies, such as businesses, government, or other partners. Staff will offer training of differing scales, scopes and types to these external bodies.

3.25 The protocol curriculum should, at a minimum, educate on:

- (a) Skw̓x̓wú7mesh Mission, Vision, Values and Principles
- (b) Skw̓x̓wú7mesh Organizational Structures
- (c) How to engage the Skw̓x̓wú7mesh Úxwumixw
- (d) How to work with Skw̓x̓wú7mesh Stélmexw

3.26 Staff may set fee rates in Procedures for charging businesses, government, or other partners to receive training on the protocol curriculum.

3.27 The rates should be reflective of the time & resources required by select staff.

3.28 Staff will hire employees to develop, maintain, and administer the protocol education initiatives.



- 3.29 Non-Squamish entities will be required to sign a non-disclosure agreement to protect the intellectual property of the protocol curriculum.
- 3.30 The protocol curriculum may not be copied, referenced, or published without the expressed written consent of the Squamish Nation by Council Resolution.

Compliance

- 3.31 In the event a business, government, or other partner is breaching or has breached Skw̓xwú7mesh protocol, staff may take action to attempt to bring that entity into compliance with Skw̓xwú7mesh protocol.
- 3.32 The following tactics may be used to bring an entity into compliance:
- (a) Written letter by protocol staff
 - (b) Written letter by Council Chair
 - (c) Written letter by Council
 - (d) In-person conversation with protocol staff
 - (e) In-person conversation with protocol staff and relevant Skw̓xwú7mesh Úxwumixw senior management
 - (f) In-person conversation with protocol staff and Council Chair
 - (g) Any combination of the above.

Outreach and Engagement

- 3.33 Staff will develop, maintain, and publish guidelines for acknowledging the Skw̓xwú7mesh at ceremonies and events.
- 3.34 Staff will maintain a list of opportunities for external appointments of either Skw̓xwú7mesh Úxwumixw representatives or Skw̓xwú7mesh Stélmexw to boards of directors, committees, or working groups that are of a protocol, but not political nature.
- 3.35 Staff will proactively search for opportunities for appointments and engage those entities to understand the purpose, roles, responsibilities, and other details of those appointments to analyze if the inclusion of a Skw̓xwú7mesh representative is needed.
- 3.36 For purposes of this policy, the inclusion of a Skw̓xwú7mesh Stélmexw does not constitute meaningful collaboration and consultation with the Skw̓xwú7mesh government, and staff will include this principle in its outreach and engage to external entities.
- 3.37 Event Representatives; The Skw̓xwú7mesh Úxwumixw will maintain a publicly accessible system for receiving requests for representatives to attend ceremonies or events requiring Skw̓xwú7mesh presence or to conduct a welcoming, opening prayer, or cultural opening.
- 3.38 Event Representatives fall into two categories:



Squamish Nation

- (a) Community representatives are individuals or groups of Squamish Nation community members that can provide Territorial welcomes, opening songs, opening prayers, blessings. It is important to note that Territorial Welcomes are distinct from Land Acknowledgements.
 - (b) Official Squamish Nation representatives are members of Council, including Official Spokespersons, Council Chairperson or others appointed by Council to act on their behalf.
- 3.39 Unlike other First Nations, the Squamish Nation does not have an elected “Chief.” Skw̓xwú7mesh Úxwumixw has a unique governance structure that has frequently been a source of confusion for our external partners, particularly given that there are several individuals in our community who hold the hereditary title of chief.
- 3.40 Requests will be processed through a form or system maintained by staff.
- 3.41 The form should, at a minimum, indicate the following:
- (a) Type of event
 - (b) Date, location, and timing of the event
 - (c) Purpose of the event
 - (d) Any other dignitaries or official representatives who will be in attendance
 - (e) Other topics as identified by staff.
- 3.42 Staff will determine if the ceremony or event requires attendance or strategic participation of one or more of the Skw̓xwú7mesh Úxwumixw’s Spokespersons or Chair, or if it can be attended and represented by a community member or staff.
- 3.43 Staff will maintain a roster of Skw̓xwú7mesh Stélmexw who can represent the Skw̓xwú7mesh Úxwumixw and adequately conduct relevant protocol duties at ceremonies or events. These individuals on this roster may be provided media training sessions. The roster will include:
- (a) Language Speakers
 - (b) Knowledge Holders
 - (c) Traditional Singer (Individual)
 - (d) Traditional Singers (Group)
 - (e) Traditional Dance Groups
- 3.44 Staff will issue a call for representatives annually who can submit their names and be added to the roster if chosen.
- 3.45 Staff will present the roster for consideration for approval by Council.
- 3.46 Staff will select representatives from the roster to accommodate requests.



- 3.47 Staff will charge a nominal fee for processing a request but will not charge an event organized by the Skwxwú7mesh Úxwumixw and associated entities and partners (such as Nch'kay Development Corporation, Hiyám Housing, MST Development Corporation, or Squamish Lil'wat Cultural Centre) and will not charge a fee for any event primarily organized by a Skwxwú7mesh Stélmexw.
- 3.48 Staff may set different fee rates for processing protocol requests for governments, businesses, or other partners.
- 3.49 Staff will maintain guidelines for honoraria for individuals or groups to use when considering how much to pay representatives for their time and effort.

Personnel

- 3.50 The department will maintain adequate and dedicated staffing to administer this policy.

4.0 Supporting Statements

Compliance

- 4.1 Any violations of this policy may result in disciplinary action, up to and including termination, in accordance with the *Code of Conduct* Policy Documents.

Exceptions

- 4.2 Exceptions to this policy require approval by the Chief Administrative Officer. The Chief Administrative Officer will report any approved exceptions to the Council Chair.

Delegation

- 4.3 The Chief of Staff is responsible for the oversight of this policy.
- 4.4 The Protocol & Public Relations Manager is responsible for the implementation and management of this policy and the development of supporting processes.

5.0 Related Documents

Skwxwú7mesh Úxwumixw Heritage Policy 2020
Ancestral Remains Interim Policy for External Stakeholders
Ancestral Remains Internal Policy
Squamish Nation Chance Find Procedures 2020
Squamish Nation Code of Conduct
Council Governance Policy
Xay Temíxw Land Use Plan
Rights and Title Department Interim Policy Framework
Skwxwú7mesh Sníchim Policy



**Sk̓w̓x̓w̓ú7mesh
Úx̓w̓umixw**

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6.0 Policy Changes and Rescinding

6.1 With the approval of this policy, older versions are rescinded and are no longer in effect.

