

NCH'KAÝ QUARTERLY UPDATE

TO SQUAMISH NATION MEMBERS | SUMMER 2023

What's New at Nch'kaý?

Summer's here and the team at Nch'kaý keeps exploring new ways of cultivating generational wealth and well-being for the Skwxwú7mesh people. Every day we're working to develop the Nation's assets through building economic security and prosperity for current and future generations.

The first half of the year was a historic one for our Nation. On the heels of the groundbreaking development at Seńákw, we have engaged in a comprehensive, long-term capital planning process for all of our physical assets. We've also begun work on upgrades at several of our operating businesses to ensure these important assets are looking and performing their very best.

Our team has grown to include members with significant business acumen, skills, and experience in real estate, management,

infrastructure, finance, and operations to support this work. Recent hires at our Senior Leadership level include:

- **Larry Carrier** - Director, Infrastructure;
- **Lauren English** - Director, Real Estate, Planning & Development;
- **Denis Murphy** - Chief Financial Officer;
- **Tai Nguyen** - VP, Operations;
- **Wesley Wong** - Director, Information Technology.

Earlier this year, the Squamish Nation and Nch'kaý also finalized and signed a set of agreements to establish the foundation for a mutually beneficial working relationship that respects the requirements of each party to be successful. They are: *Relationship Agreement*, *Protocol Agreement*, and *Memorandum of Understanding* — all of which have been signed by Nexwsxwníwntm ta Úxwumixw (Squamish Nation Council) and the

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Nch'kaý Board of Directors.

Work has begun to operationalize and implement these agreements, and we'll soon be publishing the *Relationship Agreement* to our website for all to view.

Read on to learn more about what else we've been up to!



SQUAMISH NATION LAND DEVELOPMENT STRATEGY

On March 29, the Squamish Nation and Nch'kaý Development Corporation announced that the Nation will be taking a pause on accepting third party development proposals for Nation lands for a period of 14 months.

This will allow for the Nation to assess our lands and create a long-term capital plan — a first for the Squamish Nation.

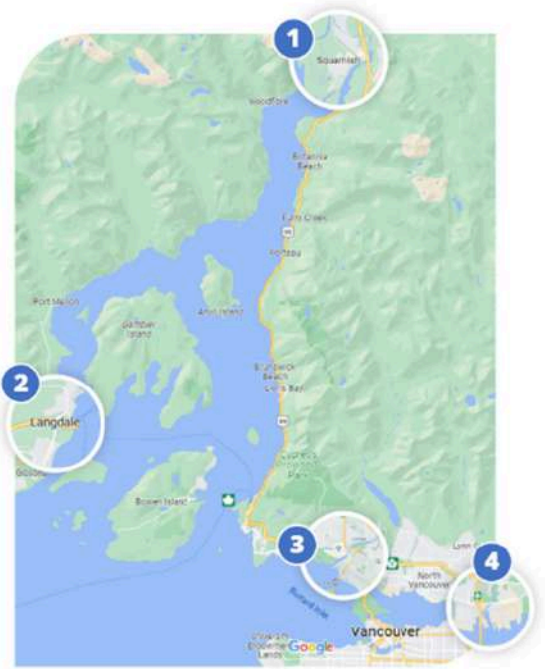
Economic development of our assets is not just about today. It is about tomorrow — creating sustainable and shared prosperity for future generations.

Together, these lands — which include Xwemélch'sten Capilano I.R. No. 5, Stá7mes I.R. No. 24, Ch'kw'elhp I.R. No. 26 and Ch'ich'élxwí7kw Seymour I.R. No. 2 — represent approximately 350 acres of valuable real estate.

These lands are, and will always remain, our lands. We will hold them in perpetuity.

We are seeking help to develop them in a way that meets our social, environmental, economic, and political goals. Through redevelopment, we aim to increase the Nation's own-source revenues, supporting new community facilities and member needs.

Consulting teams will be working collaboratively with Nch'kaý and the Nation to conduct member engagement and work to develop concept plans for the four sites that have been selected. The exercise is expected to be complete by March 2024. Member involvement is an important part of this process; engagement opportunities will be announced in the Nation's newsletters, social media streams and weekly e-mails.



- 1 Stá7mes I.R. No. 24 (including Site B) in Squamish Valley
- 2 Ch'kw'elhp I.R. No. 26 (3.8km south of Langdale BC ferry terminal)
- 3 Marine Drive area of Xwemélch'sten Capilano I.R. No. 5 (including the International Plaza site) in West Vancouver
- 4 Ch'ich'élxwí7kw Seymour I.R. No. 2 (including Lynnwood Marina) in North Vancouver



CHAIR KHELSELEM
 Squamish Nation Land Development Strategy
 Press Conference, March 29, 2023

"There's a value we bring to the table that no other developer can bring, not just in terms of speed and scale, but these are long-term plans and assets we will hold in perpetuity. We're in it for the long haul, not short-term gains. We've learned through Señákw the value we bring in the development of First Nations lands."



SEÑÁKW PROJECT UPDATES

Work on Seňákw continues, with Nch'kaý working in close collaboration with various Squamish Nation departments, including Seňákw Operations, Planning & Capital Projects, and Ta7lnewás (Education, Employment and Training), as well as Squamish Nation Council.

Construction Update

A lot has happened on site since we broke ground on the project back in the fall. Bulk excavation for Phase 1 (northwest of the bridge) is almost complete, the first crane has been erected, the Tower 3 foundation is getting ready to be poured, and shoring walls and soil anchors continue to be installed on the perimeter of the site.

As construction activity continues to increase, the Squamish Nation has issued a noise variance permit allowing work to start at 7 a.m. on Saturdays throughout the summer months to maintain the momentum that we are enjoying with the dry weather.

Throughout the first phase, we continue to educate the public about the site's history, the project's future, and how to learn more.



SEÑÁKW PROJECT WEBSITE

We recently updated the Seňákw project website, which now includes an extensive Q&A section, the latest project renderings, monthly construction updates, and more.

Scan this QR code to check out our new website



Jump to our detailed monthly construction updates



Scan to view current career opportunities at Seňákw





The fence around the construction site tells the story of the forced removal of Squamish families in 1913, the court battle to win back the land, and what the name Señákw means in our language.

Employment & Contracting Opportunities at Señákw

Creating opportunities for the benefit of Squamish members is a core goal of our work on the Señákw project.

Indigenous Participation Plan

In March 2023, the development partnership's Procurement Committee approved an Indigenous Participation Plan for the Señákw project — a comprehensive plan for Squamish Nation participation with clear processes, regular communication, and collaboration between Peak Construction (project construction manager), Nch'káy West Committees, and Nation departments such as Ta7lnewás - Education, Employment and Training (EET).

Nch'káy chairs the Señákw Procurement Committee, which reviews all tender submissions for construction work on Señákw. Additionally, Nch'káy chairs the Señákw Employment and Training Committee, to ensure Nation member participation and opportunities throughout the Señákw project.

Developing and implementing the Indigenous Participation Plan has been a collaborative effort between Nch'káy West Procurement Committee, Nch'káy Business Development team, Squamish Nation EET, and Westbank/Peak Construction Group.

The plan includes a requirement to establish a target for a Priority Workforce that focuses on Squamish Nation members first and then, in order of priority, members of the broader Squamish Nation community who are not registered members, members of Musqueam and Tsleil-Waututh Nations, and other Indigenous workforce members.

The plan is being contractually enforced with each contractor or subtrade to ensure that contractors will make every effort to prioritize hiring workers from the Priority Workforce for their

respective scopes of work at the Señákw project.

At present, we have eight Priority Workforce members on-site (out of a total of approximately 20 workers on site full-time), and four Member-owned or Nation-endorsed companies involved in the construction process. **There are currently \$16.3M of contracts signed with Member-owned/ Nation-endorsed companies for Phase 1.**

The Squamish Nation has hired a Señákw Job Mentor to support Nation members and other Indigenous people working on-site.

INTERESTED IN WORKING AT SEÑÁKW?

Read on to learn about supports available through the Nation.

Employment Supports through the Stitsma Career Center

As construction progresses, there will be an increasing number of opportunities becoming available to work on every aspect of the Seḥákw project – and Ta7Inewás - Education, Employment and Training is here to help!

Interested in working at Seḥákw, or upgrading your skills and training to prepare for employment on the project? Connect with us in whatever way works best for you:

- Contact the Stitsma Career Centre by emailing stitsma_career@squamish.net, or call 604-985-7711 (North Vancouver) or 604 -848-2202 (Squamish Valley)
- Contact the Training and Trades Centre by emailing tradescentre@squamish.net, or call 604-980-7946.
- Attend a Seḥákw hiring fair
- Email employment@senakw.com

To view all positions currently available on the Seḥákw project, please visit www.senakw.com and click on the *Careers* tab.



"Working with our Squamish Nation member businesses and joint entities, you really get to see Indigenous economic reconciliation happening in real time."

— Jody Antone,
Business Opportunity Manager,
Business Development,
Nch'kaý





Member Housing at Seńákw

A total of 250 units with rents at substantially less than market rates have been set aside for Squamish Nation members wanting to live at Seńákw, with 128 of those units in the first two phases, expected to be complete by 2027.

These member units will be managed by Hińám Housing, the Nation’s non-profit housing society. The application process — which will open closer to the completion date — will also be managed by Hińám.

If you have any questions in the meantime, please reach out to info@hiyamhousing.com.

Public Art Opportunities

There will be a significant number of public art opportunities available to Squamish artists on the Seńákw project.

To ensure the public art selection process is fair and transparent, Squamish Nation and Nch’káy have established a cultural working group who will be working with a third-party public art consultant to help guide the process. All Nation members who would like to contribute to public art on the project will have a fair and equal opportunity to do so.

An Expression of Interest application process will be shared with the community for all interested artists to apply. The timeline for the application process is still being finalized. Keep an eye on the Seńákw and Squamish Nation websites for more information as it becomes available.

ELDERS ADVISORY COMMITTEE

On April 26, members of the Nch’káy Board and Senior Leadership Team met with the Squamish Nation Elders Advisory Committee to introduce ourselves and share information about what our teams have been working on.

We shared a meal and had some great discussions around community engagement and opportunities for ongoing dialogue. Our hands go up to the Elders Advisory Committee members for their time and we look forward to meeting with them again.





GETTING TO KNOW NCH'KAY'S DEPARTMENTS

Each department at Nch'kay Development Corporation is essential in supporting the economic growth and independence of the Squamish Nation. They are: Real Estate, Business Development, Health & Safety, Human Resources & Corporate Services, Operations, and Finance.

Real Estate

The Real Estate team works to pursue and develop strategic real estate projects and effective land use planning.

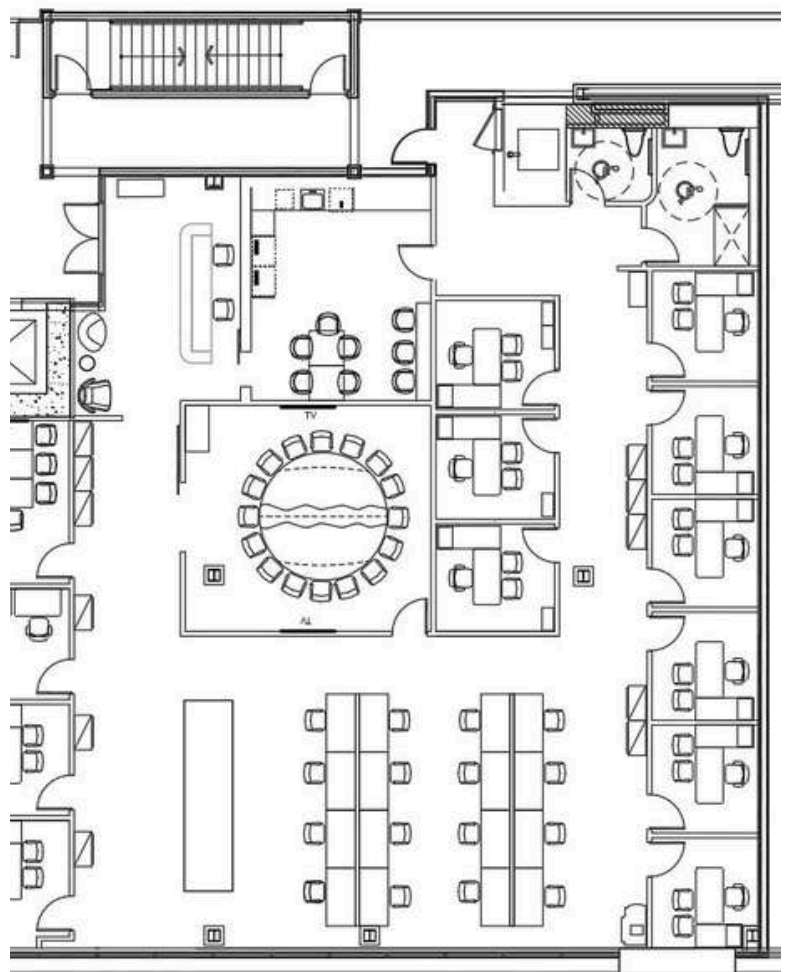
The goal of the Real Estate team is to support socio-economic growth through developing Nation lands in a way that reflects Skwxwú7mesh values, culture, and strategic priorities.

In addition to leading the work on Seńákw, our Real Estate team is also Nch'kay's project lead on the Land Development Strategy and Head Office renovations, and works closely with the Business Development team to evaluate and negotiate additional opportunities for Nch'kay and the Nation as they relate to our real estate assets.

Nch'kay Head Office Renovations

Nch'kay has experienced significant growth over the past year, and we have outgrown our temporary office space at Lynnwood Marina.

We are excited to share that we are currently renovating a new office at Park Royal (in the former Yyoga space) and are working with Squamish Nation artists to help bring a strong Skwxwú7mesh presence to the space. We expect to move into the new office this fall.



Pictured: Floor plan of Nch'kay's new head office currently under renovation at Park Royal



Business Development

The Business Development team's mandate is to drive a return of value to the Nation through establishing and enhancing business opportunities and partnerships. It is a shared function within Nch'kay', supporting advanced economic analyses, complex negotiations, and project execution.

It also supports procurement opportunities on behalf of Nation Members through the Endorsed Business Registry to provide opportunities for Indigenous economic reconciliation across government, industry, and Nation projects.

Project Gating Process Developed

To support the assessment, evaluation, and delivery of projects for the benefit of the Nation, our team has created a stage-gating process that will allow us to consistently and systematically assess economic development opportunities.

Proposed projects will move through each gate from *0 - Opportunity Identification* to *5 - Partner Integration*. The gates in this process will act as a funnel to refine estimates and quickly discount or progress opportunities as needed.

The gating process will serve as a valuable management tool, establishing an organizational guide to support business opportunity assessment, stakeholder collaboration, decision-making, and project execution. The team has developed the process to be modifiable to meet the needs of stakeholders and business focus.

Endorsed Business Registry

The mission of the Endorsed Business Registry, which is managed by the Business Development team, is: "to leverage the Nation's unique position backstopped by government and industry support to drive the return of value from construction and development projects within the Nation's territory for all Business Registry businesses to benefit the Squamish Nation."

To achieve this Endorsed Business Registry mission, we at Nch'kay':

- Drive procurement revenue to share opportunities with Business Registry partners in exchange for Nation support with the project proponent to generate funding for economic development projects.
- Maximize subcontracting opportunities for Squamish Nation Member-owned businesses, Squamish Nation Members, and Indigenous peoples wherever possible.
- Prioritize social investments such as education, employment & training; sports and athletics; language and culture; health and wellness; and children and family with support by Business Registry partners.

DID YOU KNOW?

Companies on the **Endorsed Business Registry** have contractual requirements to:

- provide monthly reporting,
- promote subcontracting,
- promote the Nation's social investments,
- provide a living wage for the Nation's Priority Workforce,
- and more.

In return, these companies receive Nch'kay's endorsement and support in pursuit of winning bids.

Finance

The Finance department plays a critical role in managing the financial operations of Nch'kaý, including budgeting, accounting, forecasting, and financial reporting. We are committed to ensuring fiscal responsibility, transparency, and governance across all our financial operations.

We are pleased to welcome Denis Murphy to our team as our new Chief Financial Officer. Denis brings with him extensive experience in finance and was previously the Director of Finance at the Squamish Nation.

The Nch'kaý Finance department places a strong focus on policy and governance. We continue to strengthen financial governance and controls through the implementation of three new policies at the end of 2022 covering capital assets, credit cards, and cash management. These policies ensure that we operate with fiscal responsibility and transparency in all our financial operations.

We have also taken steps to ensure that we have proper procedures in place to manage and mitigate potential problems and challenges by establishing an Enterprise Risk Management framework based on international standards. This framework enables us to actively identify and tackle potential risks, which in turn supports Nch'kaý's long-term stability and prosperity.

Operations

The Operations team is responsible for managing the day-to-day operations and the long-range strategic business planning for all Nch'kaý-owned business entities and infrastructure.

We are excited to welcome Tai Nguyen as our new VP, Operations and Larry Carrier as Director, Infrastructure. Under their skilled leadership, the Operations team is currently focused on several initiatives related to modernizing our operating businesses, including creating and implementing a PO system that will help track costs. The team is examining all the current processes and tweaking them to streamline and help reduce inefficiencies. They are also working with external consultants and professionals to identify opportunities for improvements to the aging infrastructure and current fleet of equipment. The Operations team is also developing five-year strategic plans for each of the operating businesses.



Operating Businesses

Did you know that Nch'kaý is now responsible for all the Nation's operating businesses?

They are:

- Squamish Valley Gas Bar
- North Vancouver Gas Bar
- Smoke Shop (at Mosquito Creek)
- Mosquito Creek Marina
- Lynnwood Marina
- Capilano River RV Park
- Sqomish Forestry (*transfer under Nch'kaý in progress*)

Renovations, Repairs and Upgrades

We are happy to share that the **Squamish Valley Gas Bar** is receiving some well-deserved upgrades this summer, including: exterior power washing and painting; landscaping; light interior renovations to create an additional 500 sq ft of added retail space; new flooring, cabinetry and fixtures; and electric vehicle charging stations. We'll be working with members in the Squamish Valley to ensure the new retail space meets their needs and creates additional opportunities for members to sell their art.

At **Mosquito Creek Marina**, we are undertaking a detailed site inspection, recording all relevant data, and completing assessments on the condition of the structures to identify required repair work. The work covers the elements of all marine structures, including critical system components such as pins, rollers, ramps/gangways, docks, piles, cables, chains, anchors and connections on the dock (floats) and breakwater. All this is being done with the aim of optimizing revenue and creating a best-in-class marina.

Health and Safety

We take safety very seriously at Nch'kay. Over the last quarter, team members across our operating businesses received new personal protective equipment (PPE), including high-visibility rain jackets and new steel-toed boots. We are excited to have our team members feeling comfortable and looking bright while ensuring the health and safety of all our workers.

In the past few months, we've had over 40 team members receive safety-related training. From Occupational First Aid to Emergency Response, our team members are busy learning valuable knowledge and skills to assist in maintaining a healthy and safe workplace for all. We've also had several marina staff receive Forklift Certifications recently.

Join us in congratulating our team for all their hard work!



Human Resources & Corporate Services

An organization is only as strong as its people — and our Human Resources department exists to help us hire and keep the best people.

We focus on activities like recruitment, employee relations, benefits administration, organizational development, compensation, training & development, employee engagement, and supporting the operating businesses and team members with their requests.

A lot of work goes into keeping daily operations running smoothly here at Nch'kay. Our Corporate Services team supports Head Office with tasks such as procurement, inventory, storage, office supplies, facilities, maintenance, vendor relationships, and ensuring that our team members have the necessary materials to perform their duties.

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.



Entity	Employees	Status	Squamish Nation	Other Band	Non-Status
Head Office	33	14 (42%)	9 (27%)	5 (15%)	19 (57%)
Mosquito Creek Marina	21	21 (100%)	19 (90%)	2 (10%)	0
Lynnwood Marina	9	3 (33%)	2 (22%)	1 (11%)	6 (67%)
Cap River RV Park	14	10 (71%)	10 (71%)	0	4 (29%)
NV Gas Bar & Smoke Shop	17	11 (65%)	10 (50%)	1 (6%)	6 (35%)
Sqomish Forestry	3	2 (67%)	1 (33%)	1 (33%)	1 (33%)
SV Gas Bar	12	6 (50%)	2 (17%)	4 (33%)	6 (50%)
Total	109	67 (61%)	53 (49%)	14 (13%)	42 (39%)

Nch'kay's HR Department is committed to providing quality work and meaningful career pathways for Skwxwú7mesh members.

Training & Career Development

We have career plans in place for all Squamish Nation members on staff, with programs individualized to everyone's strengths, interests, and needs. Our plans start with a personalized assessment, career objective, coaching, formal training, on-the-job training and more.

Skill development is also a priority for all our employees. This March, we had over 25 employees from all operating businesses complete our first in-house training course, 'Navigating Difficult Customers'. This is the first of a series of workshops that will help to develop the knowledge and skills sets of our team members.

Other employee training happening at Nch'kay includes:

- *Marine Travel Lift Mobile Crane Training, conducted by Kendrick Equipment*
- *Emergency Preparedness*
- *Cultural Protocols, Empathy & Safety, Facilitated Decolonial dialogue, participated in by the Nch'kay Board, Executive Team, and Senior Leadership Team*
- *Leadership Training*

Staff Engagement Survey

To deliver our mission, we need to attract and retain the best people. That's why last December the HR team at Nch'kay conducted our first engagement survey which identified areas of strength, as well as areas in need of improvement for our staff.

The survey results will allow us to work with our team members and supervisors to create a joint action plan to build a more engaging work environment for staff at our head office and our operating businesses.

CAREERS AT NCH'KAY

We'd love to have a conversation with you about your career goals and aspirations, and how we can help you get there!

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

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.



Brandon McReynolds
Business Development Associate



Shellene Paull
Executive Assistant to EVP, Operations & HR



Quinn Schneider
External Marina Operations Manager



***Follow us on LinkedIn,
Twitter, and Facebook!***

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



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