



NCH'KAY

2023
ANNUAL
REPORT



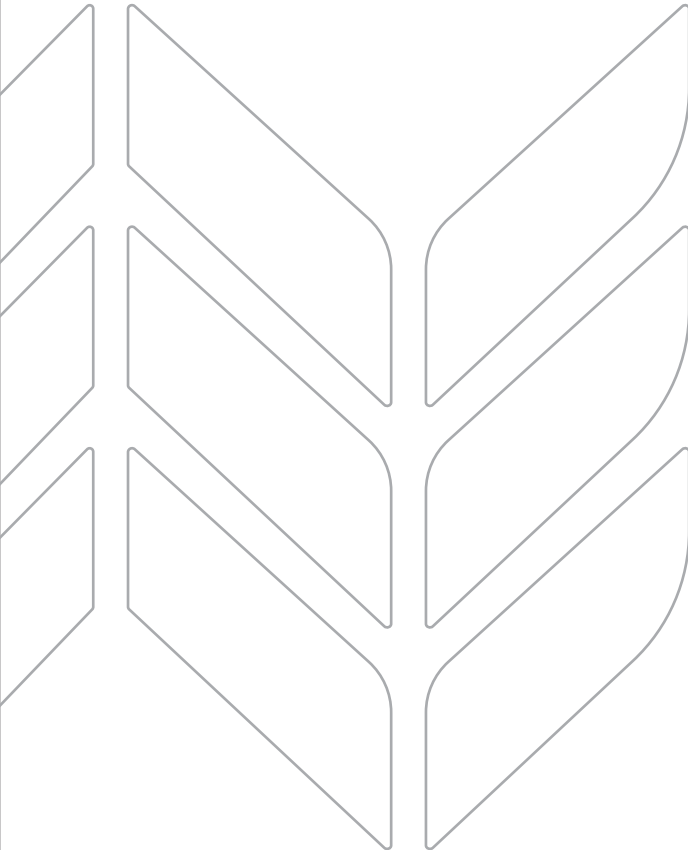
TABLE OF CONTENTS

INTRODUCTION	01
Message from CEO Mindy Wight	02
Message from Board Chair Joy MacPhail	04
STRATEGIC REPORT	05
2023 Highlights	06
Who We Are and What Guides Us	07
Real Estate & Development	10
Business Operations	15
Business Development	19
Finance & Information Technology	21
Human Resources	22
GOVERNANCE REPORT	25
Board of Directors	26
Executive Team	26
Senior Leadership Team	26
Board and Committee Meeting Attendance	27
Board Skills and Expertise	28
Finance & Audit Committee	29
Governance & Compensation Committee	29
Planning & Development Committee	30
Business Operations Committee	31
CLOSING STATEMENT	33



Introduction

Strengthening our Foundation and Building for the Future



In 2023, the foundation of our first major development project, Sehákw, was laid and became visible at the foot of the Burrard Bridge. In the same way, we strengthened our foundation as a dynamic and growing organization.

Nch'káy's mission is to pursue and implement economic opportunities that create long-term wealth and prosperity for the Sḵwxwú7mesh Úxwumixw and its People, while operating in a way that upholds Nation values and cultural teachings. Last year, we focused on growing sustainably in order to support our mission as we continue building for the future. We recognize that generating prosperity—especially from development projects—requires significant strategizing, coordination, and planning. It also means more upfront costs, resources, and capacity building. By focusing on these essential activities in 2023, we fortified our foundation so we are equipped to build wealth and prosperity for the Sḵwxwú7mesh Úxwumixw for generations to come.



To work at Nch'káy as a Sḵwxwú7mesh Úxwumixw Member is extremely important to me. I truly know the work that I do will impact not only me but our community for generations to come.

**Yatalten
Brandon McReynolds,
Squamish Nation**

BUSINESS DEVELOPMENT ASSOCIATE



Message from CEO Mindy Wight



Over the past year, we have focused on strategy development, goal-setting, and formalizing our processes, to ensure we follow best-in-class business management practices as we continue to lay the foundation for the work that is to come.

Mindy Wight
CHIEF EXECUTIVE OFFICER



In Western culture, people believe that carvers create a finished product from raw materials based on their vision and ability. In Squamish culture, we believe a carver's role is to remove pieces of wood to reveal the wood's true form and, through this process, bring the wood back to life.

As master carver Ray Natraoro says, "The process of cedar transforming into a carving is the process of telling a story with a thousand wood chips." His words resonate, and for me, reflect the journey that Nch'kaý has been on.

It's been just over five years since the Squamish Nation created Nch'kaý, and as we continue to grow, I'm committed to ensuring that Nch'kaý follows strong business principles and upholds Squamish values. Like many of our People, the Nation funded part of my university education. After graduating, I worked with three national accounting firms for over 16 years and gained experience in accounting, taxation, governance, and corporate structuring. I joined Nch'kaý in 2020 as a member of its Board of Directors. In 2021, I left my position as a partner at an accounting firm to become Nch'kaý's CFO, and eventually, assumed the CEO position in July 2022.

As a Squamish Person, I'm very grateful for this opportunity to lead Nch'kaý and work for my community. Like so many of our People, I feel it's my duty to use the experience I've gained to benefit the Nation when and however I can. It's a great honour and responsibility to work alongside Nch'kaý's board and executives, the Squamish Nation Council and leadership, and the Elders and Knowledge Keepers to advance Nch'kaý's mandate and build a brighter future for Squamish People.

For Nch'kaý, 2023 was a year of continued building and solidifying the foundation for our future. Some of our projects, like Sehákw, were bold and highly visible. No less impactful was the work that went on behind the scenes, including the difficult task of developing a robust and vibrant economic development organization that deeply embodies the values and principles of the Nation. At Nch'kaý, we continue to transform. This process, like carving, brings to life the vision for the organization created by our past leaders.

Our top priority in 2023 was to strengthen our working relationships with the Nation and Council, which is critical to continuing to build a strong foundation for our future. Through these strengthened relationships, there was greater collaboration last year than ever before. I am particularly proud of our teams' work on the Land Development Strategies. This project, undertaken in collaboration with the Nation and Hiýám Housing, is a landmark initiative that is leading the process of developing five parcels of Nation land to serve the needs of Squamish People.

Last year, Nch'kaý and the Nation also established a Cultural Working Group for Sehákw and ensured the meaningful participation of Squamish-owned businesses through project procurement. We worked hard to create greater transparency through community engagement and consultation. This included engaging Squamish People in workshops on the Land Development Strategies, developing our 2024 Annual Plan with greater employee engagement, and expanding our Quarterly Updates to the community to be more detailed and easily accessible.

But 2023 was also not without challenges. A key part of strengthening our foundation was looking hard at our existing business assets. During this process, we discovered a significant health and safety issue with the dock system at Mosquito Creek Marina. This led to the announcement of the closure of the marina to certain moorage tenants, and looking ahead, we will see the demolition of the marina in 2024. We've discussed the many lessons learned from this experience, and as our Elders have taught us, we will use these lessons as we navigate through future challenges.

Alongside all the effort we put into foundational work, we also achieved notable outcomes for the benefit of the Nation:

- We delivered a \$1.6 million return on equity to the Nation.
- We employed 60 Squamish People across our organization, including nine at the Head Office level.
- We invested in our staff by creating career pathways and a performance management framework.
- We strengthened our internal controls and processes to optimize our efficiency and reduce costs.
- We are hiring the right team to advance our mandate, prioritizing qualified Squamish applicants for available positions.

Looking forward to 2024 and beyond, we'll move into the implementation stage of all our teams' hard work to

build Nch'kaý's foundation. Our focus areas for 2024 include:

1. Working collaboratively with the Nation and Hiýáñ on the next steps for the Land Development Strategies project.
2. Diversifying our investment portfolio through new partnerships and business holdings, like Cedar Leaf Capital.
3. Continuing to focus on real estate and development as a primary source of wealth and prosperity for the Nation, including constructing Phase Two of Señákw.
4. Further strengthening our team as we work to support and advance real estate and economic development projects that will benefit the Nation.

It's through this progress and these efforts that we will continue to build the long-term wealth and prosperity of the Nation and Skwxwú7mesh People. I look forward to seeing what we can achieve together, and to keeping our People updated every step of the way



Message from Board Chair Joy MacPhail



There is a lot of potential and excitement around our work. Reconciliation in action has ensured that Nch'kay' has a proper place at economic tables.

Joy MacPhail
BOARD CHAIR, INDEPENDENT



2023 was the year for growing Nch'kay's expertise to deliver greater investment returns and build even greater investment capacity. I feel very fortunate to be part of this impressive period of economic change Nch'kay' is advancing for the Nation.

It's a real honour for me to chair the Nch'kay' board and participate in uplifting the Nation through the development of its assets. We have dedicated board members, including two Council Members and a Nation Member Director, that participate on committees with keen expertise. This governance model is highly effective in ensuring we know exactly what the Squamish Nation expects of us, and we have the expertise around the table to meet that challenge.

Our staff are the backbone of our economic success. Last year, we made significant investments in our team, recognizing the immense responsibility the Nation has entrusted us with. We are acutely aware that our work today will shape the future for generations to come.

We welcomed the final members of our Executive team, each bringing a wealth of expertise and potential. They are instrumental in building a strong mid-level team, all poised for growth and excited to contribute to Nch'kay'. We are proud that over half of our team members are Squamish, and we remain committed to providing opportunities for Squamish People at all levels of our business.

Looking back on some key highlights for 2023, Sehákw stands out. Sehákw is an example of a modern

Indigenous village being developed in a way that will benefit both the Nation and the City of Vancouver. Last year, the development made considerable strides in construction, and the work with all partners demonstrates that density and culture can coexist. The Land Development Strategies project was another important milestone. It was the first of its kind in terms of a Nation stepping back and taking a strategic approach to its land development. Squamish culture is now all around us, including in the most significant places where we meet and work.

At every step of the way, we either worked directly at the project level with the Squamish Nation and our other partners or we met to comment on their progress. We met regularly with community Elders through the Nation's Elders Advisory Committee. The Elders and Knowledge Keepers are a source of great advice on cultural issues, land, community needs, and feedback on our proposed projects. We also received input from the community in many ways, most notably at our second Annual Gathering held in November of 2023 at the Chief Joe Mathias Centre and Totem Hall.

Looking forward, 2024 will be an even busier year for Nch'kay', and we will continue to build on the solid foundation we have laid. I look forward to what's to come, as my respect and admiration for Squamish Nation and Nch'kay' leadership grows daily.

STRATEGIC
REPORT



2023 Highlights

Value to the Squamish Nation

\$1.6M

return on equity to
the Squamish Nation

60

Squamish People
employed, including
9 at Head Office

30

Squamish-owned businesses
on the Nch'ú7mut Endorsed
Business Registry

Financial Highlights

\$39.5M

total revenue

10.2%

revenue growth

17.2%

gross profit growth

24.4%

total asset increase

-0.70% cash flow

For more information and detailed financial
statements, please visit Squamish.net

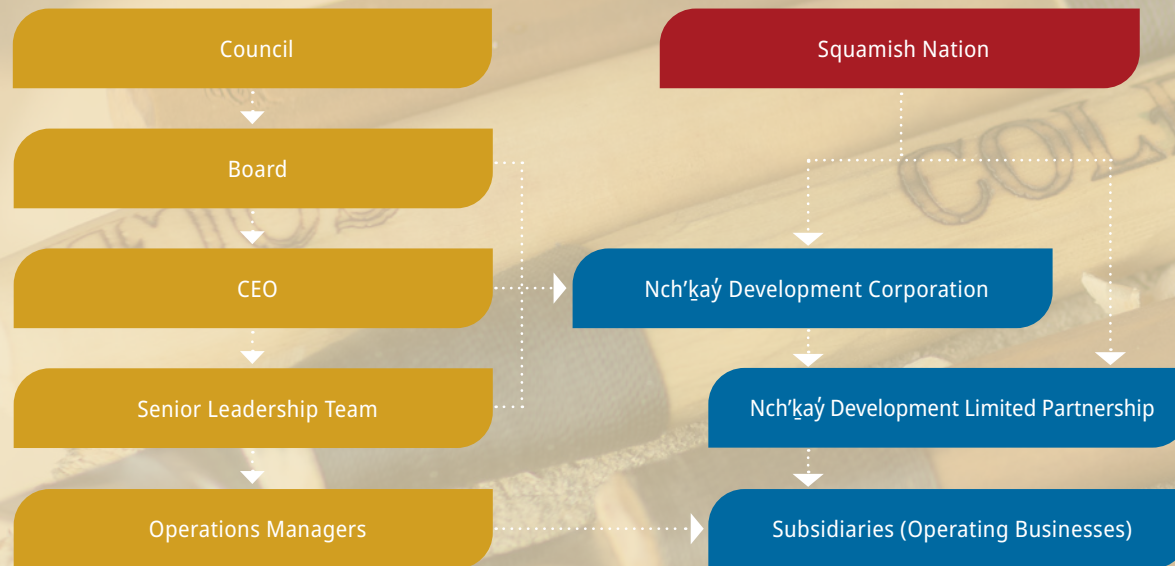
Who We Are and What Guides Us

Nch'ka'y Development Corporation was established in 2018 as the economic arm of the Squamish Nation. Our mandate is to develop, manage, and own the Nation's active businesses, generating wealth and prosperity for the Nation and its People.

Nch'ka'y is 100% owned by the Squamish Nation, but operates independently with a board of directors

accountable to the Nation Council. This structure helps reduce risk to the Nation while ensuring the separation of business and politics.

Our departments collaborate internally and with the Nation to achieve our objectives.



Nch'kay's Values are the Nation's Values

We share six core values with the Skwxwú7mesh Úxwumixw, which shape and guide all aspects of our work.

Úxwumixw

Nch'kay recognizes the importance of the ongoing existence of the Úxwumixw, the communities and the People.

Snewíyelh

Nch'kay is informed by Skwxwú7mesh teachings and cultural knowledge.

Wenáxws

Nch'kay recognizes that every Skwxwú7mesh Person has valued qualities and aims to inspire and empower them to fulfill their potential.

Siyámin

Nch'kay recognizes the trust that the Siyám have placed in its role as a leader in generating wealth and prosperity for the Úxwumixw and its People.

Nexwniw

Following Skwxwú7mesh wisdom and teachings, Nch'kay accomplishes its goals with excellence.

Stélmexw

Nch'kay recognizes that everything is interconnected, and balances harmony in everything it does.



Guided by our Strategic Plan

Nch'kay is currently guided by a five-year Strategic Plan spanning 2022-2026. We also create annual plans prioritizing specific goals and objectives outlined in the five-year plan. The goals in our 2023 Annual Plan were aligned with those of the Squamish Nation. The plan received approval from the Nation's Council before implementation.

Real Estate & Development

The Real Estate & Development division is Nch'kay's primary generator of wealth and prosperity for the Squamish Nation. The Real Estate & Development team supports the Nation's socio-economic growth by developing sustainable real estate projects in alignment with Nation values. It ensures that every real estate and land development project we undertake benefits Squamish People today and for future generations.

In 2023, we added four new staff to the Real Estate & Development team. This increase in capacity allowed us to assign dedicated teams for both the Señákw and Land Development Strategies projects.

As we grow, we will continue to work closely with the Nation, including Squamish-owned businesses and the wider community, as part of our contribution to building long-term wealth and prosperity.





Señákw – Building the Village Together

The Real Estate & Development team is committed to supporting the Nation’s objective of bringing Squamish People home within a generation. 2023 was a significant year in pursuit of this vision as the foundation of Señákw, the modern Squamish village, was laid.

By the summer of 2023, Señákw began emerging from the land. By year’s end, Tower 3 had reached the height of the Burrard Bridge deck, an unmistakable statement on the return of the village. This work was part of the Phase One Implementation Plan slated for completion in 2025. Phase One will feature three residential towers and over 1,400 homes, including the first 63 affordable homes designed to welcome the Squamish People back to the village.

In March 2023, we completed and gained approval for the Phase Two Implementation Plan. This laid the groundwork for the continued development of Señákw and will lead to the construction of another 1,570 homes—including 65 for Squamish People.

Señákw is only possible because of the collaboration of many. The Real Estate & Development team works directly with the Nation’s Education, Employment & Training teams to prioritize subcontracting and employment opportunities for Squamish People at Señákw, including for the build-out phase and the eventual operation of the village.

Nearly 70% of the workforce on the Señákw site in Phase One is Indigenous, including 40% Squamish. In 2023, we awarded over \$6 million in subcontracts related to the Señákw project to Squamish-owned or Nch’ú7mut-endorsed businesses.

As we continue to deliver the village of Señákw, we are focused on improving and expanding community outreach and communication. This includes opportunities for artists, employment, and subcontracting that will arise as construction continues.

Nch’káý and the Squamish Nation are continuously evolving our collaboration to uplift the Nation through the economic and community resurgence of Señákw. Nch’káý actively develops vigorous processes through committees and leadership meetings, fostering inclusivity and support within the Squamish Nation. As a team, we are committed to driving change and ensuring that projects initiated by the Squamish Nation and its entities reflect our culture, values, and aspirations.

Jacob Lewis,
Squamish Nation

MANAGER, SEÑÁKW OPERATIONS



Land Development Strategies – Transforming the Future of Squamish Lands

In January 2023, the Squamish Nation Council approved a 14-month moratorium on unsolicited development proposals on Squamish lands. This move allowed the Nation to take a strategic approach to developing its lands in the best interest of the Squamish People. Council directed Nch'kay, the Squamish Nation, and Hi'yám Housing to create Land Development Strategies for four selected sites, along with a fifth site that is yet to be determined. The redevelopment of the selected sites will significantly impact regional decisions around housing, transportation, infrastructure, and environmental restoration, all while centering and celebrating Skwxwú7mesh culture.

Following a publicly competitive procurement process, the Real & Estate and Development team selected two consultant teams to collaborate with on these projects. Both consultant teams included Squamish design professionals who advised on integrating Skwxwú7mesh values and culture throughout the process and development design.

The Real Estate & Development team also met with four Knowledge Holders to ensure a cultural understanding of the lands would serve as a foundation for the work. To ensure the strategies accurately captured the vision and aspirations of the community, the team led several engagement events with Skwxwú7mesh

People to discuss the Land Development Strategies project:

- Four open house events in late November (2 each in North Vancouver/Squamish Valley)
- Three community events (the October Community Services Open Houses and the Nation's July Summer Festival)
- Two Elder's Centre lunches (1 each in NV/SV)
- One meeting with the Elders Advisory Committee
- One online survey (240 responses)

A Community Working Group was also created to review the projects' progress and provide feedback. The Group included nine Squamish People who met monthly to advise the project teams on their design, understanding of the lands, community interests, and needs at each site.



Being part of the Land Use Study project was an incredibly meaningful opportunity for me as a Squamish Nation member. With over 25 years of industry experience, I had the chance to collaborate closely with both the lead design team and Nch'kay staff on behalf of my community. One of the most rewarding aspects of my involvement was the opportunity to showcase Squamish values throughout the project. We invested time and effort into ensuring that stewardship and our core values were integrated into every aspect of the planning process. It was a gratifying experience to contribute to shaping our community's future in such a meaningful way.

Cory Douglas,
Squamish Nation

ARTIST & LAND DEVELOPMENT
STRATEGIES CONSULTANT



The resulting Land Development Strategies recommended the following land uses on four priority Nation lands:

- **Marine Drive - Xwméłch'stn Capilano I.R. No. 5:** A combination of economic development (mixed-use residential), the Nation's new Administrative and Community Service Centre, and new Nation housing.
- **Portions of Ch'ich'élxwí7kw Seymour I.R. No. 2 east of Hwy 1:** Significant economic development potential through new market mixed uses and greater Nation housing and community uses.
- **Stá7mes I.R. No. 24:** Prioritizing Stá7mes for community uses and identifying new opportunities for Nation housing.
- **Ch'kw'elhp I.R. No. 26:** The team presented several options for consideration, but a deeper understanding of community needs and wishes related to this historically significant site will be needed before further development planning can proceed.

In addition to the above village sites, the Real Estate & Development team is evaluating the economic development of several Nation lands in the Squamish Valley.

In 2024, Nch'kaý, the Squamish Nation, and Hiyáñ Housing will finalize development options and create business plans for each site. In spring 2024, Nation Council will review the progress and provide further direction.





Developing Squamish Oceanfront and Cheekye Lands

In November 2023, Nch'ka'y staff, board members, and Nation Council met with Matthews West to create a roadmap for the continued development of the Squamish Oceanfront and Cheekye Lands. Activity at Squamish Oceanfront accelerated with the construction of a park, which features storytelling and design elements influenced by Squamish méhmen (children).

The development of the project presentation centre, which features a community space, brewpub, and lounge, was also completed. The Sp'akw'us Feather Park dedication at Oceanfront is planned for May 2024, and the first phases of the new community will come to market before the end of 2024.

This year, I am immensely proud of the Land Development Strategies project. This land use planning project is a first for the Nation and represents a shift in the way we approach planning and development. It will open the door to the Nation's socio-economic growth through its lands in a way that reflects Skwxwú7mesh values, culture, and worldview. Our goal is to build well-planned communities that foster economic development, generational wealth, entrepreneurship, affordable housing, sustainability, and cultural legacy.

Sarah Silva,
Squamish Nation

VICE PRESIDENT, REAL ESTATE & DEVELOPMENT



Business Operations

The Business Operations team supports our mission by generating revenue and providing employment opportunities for the Sḵw̓xwú7mesh Úxwumixw. The Business Operations division employs the highest number of Squamish People within Nch'káy. **Across all operating businesses, 78% of the staff are Indigenous, including 67% Squamish.**

Our current portfolio of operating businesses includes:

- Squamish Valley Gas Bar
- North Vancouver Gas Bar and Smoke Shop
- Capilano River RV Park
- Mosquito Creek Marina
- Lynnwood Marina and Boatyard
- Sqomish Forestry





Meaningful Collaboration

By 2023, all of the Nation's legacy operating businesses had been fully transferred to Nch'ka'y. This was representative of the solid connections and closer collaboration we've established between Nch'ka'y and Nation staff. Our improved values alignment deepened trust and allowed us to effectively "paddle in the same direction". Our commitment is to be a good home for all legacy businesses so they can continue to grow and thrive.

When I joined as GM in the fall of 2023, I noticed that the marina had several yard locations that had the potential to generate revenue, so we cleaned those up and started generating revenue. We also sold off a steel structure that had been sitting unused for over 10 years. After a review of our business plan and needs, we also made the strategic decision to increase monthly rents by an average of 6.5% and hire more marina staff. I am proud of what I have accomplished since taking on this role, and I look forward to 2024.

Rick Guerrero,
Squamish Nation

GENERAL MANAGER, LYNNWOOD MARINA



Strengthening our Foundation for Long-Term Success

Our operations are aligned with good business practices and the requirements of British Columbia and the Squamish Nation. In 2023, the Business Operations team dedicated time to rebuilding several aspects of each business based on financial principles, policies, and due diligence. A primary focus was reviewing our operations to lay the foundation for future success. Specifically, the team reviewed our:

- Internal systems and processes.
- Rates and whether they were competitive with the market.
- Service offerings.
- Profitability and utilization of key properties.

The Business Operations team streamlined processes, reduced and eliminated waste, and optimized cost-to-revenue ratios. This led to a **4-8% increase in revenue across all operations** except Sqomish Forestry. The team also made minimal price increases to be more competitive and negotiated new cost-effective agreements with suppliers. The Business Operations team introduced new technology to optimize processes, including setting up an Enterprise Resource Planning

(ERP) system that will further improve reporting once it's implemented in 2024. We also added several reporting experts to the team. These improvements have allowed us to drill down and make better decisions for the businesses today and in the future.

Modernizing the Squamish Valley Gas Bar

In 2023, we added 300 square feet of new retail space to the Squamish Valley Gas Bar, which will increase revenue and generate wealth for the Squamish Nation by:

1. Increasing the number of goods we can sell.
2. Providing space for Nation artists and artisans to sell their creations directly.

Additionally, we renovated and made key improvements, including replacing flooring, counters, and washrooms, and creating a new manager's office.



I work at the Squamish Gas Bar serving customers, restocking our supplies, maintaining the parking lot, tending to the pumps, doing garbage duties and refreshing coffees. I enjoy my work, and in 2023, I was put in charge of training and working with new staff members. One of the best things about my job is hearing all the positive customer feedback and reviews. One of the best outcomes of this past year was working together and being a strong team.

Bernard "Bernie" Miranda,
Squamish Nation

CUSTOMER SERVICE REPRESENTATIVE,
SQUAMISH VALLEY GAS BAR





Closure of Mosquito Creek Marina

While reviewing our assets in 2023, the Business Operations team discovered significant health and safety issues at Mosquito Creek Marina, our largest operating business. The marina was 56 years old, and building requirements have changed since its inception. While it had received a number of superficial repairs over the years, significant structural issues remained. We brought in an independent third-party surveying team to examine the water under the marina, and they determined most docks had reached the end of their life and would need to be vacated and condemned.

With heavy hearts, we announced the marina's imminent closure, knowing the significant position it occupies in the Squamish Nation community. Our staff has always been and will continue to be, proud of the marina. Our primary focus now is on the health and safety of the

marina and the surrounding community. We have two focus areas for the 2024:

1. Dismantling and securing several of the docks.
2. Creating 25 dry storage spots for the community and boats.

All marina staff will be retained during this process. Once these two objectives are achieved, we will begin planning how to move forward. We will continue to collaborate with the Nation on key decisions around the site's future.

The Growth of Sqomish Forestry

Sqomish Forestry was transferred to Nch'ka'y in 2022, and we aim to protect and manage its social and financial returns for the Nation. One of Sqomish Forestry's primary assets is Tree Farm License (TFL) 38.

Importantly, the TFL 38 license is atypical for three reasons:

1. Forest fires burned down half of the trees in 2016.
2. There is a moratorium on logging all old-growth trees.
3. The area contains several Squamish Nation spiritual sites, which need to be protected.

These circumstances limit logging opportunities in TFL 38. However, part of Sqomish Forestry's success is that it provides a vehicle for the Nation to protect and preserve TFL 38.

In 2023, the Business Operations team focused on optimizing Sqomish Forestry's dry log sort as an alternative to cutting down trees. As a result, the team achieved a three-to-fourfold increase in log sort volume.

Business Development

The Business Development team supports our organization's goals by analyzing economic opportunities, leading complex negotiations, and executing on special projects. Its primary focus areas are real estate and construction, and its commitment is to maximize economic opportunities on behalf of the Squamish Nation.

In 2023, the Business Development team worked with the Squamish Rights & Title department and its Environmental Assessment team to ensure that every opportunity we pursued was aligned with the Nation's objectives, goals, and values.



Every day within our department is different, and that's what I enjoy most. One of the most significant projects I've been involved in is the acquisition of the International Plaza head lease, located on the north end of our Xwmélch'stn (Capilano) reserve. This project, one of Nch'káy's largest acquisitions to date, will have a profound impact on our community. By returning possession of this lease to the hands of the Squamish Nation, we are creating more housing

opportunities for Squamish People, both in the short and long term, and opening up new employment avenues along the way. As a Skwxwú7mesh Úxwumixw Member working at Nch'káy, I am truly honoured to be a part of this great organization that has an objective of generating long-term economic wealth and prosperity for our Squamish People and future generations.

Aidan Lenhart-Baker,
Squamish Nation

BUSINESS DEVELOPMENT ASSOCIATE



Prioritizing Opportunities for Squamish People

Throughout 2023, the Business Development team optimized the opportunities of the Impact Benefit Agreements that the Nation negotiated with Woodfibre LNG (WLNG) and FortisBC in 2018. Relying on our relationships with proponents and industry, the team created opportunities for Squamish-owned businesses to bid on projects. Our Nch'ú7mut Endorsed Business Registry (NEBR) grew by 15 businesses in 2023 to 83, providing ongoing subcontracting opportunities for several Squamish-owned businesses. We also prioritized hiring Squamish People and providing ongoing training and career development opportunities.

About the Nch'ú7mut Endorsed Business Registry (NEBR)

The NEBR currently lists 30 Squamish-owned businesses. Because Nch'kaý's mandate is to generate wealth and prosperity for the Squamish Nation as a whole, we may solicit bids from competing Nation businesses to increase the probability of winning contracts. This translates into more revenue, subcontracting, and training opportunities more broadly for the Nation.

2023 Highlights

Last year, the Business Development team generated a revenue stream for Nch'kaý, which was used to reinvest in projects that over time will fund social programs based on Nation priorities.

Sehákw

To maximize the Sehákw project's economic benefits for the Nation, the Business Development team led the creation of an Indigenous Participation Plan that ensured Squamish Nation subcontractors and employees were prioritized for on-site opportunities. Learnings from Phase One will be translated into the upcoming three phases to continue improving outcomes for Squamish People.

Woodfibre LNG and FortisBC

WLNG affords economic opportunities to the Nation through Nch'ú7mut and is now headed into the construction phase. In 2023, we helped address community concerns surrounding the non-local workers who will arrive to construct the WLNG facility. Specifically, the community expressed concerns about the impacts of these workers on rental housing, traffic, safety for women and girls, and the environment.

To address this, the Business Development team worked with the Nation's Rights & Title department to bring a floating hotel, also called a floatel, to the site. The floatel is a converted cruise ship and will offer a premium live-work environment for over 600 workers, keeping them outside Squamish. It will also provide revenue to the Nation and employment opportunities for Squamish People on the vessel.

Finally, the team continued to support Squamish-owned businesses in bidding on work for the WLNG and Fortis projects.

Looking Ahead to 2024

We will expand the Business Development team in 2024 to pursue and advance economic development opportunities and projects in line with our strategy. Here are more of our primary focus areas:

- Continue coordinating with industry and the Stitsma Career Centre to provide job and training opportunities for Squamish People entering the workforce or making career changes.
- Continue to expand the NEBR while supporting both the NEBR and community business directory members in pursuit of business opportunities throughout the Squamish territory.
- Work with MST Development Corporation to complete an Indigenous Participation Plan for the major developments planned for the west side of Vancouver starting in 2024.
- Continue to promote opportunities for Squamish People at the Oceanfront Development construction site.
- Pursue ongoing opportunities with WLNG and Fortis in the Squamish Valley as part of our commitment to improve employment opportunities for Squamish People in the Valley.

Finance & Information Technology

The Finance & Information Technology (IT) team optimizes our organization's financial and technology infrastructure while managing budgets, financial reporting, and insurance. The team upholds the highest levels of corporate governance, providing consistent and transparent reporting that allows internal and external stakeholders to make key decisions.

Generating Wealth for the Nation

In 2023, we delivered significant returns to the Nation, with a \$1.6 million return on equity. We also tightened up our processes and invested in the right staff to lay the foundation for future prosperity. Our activities included:

- Implementing a new Financial Planning & Analysis team, which generated additional insight into our financial information, such as how we price goods.
- Hiring a procurement specialist skilled at negotiations, resulting in agreements that will decrease our supplier costs in 2024.
- Installing finance and HR systems to create efficiencies as we continue to grow. This process is still ongoing and will be fully implemented in 2024.

Growing Nch'kaý Sustainably

Nch'kaý saw a significant amount of growth in 2023. The Finance team was committed to ensuring we grew the

business in a sustainable way. We invested in new enterprise staff using a careful and strategic approach. We prioritized operating in alignment with the Nation's values while spending money judiciously. We considered how much we allowed financial expenditures to grow to ensure all growth aligned with these values.

Strategic Risk Management

Last year, we implemented an Enterprise Risk Management (ERM) program that identifies risks across the organization. As part of this, we set up an annual review process to determine our risk thresholds, status, and mitigation measures.

We also developed an Issues Management Communications Protocol to support and work with the ERM when activated. The Communications Protocol was finalized in 2023 and will be tested quarterly with tabletop exercises.

Protecting Nch'kaý from Online Threats

The IT team made notable improvements to our IT and cyber security infrastructure in 2023, including:

- Adding dual-factor authentication to all login portals.
- Fortifying the network, which reduced entry points and made them more difficult to access.
- Implementing cyber security software to monitor performance.
- Moving to cloud-based servers to increase security.



Making Financial Decisions Together

When making financial decisions, we collaborate using the following approach:

1. Work with the Nation to develop our annual plan and budget and submit the plan to Council for feedback and approval. The annual plan and budget outline our core direction and objectives for each year.
2. Review goals and objectives and break them down from a departmental perspective, beginning with staffing and resource management.
3. Invite each department to create department-specific plans, including what each needs to achieve its goals.
4. Allocate the budget accordingly at the end of the process.
5. Make final decisions judiciously within a framework of financial controls.

Human Resources

The Human Resources (HR) team supports the growth of wealth and prosperity for the Nation by providing meaningful and rewarding employment opportunities for Squamish People. HR is committed to ensuring Squamish team members feel at home at Nch'ka'y, knowing our values align with those of the Nation. In 2023, the HR leadership team participated in leadership training that aligns with our core value of Siya'min.



Uplifting the Nation through Career Development

HR prioritizes recruiting Squamish People for employment opportunities and creates pathways for their career evolution. To boost posting visibility within the Squamish Nation community, HR posts all job opportunities in the Squamish Nation newsletters and on Nch'ka'y's social media platforms. The team engages the Nation with available opportunities and attends community events throughout the year.

In 2023, the HR team established a new Career Development Pathway that supports team members in achieving short- and long-term career objectives. This resulted in the promotion of several Squamish People to next-level positions in 2023. In 2024, each team member we hire will work with their supervisor and HR to develop and implement an individualized career pathway plan that will enhance skills, knowledge, and capabilities.

113 total Nch'ka'y headcount

46% of the workforce are women

60 Skwxwú7mesh team members (53% of the workforce), 12 other First Nations team members

9 Skwxwú7mesh People in senior leadership and management roles

6 Skwxwú7mesh People in Team Leader, Assistant Team Leader and Assistant Manager roles



Continuously Supporting Our Team

In 2023, HR continued with our Annual Employee Engagement Survey to measure team member engagement and better understand our team members' experiences at Nch'kaý. Through this initiative, HR develops plans with the goal of improving workplace culture and increasing team member engagement. HR is committed to ensuring Nch'kaý and our businesses are inclusive, safe, and rewarding places to work.

In 2024, HR will implement a new performance management program to ensure our team members have the support they need to be successful at Nch'kaý. This involves aligning team members' job performance and individual goals with Nch'kaý's corporate goals and operating strategies. HR will also launch a new orientation and onboarding program to welcome new hires to the team and more effectively set them up for success.



GOVERNANCE REPORT





In 2023, I was pleased to see the meaningful growth of Nch'káy as we moved forward with initiatives that furthered our organization's profile as a known entity in B.C. and across the country. I'm most proud of the fact that we created Nch'káy Development Corporation and that it has come a long way in just the last two years. It's not only the Council and board members who are proud of Nch'káy, our Squamish People are also really proud to say, 'That's Nch'káy Development Corporation. Our Development Corporation.

Syexwáliya,
Squamish Nation
COUNCIL MEMBER DIRECTOR



Board of Directors

Joy MacPhail - Board Chair, Independent
Walter Schneider - Nation Member Director
Syexwáliya Ann Whonnock - Squamish Nation Council
Tiyáltelut Kristen Rivers - Squamish Nation Council
Mike Magee - Vice Chair, Independent
Heather Tremain - Independent
Jennifer Podmore Russell - Independent (served until November 2023)
Susan MacLaurin - Independent (appointed in May 2024)

Senior Leadership Team

Sarah Silva - Vice President, Real Estate & Development
Anthony Danielov - Director, Mergers & Acquisitions
Lauren English - Director, Real Estate Planning & Development
Caitlin Popplewell - Director, Finance
Lauren Hutchison - Director, Communications & Engagement
Wesley Wong - Director, Information Technology

Executive Team

Mindy Wight - Chief Executive Officer
Denis Murphy - Chief Financial Officer
Jennifer Podmore Russell - Executive Vice President, Real Estate & Development (beginning December 2023)
Gary Muuren - Executive Vice President, Operations & Human Resources
Sean Ruzicka - Executive Vice President, Business Development & Partnerships

Please visit nchkay.com to read the complete bios of our board members, executive team, and senior leadership team.

Board and Committee Meeting Attendance

- Meetings attended
- Possible meetings the Director could have attended

	Board	Planning & Development	Finance & Audit	Governance & Compensation	Business Operations Committee
Heather Tremain	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●
Jennifer Podmore Russell	● ● ●	● ● ●	● ● ●	● ● ●	● ● ●
Joy MacPhail	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●
Tiyáltelut Kristen Rivers	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●
Mike Magee	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●
Syexwáliya Ann Whonnock	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●
Walter Schneider	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●

Board Skills and Expertise*

Communications & Stakeholder Engagement



Corporate Governance



Digital & Technology



Financial or Accounting Expertise



First Nations Economic Development



Forestry



Human Resources, Compensation, Diversity & Inclusion



Large Project Development



Laws & Regulations



Real Estate Development



Risk Management



Tourism, Hospitality



Strategy Development & Implementation



Sustainability, Environmental Consulting



Squamish Knowledge



*the counts are for non-Council board directors

Finance & Audit Committee

The Finance & Audit Committee (FAC) advises the Nch'kay' board on risk management, financial performance, audits, and investment oversight. Its mandate is to ensure sensible financial management of our organization.

The FAC makes recommendations in alignment with the expectations and requirements of Nation Council, as outlined in the *Shareholders' Agreement for Nch'kay' Development Corporation*, *Partnership Agreement for Nch'kay' Development Limited Partnership*, our Corporate Policies, including the *Governance and Financial Planning Rules*, and the *Business Corporations Act* and *Partnership Act of B.C.*

When needed, our CFO meets with the Nation's Finance Committee to share updates, reconcile financial information, and confirm agreements. In all areas of its work, the FAC honours and upholds Skwxwú7mesh cultural values and traditions.

2023 Highlights

Last year, the FAC diligently reviewed our quarterly financial statements and recommended the annual budget for board approval. It also reviewed and recommended improved financial systems and internal controls. Its focus was on understanding the quality and variability of our operating businesses' financial performance. The FAC ensured all interactions with

Nch'kay' management and external auditors included meaningful analysis and discussion, rather than a mere exchange of data.

The FAC prioritized maintaining the integrity of our financial reporting process and ensured that all financial statements were also thoroughly maintained. Lastly, the FAC was dedicated to developing, learning, and implementing a Squamish Nation community lens in its continuous efforts to enhance financial processes and outcomes.

Financial Performance

Nch'kay' successfully achieved a clean financial statement audit for fiscal year 2022 and we have updated our financial and IT policies to ensure compliance and efficiency. Our 2023 audit is currently underway by PwC. The 2024 annual budget has been approved, setting a strong foundation for our future financial endeavours.

Risk Management

The FAC took proactive steps to ensure that our staff and the committee itself have access to reliable and consistent information from various sources, including the CEO, CFO, senior staff, external auditors, and advisors. This has significantly improved the board's effectiveness in managing and monitoring risk. We take immense pride in the hard work and dedication demonstrated by each member of the FAC in achieving these milestones. Their collaborative efforts have undoubtedly strengthened Nch'kay's financial performance and risk management processes.

In the coming year, the FAC aims to improve how we measure success by incorporating comprehensive financial, non-financial, and Squamish Nation-specific metrics. A smooth transition from International Financial Reporting Standards (IFRS) to public sector accounting standards is also a key focus area. The FAC is committed to supporting another clean audit report for the fiscal year ending 2024, ensuring transparency and accountability in all aspects of our operations.

Committee Members

Walter Schneider (Chair), Mike Magee, Jenn Podmore Russell, Tiyáltelut Kristen Rivers

Governance & Compensation Committee

The Governance & Compensation Committee (GCC) advises the Nch'kay' board on governance, compensation, and human resources. The GCC ensures we maintain a good governance framework and can carry out our responsibilities effectively. Skwxwú7mesh values are incorporated into all aspects of the Committee's work and decision-making processes.

2023 Highlights

In 2023, the GCC's main priority was strengthening our governance and completing Nch'kay's annual strategic plan, including initiating discussions on longer-term corporate reorganization. The CEO also successfully

secured two key additions to senior leadership: Denis Murphy who joined as Chief Financial Officer, and Jennifer Podmore Russell, who became the EVP of Real Estate and Development. Both will play a key role as we progress with our strategic plan.

Finally, a key area of governance is to ensure performance measurements are in place. Last year, the GCC approved a Performance Management System for all Nch'kaý team members and initiated a board assessment process.

Committee Members

Mike Magee (Chair), Joy MacPhail, Tiyáltelut Kristen Rivers, Syexwáliya.



Planning & Development Committee

The Planning & Development Committee (PDC) guides our CEO and Executive team in strategic planning and development activities related to our real estate properties. The PDC also advises the board on strategic real estate-related matters, including predevelopment and development planning and compliance with Nation, federal, provincial, and municipal policies and legislation. It makes recommendations aligned with the Nation's goals on land use and development.

Nch'kaý and the Squamish Nation are leaders in Indigenous real estate development, and the PDC ensures that all development activities—both on and off Nation lands—uphold this reputation. The PDC upholds the highest standards of corporate social responsibility and land use stewardship. In all its dealings, the PDC honours and upholds the Nation's cultural values and traditions.

2023 Highlights

In 2023, the PDC focused on important areas that will contribute to our organization's growth and deliver positive results for the community. Along with Nation staff, the PDC developed a series of concepts for four of the Nation's large land holdings. These concepts feature housing and services that address the needs of Squamish People and will ensure the preservation of sacred and spiritual sites while generating wealth for the Nation. Last year, the PDC made a concerted effort to reach out to the community to hear their wishes and

needs, which created an opportunity for a grounded discussion on the future of these sites.

At the same time, the PDC advanced the International Plaza deal, marking a milestone in our expansion efforts. Meanwhile, the PDC's oversight of Sehákw remained vigilant, ensuring the project's continued progress while reinforcing governance structures.

Looking ahead to 2024, the Sehákw project will continue to be a priority, with an emphasis on successful project delivery and governance. Finalizing the International Plaza purchase and planning for its adjacent property will further increase our presence and impact. As we establish real estate as our core business, we will begin priority projects supported by a robust capital plan. The PDC will strengthen its internal capacity for project management and oversight as it navigates an ambitious pipeline of initiatives, reaffirming its commitment to sustainable growth and community prosperity.

Committee Members

Heather Tremain (Chair), Jenn Podmore Russell, Tiyáltelut Kristen Rivers, Mike Magee

Business Operations Committee

The Business Operations Committee (BOC) oversees the Executive team's activities across retail, forestry, marina, tourism, and all non-real estate sectors. It governs new business prospects brought by executives and advises on their strategies to improve existing businesses. The BOC supports our operational efficiency and growth by overseeing effective operational controls, administrative and reporting procedures, and staffing resources. Skwxwú7mesh values are integrated into all aspects of the BOC's work and decision-making processes.

2023 Highlights

Last year, the BOC was dedicated to driving performance, efficiency, and excellence in customer service. The Operations team's efforts to improve the Squamish Valley Gas Bar resulted in a marked improvement to its financial performance and revenues. Additionally, the Operations team undertook significant work regarding the Mosquito Creek Marina, focusing on understanding its conditions and managing the relocation and conclusion of tenancies. This involved accommodating and moving Squamish People and their businesses, reflecting our commitment to their well-being.

The relocation of the Nch'kay head office away from Lynnwood Marina has allowed the Operations team to concentrate on identifying and capturing additional revenue through land leases and tenancies. This strategic move aligns with our goal of maximizing opportunities for sustainable growth.



In 2023, the stabilization of Sqomish Forestry reflected the BOC's dedication to maintaining a steady and robust operation. The BOC also continued to emphasize supporting Nation businesses and creating employment and procurement opportunities for Squamish People. This underscored our commitment to fostering economic growth and prosperity within the Squamish Nation community.

2023 was marked by significant accomplishments, and the BOC remains committed to advancing Nch'kaý's mission of driving excellence and prosperity for the Squamish People.

Committee Members

Jenn Podmore Russell (Chair), Walter Schneider, Heather Tremain, Syexwáliya.



CLOSING STATEMENT

Together, We Keep Building

As we move on from 2023, we raise our hands in appreciation for everything we achieved together. With our stronger, more sustainable foundation in place, we will continue pursuing our mission to deliver wealth and prosperity for the Nation. Our staff are our strongest asset, and we are thankful for their contributions to Nch'kay's success at every level of the organization. We're also grateful that we were able to deliver financial returns to the Nation, even as a new development firm.

At every step of the way, we remain accountable to the Squamish Nation and guided by the enduring values we share. We hope that, by reading this report, you feel inspired about what's possible today and in the future as we continue building together to uplift the Skwxwú7mesh Úxwumixw.

chet wa k'áyachtn ta úxwumixwcht ti stsi7s iy kwi hemí ek' stélmexw á7awt tl'a nímalh. (We raise our hands to our people today as well as those who have come before and those who will come after.)



Unit #210, 731 Main Street,
West Vancouver, BC V7T 0A5

Phone: (604) 243-0802

Email: communications@nchkay.com

www.nchkay.com