



## Seńákw Cultural Advisory Panel Terms of Reference

January 5, 2024

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### 1. Purpose

The purpose of the Seńákw Cultural Advisory Panel (the "panel") is to oversee matters related to cultural design, ensuring that cultural sensitivity, diversity, and inclusivity are integrated into all aspects of project. The panel will provide cultural guidance and recommendations to Nch'káy West for opportunities that will be considered by the Partnership to incorporate Skw̓wú7mesh cultural identity into the Seńákw development at Kitsilano Indian Reserve No. 6. The panel will help to foster creativity, respect cultural heritage, and promote positive cross-cultural interactions within the Squamish Nation. To ensure the cultural vision for Seńákw is realized, the panel will present the overarching Art Integration plan to the Squamish Nation Council for final approval.

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### 2. Values

The values of the panel are in alignment with the Squamish Nation Strategic Plan 2026. The values are as follows:

#### *Úxwumixw*

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

#### *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.

#### *Wenáxws*



Wenáxws can mean to respect (someone) or treat (someone) with respect. It can also mean to honour (someone) or believe (someone).

### ***Siyámín***

A 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.

### ***Nexwníw***

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

### ***Stélmexw***

The term stélmexw can mean a person, as in a human person. It can be understood as in the singular or a plural sense of person or people. It is often used as a counterpart to the term kwínexw meaning animals or s7ekw'7ekw'í7nexw meaning birds.

## **3. Artistic Vision**

### ***Texwlam Skwxwú7mesh: Authentically Skwxwú7mesh***

Seńákw will blend and affix design expression that is authentic to Skwxwú7mesh culture. This is sometimes known as Coast Salish Design practiced by the Central Coast Salish People. The design motifs are expressed through the utilization of trigons, crescents, and oval shapes, but explicitly not formline design that is a foreign art form. It may also include pattern design inspired by or used in Central Coast Salish weaving forms like wool weaving & basket weaving.

### ***Wanáxws kwis Yúultm: Dignified Processes***

Seńákw will engage, select, and hire exclusively Squamish art & design practitioners on cultural identity opportunities in the construction of the Seńákw residential, commercial, & common spaces including exterior spaces through processes that are dignified. Any dignified process shall include equitable and fair compensation for labour, transparent and open processes for seeking participation, and meaningful two-way communication throughout. Speculative work is discouraged at any stage of the engagement process. This includes both the avoidance of unpaid efforts and the discouragement of speculative exploration of cultural elements.

### ***Kéx kex iy Nexwiáyus: Diverse and Coherent***

Seńákw will include a diversity of expressions by Skwxwú7mesh art & design practitioners while maintaining a coherent and curated experience that should be world-class, timeless, and attractive to the local residents, the region, and the world. As one of its primary objectives, the panel will endeavor to create dedicated commission and mentorship opportunities for young Squamish Nation artists, in order to expand the Nation's pool of



professional, well-known artists who are able to compete for major commissions beyond Seḥákw itself.

### ***kw'ú7nexw: Participation***

The panel will include the participation of knowledgeable and informed people (as outlined in section 5.2) on authentic Skwxwú7mesh cultural identity. This panel will be informed and consulted on iterations by the Partnership, and involved in design choices that maximize opportunities for cultural identity expression. The panel's role will be to provide advice, input, and feedback.

### ***Télnexw: Inspiration***

Inspiration should draw from past and current Skwxwú7mesh Indigenous public art and architecture. It should also draw from future visions of Skwxwú7mesh Indigenous architecture and place-making and be done in a visually appealing and authentic way by Squamish artists and designers.

### **3.1 Objectives:**

- Achieve a coherent, consistent, and well-curated activation of cultural identity into the maximum number of opportunities possible.
- Support a vision of professional cultural design aesthetic that is timeless, unique and visually pleasant.
- The creation of dedicated commission and mentorship opportunities for young Squamish Nation artists, to expand the Nation's pool of professional, well-known artists who can compete for major commissions beyond Seḥákw itself.
- Ensure a fair, transparent, competitive, and unbiased process for selection of artists on the Seḥákw project, supported by a conflict-of-interest policy.

### **4. Scope**

The main objectives of the Seḥákw Cultural Advisory Panel are as follows:

- Reviewing and advising on Seḥákw Development 'designs,' which encompass interior, exterior, and landscape planning and arrangements, to ensure cultural design integration aligns with Coast Salish design, cultural values, traditions, and sensitivities.
- The panel will hire a Seḥákw Art Integration Advisor if needed and ensure their scope is in alignment with the project objectives.
- Art Integration Advisor Scope: As the Seḥákw Art Integration Advisor, this role involves collaborating closely with the Squamish Nation, Nch'kay Development Corporation and Westbank Projects Corp. across all phases of the Seḥákw Artistic Program, including planning, procurement, and art integration. Key responsibilities include:



- **Señákw Art Integration Plan:** Develop a comprehensive plan covering research, cultural context, project description, guiding principles, art integration, themes, opportunities, budget allocation, selection process, and timeline.
- **Communication Package:** Assist in creating a package for Squamish Community, including Artist Terms of Reference and Señákw Artistic Technical Guidelines following the Coast Salish design principles previously noted.
- **Expression of Interest (EOI) or Art Calls:** Support the creation and management of EOI's, defining opportunities, mentoring, scoring, panel selection, technical guidance, and assistance to community members.
- **Program Implementation and Art Integration:** Aid in artist contracts, technical support, progress reviews, design collaboration, and coordination with Nch'kaý West for art logistics.
- **Other Supports:** Collaborate in establishing administrative roles for program management, including a Señákw Art Program Administrator and a Curator/Manager for Rotating Exhibits.
- The panel will review and provide comments for opportunities to incorporate Skwxwú7mesh Cultural Identity within the Señákw project.
- Identify non-authentic cultural elements in designs, guided by the selection panel described in this document. This panel will create an evaluation matrix and oversee artist selection, following the outlined procedures in the *Señákw Art Integration Process* to ensure cultural authenticity.
- Provide comments on proposed cultural design elements, materials and strategies to ensure authenticity.
- Provide comments on the objectives, and goals of the cultural identity expression at Señákw.
- Enhance awareness and cultural understanding among project stakeholders.

## **5. Composition**

The Señákw Cultural Advisory Panel will be composed of members who provide leadership and guidance on authentic cultural identity expression for the Señákw Development Partnership, Nch'kaý West. The panel will consist of the following members:

### **5.1 Technical Staff:**

The technical staff are responsible for the groundwork and key project milestones. This group consists of up to seven members including:

- **Squamish Nation Staff:** Comprising members from various Squamish Nation departments, including Language and Cultural Affairs, Planning and Capital Projects,



and Se'ákw Operations. Where possible, these individuals should be a Squamish Nation community member, or if not, they should possess a deep understanding of Squamish culture. In cases where a department lacks a Nation member, cross-departmental selection is encouraged to ensure expertise.

- Two representatives from the Nch'kay Development Corporation real estate development team.
- One Art Integration Specialist (currently Imu Chan Architecture).

### **5.2 Squamish Nation Community Members:**

Three Squamish Nation community members, chosen for their cultural expertise, will serve as permanent panel members. Their selection follows current committee appointment procedures including an open call and approval by the Squamish Nation Council. They will offer a Squamish cultural perspective alongside technical members.

Further details regarding Squamish Nation community members can be found in Addendum A.

### **5.3 Project Specific Advisors:**

There may be up to three additional advisors on the panel:

- Project-specific advisor seats will be available on an as-needed basis. These seats will be filled on a temporary basis by invitation. The inclusion of project-specific advisors on the panel will require a consensus vote from all panel members.

Further details regarding Project Specific Advisors can be found in Addendum B.

### **5.4 Panel Operations:**

Internal panel members focus on the technical aspects, working towards key milestones on a monthly or as-needed basis. Squamish Nation community members and project specific advisors, convene less frequently, offering high-level guidance and strategic input. This structure enhances panel efficiency, leveraging the diverse expertise within the team.

## **6. List of Deliverables**

- Comments on the Cultural Integration packages for each phase, prepared by the Architects for the panel's review.
- Direction for each public art opportunity to ensure adherence to panel's vision and Coast Salish design principles.
- Provide input and review of the Art Integration plan for each phase of the development, as prepared by the Art Integration Specialist.
- Present final Art Integration plans to Council for their approval.



- Review of all artist EOI applicants.
- Selection of successful EOI applications for each opportunity.

## **7. Panel Leadership: Refer to Addendum C**

## **8. Meetings**

- The panel shall meet monthly to start, but the frequency can change depending on the timelines of EOI's, and how the Seṅákw project is progressing.
- Meetings can be held in person, via video conferencing, or any other suitable means.
- Seven (7) calendar days shall be given for meeting schedules, along with relevant materials for review. However, time-sensitive decisions may be conducted through email discussion and/or vote.
- Minutes to be issued by the Secretary, following review from Chairperson, within seven (7) days of meetings.

## **9. Reporting**

- A summary of panel activities and outcomes will be included in the meeting minutes or any annual reports (as required). These reports will be distributed to: Squamish Nation Council, Squamish Nation department leads, Nch'káy Leadership, Board of Directors, and the Seṅákw Master GP Board for project updates and information and Nch'kay quarterly updates.
- Recommendations shall be submitted to Council for consideration as necessary.

## **10. Confidentiality**

Panel members are expected to maintain strict confidentiality regarding all discussions and materials related to the Seṅákw Development project. In adherence to this commitment to confidentiality, external panel members and project-specific advisors will be required to sign a confidentiality agreement.

## **11. Approvals**

The Seṅákw Cultural Advisory Panel makes recommendations on major cultural design decisions that come to both Parties from Nch'káy West.

The Squamish Nation Council plays a critical role in ensuring that the Art Integration plan aligns with the vision and values of the Skwxwú7mesh cultural identity. The Council's distinct responsibility is to grant final approval for the Art Integration plan developed by the panel. This approval process ensures that the plan remains consistent and coherent with



the broader goals and values of the Squamish Nation, safeguarding the cultural integrity of the project.

## **12. Dispute Resolution Process**

In case of disputes within the Seńákw Cultural Advisory Panel, the following process will be followed:

- Informal Resolution: Parties will first attempt to resolve the issue informally through discussions and negotiations.
- Mediation: If an informal resolution fails, parties may opt for mediation with a neutral mediator facilitating discussions.

The panel aims to handle disputes professionally and fairly, prioritizing the best interests of all involved. Refer to Article 14 within the Nch'kaý West (Seńákw) GP Holdings Inc. Unanimous Shareholder Agreement for any disputes within the partnership relating to the work of this panel.

## **13. Amendment of Terms of Reference**

These terms of reference may be amended with the majority approval of the panel.



# Addenda

## Addendum A – Squamish Nation Community Members Details

### 5.2 Squamish Nation Community Members

The Squamish Nation Community Members appointed to the panel will participate in regular meetings and activities as deemed necessary by the internal panel members. The frequency of their participation may include monthly panel meetings to provide their cultural expertise and perspective and ad hoc meetings for specific project discussions, reviews, or other relevant matters.

Squamish Nation Community Members serving on the panel will be compensated for their expertise and time commitment through honoraria drawn from the Seḥákw Public Art budget.

Squamish Nation Community Members serving on the panel are prohibited from applying for any art opportunities related to the project during their tenure on the panel. Additionally, they should not be part of any group or organization that applies for such opportunities.

## Addendum B – Project Specific Advisor Details

### 5.3 Project Specific Advisors

Project-specific advisors serving on the panel will be compensated for their expertise and time commitment through honoraria drawn from the Seḥákw Public Art budget.

Project-specific advisors serving on the panel are prohibited from applying for any art opportunities related to the project during their tenure on the panel. Additionally, they should not be part of any group or organization that applies for such opportunities.

Efforts shall be made to ensure diversity and inclusion in the panel, with representation sought from the Squamish Valley and the North Shore/Off-reserve communities to ensure a broad spectrum of perspectives and cultural backgrounds are considered.

## Addendum C - Panel Leadership Details

### 7. Panel Leadership

The Seḥákw Cultural Advisory Panel will have leadership positions to ensure effective operation.



### **7.1 Chairperson Selection**

- Members may nominate themselves or others for the role of Chairperson. Nominations require a second from another panel member.
- The Chairperson will be elected by a majority vote of all seven panel members.

### **7.2 Alternate-Chair and Secretary**

- Similar nomination and election processes will be followed for the positions of Alternate-Chair and Secretary.

### **7.3 General Voting**

- For matters requiring general decisions within the panel, each panel member present shall have one vote, provided a quorum is met. A quorum consists of at least 50% of the total panel members. Decisions will be determined by a majority vote of those present. In the case of a tie, the Chairperson's vote will serve as the tiebreaker. A quorum is necessary to make any decisions during panel meetings.

### **7.4 Roles and Responsibilities**

- The Chairperson will lead meetings, maintain order, and represent the panel as needed.
- The Alternate-Chair will support the Chairperson and step in when necessary.
- The Secretary will record meeting minutes and manage documents.
- The Panel Members will:
  - Attend scheduled meetings (in person or virtually) as required.
  - Review and provide feedback on design proposals, materials, and concepts from Nch'kay West.
  - Contribute cultural insights, historical context, and relevant expertise.

### **7.5 Duration**

- The panel's term will align with the project's art integration needs, which will extend throughout the project duration until Phase 4 of the development is complete.
- Renewal or extension of the panel's term may be considered based on the evolving project needs and individual panel members' availability and commitments.

### **7.6 Removal from Panel**

Panel members may be subject to removal under the following stipulations:

- Repeated Non-Attendance: If a panel member consistently fails to attend scheduled meetings, either in person or virtually, without valid reasons or prior notification, they may be considered for removal.



- Conflict of Interest: Any panel member found to have a significant conflict of interest that compromises their ability to provide unbiased contributions to the panel's objectives may be subject to removal following the process in the *Sehákw Art Integration Process* document.
- Breach of Confidentiality: Unauthorized disclosure or breach of confidentiality regarding panel discussions or materials may lead to removal.
- Unprofessional Conduct: Panel members are expected to maintain a professional demeanor and respectful interactions with fellow members, project stakeholders, and the public. Repeated unprofessional conduct may result in removal.

The process for deciding the removal of a panel member shall adhere to the following principles:

- Initiation of Removal: Any panel member, including the Chairperson, may initiate the removal process by providing written notice to the Chairperson, outlining the reasons for removal and providing any supporting evidence.
  - Should the concern include the Chairperson, written notice will go to the alternate Chairperson.
- Review and Deliberation: The panel will conduct a thorough review and deliberation of the concern. This may include an opportunity for the panel member in question to respond to the panel's concerns.
- Decision: The decision for removal shall be made by a majority vote of the panel members present during a meeting where a quorum is established.
- Appeals: Any panel member, including Technical Members, SN Community Members, and Project-specific members, who is subject to removal shall have the right to appeal the decision to the Squamish Nation Leadership Team (SN-LT).