

# NCH'KAÝ QUARTERLY UPDATE

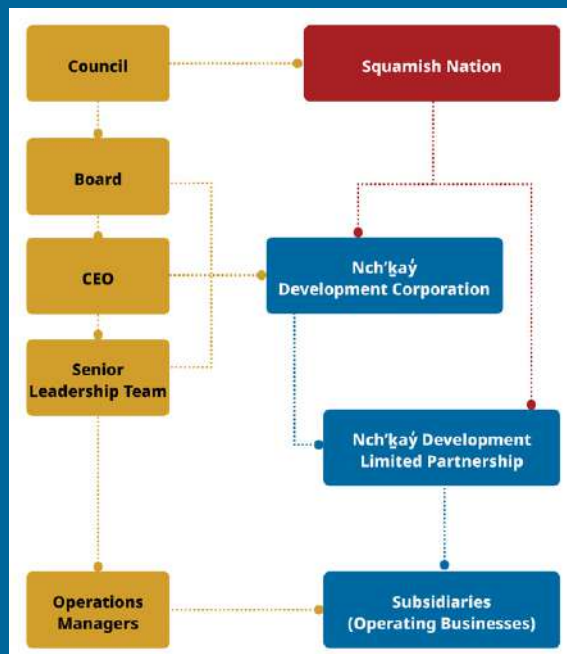
## TO SQUAMISH NATION MEMBERS | WINTER 2024

### Nch'kaý is referred to as the “economic development arm” of the Squamish Nation — *but what does that mean?*

Simply put, it means we are the business branch of the Nation. We are responsible for managing the Nation's existing businesses (such as the gas bars, marinas, etc.), as well as exploring, analyzing, and pursuing new opportunities—with Council's support—to generate sustainable, long-term revenue streams for the Nation.

Nch'kaý is 100% owned by the Squamish Nation, but is operated as an arms-length entity with our own Board of Directors who are accountable to the Squamish Nation Council through formal agreements and clearly-defined reporting mechanisms.

This structure—which reflects best practices in Indigenous economic development—helps reduce risk to the Nation while also ensuring a strong degree of separation between business and politics.



*Pictured above: Nch'kaý's Corporate Structure*

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Nch'kaý Development Corporation was established in 2018 as the economic development arm of the Squamish Nation - the Skwxwú7mesh Úxwumixw. Nch'kaý's mission is to pursue successful business opportunities that contribute to the long-term wealth and prosperity of the Skwxwú7mesh Úxwumixw and Skwxwú7mesh people.



# Nch'kay Board of Directors



Joy MacPhail  
Chair



Mike Magee  
Independent



Tiyátelut Kristen Rivers  
Squamish Nation Council



Walter Schneider  
Nation Member Director



Heather Tremain  
Independent



Syexwáliya Ann Whonock  
Squamish Nation Council

## Nch'kay Executive Team



Mindy Wight  
Chief Executive Officer  
(Squamish Nation Member)



Denis Murphy  
Chief Financial Officer



Gary Muuren  
Executive Vice President,  
Operations & HR



Sean Ruzicka  
Executive Vice President,  
Business Development & Partnerships

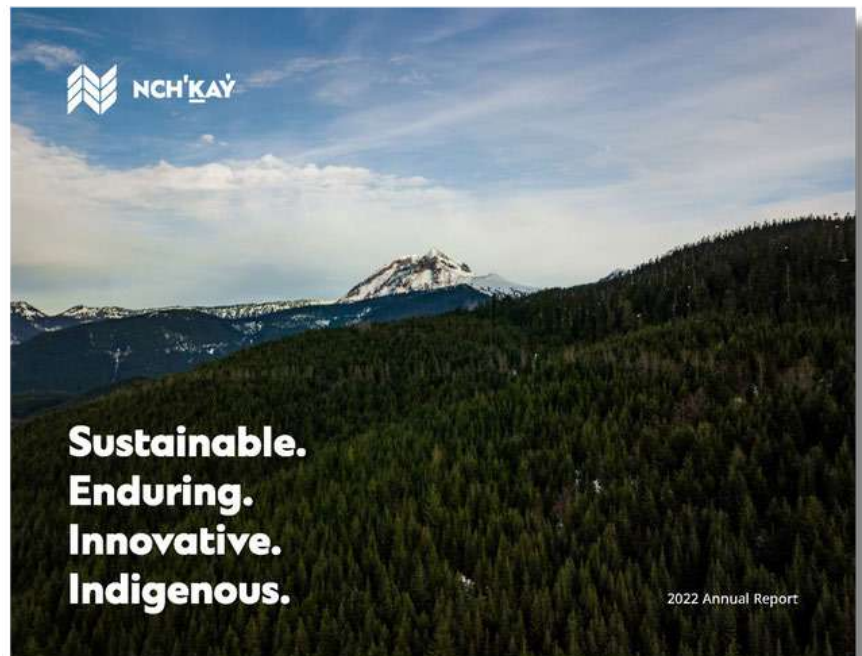


Jennifer Podmore Russell  
Executive Vice President,  
Real Estate & Development

## We released our first-ever Annual Report in the fall!

Inside, you'll find detailed bios for our Board Directors, Executives, and Senior Leadership team, highlights from our departments and businesses, and more.

Find it [here](#) on our website, or scan this QR code below





# HIGHLIGHTS FROM THIS ISSUE

*Read on to learn more!*

## **500** MEMBERS SHARED INPUT

with the Land Development Strategies project team between Summer 2023 and January 2024. Pages 6-9 contain an in-depth update on this important initiative.

## **5** PIECES OF CUSTOM ART

created by Squamish Nation artists for Nch'kay's new Head Office. Check out pages 10-12 for pictures and details.

## **72%** INDIGENOUS WORKERS ON-SITE AT SEÑÁKW

including 31 Squamish Nation Members and 77 Members from other Nations. See page 14 for more info.

## **63** UNITS FOR SQUAMISH NATION MEMBERS

in Phase 1 of Señákw, with another 65 in Phase 2. Find more about Member housing at Señákw on page 16.

## **58** SQUAMISH NATION MEMBERS

currently employed by Nch'kay, including 9 at Head Office. See page 23 for detailed staffing demographics across all entities.





# 2023 ANNUAL GATHERING RECAP

On November 26, we hosted our second-ever Annual Gathering simultaneously at two locations – Totem Hall in the Squamish Valley, and Chief Joe Mathias Centre (CJMC) in North Vancouver.

We had an engaging afternoon with Squamish Nation Members at both sites, where we shared highlights of our achievements and key information about our various departments and priority projects, hosted community engagement sessions for the Land Development Strategies project, and presented our first-ever Annual Report for 2022.

To encourage participation and learning, we offered bonus prize draw tickets in exchange for Members' participation in our educational activities — and gave away 15 amazing prizes at each site, with 65" 4K Smart TVs as the grand prizes!

*(Continued on next page...)*







Huy chexw a to all the Squamish Nation Members who joined us at both locations. We are grateful for the opportunity to connect, engage, and share our projects, initiatives, and progress.

Special thanks to the catering companies who prepared delicious meals for us in Totem Hall and CJMC: The Works Catering Company, and Kevin Rivers Catering, respectively. We also thank the comedians who added some laughter to the gatherings – Keith “Bubbas” Nahanee at Totem Hall, and Brenda Prince at CJMC.

We look forward to our next Annual Gathering in 2024 – stay tuned for more details later this year!





# LAND DEVELOPMENT STRATEGIES UPDATE

## Background

As shared in previous issues of our Quarterly Update to Squamish Nation Members, in January 2023 Nexwsxwníwntm ta Úxwumixw (Council) approved a 14-month moratorium on unsolicited development proposals and directed Nch'kaý, the Squamish Nation and Hiýárh Housing staff to create Land Development Strategies for five sites: the Marine Dr portion of Xwmélch'stn Capilano I.R. No. 5, Ch'ich'élxwí7kw Seymour I.R. No. 2, Stá7mes I.R. No. 24, Ch'kw'elhp I.R. No. 26; and a 5th site in the Squamish Valley.

This investment in the Nation's future will identify how to maximize the use of its lands to serve current and future Member needs along with the creation of multigenerational economic growth. This work is occurring in collaboration with three other Nation land planning initiatives including:

- 600 Affordable Homes Action Plan: Actions to start construction on 600 additional Member homes.
- Elder Care, Homes & Centres: Creating options for elders for care, homes, and new/expanded elder centre.
- Long Range Capital Plan: Prioritizing and budgeting of new Member infrastructure and amenities.

Following a publicly competitive procurement process, two consultant teams were selected early in Summer 2023 and work started on this important initiative. The Nation, Nch'kaý and Hiýárh are proud to share that both consultant teams include Skwxwú7mesh design professionals ensuring the integration of Skwxwú7mesh values and culture as a foundation and at the start of this initiative.

A Community Working Group was created at this same time through a community call-out. Since August 2023, nine Skwxwú7mesh members who form the Community Working Group have been meeting with the Land Development Strategies Project Team on a monthly basis to review work progress and provide feedback into the process.

*The complete list of consultants and Community Working Group Members can be found in the Fall 2023 Issue of our Quarterly Update to Members.*

*Follow the link above or **scan the QR code to view that issue.***



## Community Engagement

Throughout fall 2023, the Project Team held a series of engagement events with Skwxwú7mesh Membership:

- Four Open House events in late November – two each in the North Shore and the Squamish Valley
- Community Events – the October Community Services Open Houses
- Two Elder's Centre lunches – one each in the North Shore and the Squamish Valley
- One meeting with the Elder's Advisory Group
- One online survey (240 responses)

***We received feedback and input from over 500 members between July 2023 and January 2024!***



## Honouring the Land

Through this work, the Skwxwú7mesh Úxwumixw will transform the future of the region. The redevelopment of the above 234-acres will change regional housing, transportation, infrastructure and environmental restoration decisions. New developments aim to centre Skwxwú7mesh culture and values.

To better understand the role these important lands have played in Skwxwú7mesh culture and history, knowledge holders and community members have been engaged and the Project Team has spent time walking the lands with them.

Learnings of the lands to date were captured on a series of "Story of Place" boards and shared at the November Open Houses. We've also made them available for viewing online. **[Click here](#) or scan the QR code to visit our web page where you can view the Story of Place boards full-size.**



## Proposed Concepts

The proposed land uses for all four sites presented below were shared at the November Open Houses. You can also **follow the link or scan the QR code above to view the proposed concept maps in full resolution** on the Land Development Strategies web page. *Please note that concepts are still under development to reflect Member feedback received.*



### Marine Dr. - Xwmélch'stn Capilano I.R. No. 5

- Creation of a new Nation Community Service & Office Centre along with new revenue-generating land uses and Member housing options.
- Honouring the former riverbed and the healing qualities of the former waterway.
- Re-enforcing Skwxwú7mesh lands and territory through culturally informed architecture and artwork at this high traffic location.

### Ch'ich'élxwí7kw Seymour I.R. No. 2

- Reconnect the lands and existing Member homes to the riverway and waterfront.
- Restore and remediate contaminated lands and the impacted waterways.
- Maximize revenue-generating land uses to provide economic prosperity for generations to come and fund new Nation amenities and community growth.
- Reclaim former reserve lands through neighbouring infrastructure changes.





## Proposed Concepts (cont'd)



### Stá7mes I.R. No. 24

- Honour Stá7mes as one of the oldest village sites within the territory and enhance its close community heart with new Member housing, an Elder's village, and Nation spaces.
- Maximize and maintain views from Upper Stá7mes and create a new secondary road connection that overpasses the railway.
- Invest in new infrastructure to enable infill development in Lower Stá7mes.

### Ch'kw'elhp I.R. No. 26

- Celebrate the land's important cultural history as one of the Nation's first origin villages.
- Enhance and promote the visibility of Skwxwú7mesh culture on the Sunshine Coast.
- Create greater Member access and usage of the site's waterfront location and its healing properties.



## Next Steps

Nch'káy, the Squamish Nation, and Hiyaín Housing staff are working to finalize development options for each site and create supportive business plans. Council will review the progress and provide further direction in Spring 2024.

### **QUESTIONS ABOUT THE LAND DEVELOPMENT STRATEGY PROJECT?**

The project team welcomes hearing from you.  
They can be reached at  
**developmentstrategy@nchkay.com**  
or 604-209-1827.

**ARE YOU A SKWXWÚ7MESH MEMBER WHO RUNS YOUR OWN BUSINESS?  
HAVE YOU HAD DIFFICULTY IN FINDING ON-RESERVE SPACE TO OPERATE OUT OF?  
If so, we'll soon be asking to hear from you!**

To ensure new Skwxwú7mesh developments will promote Skwxwú7mesh Member businesses, we want to better understand what your space needs are (e.g., flexible office space, storefront retail space, light industrial workspaces, warehousing and packaging spaces, etc.). We will soon be sending out a survey looking to gather this input from Skwxwú7mesh business owners.

**Watch for updates in the Nation's weekly newsletters, social media, and e-mails.**



# ***You asked, we answered!***

***"I heard that Nch'kay Development Corporation is looking to sell some of our lands. Is this true?"***

**No — Nch'kay Development Corporation is not, and will never be, looking to sell any lands owned by the Squamish Nation.**

As the economic development (i.e., business/money-making) arm of the Nation, Nch'kay has a mandate to manage our active businesses and to pursue new opportunities for the benefit of current and future generations of Squamish People. In the past, the Nation has issued long-term leases that allowed external parties to develop on our Lands; however, Nch'kay is now moving into that role of developer on Squamish Nation Lands in order to retain control while also maximizing returns to the Nation.

With support from Council and Membership, Nch'kay may enter into agreements with external parties to make development possible (e.g., like the partnership between Nch'kay and Westbank Corp at Señákw); however, ownership of Squamish Lands will always remain with the Squamish Nation.







# WELCOME TO NCH'KA'Y'S NEW HEAD OFFICE!

In late October, we moved into our new head office on Xwemelch'stn at Park Royal South in the former YYoga Space — a significant milestone for Nch'ka'y, as it represents our first permanent office location on Xwmélch'stn. We are grateful to Robert Nahanee and Russell Nahanee for their work to brush off the space before we moved in, to Buddy Joseph for officiating, and to Chief Janice George for her guidance throughout the renovation and move-in process.

Our Real Estate & Development, Human Resources, Communications, IT, and Finance teams all work from this new office space, while our Operations and Health and Safety teams remain at the Lynnwood Marina.

## Showcasing Skwxwú7mesh Art & Culture

The office design was influenced by Chief Janice George, who served as our Cultural Director of Interior Design and worked alongside our interior designer Nhan Pham. We are also proud to feature custom-made pieces from five Skwxwú7mesh artists throughout our new space. *Read on to learn about the artists and the stories of their pieces.*

### Boardroom Table | Lyle Williams



Lyle Williams carved our large round boardroom table, which is 11 feet in diameter and made from old growth yellow cedar. The boardroom table is a focal point in the room where we conduct meetings and gatherings, including welcoming dignitaries, partners, and associates of Nch'ka'y. Lyle's carving is an ode to the Great Flood Story and captures an important part of the story – of Squamish Nation ancestors tying their canoes to the peak of Nch'ka'y to escape the great floods.

#### About Lyle

Lyle Williams, born in 1978 in North Vancouver, is a carver from Xwmélch'stn, and is a member of the Bear Clan.

An Ironworker by trade, Lyle followed the call to pursue art about 20 years ago and has been carving since. He first learned to carve while watching his father, Lyle Williams Sr., further honed his craft alongside the late Willy Watts, and taught himself along the way.

He carves in a Northwest Coast style with a modern twist, and specializes in fine detailed yellow cedar projects, big or small. Lyle loves to use Indigenous legend and animal themes in his art, including orcas, salmon, eagles, owls, seals, hawks, otters, and other animals local to the area.





## Boardroom Doors | Ƙanákeltn, Darren Yelton



The two majestic boardroom doors, each standing 11.5 feet tall and three feet wide, were made by Darren Yelton (Ƙanákeltn) of North Vancouver. They stand near our main entrance and are the front doors to the boardroom. Made from old growth yellow cedar, the carvings on these doors are of the Two Sisters, and Eagle, Bear, and Salmon.

### **About Darren**

Ƙanákeltn, Darren Yelton, is a master carver born in North Vancouver in 1961. He began carving at age 13 alongside his father and brothers. After high school, he pursued wood carving full-time, learning from Squamish Nation artisans. He later became a carver in Thunderbird Park before transitioning to freelance artistry in 1986.

Darren's work reflects a unique West Coast style, blending family crests and Coast Salish legends. Influenced by renowned artists, his contemporary pieces are sought after by international collectors. Through his art, Darren preserves his cultural heritage and teaches future generations.

## Woven Welcome Blanket | Spelexilh, Anjeanette Dawson

The woven welcome blanket was weaved by Spelexilh, Anjeanette Dawson. The blanket is made from wool and includes accents using Nch'kaý's brand colours – red, black, and grey. At six feet high by four feet wide, the blanket is displayed in the Head Office lobby area, just across from the reception desk.

### **About Anjeanette**

Spelexilh, Anjeanette Dawson is a survivor of parents who went to Residential School and is now married with children and grandchildren of her own.

For the last 35 years, Anjeanette has been an Indigenous educator, working with the Squamish Nation and many different schools to support youth. Currently, Anjeanette works at Kenneth Gordon Maplewood School as a counselor and Indigenous specialist.

When wool weaving was first introduced to Anjeanette, she was blessed with the opportunity of being one of 10 weavers to revive the traditional lost art with teachers and mentors Chepximiya Siyam', Chief Janice George and Skwetsimeltxw, Willard "Buddy" Joseph.

An expert in pre-contact history and traditional practices, Anjeanette often facilitates workshops about local history and wool weaving with people of all ages.





## Boardroom Mural | Rosalie Dipcsu Williams



Rosalie's piece, "Working Hands of Strength", welcomes all who enter the boardroom as it is placed directly across from the main entrance to the boardroom. Measuring six feet tall and 11 feet across, the mural was created using digital art techniques and is steeped with symbolism derived from Squamish Nation spirituality and storytelling. Rosalie shared her vision of the piece is "to bring the integrity of our Squamish Nation spirit with devotion."

Some of these key symbols include:

- *The Eagle Feather*: Reflects Indigenous spirituality.
- *The Businessman*: Protector of Squamish Nation lands, water, people, and wildlife.
- *The Leader*: Through their knowledge of the legal system, is ready to listen and protect the rights of Skwxwú7mesh People.
- *The Hummingbird*: A messenger of joy and symbolizes intelligence, beauty, devotion, and love.

### About Rosalie

Rosalie Dipcsu Williams is a contemporary urban Indigenous artist, originally from Lil'wat Nation (Peters Family), and married to John Dennis Williams. As a Squamish Nation Member, Rosalie deeply understands culture and protocols.

Through her art, Rosalie strives to promote peace, harmony, and understanding, breaking down barriers by imparting education, life skills, and respect for Indigenous history through the fine arts. With over 33 years of experience, her work reflects a deep connection to the surrounding world, stopping viewers in their tracks and encouraging reflection.

## Carved Paddles | Matthew Cole

The paddles are carved out of yellow cedar that the artist, Matthew Cole, harvested from the beach. The paddle depicted on the left features a thunderbird with a salmon, while the one on the right showcases an orca accompanied by an eagle, salmon, and raven. Matthew accentuated the animals' eyes with abalone shells.

### About Matthew

Matthew Cole is an artist and bladesmith, specializing in custom carving tools like roughing knives and adzes. Matthew employs traditional techniques and high-quality materials to craft each piece with precision. He also creates digital artwork, native drawings, carved paddles, totem poles, masks, and paintings, drawing inspiration from his culture and surroundings.

Hailing from Xwmélch'stn, Matthew learned the art of carving from his family and elders, continuing a proud tradition spanning generations. Notable achievements include crafting a paddle for Prime Minister Justin Trudeau and being listed on the Nch'kay Squamish Nation Member Business Directory.







Photo courtesy of Kayla Natrall

# SEÑÁKW PROJECT UPDATE

## Construction Update

The ongoing construction at the Señákw site has seen significant advancements since our last update. Here are the latest developments:

### Phase 1 Construction

- **Excavation Completion:** Excavation work has concluded across the entire Phase 1 site, marking a crucial milestone in the project's progress.
- **Parkade Structure:** The construction of the Parkade structure for Tower 1 and the District Energy Plant, located at the southwest edge of the site, is nearing completion, and will be back at grade by Spring 2024.
- **Tower 2 Progress:** Level One has been successfully poured in Tower 2. Tower 2's construction is mirroring that of Tower 3, with a slight six-week difference in schedule.
- **Tower 3 Milestone:** In January 2024, we achieved a significant milestone with the completion of the structure for Level Three, which constitutes the first floor of residential units in Tower 3. This brings Tower 3 to the same height as the Burrard Street Bridge.
- **Tower 3 Progress:** With the progression of Tower 3's structure upwards, we are preparing to welcome additional trades and subcontractors to the site for the installation of curtain walls.

- **Curtain Wall Shipments:** We are pleased to report that curtain wall shipments, sourced from Korea, have been arriving in Canada since Fall 2023. These shipments are currently being stored in a designated receiving yard on Capilano IR 5.
- **Logistics and Yard Management:** We are pleased to announce that the logistics and yard management responsibilities have been awarded to a Nation-member-owned business for the entirety of Phase 1. This decision reflects our commitment to supporting Nation-Member businesses and communities.

### Phase 2 Construction

- **Soil Remediation:** Soil Remediation has been completed on the Western portion of the Phase 2 area.
- **Excavation Started:** Excavation is slowly commencing and will soon have a shoring wall complete on the Phase 2 and Phase 3 boundary.



## Upcoming

During the Spring/Summer of 2024, significant off-site civil work will be conducted in the surrounding neighbourhood as part of the Seḥákw development.

This work includes subsurface assessments and water main upgrades, which will begin in June 2024. These are all part of the Seḥákw Services Agreement that the Nation entered with the City of Vancouver and are required before Phase 1 occupancy.

## Seḥákw Food Truck

In late 2023, the Nch'kaý West Procurement Committee oversaw the tender process for a food truck at Seḥákw. The successful proponent was First Peoples Group which is owned by Squamish Nation Members. They are aiming to be on-site in winter 2024.



## Employment & Training

### Priority Workforce Update

***The latest Seḥákw data shows that out of the 150 workers on the site daily, 108 of them are Priority Workforce workers (31 Squamish Nation Members and 77 Members of other Indigenous Nations) — which is approximately 72% of the total workers on site each day!***

In December, there were five new Priority Workforce member hires, two of whom are Squamish Nation Members.

Note: Priority Workforce on the Seḥákw project is defined as Squamish Nation Members, then members of other MST Nations, then members of other Indigenous Nations.

## Member Employment & Contracting Opportunities

At Nch'kaý, we chair the Seḥákw Procurement Committee, which reviews all tender submissions for construction work on Seḥákw, as well as the Seḥákw Employment and Training Committee, which ensures Nation Member participation and opportunities throughout the Seḥákw project.

All of the subtrades working on Seḥákw are subject to the requirements of an Indigenous Participation Plan (IPP), which imposes requirements on project partners to employ Nation Members. This policy is also enforced on all subcontractors who bid on the project.

This policy is meant to benefit Squamish Nation Members first and foremost. It also includes members of the broader Squamish community who are not members, as well as members of the Musqueam and Tsleil-Waututh Nations, and other Indigenous peoples.

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

Please visit the [Nch'kaý website](https://nchkay.com) or email [bom@nchkay.com](mailto:bom@nchkay.com) if you have questions or require assistance regarding procurement opportunities.





# Employment Support through the Stitsma Career Centre

There are many career opportunities at Seḥákw 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 overcome barriers, upgrade their skills, secure credentials, and eventually gain employment.

Members who want support for employment at Seḥákw should email the Stitsma Career Centre at [stitsma\\_career@squamish.net](mailto:stitsma_career@squamish.net). You can also call our North Vancouver office at 604-985-7711 or the Squamish Valley office at 604-848-4202

Members who are interested in long-term training to be able to obtain employment on the project should contact the Training and Trades Centre at 604-980-7946 or email us at [tradescentre@squamish.net](mailto:tradescentre@squamish.net). Members who are 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](mailto:post-sec@squamish.net)

## NEW ONLINE JOB BANK!

**Looking for a new job? Stitsma has introduced an online job bank with weekly updates on new job openings exclusive to Squamish Nation Members.**

With positions ranging from Peer Support Worker to Indigenous Storyteller, and nearly everything in between, new posts are up almost daily. Visit often to ensure you don't miss out on the perfect opportunity for you!

[Click here](#) or scan the QR code below.



# Seḥákw Mentorship Program

Due to the success of the two-week pilot program in the fall, we are excited to share that the Mentorship Program is now moving forward as permanent over the life of the Seḥákw project.

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

Candidates are matched up with participating consultants on the project, and the duration of placement can vary between two-week shadowing periods all the way up to six-month co-op placements.

Some of the opportunities you will find include:

- Receptionist/Administrative Assistant
- Commissioning
- Traffic Data Collection
- Project Management
- Marketing Assistant
- Interior Design
- Sustainability Coordination

Interested in learning more? Visit the Seḥákw Mentorship Program webpage [here](#).





# Member Housing at Seḥákw

A total of 250 affordable units have been set aside for Squamish Nation Members wanting to live at Seḥákw. 128 of those units will be available in the first two phases – Phase 1 is expected to be complete by Winter 2025 and Phase 2 is anticipated to be completed in late 2027.

These Member units will be managed by the non-profit housing society of the Nation, Hiýá’í Housing. The application process — which will open roughly six months before buildings are complete — will also be managed by Hiýá’í.

Please reach out to [info@hiyamhousing.com](mailto:info@hiyamhousing.com) if you have any questions in the meantime.

Member Housing in Phases 1 & 2	Phase 1 SN Units	Phase 2 SN Units	Phases 1 & 2 Combined
Studio	5	TBD by Hiýá’í	5+
1 Bedroom	16	" "	16+
2 Bedroom	24	" "	24+
3 Bedroom	18	" "	18+
Total	63 units	65 units	128 units







## Señákw Cultural Advisory Panel

### Terms of Reference Approved

The Squamish Nation Council has officially approved the Terms of Reference for the Señákw Cultural Advisory Panel ("the Panel").

The Terms of Reference serve an important role in solidifying the Panel's role in defining the values, structure, composition, and desired outcomes for infusing cultural identity into the Señákw development.

### Purpose

As highlighted in our [Fall 2023 issue](#), the purpose of the Señákw Cultural Advisory Panel is to oversee matters related to cultural design, ensuring that cultural sensitivity, diversity, and inclusivity are integrated into all aspects of the project.

The Terms of Reference elaborates on the Panel's purpose, indicating it will offer cultural guidance and recommendations to Nch'kaý West. These suggestions will focus on opportunities for the Partnership to integrate Skwxwú7mesh cultural identity into the Señákw development.

The Panel will help foster creativity, respect cultural heritage, and promote positive cross-cultural interactions within the Squamish Nation. To ensure the cultural vision for Señákw is realized, the Panel will present the overarching Artistic Plan to the Squamish Nation Council for final approval.



*Scan the QR code or [click here](#) to view the complete **Terms of Reference for the Señákw Cultural Advisory Panel***

*Scan the QR code or [click here](#) to view the complete **Squamish Art Integration Plan for Señákw***







## Seḥákw Cultural Advisory Panel (cont'd)

### Composition

The Panel has allocated three seats for Squamish Nation Community Members, who will be chosen for their cultural expertise and serve as permanent Panel members. Their selection will follow current committee appointment procedures, including an open call to Membership. There will be a call for Members issued in Spring 2024.

Squamish Nation Community Members appointed to the Panel will participate in regular meetings and activities as necessary. 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.

The Panel will also consist of technical staff, made up of up to seven members (including Squamish Nation staff, two representatives from Nch'kay's real estate development team, and one Art Integration Specialist), and project-specific advisors who will be available on an as-needed basis and will be filled temporarily by invitation.

### A Significant Milestone

The establishment of an official Terms of Reference for the Seḥákw Cultural Advisory Panel marks a significant project milestone – advancing the Panel's mission of enriching the Seḥákw development with vibrant and authentic artistic expressions that resonate with the spirit of the Skwxwú7mesh community.

The Panel looks forward to ongoing collaboration with the community. Please stay tuned for more cultural updates.

### *You asked, we answered!*

***Can Squamish Nation Community Members serving on the Panel apply for art opportunities for the Seḥákw project?***

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.



# HOUSING: *WHO DOES WHAT?*

Housing is a strategic priority shared by the Squamish Nation, Hi'yám Housing and Nch'kay. Although there is a level of integration between the three organizations, the focus, projects, and responsibilities concerning housing differ for each organization.



The **Squamish Nation** oversees the construction of single detached homes on reserve and manages the Member housing allocation list.

**Hi'yám Housing** is the Nation's non-profit housing provider and is responsible for building and managing affordable housing (non-market housing) for Members.

**Nch'kay Development Corporation** is responsible for the development of market housing. Market housing is housing for the general public to be rented or sold at current market prices (not at reduced rates), and thereby helps make money for the Nation.

On the Se'ánkw project, which is primarily market housing, a portion (250 units) will be reserved as affordable housing specifically for Squamish Nation Members. Hi'yám Housing will be the agency responsible for managing those units.





# BUSINESS OPERATIONS UPDATE

*The Business Operations team looks to the Squamish values of Úxwumixw (community), Nexwníw (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.*

## Squamish Valley Gas Bar Renovation

We are excited to share that the renovations to the Squamish Valley Gas Bar are now complete.

The renovations include a new staff room, new flooring and paint, relocation of the fridges, an additional 300 square feet of retail space, and 200 square feet of storage.

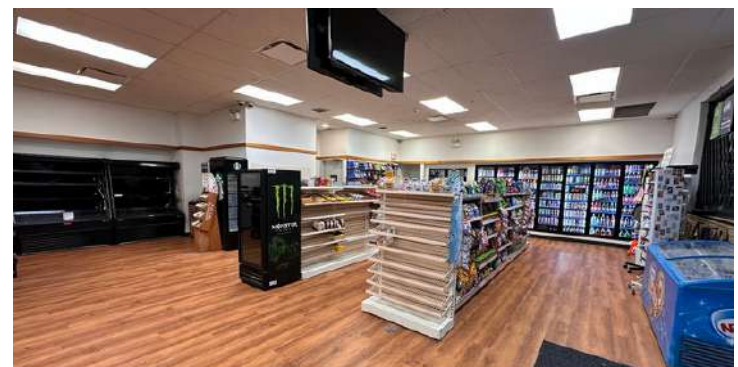
The expanded retail space will also showcase and sell Coast Salish-inspired merchandise and Squamish Nation Member-produced artworks.

Our next phase is to optimize our retail space to serve the demands of our customers better. We look forward to sharing the retail opportunities as they become finalized. Stay tuned!

*Before:*



*After:*







## Mosquito Creek Marina

In the Summer of 2023, a dock review was conducted by Nch'kay's Operations team to identify repairs to be made in 2024. An independent surveying company was subsequently engaged to conduct a marina condition assessment.

Unfortunately, the surveying company concluded that the majority of Mosquito Creek Marina's (MCM) docks were at the end of life; as a result, repairs were no longer possible or viable for the following docks:

- The original floats and mooring system on Docks A, B, C, D, E, G, H, and I,
- The Fuel Dock, and
- The southern end of JNW.

The Mosquito Creek Marina and many of its docks have been in use for over 50 years. This period is common in the lifespan of docks. Over time, many repairs have been done to prolong the life of the docks; however, the latest available assessments indicate that the state of decay is too great for further repairs to extend the lifespan of these structures successfully.

This was an unfortunate outcome, and to prevent any safety hazards, the decision was made to close the affected Marina docks permanently.

Moorage customers were notified immediately on December 5, 2023, and informed that they will need to vacate their slips or moorages by May 31, 2024. Those living in float homes are not affected by this closure announcement and can continue to remain in their moorages.

All condemned docks will be gated as of June 1, 2024, with decommissioning and disassembling of the Marina expected to begin promptly after that date. The secure docks will be used to accommodate Live-Aboard moorage customers, as well as some Float Homes, while the most pressing safety concerns and required remedial work are addressed in other areas of the Marina.

After further work around the planning and logistics of the marina's decommissioning, it was determined that live-aboard moorage customers will be able to be relocated within the marina as an interim measure, allowing these customers an additional 18 months or more from April 1, 2024 to find an alternate location to moor their property.

Staff are working closely with the Squamish Nation Members who have boats or boat sheds moored at MCM, and special efforts are being made to mitigate any possible disruptions to Members' lives, businesses, and cultural or recreational activities.

### ***How does MCM's closure impact Squamish Nation Members?***

Our commitment is that no Squamish Nation Member moorage customers will be left without a place to put their boat or shed. Squamish Nation Members are a top priority as we navigate these difficult circumstances.

Repair work will also not have an impact on the Squamish Nation's canoe shed.

### ***Beyond closing, are there any other plans for the marina?***

Our top priority is ensuring the safety of people and the environment. We can assure you that there are no definitive plans at this time for the future of the Mosquito Creek Marina.

### ***Where do I find more information?***

To learn more about MCM's closure, visit [nchkay.com/mcm-updates](https://nchkay.com/mcm-updates) or scan the QR code below.







## HR & STAFFING UPDATES

***Nch'kay values are Squamish Nation values. At Nch'kay Human Resources, we recognize the importance of incorporating Squamish core values into our organization in order to provide an exceptional employee experience. To achieve this, we have integrated these values into our hiring and performance review processes, as well as in our communications with employees.***

### Snewíyelh (Guidance or Advice)

*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. The Squamish Language Dictionary (2011) defines this noun as "advice."*

As a growing company, it is important for our success that our employees receive regular guidance throughout their career journey with us. To help make this happen, we will be implementing a performance management program, which is shaped by one of Squamish Nation's core values, Snewíyelh.

To foster excellence and help our staff succeed, leaders will provide sound advice and guidance to their team members, who in turn, are encouraged to share ideas, and constructive feedback to their managers. The goal is to create a healthy and vibrant workplace that promotes open communication, and makes employees feel valued and heard.

### ***What is a Performance Management Program?***

Performance management is a continuous process that involves managing, measuring, and developing a team member's job performance to effectively align with the corporate goals and operating strategies of the organization.

The key objectives are to:

- Support team members to perform at their best and reach their potential.
- Create professional development opportunities and career pathways for all team members.
- Increase team members' job satisfaction and Nch'kay's success.







## Strong Squamish & Indigenous Representation Throughout the Company and Our Businesses

We are proud to have strong representation from Squamish Nation Members, as well as members of other Nations, throughout our workforce.

**Across our Head Office and all Operating Businesses, our staff are over 60% Indigenous, with the large majority of those being Squamish Nation Members.**

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



Entity	Employees	Indigenous	Squamish Nation	Other Nation	Non-Indigenous
<b>Head Office</b>	36	14 (39%)	9 (25%)	5 (14%)	22 (61%)
<b>Mosquito Creek Marina</b>	21	21 (100%)	18 (86%)	3 (14%)	0
<b>Mosquito Creek Marina Smoke Shop</b>	3	3 (100%)	3 (100%)	0	0
<b>Lynnwood Marina</b>	10	5 (50%)	4 (40%)	1 (10%)	5 (50%)
<b>Cap River RV Park</b>	12	10 (83%)	10 (83%)	0	2 (17%)
<b>North Vancouver Gas Bar</b>	14	10 (71%)	9 (64%)	1 (7%)	4 (29%)
<b>Squamish Valley Gas Bar</b>	10	4 (40%)	3 (30%)	1 (10%)	6 (60%)
<b>Sqomish Forestry</b>	3	2 (67%)	1 (33%)	1 (33%)	1 (33%)
<b>Retail Operations</b>	2	1 (50%)	1 (50%)	0	1 (50%)
<b>Total</b>	<b>111</b>	<b>70 (63%)</b>	<b>58 (52%)</b>	<b>12 (11%)</b>	<b>41 (37%)</b>





**New Executive Vice President,  
Real Estate & Development:  
Jennifer Podmore Russell**



Jennifer Podmore Russell joined Nch'kay this past December in the role of Executive Vice President, Real Estate and Development.

Jennifer has nearly two decades of experience in real estate strategy, portfolio planning and development advisory, and joins Nch'kay after serving a short term as a director on the Nch'kay Board.

Jennifer has held multiple senior leadership roles in the real estate and development sector in BC, including as Senior Vice President at Rennie, and was the founder and managing partner of MPC Intelligence, a company that provides research and analytics for the new home development industry in Western Canada.

In addition to her contributions to strategic real estate growth, Jennifer is passionate about creating meaningful change in the community. She serves on the boards of the Urban Development Institute, Royal Columbian Hospital Foundation, and Arrowleaf, and was a past director of the Vancouver Economic Commission.

***A warm welcome to our newest  
Nch'kay Team Members:***

Name	Role	Nation Affiliation
Vincent Baker	Customer Service Representative, North Vancouver Gas Bar	Squamish Nation
Jugil Joseph	Customer Service Representative, Squamish Valley Gas Bar	—
Harshpreet Dhillon	Customer Service Representative, North Vancouver Gas Bar	—
Ryan Fors	Marina Labourer, Lynnwood Marina	—
Cori Woodburne	Marina Labourer, Lynnwood Marina	—
Emily Peters	Procurement Specialist Nch'kay Head Office	—
Miguel Esparza Mata	Interim Senior Accountant Nch'kay Head Office	—





## Engagement Survey

This past November, HR conducted an employee engagement survey, which is used to measure and understand employee engagement levels. The results help HR understand employees on things like job satisfaction, workplace culture, communication, training, development, diversity, and work/life balance.

The next steps are to review the survey results, and create an action plan that prioritizes the areas of focus that came to light.

We'll share more on our progress in these focus areas as information becomes available.



## CAREERS AT NCH'KAÝ

If the idea of working towards contributing to the long-term wealth and prosperity of the Skwxwú7mesh Úxwumixw and Skwxwú7mesh People sounds appealing 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!

**Squamish Nation members are always our first priority when hiring**, then 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.

**Email [HR@nchkay.com](mailto:HR@nchkay.com)  
or call 604-243-0802.**





# HEALTH, SAFETY & ENVIRONMENT

## Marine Spill Response Training

On November 30, 23 team members from Lynnwood Marina, Mosquito Creek Marina, Sqomish Forestry, and Capilano RV Park participated in marine spill response training.

In this full-day course, participants learned spill site safety, hazards, decontamination, spill containment on water, and deployment of spill booms in the water. This training is an important component for our spill prevention and mitigation program to ensure environmental protection in our waterways.



## Lynnwood Marina Risk Assessment

On November 9 and 16, 2023, Lynnwood Marina underwent a thorough worker risk assessment. The purpose of this assessment was to identify workplace hazards and develop strategies to mitigate these risks.

The assessment provided recommendations for the improvement of our current safety practices at the marina; these recommendations will be applied to our EHS Management System to ensure optimal safety and protection of marina staff.







# OTHER NEWS

## Mindy Wight named to Vancouver Magazine’s Power 50 List

On the evening of Thursday, February 1, Vancouver Magazine unveiled its annual Power 50 list at the Terminal City Club. Among the distinguished individuals recognized was our very own Mindy Wight, CEO, honoured for the second consecutive year.

The list also includes MST Development Corporation and Mayor Ken Sim, along with other influential changemakers

In addition to these acknowledgments, Nch’kaý’s Board Chair, Joy MacPhail, and Westbank Corp founder, Ian Gillespie, were inducted into the Power 50 Hall of Fame, newly launched this year. View the full list [here](#).



## Introducing Cedar Leaf Capital

On February 23, we shared the news of the launch of Cedar Leaf Capital, which, pending regulatory approval, will be the first Indigenous-owned investment dealer in the country. We are proud to be a founding partner of Cedar Leaf Capital, along with Scotiabank, Des Nedhe Financial LP and Chippewas of Rama First Nation.

This partnership aligns with our mission of pursuing successful business opportunities that contribute to the long-term wealth and prosperity of the Squamish Nation. It is also an important milestone in advancing Indigenous economic empowerment and reconciliation across Canada.

To better understand what this partnership means and why it is important, [click here](#) or use this QR code to view an explainer on our website.







***Follow us on LinkedIn,  
Facebook, and X (Twitter)!***

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



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