



**Sk̓wxwú7mesh Úxwumíxw**  
Squamish Nation

# Sk̓wxwú7mesh Úxwumíxw 2026

## The Squamish Nation Strategic Plan 2022-2026



# Ínexw chexw ti ays

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This Thunderbird design was inspired by an old spindle whorl collected from Squamish Nation, and one of the few of its kind that I've found where I know it came from here. I used to get really angry thinking of all our stuff being locked up in museums, but my mentor Xwalacktun always reminded me that we can make new things also, to help heal that sense of loss so many of us grew up with.

**Tawx'sin Yexwulla / Poolxtun,  
Aaron Nelson-Moody (Splash)**

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# Who We Are

We are the Skwxwú7mesh – descendants of the original Skwxwú7mesh– speaking villages throughout the watersheds of the Squamish River, Mamquam River, Howe Sound, English Bay, False Creek, and Burrard Inlet.

In 1923, several Skwxwú7mesh communities that were Indian Bands joined together and amalgamated to become the Squamish Nation, or Skwxwú7mesh Úxwumixw.

*“...for the good government of the tribe, which would have as an ultimate result the abolishment of ill feeling that has arisen in past transactions, and which we know will henceforth bring about a brotherly feeling among each and every member of the Squamish people.”*

The Amalgamation document was signed by 76 citizens of the Skwxwú7mesh Úxwumixw and sixteen chiefs for each of the Indian Bands at the time.

Today, the Skwxwú7mesh Úxwumixw is governed by the Squamish Nation Council, or Nexwsxwníwntm ta Úxwumixw, which is elected for a four-year term and oversees the administration and finances of the Skwxwú7mesh Úxwumixw and associated entities.

The Skwxwú7mesh Úxwumixw believes sustainable economic development is integral to our strategic plan. The Squamish Nation will continue to value sustainable economic development that provides economic, ecological, and social benefit to our community. The Squamish Nation is moving forward with good governance principles in support of sustainable economic development.

With over 4,100 members, the Skwxwú7mesh Úxwumixw is one of the largest First Nations in British Columbia. The Squamish People, or Skwxwú7mesh Stélmexw, live on one of the nine communities stretching from North Vancouver to the northern area of Howe Sound.



# Introduction

## Chet kw'enmántumiwit Acknowledgements

The Sḵw̓xwú7mesh Úxwumixw thanks all past and present leaders, staff, and community members who have helped sustain, grow, and advance the Sḵw̓xwú7mesh Úxwumixw. We would also like to thank all the leaders, staff, and team who helped us develop this strategic plan.

## Yewáñ Syétsem Background

In February 2020, the Nexwsxwníwntm ta Úxwumixw adopted *Squamish Nation Strategic Plan 2020–2023* which was developed over three facilitated sessions with Council and Directors between May 2018 and October 2019. The objective of the plan was to create a shared understanding of our organization's vision, values, and principles to shape who we are and where we go as an organization.

In September 2021, a new Nexwsxwníwntm ta Úxwumixw was elected and in late November, the update to *Squamish Nation Strategic Plan 2020–2023* was initiated with three goals. First, the updated plan is intended to communicate what the priorities are for this Council over the course of their

four-year term. Secondly, the plan has a new section on values to help our staff and external partners understand how we act on our guiding principles. Finally, the plan will be monitored via key performance indicators (KPIs) to be developed after the plan is passed and which are intended to guide the plan towards successful outcomes.

In respect to COVID restrictions, the plan update was conducted through a combination of online surveys and in person facilitated sessions that took place between February and May 2022. The process was overseen by a Strategic Planning Team that included the Chair, CAO, staff from several departments and an external consultant.

# Na melh wa Ínexw Chexw ti Skwelkwálwen

## Reading the Skw̓wú7mesh Úxwumixw 2026 Strategic Plan

Strategic Planning is a process where organizations define a bold vision and create a plan with objectives and goals to reach that future. Our Strategic Plan is a thoughtful and heartfelt expression of who we are, where we want to go, and how we'll measure our success. Our Strategic Plan has been a team-building exercise that has brought together our people, leadership, management, and employees.

The Skw̓wú7mesh Úxwumixw 2026 Strategic Plan defines who we are as a government and lists concrete actions to achieve our visions. When the unexpected occurs and multiple priorities come in front of us, our Strategic Plan helps us travel together and find new opportunities while staying true to our values and mission.

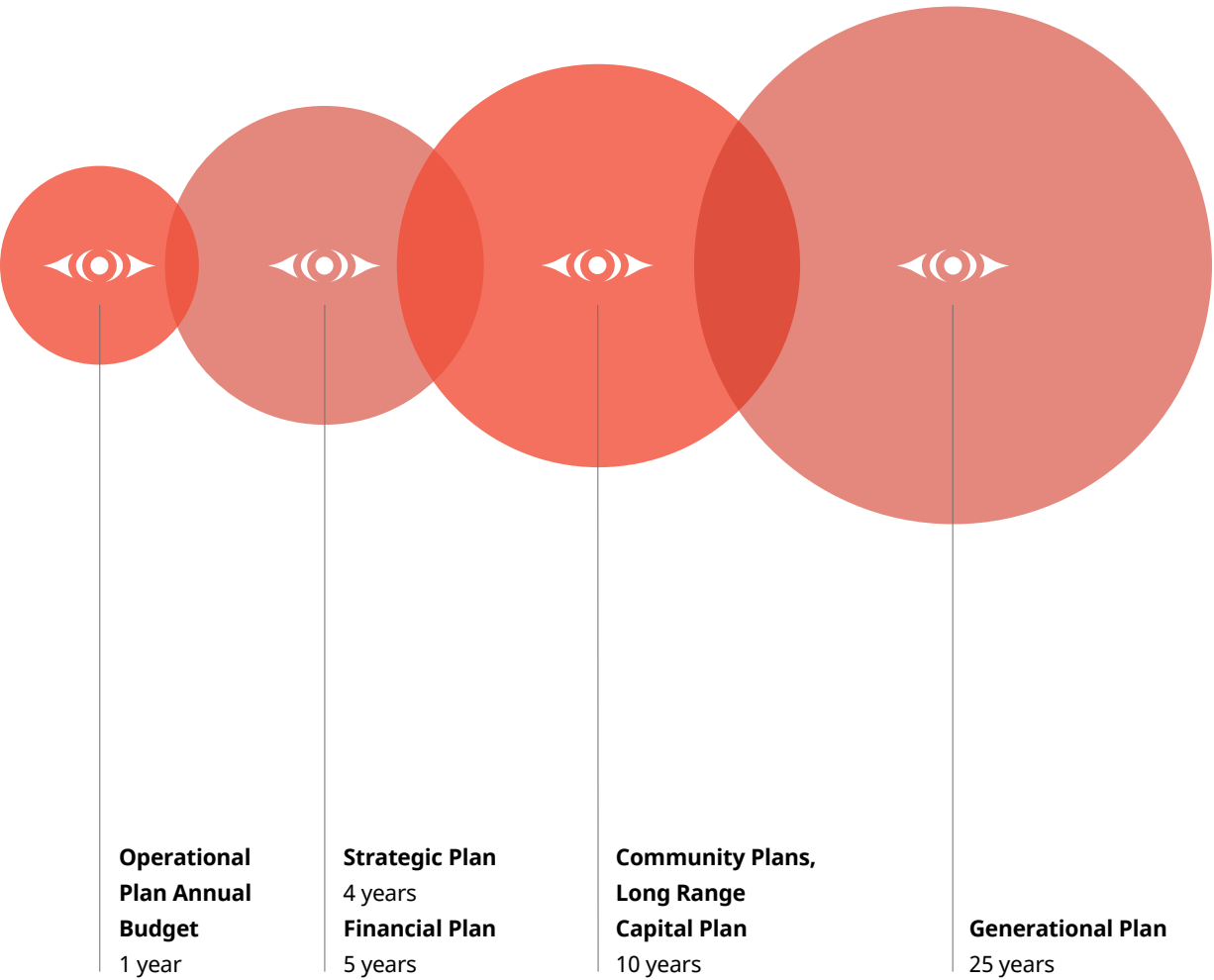
We recommend our government, our people, our entities, and our external relations use our Strategic Plan to understand where we are going, how we define success, and how we'll review and adapt our strategy.

**Chet estetxw skwalwnchet kwis namstet ta uxwumixwcht tkwa wa tsixwnumulh**  
– We are determined to take our people to the destination.

With the approval of the *Skw̓wú7mesh Úxwumixw 2026 Strategic Plan*, our Council and administration will execute the plan by:

- developing a detailed vision and workplan for each new initiative, an operational plan with department plans, and an implementation schedule,
- aligning annual budgets and the 5-year financial plan,
- tracking and reporting progress on goals & actions,
- and reviewing and updating annually with minor updates and bi-annually with significant updates, and then a refreshed plan every four years.

## The Planning Framework





# Mission, Vision, Values & Principles

## Mission



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

## Vision



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

## Values



Values are qualities or standards of behaviour that help us determine what is important in life. In our Skwxwú7mesh society, there are numerous values our people have used for generations.

These six values were chosen to guide how we do business internally and externally. For the Skwxwú7mesh Úxwumixw, these are a group of specific values that we need to understand to work together as a government.

### Úxwumixw

Úxwumixw is a term with various interpretations. It 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.

The Squamish Language Dictionary (2011) defines this noun as “Nation; Village [Houses and inhabitants]; Community; People”

### Snewíyelh

Snewíyelh is a term with various interpretations. It 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.”

Wenáxws

Wenáxws is a term with various interpretations. It can mean to respect (someone) or treat (someone) with respect. It can also mean to honour (someone) or believe (someone).

Siyárhin

Siyárhin is a term with various interpretations.

A siyárh 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. The suffix /-min/ or /-miñ/ is sometimes added to a word to mean a piece; half; side.

The term siyárhin can refer to the siyárh’s area, or an area that a siyárh is responsible for. In the late 1800s, when early Christian missionaries worked with our people to translate sections of the Bible, our people at the time translated kingdom as siyárhin.

The Squamish Language Dictionary (2011) has no definition for this noun.

Nexwniú

Nexwniú is a term with various interpretations. It can be useful to understand this term by understanding terms derived from nexwniú.

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

The term nexwniúit can mean to advise (someone) or instruct (someone), but refers more to advising or instructing someone in how to behave as a good person in our Skwxwú7mesh society.

The Squamish Language Dictionary (2011) defines this noun as “advice; teaching; upbringing; instructions; ways; fashion; manners”.

Stélmexw

Stélmexw is a term with various interpretations.

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 kw’íñexw meaning animals or s7ekw’7ekw’í7nexw meaning birds.

After Skwxwú7mesh Stélmexw (“Squamish People”) met Europeans, stélmexw took on an additional meaning to refer to someone who is Indigenous or First Nations, whereas the European newcomers were called Xwelítn stélmexw.

The Squamish Language Dictionary (2011) defines this noun as “Indian; person; human being”.



# Principles

Principles are beliefs for governing one’s behaviour. Principles are based on one’s values.

Each action we take to accomplish our strategic visions, goals and objectives is filtered through the lens of each of these principles. Our principles are important because how we do things is as important as what we do. They help define our organizational culture and organizational beliefs. It’s also important to us that these principles are understood, embraced, and acted upon by governments and organizations seeking to work with the Sḵw̱xwú7mesh Úxwumixw.

These are the tools we use for all our decisions.

## Tkwáya7n iy Nexwnéwítm<sup>1</sup>

(Listen & Engage)

It is our job to ensure that we listen to the voices of our Stélmexw, Temíxw, and Stáḵw. These guide the work that we do.

## Wa nexwniwnen chet ta nexwniḡ tḷ’a Sḵw̱xwú7mesh<sup>2</sup>

(Follow the ways of the Squamish)

We are grateful for who we are, the work done to get here, and the opportunities with where we are going. It’s important to us to do things in the right way and to make time for honour and respect.

## Texwḷáḡ Ns7eyx<sup>3</sup>

(Genuinely Care)

We are here for the Sḵw̱xwú7mesh Stélmexw, Temíxw, and Stáḵw. We act with respect and care.

<sup>1</sup> Interpretation: “Listen and be advised”  
<sup>2</sup> Interpretation: “Follow the good upbringing of the Squamish”  
<sup>3</sup> Interpretation: “Truly look after someone or something”



## Chet wa telnexw tina tḷ’a snewiyelh tḷ’a Sḵw̱xwú7mesh<sup>4</sup>

(Learn the advice of the Squamish)

While the teachings of the elders and ancestors ground us, finding pathways forward in the 21st century requires constant learning and innovation.

## Na wa nelhnilhtway ta uxwumixw<sup>5</sup>

(The people go through it together)

We must work together to achieve our goals through collaboration, teamwork, and collective strategies. Strong relationships come first. We do our work together.

## We7us chet ta Sḵw̱xwú7mesh siyamin<sup>6</sup>

(Assert the rights and title of the Squamish)

We live our commitment to uphold, support, and affirm our rights & responsibilities. We maintain and defend the rights and responsibility to our lands, waters, natural resources, and ways of being. We gather resources to advance our priorities and the needs of Sḵw̱xwú7mesh Stélmexw, Temíxw and Stáḵw. We require external entities to recognize and affirm our inherent rights and title and to understand our priorities come before their priorities.

<sup>4</sup> Interpretation: “Find out the advice/teachings; Discover the advice/teachings; Realize the advice/teachings of the Squamish”  
<sup>5</sup> Interpretation: “The people go through the same things together”  
<sup>6</sup> Interpretation: Continue/carry on/keep after our areas of responsibility and ownership of the Squamish

# Related Entities

The Skwxwú7mesh Úxwumixw has formed or joined various entities which oversee and manage important matters on behalf of the Squamish Nation. These entities report to the Squamish Nation Council & Squamish People but are arms-length as independent companies and organizations from the Squamish Nation.

**There are four entities which the Squamish Nation formed or joined:**

- Squamish Lil'wat Cultural Centre (formed in 2011)
- MST Development Corporation (formed in 2015)
- Nch'káy Group (2018)
- Hi'yám Housing (2019)

**All these entities have:**

- Board of Directors
- Annual Financial Audits
- CEO or Executive Director who reports to their respective board.

The purpose of establishing separate entities is to (1) limit liability risk to the Skwxwú7mesh Úxwumixw and (2) separate politics from the business or administrative work they are responsible for. In the incorporation documents for each, the Squamish Nation Council is the corporation's shareholder or the non-profit society's members. Their board directors representing the Squamish Nation are selected by the Squamish Nation Council who must possess relevant experience, background, education, and skills for their company or organization.

Each of these entities has its Strategic Plan separate from the Squamish Nation's strategic planning process.

## MST Employment and Training Society

The Musqueam, Squamish, and Tsleil-Waututh Nations have co-existed peacefully and respectfully as neighbours for Centuries and to further evidence this peaceful and respectful relationship amongst the Musqueam, Squamish, and Tsleil-Waututh Nations ("MST Nations"), on March 3, 2014 the MST Nations entered into a Protocol Agreement that sets out a framework for the MST Nations to work collaboratively in pursuing economic opportunities related to land development in an area considered to be a shared area of each Nations' respective territories.

To build on the Protocol Agreement, the MST Nations now wish to work Collaboratively in providing employment and training services to the MST Nations members in an integrated way to allow members of the MST Nations to take advantage of the employment opportunities in the shared area.



## Nch'káy Group

In March 2018 the Skwxwú7mesh Úxwumixw established the Nch'káy Group as an arms-length economic development group of companies.

The name Nch'káy was chosen as a symbol of the Squamish People and our history of surviving the Great Flood. Nch'káy is the Squamish name for Mount Garibaldi, the tallest mountain in our territory which our ancestors tied canoes onto to survive the flood. This flood story is a universal story told by many cultures around the world. It is a good lesson on the fragility of society and the raw power of nature.

Nch'káy Group's purpose is to support the Skwxwú7mesh Úxwumixw by generating wealth and creating prosperity from economic opportunities for current and future generations which respect the power of nature and take care of the land and waters which have sustained the Skwxwú7mesh Stélmexw since time began.

Nch'káy operates a number of subsidiary businesses. Their *Strategic Plan 2022-2026* outlines their current strategic goals and priorities.

For more information about current projects, please visit [Nchkay.com](https://nchkay.com).

## Hi'yám Housing

In October 2019, Nexwsxwníwntm ta Úxwumixw approved the creation of a housing society called Hi'yám ta Skwxwú7mesh, which means "The Squamish Are Coming Home." This was in response to an intensive engagement process during 2018 and 2019 in which it emerged that the number one priority of the Skwxwú7mesh Stélmexw was ensuring that all members were housed within a generation, defined as 25 years.

The mandate for Hi'yám Housing is to build safe, equitable and affordable housing for all Squamish people with a vision to be a leader in building safe, healthy, inclusive, affordable communities where Squamish People are engaged and empowered.

Hi'yám Housing is structured as a not-for-profit organization overseen by a volunteer Board of Directors responsible for hiring and supervising Hi'yám Housing's CEO, who leads the organization's day-to-day operations. In 2021 they developed a strategic plan which lays out their strategic goals and objectives.

For more information about current projects, please visit [BringSquamishHome.com](https://BringSquamishHome.com).



# Txwnam̓ ta Stélmexw

## Strategic Plans For The People

### Our Vision

The Sḵw̓xwú7mesh Úxwumixw is s7ekwí7tel, úxwumixw, and stélmexw. We honour our ancestors by continuing their work for Sḵw̓xwú7mesh Stélmexw to have a better quality of life than the previous generation. We use, create, and borrow the tools we need for our people to care for themselves and their loved ones. We offer knowledge of our ancestors to create ha7lh sḵwálwen and nexwniŵ that can be passed on to our descendants.

### Strategic Goals & Objectives

#### Strategic Goal #1

Support wellness through access to education, healthcare, affordable housing, intergenerational wealth, and ensuring the safety of our people and communities.

#### Objectives:

- Bridge the gaps in healthcare services and education programs that result from a lack of funding by other institutions with Sḵw̓xwú7mesh Úxwumixw resources.
- Build a healing centre in our territory for trauma, treatment, and healing programs.
- Build Long Term Care Homes, Assisted Living Homes, and Elders Centres for current and future Squamish Elders.
- Develop plans to expand the North Vancouver Elders Centre and a new Squamish Valley Elders Centre.
- Increase the Living Allowance Amounts for Post-Secondary Students and grow it annually to match increases in the consumer price index.
- Build 600 or more affordable homes with 150 in Squamish Valley and 350 in North Shore to bring more people home to secure, safe, and affordable housing.
- Support the return of Sḵw̓xwú7mesh Stélmexw to Seḥáḵw in dedicated affordable housing in the Seḥáḵw Development.
- Continue and grow the Rental Assistance Program.
- Increase the financial security and wealth of Sḵw̓xwú7mesh Stélmexw through innovative programs like a Citizens Pension Fund.
- Develop a community safety strategy that increases the tools available for addressing key community issues.
- Expand the number of services and programs and supports for Sḵw̓xwú7mesh Stélmexw regardless of where they live.
- Increase capacity to deliver more Squamish Valley programs.
- Increase communications to Sḵw̓xwú7mesh Stélmexw so that more people are aware of Sḵw̓xwú7mesh Úxwumixw services available to them.
- Increase access for Sḵw̓xwú7mesh Stélmexw living away from our communities to engage in recreational, fitness, arts, and health services where they reside.
- Develop a long-range capital plan and develop strategies to protect and expand community buildings and amenities that meet our people's needs.

**Ta S7ulh Sḵwelḵwálwen  
kwi Esch'éch'ewát  
Our Strategic Plan**

Strategic Goal #2

Increase the incomes of Sᑭwᑭwú7mesh Stélmexw by creating, securing, and supporting pathways to quality jobs and careers in Sᑭwᑭwú7mesh Úxwumixw, its entities such as the Nch'ᑭaý Group and Hiýárh Housing, and the regional economy.

Objectives:

- Develop a pathways strategy for connecting Sᑭwᑭwú7mesh Stélmexw to current and future jobs and careers with Sᑭwᑭwú7mesh Úxwumixw, its entities such as the Nch'ᑭaý Group and Hiýárh Housing.
- Create job opportunities in the regional economy.
- Implement an internship program for Sᑭwᑭwú7mesh Stélmexw in the Sᑭwᑭwú7mesh government.

Strategic Goal #3

Connect Sᑭwᑭwú7mesh Stélmexw to our values, history, language, culture, and ways of knowing.

Objectives:

- Create a strategy for the protection, revitalization, and maintenance of Sᑭwᑭwú7mesh Sníchim.
- Build Language & Culture Centres in North Vancouver and Squamish Valley to support our language speakers and support cultural learning for our people.
- Use our collective power as the Sᑭwᑭwú7mesh Úxwumixw and Sᑭwᑭwú7mesh Stélmexw to reclaim jurisdiction in child & family services, education, and rights & title.
- Celebrate the development and return of Sᑭwᑭwú7mesh Stélmxw to Seháᑭw.
- Plan and celebrate the 100th anniversary of Amalgamation.
- Engage the Sᑭwᑭwú7mesh Stélmexw in a process to update the Membership Code.

# Wa ta Ts'its'áp'nitumulh Chet For Our Government

## Our Vision

Our government excels at performing our governance responsibilities. We deliver services now and into the future while maintaining Sḵw̱xwú7mesh values and ways of being. We continue to assert our rightful place as decision-makers with the power to influence and control what happens on our lands, waters and in the delivery of quality services for our Sḵw̱xwú7mesh Stélmexw.

## Strategic Goals & Objectives

### Strategic Goal #1

Identify the current and future needs of Sḵw̱xwú7mesh Stélmexw in all geographic residencies, genders, and age ranges.

#### Objectives:

- Complete the 25-year Generational Plan.
- Conduct a census process at regular intervals.
- Develop and implement a data sovereignty policy.
- Acquire more lands for housing, community amenities, and areas for economic development.

### Strategic Goal #2

Create the conditions for good governance, financial sustainability, and prosperity.

#### Objectives:

- Increase own-source revenues.
- Facilitate the successful construction of the Seḵáḵw Development to produce its expected revenues for the Sḵw̱xwú7mesh Úxwumixw.
- Explore options and complete a plan that addresses the end of major revenue-generating leases, such as Park Royal, International Plaza, and Department of Environment and Climate Change Leases.
- Create a Sḵw̱xwú7mesh Úxwumixw investment wealth fund from our non-recurring revenue sources
- to grow our wealth to expand our investments in our Úxwumixw and Stélmexw.
- Transition from a Financial Administrative Bylaw to a Financial Administrative Law and develop a new fiscal relationship with the Crown based on our inherent rights and good governance.
- Establish a department for Information Technology and Systems.
- Implement the Sḵw̱xwú7mesh Úxwumixw's Policy Framework across all policies and procedures.

- In collaboration with our partners, develop a plan to improve the good governance of the MST Development Corp.
- Update Council Governance Policies to reflect Sḵw̱xwú7mesh Úxwumixw values & best practices.
- Create an emerging leaders program to help train the next generation of Councillors, CEO's, Board members, and Directors.

### Strategic Goal #3

Ensure a safe, respectful, and supportive work environment where all staff feel valued.

#### Objectives:

- Create a meaningful orientation program so that staff have the knowledge and cultural awareness they need to work well with Sḵw̱xwú7mesh Stélmexw.
- Continue to create and update best practices in Human Resource policies.
- Create and implement an employee satisfaction survey as a tool for improving workplace culture.
- Ensure that Sḵw̱xwú7mesh Stélmexw see themselves reflected in at all levels of Sḵw̱xwú7mesh Úxwumixw government.
- Create more opportunities for cross-departmental learning and sharing.
- Work with employees to evaluate and improve the benefit package offered to staff.

### Strategic Goal #4

Increase the capacity to deliver innovative services that address the needs and conditions of Sḵw̱xwú7mesh Stélmexw.

#### Objectives:

- Develop a program for annually evaluating employee performance and investing in the growth of our employees.
- Develop and implement key performance indicators.
- Develop service standards to guide, provide, and protect the quality of program & service delivery.
- Build or expand facilities to meet the needs of the Sḵw̱xwú7mesh government to deliver quality programs and services on the North Shore, Squamish Valley, and at Seḵáḵw.
- Create a community engagement policy that sets out expectations around scope and depth of community consultation on Sḵw̱xwú7mesh Úxwumixw government matters.

### Strategic Goal #5

Assert, implement, monitor, and enforce Sḵw̱xwú7mesh rights and title.

#### Objectives:

- Develop a vision and process for the development of a Sḵw̱xwú7mesh Úxwumixw constitution.
- Engage the Crown to affirm and implement Sḵw̱xwú7mesh rights and title, including the right to self-determination.

# Txwnaḡ ta Temíxwcht iy ta Stáḵwcht

## For Our Land and Waters

### Our Vision

What we do on our lands and waters define who we are. We protect, take care of, and respect our land and waters. We fulfill our responsibilities to our lands and waters so that future generations can have a healthy relationship with each other and our territory.

### Strategic Goals & Objectives

#### Strategic Goal #1

Expand Sḵw̱xwú7mesh control over Sḵw̱xwú7mesh territory and resources.

##### Objectives:

- Review and update the Xaḡ Temíxw Land Use Plan and develop and complete a Xaḡ Shḵw'eḡ Marine Use Plan.
- Increase our protection and control over fisheries and marine habitats important to the Sḵw̱xwú7mesh way of life.
- Participate in initiatives for protecting lands and waters that align with Sḵw̱xwú7mesh Úxwumixw values.
- Increase monitoring and enforcement of Sḵw̱xwú7mesh Úxwumixw territory to eliminate illegal dumping, poaching, and destruction of sensitive habitat.
- Respond to all land & marine use referrals to ensure compliance with Sḵw̱xwú7mesh Úxwumixw title & rights.

#### Strategic Goal #2

Create opportunities for Sḵw̱xwú7mesh Stélmexw – especially our youth – to connect with our land and waters.

##### Objectives:

- Establish a land-based learning program for all Sḵw̱xwú7mesh Stélmexw.
- Complete the Sḵw̱xwú7mesh atlas.
- Increase the use of Sḵw̱xwú7mesh names throughout Sḵw̱xwú7mesh territory.
- Facilitate access for Sḵw̱xwú7mesh Stélmexw to experience and enjoy all corners of our territory.



#### Strategic Goal #3

Protect our way of life and our ability to sustain our people.

##### Objectives:

- Protect against the loss of reserve lands from erosion.
- Develop a vision and strategy for acquiring land for purposes of additions-to-reserve and reserve creation.
- Increase the capacity to respond to emergencies like fires, floods, and heatwave.
- Complete the Sḵw̱xwú7mesh Úxwumixw Climate Action Strategy.
- Develop and support more environmental restoration programs and work with partners to protect sensitive environmental areas.

# Txwnam' Tkwétsi na Nché'musntúmulhaswit

## For External Relations

### Our Vision

We seek to work with external relations who respect our Skwxwú7mesh Úxwumixw values and our inherent rights as Indigenous People. We value relationships initiated in good faith and maintained through collaboration, meaningful engagement, and accountability. We cherish our relations with Indigenous neighbours.

### Strategic Goals & Relationship Objectives

#### Strategic Goal #1

Increase understanding of Skwxwú7mesh people, communities, and culture.

#### Objectives:

- Develop and implement an external communications strategy.
- Create a cultural understanding and appreciation course for people who are not Skwxwú7mesh Stélmexw.
- Elevate Skwxwú7mesh Úxwumixw presence in external leadership positions (e.g. sitting on boards, commissions, and advisory committees).

#### Strategic Goal #2

Increase the influence of the Skwxwú7mesh Úxwumixw in Skwxwú7mesh territory.

#### Objectives:

- Develop and implement an external relations action plan.
- Create or renew relationship agreements with all local governments and public bodies operating within Skwxwú7mesh territory.
- Build strategic relationships with key leaders in various governments and other key stakeholders.



#### Strategic Goal #3

Work collaboratively with various governments and other key stakeholders to advance our common goals.

#### Objectives:

- Hold the relevant parties accountable for the action items from the Truth and Reconciliation Commission (TRC) Final Report, Final Report of National Inquiry into Missing and Murdered Indigenous Women and Girls and In Plain Sight, Addressing Indigenous-specific Racism and Discrimination in B.C. Health Care Summary Report.
- Create or renew relationship agreements with all neighbouring Indigenous nations.
- Building upon the MST Protocol Agreement, work together with Musqueam, Squamish, and Tsleil-Waututh partnerships to create measurable benefits for the Skwxwú7mesh Úxwumixw and Skwxwú7mesh Stélmexw.

# Appendix A – Territorial Map

S7ulh Sḵw̓xwú7mesh nilh ti temíxw iy ta staḵw wa nánaḥ cht yelḵálhem. S7ulh iyá wa lh7na kwis cht erhút. Nilh wes tirháswit ti syétsem íytsi kwekwín selsi7lcht.

This land and water belong to the Squamish. We have our places we go to gather food. We have our places where we reside. That’s the way the old people of long ago described this.

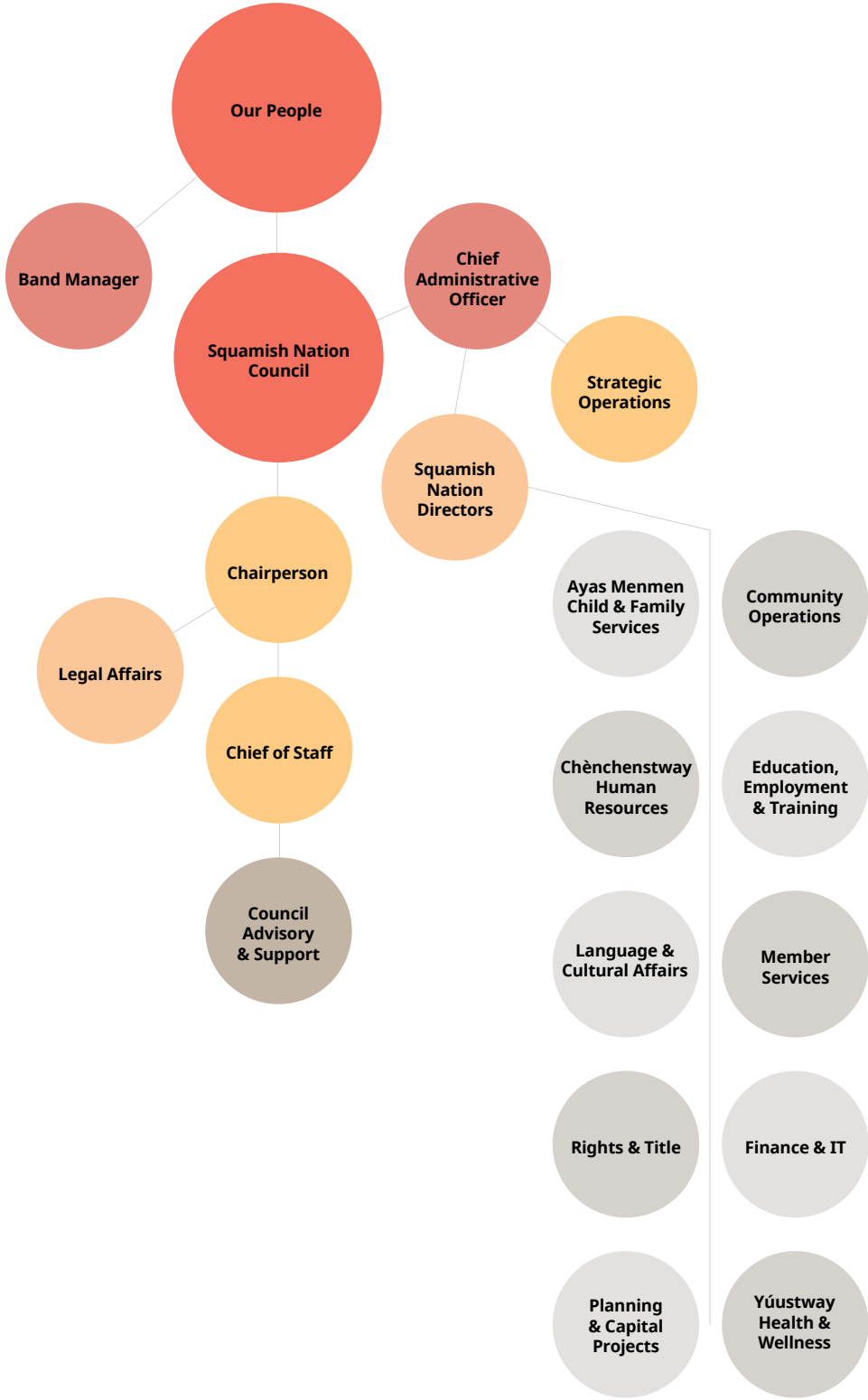
This map shows the territory where the Squamish People originate. Our ancestors, culture, language, and history are all part of this land. We have always practiced our inherent rights and respected our home.



# Appendix B – Key Words

Sḵw̱xwú7mesh Sníchim	English translation
Ha7lh Sḵwálwen	Good thoughts or feelings; Good feelings or thoughts (in ones heart or mind)
Hiýárh (verb)	Go home, to
Nch'ḵaý (noun)	Mount Garibaldi
Nexwníw (noun)	Upbringing; Have good manners; Be raised well
Nexwsxwníwntm ta Úxwumixw (noun phrase)	Council
S7ekwí7tel	Sibling; brother; sister; first cousin; brothers and sisters; siblings of a same generation
Seháḵw (noun)	The area and village site around the southern mouth of False Creek
Sḵw̱xwú7mesh Sníchim	Squamish Language
Sḵw̱xwú7mesh Stélmexw	Squamish people, members, or citizens
Sḵw̱xwú7mesh Úxwumixw	Squamish Nation
Stakw	Water
Temíxw	Land
Ḷaý Shḵw'eń	Sacred Ocean
Ḷaý Temíxw	Sacred Land

# Appendix C – Org Chart





**Skwxwú7mesh  
Úxwumíxw**

Squamish Nation