



Annual Report

22

23



Sasuchan
DEVELOPMENT CORPORATION

2022
2023



VISION STATEMENT

To lead the way to a sustainable, diverse, and healthy economy for the Takla Nation.

MISSION STATEMENT

The purpose of the Sasuchan Development Corporation is to create economic wealth, inspiring careers, sustainable employment, and business opportunities for the Takla Nation. We are committed to conducting all operations in a manner that respects the land, the people, and the culture and to leveraging the Takla Nation's rights to build a diversity of profitable and sustainable businesses both within and outside the Traditional Territory.

CORE BELIEFS

- Respecting the land, the people, and the culture
- Protecting the land, environment, culture, and economic well-being of the Nation
- Blending Traditional Knowledge with Western perspectives
- Prioritizing purpose beyond profit
- Sharing knowledge and building understanding
- Operating with integrity
- Creating safety and security for all

VALUES

Stewardship: We respect the land, the environment, and each other.

Learning: We strive to continually learn and improve our ability to achieve our mission.

Balance: Respecting the wisdom of our people, we collaborate with business, industry, government, and partners to leverage the rich resources of the Territory in sustainable and responsible ways.

Fairness and Equity: We are committed to maintaining the principle of fairness in providing opportunities to members, employees, and partners to achieve their goals and the goals of the Nation.

Community: We are committed to safety, transparency, and building a positive team.

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Welcome



BOARD CHAIR'S MESSAGE

As a board we express gratitude to the Takla Nation who support the work we do within Sasuchan Development Corporation.

It has been a year of challenges and successes as we start to move outside of the pandemic and return to 'normal'. Being able to return to seeing employees in the office and tour projects at Takla has highlighted the people connection that we missed during the pandemic.

The Sasuchan Development Corporation continues to diversify into other sectors and a significant and strategic acquisition this year is the purchase of Admiral Roofing as part of the Wildland Development Corporation. The construction sector is a key area to expand for Sasuchan.

A highlight of the year is the recognition of our peers at the BC Achievement Foundations Awards with Sasuchan being awarded the 2022 Community-Owned Business of the Year. This achievement is a result of the dedication of current and previous employees as well the continued support of the Nation including Elders, community members, Chief & Council.

Challenges this year include the tight and competitive labour market with higher than normal staff turnover, and a difficult winter construction season with the extreme cold weather. While it is difficult to control the weather, we continue to engage our employees and learn from each other. Sasuchan has a strong employee engagement and workplace culture that we will grow into the future.

I am thankful to be able to be the chair of the board and continue learning in this position. Thank you Chief and Council for the trust in the role as we grow the Development Corporation to support Takla Nation.

Thank you,
Sandy Carroll
Board Chair



VICE CHAIR'S MESSAGE

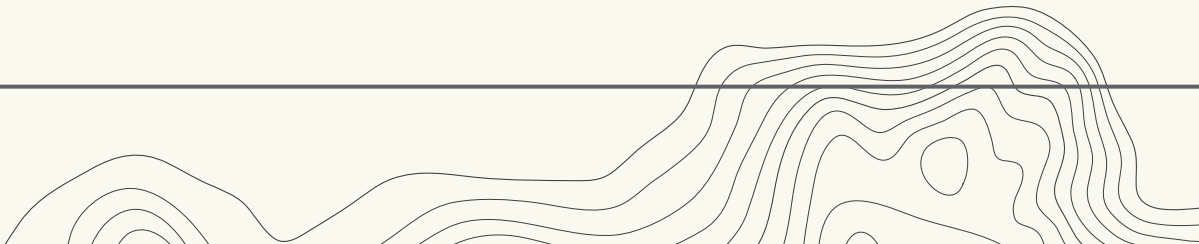
Moving forward in 2023, Sasuchan Development Corporation continues to grow and diversify the company. I am very proud of the SDC team, employees and contractors in their unwavering dedication as we continue to progress. As a result of the pandemic, Sasuchan Development Corporation (SDC) had to adapt its process and procedures to the circumstances. We had to align our practices to the new business environment in the past three years. We have risen above the unpredictable challenges and remain resilient. I am optimistic about the future growth and projections for this year.

The pandemic's impact on our Nation has been very challenging and we continue to support one another as a Nation. We must respect and understand that healing takes time. We still have a long road ahead to strive for a better and brighter future for the next generation.

The vision of creating opportunities for each one to achieve their goals is very important to SDC. SDC remains motivated to ensure the success for our Nation to reach its full potential.

I am very grateful to the Chief and Council that have served us for the past two terms, I appreciate the dedication and effort in working as a team with SDC and the Nation. We remain united on this journey with our Nation and the community we serve.

Thank you and sincerely,
Marilyne Teegee
Vice Chair





CEO'S MESSAGE

Hadih and thank you to the Takla Nation Elders, community members, Chief & Council, our business partners, contractors, employees, clients, and the board of directors of the Sasuchan Development Corporation for another productive year of diversifying and building the Takla Nation's economy.

We are proud to announce the successful completion of a re-organization of our year-ends across the Sasuchan group, resulting in a nine-month year ending December 31st, 2022. Despite this short year-end, we have exceeded our previous year's revenues in just nine months and continue to grow our organization in both revenues and diverse capabilities.

2022 marks the fifth year of Sasuchan being in full operation. Looking back, the growth of Sasuchan businesses and partnerships has been truly remarkable, all thanks to our tremendous team. Throughout this time, we have averaged 137% year-to-year growth in revenue – a significant financial milestone, we have increased our community contractor opportunities by 184% year-over-year, and we have delivered a 10.4% average rate of return to the Takla Nation on their investment, in the form of dividends paid to directly to the Nation. Our organization should be immensely proud of the financial and community-based outcomes of generating this level of return while employing many more community members.

This success was provincially recognized by the BC Achievement Foundations awarding Sasuchan their 2022 Indigenous Business award for Community-owned business of the year in the (2+ entities category). The recognition and success of Sasuchan are the culmination of many factors over the last five years, with a number worthy of special recognition.

Vision, Mission, and Core Beliefs. A large portion of our success must acknowledge Takla Nation leadership, elders, and Chief and Council in creating an independent economic development corporation and providing us with the guidance to deliver economic development that is aligned with the values, mission, and core beliefs of the Takla Nation that drive our business strategy and development roadmap for the future.

Team Capacity and Capability. The founding board members and CEO of Sasuchan Development Corporation brought the technical knowledge and leadership required to create the structure and framework that Sasuchan Group's partnerships and successes are built upon. We recognize the contribution of our key advisors, contractors, and legal teams. The community contractors rose to the challenge of dramatically expanded opportunities and delivered on true economic development in the Takla Community and beyond. We also thank the passionate, problem-solving, creative staff of Sasuchan and our partners past and present, who bring their technical skills and passion to build a corporation that is truly part of the wider provincial economy and beyond. The organic growth of Wildland Development is a testament to what can be accomplished by a dedicated, passionate staff.

Partners and Clients. A culmination of the vision and team we have assembled, we are able to engage and attract some exceptional partners and clients who share our vision of creating a sustainable corporation that is moving to be fully diversified and integrated into all segments of the economy.

Strategy. Working in the context of investing beyond limited partnerships and the resource sector to operate in all segments of the economy and geography, we will continue to seek real equity investment in companies and partnerships that are not bound by the geography of the Takla traditional territory and the resource sectors.

Moving forward into the coming 2023 season, we will:

- Continue to look for topline revenue growth opportunities that are aligned with our diversification strategy, vision, mission, core beliefs, and our three pillars.
- Strengthen our bottom-line performance through continuous improvement.
- Develop even more sustainable employment opportunities for Takla Nation members and contractors.
- Work towards a sustainable future aligned with Sasuchan's three pillars is inspirational and is leading the way for Indigenous Economic Development Corporations like Sasuchan to be leaders in the delivery of Environmental Social Governance (ESG) projects not only for the Takla Nation but for our partners, clients, and investors.

It has personally been very rewarding working for the Sasuchan and the Takla Nation for last four year's.

Thank you and Mussi Cho
Steve Nycholat, CEO



SASUCHAN RECEIVES BC ACHIEVEMENT FOUNDATION AWARD

On October 1, 2022, Sasuchan was awarded the Community-Owned Business of the Year, 2+ Entities Award from the BC Achievement Foundation.

The Indigenous Business Award (IBA) program honours excellence and focuses on the successes of Indigenous businesses and entrepreneurs. The award acknowledges one or more businesses owned by a community with the intention of building a strong economic foundation for community members.

Today, we are diversifying across all segments of the economy, buying great companies like Admiral Roofing, and creating companies like Wildland Development. All the while attracting potential accomplished partners and Board of Directors to support the vision of the Takla Nation and its leadership.

"I see this award as a milestone to celebrate our great progress as a community and a point to reflect upon. At our base are the roots of Sasuchan, the Takla community, the territory, and community contractors, and ahead of us, like an ever-growing tree, are the branches representing the company's growth, diversifying into all segments of the economy – always growing, and reaching for more."
– Steve Nycholat, CEO

Chief John French accepted the award on behalf of Sasuchan at the 2022 Indigenous Business Gala Dinner & Award Presentation in Vancouver, BC.

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come here





BOARD OF DIRECTORS

Sandra Carroll, Board Chair

Sandra has had a 28-year career within the BC Public Service and has held a variety of executive positions, including Deputy Minister (DM) of Tourism, Arts and Culture; DM of the Ministry of Advanced Education; DM of International Trade; Chief Operating Officer (COO) of the Ministry of Health, with the responsibility for health labour negotiations; and a variety of Assistant Deputy Minister positions with the Ministry of Transportation and Infrastructure. She has received the Premier's Award in Excellence for service delivery and the Premier's Award for Organizational Excellence. Sandra has an associate degree in business and is a recent graduate from the advanced leadership program at the Canadian School of Public Service.

Marilyne Teegee, Co-Chair

Marilyne is enjoying her recent retirement from her tenure with the Province of BC. She is grateful for the experience and is looking forward to being a part of Takla's vision and building the community. She is excited about all the opportunities and possibilities for the Nation's future generations. She is a very strong advocate for First Nations' interests and will work to support Takla's members in reaching their full potential. She attended the College of New Caledonia for business administration and has been a board member for Carrier Sekani Family Services (1997 to 2007 and 2012 to the present). Her previous experience includes working as an Aboriginal coordinator/liaison between the Vanderhoof School District and First Nations.

Jim Bennett, Director

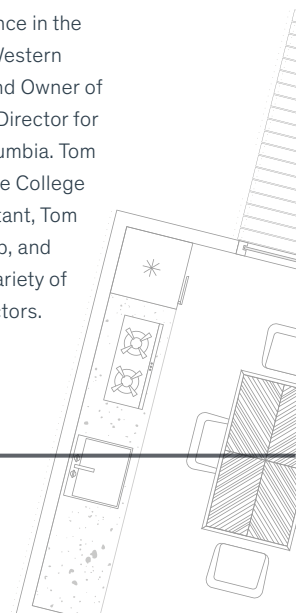
Jim's desire is to work together with Indigenous Peoples to realize their economic goals and take their rightful place as key contributors to the economic fabric of Canada. Jim currently serves two Nations (Takla and 'Namgis) as a member of their boards of directors and is also an integral part of their finance teams as treasurer. Jim works with various Nations in areas of structuring, governance, acquisitions, and impact agreement negotiations. Jim also has considerable background in financial reporting, audit, negotiations, and financial controls as a previous member of KPMG Chartered Accountants' natural resource practice. Jim was a partner at KPMG and worked there for over 20 years. Jim grew up in the Comox Valley and currently resides there.

Elke Lepka, Director

Elke's family is the Wolverine Alexanders, cousins to the Hogem Alexander family and Takla Lake Johnny family. Elke grew up just outside of Fort St. James in rural Dog Creek and spent most of her summers within the Takla Territory. During the summers, she would assist in building bridges and roads in the family business, go back to homesteads in Wolverine and Germansen Landing, and return to the old country, Austria, to visit her relatives. Elke attended college in 2000 to study forest technology, and later returned to pursue business marketing and management.

Tom Lewis, Director

Tom Lewis has over 40 years of experience in the forest industry and private business in Western Canada and is currently the President and Owner of Lewis Management Systems Ltd. and a Director for several private companies in British Columbia. Tom also currently serves on the Board for the College of New Caledonia. As a business consultant, Tom provides management, business start-up, and continuous improvement services to a variety of clients in the industrial and resource sectors.



SDC TEAM

CHIEF EXECUTIVE OFFICER
Steve Nycholat, MBA

DIRECTOR of Operations
Ian Baxter

DIRECTOR of Finance
Cheryl Petersen

Corporate CONTROLLER
Bob Birks

**Forestry
MANAGER**
Chelsea Chilibeck,
RPF

**Communications
MANAGER**
Caitlin Abraham

**Resource Operations
MANAGER**
Patrick Bredin,
HBSCF, RPF, CRSP

**Information Systems
MANAGER**
John Masich

**General MANAGER
/ Wildland
Development**
Cal Duncan

**Construction Project
MANAGER / Wildland
Development**
John Steward

**Project Finance
ADMINISTRATOR**
Torre Mohr

**Accounts Receivables and
Payroll ADMINISTRATOR**
Nicole Broster

**Forestry
SUPERVISOR**
Derek McLean

**ESTIMATOR / Wildland
Development**
Jack Li

**PLANNER / Wildland
Development**
Patrik Hunter

Project COORDINATOR
Chelsey Thiessen

Accounts Payable COORDINATOR
Sherrie Redekopp

Community Liaison OFFICER
Michael Teegee

HR GENERALIST
Morgan Thideman

Executive ASSISTANT
Mona Rhodes

INTERN
Sashun Erickson

NDIT INTERN
Preet Kaur

Musi

Thank You

Introduction

The Sasuchan Development Corporation is the economic arm of the Takla Nation. Created by the Chief and Council, its purpose is to create economic wealth, inspiring careers, sustainable employment, and business opportunities for the Takla Nation. SDC has been in operation for six full years, providing opportunities for Takla members and member-owned businesses and leading the way to a sustainable, diverse, and healthy economy for the Takla Nation.

SDC started with a small investment and has boldly negotiated long-term agreements with Canfor and other licensees. We are focused on building vertical integration and diversification within Sasuchan's group of companies and are committed to conducting all operations in a manner that respects the land, the people, and the culture. We will leverage the Takla Nation's rights to build profitable, sustainable businesses within and outside of the Traditional Territory. The purpose of this annual report is to share Sasuchan's current accomplishments as we look ahead to a future that will see us developing partnerships and diversifying into new markets, bringing continued prosperity to the Takla Nation.

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Hello



SASUCHAN GROUP OF COMPANIES

RESOURCES



Sasuchan
DEVELOPMENT CORPORATION

Timber Development
Resource Road Management
Community Contractors



SBS
Forestry
Inc.

CONSTRUCTION



TAKLA-BLUE
COLLAR



Wildland
DEVELOPMENT



KITCHEN :: BATH



ADMIRAL
— ROOFING & WALL SYSTEMS —

TECHNOLOGY



GROUP



SERVICES



Sasuchan
ENVIRONMENTAL



Confluence
COMMUNICATIONS



communications



SASUCHAN
REAL ESTATE LP



SAFETY UPDATE

The Sasuchan Development Corporation and its partner businesses are committed to the health and safety of all its employees.

In 2022, SDC transitioned to the OPTIC Safety Management System. Over the past year, the company has worked closely with SBS Forestry to develop and deliver digital forms and checklists for field workers to manage their day-to-day safety tasks. Office processes have been streamlined to proactively identify, address, resolve and communicate safety issues. Training in the OPTIC system will be ongoing through 2023.

The new Leading Indicators Program for Safety will ensure executive and management team members are assessing and communicating our safety vision on a regular basis and that staff have a clear understanding of what their health and safety responsibilities are. The success of the program will be reported on a monthly basis.

2022 saw the successful completion of the BC Forest Safety Council SEBASE audit. With the diversification of Sasuchan's businesses, some companies will begin industry-specific certification processes in 2023.

Last year, John Masich took on the role of Safety Coordinator in combination with his role as the Information Systems Coordinator. His duties include the development and delivery of the safety program, data analysis and mapping for the forestry department, and the integration of digital technologies into field services.

In 2022, John developed safety training that focuses on hazards specific to individual safety groups. With employees working in so many different environments, role-specific training is important. The risks of working in an office are much different than working in the backcountry, for example.

Over the coming year, the safety program will continue to evolve and expand. Each department will identify what type of certification they need. The goal, always, is to ensure that we continue to get better and safer each year.

HUMAN RESOURCES UPDATE

Over the past year, Sasuchan Development Corporation and our group of companies have experienced exciting changes and have welcomed many new faces to the team. We have recruited a Director of Finance, Accounts Payable Coordinator, HR Generalist, Accounts Receivable and Payroll Administrator, Estimator, Construction Project Manager, and Forestry Supervisor. We expect a new intern to join us for a one-year placement through the First Nations Government Internship Program from the Northern Development Initiative Trust.

In early 2022, we implemented a Human Resources Information System (HRIS). This software helps manage and maintain employee information. HRIS has significantly improved the effectiveness and efficiency of our HR processes.

In January of 2022, SBS Forestry hired an Operations Manager to assist with field training and mentorship. This new role has been critical in moving the business forward. Virsa Group Holdings LP has also made some exciting changes this year. They've acquired Microage, along with four new hires, a new Vanway showroom in Terrace, with 3 new hires. Most recently, they hired a Chief Operating Officer to assist with their rapid expansion.

COMMUNICATIONS UPDATE

We are proud to announce that our Communications Manager, Caitlin Abraham, has graduated from the University of Victoria with her Public Relations diploma. In 2019, Caitlin returned to school to gain a better understanding of effective communications, the tools needed to excel in her career, and how to bring these skills back to Sasuchan and Takla Nation. She successfully completed the program in 2022 and attended convocation to accept her diploma on June 12th in Victoria.

"I can't express how grateful I am to Sasuchan and the Sasuchan family for everything they've done for me over the last six years. Thank you for encouraging and supporting my educational goals of trying something different and providing me the opportunity to become a Public Relations professional. Thank you, Alyson Gourley-Cramer of Monogram Communications, for your mentorship, guidance, and friendship that continues to this day. And of course, thank you to my family, friends, and community for rallying behind me and getting me to the finish line – n'gessi (I love you). I appreciate meeting, learning, and growing with everyone I work with, so thank you Sasuchan for believing in me, supporting me, and celebrating this huge milestone with me. Onto the next challenge!"

- Caitlin Abraham



520 LIKES
635 FOLLOWERS



1,177 FOLLOWERS
(+591 in the last year)



153 FOLLOWERS

Our Businesses



dzi

heart





SBS FORESTRY

SBS Forestry continued to focus on growing and developing its team in 2022. With the labour shortage impacting businesses across the country, SBS Forestry has had to adapt, hiring workers without experience who are willing to learn and training them from the ground up. We've added three new team members in 2022, and are looking to hire four additional field staff in the coming year.

Over the past year, we've also continued to develop our partnership with NorthPac Forestry Group, a diversified resource development company and a major client we began working with in 2021. We are working to double our timber development with NorthPac in 2023. We also plan to add one new client in the coming year.

We have a talented team at SBS Forestry and they are just getting better and better.

2022 **1.6 MILLION**
M³ OF TIMBER DEVELOPMENT

2023 GOAL **1.8 MILLION**
M³ OF DEVELOPMENT



TAKLA-BLUE COLLAR

Takla-Blue Collar offers reforestation, camp construction, catering services while providing training opportunities for Indigenous youth. This gives youth the opportunity to gain experience in the natural resources and hospitality sectors. 2022 marked the biggest year in the four years that the Takla Blue Collar Limited Partnership has been operating. Last year, we started construction on four cabins in Takla Territory. We expect the cabins will be finished in early spring 2023. In addition, Takla Blue Collar ran two training cohorts at the Takla Narrows training center. A total of 23 participants from around the province completed our two 5-week training programs.

2022 **8 MILLION**
TREES PLANTED WITH CANFOR

PAST 4 YEARS **20 MILLION**
TREES PLANTED

SILVICULTURE SURVEYS ON **6000 ha**
OF GROUND IN THE TERRITORY

BRUSHING WORK **125 ha**

PARTICIPANTS **23**
COMPLETED TAKLA BLUE COLLAR TRAINING PROGRAMS





WILDLAND DEVELOPMENT

In 2022, Wildland Development continued its journey to bring energy-efficient housing and rapid construction to communities in Northern British Columbia. With over 50 projects currently underway, it has been a busy year. We've had the opportunity to work with Nation members on many of our projects.

Last year, Wildland Development started building 14 new homes in the community. The energy-efficient homes meet Step 4 of the BC Building Code. For the community members who live in them, this will mean warmer houses with lower energy bills. We'd like to extend our gratitude to Ouellette Bros Construction who have been building the homes with us. We couldn't have done this project without their experience and professionalism.

We began construction on six remote cabins that will be complete in the coming months. The yellow pine cabins are built along hereditary traplines.

Wildland Development completed the Takla laydown yard. The new yard provides the community with space for C Cans and will meet future storage needs. We also launched a ditching program for the first time in the history of the Nation. The new ditching will help with water mitigation and create better drainage for the community. An expansion to the Nation's cemetery is expected to be completed by the spring. We continue to work closely with the Nation on renovations to the youth centre.

\$400,000 TO **\$14 MILLION**

PROJECTS UNDERWAY **50**



ADMIRAL ROOFING

Admiral Roofing Ltd. is the largest commercial and industrial flat roofing contractor in central and Northern British Columbia. With a team of 25 employees, our company is finding ways to capitalize on and improve the aesthetic of Prince George and surrounding areas. We are a proud member of the Roofing Contractors Association of B.C., with General Manager Scott Goldie sitting on the 2023 Board of Directors.

Admiral Roofing's state-of-the-art CNC Router has significantly reduced the time it takes to fabricate panels for our projects. We no longer have to wait 8-12 weeks for panels to be delivered from other provinces. Instead, we can streamline the production of our cladding materials and produce them locally within days. This has helped us to earn some of the work we've done over the past year.

In 2022, our team worked on major projects that will change the face of the community including the CN Centre roof replacement, new Malaspina Child Care Facility, Vanderhoof Cultural Centre, AHSPG Child Care addition, the City of Prince George's new Canfor Leisure Pool, and the Save On Foods project at Pine Centre Mall. The Save-On-Foods project will continue in 2023.

In the upcoming year, we're set to begin work on the roofing for the replacement of the Stuart Lake Hospital. The new Stuart Lake Hospital will be three times larger in building size at 6,300 sq metres, replacing a 1,759 sq metres, fifty-year-old modular wood structure that was built to last only 25 years.

CN CENTRE **Roof Replacement**

MALASPINA **Child Care Facility**

VANDERHOOF **Cultural Centre**

AHSPG **Child Care addition**

CANFOR **Leisure Pool**

PINE CENTRE MALL **Save On Foods**



VIRSA GROUP

Virsa Group was forged by a union between northern business leaders and the Takla Nation. We manage companies that provide leading services to the north, and bring economic diversity to Indigenous communities. As of 2022/2023, these companies include Vanway Kitchens, CP Communications, and the recently acquired MircoAge Prince George.

Vanway Kitchen & Bath grew significantly over the past year, opening a new location in Terrace. With an upgrade to our CNC machine equipment, we've doubled our manufacturing capacity and are focused on opening more regional locations.

Last year, CP Communications unveiled a new service called CP Connect. CP Connect is a remote internet service that connects industrial clients and remote camps to the rest of the world via satellite internet. It's a game changer for our clients, increasing internet speeds so that camps don't need to worry about data limits or lagging.

MicroAge Prince George is a leading IT services company in northern B.C. With a dedicated team of computer experts, MircoAge provides practical business solutions and first-class customer service for companies of all sizes - from small local business to international organizations.

2022 **50% Growth**
VANWAY RETAIL BUSINESS

VANWAY **Doubled**
MANUFACTURING CAPACITY

CP CONNECT **150 Mbps**
INTERNET SPEED
PAST SPEEDS = 25 MBPS

RECENTLY ACQUIRED **MicroAge**
PRINCE GEORGE





SASUCHAN ENVIRONMENTAL

Sasuchan Environmental LP has now completed its third year of operation and has been very active in the Takla Traditional Territory, collaborating with other environmental partners and Indigenous companies.

The following are some of the projects we have completed:

- Environmental monitoring on several mine exploration projects. Monitoring has focused on wildlife, erosion and sediment control, and water quality and quantity
- Development of Wildlife Mitigation and Monitoring Plans, including caribou mitigation plans for mine exploration
- Reclamation work
- Environmental services supporting forestry road deactivation

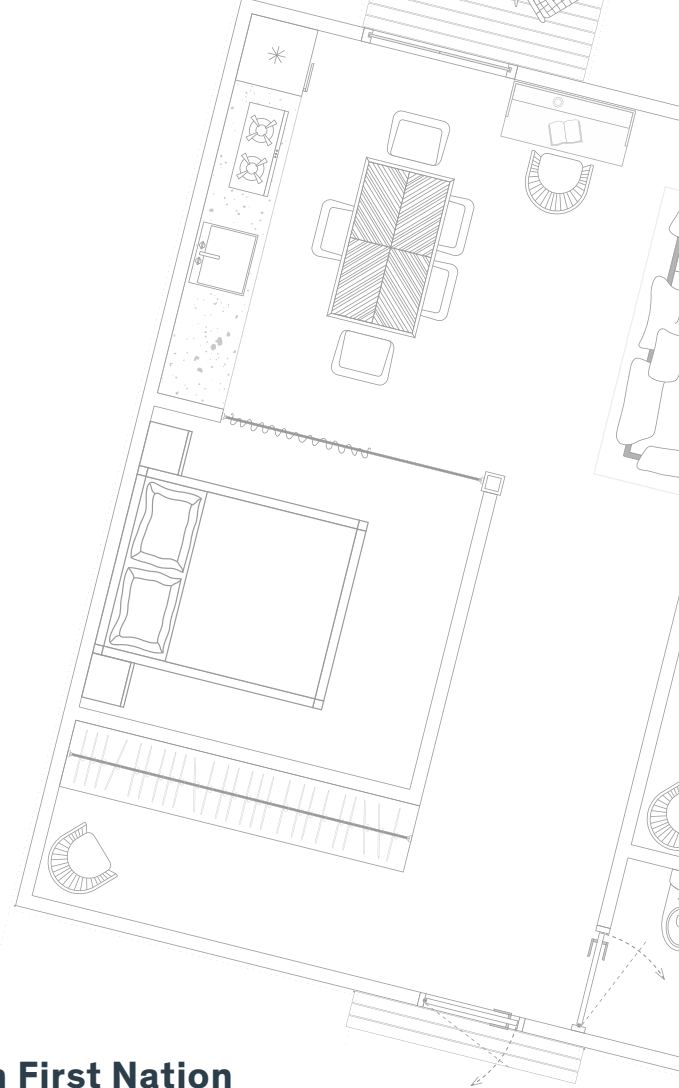
Marlena Patrick continues to support our projects. Others, such as Margo French and Tristin Erickson have also contributed to SELP's and the Nation's success by adding valuable input to work that we are doing in the Takla Territory.





CONFLUENCE COMMUNICATIONS

Confluence Communications was founded in January 2021 by two industry-leading, northern BC organizations: Sasuchan Development Corporation and Monogram Communications. Powered by Monogram's award-winning communications team and backed by Sasuchan's business development leaders, we provide unmatched communications consulting services in northern BC. We offer focused expertise in local industries, including forestry, mining, land development, energy, housing, tourism, and many others. Through an integrated mentorship program, our team is strengthened by local Indigenous communications talent. We are dedicated to building a mentorship platform that educates and inspires future Indigenous communications leaders.



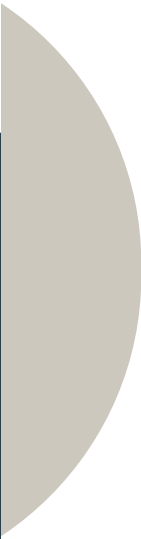
ANNUAL REPORT **Nak'azdli Whut'en First Nation**

ANNUAL REPORT **SDC**

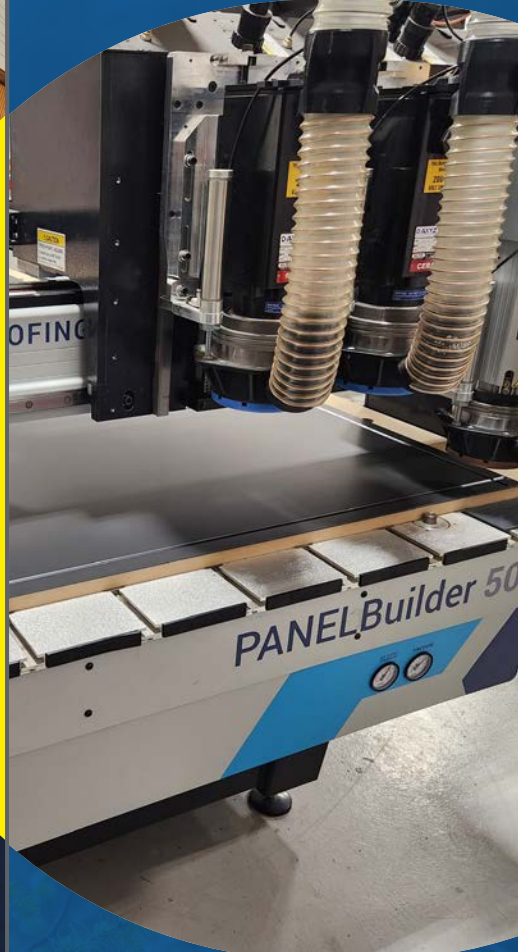
BRANDING **Takla Outfitters**

VIDEO SCRIPTING **Amarc**

BRANDING **Virsa**



Businesses Diversification



olulh

spring

ADMIRAL ROOFING POOL CLADDING

In 2022, Admiral Roofing completed walls and cladding on a major project in downtown Prince George. The Canfor Leisure Pool is one of Admiral Roofing's signature projects and will continue to stand out in the downtown core for many years to come.

Admiral Roofing made a proposal to the project owner and design team to switch the specified pool cladding product as a cost-savings solution. By fabricating these panels locally, Admiral Roofing saved the project considerable time and money compared to purchasing the panels from other suppliers. The result is a better looking building that our community and team can be proud of.

The Canfor Leisure Pool project is an example of how Admiral Roofing works with owners and general contractors to create solutions made for the north, by a company that understands the construction environment in northern BC.





WILDLAND DIVERSIFICATION

In April 2022 Wildland Development became its own entity under the Sasuchan group of companies. Wildland is a construction company that has been created for the benefit of Takla Nation. Wildland Development puts energy efficiency at the forefront of its services through design, construction, and renovation. By creating this company, Sasuchan is developing economic opportunities outside of the resource sector. With over 50 projects underway, Wildland Development is contributing to the diversification of Sasuchan Group and the prosperity of Takla Nation.

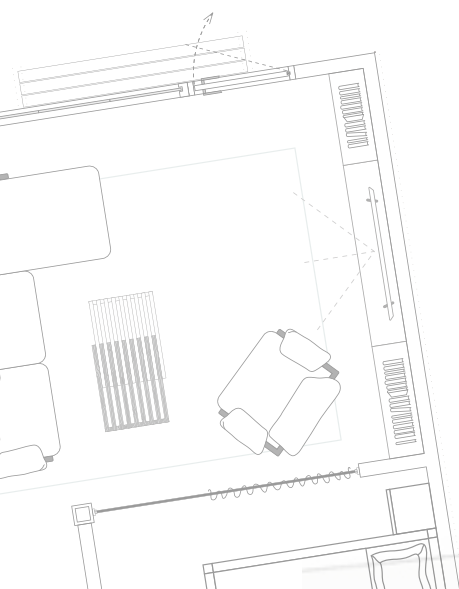
Vertical Integration of Sasuchan Group

In 2021, Virsa Group was forged by a union between northern business leaders and Takla Nation. We manage companies that provide leading services to the North and bring economic diversity to Indigenous communities. Virsa Group holds three companies: Vanway Kitchens and Bath, CP Communications, and MicroAge.

On May 2, 2022, Wildland Development announced its purchase of Admiral Roofing Ltd., the largest commercial and industrial flat roofing contractor in central and northern British Columbia. Between Wildland, Admiral, and Virsa, we can complete projects without hiring outside the group of companies. The goal is to keep profits within the Sasuchan group of companies while diversifying the economy for Takla Nation.

Opportunities to Inspire and Support Careers

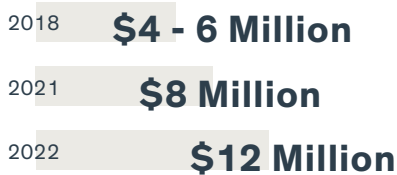
By diversifying our business, we also open the opportunity to inspire and support careers within the construction industry. Our goal is to train and support community members to explore different career options that contribute to Takla Nation and Sasuchan's business diversification goals – community housing projects within Takla territory. This is a great opportunity for members to feel involved and a part of the mission of Sasuchan while they work together in the Takla traditional territory.



COMMUNITY CONTRACTOR'S PROGRAM

In alignment with our pillar of creating sustainable career and employment opportunities for the Takla Nation, Sasuchan Development Corporation provides a Community Contractors program to encourage the development of community-owned business focused on the forestry and mining sectors. The program currently supports 22 community businesses that provide varying services ranging from road maintenance and construction to manual brushing and camp support.

The program has been successfully growing. Along with the financial benefit of revenue to the contractors that in turn flow into the community, the program also provides support outside of financial gain.



The program is a flagship model for the forest industry, fostering a partnership between Canadian Forest Products (Canfor), Ubleis Logging, the community contractors, and Sasuchan. Each provides a specific set of skills and values to the relationship. Canfor provides the access to industry markets, license timber volume to be managed, financial revenues/resources to balance costs and an extensive history in forest management practices. Ubleis Logging is a third-generation timber harvesting contractor that has been in business in the Fort St James area for 65 years. They provide extensive experience in forestry best management practices and the experience to successfully manage the financial concerns of a forestry business. The community contractor businesses provide the equipment,

manpower, and traditional cultural values to be utilized when operating within the Takla traditional territory. Sasuchan staff have extensive forest management and operation experience and become the 'glue' that binds the different groups into a partnership managing the different values to a shared goal.

Along with the financial opportunities provided to the community contractor businesses, the partnership provides other benefits to small remote community business, including:

- Business opportunity exploration and development within areas that might not otherwise be available
- Small business management, mentorship, and guidance
- Group negotiation of standard rate structures beneficial to the needs of remote businesses
- Safety mentoring and guidance, including the development of more complex safety management systems
- Access to shared experiences such as professional foresters, safety professionals, industry professionals and business professionals
- A supportive environment that fosters success and recognizes the challenges of a remote environment and varied experience levels

The community contractors' program is a unique success within the forest industry and continues to expand within Canfor and into the mining industry and other industries within the Takla traditional territory. This success is in large part due to the encouragement and understanding that we are stronger working together than each are individually.

TAKLA TOURISM



Sasuchan Development Corporation was pleased to offer business expertise and support for Takla Nation's internship program in 2022. SDC will continue to support the internship program in the coming year.

Takla Nation launched the Na Beh Sta Internship Program in 2021. The program trains young adults into positions which non-members currently hold in the community, giving Takla youth the opportunity to grow as professionals and future leaders of the Nation. During the year-long program, youth work in twelve Takla Nation departments including one month with Sasuchan Development Corporation.

For Jaden French and Kirstie Abraham, the journey that began with Na Beh Sta has taken them across the world and transformed Takla Nation's approach to tourism.

Jaden's month-long internship with Sasuchan Development Corporation extended to two as he affirmed his passion for business. Combined with his love of the outdoors including hunting, fishing and trapping, Jaden saw an opportunity for Takla Nation to market Indigenous hunting experiences internationally.

Around the same time, Kirstie was also doing her internship with Sasuchan, developing her skills with the communications department. Together, the two were tasked with creating a guiding outfit for the Nation. Two years later, a new tourism department oversees the nation's two tourism businesses - Takla Outfitters and Suskeena Lodge.

Jaden now leads the team as tourism manager - work that takes him out on Takla's traditional lands. Kirstie works in the office running the administrative side with client bookings, invoicing and logistics support. With the support of Takla leadership and Sasuchan Development Corporation, Jaden and Kirstie have created exciting and challenging roles for themselves in the community.

They've traveled to six countries in Europe and to Dallas, Texas to share the story of Takla's immersive adventure rich with culture, storytelling, ceremony and the rugged wilderness only found in northern BC.

"I like to think that I'm helping to move our Nation forward in ways that only I can," said Kirstie.

Jaden hopes that other Takla youth see the Na Beh Sta Internship Program for what it is - an opportunity for young community members to discover their future path.



Na Beh Sta

One who sits next in line

Kirstie Abraham

"I like to think that I'm helping to move our nation forward in ways that only I can."



SDC INTERN UPDATE

In addition to creating economic wealth for the Takla Nation, Sasuchan Development Corporation is committed to inspiring careers. One way SDC does this is through the SDC Internship Program. The program engages Takla members who can become immersed in Sasuchan's departments and gain work experience. When she was still in high school, Sashun Erickson joined Sasuchan as a Data Entry Clerk. Four years later, she has wrapped up her fourth year in the internship program.

How did the SDC internship help you develop?

"It really helped me develop the skills that I wanted to develop. I wanted to go into the field more and to try communications. That's how we started Word of the Week."

What was the experience like?

"I had a blast. The internship allowed me to look into my own interests rather than what they wanted me to do. I would go out with foresters to Takla on field trips and see that work instead of being in the office. I might want to go into environmental work in the future so it was interesting to be in the field."

Word of the Week has been a success for SDC. Tell us about it!

"We've had great feedback from all the talk that was generated from the Facebook page. It's really cool to see and I've been keeping it up ever since. It's nice to see Sasuchan embrace the culture and the language. They bridge that gap of being an Indigenous-owned company. The project is my baby - it's one of the things I got to work on independently."

What do you see as next for you in your internship?

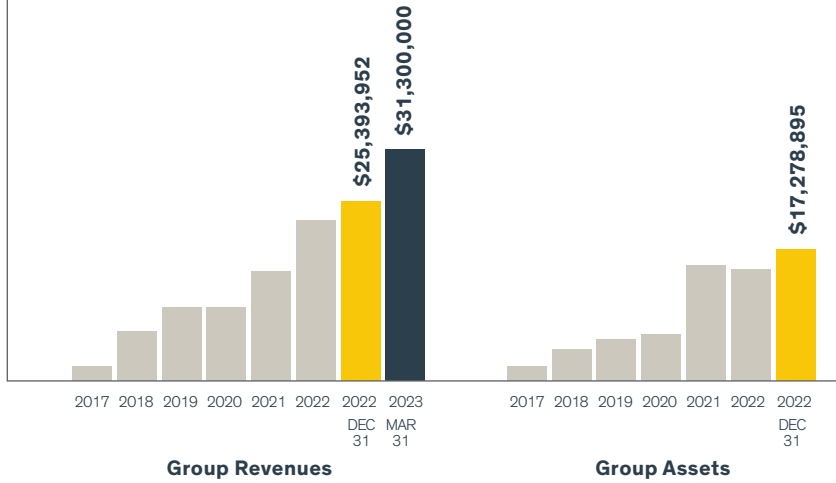
"The connection between the lab setting and the field setting is something that I'd like to explore. I'm open to different opportunities with the business. I'd love to grow with them."



Financials

GROWTH RATE

Sasuchan Group consists of 12 companies that generate over \$30 million in revenue and are continuing to show growth in their companies. 5 year growth rate 137%.



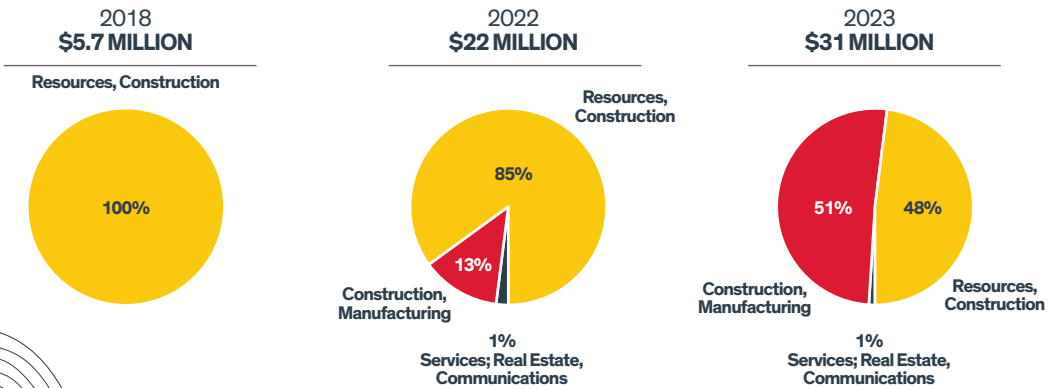
DIVIDENDS TO TAKLA NATION

(Dividends paid / Direct Investment)

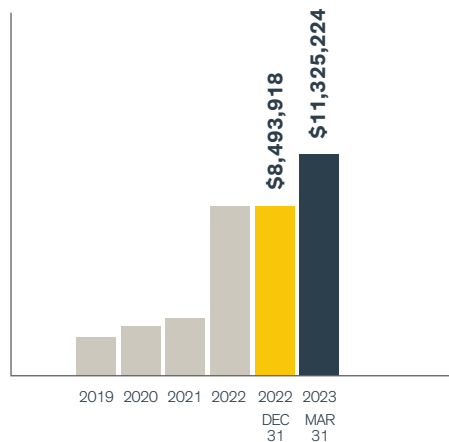
5-YEAR AVERAGE = 10.5%

YEAR ENDING DEC 31, 2023 = 14.8%

DIVERSIFICATION & BUDGET



SUPPORT FOR COMMUNITY CONTRACTORS



snachailya

Thank You



ut'an dik'aih

the leaves
are changing
colour

Nanyoo st'en tsi

See you later



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