



# ANNUAL REPORT 2022



Prepared for Cheam First Nation

# Members

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## MESSAGE FROM THE CEO

I am honoured to be the Chief Executive Officer of Cheam Enterprises Inc. since June 4th, 2022. I express my gratitude to the community, the Leadership, and the staff for the warm welcome to their beautiful territory. I have the responsibility to lead this remarkable company into the future. Together, we make a brighter future for those who are not yet born.

Throughout my career in First Nation Business, the transformational Leadership of the Nation's leaders, effective and stable corporate governance institutions, strategic long-term vision, and cultural customs have built the Nation's economic independence. Success does not come without the lessons of trials. Cheam Enterprises Inc. experienced a turbulent period in the last quarter of 2021, resulting in a resignation and recruitment of a new CEO. CEI Board Member Dave Barret was appointed Interim CEO for the 1st half of 2022 and supported the recruitment and transitioning of a new CEO.

Before my coming aboard as CEO, CEI had established industry partnerships that continue to generate substantial revenues and value for our shareholders. In addition, a Land Development project, Soil Materials Maintenance Facility and Cascade Skyline Gondola Project had committees, teams and partners supporting the ongoing efforts to bring these projects to fruition. I am committed to building upon this strong foundation and driving our company to even greater heights.

As CEO, one of my primary objectives is to foster a culture of accountability, transparency, and collaboration. With the 7th generation in mind, our core values will guide us through the ever-evolving business landscape. We will strive for continuous improvement across all aspects of our business to ensure that we deliver outstanding customer experiences and generate sustainable value for our shareholders.

Furthermore, environmental stewardship of the land will be a key priority for us moving forward. We recognize the importance of addressing climate change and minimizing our environmental footprint. We will invest in sustainable practices and eco-friendly initiatives to reduce carbon emissions and contribute to a cleaner future.

I am truly excited about the journey ahead for Cheam Enterprises Inc. and Cheam First Nation. With our dedicated team, strong partnerships, and unwavering commitment to excellence, I am confident that we will continue to deliver sustainable growth and create significant value for our shareholders. I look forward to the opportunities and challenges that await us.

Respectfully,

**Sam Minde**  
Chief Executive Officer

# STRATEGIC OVERVIEW

CEI has built a foundation for its operations and business approach in recent years. Starting in 2010, CEI established a business foundation focused on driving benefits back to the community, which included the early negotiation of agreements to focus on accessing training and employment opportunities.

Today, building a strategic response to the current business environment is essential to CEI's continued success. With an increasing focus on the management of lands, there is also a need to manage business impacts and risks. The current business environment of CEI includes a significant increase in partnerships and new opportunities. Managing profitability projections will be a key undertaking in this strategic cycle.

## Vision

To maintain the history of enterprise which has sustained The Xwchíyò:m for thousands of years in S'ólh Téméxw.

To provide economic development opportunities through ethical resource management, strengthening partnership opportunities while promoting fairness, respect, values and cultural integrity.

## Mission

## Core Values

Being able to bring CEI's values to the forefront of its immediate strategic response is an important exercise. Participants identified the following core values that support CEI in defining 'who are we and how we behave' in our business undertakings:

- Resilience
- Transparency
- Accountability
- Leadership - ambassador
- Generational responsibility
- Push economic limitations
- Focus on new possibility
- Community focused- engaged
- Uphold and protect Cheam's interests + right to participate and decision-making
- CEI's Business interests are tied to the land base and to identity
- Working together
- Looking after each other



# STRATEGIC GOALS

1

Build a CEI financial model to maximize profit, ensure sustainability and grow revenue streams

2

Build a regional presence and business reputation

3

Engaged and informed community on economic development process and outcomes

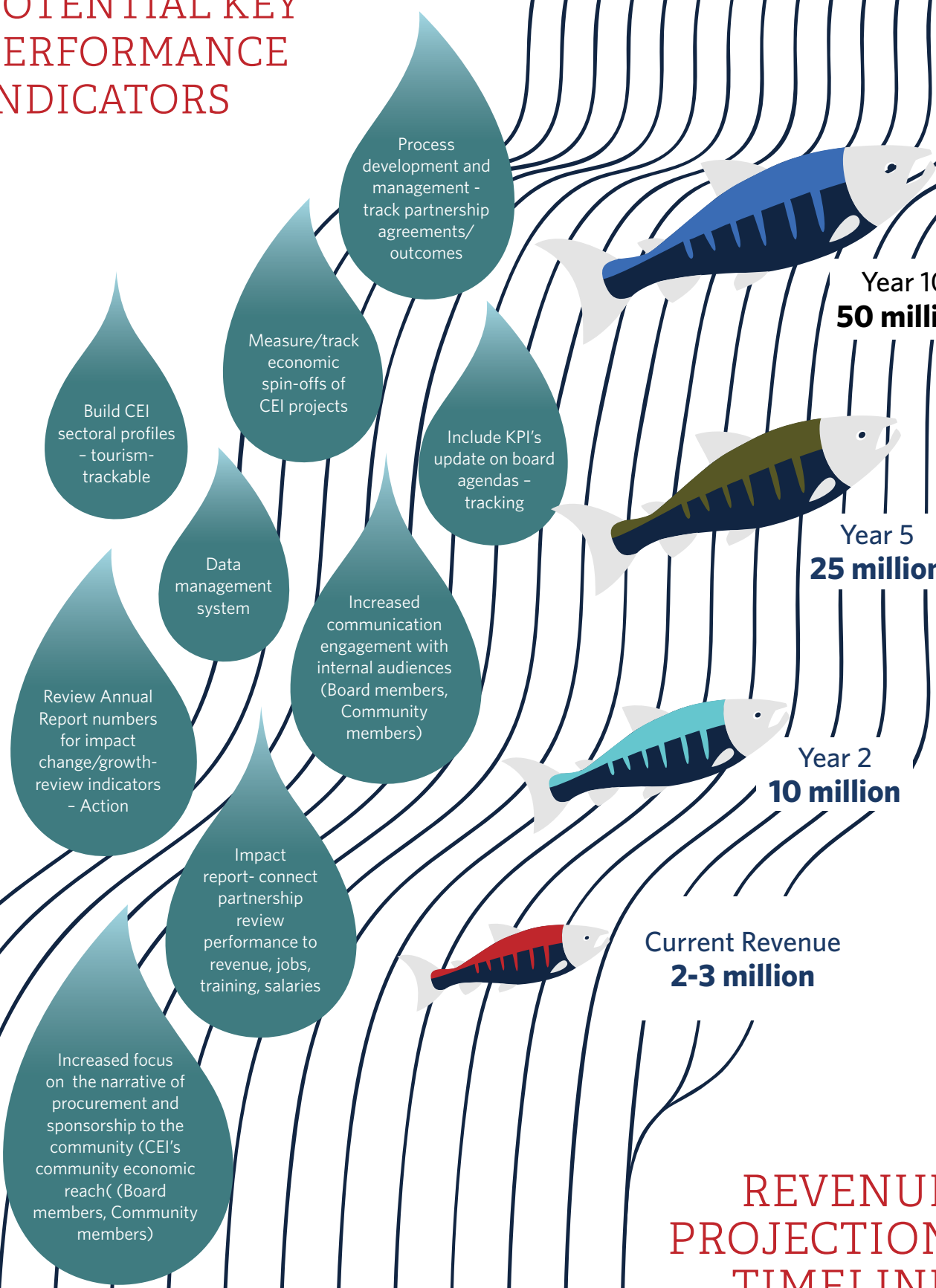
4

Diversification - build critical industry approaches and CEI participation

5

Evolve CEI governance/management structure to increase efficiency/effectiveness

# POTENTIAL KEY PERFORMANCE INDICATORS



## REVENUE PROJECTION TIMELINE

# FINANCIAL PERFORMANCE

## AT A GLANCE FOR MEMBERS

Current Assets as at Dec 31, 2022

Company	CFN Holdings LLP	CFN Ventures	Cheam Fishing Village LLP	Cheam Landfill LLP	Copper Raven LLP	Total
<b>TOTAL ASSETS</b>	<b>\$9,470,994.00</b>	<b>\$4,193,414.00</b>	<b>\$88,257.00</b>	<b>\$127,573.00</b>	<b>\$5,558,281.00</b>	<b>\$14,019,222.00</b>

Current Liabilities as at Dec 31, 2022

Company	CFN Holdings LLP	CFN Ventures	Cheam Fishing Village LLP	Cheam Landfill LLP	Copper Raven LLP	Total
<b>TOTAL LIABILITIES</b>	<b>\$1,036,999.00</b>	<b>\$89,354.00</b>	<b>\$25,544.00</b>	<b>\$642,336.00</b>	<b>\$5,885,217.00</b>	<b>\$7,679,450.00</b>

Current Income as at Dec 31, 2022

Company	CFN Holdings LLP	CFN Ventures	Cheam Fishing Village LLP	Cheam Landfill LLP	Copper Raven LLP	Total
<b>NET INCOME</b>	<b>\$607,250.00</b>	<b>\$2,948,615.00</b>	<b>(\$47,029.00)</b>	<b>(\$322,846.00)</b>	<b>(\$800,563.00)</b>	<b>\$2,385,427.00</b>

Borrowing Facilities as at Dec 31, 2022

Company	Authorized Limit	Balance
<b>TOTALS</b>	<b>\$12,215,000.00</b>	<b>\$5,127,270.97</b>





# PARTNER SHOWCASE

## AYELSTEXW (SUSTAINABILITY) CONSULTING LIMITED PARTNERSHIP

<http://ayelstexw.ca/>

### Existing project(s):

- KLTP Construction \$300,000
- Material testing \$1,100,000
- Landbase searching \$40,000
- Species of interest \$13,500

### Members employed:

- Carrielynn and others on a project-specific basis
- Ernie Victor currently on project-specific basis

**Revenue (2022):** \$28,585.22

**Status:** Active

**Risks:** N/A

**Contributing Factors:** N/A

**Counter Measures:** N/A

### Forecasted/Upcoming Priorities and Targets:

- Grant funds secured from Terrestrial Cumulative Effects - \$100,000.
- Aquatic Habitat Restoration Program secured funding of \$100,000
- Terrestrial Studies Initiative secured \$250,000
- Potential funds to be contracted from Skwah First Nation. To be planned in the next month.
- TMX post-construction monitoring (proposal) - the decision from TMX to come later in the summer

### Type of Contract, Value and Anticipated Start Date: N/A

**Employment opportunity:** Yes

# PARTNER SHOWCASE

## BLACK DIAMOND GROUP (BRITCO)

### Existing project(s):

- TMX (Office complex and modular rentals)

### Members employed:

- No current employees at this time

### Value of projects:

- \$3,735,000.00

### Status:

- In progress - estimated completion Q4 2023

### Risks: N/A

### Contributing Factors: N/A

### Counter Measures: N/A

### Forecasted/Upcoming Priorities and Targets:

- Enbridge - T-South project - P/L looping project
- Rosedale Bridge

### Type of Contract, Value and Anticipated Start Date:

- Modular rentals, TBD, 2024 - 2025

### Employment Opportunities:

- Housekeeping, Culinary/Bakers/line cooks/Chef, potential subcontracting opportunities

# PARTNER SHOWCASE

## CANRUSS PARAMEDIC OIL SERVICES LTD

### Existing project(s):

- TMEP 5B
- Jacobs Evironmental

### Members employed:

- No current employees at this time

### Value of projects:

- Jacobs (Enbridge) \$30,000.00 (2023)

### Status:

### Risks:

### Contributing Factors:

### Counter Measures:

### Forecasted/Upcoming Priorities and Targets:

### Type of Contract, Value and Anticipated Start Date:

### Employment Opportunities:

- Always seeking level first aid attendants, willing to train the right candidates

# PARTNER SHOWCASE

## GFL ENVIRONMENTAL SERVICES INC

### Existing project(s):

- Trans Mountain Expansion Project - GCC Services: Hydro Vac, Sludge Pad Waste, Waste Bins Regulated.

### Members employed: 2

### Value of projects:

- TMEP with services for the GCCs as listed above
- 2022 - CEI received - \$499,992.20 average of 10% of total billing for GFL
- 2023 - CEI estimated \$ - 489,000.00 - average of 10% of total billing

### Status:

- TMEP - The majority of GCC's should be wrapping up scopes by December of 2023.
- Trans Mountain operations - day-to-day operations - 3-year MSA in the discussion.

**Risks:** Timing regarding tank cleaning projects - alignment with operations readiness and current contracts

### Contributing Factors:

Counter Measures: Set up of meetings to discuss the upcoming projects for alignment with all's calendars

### Forecasted/Upcoming Priorities and Targets:

- Trans Mountain Operations from Hope to Westridge Terminal - Waste Management at the facilities. 3 year MSA agreement
- Fortis BC - Inland Gas upgrade project
- Enbridge T South – Operations
- Enbridge T -South Project

### Type of Contract, Value and Anticipated Start Date:

- Trans Mountain Operations MSA - Waste Management, On-Site Services, Tank Cleanings, Integrity Digs. Anticipated Start Date Q4 - 2023.
- Contract value: \$45,000.00/year for CHEAM.
- This is very preliminary as more information is coming from TM ops and can update at that time.

### Employment Opportunities:

- Depending upon total scope award of daily operations and capital projects
- 10 people full time
- Turnaround operation for Westridge Marine terminal and GFL award - 30 Seasonal
- GFL does perform 35 turnarounds/year in the mining and oil and gas industry. We are currently compiling a job description information pamphlet that will be sent out later this year. Season work force can be as high as 350.



# PARTNER SHOWCASE

## GROUND X SITE SERVICES LTD.

### PROJECT:

#### Trans Mountain Expansion Project - Michels Canada Spread 6

#### Members employed:

- 2-3 Members Employed

#### Value of projects:

- \$200,000.00 CAD

#### Status:

- Ongoing 2023 to 2024

#### Risks:

- Continuous support is required to TMEP (Trans Mountain expansion project) and general contractors for spread 6 to ensure Cheam - ground x site services ltd joint venture is getting prioritized for existing and upcoming work in their territory component to other joint ventures from Alberta and outside of their territory.

#### Contributing Factors:

- Continuous communication with Spread 6 general contractors to advise them of available equipment that operates locally in Spread 6 and employs local people, and no loan is required to be paid.

#### Counter Measures:

- Ongoing communication with the spreads to advise availability of existing equipment and services.

#### Forecasted/Upcoming Priorities and Targets:

- Continuous communication and advising general contractors of other construction services that are available, and the target is to be the last third-party contractor, Cheam-Ground x Site Services Ltd. Joint Venture to finish the project

### Type of Contract, Value and Anticipated Start Date:

- Time and material contracts for daily support work and disposal for hydrovac, semivac, and water trucks. Value is \$200,000.00 CAD

### Employment Opportunities:

- Reaching out to the community for any type of drivers, operators, and swampers with training programs as required.

### PROJECT:

#### Trans Mountain expansion project - banister pipelines spread 6

#### Members employed:

- 2-3 Members Employed

#### Value of projects:

- Ongoing negotiation. anticipated \$1,000,000.00 cad - \$1,500,000.00 CAD

#### Status:

- Ongoing negotiation.

#### Risks:

- Continuous support is required to TMEP (trans mountain expansion project) and general contractors for spread 6 to ensure Cheam - ground x site services ltd joint venture is getting prioritized for existing and upcoming work in their territory component to other joint ventures that are from Alberta and outside of their territory.

#### Contributing Factors:

- Continuous communication with Spread 6 general contractors to advise them of available equipment that operates locally in Spread 6 and employs local people, and no loan is required to be paid.

### Counter Measures:

- Ongoing communication with the spreads to advise availability of existing equipment and services.

### Forecasted/Upcoming Priorities and Targets:

- Continuous communication and advising general contractors of other construction services that are available, and the target is to be the last third-party contractor, Cheam-Ground x Site Services Ltd. Joint Venture to finish the project.

### Type of Contract, Value and Anticipated Start Date:

- Time and material contracts for daily support work and disposal for hydrovac, semivac, and water trucks. The value of the negotiation but anticipated to be between \$1,000,000.00 CAD - \$1,500,000.00 CAD, and ongoing open.

### Employment Opportunities:

- Reaching out to the community for any type of drivers, operators, and swampers with training programs as required.

## PROJECTS:

### Trans Mountain expansion project - Kiewit Ledcor TMEP and Partnership - Spread 7a

#### Members employed:

- 2-3 Members Employed

#### Value of projects:

- \$12,500,000.00 CAD

#### Status:

- Ongoing 2023 to 2024

#### Risks:

- Continuous support is required to TMEP (Trans Mountain expansion project) and general contractors for spread 7a to ensure Cheam - ground x site services ltd joint venture is getting prioritized for existing and upcoming work in their territory component to other joint ventures from Alberta and outside of their territory.

### Contributing Factors:

- Continuous communication with Spread 7a general contractors to advise them of available equipment that operates locally in Spread 6 and employs local people, and no loan is required to be paid.

### Counter Measures:

- Ongoing communication with the spreads to advise availability of existing equipment and services.

### Forecasted/Upcoming Priorities and Targets:

- Continuous communication and advising general contractors of other construction services that are available, and the target is to be the last third-party contractor, Cheam-Ground x Site Services Ltd. Joint Venture to finish the project.

### Type of Contract, Value and Anticipated Start Date:

- Time and material contracts for hydrovac and semivac trucks for daily support work and disposal. value is \$12,500,000.00 CAD.

### Employment Opportunities:

- Reaching out to the community for any type of drivers, operators, and swampers with training programs as required.

# PARTNER SHOWCASE

## INTERGRITY GEOMATICS INC.

<https://www.integritygeomatics.com/>

### Existing project(s):

- Tmep Michels
- Tmep Banister

**Members employed:** about 8 contractors

### Value of projects:

- TMEP +/- 3.5 million projected in contracts

**Status:** TMEP +/- 1.5 million projected on contracts

**Risks:** Schedule uncertainty

**Contributing Factors:** N/A

**Counter Measures:** N/A

**Forecasted/Upcoming Priorities and Targets:** N/A

**Type of Contract, Value and Anticipated Start Date:** N/A

**Employment Opportunities:** N/A

# PARTNER SHOWCASE

## MCCORMICK VENTURES LTD.

<https://www.mccormickventures.ca/>

### Existing project(s):

- TMEP Section 5B

**Members employed:** No current employees at this time

### Value of projects:

- Unknown

**Status:** Ongoing

**Risks:** None

**Contributing Factors:**

**Counter Measures:**

**Forecasted/Upcoming Priorities and Targets:**

- Hoping to average \$100,000 +/- per month

**Type of Contract, Value and Anticipated Start Date:**

- Macro - Open contract, no set value
- Bonatti - Contract currently until December 2023, \$800,000 value

**Employment Opportunities:**

- A position may become available on the spray foam truck if the need arises.



# PARTNER SHOWCASE

## SECURIGUARD SERVICES LIMITED

### Existing project(s):

- KLTP Spread 7B
- TMEP Spread 7A
- Cheam Community Patrol

### Members employed:

- Currently employs 2 Cheam Band Members in the Cheam Community Patrol

### Value of projects:

- KLTP (TMEP) Spread 7B - Revenue forecasted at \$2,703,089 until September 2023
- TMEP Spread 7A - Revenue forecasted at \$195,041 until September 2023
- Cheam Community Patrol \$360,000 Annualized

### Status:

- The project is coming to a close with a projected completion date of September 2023. The requirement for security personnel is projected to reduce significantly over the next quarter.

**Risks:** N/A

**Contributing Factors:** N/A

**Counter Measures:** N/A

### Forecasted/Upcoming Priorities and Targets:

- Work with Sam and Marg on identifying business development targets and leveraging relationships to win upcoming business. There are upcoming opportunities with Enbridge, the City of Abbotsford, the City of Chilliwack, and Molson Breweries.
- Work with the Chief, Council and RCMP to improve the safety and security of the Cheam community.
- Work with the Cheam employment agencies to find ways to generate more interest in the security industry as a career.

**Type of Contract, Value and Anticipated Start Date:** N/A

**Employment Opportunities:** N/A

# SPECIAL PROJECTS UPDATE

## ERNIE VICTOR

### SPECIAL PROJECTS LEAD, CHEAM ENTERPRISES INC

**Note:** Multiple federal and provincial sources have funded the projects noted in this report.

The “Watershed and Wildlife” projects can be noted as proposal-driven grant funding and Tourism-related business projects assigned via the Chief and Council and Cheam Enterprise Inc. (CEI) Board of Directors.

Many of the noted projects have been and will be driven by CEI subsidiary Ayelstewx with the idea to have them housed in an A.R.&T Department once a plan is in place at Cheam First Nation (CFN).

Most of the “Watershed and Wildlife” project outcomes relate to the long-term desire of CFN to have a Natural Resources Department and AR&T Department. The project deliverables and activities have and will continue to utilize CEI business flows (JV, partnerships, member businesses and others).

CEI applied for the funds on behalf of Cheam First Nation. Currently, Cheam has responsibility for:

#### Aquatic Habitat Restoration Program

- **100k capacity funding update**
  - › Foreshore capacity development
  - › Best practices for foreshore management
  - › Reporting deliverables are complete
  - › Reporting template is complete
- **Phase 2 Hope Slough Restoration Project with Cheam First Nation, Skwah First Nation, and Shxwhá:y Village**
  - › 2.1 million projected administered by CFN and managed by CEI
  - › Hope Slough Flow improvement (pond creation and restoration/sediment removal),
  - › Water Quality testing (23 water testing sites tested monthly),

- › Salmon spawning bed restoration (2 Chum spawning beds, 3 Chinook spawning beds and 2 Coho spawning beds)
- › Blackberry removal and riparian planting near and around flow improvement sites and spawning beds.
- › Cheam Skway and Skwa’ focused
- › Initiated community members’ involvement in training opportunities and contracting opportunities for Skway, Skwa’ and Cheam through Rock Face Industries (3 Cheam community members).

#### ▪ Guardian (Watershed and Wildlife Tech) Proposal

- › 150 K funded to train Cheam Watershed and Wildlife techs.
- › Support continued employment opportunities.
- › Develop a collaborative Sto:lo-wide land and water guardian strategy
- › Announcement of 4-year guardian funding cycle starts in Spring
- › With Cheam organizing a collaboration gathering of all the Lower Fraser bands, LFFA, and STSA guardian projects, we have contacted most guardian projects which are supportive.

#### Terrestrial Studies Initiative

- **250k project update**
  - › Gondola support funds that turn to Cheam equity
    - o TUS analysis and updates
      - ~ TTML and Cheam TUS analysis
      - ~ Updating Cheam TUS with 20 plus more interviews
      - ~ Gathering of SRRMC TUS data and interviews that belong to Cheam
    - o Mountain groundwater study
      - ~ Work is currently ongoing
  - › Online data management program
    - o System is set up and was presented at an open house in Cheam Gym
  - › Species of interest research
    - o Spotted Owl, Pacific Blue Salamander, Mt. Goat, and Cedar completed.

# SPECIAL PROJECTS UPDATE

## Terrestrial Cumulative Effects Initiative

- **100k capacity funding update**
  - › Recreational Vehicle impact research
    - Gill Bar impacts research
    - Mountain impacts research
  - › Measuring of current state of the environment (invasive measurements and removal)
    - How have the invasives impacted the CFN people
    - What does this state of the environment mean to CFN (socially, culturally, economically, and politically)
      - ~ Hosted a community gathering
- **250k project mountain-focused proposal Phase 2 was submitted June 30, 2023, and detailed work plan and budget in negotiations**
  - › Need Chief and Council motion to move a proposal in the federal system
  - › Will measure impacts of Forestry activities within our Traditional Territory
  - › Measuring impacts of Gondola construction and operations
    - Working with Gondola corporation goals and Cheam's Watershed and Wildlife goals to expose mutually beneficial actions

## British Columbia Salmon Restoration and Innovation Fund

- **Joint application between Skwah, Cheam, SRRMC and Chilliwack City, plus NGOs**
- **Is currently administered by STSA starting September 2023**
- **4 years of funding up to 1 million per year**
- **Gill Island focus**
  - › Have inventoried inside channel ponds with regular site visits
  - › Designing mammal and bird inventory
- **Chilliwack City will continue with a tenure application for granted access to Gill Bar for the project (closed to public)**

- **Cheam First Nation, along with Skwa' First Nation, is currently examining the process of creating an Indigenous Protected Conservation Area (IPCA)**
- **The application has been approved**

Currently, CFN has assigned three special projects to the CEI Special Projects Lead. The first project is the Cheam Fishers Bank Stabilization Project, the second is the Backwash Re-connectivity Bridge Construction Project, and the third is the Cascade Skyline Gondola Corp.

## Ferry Island Backwash Re-connectivity project

- **1.1 million project funded by MOTI**
  - › Activities completed include fisheries studies, environmental studies, detailed habitat restoration plans, Geotech studies, design plans for bridges, survey studies and archaeological assessment
  - › Next Steps
    - Insurance forms
    - Sign contribution agreement between MOTI and Cheam
    - Procurement for the construction stage upcoming delayed due to unresolved Crown Lands/Groundwater legislation

## Fishers Beach Bank stabilization project

- **1-million-dollar project funded by EMBC**
  - › Activity updates presented to council (site visits for Survey, Geo-tech, Archeology, Environmental, Aquatic, and Cheam member fisheries)
  - › Enbridge and CN Rail responses are not complete
  - › Detailed design stage completed and accepted by C&C meeting motion
    - The construction stage is nearly complete and is managed out of the Governance program at CFN



# CHEAM FISHING VILLAGE

<https://www.cheamfishingvillage.com/>

## OVERVIEW

On May 16th, 2022, the campground experienced a changeover in relation to the Park Operations Manager. Noelle and Ray Hartt, both former employees of Cheam First Nation, arrived in support of Cheam First Nation’s vision for the development of the campground. Due to the unprecedented late freshet and above-average rainfall for the month of June, the campground experienced significant flooding issues and some damage.

The flooding impacted the lower riverside sites, upper field, and the main roadway in and out of the campground, as well as a partial loss of the group site embankment wall (riprap); the campground had a partial closure for (2) weeks and a full closure for (1) week. Unfortunately, the full closure spanned over one of the busiest long weekends of the season, Jul 1st. To attempt to mitigate the loss of revenue, the season was extended to Oct. 10th and was well received by guests. Despite this stressful time, we successfully navigated the challenges and demonstrated resilience.

Consistent operations, support, and professional development opportunities were offered to CFV staff. Maintenance Supervisor Dacian Victor and Maintenance Worker Wesley Edwards completed their First Aid Snow Removal Course (incl bobcat and mini excavator operations) in Nov. 2022.

Improved information on the standards of what guests can expect during their stay at CFV and clear guidelines and etiquette required from our registered campers was improved. The CFV team strived and promote a quiet, safe, family-oriented space for all visitors.

## OPERATIONS

In November 2022, in preparation for the 2023 season, we implemented Camp Spot after researching several online reservation software. This online web-based reservation booking system offers guests the convenience of reserving online. This has greatly improved the booking process for those who live internationally and increased revenue around cancellation and pet fees. Payments and digital signatures, accepting the Terms & Conditions, also expedite the guest’s check-in upon arrival, which guests have expressed is one of the key features they appreciate. Risks or significant issues – flooding (working with EMBC re: installing Tiger Dams & sandbags Wins include building rapport with our guests and having an amazing maintenance crew.

## STATISTICS: MARCH 15, 2022 - OCTOBER 10, 2022 (2022 SEASON)

- Overall occupancy for the 2022 season was 47.8%
- Increase in site traffic from guests travelling from Germany, Netherlands, UK, and Switzerland

## OPERATIONS

The team is optimistic about our prospects while focusing on operational excellence. The team will continue to research and seek funding through grants to maintain our competitive edge, emphasizing issues that directly impact operations, revenue, and the overall guest experience.

## CASCADE SKYLINE GONDOLA CORPORATION

<https://cascadeskyline.com/>

### 95 MILLION PROJECT FINANCED BY THE PRIVATE SECTOR:

- Archeological research undertaken
- Provincial permitting undertaken
- First Nation consultation undertaken
- Environmental research undertaken
- Geotech research in progress
- Traditional Use and Occupancy research in progress
  - Aylstexw report completed
  - TTML TUS complete and reviewed by the joint technical team
  - On-going Cheam occupancy and use research in progress via CSGC
- Capital Expenditure due diligence needs updating
  - Prime Contractor North Construction (Kevin Webb) introduced to Cheam members who own businesses.
- Cheam Ownership due diligence to be documented (limited partnership and general partnership clarity – to be determined).



# HUMAN RESOURCES

## CHEAM ENTERPRISES INC. STAFF

- **Sam Mind, CEO**

A highly successful First Nation MBA Executive, Sam brings over a decade of expertise in business development, board governance, corporate leadership, and Indigenous stakeholder relations. Sam has a proven track record that speaks to his ability to drive growth and foster relationships that deliver results. Sam has a diverse skill set and unwavering dedication and is confident in his ability to take on any challenge and exceed expectations.

- **Marg Schulz, Director of Operations**

Marg is currently serving as the Director of Operations, a position she has held since February 2023. Prior to this, she was hired as the financial controller in February 2021. In her current role, Marg is responsible for overseeing all aspects of company operations. Her duties include managing day-to-day operations, optimizing processes, and developing strategies to improve business performance.

- **Ashley Douglas, Administrative Assistant**

Cheam Enterprises Inc. welcomed Ashley Douglas to the team. As the Administrative Assistant at CEI, Ashley brings strong attention to detail, exceptional organizational skills, and a proactive approach to support the company's daily operations while maintaining administrative tasks, scheduling, and providing outstanding support to our CEO. Ashley is committed to contributing to CEI's smooth and successful functioning and supports communications with our community members on current projects and community engagement.

- **Michael Victor, Finance Manager**

As Finance manager at CEI, Mike manages diverse financial tasks including accounts reconciliation, accounts receivable and accounts payable and tax filings. Michael also handles payroll processing, maintains employee records, and administers benefits. This role involves preparing financial statements, addressing inquiries, and organizing filing system. This position demands a meticulous approach to finance and employee data, emphasizing accuracy and efficiency.

- **Ernie Victor**

Ernie has over 20 years of experience working for our natural resources, including salmon, water, woodlands, and earth-related works. In his role within Cheam Enterprises Inc. (CEI), he supports Cheam's natural resources, including Fraser Basin Council, Fraser River Aboriginal Fisheries Secretariat, Lower Fraser Fisheries Alliance, and respective tribal Councils. Ernie is a co-founder of CEI, has served as a director for 12 years, and operates as the Special Projects Lead for CEI and Cheam First Nation.

## CHEAM ENTERPRISES INC. BOARD MEMBERS

- **Russell Victor**

- **Andrew Victor (Chief)**

- **Michael McDonald**

- **Annie Silver**

- **Dave Barrett**

# TAKE THE CHEAM ENTERPRISES INC. COMMUNITY ENGAGEMENT SURVEY

## HOW TO COMPLETE THE SURVEY

You can complete the survey online by visiting: <https://www.surveymonkey.com/r/YGXP9Q6>

## WHY ARE WE CONDUCTING A SURVEY?

At CEI, we are eager to hear from our members. We are passionate about community engagement and want to learn more about what you want to see added, changed, or remain the same in the community. Please take a moment to complete this short survey and provide us with your thoughts and hopes for the future.

## NEED ASSISTANCE?

If you have questions, please contact [info@cheamenterprises.ca](mailto:info@cheamenterprises.ca) or call **604-745-8055**, as we would like to hear your concerns, comments and feedback directly.

## ABOUT CHEAM ENTERPRISES

Cheam Enterprises Inc. (CEI) is the operating company for CFN Holdings LP - the wholly-owned economic development corporation of Cheam First Nation. CEI has a mandate from the community to increase revenues and employment opportunities for the membership. The company has numerous partnerships placed across various industry sectors, exploring sustainable growth and development opportunities in the traditional territory of the Cheam First Nation.

