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June 28, 2021

Dear Nominating Committee,

On behalf of the team at All Roads Construction Ltd., I would like to nominate Tsawwassen Shuttles Inc (TSI) for this year's Indigenous Business of the Year Award.

I first met Steven Stark, the founder and CEO of TSI during the early days of the pandemic and was struck by his drive and solutions focused approach to business during COVID challenges. While some businesses struggled with logistical delivery and manpower requirements, Steven was extremely hands-on. He recruited local workers able and willing to work and trained them himself all while overseeing a seamless backend of administrative coordination. He also jumped in and did the work himself when it was needed. During the Highway 1 project that All Roads and TSI worked on this last year, Steven took good care of the staff, helped to maintain healthy morale, and ensured that every need that came our way was met.

TSI is a business that prides itself on its four pillars of safety, reliability, adaptability, and customer service and not only do they deliver on these promises, I wholeheartedly believe they have set a whole new higher bar for the industry standard.

I have personally always prided myself in backing the underdog, which was how conversations with TSI were first developed. What I can say after teaming up with them is that they are a *resilient underdog* with an amazingly high standard of operation, one that is pushing them towards being the industry leader in their field. Whether it is busing, water truck and street sweeping services or logistical boat charters or any new service that Steven looks to expand to – TSI is a game changer. All Roads looks forward to more projects with TSI and hopes that we have adequately highlighted why they should be this year's Indigenous Business of the Year recipient.

Sincerely,
All Roads Construction Ltd.

A handwritten signature in black ink, appearing to read "Rod Stephens".

Rod Stephens, G.S.C.
President