

Stk'emlupsemc Enterprises Inc.

1030 Trans Canada Hwy
PO Box 188
Savona, British Columbia
V0K 2J0, Canada



STRATEGIC BUSINESS PLAN

for

(Stk' emlupsemc Limited Partnership)

for Period

January 2015 to December 2020

**STK'EMLUPSEM
ENTERPRISES INC**



EXECUTIVE SUMMARY

The strategic plan forms a foundation to provide guidance of organisational activities that can be published for reference by the Board of Directors and key stakeholders. This 5 year strategic plan was newly developed to provide an assessment of past, current and future objectives of SEI, while identifying a gap and risk analysis of current contractual commitments. Management held two minuted sessions to discuss the opportunities and related marketing materials, and a second session specific to the financial processes required for successful business.

There are currently no other strategic plans available for review, thus with the addition of new staff in many of the senior roles, it was important to define the raison d'être. SEI was formed in 2008 for the purpose of realizing commercial opportunities from the New Afton mine project. A variety of joint venture, partnership agreements, and revenue share agreements have helped to build some financial reserves for the company however, the historical contracts have not been performed by resources from within SEI. In 2105, under the leadership of Leonard Jackson, SEI was successful in competitively bidding on some work at KGHM Ajax mine-site. With multiple projects wanting to do business with SEI, the company has taken a new direction which will build capacity through the purchase of equipment assets on long term contract opportunities.

The core elements of any successful business take time create. SEI will take the correct steps to protect the safety culture, reputation, and business integrity of the two communities that it represents. Policies and practices shall be developed as overhead costs are balanced with project revenues however in lieu of formal documents there are mutual understandings in place with current management regarding the following topics,

- Accounts payable policies and procedures - who, when, how, tracking, follow-up, collections practices.
- Invoices – format, templates, who, when.
- Purchasing – Spending limits, authorities, PO systems, vendors, accounts, tracking, payables ledger
- Hiring - Employees – wage categories, benefits, hiring criteria.
- Subcontractors Requirements – written agreements, WCB, Insurance, GST
- Reports – Project reports, how often, to whom, what information.
- Cost Codes – Standard Charter + Project Charter
- Project Accounting Software – At what income level, what kind | why?
- Roles and Responsibilities – Project staff vs accounting staff, and corporate staff
- Standard Operating Procedures? – do we need this
- Annual Reports – External Audits
- PST Exemption

We do not have a mandate, we have a responsibility. We are yecmínmeʔ



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Some components of the strategic plan can be utilized for marketing, and strengthening relationships with lending groups, bonding companies and insurance agencies. Electronic copies of the strategic plan shall be available to senior staff to be utilized for the development of proposals, thus many of the planning session agenda items are generic templates for use in any business application. A hybrid version of the strategic plan is included in Appendix B for review which includes the following general outline,

1. Introduction of SSN and SEI
2. History of SEI, the territory, company vision and goals
3. SSN Organization Chart
4. SEI Organization Chart
5. Core Competencies | Services
6. Partnerships and Alliances
7. Strengths and Weaknesses
8. Opportunities
9. Capacity
10. Office and Shop | Assets and Facilities | Tools etc.
11. Succession Plans
12. Financial Structure
13. Communities - Targets for membership involvement, training, information distributions, feedback.

I'd like to thank the other members of SEI for their contributions to the content of this strategic plan, and I look forward to a prosperous future for the key stakeholders involved in the growth of Aboriginal business. If you have any further questions regarding this documents, please feel free to call myself at 250.262.5557

Best Regards,

Chris Leatherdale
Project Manager

We do not have a mandate, we have a responsibility. We are yecminme7

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Section 4 Financial Structure

Section 5 Supply Chains

Section 6Stakeholder Relationships and Alliances

Section 7Organizational and Management

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Appendix A Hybrid Strategic Plan



STRATEGIC FOCUS

The Aim of this Plan

Management presents this plan to the SEI Board of Directors to illustrate a collaborative and cohesive path forward for which the management and staff of SEI can plan, execute and evaluate key objectives to ensure the success of SEI. There are tremendous opportunities for the exponential growth of SEI, thus it is vital that growth models may not reflect a traditional business expansion model. Elements of this plan may be shared with legal departments, bank management and surety managers to help explicate the short term and long term goals of the company.

Our Mission

To be recognized as a successful wholly owned First Nations business that provides exceptional value, workmanship, and leadership in the heavy civil industry. Illustrated through a series of core operating values, we believe that SEI will exceed the expectations of our stakeholders.

Organisational Values

- **Safety “It’s the *ONLY* way we do business”**
- **Build mutually beneficial relationships with our clients**
- **Create a reputation that builds pride and respect from stakeholders**
- **Create career opportunities for aboriginal peoples**
- **Work toward economic self-sustainability for the owners**



Highest Priority Goals

SAFETY

The Heavy Civil Industry has historically had a high number of accidents often resulting in fatalities. Opportunities in the mining industry, up-stream oil and gas, and municipal industry have strict procurement policies that require a low (TRIF) Total recordable incident frequency. SEI shall take immediate action to design and implement a safety program which will begin to build a database of information that will in turn generate metrics for a TRIF.

QUALITY

Integrity and accountability are key components in any social governance system. Management shall propose a quality management system which will define guidelines which apply to both internal and external standards of workmanship, documentation and quality assurance. This approach will allow for measurements and analysis of past, current, and future events which will instigate improvement strategies.

REPUTATION

SEI shall introduce and protect a reputation which in harmony with the core values of the Skeetchestn and Tk 'emlups Indian Bands. There are many poor industry stigmas associated with Aboriginal businesses. Management shall conduct business based on honesty, transparency, and responsible practice. Long term marketing goals shall be accomplished utilizing reputation and letters of recommendation.

PROFIT

SEI shall target an industry standard gross margin of 10%. Aboriginal tax advantages shall improve the final net margins pending the outcome of the audited financials. Overheads shall be kept to a minimum with the bulk of administrative costs carried by the projects. Offices and facilities are adequate for current operations, with anticipated future staff members locating at project offices which can be reimbursed as part of project site establishment charges.



Performance Objectives

Performance Area	Performance Measures	Target	Time Frame
SAFETY	Published safety program and subscription to ISNET and PICS	Immediate Action	Before Q3
QUALITY	Provide published quality control manual/ strategic plan.	Internal Draft and Review	Q3
REPUTATION	Request Letter of Recommendation from KGHM.		Ongoing
PROFIT	Profit and Loss Statements / Quarterly Reviews	Ongoing from finance manager.	Every Financial Quarter



THE BUSINESS

SEI was incorporated in 2008 essentially as a holding company to receive funds generated from impact benefit agreements and revenue sharing agreements. Since inception the owners have desired to perform a more active role, participating in construction and mining projects in the local area. Previous business developments have formed successful partnerships with local companies who are currently active on the New Afton project. While these partnerships provide revenue and employment opportunities for community members, there shall generally be more financial benefit and long term local employment through opportunities which can be self performed by SEI.

SEI will focus on heavy civil construction opportunities and light mining services. Revenue shall be primarily generated by services from use of heavy equipment and labour. There is an opportunity to mark-up requested materials, however SEI is not the primary owner of aggregates or other raw construction materials that could benefit sales. Where SEI is not capable of supplying specific equipment for certain portions of the work, preferred sub-contractors will be acquired to fulfil the requirements. Preference shall be given to Aboriginal businesses.



The SSN executive director shall be the primary contract for distributing information to the key stakeholders. The project managers and business development manager shall maintain regular contact with current and future cliental to ensure that relationships are mutually positive.

Currently the local heavy civil market contains an abundance of heavy civil contractors ranging from owner operators, to publicly traded multi-national organizations. Many firms are well established with a long history of contacts in the local region. SEI will have to utilize elements of participation agreements to be competitive in landing works with reasonable margins.



Our Strengths &

Our Weaknesses

S

rength

- *100% First Nations owned
- *Management
- *Territory ownership & rights
- *Risk tolerance
- *Follow through ability
- *Financial strength
- *Location
- *Excellent Contacts (governmental)
- *Membership size
- *Recognizing our weaknesses

W

eakness

- *Reputation
- *High turn over
- *Documentation
- *Resourcing
- *Bonding
- *Safety
- *New Company
- *Stability
- *Rapid Growth
- *Acceptance—Confidence
- *Finical Capability

O

ppportunity

- *Ajax
- *New Gold
- *Highland Valley
- *Westkam Gold
- *Kinder Morgan
- *BC Hydro
- *CN/CP Rail
- *Municipal
- *Highways
- *Development
- *Forestry
- *Agriculture

T

hreat

- *Economic Instability
- *Federal Election
- *Change in Federal Environmental Policy - Title & Rights
- *Market Saturation
- *Lack of Skilled Labour
- *Interest Rates
- *Market Competition
(see Market Analysis for complete competition list)



Our Opportunities &

Our Threats

Opportunities

SSN is the preferred vendor for work opportunities at New Gold and Ajax mine. There are development opportunities, and civil utility contracts for on reserve work that are tendered annually. These contracts can be direct awarded to SEI through SSN. Trans-mountain pipeline is scheduled to start construction in Q3 2015, SEI has significant contract opportunities to work on the project.

Threats

Political stability within the SSN Nation is based on a 2 year electoral term for both Chiefs. The local market has well established competing for similar opportunities SEI is a new company. Growth will take time, to establish reputation, equipment resource, and stable staffing. BC's economy is currently experiencing slower than expected growth. Delayed announcement of mega projects such as Site C, and LNG have decreased confidence in speculation investments.



MARKET ANALYSIS

BC is at the threshold of unprecedented economic prosperity. As major projects such as Site C and LNG are announced, there will be an absence of qualified contractors available to complete the abundant workload. New markets will emerge as local investors proceed with private infrastructure and commercial developments to compliment a strong economy. The heavy civil and light mining markets are immediately affected as many contractors move into up-stream oil and gas markets in search of high margin low risk work. SEI will capitalize on establishing good relationships with local clients, which should provide some stability as major projects are completed.

Securing a skilled workforce will be the greatest challenge during market up-swings. SEI will focus on a company culture of sustainability, and employee value as a method of attracting and retaining a good work force.

Projects owners seeking to develop crown land need to follow notification guidelines set forth by the Government of British Columbia. Notifications are directed though the respective territorial land referral offices for consultation. Aboriginal businesses have advantages to meet and discuss potential business opportunity owners, often before there is public notifications thus SEI shall target these opportunities as a venue to introduce their capabilities and negotiate contractual agreements prior to entering into a traditional public procurement model. Many public corporations have policies that reflect their desire to engage aboriginal business when and where market value services are available.

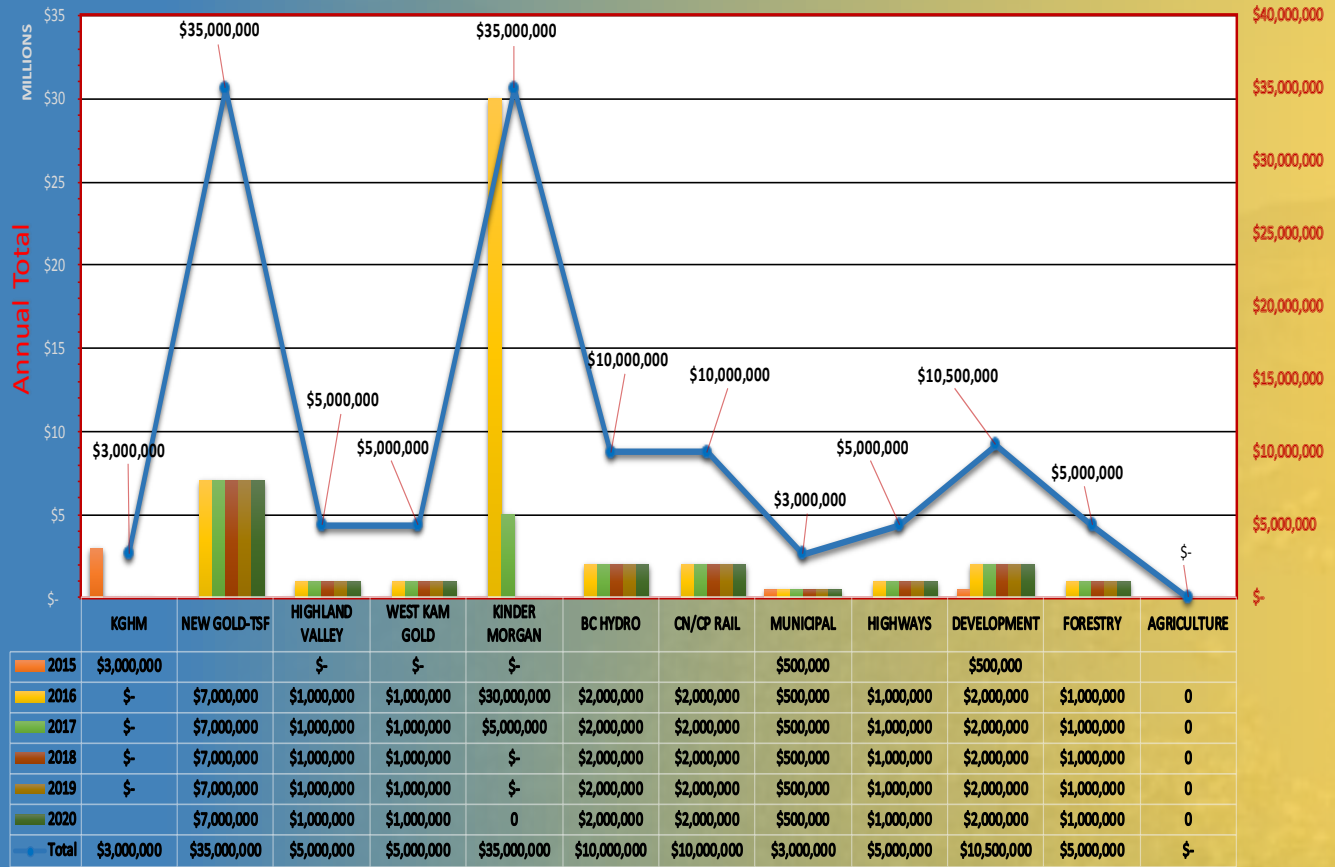
Most owners will want to establish what the market value of services are before awarding contracts however, SEI can leverage these decisions though expeditious permit approvals, on behalf of the client.

In conclusion SEI will focus on opportunities on projects where participation agreements are negotiated as part of the permitting process. Competitive bids will not form the core business plan until such time as SEI has established ownership of equipment and has a stable workforce.



5 YEAR FORECAST

2015-2020



NEWGOLD – NEW AFTON

New Afton is currently in negotiations with SEI to procure services for ongoing construction on the tailings dam facility for life of mine. Key elements of the scope include the supply of men, equipment and materials dedicated to construct an earth dam which will impound tailings within the designated tailings facility. The contract is estimated at \$7 – \$10 MM per year depending on weather characteristics, material availability, and commodity values. The successful award of this contract would provide a strong financial foundation for SEI for future years. Management has already discussed some strategies to acquire critical capital assets while maintaining a low debt to equity ratio.

KGHM – AJAX MINE

KGHM is anticipated to register the Environmental Assessment Process in September 2015. Depending on the dynamics of the review process, there may be some pre-construction work in 2016 before a final project decision in 2017. SEI has undertaken some minor contracts through the exploration work which will establish a reputation and a working relationship with the senior management of KGHM which will ultimately position SEI positively for future contract opportunities. Discussions are underway to identify “mission critical” equipment which could be utilized on an ongoing basis leading up to construction. In preparation for the construction phase, SEI will take appropriate steps to align with Norwest Corporation to become the named proponent for the heavy civil earthworks portion of the tailings dam. The estimated contract value over course of construction for this portion of work is forecasted at \$100 MM. There will also be other areas of the plant-site and infrastructure works that SEI could be involved in.

KINDER MORGAN – TRANS MOUNTAIN PIPELINE

Kinder Morgan is collecting data to fulfill their vendor list in anticipation of the proposed construction of the Trans Mountain pipeline, extending from Edmonton to Vancouver. Pending National Energy Board approvals and Final Investment Decision, construction is scheduled for May of 2016. The proposed CAPEX is estimated at \$6 B with approximately \$2 B dedicated to earthworks and pipeline construction. SEI will utilize a series of partnership models to aid generating capacity from the project, in lieu of the large quantities of capital investment needed for a self-performance role.



TECK – HIGHLAND VALLEY COPPER

Teck is interested in increasing business relationships with local First Nations businesses. There is a tailings dam raise which has historically been awarded to Cantex Mining however, through a JV partnership with Norwest Corporation, SEI may be able to bid on this work package which is estimated at \$ 25 MM per year for the next 3 years. There may also be some proposed electrical works which could be bid in through partnership agreements.

BC HYRDO – KAMLOOPS SUBSTATION

There is a new BC Hydro substation construction project proposed, that is slated for the summer of 2016 in downtown Kamloops. There are two work packages identified in the procurement process at this time. The first earthworks package will be designed to maximize aboriginal engagement thus some of the standard commercial terms for bonding etc. will be removed. SEI shall support Western Pacific Enterprises through a contract/subcontract agreement to perform the balance of the earthworks in a Proposal format. BC Hydro is willing to direct award the supply of necessary aggregates to SEI subject to suitability for the project. Discussions for other work opportunities are ongoing with the BC Hydro team.

CP/ CN RAIL

There are competitive bid opportunities to perform rail repairs and expansions in British Columbia Markets. Management shall contact the procurement group to begin registrations with CP and CN rail. The prequalification process typically takes 4 – 6 months to complete.



The leader of the pack

British Columbia's economy is on an impressive upswing that, we expect, will take it to the top of the provincial growth rankings in 2015. Against a backdrop of hot housing market activity, consumers in the province ramped up their spending with the effects of cheaper gasoline prices appearing to more than offset any dampening of confidence resulting from a surprisingly disappointing labour market performance so far this year. Prospects remain bright for further gains in export-oriented sectors with the US economy poised to bounce back after a weather-led slowdown in the first quarter that may have tempered demand temporarily for goods produced in the province. We forecast real GDP to grow by a solid 3.0% in 2015 and 3.1% in 2016, both marginally exceeding our estimated rate of 2.9% in 2014.

Housing market getting hotter...

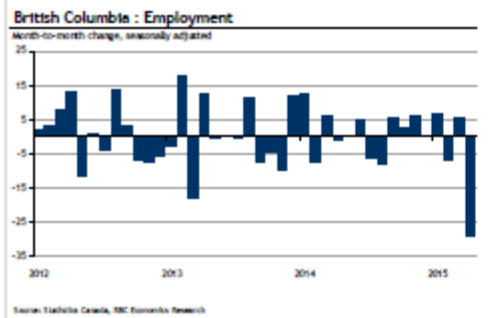
A fiery pace of housing market activity showed no signs of abating thus far in 2015, with home resales surging to the highest level since 2009 in the first quarter. With inventory unable to keep pace with buyer demand, average annual price gains popped back up into double-digits. The wealth effect stemming from rising home valuations, along with a boost in purchasing power on account of savings at the gasoline pump likely spurred an upturn in consumer spending. Retail sales surged in the province early in the year, led by a record number of British Columbians driving new vehicles off dealers' lots during the first quarter. Unseasonably mild weather may have induced consumers to bring forward their purchases and this robust pace of spending is unlikely to be sustained, although it is expected to remain firm through the year.

...despite some cooling on the labour market front

Supportive demographic factors are underpinning firm domestic demand with population growth in the province outpacing the national average for the first time since 2010. A growing number of Ontarians are relocating to the coastal province, helping to more than offset a slowing in the flow of international newcomers. The province remains a welcoming destination despite the labour market behaving erratically recently. Following modest gains at the start of the year, statistics show a record drop of 29,000 in employment in April, with job losses concentrated in the service-producing sector. That said, other factors lead us to believe that this decline will be short-lived. Of note was a surge in hours worked and firm wage gains in recent months, which point to sustained demand for labour in the province that will likely induce a turnaround in hiring in the coming months.

External demand solid despite some challenges

Exposure to growing export markets along with a weaker Canadian dollar buttressed a respectable performance in international merchandise exports so far in 2015. Lumber shipments south of the border drove trading activity with the United States higher despite soft prices and harsh winter weather weighing on US construction activity. Additional demand for this commodity emanated from China and Japan, although a weak showing for nominal natural gas exports on account of anaemic prices tempered overall export gains. On the LNG front, there was positive news from the BC government's signing of a development deal with a large LNG proponent, although a final investment decision has yet to be made. Our forecasts for 2015 and 2016 assume only preliminary work toward the construction of LNG projects at this stage.



British Columbia forecast at a glance

\$ change unless otherwise indicated

	2012	2013	2014F	2015F	2016F
Real GDP	2.4	1.9	2.9	3.0	3.1
Nominal GDP	2.3	3.2	4.7	4.5	5.3
Employment	1.6	0.1	0.6	1.2	1.4
Unemployment rate (%)	6.8	6.6	6.1	5.7	5.5
Retail sales	1.9	2.4	5.6	5.6	4.6
Housing starts (units)	27,465	27,054	28,356	31,500	29,300
Consumer price index	1.1	-0.1	1.0	0.9	2.3

Laura Cooper
Economist



Local Competition List

1	Hall Excavating	18	Dig Deep Contracting	35	Pav's Contracting
2	Core Contracting	19	Erlandson Backhoe and Excavating	36	Richard Salle Contracting
3	Stacy Enerwein Excavating	20	Extreme Excavating	37	Rivermist Excavating
4	Brentwood Enterprises	21	H E Mining and Excavating	38	Sanders and Company
5	Stobbie Contracting	22	H Hook Contracting	39	Savona Enterprises
6	Demolition Enterprises	23	Funktional Electric and Utility Services	40	Springhill Excavating
7	Ground Level Contracting	24	High Impact Contracting	41	Ziebart Excavating
8	FNL Construction and Landscaping	25	Jayro Excavating	42	Ted Taylor and Sons
9	Aim Excavating	26	Kamco Installations	43	Southgate Development Corporation
10	Acres Construction	27	K Wiest Excavating	44	Dawson Construction
11	Big Rock Construction	28	Glen Labby Contracting	45	Marwest Contracting
12	Bighorn Excavating	29	LNB Construction	46	BA Blacktop
13	Al Everret's Backhoe	30	Loric Construction	47	Sunridge Co
14	Blackstone Excavation	31	Cantex		
15	Cobra Contracting	32	Mire Contracting		
16	Cougar Rock Contracting	33	Jerry MacDonald Backhoe Services		
17	D Dillman Contracting	34	John Moffat Excavating		



FINANCIAL STRUCTURE

FINANCE

Royal Bank of Canada

186 Victoria St .

Kamloops, BC, V2C 5R3

Contact: Leonard Bell

RATIO EQUITY : DEBT

The success of the company depends on accepting some risk while managing the reward. The Canadian Construction Association suggests that all companies in start-up phase should observe a conservative 0.25:1 debt to equity ratio, supported in conjunction with bankable contracts. Anticipated equipment purchases will be a rental purchase model, thus in the event of an economic collapse, the equipment can be returned to the vendor at no risk. This purchase model will also help to reserve capital for operating expenses.

EQUIPMENT LOANS

Acquisition of key equipment essential to the long term success of heavy civil companies. The management has identified several pieces of equipment that would compliment present and future opportunities. Long term rental purchase agreements offer the lowest risk approach for acquiring capital equipment with a favorable equity position once ownership is transferred. Great West Equipment Ltd has flexible options for First Nations businesses. Current and future contracts shall be shared with Banking management for their review and input.



ABORIGINAL BUSINESS CANADA

Aboriginal Business Canada

Management has started discussions to identify key equipment that will qualify for funding from ABC, which will allow some relief of repayment, and offers beneficial repayment terms.

BONDING

Recognition of Bonding is an indication of financial stability, and is necessary for access into competitive public bid markets. The initial application process for surety coverage can very comprehensive requiring up to six months for approvals. Management has started the process with the local underwriter representative from Hub Insurance Agencies.

PROFITS

Performance based business compensation has become an industry accepted practice in civil construction. Management recommends that 12 % of net profits as indicated by the audited financial statements be set aside for distribution amongst key personnel. This model serves as a strong incentive for attracting and retaining the dynamic individuals required to oversee a successful mid-sized construction company.

INSURANCE

HUB International Barton Insurance Brokers

Francy Kooistra, CAIB

Account Manager

Commercial Lines Department

PH: 250-372-3155 FAX: 250-372-5464

Toll Free: 1-800-661-6194



SUPPLY CHAINS

Current Situation

SEI is emerging as a purchaser of goods and services, integral to fulfilling project requirements. Management has established credit accounts for critical goods including fuel, equipment rentals, and subcontract lowbed services. The finance department has assigned responsibilities to staff members to manage receiving, posting and preparing payment for accounts payable. As volumes increase with sales, the finance manager may add positions as necessary to preserve payment policies.

Key Supply Chain Issues

SEI is a new identity in the local supply chain market. Potential vendors may be concerned about the creditability and financial stability of SEI. In order to maintain a positive credit reference, vendors must be agreeable to SEI payment terms and conditions. The finance department has developed payment terms which can be achievable given the current status of the accounts receivable.

Key Strategies

The preferred vendor list shall be developed to minimize the number of overall vendors used. Management is cognisant of the administrative burdens associated with credit applications, nominal invoice values, and account management. Vendors who perform sub-contract services for SEI will be subject to a pre-screening policy which includes proof of Worksafe Coverage in good standing, liability insurance, GST registration and proof of incorporation.

Performance Measures and Targets

Management shall annually evaluate the performance of key vendors through a series of informal checklists and price checks. Growth in select product supplies may offer increased purchasing power through volume discounts. The finance manager shall generally handle and report on the issues within the supply chain management which include an analysis of accounts payable/ receivable policies, problematic vendors, or market value reports on an as needed basis.



STAKEHOLDER RELATIONSHIPS AND ALLIANCES

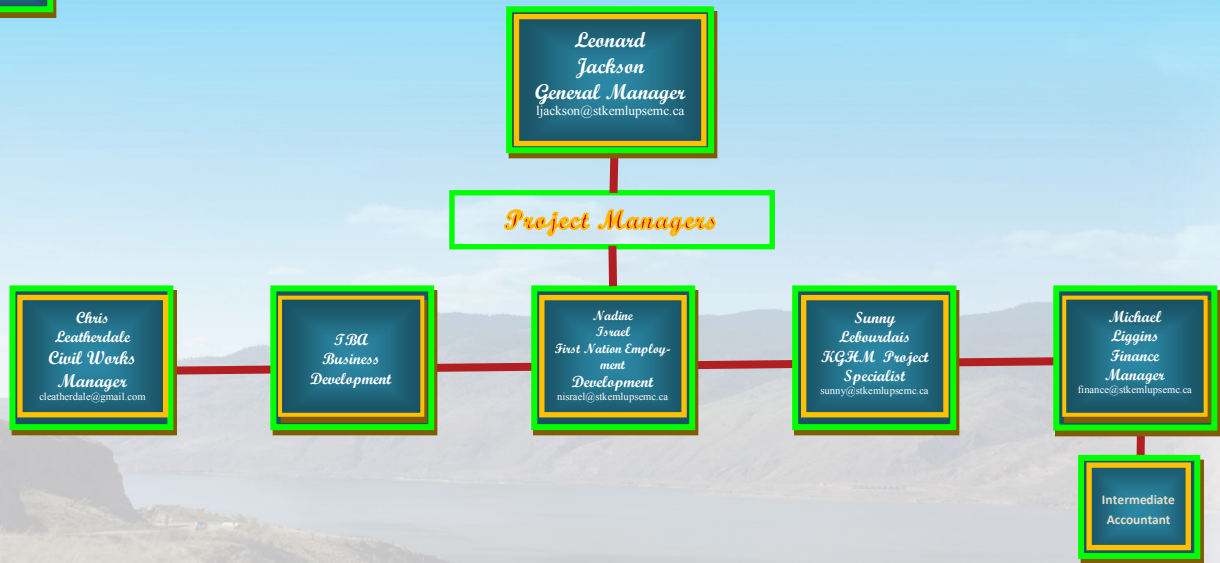
The management and staff of SEI understand that both Skeetchestn and Tk'emlups are the primary stakeholders in the business. Although the business is operated independent of the political agenda of the communities, the core values of SEI are aligned with the beliefs of the communities which are illustrated in the mission statement and raison d'être. Additionally there are multiple partnerships arrangements which include services that are not part of SEI's core competencies. The partnerships address specific projects and/or opportunities which can assist the company with building capacity through the generation funds rendered from portions of the profits. Notwithstanding the financial arrangement, the partners become stakeholders who accept the responsibility to conduct business practices with the same core values as are upheld by SEI. A draft protocol agreement [*Appendix A*] defines the methods in which business stakeholders are consulted on matters pertaining to changes in the principle agreement, ongoing project activities, new business ventures, and changes in the political governance of the primary owners.

Project owners seek agreements which fulfil meaningful social license for both the aboriginal companies, the communities, the public, and the project. SEI shall distribute information to the project owners through contractual language, and through ongoing publications which celebrate the successes and failures of the relationship.

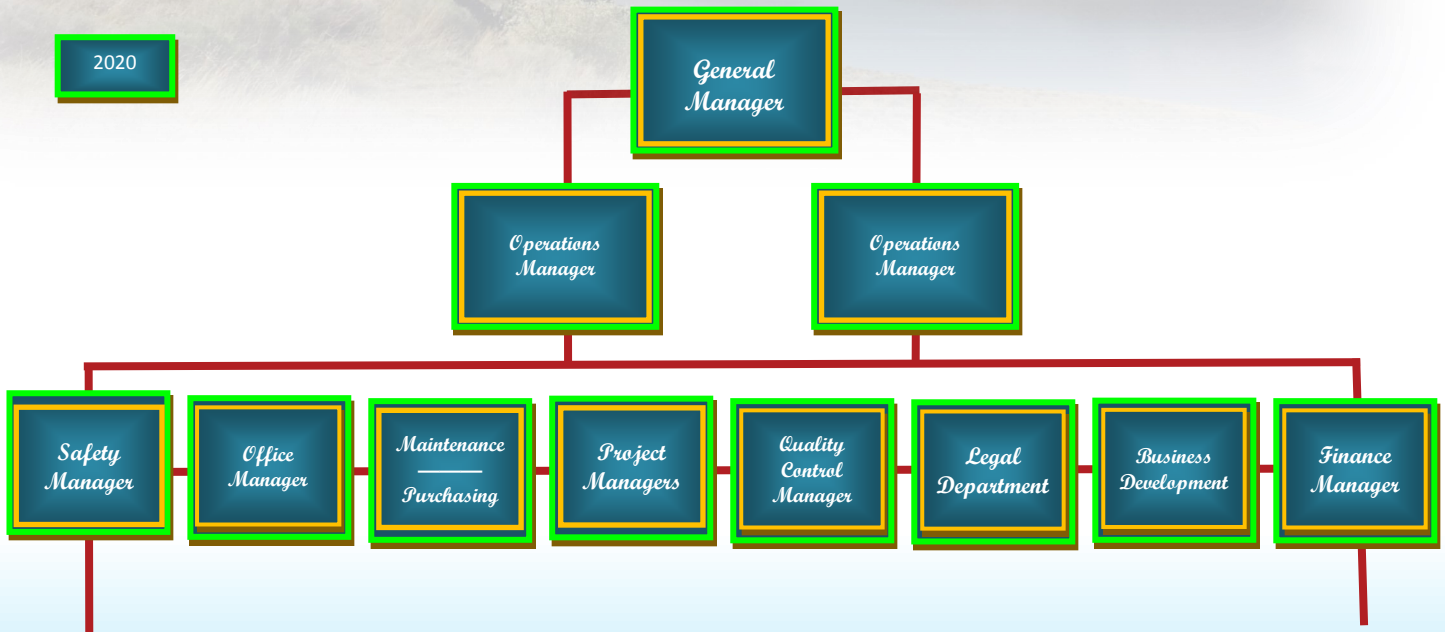


ORGANISATIONAL AND MANAGEMENT

2015



2020



Superintendents | Engineering | Foremen | Survey | Accounts Receivables | Accounts Payables | Site Safety Officers
 | Site Administration | Field Mechanics | Operators | Labourers |

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CHRIS LEATHERDALE

Project Manager



HISTORY

Chris came to SEI to help build the company into one of the most respected First Nations companies in Western Canada. Together with a reputable group of staff capable of completing large industrial and mining projects, his leadership has proven to be successful in managing safe, profitable First Nations ventures.

ROLE

As Project Manager, Chris's responsibilities include project planning, providing direction to the project team, assigning candidates to project teams to capitalize on individual strengths, while maintaining balance for other active projects, and negotiating management of change process.

PROJECTS

Mount Milligan Mine - \$1.5 B

Project Sponsor

Responsible for leadership on a successful project representing a local First Nation in both a joint venture capacity, and in a self-perform role. Responsible for staffing, procurement, short and long term budget, and long term participation agreements with the client. Resulted in multiple letters of recommendation, for safety and performance.

New Gold Blackwater Project - \$4 MM

Project Director

Managed crews and equipment to mulch and construct 160 km of all-weather road, and 60 drill pads, through seasonal constraints. Integrated Kluskus First Nation partnership while the project was planned, scheduled and executed. Safety and financial performance were achieved for the client.

Walter Western Mine - \$40 MM

Project Manager

Responsible for key contracts during restart of coal operations. Managed crews and equipment responsible for critical construction projects to ensure compliance with new environmental certification.

Anglo American - \$12 MM

Project Manager

Contract mine construction of facilities. Haul roads, fuelling stations, and related infrastructure. Directly managed a thermal coal recovery program which rendered waste coal, into a saleable product through a series of crushing and screening processes. Facilitated raw product delivery, temporary stockpile and rail load out operations.

Encana Corporation - \$25 MM

Project Manager

Construction of major gas processing facilities in the South Peace region. Developed techniques for installing settling pond geo-synthetics which accelerate the construction schedule, and offer significant reductions in risk.

Talisman Energy - \$20 MM

Project Director

Performed the largest lease and road reclamation in the history of Canadian operations which resulted in an OGC reclamation certification. Remediated active upstream well sites with a variety of on-site bio-remediation prescriptions, while navigating high pressure sour gas pipelines. Conducted the largest facility decommissioning program in the BC Peace River region.

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BRIAN DILL

Operations Superintendent



HISTORY

Brian recently joined SEI to oversee the drilling and exploration civil works at KGHM Ajax.

Brian has worked on a variety of mining projects in BC and Alberta and brings a strong leadership skill to manage 300+ employees.

ROLE

Brian's role includes all day-to-day project planning, crew staffing, and scheduling *equipment requirements*; to ensure the work is executed to the clients' satisfaction. Brian maintains exceptional safety standards through coaching and communicating with the workers.

PROJECTS

Mount Milligan Mine - \$1.5 B

Operations Manager

Construction of haul roads, tailings dams, and gravel quarries. Included movement of 12 million cubic meters of engineered earth placement in all seasonal conditions. Provided contract mining services to support the client by constructing additional phases of the tailings dam.

Walter Western Energy - \$10 MM

Superintendent

Contract Mining services to remove overburden from subsequent mining phases. Included development of new waste dumps and haul roads. Project included development of haul truck training programs for First Nation operators, resulting in a zero incident project.

Fort McMurray \$ 300 MM

General Foreman

Open pit tar sand mining.
Construction of settling ponds, haul roads, and drainage systems.
Supervised crews of up to 100 men on a continuous operating schedule.

Peace River Coal \$ 250 MM

Short Range Planner

Managed daily line outs for 70,000 tn/day open pit coal mine. Liaised between engineering and mine operations department to capitalize on operation efficiency. Coordinated drill blast crews and equipment to increase coal recovery.

Forest Management Consulting

Owner

Provided forest engineering services to a variety of clients in coastal BC. Project supervision and cost management for difficult terrain road construction, bridge installations, and high lead cut blocks.

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ERIN COLTMAN

Project Controller



HISTORY

Erin has been involved in industry accounting and cost control for over 35 years.

Erin has extensive experience in managing budgets, costs, and contractual change order management.

ROLE

As a Project Controller, Erin is responsible for supporting the project manager with daily production and quantity tracking, budget vs cost reports, and monitoring progress against the schedule. In her role she will also collect and publish the daily contract reports for the client, which keeps her connected directly with the daily work.

PROJECTS

Mackenzie DCFP Mill Construction 2014

Project Manager

Construction of a new corporate office and sawmill for McLeod Lake Indian Band. The work was completed while finalizing design and budget review with multiple sub-trades. The project was completed in winter conditions, ahead of schedule.

Mount Milligan Mine - 2011-2014

Project Administrator

Construction of a 300 ha tailings storage facility and associated haul road infrastructure. Included the management and budget tracking of 30,000 m³/day of mine waste to construct the tailings dam during start up. Erin also provided the daily production tracking, budget forecasts and construction schedule for the mining operations group.

NMI Group

Office Manager

Design, supply and installation of equipment in active sawmills internationally. Erin maintained technician's schedule, budget quotations, and detailed project cost reports for the clients. Erin also managed the document control, payroll, and corporate accounting and sales forecasting for the company.

RECRUITMENT & RETENTION

In order to be a successful small business, it is important to minimize overhead costs but retain key positions to help grow the business while necessary day to day functions are still occurring. The current organizational structure reflects an example of an ideal structure. Senior management will perform multiple roles as required to ensure the survival of the business until such time as a constant work flow allows for a more structured staff with job descriptions, goals and objectives. The magnitude of projected financial growth demands vigilant management which will be increased at a project staff level in order to premeditate contraction as projects wind down. Contract services will be preferred for specific roles in Human Resources, Purchasing, and Project Controls, as supported by balloon sales.

- ◆ Recruitment and induction - now and in to the future
Management shall conduct primary recruitment through previous project contacts in the short term. Establishing a highly skilled, safe workforce will enhance the ability to quickly build reputation and provide track records. Preference will be given to aboriginal community members, providing they meet the selection process. [Nadine is compiling a database of available members] An employee handbook is currently in process, which will identify expectations, advancement opportunities, pay scales, employee benefits etc. A published version should be available before January 2016.
- ◆ Management shall conduct a market survey to determine the average local salary and wages for union and non-union companies. Pay scales shall be established for hourly and salary positions, and should be consistent with local markets.
- ◆ Skills training and professional development will be costed as a portion of the total labour cost burdens. Management will identify mainstream training opportunities that are available as employees accrue internal training funds. Minimum targets should allow for two advancements per annum however, labour will have the option to bank training hours for more substantial courses.
- ◆ The Health and Safety reporting systems shall generally monitor Human resources in parallel with occupational health statistics. The mental well-being and job satisfaction of the workforce will be monitored through a series of evaluations at pre-determined intervals. Special considerations will be observed for aboriginal cultural and political sensitivities.



SOCIAL IMPACTS

Current Situation

SEI currently facilitates career placements for community members through partnership agreements with companies engaged in contracting opportunities at the New Afton Mine. SEI does not currently have any long term contracts which provide an opportunity to hire permanent full time staff members. Local contractors have not willingly engaged with SEI or First Nations peoples for recruitment in local projects.

Social Issues

There are distinct cultural differences in the career goals of aboriginal and non-aboriginal peoples. Community members want to have meaningful local employment opportunities which facilitate economic stability for them while respecting the cultural sensitivities. Employment options with companies that operate in many geographic regions of western Canada, are not necessarily favoured by aboriginals, thus detaching them from their communities. Ideally SEI can offer employment which builds pride and ownership through a series of career choices in the local region.

Key Strategies

SEI shall establish long term service agreements with local project owners to create career opportunities for First Nation members. The focus of negotiations shall illustrate the need for contract opportunities to extend terms in which aboriginal employees can advance towards management positions through stable succession planning.

Performance Measures and Targets

Currently work is underway to assess and record the skill sets of members from the local communities. Management shall analyse these documents to ascertain the approximate magnitude of labour force available, and to target contract opportunities which compliment the skill sets. The career coaching department shall monitor candidates as they progress through pre-employment, interviews, and on-the-job challenges. Records shall be maintained and reviewed on a quarterly basis. Management has targeted 5 community members for employment per year.



Keepers of the Flame



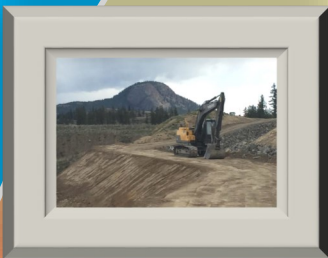
Stk'emlupsemc Enterprises Inc.

1030 Trans Canada Hwy

PO Box 188

Savona, British Columbia

V0K 2J0, Canada



**HYBRID
STRATEGIC BUSINESS PLAN**

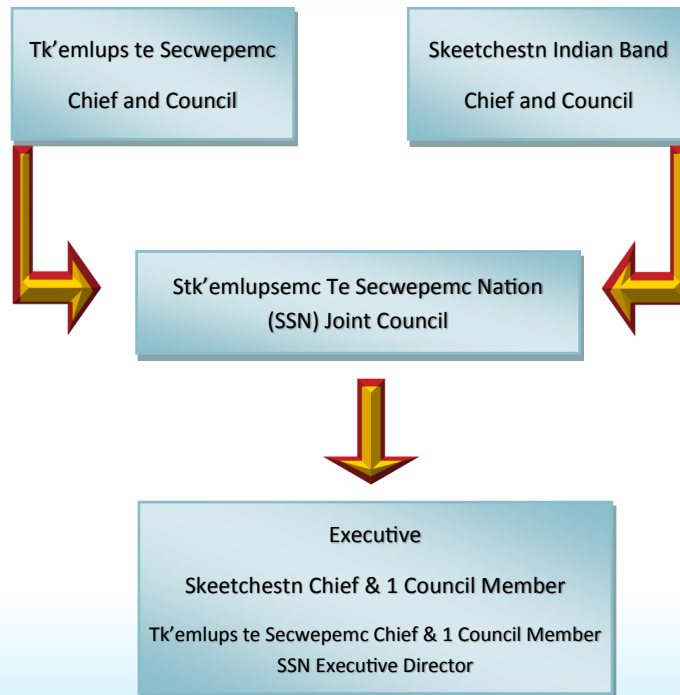
**STK'EMLUPSEMC
ENTERPRISES
INC**

Introduction

Stk'emlupsemc Te Secwepemc Nation (SSN)

SSN consists of the Tk'emlups te Secwepemc Nation and the Skeetchestn Indian Band, one of the seven "Divisions" of Secwepemc Nation. SSN was formed in 2007 to manage the conservation, negotiations and management of resources with the Tk'emlups te Secwepemc and Skeetchestn Indian Band's shared territory.

SSN is administered through a collaborative effort comprised of representations from both communities in a joint council.



SSN provides a unified voice, an approximate 1,500 members (living on and off reserve) from the two communities and establishes a framework for identifying employment, community and economic opportunities within the shared territory. While each community reserves the right to explore and establish their own economic interests, they agree to work together on projects specifically in the resource sector which impact both communities.



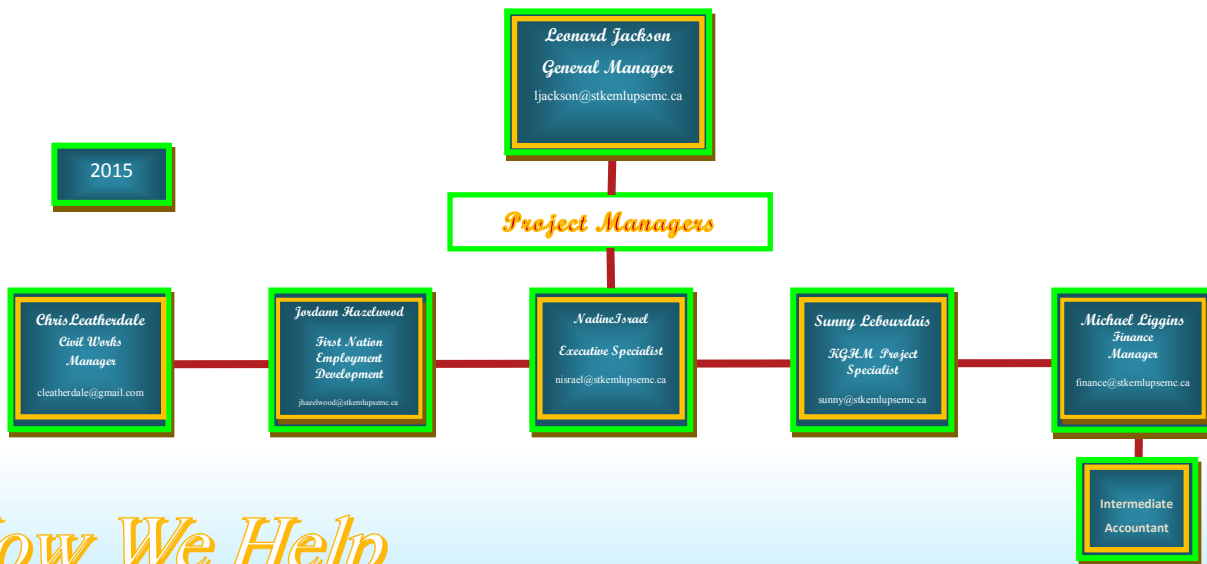
Stk'emlupsemc Enterprises Inc

(SEI)

Stk'emlupsemc Enterprises Inc. is the commercial identity of the SSN Nation, of which Tk'emlups te Secwepemc and Skeetchestn Indian Band maintain equal 50% ownerships in the corporation. The original intent of SEI was to recover the costs of maintaining the natural resource rights within the traditional territory of SSN however, the Executive board has directed management to build a heavy civil contracting company which self performs work in territorial opportunities. SEI is wholly owned First Nations business that provides exceptional value, workmanship and leadership in the heavy civil industry. The core values of SEI compliment the spirit and vision of the SSN Nations through our guiding principles:

- ◇ Safety is our number one priority
- ◇ Mutually beneficial relationships with our clients
- ◇ Building a reputation that instills pride and respect for the communities.

SEI ORGANIZATIONAL CHART



How We Help

As SEI grows, the profits are invested in community development programs, training initiatives, and new business endeavors to encourage diversification and stability.

Our greatest asset in our business is our people, and we are focused on developing the next generation of employees who will carry the future of the company.



What We Do

MINING

Although still small in size, we deliver a comprehensive list of capable light mining services to the local industry. Our management team has a proven performance in delivering safe, and reliable services to mining clients in Western Canada. We utilize a fleet of modern equipment to ensure we have maximum uptime to meet the project schedule.

INFRASTRUCTURE

Municipal services, subdivisions, roads and highways. We employ a team of highly skilled workers who have a history of completed projects in the local region. Our sister companies, Painted Rock Contracting & Tk'emlups te Secwepemc helps us in providing aggregates to local markets. We provide turn-key solutions for land development, utility construction, potable water supply systems and wastewater treatment systems.

ENERGY

We provide core services that compliment both the pipeline and hydro-electric industries. Our management group has over 30 years of experience in the *pipeline construction, up-stream oilfield construction, and maintenance industry*. We can provide active participation in all phases of right-of-way development, grading, access improvements, maintenance, and reclamation. We maintain key operators who are experienced in hot line exposure and integrity digs.

FORESTRY

The roots of our company are embedded deep in the forest industry. We can provide stump to dump commercial logging, and mulching services, together with resource road construction, maintenance and silviculture activities. We have WorkSafe BC certified hand fallers and wildlife tree assessors available for right-of-way safety certifications.

ENVIRONMENTAL

Our team of reclamation specialists, Professional Aerologists and Archeologists can develop site prescriptions, and provide project , and monitoring. Our fleet of modern equipment is available to assist with spill clean-up, and disaster relief. Our crews are available 24/7 for your convenience.

AGRICULTURE

We are committed to local food sustainability, and *Buy BC* products. We are currently engaged in developing new food production locations, and forage crop developments in the region.

RAIL ROAD

Our team of e-rail safe certified management and crews have a strong relationship with both CP and CN railway. We provide siding construction, rail bed remediation, right-of-way maintenance and drainage structure replacement. Our local aggregate quarries are strategically located for supplying ballast and sub-ballast materials.





Safety



SEI is committed to the health and safety of our workers, and the environment.

Embedded in everything we do, our HSE management systems have become an integral part of our philosophy to exceed best practices. Our passion for safety excellence is instated as we ask each of our employees to pledge their commitment to ensure their safety and safety of others in their daily activities on and off the job.

Some of key HSE practices include :

- A comprehensive orientation program
- Drug and alcohol screening
- Supervisor training and mentoring
- First Aid, WHMIS, and safety training
- Daily toolbox meetings and hazard identifications



SEI preforms annual internal and external safety audits to measure the effectiveness of the Health and Safety Program.

We are taking steps to participate in ISNet World, PICS, and COR Recognition Programs.

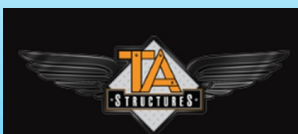
Total Number of Fatalities Cases	0
Total Number of Lost Time Cases	0
Total Number of Restricted Workday Cases	0
Total Number of Medical Treatment Cases	0
Total Number of First Aid Cases	0
Total Number of Employee Hours Worked	24,796
Total Recordable Injury Frequency Rate	0
Lost Time Injury Rate	0
Severity Rate	0

WCB Account Number: 830113
Industry Classification Code:
Industry Base Rate:
Experience Rate:



OUR PARTNERS

WE MAINTAIN CAREFULLY SELECTED PARTNERSHIPS WITH COMPANIES WHO SHARE THE COMMON GOALS AND VALUES THAT WE HAVE, AND WHO COMPLEMENT OUR CORE COMPETENCIES IN CIVIL INDUSTRIES. OUR SUCCESSFUL PARTNERSHIPS BRING FORWARD JOB OPPORTUNITIES, FINANCIAL PROSPERITY, AND COLLABORATIVE EXPERTISE FOR OUR CUSTOMERS.



WHERE TO FIND US

SAVONA LOCATION

Stk'emlupsemc Enterprises Inc.

1030 Trans Canada Hwy

PO Box 188

Savona, British Columbia

KAMLOOPS LOCATION

Stk'emlupsemc Enterprises Inc.

334 Chief Alex Thomas Way,

Kamloops, British Columbia

V2H 1H1



FINANCING

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Kamloops, BC, V2C 5R3

Contact: Leonard Bell

REFERENCES

Francy Kooistra, CAIB – Account Manager

Commercial Lines Department

Hub International Barton Insurance Brokers

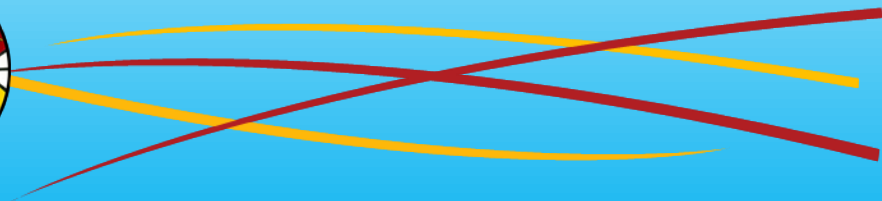
CONTACT INFORMATION

Executive Director

Leonard Jackson—250-373-0023

Civil Project Manager

Chris Leatherdale—250-262-5557



Keepers of the Flame

