



**Skwxwú7mesh
úxwumíxw**

Squamish Nation



Ta S7ulh Skwelkwálwen
kwi Esch'éch'ewát

Strategic Plan

2026–2030

SUMMARY

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Message from our Chairperson

In 1923, knowing that they were stronger together, 16 distinct families came together as one to form the modern-day Sk̓wx̓wú7mesh Úxwumixw.

That act of unity remains foundational to who we are today, and our legacy of Amalgamation is honoured by our Council's renewed structure this term: 16 Councillors, each carrying forward the voice and spirit of the communities that chose, over a century ago, to stand together as one Nation.

That same strength of unity guides us today.

Our Council holds two simultaneous and equally important responsibilities: addressing the urgent needs of our community, while setting the course to achieve the long-term goals of our Nation. The health and safety of our People is our number one priority — and at the same time, we must never stop planning for our future, continuing to build the housing, economic opportunities and infrastructure that will serve generations of Sk̓wx̓wú7mesh People to come.

We meet both these responsibilities the same way our ancestors met theirs: together. These priorities are built on the understanding that caring for Community today and investing in our future are inseparable. Every decision Council makes reflects that: rooted in the moment and committed to the vision of what comes next.

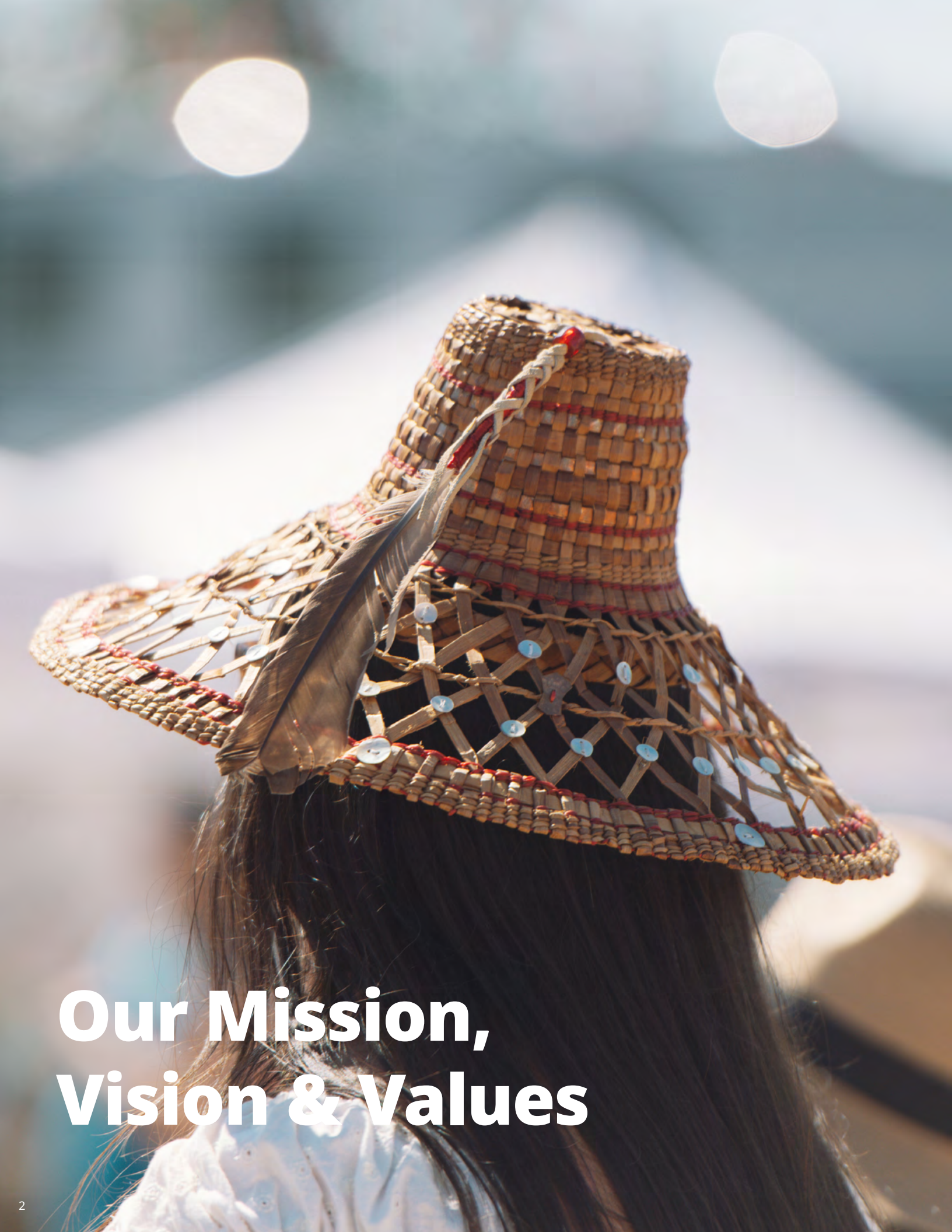
Sixteen families became one Nation because they knew they were stronger together. A century later, that truth still carries us — and together, we stand today, stronger than ever before.

iýím ta Sk̓wx̓wú7mesh

O'siem

Sxwíxwtn, Wilson Williams
Council Chairperson





Our Mission, Vision & Values

Mission

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

Vision

A nation lifting each other up with Skwxwú7mesh care, values, and ways of knowing.

Values

In our Skwxwú7mesh society, there are numerous values our people have used for generations. The following six values were chosen to guide how the Nation works as a government.

Úxwumixw

Úxwumixw can mean village, as in a physical community with inhabitants living in intergenerational multi-family housing, and it can mean community, as in the people, including the parents, siblings, and children of a particular nation.

Snewíyelh

Snewíyelh can mean advice as in an opinion or recommendation offered as a guide to action, conduct, etc. It can also mean something that is taught as in teachings to be followed.

Wanáxws

Wanáxws can mean to respect someone or treat someone with respect. It can also mean to honour or believe someone.

Siyám

Siyám is sometimes used as a title for individuals and sometimes used as an honorific term of endearment for someone highly respected. It can mean highly honoured person; rich person.

Nexwnínew

Nexwnínew means to have the upbringing or to be well brought up. A person who is nexwnínew is considered to have been raised well by their family and community because they conduct themselves well as a good person.

Stélmexw

Stélmexw can mean a person, as in a human person, or can be understood as the personhood of all living things.

Ta S7ulh Skwelkwálwen kwi Esch'éch'ewát Our Strategic Plan

Strategic Plan Elements

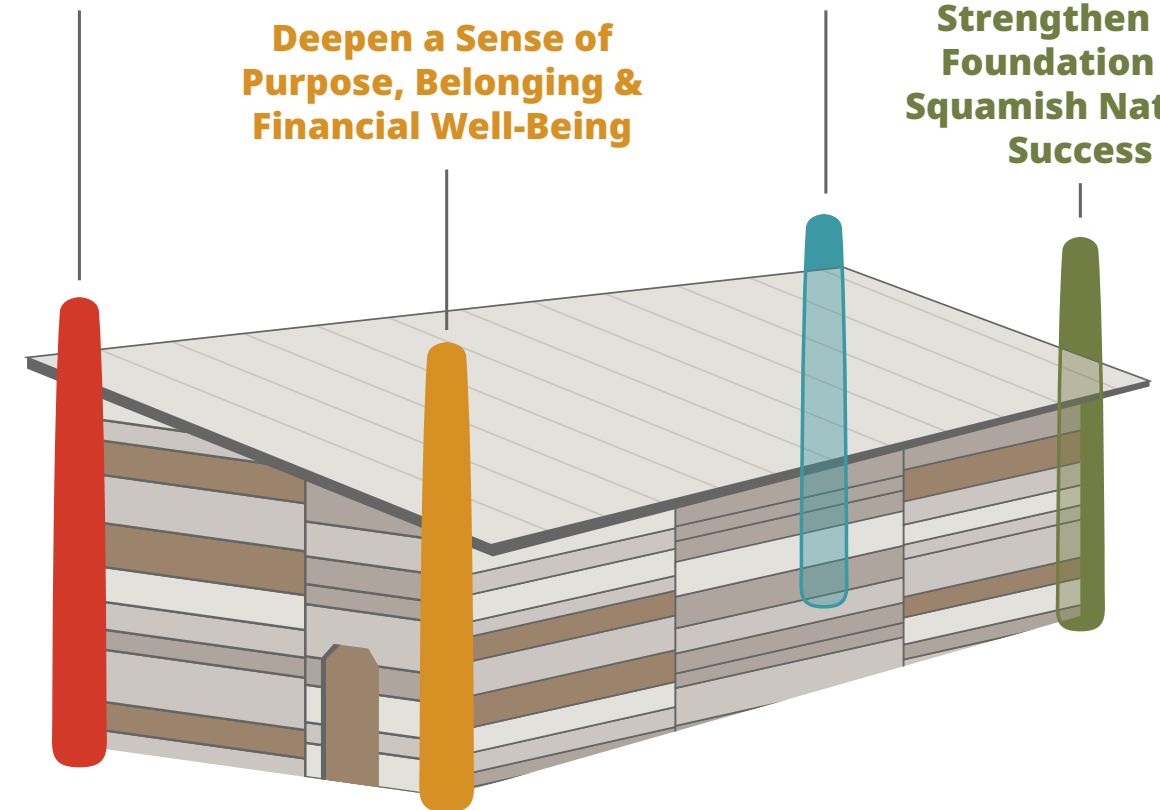
The Strategic Plan is comprised of four priorities that define the focus of our government for the years 2026–2030 as we work towards our vision.

**Build Healthy,
Safe, Complete
Communities**

**Expand Protection
& Control Over
Lands and Waters**

**Deepen a Sense of
Purpose, Belonging &
Financial Well-Being**

**Strengthen the
Foundation for
Squamish Nation's
Success**



Each priority is supported by objectives and commitments.

- **Objectives** are measurable outcomes that allow us to track progress and assign accountability.
- **Commitments** are the specific work that Council will advance to deliver these objectives over the next four years.

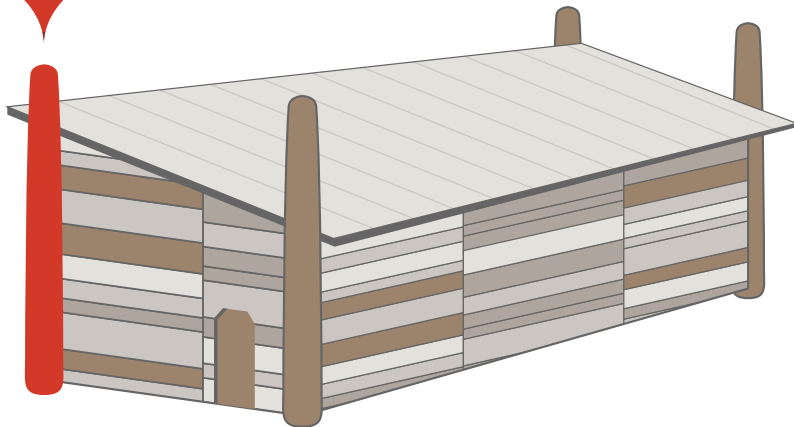
This document is a public-facing summary of Ta S7ulh Skwelkwálwen kwi Esch'éch'ewát (our Strategic Plan).

The full Plan is available to Squamish Nation Members.

Priority:

Build Healthy, Safe, Complete Communities

Wellness is not just the absence of illness: it is people living well, connected to culture, land, and each other.



OBJECTIVE:

Our people are coming home to complete, affordable communities built to our own standard.

Every Skwxwú7mesh person deserves to live on their territory, in a community that has what they need to thrive with a goal to enable everyone to live, work and play in Skwxwú7mesh communities if they choose. Within four years, we are delivering on that goal.

COMMITMENTS:

- Implement a strategy that will meet the housing needs of Skwxwú7mesh People, with a diverse range of housing options across the housing spectrum with an eye to the needs of all of our demographics.
- Create village-level plans in Xwmélch'sten, Eslha7áń, Wíwk'em and Sta7mes to deliver the Long Range Capital Plan.

OBJECTIVE:

Our people have what they need to be well: the supports, the resources, and pathways to heal in a Skwxwú7mesh way.

The Nation's role is not only to provide services but to ensure our people have what they need to be well on their own terms.

Within four years, members can get care when they need it, find the right supports without falling through gaps between departments, and access culturally grounded pathways to healing that help families connect to Skwxwú7mesh wellness and pride.

COMMITMENTS:

- Implement a reorganization of mental health and addictions services to better meet the needs of Skwxwú7mesh People and reduce the impact of the toxic drug crisis.
- Finalize the addictions treatment model of care and expand both the number of land-based healing programs and the primary care health clinic model.

OBJECTIVE:

We have reduced the harms tearing our families apart and built a safety system that reflects our values.

Our ancestors kept our people safe through relationships, responsibility, connection to the land and teachings that had safety practices at their core.

We are rebuilding that not by waiting for external systems to protect us, but by building our own. Within four years, the Nation has secured Community Safety Officer designation from the provincial government for the Community Safety Team. The foundations of a community justice system are also in place and measurable reductions in the harms doing the most damage.

COMMITMENTS:

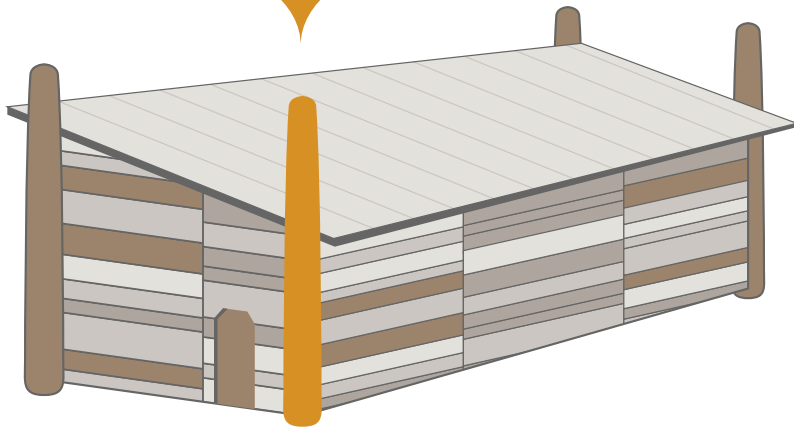
- Increase enforcement that targets anyone engaged in criminal activity, and people without lawful presence on Nation lands.
- Achieve "Community Safety Officer" designation for the Community Safety Team
- Implement the family violence and elder abuse prevention strategy.
- Fully establish a community-led Block Watch.
- Establish a community justice system to provide victim services, supports for reintegration of Skwxwú7mesh People and restorative justice pathways.
- Facilitate delivery of a Skwxwú7mesh specific anti-racism and cultural safety course for all partners delivering services to Skwxwú7mesh People



Priority:

Deepen a Sense of Purpose, Belonging & Financial Well-Being

Culture is not a program. It is how we know who we are as individuals, as families, as a people.



OBJECTIVE:

Our people—wherever they live—have meaningful connections to their culture, their territory, and each other.

Within four years, more Skwxwú7mesh People are living their culture: on the land and water, in ceremony, in intergenerational relationships, and in connection with each other. This includes programs and pathways to reach all Members, on- and off-reserve, so everyone feels valued by the Nation.

COMMITMENTS:

- Build cultural gathering places such as the Squamish Valley Longhouse and canoe shed and language & culture centres for the Squamish Valley and the North Shore.
- Increase the accessibility and participation in cultural programs, gatherings, and land-based activities.

OBJECTIVE:

Skwxwú7mesh Sníchim use is growing with more speakers, more learners, more teachers, more places where it is heard.

Skwxwú7mesh Sníchim carries our relationship to the land, to each other, and to our ancestors. Its long-term survival rests on two things: more people learning and speaking it and the teachers who carry it being supported, trained, and fairly compensated for that work.

Within four years, more members of every age are learning and hearing the language in schools, in programs, online, and on the land—and the people who teach it are treasured as knowledge keepers.

COMMITMENTS:

- Create a strategy for language revitalization that will increase language programming.
- Increase the number of language instructors and translators.
- Establish a fully functional Language Commission.

OBJECTIVE:

From K-12 to careers, our people have the pathways to dignified economic security.

We will continue the work to ensure our people have clear pathways from school through training and into meaningful, dignified work in the broader regional economy or, for those who want it, within the Nation and its entities.

Over the next four years, the Nation will build its own skilled workforce from the inside out to ensure Skwxwú7mesh knowledge is valued alongside other credentials.

COMMITMENTS :

- Create a pathways strategy to connect Skwxwú7mesh People to jobs within the Nation, Nch'kay', Hi'yám and the regional economy.
- Develop a strategy for a Skwxwú7mesh-led tourism industry in Skwxwú7mesh territory.
- Create an Entrepreneurial Hub to support Skwxwú7mesh People to become entrepreneurs.



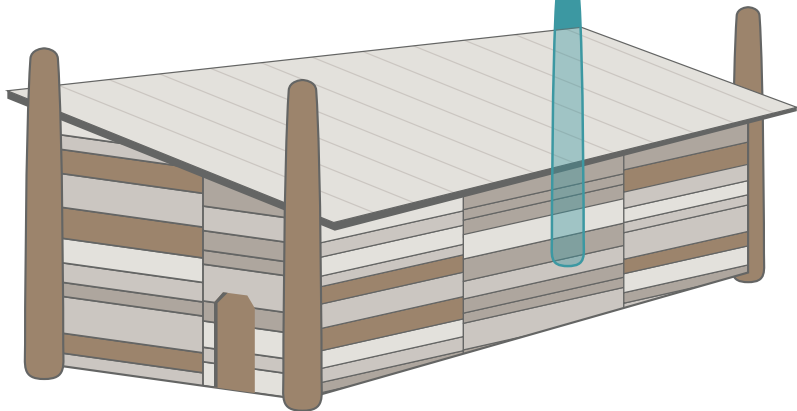
Priority:

Expand Protection & Control Over Lands and Waters

Recognition without the systems to support it is hollow.

Systems without recognition face constant challenges.

Both need to advance together.



OBJECTIVE:

We are asserting our title and we have the evidence, resources, and strategy to defend it.

Our title has never been extinguished and asserting it is a responsibility to the generations that came before us and those that will come after.

Our Council is actively asserting Sḵwx̱wú7mesh title and within four years will close any gaps in evidence, funding, and strategy needed to defend our title.

COMMITMENTS:

- Squamish Nation is in a readiness position to protect territorial boundaries.
- Renew and strengthen the understanding of the MST protocol agreement.

OBJECTIVE:

Sḵwx̱wú7mesh presence, authority, and jurisdiction are visible, recognized, and exercised throughout our territory.

We will continue to accelerate recognition on all of our lands, in agreements, in the decisions that shape what happens in our territory. Increasingly, the Nation is making the decisions on lands and waters in our territory.

COMMITMENTS:

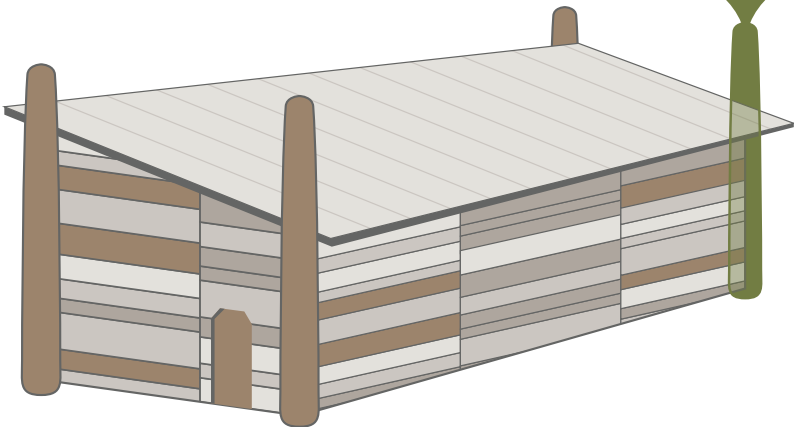
- Negotiate Crown rights recognition agreements, including title recognition, marine response, and fisheries management.
- Update land and marine use plans.



Priority:

Strengthen the Foundation for Squamish Nation's Success

How we govern matters as much as what we decide.



OBJECTIVE:

We continue to build a strong financial and administrative foundation for today and the generations that follow.

Every increase in our own-source revenue (OSR) is an increase in our freedom to govern on our own terms. The more we build it, the more attainable self-determination becomes.

This Council continues the work of growing our revenues, making decisions that expand the choices of future generations, and ensuring our people can see clearly how their Nation's financial wealth is being built and where it is going.

COMMITMENTS:

- Create an OSR growth strategy.
- Advance key land development projects (e.g. Sehákw Phase 1 and Phase 2; MST Fairmont; MST Jericho).
- Create an OSR allocation strategy guiding how OSR revenues are distributed, invested, and reinvested.
- Increase the capacity of administrative systems to match the sophistication of the Nation's government.
- Transition to a new governance & administration hub with expanded spaces for community gathering and service delivery to Skwxwú7mesh People.

OBJECTIVE:

Skwxwú7mesh People know what Council is doing and why, and can hold us accountable.

We are committed to governing in a way that reflects our values, including a greater sense that Council is both visible in Skwxwú7mesh communities and accessible to all Skwxwú7mesh People.

Over the next four years, we will deepen the accountability that is already underway: making it easier for Skwxwú7mesh People to know what Council is doing, why decisions are being made, and how to make their voice heard.

COMMITMENTS:

- Create a Council "Accountability Framework" and Council "Job Descriptions" and bring to Skwxwú7mesh People for approval.
- Fully implement Council's communication framework.
- Host Council quarterly informal engagements open to all Skwxwú7mesh People.

OBJECTIVE:

We are strengthening self-determination in our governing structures, building systems to govern ourselves in our own way in these times, and our people are running them.

Reclaiming self-determination means drawing on our values to build systems fit for where the Nation actually is. Once in place, a Skwxwú7mesh constitution will become the measure against which everything else is brought into alignment.

Over the next four years, more Skwxwú7mesh People will continue to be in governance roles—as advisors, committee members, and leaders at every level—and the systems they work within reflect who they are.

COMMITMENTS:

- Review and revise the Governance Policy.
- Bring proposed Membership Code changes to a referendum.
- Review and revise Election and Referendum Law, and bring proposed changes to a referendum.
- Bring the constitution to referendum for approval.
- Bring proposed new Chiýáxw (Child and Family Services law) to referendum
- Pass the Education Law under s7ulh wa nexwníw éyalh (Our Ways of Education).

OBJECTIVE:

We are supporting our entities and partners to increase their performance and accountability.

Related entities Hiýárh and Nch'kaý, our electoral and language commissions, and our MST and Squamish Lil'wat Cultural Centre partnerships were built from the ground up over the past decade. Now, each of these entities is moving into its next phase, with the governance, capacity, and clarity of purpose that sustains organizations over generations.

We are supporting this transition together, ensuring each entity is strong in its own right and aligned with where the Nation is going.

COMMITMENTS

- Update the mandate letter and service agreement for Nation-funded programs and services that Hiýárh delivers.
- Update the governance, mandate (including return-on-investment), and accountability structures for Nch'kaý and MSTDC.



To read more about our Strategic Plan 2026-2030, and how to engage, visit: squamish.net/strategic-plan/



**Skwxwú7mesh
Úxwúmixw**

Squamish Nation