

# NACHO NYAK DUN DEVELOPMENT CORPORATION ANNUAL CITIZEN MEETING 2022



WHITEHORSE | OCTOBER 27, 2022

MAYO | OCTOBER 30, 2022



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# THE NNDDC TEAM

## STAFF



JANI DJOKIC  
CHIEF EXECUTIVE OFFICER



JULIA SPRIGGS  
CHIEF REINVESTMENT OFFICER



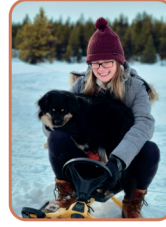
JENN MURTAGH  
FINANCIAL CONTROLLER



SARAH FREY  
COMMUNICATIONS MANAGER



NICOLE HUTTON  
COMMUNITY PROJECT  
COORDINATOR



LINDA GRAYDON  
FINANCIAL ACCOUNTANT



TARAH PIEAU  
EXECUTIVE & OPERATIONS  
ASSISTANT



HECTOR CAMPBELL  
CHAIR OF THE BOARD



DAWNA HOPE  
DIRECTOR

## BOARD OF DIRECTORS



JORDAN PETERSON  
DIRECTOR



TRUDY TAYLOR  
DIRECTOR



LYNN HUTTON  
DIRECTOR



ARTHUR MITCHELL  
DIRECTOR



GREG BOLTON  
DIRECTOR

## BUSINESS TRUST



DONNA HOGAN  
TRUSTEE



FLORENCE PILON  
TRUSTEE



TERESA SAMSON  
TRUSTEE

# NNDDC BUSINESSES

**100%**  
OWNERSHIP



**51%**  
OWNERSHIP



11%  
Interest



3.33%  
Interest



18.75%  
Interest



12.5%  
Interest



50%  
Ownership



10%  
Ownership



5%  
Interest



35%  
Ownership



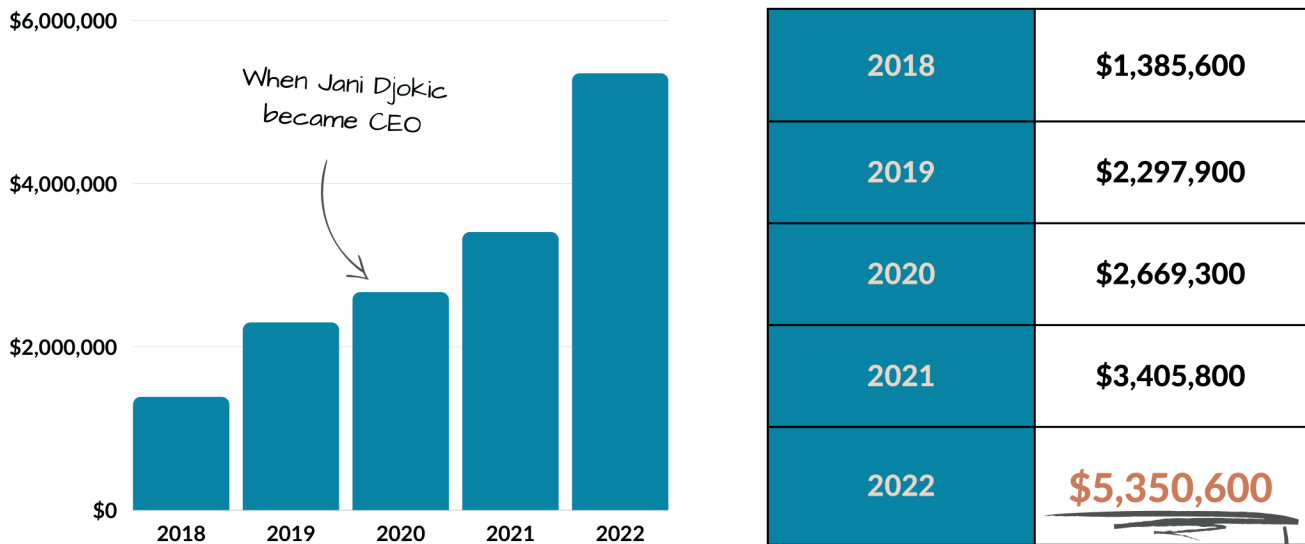


# FINANCIALS

## NNDDC STANDALONE FINANCIALS

### NNDDC Net Worth Over 5 Years

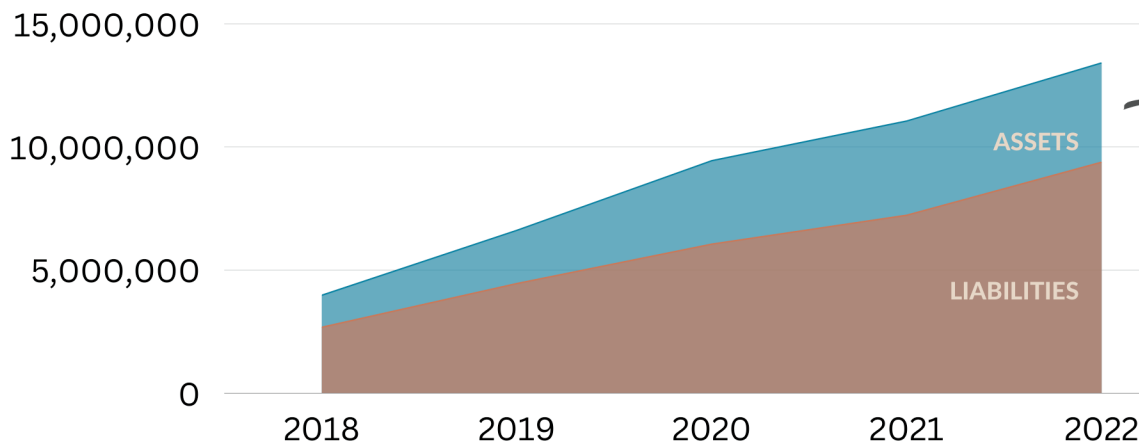
Calculated as of March 31, 2022



We've **DOUBLED** our net worth in two years!

### NNDDC Assets vs. Liabilities

Calculated as of March 31, 2022



A growing gap between our assets and liabilities means good financial health. The bigger the gap, the more financially secure we are.

## NNDDC Major Investment Health

Calculated as of March 31, 2022

Investment	ROI (%)	IRR (%)	NPV (\$)
Helicopter Lease	15%	16%	\$71,650
Aircraft Lease	12%	11%	\$32,989
Tire Equipment Lease	7%	10%	\$854

### Return On Investment

The key measure of the profit derived from any investment. It is a ratio that compares the gain or loss from an investment relative to its cost.

### Internal Rate Of Return

A metric used in financial analysis to estimate the profitability of potential investments. IRR is a discount rate that makes the net present value (NPV) of all cash flows equal to zero in a discounted cash flow analysis.

### Net Present Value

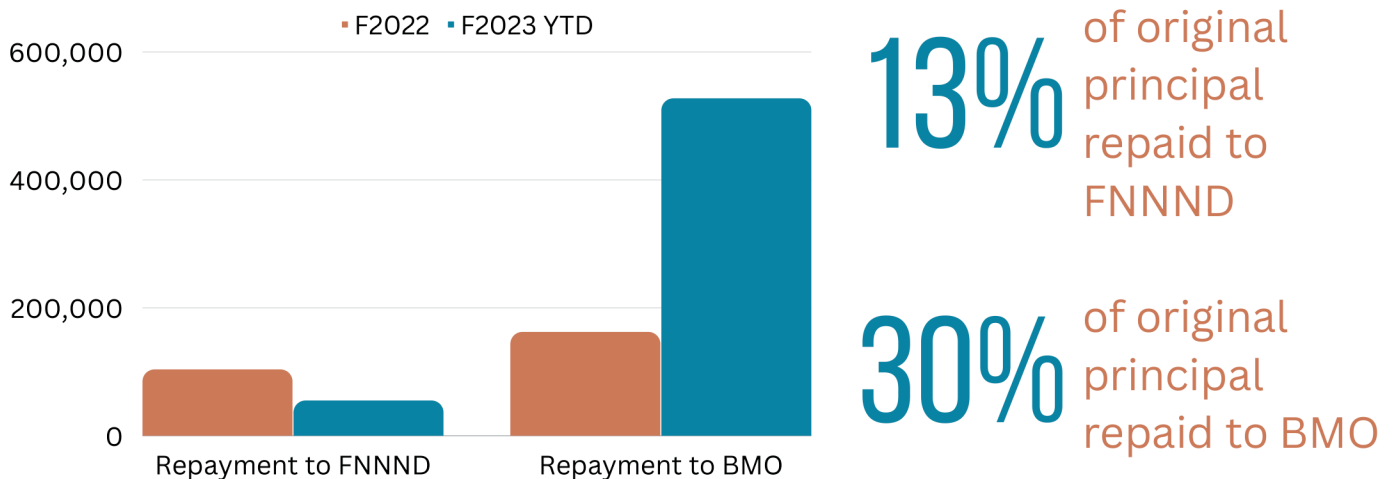
A method used to determine the current value of all future cash flows generated by a project, including the initial capital investment. It is widely used in capital budgeting to establish which projects are likely to turn the greatest profit.

Helicopter leasing is currently our best performing return on investment.



## NNDDC Debt Repayment

Calculated as of October 15, 2022



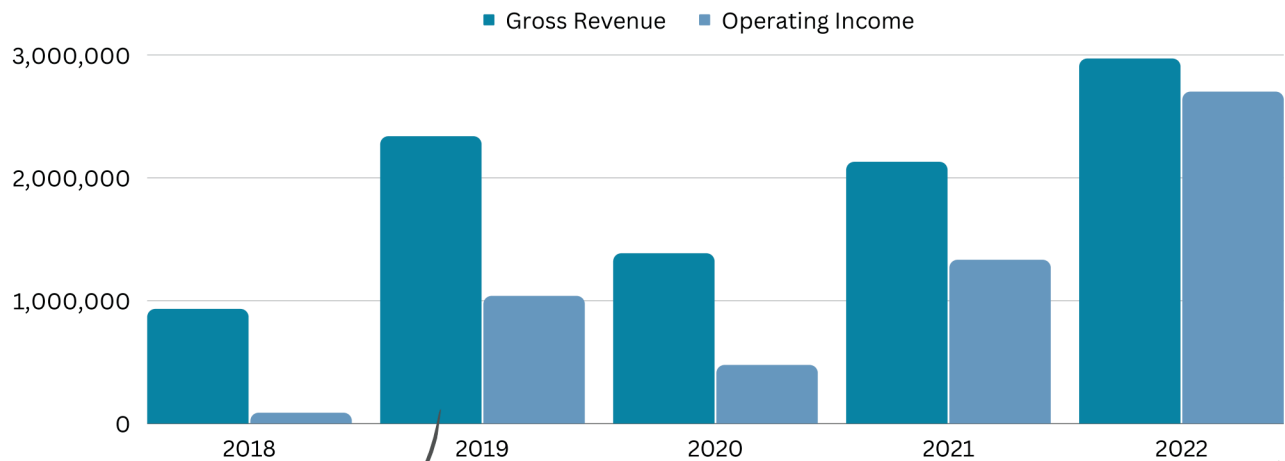
## NNDDC Gross Revenue By Year in Detail

April 1, 2021 - March 31, 2022

2018	2019	2020	2021	2022
\$929,200	\$2,334,700	\$1,382,100	\$2,126,600	<b>\$2,967,300</b>

## NNDDC Gross Revenue vs. Operating Income

April 1, 2021 - March 31, 2022



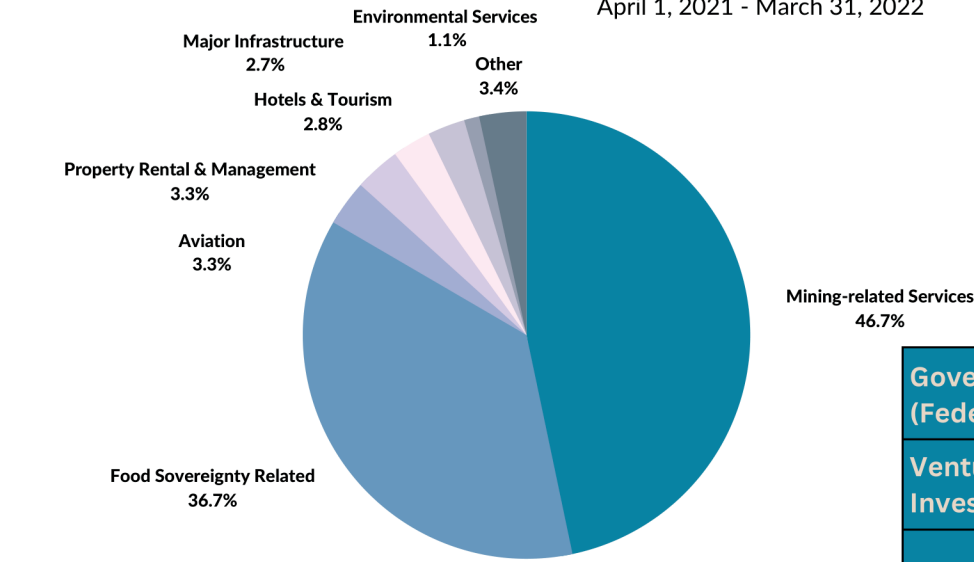
Victoria Gold took on the majority of their mine construction in 2019, which meant a temporary jump in business activity.

The gap between Gross Revenue and Operating Income (EBTDA) is shrinking, meaning we are becoming more efficient as a business.

# NNDDC COMBINED FINANCIALS

## Combined Gross Revenue by Sector

April 1, 2021 - March 31, 2022



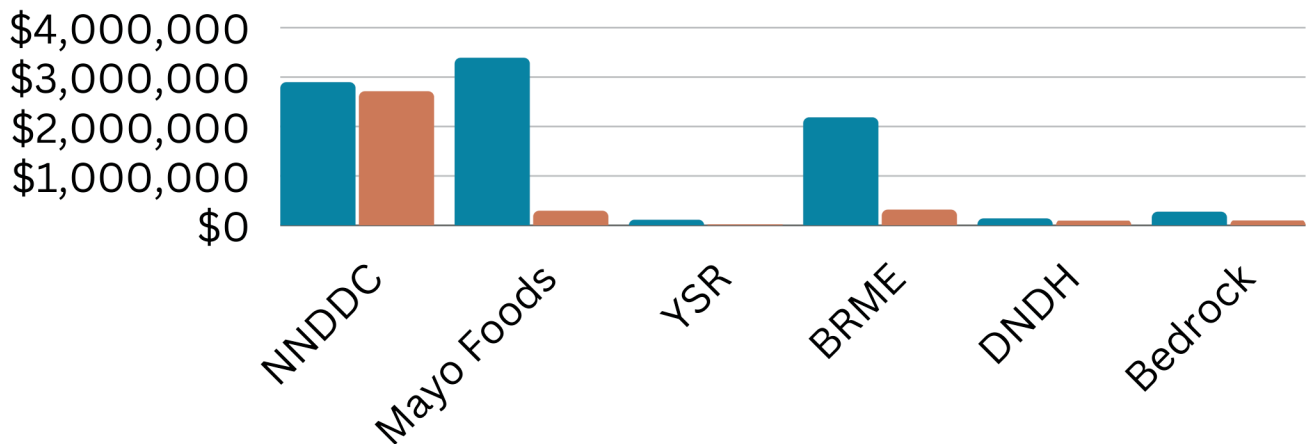
In 2016 the Business Trust instructed NNDDC to diversify our revenue streams to be less reliant on mining and food sectors. We have been successfully accomplishing this.

### "Other" Breakdown

Government Grants (Federal & Yukon Gov.)	0.77%
Venture Capital Investment	1.04%
Equipment Leasing	0.83%
Manufacturing	0.49%
Management Fees + Professional Services	0.21%
FNNND Contracts	0.02%
Other	0.07%

## Combined Gross Revenue by Entity

April 1, 2021 - March 31, 2022

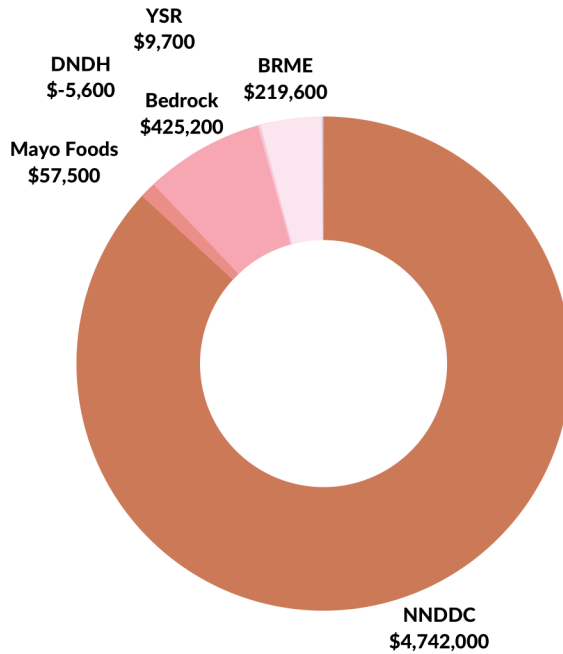


Total Combined Gross Revenue | **\$8,900,200**

Total Combined Operating Income | **\$3,496,060**

## Combined Net Worth Broken Down by Entity

Calculated as of March 31, 2022



Across all NNDDC entities, the **combined net worth is:**  
**\$5,448,400**

## Fiscal Year 2022 Assets vs. Liabilities by Entity

Calculated as of March 31, 2022

	NNDDC (100%)	Mayo Foods (100%)	YSR (51%)	BRME (100%)	DNDH (35%)	Bedrock LP (51%)
<b>Total Assets</b>	\$8,772,000	\$1,127,500	\$175,600	\$479,000	\$1,278,100	\$936,900
<b>Total Liabilities</b>	\$4,030,000	\$1,070,000	\$156,600	\$259,500	\$1,294,000	\$103,200
<b>NNDDC'S Share of Net worth</b>	\$4,742,000	\$57,500	\$9,700	\$219,600	-\$5,600	\$425,200

NNDDC's share of net worth is based on the percentage of ownership.

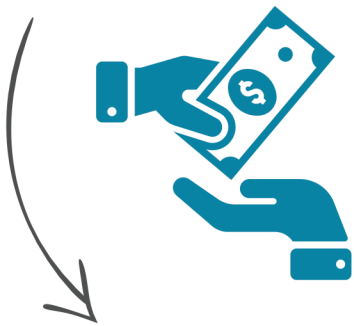


# COMMUNITY REINVESTMENT

**\$158,400**

**in loan repayments**

made to the First Nation of  
Na-Cho Nyäk Dun.



These are payments on historical loans from FNNND. Only one loan has a loan agreement that requires \$5k paid annually, while the others have no repayment terms. We have chosen to go above and beyond the requirement.

**we provided**  
**\$10,000**

in scholarships  
and awards.



**\$8,900**  
**total given**

In the direction from community Elders, **we matched 100%** of the proceeds from Dan Hunay book sales, with all proceeds going to cultural programming at the community daycare.

**\$5,200** for the  
**"Sunrise Absorb"**  
skateboard  
program with  
JV Clark  
School.



**we invested**  
**\$46,600**

into Ihdzí' Ihlé ts ę  
(café and multiuse  
space) operating &  
maintenance costs.



We have supported  
various community  
initiatives totaling

**\$3,800**

**\$13,300**  
given in **sponsorship**  
support of  
community events.

Calculated from April 1, 2021 - October 13, 2022

# PROPERTIES & HOLDINGS

## MAYO FOODS - OUR COMMUNITY STORE

Mayo Foods continues to be a profitable business in addition to providing quality foods and an essential service for the community of Mayo, NND Citizens, and the region. In 2022 we witnessed a significant rise in inflation across Canada (9.1%), which has caused constraints on our operations. Despite significant increases in costs from inflation and rising fuel prices, the decision was made to prioritize affordability of key staple items at Mayo Foods. We were able to remain a profitable business and absorb inflation costs while ensuring access to the items people need locally.



With support from CanNor, we were able to introduce many improvements to our store offerings and amenities – these included a redesigned coffee bar, hot foods bar, chicken fryer and chicken rotisserie. With these improvements we're able to provide a small seating area for community members to sit and enjoy a hot cup of tea or coffee, while increasing options for prepared food options in Mayo.

This year Mayo Foods underwent a store reorganization that maximized shelf space and the customer experience. An overview of inventory was conducted to allow for a more streamlined approach to ordering products that customers want.

Mayo Foods continues to work with locals to provide retail opportunities for locally made food and goods. We're currently proud to stock items from The Yukon Soaps Company, First Peoples Coffee and ColdAcre Food Systems.

Like many businesses across the Yukon, Mayo Foods is struggling with a staffing shortage and is actively working towards hiring and developing more resources for staff, including Mayo Foods-owned staff housing. This work is still ongoing.

## HOTEL PROPERTIES



NNDDC is 51% owners in Bedrock Hotel Limited Partnership which now owns both the Bedrock Motel and Northstar Motel. The Northstar Motel is a new acquisition and was only purchased in April 2022. As such, we have not yet been able to begin any major upgrades to the property. However, Bedrock has undergone many improvements in addition to the initial bedroom renovations completed at purchase. With support of funding from Yukon Government's Energy Branch, we have been able to make the Bedrock more environmentally friendly and reduce our energy consumption and output - these improvements include installing solar panels, a new boiler system, weather stripping, and replacement of all windows. When the property was purchased, only 4 of the 10 RV sites were serviced and we have now connected each site to water, septic, and WiFi.

Our partners at NVD continue to provide discounts for NND Citizens to allow for easier travel throughout the territory.

## IHDZÍ' IHLÉ TS Ẹ - HEART TO HAND REPURPOSING THE CAFE SPACE

The café space in Mayo is recognized to be an important part of the community, and we are prioritizing its reopening. Historically, this has been a loss leader with operating costs and repairs and maintenance exceeding revenues earned. We recognize that the opening and closing of the café has had an impact on the community and we want to create something that will last. We are working with YukonU, as well as other partners, to build an offering that is relevant to our community. Our vision for this space is one that is long-term, sustainable, and offers a wider range of services to the community, while reducing barriers for those to use the space.



Ihdzi' Ihlé ts ę, named after the program that inspired it, will be a hub that includes a space for artisans, textile production and a kitchen space that allows for multiple food operators to provide service to the community. We're working hard on re-opening this space soon, and looking to create a space that includes:

- Inclusivity for all folks
- Learning environment
- Safe gathering space
- Retail space for artists to sell products
- Low barrier access to communal commercial infrastructure
- Entrepreneurial support services
- Community-based programming
- Food innovation



## SAVE THE DATE

Yukon University Open  
House & Ihdzi' Ihlé ts'ę  
Artists Market  
December 9

Artisan Market  
December 12, 13, 15, 19, 20,  
22

Renovations are currently being completed in an effort to have folks in the space over the next few months. Please follow our social media channels to stay up to date, and let us know what you want to see in this important space.

"I feel so lucky to be a part of the planning process for the creation of Ihdzi' Ihlé Ts'ę. We see this space as being so much more than a storefront, we want it to feel warm and inviting - a place to boost community pride and collaboration. To help with that we're going to offer relevant workshops regularly to help people find whatever kind of success they're looking for.

Whether you have one single piece to sell or 100, want to display a piece of art, have a delicious new baked good, or just want to come hang out and sip your coffee - we want everyone to feel welcome. The plan is for it to be as versatile as possible so that we can provide a wide variety in goods and services - everyone in town has a chance to showcase their talents! Having another place to be proud of in the community is always a win, but more than that I hope that this space can bring some life back to this little town." - Nicole Hutton, Community Project Coordinator



Part of building improvements includes the addition of a ramp at Ihdzi' Ihlé ts ę. This accessibility measure helps to ensure that everyone will have access to this community space.



# A YEAR IN REVIEW

## GREEN INITIATIVES - OFF-GRID ENERGY SOLUTIONS

*Solar Generator (Central Yukon Equipment Leasing LP)*

In collaboration with Solvest Inc., NNDDC was successful in designing and manufacturing a 27-kilowatt portable solar generator for Snowline Gold Corp.'s exploration camp. This generator replaced their diesel generator and is projected to **reduce the operation's carbon emissions by 90%**. The generator is the first of its kind in the Yukon and is currently on a five year lease with Snowline Gold Corp. While NNDDC isn't new to green energy investments, this project is NNDDC's largest investment in the green energy sector, and is an example of how profits can be made while prioritizing the land and water.



## CREATION OF YUKON FIRST NATIONS AIR LEASING LP

*(YFNAL LP)*

NNDDC was integral in the leadership and development of this new corporation with partners across other Yukon First Nation development corporations. YFNAL LP purchased two King Air 350s that are currently under lease to Alkan Air Inc. for the use and provision of medevac services to Yukon Government. This means that Yukon First Nations fully own the planes that provide essential emergency services to the entire territory for the first time in Yukon history. **Yukon First Nations don't just have a seat at the table - we own the table.**

As more Yukon First Nation Development Corporations join the partnership, we are actively seeking new investment opportunities in medevac and wildfire industries across Canada. We anticipate that YFNAL LP will be a significant source of revenue for NNDDC and will grow to become one of our flagship corporations. NNDDC currently holds the Chairperson seat on the YFNAL LP board.



# SEED & HONOURABLE HARVESTING WORKSHOPS

Yukon Seed & Restoration (YSR)



Yukon Seed & Restoration (YSR) is a NNDDC company that works towards the restoration and reclamation of Yukon's disturbed and contaminated sites, especially those impacted by mining activities. YSR seeks to develop the Yukon's first native seed bank in support of this goal.

This year, in collaboration with the First Nation of Na-Cho Nyäk Dun, NNDDC hosted honourable harvesting workshops where participants were guided on the land by

Elders and Knowledge Keepers on how to collect and use certain medicinal plants, as well as collection and processing of seeds from rosehips, soap berries, bear root, and many more. This program allowed for the sharing of local Traditional Knowledge, opportunity for youth and Elders to connect, opportunity to get out on the land, and participate in community and ecological healing.

YSR has entered into eight contracts across the Yukon to participate in environmental restoration and reclamation with native seeds. One of these projects include Yukon Government Department of Highways and Public Works for the Ethel Lake Road right of way stabilization activities. During this work YSR conducted willow staking for soil stabilization along the road, instead of introducing synthetic materials into the environment. YSR has also performed vegetation and seed surveys, seed collection and reclamation planning with partners including Snowline Gold Corp and Ensero Solutions.

NNDDC plans on continuing this exciting work that bridges revenue opportunities within the scope of environmental healing and traditional economies. We hope that we can take on the restoration work for both the Eagle Gold and Keno Hill mining projects.

"I was excited to learn about seed collection, planting, all the different types of seeds (there is lots), traditional knowledge of seeds and life"  
- Eliza Moses



# SUPPORTING EDUCATIONAL PURSUITS

The core of NNDDC's values and goals begins and ends with the wellness and success of Na-Cho Nyäk Dun Citizens, and the lands and waters of our traditional territory. Part of experiencing financial success in business operations means reinvesting those dollars back into the community. Since April 1, 2022, NNDDC has reinvested \$10,000 into scholarship funds for Citizens.

We've also been dedicated to bringing NND Citizens into our offices in order to help foster the development of a diverse set of professional skills and work experience. Devon Sagers interned with NNDDC through Yukon University's Business Administration and Accounting program during spring 2022, and has now gone on to pursue a Masters in Public Administration. Throughout Fiscal 2022 to-date Tess McLeod has worked alongside NNDDC and FNNND in the research and writing of her masters thesis on Comprehensive Community Benefit Agreements and transitioning them toward economic reconciliation, as well as working with industry partners to start their own scholarship programs.

NNDDC continues to support the MOU signed between NND and Carleton University focused on community-based research projects by providing internships to Carleton students and collaborating on community programs. Our flagship operation has been co-teaching with Carleton University at JV Clark School for the "Sunrise Absorb" skateboard program. This collaboration has been with Carleton's School of Industrial Design and Business School program.

NNDDC additionally provided fox fur to all participants of the garment-making program to facilitate the design and development of new garments post-graduation. We are excited to collaborate with Yukon University on the next rendition of this program and phase 2 for graduates.



Since April 1, 2021  
we have reinvested  
\$23,000 into  
educational  
pursuits.

Congratulations to  
all our scholarship  
winners!

**NNDDC Education Pursuits Scholarship, Fall 2021 | Marshall Buyck**

**NNDDC Educational Pursuits Scholarship – Masters in Public Administration, Winter 2021 | Devon Sagers**

**NND EBA Land Protection Corporation Scholarship, 2022 | Tommy Plouffe and Maggie Wallingham-Schultz**

## “SUNRISE ABSORB” SKATEBOARD PROGRAM



In partnership between NNDDC, the First Nation of Na-Cho Nyäk Dun, Carleton University, and JV Clark School this recurring “pop-up” shop is a youth-led and run project that sees youth designing and building custom skateboards with the intention of selling them online. Last school year, students created their brand, logo, mandate, and vision, and decided upon a 50/50 commission model when items are sold - 50% is paid in commission to the artist and 50% is reinvested back in the program. The intention is to promote a diverse set of skill

building, healthy lifestyles, and creative outlets in mediums that are relevant and enjoyed by youth, while also encouraging entrepreneurship.

The shop, named by students, is titled “Sunrise Absorb”. Carleton University students will be visiting in October 2022 and February 2023 during which we aim to launch the online shop. Most program work occurs when personnel and students from Carleton University can travel to Mayo and lend their technical and manufacturing skills and assist in the design and development of the skateboards. However, Parr Quviananqtuliaq, who has been the program facilitator thus far is moving to Mayo from Cape Dorset, Nunavut with hopes of continuing this program long-term. This program is set to occur again in 2023, and aims to continue engaging Mayo youth in building skills including design, entrepreneurship, and 3D printing.

## MAYO FOODS YOUTH LANGUAGE PROGRAM

In collaboration with Na-Cho Nyäk Dun Elders, NNDDC facilitated a language revitalization project on behalf of Mayo Foods, where the Northern Tutchone words for food and items will be included in store signage. The program was facilitated at JV Clark and youth were invited to engage in language activities that were fun and provided an opportunity to learn their language. This program is set to continue at other NNDDC properties, with the intention to increase cultural relevance in FNNND’s home community and create more opportunity for young people to learn Northern Tutchone.



Youth artwork from the language programs.

# FUTURE OPPORTUNITIES & 2023 ANNUAL UNDERTAKINGS HIGHLIGHTS

## NEW ADDITIONS TO OUR TEAM

*Alone we can do so little; together we can do so much.*

### NICOLE HUTTON | COMMUNITY PROJECTS COORDINATOR

Nicole Hutton's addition to the NNDDC team is vital to strengthening our connection to the community and increasing ties to other community efforts. As an NND Citizen, Nicole is an important voice and connection to community that ensures that the voices of Citizens are at the centre of everything we do. Nicole has been integral with the development and delivery of community programs, and we are excited for how she will impact the direction of NNDDC's future.

### JULIA SPRIGGS, CPA | CHIEF REINVESTMENT OFFICER

Julia Spriggs, CPA, joined the NNDDC team in May 2022 as the Chief Reinvestment Officer. This new role is a rethinking of our work in not how we can just continue to grow financially, but how we can continue to invest in the health, self-sufficiency, sustainability, and holistic economic reconciliation for our community. Julia is the "heart centre" of our organization, and has been a cultural changemaker in evolving how business can be done by embracing a wellness-first approach.

Julia is dedicated to fostering a relationship based approach to building strong communities, people, language, and land, and works closely with Nicole and Jani. She has been accomplishing this by ensuring that NNDDC's investments, business acquisitions, and business activities are aligned with the needs and values of the organization and community.



## SARAH FREY | MANAGER OF STRATEGIC COMMUNICATIONS

Sarah Frey's addition to NNDDC was born out of the recognition that deeper and broader communications with Citizens is needed. We are excited for the expertise she brings to our organization and how she will be a leader in developing and delivering ongoing, consistent, and transparent information and updates about NNDDC. From financial performance, to operational updates, and especially opportunities for Citizens and how we are reinvesting into the community, Sarah is committed to fostering deeper relationships between NND Citizens and your Development Corporation. Our relationships between Citizens, the Nation, our partners, and the public is a priority that we are dedicated to growing for years to come.

## BUILDING A STRONGER ORGANIZATION

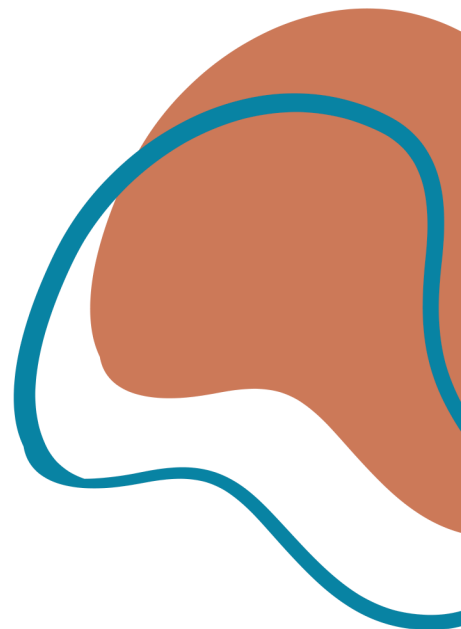
Every strong organization is built with strong foundations...

### GOVERNANCE & COMMUNICATIONS COMMITTEE

In the summer of 2022, we launched a subcommittee of our Board of Directors focused on the stronger development of our communications and community relationships from a governance standpoint. Chaired by Jordan Peterson and supported by Directors Dawna Hope, Hector Campbell, and Jani Djokic as CEO. We feel strongly that this committee will renew our commitment to our responsibility to our relationship with the First Nation of Na-Cho Nyäk Dun, stakeholders, and associated governing entities. The primary focus of the Governance & Communications Committee is operationalizing the MOU, signed in 2017, between FNNND, NND Business Trust, NND Investment Trust, and NNDDC. This MOU outlines roles, responsibilities, and reporting structures of each entity, as well as how we envision working together for the benefit of all NND Citizens.

### POLICY DEVELOPMENT

AS NNDDC is embarking on a period of organizational growth, we have identified the need to prioritize the development and implementation of strong core organizational policies. This is a vital foundation for any strong and resilient organization. We are determined to foster a healthy and sustainable business model that is founded on standards of excellency. We believe that the way to accomplish this and ongoing organizational sustainability is through strong core policies - we are currently finalizing drafts of our new HR Policy and Finance Policy.





## GREEN ENERGY LEADERSHIP

NNDDC received funding from NorthernREACHE to complete all the remaining advanced feasibility and engineering work needed for the potential construction of two 2 MW solar farms. These would produce energy that would be sold to Yukon Energy and would be subject to a 25-year power purchasing agreement. Once all feasibility and engineering is complete, a decision can be made about a path forward and investment viability.

## COMMUNITY UPGRADES

We would like to complete upgrades to the Northstar Motel over the course of the next year. We will also be beginning our design for the upstairs of the Bedrock Hotel and we hope to design a place that is an amenity for hotel guests, a revenue attractor, and most importantly, somewhere that community events can be hosted.

You should expect to see some renovations and upgrades at Mayo Foods. As part of our energy efficiency initiatives, we are upgrading the front doors of the store and building a double entrance. The doors will be automatic sliding doors, and there will be an additional set to enter and exit. This way we can reduce the amount of indoor heating we currently lose from the external doors opening.

## COLLABORATION BUILT UPON RECIPROCITY

NNDDC continues to find ways to collaborate with other development corporations, in particular Northern Tutchone Development Corporations. These future ideas currently include:

- The development of a regional property management company
- A regional food sovereignty entity and/or grocery management company
- A Northern Tutchone approach to a regional quarry system
- An environmental company with operations based in multiple Yukon communities
- Expand ownership in Yukon First Nations Air Leasing LP amongst Yukon First Nation development corporations
- In collaboration with NND, we are expanding Yukon Seed & Restoration to provide training for other communities, to welcome and host neighbouring Nations, which will be made possible through the Government of Canada's Climate Change and Health Adaption Program fund.