

NCH'KAÝ DEVELOPMENT CORPORATION

The Squamish Nation consists of 23 villages and is comprised of descendants of the Coast Salish Aboriginal people who live in the present-day Greater Vancouver area, Gibson's Landing and Squamish River watershed. The Squamish Nation has occupied and governed the territory since beyond recorded history. The Squamish Nation's culture is rich and resilient. The Nation continues to practice its customs and traditions, which are strongly interconnected with the traditional territory. Together Squamish lands, customs and traditions are the foundations of who the peoples are as Skwxwú7mesh.

Nch'kaý was established in 2018 as the economic development arm of the Squamish Nation. Its mandate is to develop, manage and own the active businesses of the Nation, and was created to allow for the separation of business and politics within the Squamish Nation. The name Nch'kaý was chosen as a reference to the Great Flood – the flood that forced Squamish Nation ancestors to tie their canoes to the highest mountain in the territory, Mount Garibaldi, in order to survive.

Purpose

The Nch'kaý Group's purpose is to support the Skwxwú7mesh Úxwumixw by generating wealth and creating prosperity from economic opportunities for current and future generations of the Nation in a manner that respects the Snewayelh and Nexwniw of the Nation and upholds the spirit and intent of the Amalgamation.

Mandate

The mandate of the Nch'kaý Group is to pursue and implement economic opportunities that:

- are or will become active businesses;
- are profitable or have a reasonable prospect of becoming profitable, and that provide economic returns to the Nation;
- are operated in a manner consistent with the Nation's vision, values, principles, and strategic direction;
- protect and enhance the Nation's rights, title and culture in all business dealings – and do not engage in projects that the Nation opposes;
- creates room for career opportunities for all of the Nation's members, and business opportunities for all of the Nation's entrepreneurs, both directly and indirectly;
- support healthy Nation communities, language and culture;
- carry out business operations in a sustainable, environmentally and culturally responsible manner; and
- do not expose the Nation or the Nation's assets to undue liability or risk.



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STORY OF NCH'KAÝ AND TA SKW'ATS (THE GREAT FLOOD STORY)

As told by Chief Ian Campbell

This story is a true account of the Squamish Nation's connection to Nch'kaý that has been handed down for innumerable generations.

Na7 tkwi kwekwin...In the long ago, the ancestors of the Squamish Nation lived in large villages throughout our territory. We had vast trade and commerce networks with other Coast Salish Nations and beyond. Our society heeded the advice of the elders and medicine people. The Squamish people



were given three special powers when we were created. The Sxwumptn is a Shaman doctor who trained and fasted for many years to receive the power to help heal anyone who was sick. The Kwtsi7ts is the ritualist who was groomed and taught rites and rituals to heal others. The Esyew is the prophet who had a special gift to prophesize, interpret, and give advice.

For thousands of years, the Squamish valued the wisdom and advice of these leaders. The Squamish endured many chapters and catalysts of change through Creation stories, first ancestors, times of megafauna, ice ages, and the great flood. We always relied on our laws and values of kindness and generosity in helping one another persevere through difficult times. Unfortunately, a time came when the glaciation period came to an end causing major global flooding, fish and game became scarce, people became esyukw-stingy and greedy, and began to fight and ignore the old ways. The Prophet warned the people that they must come back to their teachings and predicted that great danger loomed. Many young people scoffed at this suggestion and ridiculed the old ways.

Soon, the rivers began to swell, and flooding became extremely hazardous. Villages began to succumb to the flooding as sea levels rose drastically, decimating many villages. A handful of families adhered to the advice to care for one another and share their food and supplies. The medicine people painted sticks with red ochre and placed them into the mountainside, which would stop the rising flood temporarily.



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The survivors sought refuge on the highest mountain peaks that were visible above the rising flood. This included three prominent peaks including Nch'kaý (Mt. Garibaldi), Sxeltskwu7 (Ice Cap Peak on the Ashlu/Elaho divide), and Xwsa7k (Mt. Baker to the South). Families tied their canoes together in flotillas and anchored to the mountains as safe refuge from the catastrophe. The waters were so torrent some canoes went adrift. Fish and game were scarce, and the medicine people seemed to lose their power. Eventually, the waters subsided, and the people returned to their ancestral homelands. They were traumatized and mourned the loss of their loved ones. Over time, the lands replenished with food sources and the medicine people restored their healing powers. The resilience of the people allowed them to enter an era of ta swa7s ts'its'ap, establishing leagues of professionals that created value chains and wealth. The people were humbled by the chaos they endured and celebrated the fact that they are the direct descendants of those that survived and kept the ways of our people alive.

It is said that the painted sticks became petrified along with some of the cedar rope that tied the canoes to the mountains and remain along the tops of the three sacred mountains. These mountains continue to be held with great reverence by the Squamish People, and are considered sacred out of gratitude for the safe haven they offered during the Great Flood.

This flood story is a universal story told by many cultures around the world. The ancient memory of these events ties many cultures together as canoes went in many directions allowing people to repopulate the lands once the waters subsided. It is a good lesson on the fragility of society and the raw power of nature.

MEET THE BOARD OF DIRECTORS

The Nch'kaý Development Corp. Board of Directors is made up of:

- 2 Squamish Nation Council Members
- 1 Squamish Nation Community Member
- 4 Independent Experts

The Squamish Nation Council went through an extensive process in collaboration with Boyden Canada to ensure they built an exceptional leadership team. Below, we would like to introduce you to the members of the Nch'kaý Development Corp. Board of Directors.

The Company's Board of Directors (the "Board") has the primary responsibility to provide effective leadership to develop and achieve strategies to meet the Nch'kaý Group's short and long-term goals consistent with the Nch'kaý Group's Purpose, Mandate and Vision. The Board sets policy and direction for the Company and the Nch'kaý Group, while building strong relationships with the Company's shareholder (the Nation), giving consideration to the legitimate interests held by the Nch'kaý Group's stakeholders including Nation community members, employees, business partners, agents and suppliers.

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BERND CHRISTMAS (Independent)

Appointed until December 2022

Bernd Christmas, is theis the Managing Attorney of the Bernd Christmas Law Group. He was a partner in the Aboriginal Law Practice at Cassels Brock and is a member of the Mi'kmaq community of Membertou. Bernd's practice focuses on Indigenous economic development. He is the former CEO of the Membertou Band. Bernd has sat on numerous National and International Boards and Commissions. He currently sits on the Boards of I.G. Wealth Management, Canada Post and the Indigenous charity, Outside Looking In.



CHRIS LEWIS - Ancestral Name: Syeta'xtn (Squamish Nation Council Spokesperson & Councillor)

Appointed until December 2022

In 2017, Syeta'xtn was elected to his third consecutive four-year term as a member of the Squamish Nation Chiefs and Council.

Spokesperson for the Nation, Councillor Lewis is currently focusing on the following areas: Rights and Title and Intergovernmental Affairs with all levels of government and Indigenous organizations; Education; Economic Development; Governance; Planning and Capital Projects; Fisheries and access to our aquatic resources.

Syeta'xtn is also honored to sit and chair the Simon Fraser University Board of Governors. In addition, he is also board member of MST Employment and Training Society and the Coho Society of the North Shore. Previously, Chris was a founding Board member of the MST Development Corporation and worked for many years at the national and provincial level for the BC Assembly of First Nations focusing on First Nations advocacy and policy.

Raised by his grandparents, Chris was encouraged to learn the traditional ways of the land as well as further his academic education. Along with traditional teachings, Chris obtained a Bachelor of Arts in Geography and Planning, with a minor in First Nations Studies from Simon Fraser University.



GORDON HARRIS (Independent)

Appointed until December 2024

Gordon Harris is an urban planner, development strategist, real estate market analyst and author.

For more than three decades as Principal of Harris Consulting Inc. and Urban Land Advisors Inc., Gordon has been a leading provider of market-based economic analysis, strategic planning, and land use advice to property owners, investors, developers and all levels of government in Canada, as well as to businesses and governments around the world.

Since 2007, as President and CEO of SFU Community Trust, he has also led development of UniverCity, a complete community that is being built on Burnaby Mountain in Metro Vancouver, to complement and raise endowment income for Simon Fraser University.

Harris is a fellow of the Canadian Institute of Planners and the Royal Canadian Geographical Society, a past member of the National Capital Commission Advisory Committee on Planning, Design, and Realty, and is a recipient of the Queen Elizabeth II Diamond Jubilee Medal for lifetime contribution to community building in Canada.

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JAY-ANN GILFOY (Independent)

Appointed until December 2024

Appointed the CEO of Vancity Community Investment Bank in March 2018, Jay-Ann leads a bold impact-driven vision to finance a sustainable tomorrow. A mission dedicated to ensuring success is defined from outcomes in community strength and benefits to our planet.

Jay-Ann joined VCIB, a subsidiary of Vancity Credit Union, as senior vice-president of digital solutions and business technology where she led the development and implementation of a new core banking system. She also has many years of

Executive experience in leading HR and cultural transformation.

Originally from Toronto, Jay-Ann now leads her team with a motto of “Bank on Change”, to deliver on their purpose-driven mandate to bring to the rest of Canada a unique business model that works to ensure money is being put to good use for organizations doing good for their communities.

Jay-Ann is also passionate about personal health and well-being, an advocate for physical, mental and community health. She also sits on the Board of ParticipACTION.



MARCUS WOODEN (Squamish Nation Council Member)

Appointed until December 2024

Marcus has been a licensed Realtor® for over 6 years and has been in the Real Estate industry for 9 years, previously working for a developer in land acquisitions. Marcus exudes professionalism when representing his clients, negotiating the best deals possible and always keeping their best interests at the top of mind. Marcus's hard work, competitiveness and determination allow him to be very successful in every aspect of the buying and selling process. Marcus' degree in Business Entrepreneurship has allowed him to create a successful business and clientele. He has never been faced with a challenge he couldn't

conquer. Marcus is a member of the Squamish Nation and appreciates how Virani respects diversity, his people and his culture. Marcus hopes he and Virani Real Estate Advisors can be a positive light within the community. As a proud Squamish Nation member, a steward of these lands, Marcus wants to make change one home sale at a time. Marcus has lived on the North Shore for the majority of his life. Whether hiking, biking or skiing BC has everything and is the perfect landscape for any activity. In his spare time, Marcus loves quality family time, playing lacrosse, golfing and watching the Seattle Seahawks.



MIKE MAGEE (Independent)

Appointed until December 2022

Mike Magee is the principle and founder of Convergence Strategies, founded in 2000. He provides strategic counsel, facilitation and leadership support to a select group of government, business, real estate, investment and philanthropic clients across North America.

Mike helps his clients navigate investment, real estate acquisition, land use planning and the development of complex public policy. He specializes in convening and creating strategic partnerships. He has played a key strategic role in advancing several large scale infrastructure and land use initiatives throughout the region that

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seek to balance economic opportunity, social and environmental responsibility. In his role with Convergence, he continues to work with an international group of sustainability experts to advance climate policies that create economic opportunities.

From 2008 to 2016, Mike took a hiatus from his company to serve as Vancouver Mayor's Chief of Staff through three successive terms and build on his love of city building, urban policy and planning. There, he was instrumental in crafting and implementing the strategies, partnerships and agendas that have made the city a global leader in sustainability, economic growth, reconciliation and civic innovation – recognized by the World Economic Forum as the world's greenest city. His accomplishments at the city include helping navigate the financial recovery of the Olympic Village development, the hosting of the 2019 Winter Olympics, the securing of major infrastructure investments from the Federal and Provincial governments and the creation of legacy projects such as the Arbutus Greenway.

Now back with Convergence, he continues to work on policy development and planning issues in major urban areas in North America, with a focus on the Pacific Northwest. Mike has a longstanding interest in supporting First Nation-driven, conservation-based economic development. Prior to his work at the city, Mike helped support several northern First Nations in the establishment of conservation area plans that directly support economic opportunities for First Nations communities, such as the Taku River Tlingit. Prior to starting Convergence, he worked with the Sierra Legal Defence Fund (now Ecojustice) and was a Senior Advisor with the Tides Canada Foundation creating philanthropic and impact investment strategies.



MINDY WIGHT, CHAIR (Squamish Nation Member)

Appointed until December 2022

Mindy Wight is a Tax Partner with MNP based in Prince George and serves as National Leader, Indigenous Tax Services. Drawing on more than a decade of tax experience, Mindy assists First Nation communities and organizations with purchases and sales of businesses, reorganizing companies, and minimizing taxes. With deep knowledge and experience in Indigenous taxation, her cross-industry expertise includes advising on proprietorships, private corporations, trusts and partnerships owned by First Nation members and communities in a wide variety of industries, including construction, real estate, manufacturing, cannabis, tourism, energy and forestry. She specializes in helping First Nation

members and organizations to utilize and maintain their income tax exemptions when organizing their corporate structures and businesses.

Mindy has attended Harvard Business School at Harvard University and is a graduate of the 2019 Leading People and Investing to Build Sustainable Communities program. She presents regularly at conferences and events on topics related to First Nation corporate structures and taxation. Mindy is a Chartered Professional Accountant, qualifying as a Chartered Accountant in 2009. She received a Bachelor of Commerce degree from the University of Northern British Columbia.

A MESSAGE FROM TOBY BAKER, CEO - NCH'KAÝ DEVELOPMENT CORP.

On behalf of the Board of Directors and management of Nch'kaý Development Corporation, we wanted to share that our effort over the last 12 months has almost solely been to do all things corporately, financially, and publically to bring the Senakw project to life. Building off of the membership mandate received in December 2019 we have been inspired to work with both our Board of Directors, the Squamish Nation Council and Westbank Projects Corp. to begin construction as soon as is practically possible.

Other projects that we have been working on since the inception of Nch'kaý include Forestry reorganization, a review of the Cornerstone agreement, roll out of current operating entities and cleanup of corporate structure, and review of future development opportunities for the Lynnwood, the Capilano RV Park and Mobile Home Park. Additionally, Nch'kaý is conducting additional review and leasing restructuring for both Larco/Park Royal and Capreit/International Plaza.

We look forward to keeping membership updated in the coming year, and hope everyone is safe during this unprecedented time.