



Consider joining the team at Nch'kaý! Opportunities for qualified Squamish People are our priority when hiring, followed by other Indigenous candidates, then non-Indigenous candidates.

We offer:

- Opportunities for career growth and development
- ✓ Friendly and supportive
 ✓ work environment with an ambitious team
- Inclusive workplace, guided by Skwxwú7mesh values
- 14 stat holidays, including
 Squamish Family Days
- Competitive pay, extended benefits, and pension plan for full-time team members

Visit nchkay.com/careers or email HR@nchkay.com

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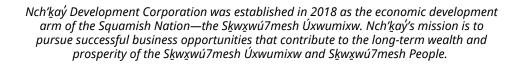
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LAND DEVELOPMENT STRATEGIES UDPATE

Council Approval of Land Uses at Three Sites & Extension of Moratorium on Third-Party Development Proposals









As the Squamish People, we are forging a vibrant future for our Nation, inspired by the wisdom, voices, and values of our Skwxwú7mesh Stélmexw (People). Our Land Development Strategies initiative marks a significant milestone as the first of its kind for our Nation and will play a key role in delivering on the Úxwumixw 2050: Skwxwú7mesh Generational Plan on sites in the Squamish Valley and the North Shore.

We are excited to share that the Squamish Nation Council recently approved the first phase of Land Development Strategies work – including land uses for three sites, and an extension on the moratorium on third-party development proposals so we can move forward with the next phase of Skwxwú7meshled development planning.

Visit the web page to learn more about the land uses for the Marine Drive portion of Xwmélch'sten (Capilano), Ch'ich'élxwí7kw (Seymour), and Stá7mes, which include a mix of Nation housing, market residential, community spaces and amenities, an Elders Village, and commercial uses.

It is important to note that the future development of these sites will require the expressed support of the Squamish People through designation votes.

Generating revenue to fund the delivery of benefits to our People and sustain our Nation into the future:

- Mixed-use market residential and commercial buildings
- Industrial or commercial buildings



Benefits to our People's everyday lives:

- Affordable Nation Housing
- Community and Gathering Spaces
- Spiritual Spaces
- Elder Homes, Care, and Gathering Spaces
- Healing Centres
- Green Spaces
- Business and employment opportunities

Community Engagement & Collective Vision

Over the past year-and-a-half, the Squamish Nation, Nch'kaý, and Hiýáṁ have engaged deeply with our People on this work. From the Community Working Group meetings to Elders lunches, Xwi7ski! Elder's Program Action Team meetings through the Elders project engagements, Knowledge Holders meetings, and community events, we heard from over 500 of you. Each voice a vital thread weaving the fabric of our collective vision.

Our Land Development Strategies align with ongoing projects such as the Long Range Capital Plan, Elder Projects, and the 600 Affordable Homes Plan. The alignment ensures that our Nation's growth encompasses housing, community services, culturally significant amenities, and, importantly, the sustainable economic development required to fund and deliver on these community priorities, from planning for our current generation of Elders to our future generations, all development plans will be Skwxwú7mesh-led.

Squamish People will continue to be engaged every step of the way, and development will not proceed without community approval through a land designation vote.

Scan the QR code to watch a video announcement, view site maps, learn more about the endorsed land uses, and find answers to frequently asked questions about the Land Development Strategies.





SEŃÁKW PROJECT UPDATE

Construction

Phase One construction continues to progress at Seńákw, with the Tower 3 structure having reached its 24th level, Tower 2 its 18th, and Tower 1 nearing its 14th, and on schedule to top out in January 2025. Steel stud framing, electric installation, and other interior finishes are underway on Tower 3. Drywalling began in October, meaning kitchen cabinets and flooring are just around the corner.

Pre-construction staging is underway to begin underground civil work below Park Lane, as well as offsite extensions of the storm sewer to the Seawall at False Creek and the sanitary sewer up Pine Street to 4th Avenue. The project team is working closely with the City of Vancouver to minimize disruptions to our neighbours, and we will provide as much notice as possible of anticipated temporary closures to the Seawall.

The City of Vancouver has completed upgrades to the Kits Point watermain and cycling infrastructure along Chestnut Street. BC Hydro will start offsite work in Kits Point in November to have full power running to Seńákw in time for Tower 1 occupancy next year.

Our crews are also nearing completion of an additional construction access road to and from the site on Creekside Drive. We aim to have this additional gate ready by December.

Interested in living at Seńákw?

Register for updates on *Rental Information, Project Milestones, and Art Integration on* the Seńákw website: senakw.com/contact

Housing at Seńákw

A total of **250 affordable units** have been set aside for Squamish People wanting to live at Seńákw. Phase One towers have staggered completion dates between November 2025 and July 2026, and Phase Two is anticipated to be completed in early 2029.

Units for Squamish People will be managed by the Nation's non-profit housing society, Hiyam Housing. The application process, also managed by Hiyam, will open roughly six months before buildings are complete.

Please reach out to info@hiyamhousing.com if you have any questions in the meantime.

We look forward to welcoming our first tenants at Seńákw late in 2025!



Nation Housing in Phases 1 & 2	Phase 1 SN Units	Phase 2 SN Units	Phases 1 & 2 Combined	
Studio	5	TBD by Hiýáṁ	5+	
1 Bedroom	16	11	16+	
2 Bedroom	24	!!	24+	
3 Bedroom	18	!!	18+	
Total	63 units	65 units	128 units	

Cultural Advisory Panel Update

The Cultural Advisory Panel has met biweekly since June, focused on informing the branding of the Seńákw development, as well as managing the callout for 2D graphic design artwork for Phase One.

The art callout began in August and ended in September, with four artist open houses also hosted at Chief Joe Mathias Centre and Totem Hall to engage with Squamish People, answer questions, encourage applications, and support artists through the application process.

Stay tuned for future art opportunities, including exterior art calls at key locations, such as the entrance to Seńákw, the Forest Garden Plaza, the Wellness Pavilion, and the Seńákw Heart Plaza!

About the Seńákw Cultural Advisory Panel

Celebrating and honouring the Skwxwú7mesh cultural identity is at the heart of the Seńákw development. The Cultural Advisory Panel defines the values, structure, and desired outcomes for the infusion of this identity into the village at Seńákw.

The Panel oversees all matters concerning cultural design, ensuring the integration of cultural sensitivity, diversity, and inclusivity into all aspects of the project, from the interior of the buildings to the landscaping, and more. The panel also ensures the public art selection process is fair and transparent.

Want to learn more?

Watch for Panel Updates and art opportunities here: senakw.com/art-integration



Interested in Working or Contracting at Seńákw?

Nch'kaý chairs the Seńákw Procurement Committee, which reviews all tender submissions for construction work on Seńákw, as well as the Seńákw Employment and Training Committee, which ensures Squamish participation and opportunities throughout the project.

Be sure to check the Careers page on the Seńákw website for the latest openings and mentorship opportunities. As new trades arrive on-site in the next six to 12 months, new positions will be posted.

All of the subtrades working on Seńákw are subject to an Indigenous Participation Plan (IPP), which imposes requirements on project partners to employ Squamish People first and foremost, as well as Musqueam, Tsleil-Waututh, and other Indigenous Peoples. This policy is enforced on all subcontractors who bid on the project.

If you own a business and wish to be contacted when procurement opportunities are available at Seńákw, please ensure you are registered with the Nch'ú7mut Endorsed Business Registry (NEBR) or listed on the Squamish Nation Community Business Directory. (Note: The NEBR requires a formal application and review process whereas any business owned by a Squamish Person can be listed without obligation on the Business Directory hosted on the Nch'kaý website.)

Please visit the Nch'kay website or email jody_antone@nchkay.com if you have questions or require assistance regarding procurement opportunities.

Priority Workforce Update

The latest Seńákw data shows that out of roughly 350 workers on-site daily, 136 of them are Priority Workforce workers (31 Squamish People and 105 other Indigenous Peoples)—approximately 39% of the total workers on-site each day!

In September, there were 13 new Priority Workforce member hires, two of whom are Squamish.

Note: Priority Workforce on the Seńákw project is defined as Squamish People, then Musqueam and Tsleil-Waututh Peoples, then other Indigenous Peoples.

Employment Support through the Stitsma Career Centre

There are many career opportunities at Seńákw and elsewhere, but some Indigenous people may face barriers in taking advantage of these opportunities. The Stitsma Career Centre offers employment and training services to assist Indigenous clients who are Status, Non-Status, Métis or Inuit, helping them upgrade their skills, secure credentials, and eventually gain employment.

Squamish People who want support for employment at Seńákw should email the Stitsma Career Centre at stitsma_career@squamish.net. You can also call its North Vancouver office at 604-985-7711 or the Squamish Valley office at 604-848-4202.

Squamish People interested in long-term training to be able to obtain employment on the project should contact the Training and Trades Centre (TTC) at 604-980-7946 or email tradescentre@squamish.net. Anyone interested in long-term training that is not provided at the TTC can also apply to the Nation's post-secondary program for support. Call 604-982-7600 or email post-sec@squamish.net.

VISIT THE ONLINE JOB BANK!

Looking for a new job? Stitsma has introduced an online job bank with weekly updates on new job openings available to Squamish People.



New posts on a variety of roles are up almost daily. Visit often to ensure you don't miss out on the perfect opportunity for you!



Seńákw Mentorship Program

The Seńákw Mentorship Program is designed to provide Squamish People and Priority Workforce members access to paid learning opportunities and potential future career opportunities through exclusive, behind-the-scenes looks at the various types of jobs linked to the project, which include a lot more than just real estate development!

Candidates are matched with participating consultants on the project, and the duration of placement can vary from one-week shadowing periods to six-month co-op placements.

Interested in learning more?

Visit the Seńákw Mentorship Program page: senakw.com/mentorship-program



Students from Simon Fraser University's Indigenous Business Leadership Executive MBA program tour the Seńákw site on August 6, 2024.



OPERATING BUSINESSES UPDATE

The Business Operations team looks to the Squamish values of Úxwumixw (community), Nexwniŵ (pride), and Wenáxws (empowerment) as guiding principles in what they do, always finding new ways to streamline and improve the processes that keep our businesses running smoothly.

Mosquito Creek Marina

With the hard work of our teams at the Marina and Nch'kaý, and the patience and support of our moorage customers, all liveaboard boats and boatsheds have been relocated from condemned docks at Mosquito Creek Marina (MCM) to their new slips. New utility dock and service lines have been installed for these customers, ensuring a smooth transition.

The remaining Legacy Float Homes will be moved toward the end of November as we undertake additional dock repairs and utilities setup. These relocations are necessary to ensure the health and safety of all who call the Marina home.

Demolition and Repair Underway

The demolition of condemned docks and dock repairs is now underway. After a competitive bid process, this project was awarded to Blue Water Systems Inc., a reputable marine construction company with over 30 years of experience. That work is scheduled to be completed in February 2025.

Looking toward the future of the Marina, Nch'kay will begin the process of identifying the best use of the land and water lot. All moorage customers and Squamish People will have an opportunity to engage in the process.

Scan the QR code for a summary of the situation and answers to the most frequently-asked questions.





Background on the Marina Closure

In December 2023, an independent marina condition assessment concluded that the majority of Marina docks had reached their end of serviceable life. With safety as our top priority, MCM issued a notice to all boat and boatshed moorage customers, advising them that all property must be removed by May 31, 2024.

Owners of float homes, and liveaboard boats and boatsheds were not required to vacate, but instead, accommodated on secure docks as MCM addressed the most pressing safety concerns elsewhere in the Marina. All Skwxwú7mesh customers were also accommodated, and not required to find alternate moorage outside of an Nch'kaý-owned marina (MCM and Lynnwood Marina), with no added costs incurred as a result of their relocation.

There is no developer involved in the closure of the Marina. Nch'kaý and the Squamish Nation remain focused on addressing the immediate priorities of assessing and ensuring the safety and security of the Marina and its occupants. Nch'kaý and the Nation will carefully consider all feasible options for future use of the site as a portion of the Nation's Reserve Land.

Deconstruction progress from May 2024 to now





SQOMISH FORESTRY

Protecting the Land from Wildfire

Sqomish Forestry played an essential role in containing the Upper Elaho River Wildfire, sparked by lightning on August 12, 2024, on Tree Farm Licence (TFL) 38, which is owned by the Squamish Nation. At its peak, this wildfire spanned close to 500 hectares, and because it burned on our tenure, the BC Wildfire Service enlisted the aid of Sqomish Forestry.

Our teams leapt into action, clearing overgrown roads that were vital for wildfire crews to deploy and access the blaze. A quick response was necessary; TFL 38 is home to Wild Spirit Places, old growth forests, and other important cultural

"It's a new collaboration that resulted in multiple organizations working together without disconnect. BC Wildfire basically treated this as protecting a community because it's a culturally significant place for the Squamish Nation. It was great to be heard and have BC Wildfire recognize that these areas, this land, is just as important as structures as well." — Sqomish Forestry Superintendent Roger Lewis

resources.

Sqomish Forestry is encouraged by this new partnership, which will support a quicker, more collaborative response to future incidents on Skwxwú7mesh temíxw (land).

National Forest Week in Ottawa

Roger also represented Sqomish Forestry and Nch'kay at the Forest Products Association of Canada's (FPAC) policy conference in Ottawa during National Forest Week in September. He was a panelist for the 'Building Resilience—Lessons from Disaster' discussion, and a special guest at FPAC's Indigenous Relations Committee meeting.

Over a week, Roger met with forestry rights holders and stakeholders from across the country, including members of the Indigenous Resource Network. Huy chexw a, Roger, for your continuous leadership and for paving the way for Sqomish Forestry on the national stage!

New VP, Forestry & Sustainability

Nch'kaý welcomed Molly Hudson as Vice President, Forestry & Sustainability, in August. A trained biologist and forester and a seasoned forestry executive, Molly is known for her unwavering commitment to reconciliation, sustainability, and climate solutions.

In collaboration with our ground teams, she will lead Sqomish Forestry into the future, overseeing more than 180,000 hectares of forest on Skwxwú7mesh temíxw (land). This work will support the Nation's Forestry Framework, protecting cultural sites, resources, and ecosystem health.





SPOTLIGHT ON SQUAMISH BUSINESS

Ryan J Design

Ryan Johnston launched his graphic design business in the midst of the COVID-19 pandemic. At the time, his clients were mostly friends who needed imagery for their video game live streams, but within four years, the Skwxwú7mesh artist has amassed a full slate of projects and then some.

Ryan studied graphic design through a partnership between the Squamish Nation and Kwantlen Polytechnic University's Wilson School of Design. He has since created business logos, prints for t-shirts and jerseys, and more.

Ryan often incorporates Coast Salish design into his art, which was recently featured at the Polygon Gallery in North Vancouver. This fusion has helped him reconnect with his culture, he said.

"I felt it was very important to include it and share it. Just seeing the finished product is such a nice satisfying feeling."

Asked whether he has any advice for other young Indigenous entrepreneurs, Ryan encouraged them not to rely on word-of-mouth to attract clients, but rather, network as much as possible.

KEEP YOUR BACKGROUND OPEN. DON'T HIDE THE FACT THAT YOU'RE AN INDIGENOUS ENTREPRENEUR. GET OUT THERE, SPEAK TO OTHERS, SOCIALIZE WITH PEOPLE AND LET THEM KNOW WHAT YOUR VISION IS.

Does your business, team, or project need a fresh look this summer? Reach out to Ryan by email: r16johnston@gmail.com.

To explore other Skwxwú7mesh-owned businesses, visit the directory on our website: www.nchkay.com/directory.





Ryan Johnston studied graphic design at the Kwantlen Polytechnic University's Wilson School of Design.

Interested in being listed on the Squamish Nation Community Business Directory?

Call us today at 604-290-5184, email Jody Antone at jody_antone@nchkay.com, or scan the QR code to visit the Directory online.



NCH'Ú7MUT CONTRACTING

Nch'ú7mut Contracting, the operational entity of Nch'kaý that oversees the Nch'ú7mut Endorsed Business Registry (NEBR), has been working hard since our last Quarterly Update to facilitate new business and employment opportunities that drive wealth and prosperity for the Squamish Nation and Squamish People.

The NEBR has expanded its number of registered businesses to provide access to more types of incomegenerating projects and contracts, resulting in greater prospects for success on procurement bids. Across 9 projects, more than 15 Skwxwú7mesh entrepreneurowned businesses have successfully landed contracts.

Highlights:

- 9 new businesses added since June (41 total in 2024)
- >> 95 on the NEBR all together
- 8 contracted or subcontracted on the Seńákw project





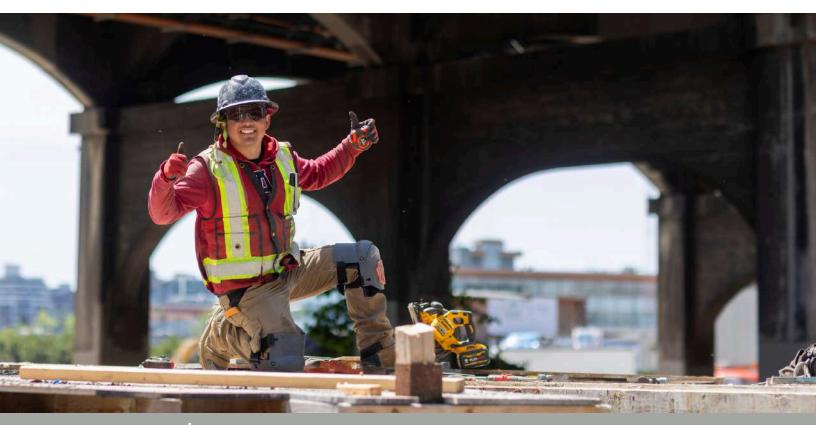




- 7 completed the 2023/2024 fiscal year contracted or subcontracted at the Pacific Environment Canada site.
- 7 contracted or subcontracted on the Cheekeye Fan Development
- 4 contracted on the Matthews West Oceanfront development
- 4 contracted on the Woodfibre LNG project
- 3 contracted by BC Hydro
- 3 contracted on the Fortis EGP Tunnel Scope and Mainland Pipe projects
- 2 contracted on the Vancouver Broadway Subway Project

Interested in joining the NEBR or Squamish Nation Community Business Directory?

Call us today at 604-290-5184 or email Jody Antone at jody_antone@nchkay.com





HR & STAFFING UPDATES

Nch'kaý values are Skwxwú7mesh Úxwumixw values. Our values are foundational to an exceptional team member experience, and we integrate them into our hiring, training, and performance review practices, our communications with team members, and the way we foster listening through surveys and in-person feedback opportunities.

Meet Amanda Wood

The Squamish Nation's Amanda Wood comes from Eslha7an and joins Nch'kaý as a Contract Coordinator. Amanda has a Diploma in Hospitality and Tourism



Management from Capilano University and has previously worked in sales and logistics in the tourism, sporting goods, and craft beer industries. At Nch'kaý, she will assist with contract management and finance, and more. In her spare time,

Amanda enjoys hiking, cooking, and the Vancouver Canucks.

Meet Whitney Nahanee

Whitney Nahanee is a proud Skwxwú7mesh Woman from Eslha7an. She has a Certificate in Business



Administration from Capilano University, and extensive experience as a finance, accounting, office, and bylaw coordinator. As an Administrative Coordinator at Nch'kaý, Whitney considers herself the "Swiss Army Knife" of Nch'ú7mut Contracting,

scheduling appointments, preparing reports, and more. In her spare time, she enjoys boxing, books, pickling, and preserving.

A warm welcome to Nch'kay's newest members:

	_		
Name	Role	Nation Affiliation	
Amanda Wood	Contract Coordinator, Nch' <u>k</u> aý Head Office	Squamish Nation	
Anthony Guerrero	Labourer, Mosquito Creek Marina	Squamish Nation	
Chloe Ko	Information Systems Support, Nch' <u>k</u> aý Head Office	_	
Darris Nahanee	Security Guard, Mosquito Creek Marina	Squamish Nation	
Deborah Best	Director, HR Nch' <u>k</u> aý Head Office	_	
Kalesha Shalik	Front Desk Representative, Capilano RV Park	_	
Molly Hudson	Vice President, Forestry & Sustainability, Sqomish Forestry	_	
Quinton George	Labourer, Mosquito Creek Marina	Squamish Nation	
Rodrigo Alessio Robles	Development Manager, Nch'k̯aý Head Office	ı	
Whitney Nahanee	Administrative Coordinator, Nch'kaý Head Office	Squamish Nation	
Winter Pizandawatc	Development Coordinator, Nch'kౖaý Head Office	Kitigan Zibi Anishinabeg First Nation	

Strong Squamish & Indigenous Representation throughout Nch'kaý and our Businesses

We are proud to have strong representation from the Squamish Nation, as well as other Indigenous Nations, throughout our workforce.

Across our Head Office and all Operating Businesses, more than 50% of our staff are Indigenous, with the large majority being Squamish People.

The table below shows a detailed breakdown of staffing demographics by entity, as of September 2024.

Entity	Employees	Indigenous	Squamish Nation	Other Nation	Non-Indigenous
Head Office	54	21 (39%)	12 (22%)	9 (17%)	33 (61%)
Cap River RV Park	17	11 (65%)	11 (65%)	0	6 (35%)
Lynnwood Marina	10	3 (30%)	3 (30%)	0	7 (70%)
Mosquito Creek Marina	21	21 (100%)	13 (62%)	8 (38%)	0
Mosquito Creek Marina Smoke Shop	2	2 (100%)	1 (50%)	1 (50%)	0
North Vancouver Gas Bar	12	9 (75%)	7 (58%)	2 (17%)	3 (25%)
Sqomish Forestry	7	2 (29%)	2 (29%)	0	5 (71%)
Squamish Valley Gas Bar	8	3 (38%)	2 (25%)	1 (13%)	5 (62%)
Total	131	72 (55%)	51 (39%)	21 (16%)	59 (45%)

CAREERS AT NCH'KAY

Opportunities for qualified Squamish People are our priority when hiring, followed by other Indigenous candidates, then non-Indigenous candidates. All new job postings are posted with the Nation for a period of two weeks before we consider external applicants.

If the idea of working towards the long-term wealth and prosperity of the Skwxwú7mesh Úxwumixw and Squamish People sounds appeals to you, please reach out. We'd love to have a conversation about your career goals and aspirations, and how we can help you get there!

Email HR@nchkay.com or call 604-243-0802.



Quarterly In-Person Town Hall

In September, we brought teams from our Head Office and Operating Businesses together for our Quarterly Town Hall, which takes place in-person once per year. This time, we gathered at Chief Joe Mathias Centre.

In addition to learning about each other's projects, activities, and progress, we took time to refocus on our mission of bringing long-term wealth and prosperity to the Squamish Nation and Squamish People. Our staff also enjoyed a Skwxwú7mesh sníchim lesson from Squamish Nation Language and Cultural Affairs Commissioners, Victoria Fraser and Norman Guerrero Jr., Setálten.

New Cultural Orientation Program

Nch'kaý also launched its revised Cultural Orientation Program for new team members. For an introduction to Skwxwú7mesh storytelling and traditional crafts, in September, we invited Sesémiya Tracy Williams to share some of her experiences harvesting from the land and to teach our newest additions how to weave a cedar rose.

The second part of the program centered on language and places of importance to the Skwxwú7mesh Stélmexw. Kwitelut Lorraine Louis and Aaron Williams guided us through song, prayer, and language lessons during visits to Ambleside Park, the Mosquito Creek Marina, and Totem Hall in Squamish.

Our new team members were then delighted to enjoy a lunch with the Squamish Valley Elders, and join them in a group painting activity, during which everyone got acquainted.



Victoria and Norman lead Nch'kaý staff in a pronunciation lesson.



Aaron Williams opens a Cultural Orientation Session with song.









Leadership & Management Training

In November, HR will host leadership and management training for our staff that reflects Skwxwú7mesh values and Nch'kaý's guiding principles. We have collaborated with Kwitelut Lorraine Louis, the Squamish Nation's Manager of Language & Cultural Affairs, to deliver this training, ensuring our program seamlessly integrates Nation values.

We will also be seeking feedback from all participating team members by survey—an important component of our consultation practices within the Nch'kaý community.

Parental Leave Improvements

In September, HR launched maternity and parental leave top-up benefits, consistent with Squamish Nation practices. These enhancements reflect our ongoing commitment to supporting our team members through significant life events, and fostering an inclusive workplace.

The top-up plan provides for supplementary income for new parents to help support their families.



Celebrating Skwxwú7mesh Success

We have recently promoted two outstanding Skwxwú7mesh team members for their exceptional contributions to Nch'kaý:

Aidan Lenhart-Baker of the Squamish Nation was promoted to Manager of Business Development. In his new role, he will develop and execute strategic initiatives to achieve Nch'kaý's ambitious growth objectives, focusing on securing new business opportunities and fostering strong client relationships. This role is instrumental in expanding our reach and strengthening our market position.

Skwét7siya Shellene Paull of the Squamish Nation transferred from the Operations & Human Resources team to the CEO Office. In her new role as Corporate Project Coordinator, she's using her legal assistant experience, organizational skills, and research expertise to support the various corporate projects at Nch'kaý.

Congratulations to Aidan and Shellene both of whom have demonstrated exemplary service and commitment in their respective roles.





OUT & ABOUT IN THE COMMUNITY

Summer brought many exciting opportunities for the Nch'kaý team to engage and share with our community. From Amalgamation Day to Orange Shirt Day, here are some of the highlights.

Squamish Nation Youth Pow-wow

July 5-7, 2024







Squamish Pride Celebration

July 19, 2024









Amalgamation Day

July 23, 2024







Real Estate & Development Panels

Sept. 26, 2024







National Day for Truth & Reconciliation

Sept. 27 & 30, 2024











Follow us on LinkedIn, Facebook, Instagram, and X!

We feature Skwxwú7mesh-owned businesses, job postings, project updates, and community news.

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