



Sasuchan
DEVELOPMENT CORPORATION

Annual Report

2019/2020

Leading the way to a
sustainable, diverse
and healthy economy
for the Takla Nation

VISION STATEMENT

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

MISSION STATEMENT

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

CORE BELIEFS

- ✓ Respect for the land and our culture
- ✓ Protection for the capacity of the land to protect the environment, culture, and economic well-being of the Nation
- ✓ Blending the western world with the traditional world, so it balances
- ✓ Purpose beyond profit
- ✓ Sharing knowledge and building understanding
- ✓ Operating with integrity
- ✓ Creating safety and security for all

VALUES

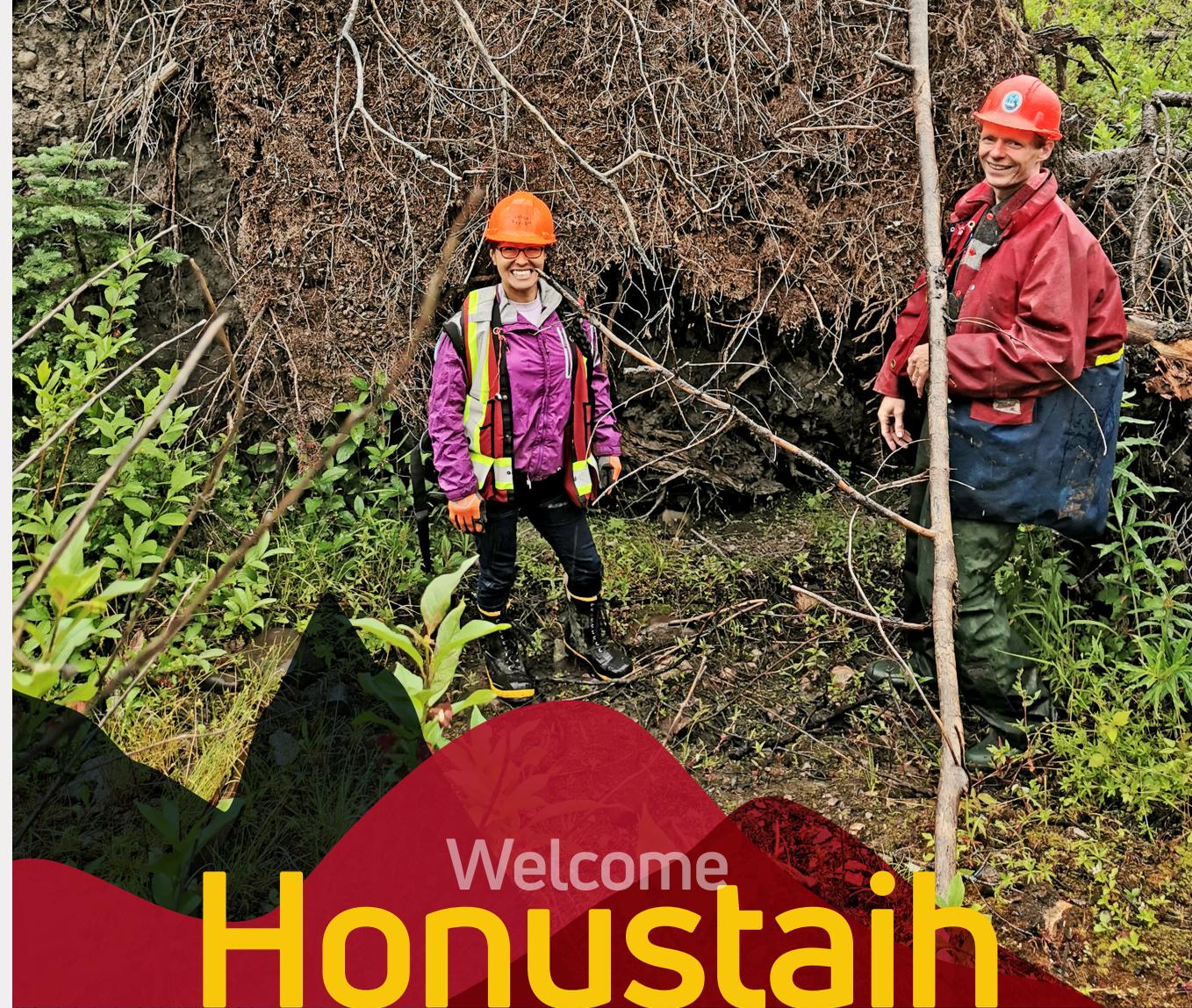
Stewardship: We respect the land, the environment and each other.

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 & 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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Making Great Progress Towards a Prosperous Future

On behalf of the Sasuchan Development Corporation (SDC) Board of Directors, I would like to thank Takla community Members and the Takla Nation Chief and Council for their continued support. SDC could not fully achieve its mission to “create economic wealth, inspiring careers, sustainable employment and business opportunities for the Takla Nation while conducting operations in a manner that protects the land, the people and the culture” without the strong support of our Membership.

The SDC Board understands our governance responsibilities and we work diligently on your behalf to ensure the success of your economic development corporation. I wish to thank each of my fellow Board members for their commitment to serve the Takla Nation, and their many contributions to guide the development of SDC. The board is also extremely proud of our management team whose combined experience, skill and passion for excellence have made all of our successes possible.

Despite very challenging provincial economic conditions in 2019, SDC management has been able to adapt and profitably manage our growing corporation. I am very pleased to report that SDC has made great progress toward several key strategic goals:

- 1 Transparent, Ethical Corporate Governance**
- 2 Sustainable Business Growth and Development**
- 3 Takla Member Employment and Contracting**

These highlights remind me of all of the effort that our board, management, employees and contractors have expended to bring us to where we are today. Through our daily communications efforts, meetings with Membership and Chief and Council at the Annual General Assembly, the fishing derby, and our strategic planning sessions, we have received critically important feedback that reminds us that we have much work to do. We also hear praise for how far we have come in such a short time, and that Members are excited and hopeful for what the future will bring.

While we are proud of our successes in our current fiscal year, we recognize that we will have many more challenges to overcome for the remainder of this year and next. We look forward to working with Takla Nation Members and the Chief and Council in the years to come as we strive to fully attain our corporate mission.

Mussi Cho,

Dean Daly, RPF
CHAIR, BOARD OF DIRECTORS



Success Through Unwavering Support and Commitment

Over the past three years, Sasuchan Development Corporation (SDC) has grown from a small office with limited revenue and resources to a successful organization of skilled professionals delivering wealth, employment and opportunity to the Takla Nation. Our success can be directly attributed to the incredible support we receive from Chief and Council and the Nation Members and the leadership of our highly skilled Board of Directors.



In January 2020, the SDC Board, Takla Nation Chief and Council, and senior leadership came together to review and strengthen Sasuchan's strategic direction. The key objectives and focus for the next few years will be to:

- 1 expand the Takla Lake Limited Partnership holdings to include a diversity of profitable businesses and partnerships both within and outside the resource sector.**
- 2 explore opportunities to invest and manage a Takla Nation community-based business that incorporates the Nation's housing needs.**
- 3 purchase and renovate an office/shop for Sasuchan that fits with needs of the Takla Nation.**
- 4 expand and deepen the Sasuchan communication network and improve regular communication with Chief and Council and the community.**

The current global pandemic is certainly placing considerable stress on the financial performance and social success of the Development Corporation. Despite these challenges, we see a very bright future for SDC driven by our staff, leadership and the Takla community we represent. I am very pleased to be part of the continued success of the SDC organization and our businesses, and am very grateful for the continued support of the Nation.

Mussi Cho,

Thomas Lewis, RPF
CHIEF EXECUTIVE OFFICER

BOARD OF DIRECTORS

Dean Daly CHAIR

Dean Daly is a Registered Professional Forester (RFP) who lives with his wife Janette in Smithers. Dean has been a partner in Woodcreek Ventures Ltd., a consulting company, since 1998. The company specializes in First Nations business development and forestry operations management, including timberland and tenure valuations.

Elke Lepka DIRECTOR

Elke's family is the Wolverine Alexanders, cousins to the Hogem Alexander family and Takla Lake Johnny family. Elke grew up in rural Dog Creek outside of Fort St James and spent the majority of her summers in the Takla Territory helping build bridges and roads in the family business. She homesteaded in Wolverine and Germansen Landing and often visits her relatives in Austria.

Marilyne Teegee DIRECTOR

Marilyne is enjoying her recent retirement from the BC government. looks forward to being part of Takla's community-building vision and is grateful for the experience. Marilyne is excited for all of the opportunities and possibilities for the Nation's future generations. She is a very strong advocate for First Nation interests and will continue to support Takla's Members in reaching their full potential.

David Bryden DIRECTOR

Employed in the forest industry for more than 35 years, David has broad experience, from working with small, independent family operations up to the largest forest company in BC. He has also managed company workforces from between 5 and 80 people and supervised large contract workforces for road building, silviculture, harvesting and planting.

MANAGEMENT TEAM

Tom Lewis CEO

Tom Lewis has more than 30 years of experience in the forest industry in Western Canada and is the President of Lewis Management Systems Ltd. Previously, Tom was the Chief Operating Officer for Jemi Fibre, a division of CanWel Building Materials Group involved in all aspects of operations from the forest to the market, including sawmills, private timber lands, public tenure, wood-treating facilities, timber harvesting, road construction and trucking. Tom worked for Canfor Corporation for 17 years as Vice President Woodlands: Canada. He was responsible for safely delivering 17 million high-quality logs to 16 primary manufacturing facilities every year, and he represented Canfor on forest policy, sustainability, environmental leadership and stakeholder relations at both regional and provincial levels in BC and Alberta.

Steve Nycholat GENERAL MANAGER OPERATIONS

Steve has more than 25 years of experience in consulting and contracting. Before he joined Sasuchan, he spent six years as Pacific Regional Manager for All North Consultants, where he was responsible for six divisions and provided engineering services to the pulp and paper, infrastructure, oil and gas, and mining sectors. In addition to those operational responsibilities, Steve oversaw project management, IT, and continuous improvement companywide. Prior to that, Steve worked as General Manager/CEO for TDB forestry consultants for 17 years.

Nick Fuchs FINANCIAL CONTROLLER

Nick brings over 10 years experience in accounting and finance to SDC. Before joining Sasuchan, Nick spent six years as the Controller at Geotech Drilling Services. Prior to that, Nick worked in public practice, hospitality and the forestry industry. He brings a strong background in process development, controls and implementation.

Jim Bennett TREASURER

Jim currently serves four First Nations (Takla, Namgis, and Nuxalk) as a member of the Board of Directors and is also an integral part of the finance team as Treasurer.

Thank you very much
Mussi Cho



SDC TEAM

Chelsea Chilibeck FORESTRY SUPERVISOR

Chelsea attended UNBC and is an RPF with the Association of BC Forest Professionals. She worked with TDB Consultants from 2013 to 2015, Kim Forest Management from 2015 to 2017, and is now bringing her expertise to Sasuchan.

Andrew Groom OPERATIONS SUPERVISOR

Andrew attended Sir Sanford Fleming College studying at the School of Natural Resources and is now a Registered Forest Technologist. He has 29 years of experience in the forestry industry in Ontario and BC.

Caitlin Abraham COMMUNICATIONS OFFICER

Caitlin has been working in various positions with the Takla Nation for seven years. She started out as the receptionist and evolved to the communications role, while also working on several governance projects for the Nation.

Tessa Erickson INTERN

Tessa is a Youth Advisor for the National Research Council and Youth Lead for the Dakelh Kun'ah language project. She worked during the summer of 2016 in the ACE program and since November 2018 has worked with other Indigenous youth to develop a Carrier language app.

Jessica Weins FOREST TECHNOLOGIST

Jessica is a Trainee Forest Technologist (TFT) with the Association of BC Forest Professionals. She has vast experience working as a forest technologist with TDB Consultants in 2016, BCTS in 2018 and the Takla Nation Lands department in 2019.

John Masich INFORMATION SYSTEMS COORDINATOR

John has 21 years of experience in the geographic information systems (GIS) field primarily in the forestry and utility sector. His role is to blend traditional GIS with new and emerging geo-spatial technologies to improve data management and communication within SDC. John is also a sessional instructor in the Environmental Planning Department at UNBC.

Mona Rhodes EXECUTIVE ASSISTANT TO CEO

Mona was raised in the Terrace area, then Burns Lake; however, her family roots are from the vicinity of the Takla Traditional Territory by way of her mother (Takla Landing) and father (Fort St. James). Before joining SCD, Mona worked for the Burns Lake Native Development Corporation, the Edmonton Police Service and Takla Lake First Nation, either as an administrator or within payroll and accounting departments.

Shaun Cormier PROJECT MANAGER

A UNBC graduate in international relations and project management, Shaun also studied international law at the University of Lapland. In Finland, Shaun researched the topics of food security and law. He moved back to Prince George in 2016 and worked in social housing with the Aboriginal Housing Society of Prince George. Most recently, he worked as a project manager with the Tuktoyaktuk Community Corporation in the Arctic.

Michael Teegee COMMUNITY LIAISON

Michael led Takla Nation as Chief for nine and a half years and was on Council for five two-year terms. He worked for Rockteck as a Class 1 professional driver before joining SDC.

Charlotte Jakumeit ACCOUNTANT

Charlotte brings 15+ years of experience in accounting in the industrial, forestry and law sectors. She is professionally associated with the Law Society of British Columbia and the Canadian Payroll Association. She studied accounting at the College of New Caledonia and Athabasca University.



Land
Keyah



INTRODUCTION

Developing Partnerships and Diversifying Opportunity

Sasuchan Development Corporation (SDC) is the economic arm of the Takla Nation. Created by Takla 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 three 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. With Takla Community Members at the forefront of future opportunities, Sasuchan will leverage the Takla Nation's rights to build profitable, sustainable businesses within and outside of the traditional territory—like our most recent partnership with EDI Environmental Dynamics. We are committed to conducting all operations in a manner that respects the land, the people and the culture.

The purpose of this annual report is to share Sasuchan's current accomplishments as we look to the future developing partnerships and diversifying into new markets, bringing continued prosperity to the Takla Nation.



Communications



WEBSITE
Views 3,902
Users 728
Sessions 1,044



FACEBOOK
Views 7,217
Videos 15
Likes 289



INSTAGRAM
Followers 94
Posts 4



CONTESTS
Survey Draws 5
Contests 3

MONTHLY VIDEO UPDATES

To diversify our communications channels and reach more Members, SDC posts monthly videos on Facebook highlighting SDC news and new initiatives.

QUARTERLY NEWSLETTERS

To stay connected with Members who are not online, we recently launched quarterly newsletters that contain the same important content we share on our social media. Members can subscribe directly on our website or by emailing communications@sasuchan.ca.

WA'GUUS COOPERATION PROTOCOL

"Wa'guus" – "Respect"

This agreement, developed in February 2020, documents the relationship between Takla Nation and Sasuchan. It explains how Chief, Council, and the Sasuchan Board will work together to achieve Takla Nation's goals. To view the full Wa'guus Cooperation Protocol, visit sasuchan.ca/wagusprotocol.

AME ROUNDUP CONFERENCE 2020

Caitlin Abraham, Sasuchan's Communications Officer, was invited to be a panelist at the Association for Mineral Exploration (AME) Roundup Conference in Vancouver, speaking on Indigenous youth in mining and exploration. Caitlin spoke about the importance of industries providing support for Indigenous youth's success and building meaningful relationships with First Nations communities.



I'm extremely proud of what Sasuchan has been able to accomplish in such a short time.

– Chief John French



Overview

Despite the current global economy, Sasuchan expanded over the past year, taking on new opportunities and employees. In 2019–2020, our opportunities for growth were hindered due to a decline in the forest industry (from mill closures and reductions in lumber production) and the impacts of COVID-19. Even with these challenges, we achieved our goals and had a successful year.



REVENUE 2019/20
\$8,271,942



PROFIT 2019/20
\$1,846,118



TOTAL ASSETS
\$38,000

Although the future is uncertain, looking forward to 2020–2021, we aspire to maintain the same level of growth we achieved before the downturn in the economy by strategically planning to diversify and invest in other industries. We also intend to continue with our goal of gaining more assets for the Takla Nation.



Job Creation & Capacity Building

Sasuchan supports job creation, capacity building and growth—within its offices and through its partnerships.

As part of this work, we offer mentorship opportunities to selected Takla youth who are currently in high school. These young people gain experience in all departments of SDC, and the mentorship they receive helps them retain skills, knowledge, tools, equipment, and other resources to benefit from the opportunities provided.



13
SDC FULL-TIME EMPLOYEES



30%
FULL-TIME INDIGENOUS EMPLOYEES



13
INDIGENOUS PART-TIME SEASONAL EMPLOYEES



2,772
PART-TIME INDIGENOUS SEASONAL STAFF HOURS

Takla Nation Membership Database

Launched in July 2019, this database is a resource for both Takla Nation and Sasuchan to help match Takla Nation Members with career, job, training and educational opportunities.

The database is 100% confidential and is only accessed by key personnel of the Takla Nation and Sasuchan.

So far, 276 people have entered their personal information, work history and training goals into the database for the purpose of gaining new skills and opportunities within the Nation. The questionnaire takes only ten minutes to complete and is available on the Sasuchan website sasuchan.ca/survey.



Sasuchan owns a **53.5% STAKE** in SBS Forestry as of 2018



SBS laid out **1.7 MILLION M³** of timber development volume in 2019–2020



SBS employs **27 PEOPLE,** on average, throughout the year

ENVIRONMENT FOR GROWTH

SBS Forestry Inc.

SBS Forestry Inc. has provided resource management services in Northern BC for over 30 years. In December 2018, Sasuchan joined the SBS Forestry ownership group, taking over the role of principal partner. The company's established and experienced management team and strong reputation for cost-effective multi-phase forest development consulting services made it a natural fit and a wise investment.

SBS provides pre- and post-harvest services, with the majority of revenue coming from timber development contracts. With offices in Prince George and Fort St. James, and production centred in the Prince George, Mackenzie, and Fort St. James forest districts, SBS works closely with woodlot licensees, government and major forestry companies such as Canfor and Dunkley Lumber.

SBS is committed to hiring Indigenous people and Takla Members, providing growth and advancement opportunities within the industry. For more information, visit sbsfor.com.



Takla-Blue Collar LP

THE TAKLA – BLUE COLLAR LP HAS THREE DIFFERENT BUSINESS STREAMS:



SILVICULTURE

Since 1983, Blue Collar Silviculture Ltd. has been providing silviculture services throughout BC and Alberta. Tree planting is the largest focus of the reforestation business, with 2.8 million trees planted in the 2019 planting season.

Blue Collar Camps installs commercial and retail modular buildings, and remote workforce camps in Western Canada, including multi-unit housing, dorms, kitchen and dining, temporary housing, office buildings, hotels, banks and schools.



CAMP INSTALLATION

partnership with LandSea to install at Lovell Cove (on hold)



FIRST NATIONS YOUTH TRAINING PROGRAM

two training programs this year with over 40 participants completing the 6 weeks of training

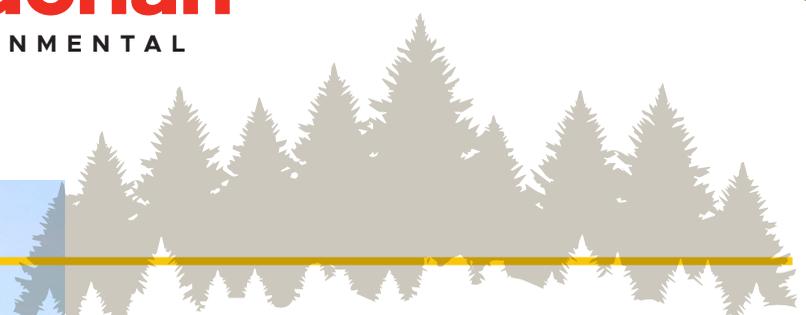
The First Nations Youth Training Program is a work and training opportunity for Indigenous youth between the ages of 15 and 29 who are interested in future employment in the natural resource and hospitality sectors. The six-week program's structured environment enables high school graduates to develop their own potential. It includes travel, food and accommodation, with experienced supervisors leading classroom and on-site work opportunities. Most weekends include recreational activities. Participants graduate the program with a newfound sense of confidence and an awareness of their full capabilities. They also possess the skills they need to thrive in the natural resource and hospitality industries.

Respect for the Land, People, and Culture



\$113,750 was invested in community-owned businesses in the Takla Territory to purchase equipment that would allow businesses to grow and become self-sufficient. SDC looks to offer this program again in the near future.

– Forestry Innovation Fund 2019 – 2020



Sasuchan Environmental LP

Building on over 25 years of collaboration on environmental projects in the Takla Traditional Territory, Sasuchan Development Corporation and Environmental Dynamics Inc. partnered in 2020 to form Sasuchan Environmental LP.

Their combined complementary skill set, regional knowledge and expertise allow them to offer exceptional services and products that meet environmental and regulatory needs.

Sasuchan Environmental is committed to identifying opportunities in the Takla Territory where they can provide outstanding environmental services and monitoring for clients and gain meaningful employment for Community Members.

The primary focus for this newly formed organization is educating Community Members and investing in certified environmental monitors through our goal of training 15 Members in the Takla Territory by December 2020.

For opportunities, Members are encouraged to visit the website sasuchanenvironmental.ca.

Community-Owned Businesses

One of SDC's key strategies for economic growth is to partner with community-owned businesses for contracting work. Supporting those within and outside Takla Traditional Territory who are supporting us equals smart, sustainable investment.



14
COMMUNITY-OWNED
BUSINESSES



\$1,499,759
VALUE OF THE OPPORTUNITIES
TO COMMUNITY-OWNED
BUSINESSES



51
COMMUNITY MEMBERS
EMPLOYED

Programs & Training

In 2019–2020 SDC worked with the Takla Nation to put together training and programs that would allow Takla Members to be successful when work opportunities came up in their Traditional Territory.

SDC and the Takla Nation worked together to have the College of New Caledonia's accredited Camp Cook program delivered in Fort St. James, where two Takla Members took part in the program.

Sasuchan Environmental LP looks forward to hosting an environmental monitoring workshop in September 2020, should COVID-19 restrictions allow.

Participants who completed a survey in 2019 requested both Heavy Equipment Operator training and Driving School training. These courses may be offered over the 2020–2021 year.



First Nations Youth Training

More than 40 youth participated in the First Nations Youth Training Program over the past year, including four Takla youth who just graduated the program in March 2020. A video of their experience is available on the Sasuchan Development Corporation Facebook page.

Firefighting is another successful development in the partnership. The Takla Blue Collar LP was a successful proponent with the three fire crews in both 2019 and 2020. There were no active fires in 2019 or so far in 2020 that we could have been deployed on.



Tessa Erickson Profile

The SDC team has been privileged to work with one of the Takla Nation's outstanding youth, Tessa Erickson. Tessa is an honour-roll student and a 2020 graduate from DP Todd Secondary School in Prince George, where she was a member of the badminton, basketball, cross-country running and robotics teams.

Tessa joined Sasuchan in 2019 to provide data entry services in a project aimed at alleviating the backlog of industry referrals to the Nation. Since completing that project, Tessa has been involved in generating funding proposals, creating geo-spatial products and developing a government grants tracking database. She also tutors Takla youth attending high school in Prince George – an invaluable service.

SDC supports Tessa's dream of attending university. She has been accepted by five institutions across Canada, including Queen's and McGill universities.

We are proud to have been a part of Tessa's success and we look forward to being part of her future achievements.

2020 SAFETY SUMMARY

Sasuchan Development Corporation is a certified SAFE company, always improving and growing our safety culture.

In January 2020, Jessica Wiens moved into the role of Sasuchan's Safety Representative. One of her key priorities is reviewing and updating the Corporation's safety program to ensure everyone gets home safe at the end of the day.

Over the 2019–2020 fiscal year, SDC hit our target of zero fatalities, hospital-required and loss time incidents. We expect the same target and due diligence from all of our contractors. When contractors are actively working for SDC, we require bi-weekly safety updates to ensure they are complying with our safety program. As a result of these safety updates, driving to and from sites is the most-reported safety hazard. Factors we need to consider when driving to and from site include:

- 1 alertness
- 2 road conditions
- 3 wildlife
- 4 weather conditions
- 5 other road users

To mitigate some of these hazards, SDC and contractors can provide in-house training for defensive driving and train employees how to manage factors out of our control to the best of our ability, providing a safe work environment.

COVID-19 UPDATE

The global pandemic has significantly impacted the natural resource industry and how companies like Sasuchan conduct business. In these uncertain times, Sasuchan has followed the BC government's health protocols regarding COVID-19.

SDC has ordered COVID-19 testing kits for Takla Members and our staff. When the kits arrive, they will be available through the Takla Nation.

SDC's COVID-19 policy and procedures were created in March 2020 and are continuously reviewed and updated. Most Sasuchan employees are working from home to help prevent the spread of COVID-19. As we enter Phase 3 of BC's Restart Plan, employees will be able to return to the office under strict protocols.

SDC's consultants are also following COVID-19 procedures in the field and in their offices. They will continue to be audited by SDC staff to help prevent further spread, especially during the predicted second wave of COVID-19 in the fall of 2020.

Since Chief and Council have lifted the ban on hiring Takla Members, you may see Members working in the Traditional Territory implementing new COVID-19 policies and procedures. If you have any questions about SDC's COVID-19 policy, please visit the website sasuchan.ca/covid-19-sop.

Highlights

2019-2021

APRIL

APPROVED SDC'S FIRST STRATEGIC PLAN

APPROVED DIRECTOR AND BOARD CHAIR AGREEMENTS WHICH DEFINE ROLES AND RESPONSIBILITIES

MAY

APPROVED VARIOUS NEW OR UPDATED POLICIES INCLUDING: HUMAN RESOURCES, CONFLICT OF INTEREST, MANAGEMENT SPENDING AUTHORITIES AND DONATIONS

JUNE

CREATED TAKLA - BLUE COLLAR LIMITED PARTNERSHIP

JULY

DEVELOPED AN ASSESSMENT PROCESS FOR NEW BUSINESS ACQUISITIONS AND PARTNERSHIPS

AUGUST

RFP WENT OUT FOR DRIFTWOOD ROAD MAINTENANCE AND LOVELL COVE CAMP

SEPTEMBER

COMMUNITY WILDFIRE PROTECTION PROJECT



OCTOBER

B-HILL ROAD RELOCATION ASSESSMENT AND ENGINEERING

NOVEMBER

LOVELL COVE RFP AWARDED

DECEMBER

COMPLETED THE FIRST YEAR OF OPERATIONS WITH SBS FORESTRY - A FORESTRY CONSULTING COMPANY MAJORITY OWNED BY THE TAKLA NATION

JANUARY

CREATED SASUCHAN ENVIRONMENTAL LP - AN ENVIRONMENTAL CONSULTING COMPANY

ATTENDED ROUNDUP CONFERENCE VANCOUVER, B.C.

FEBRUARY

APPROVED SDC BOARD CHARTER AND SDC/TAKLA NATION COOPERATION PROTOCOL

MARCH

FOUR YOUTH GRADUATED FROM TAKLA-BLUE COLLAR YOUTH TRAINING PROGRAM



Thank you
MUSSI

Priorities

2020-2021

PRIORITY'S AROUND CONNECTING CONTRACTORS AND COMMUNITY MEMBERS WITH EMPLOYMENT OPPORTUNITY'S

An important step to ensure Sasuchan continues its economic growth is priority setting. In February 2020, Sasuchan held a strategic planning session with the Takla Nation and identified these priorities moving forward:

DIVERSIFY

Diversifying Sasuchan outside of the resource sector in the next year will help us respond to downturns in the resource sector and be more financially stable.

INVEST IN COMMUNITY-OWNED BUSINESSES

We intend to explore opportunities to invest and manage opportunities with Takla Nation community-based businesses.

EXPAND OFFICE SPACE

As SDC continues to grow, it needs suitable office space to meet these needs.

COMMUNICATE

Communication – with Community Members, clients, employees and stakeholders – is key.



Sasuchan

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SASUCHAN.CA

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 [sdconnect](#)