

# YOUR INDIGENOUS PARTNER OF CHOICE



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BI-ANNUAL REPORT  
JANUARY 2023

# THE BUSINESS ARM OF THE TAHLTAN NATION

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Published: January 2023

*Front Cover: One of almost 250  
pieces of TNDC's pieces of equipment.*

*Rear Cover: Aerial view of the  
Dease Lake Airport.*

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Left: TNDC employee Art Nole poses with one of TNDC's pieces of heavy equipment.

# 1

## We are TNDC

Since its inception in 1985, TNDC has established a reputation as a qualified, reliable, service provider focussed on quality, safety and integrity. From its roots in residential home construction, TNDC services have expanded to heavy construction, earthworks, camp services, transportation, forestry and air support. Serving the exploration, mining, forestry, energy, civil, infrastructure and public works sectors, TNDC has become the trusted partner to deliver safely, on time and on budget.

# CHAIR'S MESSAGE



**Carol Danielson**  
Chair

The TNDC Board is proud with what we have accomplished in 2022. While TNDC has grown significantly in size, scope and reputation during its 35+ year history – a testament to all those who have built and contributed to our success – the practices, processes and systems have not kept pace.

As a result, our focus in 2022, through the adept leadership of our CEO and Senior Leadership team, was to double down on the operational and financial foundation of our organization. The Board has been supporting Paul as he builds his team and each department, identifies and addresses issues, creates proper processes, and ensures accountability. We are also improving communications and transparency with our clients, business partners, shareholders and employees. By ensuring that our fundamentals are gold standard, we will position TNDC and ultimately our shareholders for long-term sustainable growth and meet the requirements of the Tier 1 companies and industry authorities we work with.



“As a result, our focus in 2022, through the adept leadership of our CEO and Senior Leadership team, was to double down on the operational and financial foundation of our organization.”

TNDC’s goal is to be a trusted partner to our clients, delivering on client contracts safely, on time and budget, while performing quality, environmentally compliant work by qualified, reliable personnel and equipment. We now have a Vice President of Operations with the depth of experience and qualifications to manage and grow TNDC’s operations. Our focus is on strengthening our business and culture fundamentals, building and training a sustainable team, pursuing best in class solutions that make us a preferred choice, and driving growth and profitability within current sectors and diversification.

TNDC’s goal is also to be an employer of choice, especially for Tahltans. The Board heard the concerns raised at TNDC’s 2022 AGM, and have been working to ensure they are addressed. Training, development, reward and recognition are taking centre stage to attract, retain and develop the talent TNDC needs within our current workforce and the Tahltan Nation, and recognize positive behaviour and long service.

Left: TNDC-Eskay Wolf and Crow Crew wear Orange Shirts for National Day for Truth and Reconciliation – September 2022.

*“What I am most proud of is that TNDC is fostering a healthy, safe, respectful, fair and inclusive workplace through policies, recognition and participation in important initiatives.”*

TNDC’s business has historically been closely tied to the resource development industry, which is impacted by the boom-and-bust cycle of the markets. In recent years we have been diversifying our business to balance the scales.



New ventures like our Airport Services Division are providing new revenue streams as well as year-round employment and emerging career opportunities for local Tahltans. Our Fibre Optics division is implementing a long-held vision to bring critical highspeed fibre optics to residents and businesses in Tahltan Territory, which will in turn foster new business opportunities. Our Forestry division is executing on Tahltan held forestry licences and serving industry, bringing revenue and employment. In addition to growing the scope of businesses, we are actively exploring other opportunities to strategically diversify.

What I am most proud of is that TNDC is fostering a healthy, safe, respectful, fair and inclusive workplace through policies, recognition and participation in important initiatives. As an Indigenous owned business, many of these initiatives hold significant meaning. We educate our employees by issuing communications and preparing managers and supervisors for team discussions.

Below-Left: TNDC-Eskay Wolf and Crow Crew wear Orange Shirts for National Day for Truth and Reconciliation – September 2022.

Below: TNDC PINK Shirt Day – Airport Services – February 23 2022.



In 2022, we participated in:

- **Pink Shirt Day** (anti-bullying)
- **Day of Mourning** (workplace safety)
- National Day of **Awareness for Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+** (Two-Spirit, lesbian, gay, bisexual, transgender, queer, questioning, intersex and asexual plus)
- International **Day of Women in Mining**
- National **Indigenous Peoples Day**
- National **Day for Truth and Reconciliation**
- **Tahltan Day.**

The Board is pleased with the progress TNDC has made in delivering on the priorities set and the volume of initiatives that have been launched in a short period of time. We thank TNDC’s employees for their continued service to our company. As a Board, we are confident in the course TNDC is charting to ensure its long-term sustainable growth, create employment, training and contracting opportunities for the Tahltan Nation, and become an Indigenous Business Partner of Choice.

## CEO'S MESSAGE



**Paul Gruner**  
Chief Executive Officer

*"Our goal is to be an employer of choice, in a highly competitive labour market, by making TNDC an attractive, rewarding and respectful place to work.*

*We are implementing strategies to attract, retain and develop the talent we want."*

In 2022, we began implementing a road map to long-term business sustainability, focussing on key priorities in each business area, to help guide us into the future. Execution of this plan required building a strong senior management team with the qualifications, knowledge and experience to deliver on the priorities in their division, as well making bold changes to how things have been done. We made excellent progress in the first year of implementing this plan, which will continue to guide us in the year ahead.

The health and safety of our employees and everyone we work with is our top priority. The road to safety is a continuous journey that requires the commitment of every member of the TNDC team. Our focus is on enhancing our safety culture, improving our safety performance, expanding our safety program and ensuring safety compliance, underpinning our **SAFETY FIRST, SAFETY ALWAYS** mindset. As a result, we are implementing, adopting and updating countless programs, initiatives, systems and processes, including working towards achieving WorkSafe BC Certificate of Recognition (COR), a voluntary and coveted benchmark of corporate health and safety excellence.

Our goal is to be an employer of choice, in a highly competitive labour market, by making TNDC an attractive, rewarding and respectful place to work. We are implementing strategies to attract, retain and develop the talent we need. New initiatives and programs are enabling us to connect with and hear from our employees and reward and encourage safe, positive behaviour and long service. We are placing particular focus on training and development – of employees and Tahltan members – creating training and development programs to help our employees grow their careers with us and Tahltans gain the experience they need to work with us.



*Above: Newcrest Red Chris TNDC-Sodexo Camp Services Pink Shirt Day – February 23 2022.*

Finance and Accounting is the heart of every organization. We are channelling substantial time and resources to this vital division to better serve our clients, employees, partners, shareholders and financiers. Our focus is on improving the financial health of our organization, forecasting to better plan for the future, enhancing financial transparency to better access capital, gaining greater understanding of our financial numbers, and improving our financial reporting to shareholders and financiers.

Our Business Partnerships are critical to TNDC's revenues and reputation. In recent years TNDC has been revamping our business partnerships strategy, beginning with a new approach when we enter into new partnerships. We now have a robust Partner Management Program to screen potential partnerships and manage them throughout their life cycle. We are driving accountability and transparency to ensure partners match our strong environmental, social and governance practices, while bringing financial and social value to TNDC and the Tahltan Nation.

While TNDC's long-term future remains bright, we are facing headwinds. The current environment of high inflation is impacting our profitability, while the slowing economy is drying up financing our

clients rely on for funding their project plans. To ride out this economic dip, we need to closely manage our costs while creating new revenue streams to cover expenses. We are working with our clients and business partners to forecast work for the upcoming season, developing a business plan to guide growth and diversification, and implementing solutions to more efficiently bid and execute on contracts. In 2023, we will also be undertaking strategic planning with TNDC's Board of Directors to build a 3-year strategic plan to help guide us.

While we have made excellent progress in our priorities, there is still much to accomplish to ensure a financially strong, sustainable and responsible Indigenous owned business. Implementing change takes time and commitment. I am confident we are charting the right course, backed by the plan, people and conviction to ensure TNDC's long-term sustainable growth and prosperity for the Tahltan Nation. Working together as one team and in collaboration with our clients, partners, employees and Tahltan shareholders, we will achieve our goal to make TNDC a leading employer and Indigenous Business Partner of Choice.



# We are TNDC

Tahltan Nation Development Corporation (TNDC) – the business arm of the Tahltan Nation – is owned by its shareholders – Iskut Band, Tahltan Band and Tahltan Central Government. A portion of TNDC’s profit is returned to our shareholders in the form of a dividend for initiatives to benefit Tahltan members, while the remaining amount is retained for working capital and to be reinvested for future growth.

TNDC was founded in 1985 by visionary, progressive Tahltan leaders who wanted to ensure the Tahltan Nation benefits from the economic activities and development occurring within Tahltan Territory and to provide employment, training and contracting opportunities to Tahltan members. TNDC’s founders were Jerry Asp, General Manager of TNDC, Pat Etzerza, Chief of the Iskut Band, Vernon Marion, President of Tahltan Tribal Council and Ivan Quock, Chief of the Tahltan Band.

From its roots in residential construction, TNDC’s services have expanded to heavy construction, earthworks, camp services, air support, aviation, forestry, transportation and fibre-optic communications services.

In the 2021–2022 fiscal year, TNDC’s gross revenue was \$70-million with \$80-million in assets. In the 2022 work season, employment peaked at 319, with more than 500 employed throughout the season, and 71% of the workforce identifying as Indigenous.

*Above: TNDC mechanic Gerry Lavergne analyzes a piece of equipment on his laptop in TNDC’s Dease Lake shop.*

## 2022 FINANCIAL NUMBERS

**\$70 MILLION** GROSS REVENUE

**\$80 MILLION** IN ASSETS

# 2022 WORK SEASON EMPLOYMENT

# >5000

## EMPLOYEES THIS SEASON

With the volume of work and TNDC's growth, we hit a recruiting milestone, hiring more than 5000 employees throughout 2022 and our seasonal peak hit 319 personnel.

# 71%

## IDENTIFY AS INDIGENOUS

Of those hired, 71% were Indigenous and 34% were Tahltan and Tahltan Associates.

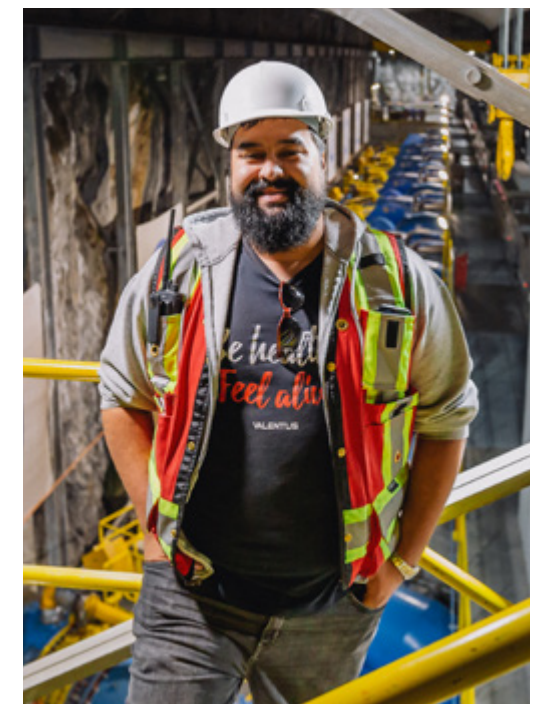
# 319

## PEAK EMPLOYEES

In 2021 TNDC was rated by Business in Vancouver the biggest First Nations business in B.C. and was rated #3 for 2022. In 2022 TNDC received the Indigenous Business of the Year at the 5th Annual Arctic Indigenous Investment Conference and was named to the INDIGENOMICS 2022 10 To Watch List. We were welcomed as a new member of the Canadian Chamber of Commerce and Canadian Council for Aboriginal Business, and became the only Indigenous corporation in Canada to have a board position on both organizations. In addition, we have been a member of the BC Road Builders & Heavy Construction Association since 2018.

In 2022, we presented at several key conferences sharing TNDC's success story. These included Indigenomics Institute, Arctic Indigenous Investment Conference, Prospectors & Developers Association of Canada, Canadian Institute of Mining, Metallurgy and Petroleum Convention, Nation2Nation Forum, and Mining Suppliers Association of BC Professional Education Forum.

TNDC's goal is to be the **Indigenous Partner of Choice** – an integrated full-service provider and trusted partner to our clients. While we are working to diversify our business, exploration and mining continues to be the primary industry we serve, and construction and camp services our core operations.



TNDC serves the resource exploration, mine development and mining, building construction, forestry, hydroelectric power, civil, infrastructure and public works sectors.

TNDC brings value to our clients with local knowledge, operations, personnel and equipment. To expand our service capabilities, we have partnered with more than 20 industry leaders providing a comprehensive range of services, who are leaders in their sector. This enables us to combine our respective strengths and capabilities, benefitting TNDC, our partners and our clients.



We are fortunate to work with several clients who are supportive of TNDC and this approach, including Skeena Resources on its Eskay Mine project and Seabridge Gold on its KSM and Johnny Mountain Mine projects. Our largest client is Newcrest Mining Limited, which operates the Brucejack and Red Chris mines.

Together with our partners, the scope of services TNDC is providing at Red Chris includes crew transportation by air charter and highway coach, camp services, tailings impoundment area construction, underground mining portal exploration, underground explosives, geotechnical drilling and concentrate hauling. At Brucejack, our Tahltan Procon Joint Venture provides all underground tunnel development, ground support and production: ore haulage, underground construction, electrical installations, and backfill placement services.

We are grateful to Newcrest and all our clients and partners for their continued support and confidence and choosing TNDC as their **Indigenous Partner of Choice**.

Above: Grant Louie and Tyson Fletcher from TNDC's Airport services team on our De-ice unit, used to spray de-ice fluid on the aircrafts.

Left: TNDC Board Member Brandon Marion, also a Coast Mountain Hydro employee, inside of one of the hydro-electric projects.

# 2022 AWARDS & RECOGNITION

## TNDC WINS TOP INDIGENOUS BUSINESS OF THE YEAR AWARD

– May 6, 2022 –

TNDC was selected Top Indigenous Business of the Year for Northern BC at the 5th Annual Arctic Indigenous Investment Conference in Whitehorse, presented by the Yukon First Nation Chamber of Commerce. The award recognizes Indigenous businesses from Alaska, Yukon, Northwest Territories, Nunavut, and Northern BC that have demonstrated excellence in growth, innovation, marketing, environmental stewardship, outstanding service and/or a commitment to the preservation of its cultural values and identity.

## TNDC NAMED TO INDIGENOMICS 2022 10 TO WATCH LIST

– May 24, 2022 –

TNDC was named to the Indigenomics 2022 10 to Watch List at the Indigenomics Design Conference in Vancouver. The Indigenomics 10 to Watch list is an annual list demonstrating excellence and leadership in the emerging 100-billion-dollar Indigenous economy.

## BIGGEST INDIGENOUS BUSINESSES IN BC IN 2022

– November 7, 2022 –

Ranked by total number of employees in British Columbia. TNDC was again recognized as one of the biggest Indigenous Businesses in British Columbia by Business In Vancouver. In 2021, TNDC was rated #1 in BIV's annual list and in 2022 TNDC was rated #3 as the biggest Indigenous Business in BC, ranked by total number of employees. Inclusion in Business In Vancouver's coveted annual list provides further credence to the economic strength and wellbeing of TNDC and strengthens our position as an Indigenous Partner of Choice.





# MAKING HEADLINES

*Business in Vancouver – Nelson Bennett – February 16, 2022*

## Tahltan enter mine equipment, technology business

The Tahltan First Nation continue to leverage their expertise in the mining sector by getting in on the mine equipment and technology sales business.

[biv.com/article/2022/02/tahltan-enter-mine-equipment-technology-business](https://biv.com/article/2022/02/tahltan-enter-mine-equipment-technology-business)

*Canadian Mining Journal – February 16, 2022*

## Tahltan Nation signs distribution deal for Sandvik equipment

Sandvik and Tahltan Nation Development Corp. (TNDC) have entered into an agreement to establish TNDC as a reseller of Sandvik mining equipment, parts, tools, and digital solutions for northwestern British Columbia and the Yukon.

[canadianminingjournal.com/news/tahltan-nation-signs-distribution-deal-for-sandvik-equipment](https://canadianminingjournal.com/news/tahltan-nation-signs-distribution-deal-for-sandvik-equipment)

*Canadian Mining & Energy – February 17, 2022*

## Tahltan Nation Development Corporation signs distribution agreement for Sandvik equipment

Sandvik and Tahltan Nation Development Corporation (TNDC) have entered into an agreement for northwestern British Columbia and Yukon to establish TNDC as a reseller of Sandvik mining equipment, parts, tools, and digital solutions for the region.

[miningandenergy.ca/mines/article/tahltan\\_nation\\_development\\_corporation\\_signs\\_distribution\\_agreement\\_for\\_san](https://miningandenergy.ca/mines/article/tahltan_nation_development_corporation_signs_distribution_agreement_for_san)

*Resource World – February 17, 2022*

## Tahltan Nation Development Corp. to distribute Sandvik mining equipment in Golden Triangle, Yukon

According to Dany Gaudreault, Sandvik Canada's Indigenous Engagement Manager, it was clear from the beginning that TNDC has the experience and capacity to bring Sandvik mining equipment to the Golden Triangle region and support to develop it as a world-class mining jurisdiction.

[resourceworld.com/tahltan-nation-development-corp-to-distribute-sandvik-mining-equipment-in-golden-triangle-yukon](https://resourceworld.com/tahltan-nation-development-corp-to-distribute-sandvik-mining-equipment-in-golden-triangle-yukon)

*Toronto Star – Binny Paul – February 18, 2022*

## Tahltan Nation becomes distributor for Swedish mining equipment company

With more economic growth expected to take place in these mining jurisdictions in northwest B.C. and Yukon, TNDC is the "perfect partner" for Sandvik in this rapidly developing region, Sandvik Canada's managing director Peter Corcoran said.

[thestar.com/news/canada/2022/02/18/tahltan-nation-becomes-distributor-for-swedish-mining-equipment-company](https://thestar.com/news/canada/2022/02/18/tahltan-nation-becomes-distributor-for-swedish-mining-equipment-company)

*Mining Magazine – Jax Jacobsen – February 18, 2022*

## Tahltan Nation signs deal with Sandvik

Swedish mine equipment company Sandvik has signed a deal with the Tahltan Nation Development Corporation (TNDC) in British Columbia to be a reseller of Sandvik products.

The TNDC will resell a variety of Sandvik mining products, including surface and underground drills, underground loaders and trucks, stationary crushers and screens, as well as automation and digital solutions.

[miningmagazine.com/logistics/news/1426871/tahltan-nation-signs-distribution-deal-with-sandvik](https://miningmagazine.com/logistics/news/1426871/tahltan-nation-signs-distribution-deal-with-sandvik)

*Below: The Sandvik DD320S has been engineered to excel in demanding underground conditions and various drilling applications – Sandvik Mining.*





Canadian Business Online – Sara Kopamees – March 1, 2022

### Sara Kopamees interview TNDC's Paul Gruner for Canadian Industry magazine

TNDC has been operating for more than 35 years. One of our strengths is our ability to adapt to business changes.

[canadianindustryonline.com/01\\_magazines/CIO/CIO\\_Mar\\_2022/mobile/index.html](https://canadianindustryonline.com/01_magazines/CIO/CIO_Mar_2022/mobile/index.html)

Toronto Star – Binny Paul – March 10, 2022

### Central Mountain Air, Newcrest, TNDC sign air transportation agreement for Red Chris mine

Central Mountain Air will provide charter flights for Red Chris mine crews based on the latest air transport partnership agreement signed with the Tahltan Nation Development Corporation (TNDC) and Newcrest Mining.

[thestar.com/news/canada/2022/03/11/central-mountain-air-newcrest-tndc-sign-air-transportation-agreement-for-red-chris-mine](https://thestar.com/news/canada/2022/03/11/central-mountain-air-newcrest-tndc-sign-air-transportation-agreement-for-red-chris-mine)

North of 60 Mining News – Shane Lasley – March 11, 2022

### Tahltan area mine air charter partnership

Tahltan Nation Development Corp. and Central Mountain Air Ltd. March 9 announced the finalization of a contract with Newcrest Mining Ltd. for air transportation of crews to and from the Red Chris copper-gold mine in British Columbia's Golden Triangle.

[miningnewsnorth.com/story/2022/03/11/northern-neighbors/tahltan-area-mine-air-charter-partnership/7291](https://miningnewsnorth.com/story/2022/03/11/northern-neighbors/tahltan-area-mine-air-charter-partnership/7291)

Business In Vancouver – Nelson Bennett – March 24, 2022

### Tahltan First Nation shows its mining mettle

Through its various business entities and partnerships, the TNDC generated \$61 million in income for the 2020-21 fiscal year, held \$57 million in assets and employed 360 people. The TNDC pays dividends annually to the Tahltan Central Government, and the Tahltan and Iskut band councils.

[biv.com/article/2022/03/tahltan-first-nation-shows-its-mining-mettle](https://biv.com/article/2022/03/tahltan-first-nation-shows-its-mining-mettle)

Left: Roughly 20 Tahltan underground miners work at the Brucejack mine on the TNDC-Procon JV.

Business In Vancouver – Nelson Bennett – May 6, 2022

### Tahltan recognized for business excellence

The Tahltan Nation Development Corp. (TNDC) has been recognized for its business excellence with an award at the Fifth Annual Arctic Indigenous Investment Conference. The TNDC last night received the Top Indigenous Business of the Year for Northern BC.

[biv.com/article/2022/05/tahltan-recognized-business-excellence](https://biv.com/article/2022/05/tahltan-recognized-business-excellence)

CFNR Network – Jeff Blagden – May 6, 2022

### Tahltan Nation Development Corporation Named Indigenous Business of the Year at Arctic Indigenous Investment Conference

Another day, another award for a Tahltan organization, this time taking home Indigenous Business of the Year. Last night, the Tahltan Nation Development Corporation took home the honour at the 5th Annual Arctic Indigenous Investment Conference.

[cfnrm.ca/2022/05/06/tahltan-nation-development-corporation-named-indigenous-business-of-the-year-at-arctic-indigenous-investment-conference](https://cfnrm.ca/2022/05/06/tahltan-nation-development-corporation-named-indigenous-business-of-the-year-at-arctic-indigenous-investment-conference)

Terrace Standard – Thom Barker – May 13, 2022

### Tahltan business arm named business of the year

Decades of involvement in a wide variety of important projects that have contributed to the development of north-western B.C. has paid off for the Tahltan Nation Development Corporation (TNDC) with a prestigious honour. Last week, the business arm of the Tahltan government won the Top Indigenous Business of the Year for Northern B.C. award at the Fifth Annual Arctic Indigenous Investment Conference.

[terracestandard.com/business/tahltan-business-arm-name-business-of-the-year](https://terracestandard.com/business/tahltan-business-arm-name-business-of-the-year)

Terrace Standard – Thom Barker – May 24, 2022

### Tahltan development corp named to Top 10 to Watch Indigenous businesses list

The Tahltan Nation has long been recognized as being at the forefront of forging economic partnerships with industry and government. Now its business arm, the Tahltan Nation Development Corporation has been named to the Indigenomics 2022 10 to Watch List at the Indigenomics Design Conference in Vancouver, put on by the Indigenomics Institute.

[terracestandard.com/news/tahltan-development-corp-named-to-top-10-to-watch-indigenous-businesses-list](https://terracestandard.com/news/tahltan-development-corp-named-to-top-10-to-watch-indigenous-businesses-list)

Terrace Standard – Thom Barker – May 31, 2022

### Tahltan, Citywest break ground on project to provide northwest communities with high-speed internet

Fibre optic internet connectivity is officially on its way to the remote Tahltan communities of Dease Lake and Iskut.

[terracestandard.com/news/tahltan-citywest-break-ground-on-project-to-provide-northwest-communities-with-high-speed-internet](https://terracestandard.com/news/tahltan-citywest-break-ground-on-project-to-provide-northwest-communities-with-high-speed-internet)

Business In Vancouver – Nelson Bennett – May 31, 2022

### Fibre-optics coming to Tahltan communities

The remote communities of Dease Lake and Iskut will be getting high-speed Internet thanks to a \$13 million project involving the Tahltan Nation Development Corporation (TNDC). The TNDC has partnered with CityWest Cable and Telephone Corp. to form Tahltan Communications, which has started work on the installation of 200 kilometres of fibre-optics that will be tied into cable backbone that was installed as part of the Forrest-Kerr hydro project and BC Hydro's Northwest Transmission Line.

[biv.com/article/2022/05/fibre-optics-coming-tahltan-communities](https://biv.com/article/2022/05/fibre-optics-coming-tahltan-communities)

*My Bulkley Lakes Now – Lindsay Newman – May 31, 2022*

### Construction starts on fibre optic for rural communities in Tahltan Nation

Remote communities in Tahltan Territory will soon have access to fibre optic internet. Construction began today (Tuesday) to provide high speed telecommunication services into the communities of Dease Lake and Iskut as a part of a partnership with Tahltan Nation Development Corporation and City West.

[mybulkleylakesnow.com/52399/construction-starts-on-fibre-optic-for-rural-communities-in-tahltan-nation](https://mybulkleylakesnow.com/52399/construction-starts-on-fibre-optic-for-rural-communities-in-tahltan-nation)

*Smithers Interior News – May 31, 2022*

### TNDC: A leading contributor to the Northwest B.C. mining & exploration sector

Tahltan Nation Development Corporation (TNDC) continues to play an instrumental role in developing Northwest British Columbia, including the mining and exploration sector in BC's Golden Triangle.

[interior-news.com/business/tndc-a-leading-contributor-to-the-northwest-b-c-mining-exploration-sector](https://interior-news.com/business/tndc-a-leading-contributor-to-the-northwest-b-c-mining-exploration-sector)

*Terrace Standard – Michael Bramadat-Willcock – June 10, 2022*

### B.C. Premier John Horgan makes historic visit to Tahltan Nation

Successful achievements of the Tahltan Nation over the years were recognized, including the rebuilding of Telegraph Creek following devastating wildfires a couple of years ago, economic development by the Tahltan Nation and continued capacity growth of the Tahltan governments and the Tahltan Nation Development Corporation (TNDC).

[terracestandard.com/news/b-c-premier-john-horgan-makes-historic-visit-to-tahltan-nation](https://terracestandard.com/news/b-c-premier-john-horgan-makes-historic-visit-to-tahltan-nation)

*On-Site Construction Magazine – Adam Freill – November 16, 2022*

### TNDC named one of the largest Indigenous businesses in B.C.

Construction firm with diversified operations places in the top three on BIV list for the second consecutive year. A company with roots in residential and heavy construction is among the largest Indigenous businesses in British Columbia, as rated by Business in Vancouver (BIV). Tahltan Nation Development Corporation (TNDC) placed third on the list, which is based on the total number of employees. It led the field in 2021, giving the company back-to-back top-three finishes.

[on-sitemag.com/construction/tndc-one-of-the-largest-indigenous-businesses-in-b-c/1003978285](https://on-sitemag.com/construction/tndc-one-of-the-largest-indigenous-businesses-in-b-c/1003978285)

*Mining.com – Moosa Imran – November 16, 2022*

### Tahltan Nation Development still one of the biggest Indigenous businesses in British Columbia

Tahltan Nation Development Corporation (TNDC) has been rated by Business in Vancouver (BIV) again, as one of the biggest Indigenous businesses in British Columbia. On Nov. 7, BIV released its annual list for 2022 where TNDC was rated at number three, as the biggest Indigenous Business in B.C., ranked by total number of employees. In 2021, TNDC was rated number one on BIV's annual list.

[mining.com/tahltan-nation-development-still-one-of-the-biggest-indigenous-businesses-in-bc](https://mining.com/tahltan-nation-development-still-one-of-the-biggest-indigenous-businesses-in-bc)

*Business In Vancouver – Nelson Bennett – November 23, 2022*

### Tahltan business group joins Business Council of BC

The Business Council of BC is welcoming its first wholly owned Indigenous business as a new member, the Tahltan Nation Development Corporation (TNDC).

[biv.com/article/2022/11/tahltan-business-group-joins-business-council-bc](https://biv.com/article/2022/11/tahltan-business-group-joins-business-council-bc)

*Smithers Interior News – Black Press Media Staff – December 2, 2022*

### Tahltan Development Corp joins Business Council of British Columbia

Tahltan Nation Development Corporation (TNDC) has joined the Business Council of British Columbia (BCBC) as its first wholly Indigenous-owned corporation.

[interior-news.com/news/tahltan-development-corp-joins-business-council-of-british-columbia](https://interior-news.com/news/tahltan-development-corp-joins-business-council-of-british-columbia)

*Below: TNDC employee Hankin Asp poses with one of TNDC's pieces of heavy equipment.*

*Hankin Asp is leaving TNDC at the end of December 2022 to pursue entrepreneurial opportunities. Hankin has been a valued and trusted member of the TNDC team, whom many of us have worked with, since 2012. We thank Hankin for his contributions to TNDC. His historical understanding of TNDC, knowledge of the exploration industry and connection to the Tahltan community have been invaluable. Hankin will be missed but we know he has great things ahead and wish him all the best in his future endeavors.*



# Want to know more

## about mineral exploration in Tahltan Territory, BC and Canada?

Courtesy of the BC Provincial Government

●●○○○○○○○○  
**2 OF 10**

operating metal mines (Red Chris and Brucejack\*) in BC – of these 10 mines Elk and Bonanza ledge II are small operations.

# 14.1%

of Canada's \$2,090,000,000 exploration expenditures

# 2.6%

of the global \$11,200,000,000 exploration budget

# \$295 MILLION

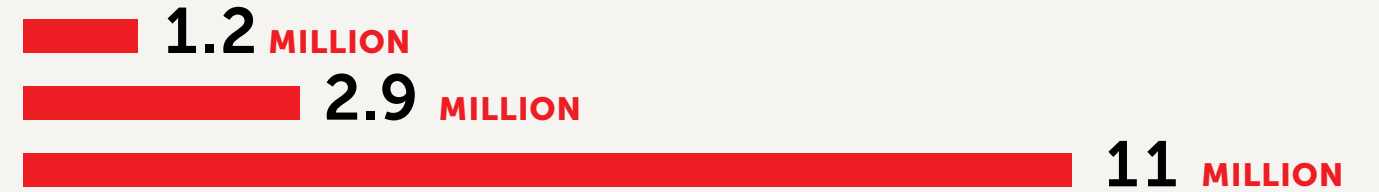
Total amount of mineral exploration expenditures in Tahltan Territory, including KSM and Brucejack (actual \$294,977,545)

# \$1.05 BILLION

Total projected mining production value (actual \$1,047,818,082)

Courtesy of the Association for Mineral Exploration (AME)

### ECONOMIC IMPACT OF ONE PROJECT



MINERAL EXPLORATION PROJECTS SPEND BETWEEN 61K AND 66M ANNUAL AND CONTRIBUTE 35.9M IN PST.

# \$513.5

**MILLION** The amount mineral exploration spent in 2020 in BC

**1,100** MINERAL EXPLORATION COMPANIES PUBLICLY LISTED IN BC

**SMITHERS RANKED #1 MUNICIPALITY BY SPEND AND REPRESENTS 52% OF THE REGIONAL SPEND AND 21% OF THE PROVINCIAL SPEND**

# 275

Exploration projects in BC annually\*

\*approximate average

# 2,172

Unique vendors supporting mineral exploration in BC

# 48

Unique vendors in Smithers out of 128 in the Northwest

# 3

Indigenous-affiliated vendors in Smithers\*

\*out of 26 in the Northwest

### INDIGENOUS PARTICIPATION

# 21%

**OF EXPENDITURES WERE SPENT WITH INDIGENOUS-AFFILIATED VENDORS IN BC'S MINERAL EXPLORATION SUPPLY CHAIN**

# 8 OF THE 12

categories of good, services, and materials were offered by Indigenous-affiliated vendors

# 25%

was directed towards Indigenous-affiliated organizations

# \$908

in community investments reported by EOE participants



Left: TNDC work on one of the Coast Mountain Hydro projects.

# 2

## What's Happening at TNDC

### DEPARTMENT REPORTS

- » Human Resources
- » Finance & Accounting
- » Operations
- » Business Partnerships

# HUMAN RESOURCES

## Exciting things happening with TNDC Human Resources

Being a top employer within the region and an employer of choice (particularly for Tahltans), is an overarching goal of TNDC. Establishing programs targeted at recruitment and retention, training and development, employee engagement, and performance management are some of our important priorities.



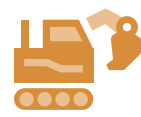
### EMPLOYEE ENGAGEMENT

- **Employee Survey:** In April we held our first-ever employee survey. We wanted to understand from our employees what we are doing well that we should keep doing, what is going okay but could be improved upon, and what needs to change. We gained excellent insight that helped us better understand where our efforts should be focused.
- **Employee Townhall:** We introduced **Employee Townhalls**, the first held in spring and second in fall, to enable our CEO and Senior Leadership Team to connect with employees, provide an update on our business, and hear their feedback.
- **Employee Manual Rollout:** In July we introduced a new **TNDC Employee Manual**, to guide our team in better providing a safe, healthy, respectful, fair and inclusive work environment. The manual outlines the policies, procedures, working conditions, and behavioural expectations to guide employee actions in the workplace.



### PERFORMANCE MANAGEMENT

- **Compensation Review:** In July, we compared our rates to comparable companies in the industry, which resulted in a wage increase for our employees. The compensation review was carried out in response to employee feedback from our survey and employee townhall and will ensure that TNDC remains a competitive employer.
- **Performance Reviews:** A new performance review process was implemented for new and existing employees. These aid managers in evaluating an employee's work performance, identifying strengths and weaknesses, and offering feedback. The intention is to help employees understand what they are doing well, how they can improve, how their work aligns with larger company goals, and what is expected of them.
- **Progressive Discipline Policy:** A progressive **Discipline Policy** has been introduced to TNDC employees. The policy provides a structured corrective action process to improve and prevent a recurrence of undesirable employee behaviour and performance issues.



### TRAINING & DEVELOPMENT

- **Heavy Equipment Operator Program:** We created a new **Heavy Equipment Operator (HEO) Program**, which launched in December. The HEO Program is designed to help Tahltans, new to the workforce, gain experience operating equipment, to support Tahltan employment and develop the talent TNDC needs to operate our business.

### HR HIGHLIGHTS

- Increased employee engagement through Surveys, Townhalls and a new Employee Manual.
- Established a Heavy Equipment Operator Program to help train Tahltans new to the workforce.
- Created the Employee Rewards and Recognition Program to celebrate TNDC employees that go above and beyond.



Left: Poster for the TNDC Employee Rewards & Recognition Program that announced and introduced the program to TNDC employees.

## What does 2023 have in store?

TNDC will remain committed to our goal of being a competitive employer of choice, with a focus on recruitment and retention, training and development, and employee engagement.

### RECRUITMENT & RETENTION

- **Full Cycle Recruitment Process:** TNDC plans on establishing an efficient, streamlined, full cycle recruitment process. Starting with identifying the positions required to deliver on our business, to sourcing and selecting the right candidates, through to onboarding our employee.
- **Retention Strategy:** TNDC plans on developing a plan to retain employees, reduce employee turnover, prevent attrition and foster employee engagement.

### TNDC EMPLOYEE REWARDS & RECOGNITION PROGRAM

We developed a new **TNDC Employee Rewards and Recognition Program** to recognize and celebrate those TNDC employees who demonstrate initiative, dedication and commitment to our company and our clients. This exciting program was introduced at the beginning of October.

The TNDC Employee Rewards and Recognition Program has four different award streams: **Spot Awards, Quarterly Awards, Annual Awards and Long Service Awards**. The Program recognizes employees who:

- Demonstrate positive safety behaviour and client service excellence
- Provide long-term commitment, loyalty and service
- Go above and beyond
- Demonstrate behaviour that aligns with TNDC Values: Integrity, Unified, Respect and Accountability

*"We conducted our first-ever employee survey to learn what TNDC was doing right and where it needed to improve. We listened to your feedback."*

### TRAINING & DEVELOPMENT:

- TNDC will continue to prioritize helping employees advance within our company; we are establishing a **Training and Development Plan** to help employees establish and obtain career goals; for example, TNDC will prioritize personal development through learning, training, coaching and mentorship and helping our employees to identify and obtain higher level and supervisory/managerial positions.

### EMPLOYEE ENGAGEMENT

- **Employee Survey:** TNDC will hold another employee survey to garner feedback from our employees, including how we are doing in response to the initiatives we undertook from their feedback in the 2022 survey. The results of the 2023 survey will measure our progress as well as shape our focus on what we should keep doing, improve upon, or change.

# FINANCE & ACCOUNTING

## TNDC IS BUILDING A TIER 1 FINANCE & ACCOUNTING DIVISION

Finance and Accounting intersect all areas of our business. Significant effort is being made in Finance and Accounting to ensure we address the needs of our business today and support our growth into the future.

We are establishing new and elevating existing practices, procedures, reporting and systems to meet the requirements of the Tier 1 companies we work with, financiers we depend on, and shareholders we report to. In 2022, we focussed on several initiatives aligning with four key priorities.



### IMPLEMENTATION OF NEW POLICIES AND PROCEDURES



#### INTERNAL CONTROLS

TNDC engaged a third-party accountant to complete an initial review of all our financial processes, including Accounts Receivable (AR), Accounts Payable (AP) and payroll. Once completed, we will develop a plan to strengthen financial controls.



#### PAYROLL

Significant work has been completed on payroll, focussing on issuing electronic pay stubs, reducing error rates, and ensuring compliance. This will continue to be a focus moving forward to ensure we streamline the processes while reducing errors.

### ENHANCING FINANCIAL TRANSPARENCY



#### FISCAL YEAR CHANGE

TNDC's fiscal year used to run from April 1st to March 31st, spanning calendar years. This did not meet the timeline reporting requirements of our Shareholders. As a result, we undertook the process to change our fiscal year to run from January 1st to December 31st. We received approval from TNDC's Board of Directors to make the change and completed the accounting paperwork to make the necessary amendments. The fiscal year change will begin January 2023.



#### AUDIT REVIEW

Audited financial statements are an important final step in the accounting process, to verify accuracy of our company's financial status, supporting easier and accelerated access to financing and capital. Having audited financials will also provide us with the financial reporting required to be bonded (which provides an added level of financial security to lenders) in the future. We have made excellent progress towards an audit review and are aiming for our first audit to be completed for the December 31, 2023 year end. TNDC is pleased to report that our financing partners have written this into their financing agreements to support future access to capital.



Left: TNDC employee Camille Derrick provides site services on the Coast Mountain Hydro Projects.

Opposite: Grant Louie, a member of TNDC's Airport Services team, completes paperwork.

## What does 2023 have in store?

In 2023 we are maintaining our focus on the same priorities of 2022. While we made good progress in establishing and implementing the fundamental practices, procedures, reporting and systems needed, the complexity of these initiatives requires more than a calendar year to fully execute.

- Implementing new policies and procedures to support quarterly reporting, create a more robust accounts receivable, streamline payroll, and enhance integration with all areas of our business.
- Enhancing financial transparency to provide better access to capital financing (to assist with our growth and better plan for the future) and improve shareholder reporting (to meet their annual reporting requirements).
- Establishing a comprehensive budget process that is managed throughout the year to better track costs and expenses, in turn better serve our clients, employees and financiers. Gaining greater understanding of our financial numbers will also allow us to develop more profitable contracts in the future.
- Quarterly reporting to the board on planned to actual (budget), including the creation of a financial dashboard to make financial information more understandable and transparent for the board and shareholders.

### INTRODUCING A FINANCE, AUDIT AND RISK COMMITTEE



#### FINANCE, AUDIT AND RISK COMMITTEE

A Finance, Audit and Risk Committee is now supporting the TNDC Board in fulfilling its oversight responsibilities of the financial reporting process, the audit process, internal controls, compliance with laws and regulations, risk mitigation, and mitigation oversight. We are in the process of building a calendar to support regular reporting that aligns with quarterly board meetings.

### INTRODUCING A COMPREHENSIVE BUDGET PROCESS



#### BUDGETING PROCESS

TNDC is working towards establishing a comprehensive budgeting process with variance reporting, beginning with better tracking our costs.

# OPERATIONS

The goal and commitment of TNDC Operations is to be a trusted partner to our clients, providing quality services safely, on time and on budget.

TNDC Operations is responsible for Health, Safety and Environment (HSE), Construction, and Fleet Management and coordinates our crews and equipment to carry out our contract commitments across our project sites.

## OPERATIONS AT A GLANCE

- **Health & Safety:** Hired a new HSE Director. In the process of obtaining full COR certification. New programs to promote employees safety performance and mental health awareness.
- **Construction:** Heavy construction and earthworks across projects including: TIA Construction at Newcrest Red Chris Mine, Eskay Creek Revitalization Project, KSM Mining Access Road and Dease Lake Airport upgrades.
- **Fleet Management:** Workforce, equipment and inventory management systems expanded. Fleet poised to surpass 250 pieces and growing.
- **Camp Services:** Increased focus on training, development and wellbeing of employees. Wages and travel accommodation benefits increased and launched a TNDC-Sodexo apprentice program.

## HEALTH & SAFETY

The health and safety of our employees and everyone we work with is our top priority. Our target is zero accidents, injuries, incidents and near misses – to ensure everyone goes home safe every day. In 2022 TNDC continued introducing several safety programs and initiatives, concentrating on training, prevention and reduction, to reinforce our **SAFETY FIRST, SAFETY ALWAYS** mindset. We hired a new HSE Director to lead TNDC in executing on our HSE priorities.

### COR CERTIFICATION

TNDC is in the process of obtaining full COR certification. The WorkSafeBC Certificate of Recognition (COR) program recognizes and rewards employers who voluntarily go beyond the current legal requirements, implement an effective occupational health and safety management system, and pass a certification audit to the standards set out by the WSBC Board.

Attaining COR will enable TNDC with health and safety industry leaders and enable us to work outside Tahltan Territory. In 2022 we undertook several initiatives to align our safety management system with COR, preparing for a successful certification audit. These include revising our HSE policy and manual and introducing Lighthouse, a cloud based HSE system, to digitize documentation records tracking.

### SAFETY PROGRAM ENHANCEMENTS

- The TNDC HSE Team has expanded better serve our operations and we have added equipment trainers with designated roles to expand site-based training.
- TNDC has introduced HSE Spot Awards, as part of the HSE Recognition Program, to recognize and reward positive safety behaviour. These were rolled into the new TNDC Rewards and Recognition Program introduced in October.
- TNDC has increased participation in the “Why We Work Safe” program, to remind employees that a workplace accident or illness affects not only us, but also our loved ones left behind – parents, partners, children, and pets.
- TNDC has enhanced mental health first aid awareness and participation among employees, for those in need.



Above: Coast Mountain Hydro employee and TNDC Board Member Brandon Marion watches as a TNDC Employee operates equipment.

### COMPLIANCE & COMPETENCY

- TNDC has implemented a **Digital Action Tracking System (DATS)**, which is a training compliance tool for all new hires coming to our Red Chris project site.
- TNDC has introduced a **Verification of Competency Program** for use of new equipment. The purpose of this program is to ensure an employee’s skills and ability are satisfactory, to prevent incidents and injury.
- TNDC has rolled out a new **TNDC Winter Preparedness Summit 2022**, which included proactive health and safety preparation and personal protective equipment (PPE) requirements.
- TNDC has increased participation in **Newcrest Mining’s NewSafe Behaviours Program**, which guides employees through a workplace safety risk assessment, communication and action process.

### SAFETY PERFORMANCE

- We are pleased to report that we have implemented Phase 1 of **TNDC’s Corporate Loss Prevention Program**, which targets zero workplace accidents and injuries (reducing incidents). This program has improved our safety performance and resulted in a reduction in our WSBC Insurance Premiums.



**DIGITAL ACTION TRACKING SYSTEM** training compliance tool implemented.



**VERIFICATION OF COMPETENCY** program introduced.



**NEW WINTER PREPAREDNESS Summit 2022** rolled out.



**CORPORATE LOSS PREVENTION** Program, phase 1 implemented.

## What does 2023 have in store?

The road to health and safety is a continuous journey that requires the commitment of every member of the TNDC team. Strengthening our safety culture, improving our safety performance, and ensuring everyone goes home safe is our relentless focus. In addition to continuing implementing initiatives to reduce and prevent incidents, heighten risk awareness, and encourage positive behaviour, we will be focussing on three key priorities:

- **Achieving COR Certification** (targeting fall 2023), in conjunction with finalizing the revised HSE Manual.
- Implementing an **Employee Safety Training Program**, using external trainers, Train the Trainer, and simulator systems.
- Executing complete digitalization of the HSE process with Lighthouse.



## CONSTRUCTION

In 2022, TNDC's Construction Division managed heavy construction and earthworks on the following key projects this past season:

- » TIA Construction at Newcrest Red Chris Mine
- » Eskay Creek Revitalization Project
- » KSM Mining (Seabridge Gold) Coulter Creek Access Road (CCAR)
- » Regional Projects (Dease Lake Airport Upgrades)

### RED CHRIS

TNDC's Red Chris construction team completed a busy and successful season with an impressive performance, solidifying TNDC as a trusted partner to Newcrest. We employed roughly 85 employees on two crews, working two-week rotations on day and night shifts.

The 2022 season has been the most successful in the history of the tailings impoundment area (TIA construction), completing quality work safely, on time, on budget, and fully staffed. The project operated safely from the beginning of winter works in early 2022, when our crews carried out TIA de-risk work (clearing and construction of access roads and priming extension areas), in preparation for the TIA dam construction, through to the completion of the construction, which started in early May and wrapped in mid-October, with construction compliance.



Right: TNDC-TCG Seabridge Gold KSM site visit – L to R: Connor Priddy & Ann Ball (TCG), Paul Gruner (TNDC), Elizabeth Miller (Seabridge) – September 2022.

TNDC Construction supported several other projects for the Red Chris site: ongoing underground development (with Barmenco), early works drilling of ventilation raise holes, the Newcrest environment investigative drilling program, and east ditch water collection repairs and maintenance. We also continued support of capital projects, service maintenance and exploration.

TNDC has been supporting Newcrest dam construction projects in preparation for the 2023 season, which promises to be as busy as 2022. We have requested to be at the Newcrest table for planning sessions for safety improvements and construction planning.



### ESKAY CREEK REVITALIZATION PROJECT

TNDC had another successful year at the Skeena's Eskay Creek Revitalization project, providing Road Maintenance and Camp Services. Our equipment fleet throughout the summer included a grader with packer, a wheel loader, an excavator, a skid steer loader, a dump truck and support light vehicles. TNDC is responsible for the maintenance of 23 kms of, steep, winding, mountainous, industrial road to the Eskay Creek Revitalization Project Minesite.

- Our road maintenance duties in summer included drainage ditching and culvert installation, surface grading and compaction, load, haul, and placement of crushed aggregate for surface improvement.
- Our winter program started in late October, changing our equipment fleet to add an additional grader and an additional wheel loader.

### SEABRIDGE CCAR

The Coulter Creek Access Road (CCAR) project, working with our partner Pelly Construction, completed 1,300 metres and did significant improvement to the road surface of the 2 km of road built in the 2021 season. This included approximately 300 cubic metres of crushed gravel imported to site and placed by TNDC equipment and operators.

We had up to 14 personnel and 12 pieces of equipment and light vehicles, as well as a 12-passenger bus to transport crews from camp to the project site, supporting this project.

- Construction activities started in late July with extensive snow removal and surface improvements. We continued with culvert installations and extensive environmental and sediment control installations. Hundreds of sediment dams and silt fences were installed on the 1.8 km of roadbed pioneered in the previous season.
- The TNDC and Pelly teams worked hard to ensure the environment was protected in the event of rainstorms. Stringent environmental measures were placed on our client for this project, and where construction activities during heavy rain caused soil disturbances that fell outside of the requirements, our crews stopped work to address environmental issues.

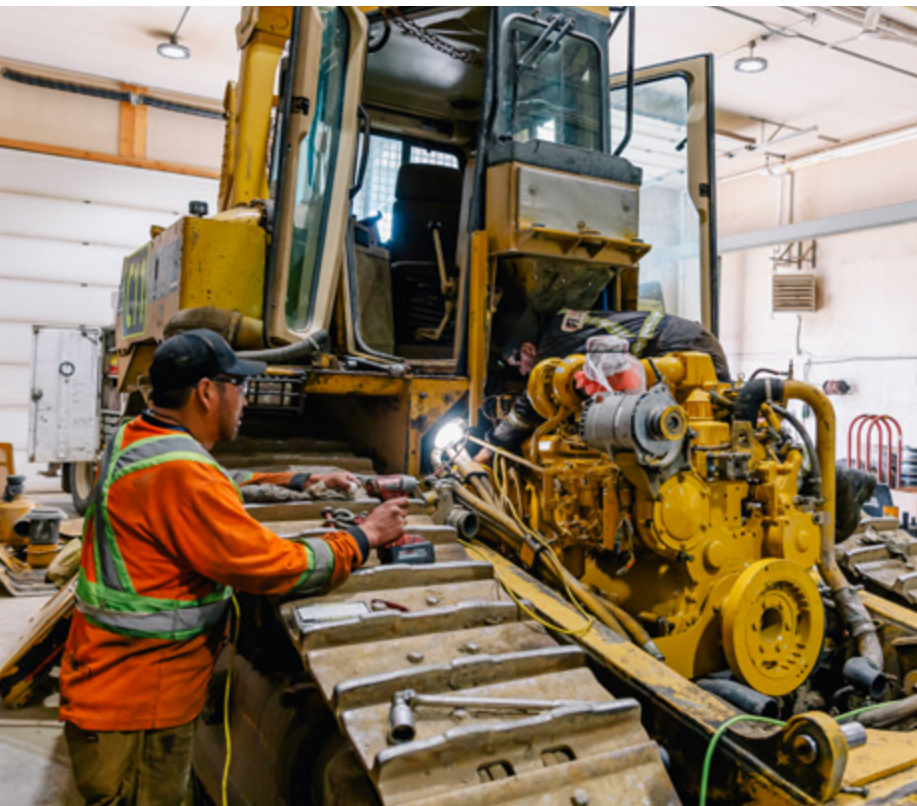
### DEASE LAKE AIRPORT UPGRADES

The TNDC team at Dease Lake completed airport upgrades and construction deficiencies, completing the remaining capital projects taken on over the last two years. Our crews then transitioned to support winter operations at the airport.

Top + Above: Red Chris Open Pit Tour – TNDC TIA Construction Crew – November 2022.

## FLEET MANAGEMENT

Together with personnel, our equipment fleet is one of our most valuable assets, and having reliable operational equipment is vital to delivering on client contract commitments.



Above: Art Nole (L) assists mechanic Gerry Lavergne with an engine installation at our Dease Lake shop.

Our Fleet/Maintenance department continued to expand our workforce, equipment portfolio, and inventory management system in 2022. Our Current Fleet count is poised to surpass 250 pieces and continue to grow.

- We implemented a fleet inventory management program to change out 20% of our equipment annually (replace and/or add new units).
- Our Dease Lake Mechanical Shop facilities are a fully functioning repair shop, supporting our equipment operations. We have two full time mechanics working at the shop who have carried out several large critical repairs.

### What does 2023 have in store?

TNDC has a great reputation for road construction, exploration, heavy earth moving and mine support services. To enhance this strength, and position TNDC for long-term profitable growth, TNDC Operations is focussing on four priorities:

- **Strengthen our business and culture fundamentals to enable profitable growth:** implementing business procedures, processes and workflows across departments, and project cost management to establish consistent cost predictability, manage risk and ensure quality.
- **Build and train a sustainable team:** investing in our people resources through training, development and mentorship, to grow capability and capacity from entry level new hires to supervisory and mid-level management, and develop leaders with the business knowledge and accountability. Refocusing efforts to employ Tahltan owned businesses and direct service providers where work is available.
- **Pursue best in class solutions that make us a preferred choice:** strengthening client relationships to align TNDC business processes, working with clients to plan for construction season work contracts, and develop packages that ensure resources/equipment are available and utilized effectively, with flexibility to advance onto new opportunities. We are also building the capacity to perform fixed price contracts, not just time and materials, which better aligns with TNDC's the services TNDC provides.
- **Drive growth and profitability:** establishing a high-level business plan to grow existing sector participation and identify diversification opportunities, implementing construction management software, protocols and processes to support accurate contract estimation and execution, and strengthening business partnership management to foster synergies, accountability and revenues.

## CAMP SERVICES

Camp Services is delivered through our 20-year TNDC-Sodexo partnership, staffing and payroll is through TNDC while Sodexo manages service delivery. We have been providing comprehensive camp and food services to the Newcrest Red Chris Mine since 2012 and Skeena Resources' Eskay Creek Revitalization Project since 2020.

In 2022, we increased our focus on the training, development and wellbeing of our employees to support recruitment and retention. We increased hourly wages and travel and accommodation benefits, launched a TNDC-Sodexo apprentice program, and refreshed TNDC/Sodexo branded uniforms. Sodexo also introduced a new Sodexo employee rewards program (which complements TNDC's Employee Rewards and Recognition Program introduced in October 2022).

At Newcrest's Red Chris Mine, we provide year-round housekeeping, laundry, janitorial, catering, retail, front desk/reservations and site management. In 2022 we employed 127 employees, on day and night crews, working 2-week rotations. Additional buildings were added by Newcrest to the scope of our service delivery (dorm, administration and external); with four new dorms adding 178 rooms in the final stage of commissioning.

In 2023, the focus will remain on training, development, recruitment and retention, while serving an expanded camp. We will be adding additional HR support and rolling out a Culinary Apprenticeship Program, in collaboration with Coastal Mountain College. On the operational side we will be working closely with Newcrest on site development and new camp evaluation, continuing investment in solution orientated equipment and automation, and rolling out a sustainable reusable container, cup and cutlery program (to reduce single plastic waste).

At Skeena's Eskay Creek Revitalization Project, we are providing seasonal housekeeping, laundry, janitorial, catering, front desk/reservations and site management. During the 2022 work season we employed 26 employees, on day and night crews, working on 2-week rotations.



Above: Nicole Reid and Colin Kilby with the TNDC-Sodexo camp services team serve Newcrest Red Chris crews.

# BUSINESS PARTNERSHIPS

## DRIVING VALUE AND ACCOUNTABILITY FROM OUR BUSINESS PARTNERSHIPS

TNDC's Business Partnerships Department is critical to the establishment, management, and success of our partnerships, which must bring financial and social value to TNDC and the Tahltan Nation. Our Business Partnership Department, therefore, is critical to TNDC's revenues and reputation.

In recent years TNDC has changed its approach to new partnerships, establishing shorter term Collaboration Agreements that are simpler from an administrative perspective and more flexible than traditional joint ventures, while supporting enhanced accountability and reporting.

*Opposite: The TNDC Grader and Light Vehicle Pickup parked in front of partially built workshop under the Northern Lights.*

## PARTNERSHIP MANAGEMENT PROGRAM

TNDC is committed to strong environmental, social and governance practices, working with Tier 1 clients requires as much. In addition, TNDC is committed to an enhanced, structured, and robust program to not only assess potential partnerships but to manage our partnerships throughout their life cycle.

As a result, we have introduced a new **Partner Management Program** that is designed to improve accountability and transparency, establishing a vigorous screening process for entering partnerships, and a standardized process for managing each partnership throughout the year.

### What is the Partnership Management Program about?

- Partnership Screening Processes:** TNDC now has a screening process that is designed to ensure our prospective partners have acceptable Health, Safety and Environment (HSE) standards, and they undertake their operations with ethical and conscientious standards. The assessment includes a review of their HSE practices and compliance as well as their financials to ensure they are in good fiscal standing. We request references (from clients and industry partners) to verify their ethics, HSE compliance and appreciation of Tahltan values. Lastly the process includes a risk assessment to avoid risk in these areas for TNDC.
- Partnership Management:** Once partnerships are formed, TNDC now has a structure in place that includes revenue forecasting, quarterly meeting schedules, reporting structures and financial reporting criteria, as well as safety programs and statistics reporting to ensure ongoing compliance. Our new structure also sets expectations for and measures against Tahltan employment and Tahltan owned business engagement.
- Partnership Review Assessment:** TNDC is undertaking a comprehensive review of all existing partnerships to assess the fiscal and social value they have provided to TNDC and the Tahltan Nation. In addition to screening out poor performers or partners that may not share Tahltan values, this review will ensure all our partners meet the standards of our new Partnership Management Program.



Left: Shiela Davidson on TND C's Airport Services team, does a pre-flight check of an aircraft.



# 3

## TND C Business Unit Reports

- » Airport Services
- » Fibre Optics
- » Tahltan Forestry Ltd.

# AIRPORT SERVICES



## YDL DEASE LAKE AIRPORT – TNDC CONTRACT OPERATOR, UNDER THE DIRECTION OF THE STIKINE AIRPORT SOCIETY



**RUNWAY**  
improvements, including resurfacing, blast and turn pads.

In March 2021, TNDC signed a contract with the Crown Land lease owners Stikine Airport Society (SAS), to become the contract Airport Operator for the Dease Lake Airport (YDL) through 2024.

and taxiway resurfacing, new turn pads and blast pads at the ends of the runway, apron expansion, partial fencing, backup generator, new parking lot, new signage, and mandatory obstacle clearance of surrounding trees.



**HAZARD LIGHTING**  
upgraded, improving night operation.

TNDC Airport Services is responsible for inspections, maintenance, and the ongoing operations of the airport. We conduct snow clearing, brush clearing, runway friction tests, runway sweeping, grounds maintenance, passenger handling, ground handling of aircraft and de-icing of aircraft.

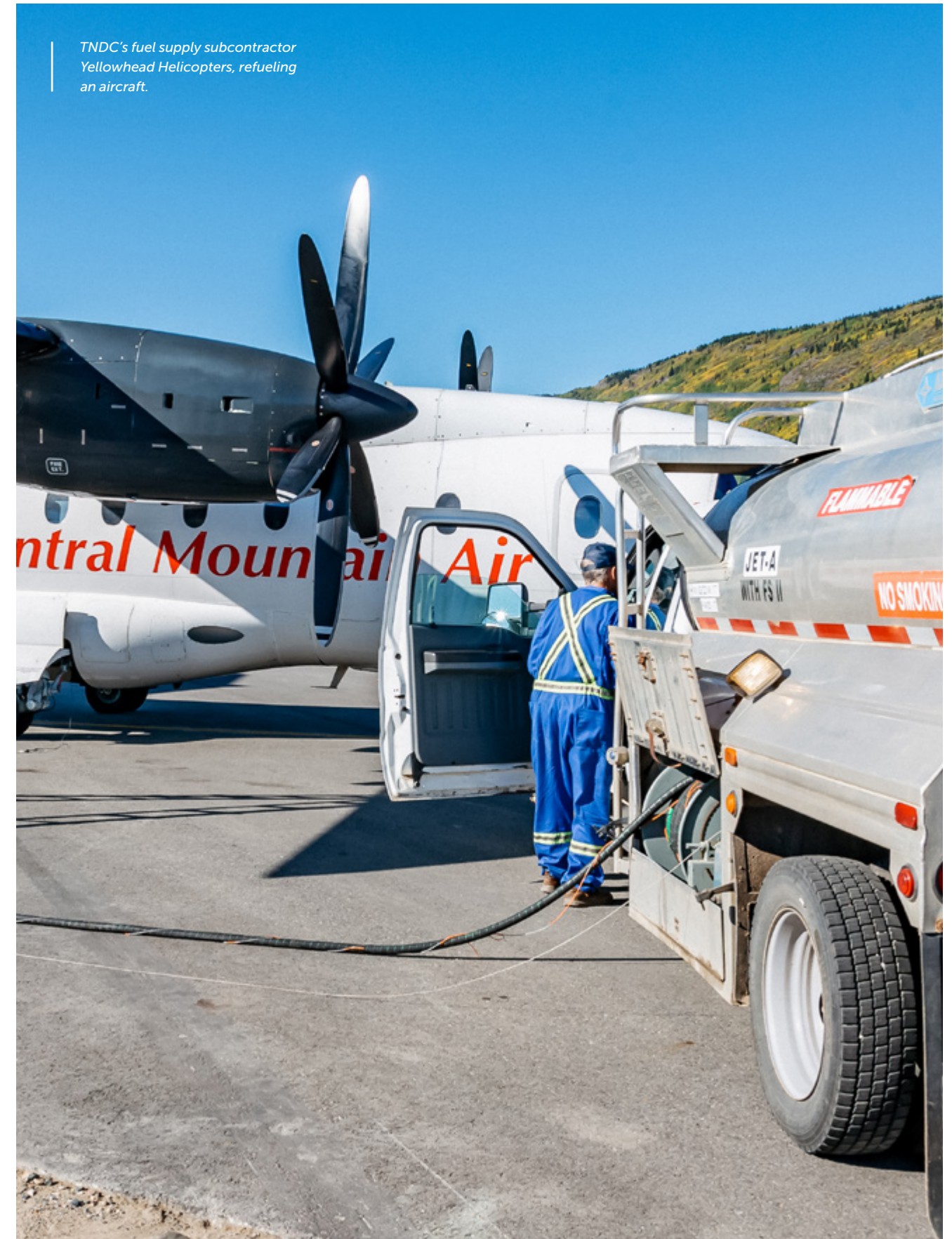
Hazard lighting on the terrain in the airport vicinity was also upgraded, separately from the AIP. This will immensely improve dispatch reliability for night operations into YDL, especially for medevac aircraft. Collectively, these improvements support YDL's efforts towards achieving federal certification.



**FUEL PROVIDER**  
secured, stabilizing aviation infrastructure.

This past summer saw many of the capital projects taken on over the last two years completed. The SAS is approaching the final sign off with the contractor on the Airport Improvement Project (AIP), which is almost complete. The Dease Lake Airport now boasts updated operations and safety manuals, an updated lighting system, complete runway

In collaboration with the SAS, TNDC has completed the installation of a fuel tank close to the main apron and has secured a fuel provider for the airport. This will stabilize a major piece of aviation infrastructure in the Territory with a focus on supporting all users with a high quality, competitively priced supply of Jet A fuel.



TNDC's fuel supply subcontractor Yellowhead Helicopters, refueling an aircraft.

### FUNDING

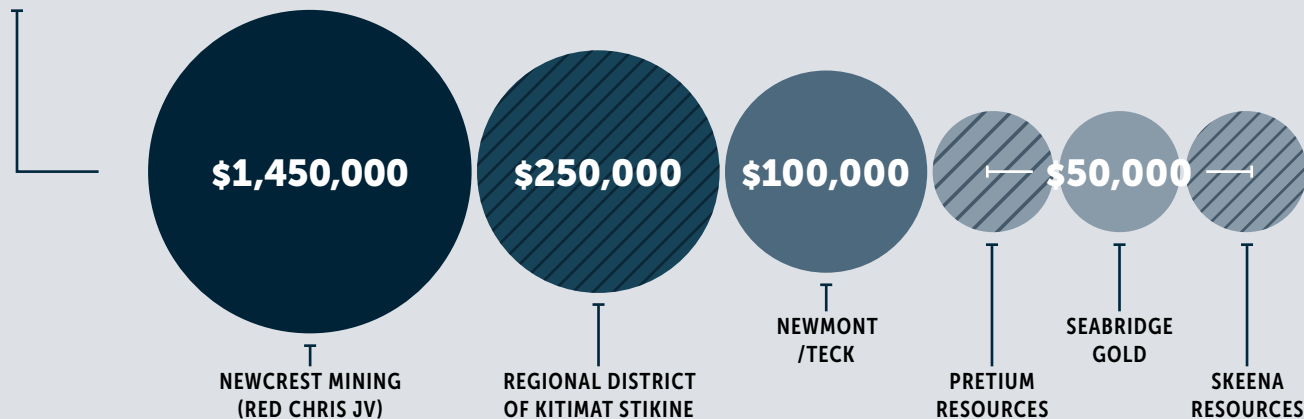
PROJECT DESIGN & MANAGEMENT FUNDING

**\$1,950,000**

CONSTRUCTION UPGRADES | PROVINCE OF BC

**\$9,000,000**

committed in StrongerBC economic recovery funding





*“Did you know that TNDC is the only Indigenous Organization to manage an airport in British Columbia? One of the approximately three in Canada.”*

*Opposite: Jonald Pasqual (L) and Daniel McPherson of TNDC’s Airport Services ground crew loading passenger baggage onto a flight.*

*Left: Shiela Davidson with TNDC’s Airport Services team.*

*Below: Aerial view facing southwest towards Telegraph Creek, directly over the Dease Lake Airport runway.*





Above: Passengers disembarking from a flight at the Dease Lake Airport.

**EXECUTIVE FLIGHT CENTRE PARTNERSHIP**

TNDC is very excited to have partnered with *Executive Flight Centre (EFC)* to assist with TNDC’s journey of achieving Federal certification. EFC and their associated companies have extensive experience in remote airport management, fueling and fuel systems, logistics, and airport development.

EFC is providing onsite leadership with oversight and development of the airport and TNDC crews. They bring over 50 years of aviation support expertise and a library of high-quality training systems. This will accelerate the development of TNDC Airport Services and its ability to quality manage to high aviation standards. Most importantly, EFC will provide hands-on mentoring of our airport personnel to develop future experts and leaders in airport operations.

Our shared goal is for the eventual phase out of EFC in favour of a Tahltan led Airport Services division. Aviation expertise is learned like any other discipline, and we see this partnership as a means of supporting our people for success.

**YDL DEASE LAKE AIRPORT IN PROCESS OF FEDERAL CERTIFICATION**

Why Is Certification Important?

- Certification will allow for the federal funding necessary to provide for:
  - Ongoing maintenance of runway and lighting
  - A future Airport Maintenance Building for airport operations
  - A future helicopter landing pad
  - Fencing around the rest of the airport
- Certification will allow for Dease Lake Airport to be a base for Emergency Management for Northwest BC.
- Certification will allow for the possibility of scheduled service, which opens the possibility for daily mail delivery and a regular rotation of out-of-town medical professions, to name just a couple.

**PREMIER JOHN HORGAN OPENS UPGRADED DEASE LAKE AIRPORT**



Former premier John Horgan made a historic visit to Tahltan Territory in June, being the 1st premier to visit the Territory in 30+ years. Upon his plane landing in Dease Lake, the Premier and his entourage – including Bruce Ralston, former Minister of Energy, Mines and Low Carbon Innovation and Nathan Cullen, former Minister of Municipal Affairs and MLA for Stikine – were greeted by the TNDC Airport Services Team and representatives of the Iskut Band, Tahltan Band and TCG.

**John Horgan** @jjhorgan ✓

Very grateful to the Tahltan for hosting me in their territory in the northwestern BC as the 1st premier to visit in 30+ yrs.

One of the highlights was visiting Dease Lake & Iskut, where I heard from elders about their communities and kids told me their aspirations for the future.

Above: Nathan Cullen, MLA for Stikine (L) and Former Premier John Horgan speak with TNDC’s Mimi Carrier and Hankin Asp.

The Province committed \$9 million in StrongerBC economic recovery funding to upgrade the Dease Lake Airport and the Premier was pleased to witness the upgrades firsthand while officially opening the new facility.

Former Premier John Horgan, Bruce Ralston, former Minister of Energy, Mines and Low Carbon Innovation and Nathan Cullen, MLA for Stikine, with TNDC's Airport Services team and representatives from the Tahltan Central Government, Iskut Band, Tahltan Band and Skeena Resources.





# FIBRE OPTICS



Bringing high-speed fibre optics telecommunications services into Tahltan Territory.


The vision to provide high-speed fibre optic communications to Tahltan communities and businesses in Tahltan Territory began more than a decade ago, with negotiation of fibre optic strands built into the BC Hydro Northwest Transmission Line (NTL).

Since the NTL was energized in 2014, TNDC has remained committed to the vision. TNDC has been working behind the scenes to secure federal and provincial government funding, then design build planning and permitting, as well as establishing a strategic partnership to execute the build.

Construction of the high-speed telecommunications services with fibre optic technology is being carried out through Tahltan Communications – a partnership between TNDC and CityWest. Tahltan Communications is building over 200 kilometres of new fibre optic cable in unison with fibre optic strands that are part of the NTL.

The conduit that carries the fibre has now been built for 110 of the 200 kilometres. The conduit will need to be filled with the fibre optic strands, and there are several steps before it is lit up. But good progress has been made despite the remote and challenging work conditions.

Tahltan Communications is working towards providing high speed Gigabit connectivity to Iskut and Dease Lake in 2023. Getting it into homes and businesses which will happen in two steps. First is the backbone fibre that travels from the south at Kitwanga up Hwy 37N (inside the NTL) all the way north to Dease Lake. Second is the fibre that travels to a home base, where we build a system through the community to serve customers like schools, Band offices and firehalls. After which, we then build to homes.



**FIBRE OPTIC CABLE**  
200 km to be built by Tahltan Communications.

**110 km**  
**OF 200 km BUILT**  
despite remote and challenging work conditions.



**HIGH SPEED GIGABIT**  
internet to Iskut and Dease Lake in 2023.



**NEW TECH-BUSINESS**  
ventures opportunities possible with high speed communications.

This \$13 million project will also provide high speed fibre optic-based telecommunications services to the many small, medium and large industrial businesses in Tahltan Territory (later in 2023). This state-of-the-art fibre-optic network will bring significant benefits to Tahltan Territory, improving the delivery of healthcare, safety, education and social services, and fostering economic development, environmental protection, and infrastructure development.

## BACKGROUND

- Tahltan Territory – an area equivalent of 11% of British Columbia – is without high speed internet technology, restricting business activities, education and health innovation opportunities.
- The Tahltan Nation was provided fibre optic strands on the Northwest Transmission line through its agreement with BC Hydro and the Province in 2011.

## ADVOCACY

- Tahltan Central Government, Iskut Band, Tahltan Band and TNDC – Advocated to bring high speed internet to Tahltan Territory.

## ACTION

- TNDC applied for funding through the Government of Canada’s Connect to Innovate Program and British Columbia’s Connecting B.C. program. This project has been supported through funding from the federal and provincial governments. Funding for the project was announced July 2, 2019.

- TNDC has been working on build planning and permitting since funding was announced, leading up to the start of construction on May 31, 2022.

## WHAT DOES THIS MEAN?

- This state-of-the-art fibre-optic network will bring significant benefits to Tahltan Territory, improving the delivery of healthcare, safety, education, and social services and fostering economic development, environmental protection, and infrastructure development.
- Reliable, high speed fibre optic communications will open the door to new technology-based business ventures that create exciting new career opportunities for Tahltan members.

## WHAT DOES THE FUTURE HOLD?

- Once construction is complete, Tahltan Communications can provide last mile fibre optic connectivity to community households and businesses.
- We are awaiting a Federal and Provincial Universal Broadband Funding announcement for last mile connectivity for the communities of Iskut and Dease lake.
- The fibre optic communication network will enable Tahltan Communications to investigate better connectivity solutions for Telegraph Creek.



Right: CityWest fibre placing crew pushing fibre optic cable through plastic conduit along the edge of the pavement at depth of approximately one metre.

# TAHLTAN FORESTRY



Tahltan Forestry Limited (TFL) is a joint company, owned by TNDC and NorthPac Forestry Group Ltd. TFL was founded in late 2019, with the purpose of managing all forestry-related activities in Tahltan Territory.

Tahltan Forestry has two main streams of activity:

1. traditional logging; and
2. forestry work for mines and utilities.



## TRADITIONAL LOGGING

TFL is now operational on the Tahltan First Nation Woodland Licence (FNWL). The FNWL is a forest licence that provides exclusive access to the non-overlapping portions of the Tahltan Nation Territory. TFL is currently harvesting two cutting permits to the southeast of Bob Quinn. The blocks contain a mix of hemlock, balsam, spruce, and pine. Given the range of both quality and species, the logs will be sold to numerous customers. These customers include sawmills in Smithers and Houston, pulp mills in the Lower Mainland, and log buyers in Asia.

TFL is continuing with the development of additional cutting permits in the corridor between Bob Quinn and Willow Creek that will be harvested in 2023.

## FORESTRY WORK

Tahltan Forestry has been active working for mines and utilities. Some of the projects TFL has worked on, or will be working on include:

- **Stikine Airport Society** – Dease Lake Airport Clearing
- **BC Hydro** – Treaty Creek Substation Clearing and Access
- **Skeena Resources** – Eskay Creek Revitalization Project and Substation Clearing
- **KSM** – Transmission Line Clearing

*Left: Deck of sawlogs for domestic sawmills.*



Tahltan Forestry has had the benefit of working with a number of highly skilled Tahltan businesses on the projects listed above. Some of the companies we have worked with, and the scopes performed include:

- **T&M Flaggging**: traffic control and Emergency Transport Vehicle with medic
- **Northern Labour Services**: skilled labourers and operators
- **D. Frocklage Contracting**: excavator and operator for test pitting program
- **Etzerza Contracting**: excavator and operator to support clearing and access work
- **NESS Emergency Services**: safety officers
- **Wild Timber Industries**: hand falling, logging services, debris burning

Tahltan Forestry started work on the KSM Transmission Line Clearing in November 2022 and expect to be busy on the site through 2023.

Please feel free to contact Andrew Burke at [andrew.burke@tahttanforestry.com](mailto:andrew.burke@tahttanforestry.com) with any questions, comments, or concerns.



*Top: Cut-to-Length Logs on Logging Truck.*

*Above: Wild Timber Processor at Dease Lake Airport.*

Left: Alpine Helicopters – AS350B3e  
helicopter at KSM Mining project.

# 4

## TNDC Business Partnerships

TNDC's business partnerships have long been a strategy to expand our service capabilities. We began an evolution of TNDC's business partnerships in 2020, paring down, then strategically rebuilding, emphasizing equity ownership and increasing profit to TNDC. We now have Joint Ventures and Collaboration Agreements, with two models: those that are project specific and others for all projects in the territory. In some cases, we have multiple service providers to accommodate client preferences.



# Tahltan-Allnorth

**TAHLTAN-ALLNORTH CONSULTANTS LTD.**

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Tahltan-Allnorth is a Limited Partnership with the TNDC and Allnorth Consultants Limited. Tahltan-Allnorth provides civil, structural, mechanical and electrical engineering and design, survey and materials testing, construction, procurement and project management services to clients within Tahltan Territory.

**WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?**

Tahltan-Allnorth is a Limited Partnership company established in 2012. We provide civil, structural, mechanical and electrical engineering and design, survey and materials testing, construction, procurement and project management services to clients within Tahltan Territory.

**WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?**

Tahltan-Allnorth executed survey, materials testing and quality control scopes on the Treaty Creek Substation project which will be used to provide power to the KSM project. Tahltan-Allnorth also provided construction management team members to assist TNDC with the TIA construction at the Newcrest Red Chris Mine. Tahltan-Allnorth completed underground survey and mapping of the underground works at the Snip Project for Hochschild Mining.

**HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?**

Tahltan-Allnorth currently does not have any Tahltan members employed directly, however working closely with TNDC, we are beginning to set up the framework through our Project Delivery Group to provide construction management mentorship and training for Tahltans. This framework will provide on-the-job exposure and training to management roles that can then be executed by Tahltans.

*Right: Quality control on a civil project TNDC, Tahltan-Dent, Tahltan-Allnorth.*



**DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?**

We are currently working with several Tahltan partnership companies including Pelly Construction, Jim Dent, Tahltan Forestry, Tahltan ERM, as well as Tahltan Contractor Wild Timber. To date we have been working as partners to execute construction projects while maintaining quality and environmental scopes.

**WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?**

Tahltan-Allnorth's focus for 2023 is to execute the integrated delivery of projects in the mining sector with TNDC, while providing training and mentorship for key management roles for Tahltans in Tahltan Territory.

*Above: Survey for earthworks in Tahltan Territory.*

*Right: Tahltan-Allnorth, TNDC and Tahltan-Pelly working together.*





# Alpine Helicopters

## ALPINE HELICOPTERS INC.

### Contact

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Alpine Helicopters has been offering safe, efficient and cost effective helicopter services since 1961 when its first base of operations opened in Calgary, Alberta. It has now evolved into a world class company, with seven locations in Western Canada, specializing in tourism, heli-skiing, wildfire management, back-country rescue, exploration, silviculture, power-line maintenance and all facets of commercial helicopter operations.

With over 250 years combined industry experience amongst senior management and a pilot roster that boasts, on average, 7,000 hours of flying time each, you can trust that Alpine has the knowledge and capability to meet your helicopter support service needs.

Our fleet of 40 Helicopters has a reputation for safety, maintenance and quality service that is second to none. Our affiliation with Alpine Aerotech, a Platinum Certified Bell Customer Service Facility, provides Alpine with ready access to industry leading, comprehensive helicopter support and aircraft maintenance services.

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

Alpine Helicopters is a TNDC partnership that provides safe, efficient and cost effective helicopter charter services in Tahltan Territory. Alpine Helicopters specializes in tourism, heli-skiing, wildfire management, back-country rescue, exploration, silviculture, power-line maintenance and all facets of commercial helicopter operations. We have ready access to industry leading, comprehensive helicopter support and aircraft maintenance services.

### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

We are pleased we were successful in winning the helicopter charter work with KSM Mining ULC. This is the only contract Alpine has in Tahltan Territory at this time but we are working closely with TNDC to secure more helicopter charter work in the future.

### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

We currently do not have any Tahltans employed, but our industry needs pilots, engineers and apprentices. We are going to work with TNDC to be present on career days and push to promote aviation careers in Tahltan Territory to attract Tahltans to become a helicopter pilot and/or apprentice engineer.

### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

Alpine Helicopters does not have subcontractors working for us. We supply the helicopter, operations gear and qualified air crew for the helicopter charter required at the KSM Mining ULC project.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

To increase our presence in Tahltan Territory by securing helicopters charter contracts with exploration and mining companies working in the territory.



Noel Rogers



Above: Bell 407 – Noel Rogers.

Left: Rainbow over the KSM Mining project.



# Tahltan-Arrow Transportation

## TAHLTAN-ARROW TRANSPORTATION LTD. PARTNERSHIP

### Contact

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(Mining Division)

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Arrow was established in 1919 and over time, the company has diversified, leading the way in developing service-focused transportation solutions. Today, Arrow employs more than 1,200 people, working in truck transportation, logistics, marine services, manufacturing, transportation technology, facilities management, civil construction (environmental), and product distribution. Since day one Arrow has provided innovative and reliable hauling solutions to its customers. Our partnership with TNDC is long standing and focused on continual improvement long into the future.

*Above: Tahltan Arrow Transportation Limited Partnership truck ready for the weekend. Tahltan-Arrow work hard, play hard.*

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

TNDC and Arrow Transportation have a long-standing relationship for the hauling of Concentrates from Mine to Port. We have worked together in Tahltan Territory providing Concentrate Hauling and Logistics for most large scale mines in the Territory including Eskay Creek, Red Chris and Silver Tip.

We are continually working with our partners to offer support in the Territory for concentrate and aggregate hauling and logistic services.

Arrow proudly operates an office and shop located in Stewart, British Columbia. Our licensed inspection facility and repair shop is utilized for commercial vehicle inspections in the Territory providing a service that otherwise is challenging to access without travelling to Watson Lake, Terrace or Smithers.



*Left: Tahltan-Arrow Transportation Limited Partnership winter transportation. Tahltan-Arrow Trucking in the north isn't easy unless you're partnered with the best. Watch: Arrow in Stewart – [youtu.be/5W-Zo\\_fBn94](https://youtu.be/5W-Zo_fBn94)*

*Below: Tahltan-Arrow Transportation Limited Partnership "Super B" from above transporting concentrate from Red Chris to Port. Tahltan-Arrow on the road together.*

### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

Achievements in 2022:

- Engaged with a Tahltan individual on an owner operator agreement
- Red Chris hauling contract renewal completed
- Provided rate structure and support for Eskay Creek feasibility study
- Provided rate structure and support for Galore Creek feasibility study
- Attended the 2022 Canadian Institute of Mining North Conference

### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

We currently do not directly employ any Tahltans. All positions in the Territory are posted through Tahltan Central Government's OnTrack Platform. To attract Tahltan employees we have explored basing trucks in Iskut to service Red Chris, recognizing that all units are currently based in Stewart and travel may present a barrier.

Recently we have been approached by and entered into preliminary discussions with a young entrepreneurial Tahltan who was previously an employee. He is interested in purchasing his own truck and hiring on as an owner operator. We are excited about this opportunity and look forward to supporting this individual as he develops his business plan with hopes of working for the partnership as a contractor. Coming out of COVID, community engagement and connections are going to be a focus to engage with more individuals where they are.

Over the last ten years we have developed robust "new driver training programs" to support the next generation of professional drivers, and hope that through community engagement we can provide this option to more Tahltans who otherwise may not have been aware of it.



### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

We work closely with TNDC for repair services at Red Chris Mine.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

2023 will be a year with focus on increasing direct employment of Tahltans through our partnership. We will continue to provide safe and reliable hauling of concentrates in the Territory and work closely with all the potential future mines in the area that plan to produce a concentrate product. With the renewal of the Red Chris contract, we can continue to offer long term and reliable employment in the Territory.



## ATCO Structures

### ATCO STRUCTURES & LOGISTICS LTD.

#### Contact

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ATCO Structures is a worldwide leader in modular design, manufacturing and construction. We sell and lease transportable workforce, residential housing buildings and space rental products. This includes mobile office trailers, remote workforce accommodations, blast resistant buildings, and permanent modular buildings (housing, apartments, schools, clinics, hotels, offices, etc.)

#### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

We are a business partner with TNDC that is working to provide workforce accommodations to remote projects in Tahltan Territory. This primarily means supplying and installing work camps/lodges to the mining sector, but also includes office space and other site facilities.

#### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

Formed in 2022, the ATCO-TNDC partnership was successfully awarded the supply of a 120-person work camp complete with recreation hall, offices, kitchen and dining to Seabridge Gold's KSM Project.

#### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

Three full time Tahltan members were employed through our mechanical/electrical subcontractors (one mechanical plumber & two electricians).

Due to the short project timeline for installing modular units, direct capacity building opportunities are limited with provision of work camp scopes of work. However, through subcontractors, sub-scopes were successfully awarded to Tahltan businesses, allowing these businesses to both retain and develop their Tahltan employees through work supporting the work camp install.

#### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

There are three Tahltan contractors that provided services for the Seabridge KSM Project:

- Perceptive Plumbing Solution (supplied two workers);
- Northern Lights Electric (supplied one worker);
- and Inner City Diesel (provided equipment rentals).

#### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

New work camp installation opportunities for various mining projects within Tahltan Territory.

Right: Aerial view of  
Tahltan Territory.





# Bandstra Transportation

## BANDSTRA TRANSPORTATION SYSTEMS LTD.

### Contact

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Bandstra Transportation Systems Ltd. is a diversified transportation services company. We provide less-than-truckload and truckload transportation services within BC and Alberta. Our larger terminals are located in Abbotsford, Edmonton, Prince George, Kamloops, Smithers and Terrace. We provide general freight service to points along Highway 37 from Smithers and Terrace and have a small warehouse in Dease Lake.

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

We have a long relationship with TNDC, providing weekly scheduled freight service into Tahltan Territory since the 1980's and have worked with TNDC for more than 30 years. We formalized a business relationship in 2015. We transport all the "things" that the people who live, work, and play in Tahltan Territory require and use for those activities – whether it be groceries, furniture, building supplies, Christmas gifts, tools, and mining equipment and supplies, including the parts required to keep TNDC's equipment moving.

### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

We maintained regular twice weekly service to Iskut, Dease Lake and Telegraph Creek throughout 2022 despite the various challenges we experienced, including Covid 19, the floods, labour and equipment shortages, and highway closures.

### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

We employ a growing number of Indigenous employees in various positions throughout our company and in 2022 were able to hire a Tahltan employee to make deliveries in Dease Lake as well as our first Indigenous female employee. Our practice is to train and promote from within so we encourage and train all our employees

to develop new skills and apply for increasingly senior roles. The Mullen Group, of which we are now part, has a formal management training program that is open to applicable employees. We continue to post positions across our network with the TCG employment office.

*Below: Bandstra Transportation truck, Highway 37N – Ningunsaw Pass.*

### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

We utilize the Kluachon Centre Store as our contract agent for deliveries of less than truckload freight shipping in Iskut, BC. We use several Tahltan businesses as suppliers, including KEDA Propane and TNDC. We also use the services of various TNDC partners, including the fueling services of Northwest Fuels.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

Our focus will be to grow and improve our freight service along Highway 37. We are cautiously optimistic that global security concerns will encourage the development of resource projects in Canada including the Golden Triangle, which will be of benefit to TNDC and its partners. We also hope that some of the supply chain disruptions, equipment shortages, and inflationary pressures that have created a lot of business uncertainty will continue to moderate and enable investors to confidently invest in new projects again.







# Barminco

## BARMINCO HOLDINGS PTY LTD.

### Contact

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Barminco is one of the world's largest hard rock underground mining services companies, with operations in Australia, Africa and North America.

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

Barminco have engaged in a Collaboration Agreement with TNDC as part of our engagement with Newcrest to supply the underground mining services at the Red Chris Mine located within Tahltan Territory.

The Collaboration Agreement includes the purchase and supply of equipment. The primary scope of works to be supplied to Newcrest is the underground mine tunnelling excavation (development) and installation of all required ground support of the Exploration Decline to gain access to the Exploration Drill platforms for the future Underground Block Cave at the Red Chris Mine.

Barminco are one of the industry leaders in the method of high speed, mechanized underground development when utilizing the technique of installing ground support and drilling the blast holes, all with an underground Jumbo.

### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

The significant achievement of the partnership in 2022 has been the safe and efficient completion of over 3,150m of lateral development, including 2,350m of decline development since the first ground was broken in June 25, 2021. The initial scope of approximately 3,600m of lateral development is on schedule to be completed by December 31, 2022. This is a monumental achievement in a new region with a predominantly new workforce.

Further negotiations are well underway to extend the scope of work to progress the mine further, to open up the access to the footprint of the block cave and to commence the excavation of the conveyor decline that will be utilized in the future for the ore haulage of the block cave to the mill, once underground production has commenced.

### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

There are eight Tahltan and Tahltan Associates directly employed with the Barminco Red Chris team; some are new to the underground environment:

- 2 Administrators: they aid with the training department and HR function required onsite. Both have received internal training in our training database software and newly implemented HR software. Further training with an Administration Specialist from Australia early in 2023 is planned. Both have expressed interest in receiving both informal and formal training to further their HR skillset, which is strongly encouraged within Barminco.
- 1 Plant Operator (grader): they have been coached and mentored to adapt their existing plant experience to the underground environment along with training on new underground equipment (Sandvik underground haul truck and Volvo IT).
- 2 Underground Haul Truck Positions: both have been exposed to most of the general mining tasks in the mining cycle (excluding the jumbo, since it's a small crew). The former is currently being upskilled to progress from the underground Haul Truck position to either the All Rounder/Shotcrete operator or the Charge up/Blaster roles.

- 1 Mine Dry Attendant: this entry-level position is specifically given preference for training opportunities for future roles within our stores or the next in line for Underground Haul Truck training.
- 1 Underground Miner: employed in a Charge up/Blaster role (BC certified).
- Mining Engineer: a recent graduate with previous underground mining experience, engaged with the intent to travel to our Australian business to gain further exposure and experience with the specialised underground mining techniques.

Fortnightly meetings are conducted with the TCG Employment and Business Director to ensure first opportunities are being provided to Tahltan members and associates.

If the scope of work at Red Chris is extended to provide suitable tenure to facilitate apprenticeships, it is intended to provide opportunities in multiple disciplines including Heavy Diesel Mechanics, Electrical and Stores.

### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

Barminco conducts most aspects of the scope internally. There are Tahltan member-owned businesses that assist with varying needs from time to time, for example, light vehicle transport from Terrace to site and from site to Terrace outside of the Newcrest standard travel days.



Going forward, we are currently investigating the need for a batch plant for the supply of shotcrete for the ground support of the underground development. First preference will be to set this up as a TNDC business opportunity.

There have also been expressions of interest pursued for the transport of our team members to and from the nearby communities that are not currently supported by the Newcrest travel arrangements.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

The key focus/outlook for the partnership in 2023 is to secure the extension of scope to continue the underground mining service at the Newcrest. Red Chris Mine.

Top: TNDC supplied Macleans EC3 Charge Wagon in use at the Red Chris Decline face.

Above: The blast flash of the detcord being initiated during the first portal blast of the Red Chris Main Decline.



## Central Mountain Air

### CENTRAL MOUNTAIN AIR LTD.

#### Contact

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Above: Central Mountain Air Aircraft – Ground Support at Dease Lake Airport.

Established in 1987 and headquartered in Smithers, BC, Central Mountain Air Ltd. operates in the transportation industry as a regional airline carrier providing scheduled and charter flights primarily in British Columbia and Alberta, with a fleet of over 30 aircraft. We also provide cargo services in conjunction with scheduled service flying, and Medical Evacuation (Medevac) flights provided by our affiliate company, Northern Thunderbird Air Ltd.

#### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

We are collaborative partners with TNDC providing air transportation services to organizations operating in the Tahltan Territory. Through the years, we have continued to work collaboratively with the members of the Tahltan Nation and TNDC in advancing community support initiatives such as the ongoing improvements and servicing initiatives at the Dease Lake Airport.

#### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

Our joint partnership provides air transportation services for crew and workforce movement to Newcrest for the Red Chris Mine and to Skeena Resources for the Brucejack mine transporting thousands of individuals on an annual basis. Also, together with TNDC and the Stikine Airport Society, we continue to support the certification and improvement projects for the Dease Lake Airport.

#### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

Presently, we do not have any staff members who have self-declared as members of the Tahltan Nation. We have a robust Indigenous Relations Policy and practice to encourage recruitment and development of members of our First Nations and Indigenous staff members such as focussed job placements and recruitment, training programs and grants, and work internship programs. We will continue to improve our processes to ensure we attract, retain and develop Tahltan team members.

#### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

Not currently directly working for us. TNDC oversees the Airport Services at the Dease Lake Airport which support our charter flight operations.

#### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

Aviation is a growing industry with exciting opportunities for employment, business partnerships and the development of a unique and in-demand skill set. As such, Our focus is to continue to strengthen our partnership and work collaboratively to meet our shared goals of increased employment and training development in Aviation for members of the Tahltan Nation, increased business opportunities and partnerships, and support for community led projects.



## Tahltan ERM Environmental Management

### TAHLTAN ERM ENVIRONMENTAL MANAGEMENT (TEEM)

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Below: Blaine Lindstrom sampling groundwater.

Tahltan ERM Environmental Management (TEEM) provides consulting services within Tahltan Territory, including environmental, archaeological, sustainability, health and safety, fisheries, terrestrial, climate and atmospheric, ecological risk assessments, environmental effects monitoring, reclamation, water treatment, social and economic sciences.

#### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

TNDC and ERM Consultants Canada Ltd. (ERM) partnered almost 20 years ago, in May 2004, to establish RTEC (renamed to TEEM in the summer of 2021).

#### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

- TEEM provides an annual bursary to Tahltan Members for advanced and ongoing education opportunities; we are planning our 2022 bursary now.



- TEEM has provided employment for more than 20 Tahltans on various projects in the Territory last summer.

- Over the past year, TEEM has been working on environmental field programs and early assessment process deliverables relating to a number of projects proposed within Tahltan Territory including: Skeena Resources' Eskay Creek Revitalization Project, Seabridge Gold's KSM Project and Kutcho Copper Corp.'s Kutcho Copper Project.

#### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

This past year we have provided employment to over 20 Tahltans either hired directly by us or through our partnerships with Tahltan businesses like Northern Labour Services. We have Tahltan scientists leading field programs and a variety of field assistants.

#### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

Yes, we lean on Tahltan contractors and Tahltan member-owned businesses for logistics and camp support and labour and human resources.

#### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

TEEM will continue to foster strong working relationships with the mining industry within Tahltan Territory. TEEM provides environmental services for several clients in Tahltan Territory including Skeena Resources (Eskay Creek, Snip Gold), Galore Creek Mining Corporation, Seabridge Gold (KSM, Iskut Project), Kutcho Copper and Coeur Silvertip (Silvertip Mine). An annual bursary will continue to be provided to Tahltan students. Collaboration with Northern Labour Services will be broadened to provide employment for Tahltans on the various projects within the Territory.



# Geotech Drilling

## GEOTECH DRILLING SERVICES LTD.

### Contact

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Tahltech Drilling Services Ltd. (Tahltech), is a limited partnership between TNDC and Geotech Drilling Services Ltd. (Geotech). The partnership operates in Tahltan Territory providing multi-disciplinary drilling services for various drilling markets, including:

- Mineral exploration diamond drilling.
- Geotechnical and environmental drilling. Methods include sonic, air rotary, mud rotary, and auger drilling.
- Cone penetration testing (CPT) for tailings facilities and geotechnical assessments through Gregg Drilling and Testing Canada (Gregg), which is majority-owned by Geotech.

Tahltech can utilize various types of drills that are mounted on a variety of drill carriers to drill in almost any location including: track, truck, skid, heli-portable, underground, barge, and amphibious drill carriers.

Typical projects include: mining exploration, pipeline alignments, mine reclamation, mine pit infrastructure design, tailing facility feasibility/upgrades, hydro-electric dam feasibility/upgrades, and more.

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

A formal relationship was established with TNDC via a Memorandum of Understanding and a Share Agreement in March 2016. In October 2016 TNDC and Geotech incorporated Tahltech Drilling Services Ltd., which is a limited partnership 51% owned by TNDC.

### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

Over 15 geotechnical programs including at Newcrest Red Chris Mine, Coeur Silvertip, Giga Metals, Seabridge, Skeena Geotechnical, and two exploration programs at Skeena. In addition, a Tahltan-specific exploration industry training program was provided. As well, we confirmed a three-year \$10,000 annual donation commitment to initiatives that support the three communities, with the 2022 contribution going to the TNDC Community Christmas Party for Tahltnans living in Territory.

### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

We currently employ three full time drillers and a Tahltan-specific exploration industry training program was provided to increase the number of Tahltnan employees and further empower those that are currently employed.

### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

Yes, on the 2022 Dease Valley Industry project. Additionally, Tahltech attempted to acquire Tahltnan owned contractors specifically for core box building and pad building but unfortunately, the staff pool was unavailable.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

Our goal is to further strengthen the roots of our partnership and coordinate programs and projects, while focusing on the formalizing agreements and progressive action plans to benefit all parties.

Right: Tahltech drilling rig at the 2022 Newcrest Drilling program.





# Hy-Tech Drilling

## HY-TECH DRILLING LTD.

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Tahltan Hy-Tech Drilling is the TNDC partnership with Hy-Tech Drilling, a recognized provider for Diamond Drilling in Tahltan Territory. Based in Smithers, BC, Hy-Tech supports the world's leading mining companies with surface, fly, and underground drilling for exploration, development stage projects, and ongoing active mining operations in some of the most rugged and complex environments. With the industry's highest hole completion rate of 99%, equipment uptime of 99.7%, and safety embedded in everything we do, Hy-Tech is trusted to keep you on schedule.

Hy-Tech designs, builds and maintains the equipment, optimizing access to the complex terrain in Tahltan Territory, deep hole requirements,

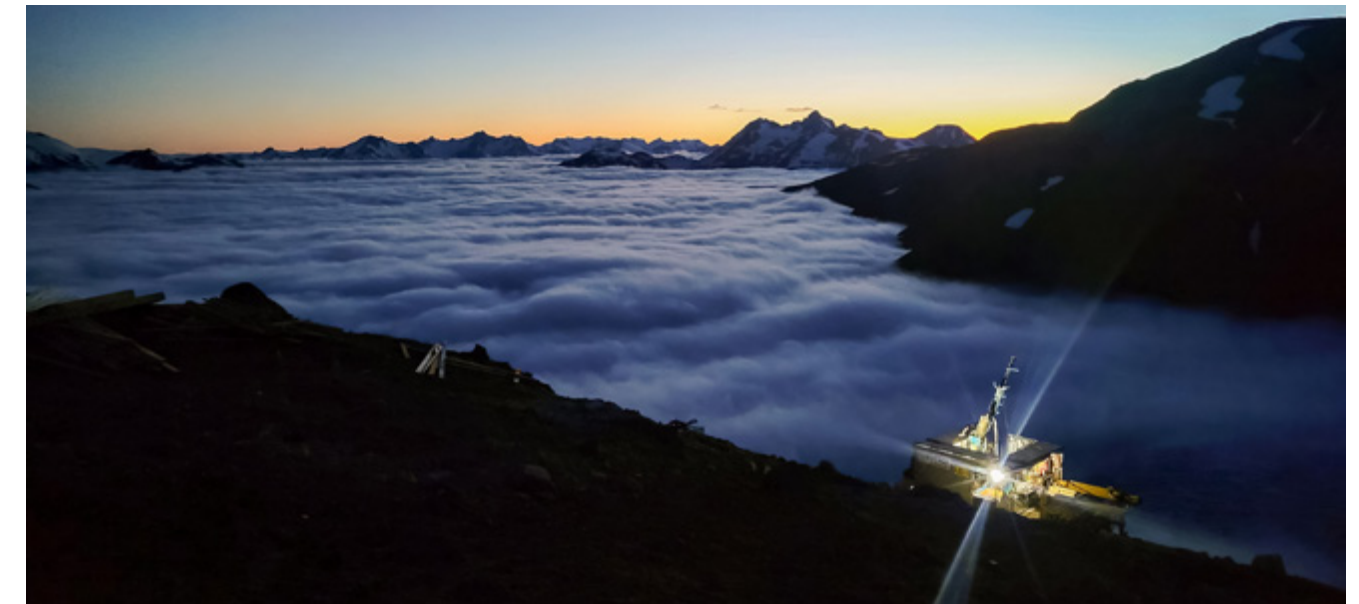
*Below: Red Chris Mine.*



and reducing environmental impact. Hy-Tech reduces water usage by over 90% by filtering solid waste and reusing water through the centrifuge system and provides advanced drilling analytics to monitor and log performance.

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

Hy-Tech is committed to a win/win/win approach to create lasting value for employees, clients and the Tahltan Nation. The Tahltan Hy-Tech Drilling partnership was established in 2021 and subsequently launched in 2022. The partnership continues to evolve and work towards its strategic growth objectives.



### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

Tahltan Hy-Tech Drilling performed drilling services at:

- Newcrest: Red Chris Mine (Surface and Underground) and Brucejack Mine (Surface)
- Tudor Gold: Treaty Creek Project
- Amarc: Joy Project

### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

Tahltan Hy-Tech Drilling continues to advertise employment and training opportunities through TCG's OnTrack job platform with the goal of hiring Tahltan employees.

### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

Hy-Tech purchases core boxes from Tuya Woodcraft when not supplied by the client. Hy-Tech continues to look for opportunities to work with Tahltan contractors and suppliers to support operations in Tahltan Territory.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

Continue to work with TNDC to reach strategic growth objectives for the partnership. This includes continuing to grow Tahltan Hy-Tech Drilling by adding additional contracts and establishing Tahltan Hy-Tech Drilling as a preferred drilling contractor in Tahltan Territory.



*Top: Brucejack Mine.*

*Above: Red Chris underground.*



# Jim Dent Construction

## JIM DENT CONSTRUCTION LTD.

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Jim Dent Construction has been delivering heavy civil solutions since 1974. Over the decades, DENT has developed into a respected contractor specializing in engineering and civil construction projects throughout British Columbia. DENT is an industry leader, providing start-to-finish solutions for complex projects with challenging conditions, and has earned a reputation for collaboration and customer satisfaction.

With almost 50 years of experience, a dedicated workforce, quality workmanship, and an innovative focused approach allow DENT to successfully address the complex challenges within projects and deliver on schedule.



DENT is committed to respectful engagement with Indigenous communities when working within traditional territories and endeavours to build long-term impactful relationships. We will foster relationships with Indigenous Peoples and communities, based on transparency, honesty, and integrity. We pursue sustainable and valuable ways to contribute to the well-being of the communities in proximity to our project areas.

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

Our official partnership agreement took effect on January 1st of 2022, however DENT has worked with TNDC on several projects prior to this. Through various avenues of collaboration, the company provided forestry related services for BC Hydro and Eskay Mine.

The TNDC-DENT team can provide a full suite of construction services to meet the needs of many of the projects that are currently or planned to be delivered in Tahltan Territory.

### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

In 2022, TNDC-DENT commenced site preparation works for BC Hydro's Treaty Creek Substation. A very challenging project, our team demonstrated its ability to collaborate with the owner to develop solutions for delivery of the project. Work on the project will recommence in the spring of 2023 when site conditions are suitable.

Our team also engaged in several mining related developments in Tahltan Territory to assist with constructability planning and budgetary exercises. This engagement serves to ensure Tahltan interests are the primary focus for owners as projects are developed.

Left: Site Preparation at the Treaty Creek Substation.

Right: Clearing access route to the Treaty Creek substation.

Below: Soil hauling at the Treaty Creek substation site.

### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

To support the site preparation works at the Treaty Creek substation there were typically seven to ten Tahltan members employed on the project at any given time. Positions consisted mainly of operators and labourers. Several pieces of TNDC construction equipment were also utilized on the project.

We are also working closely with TNDC leadership to identify opportunities to integrate candidates into construction management roles on active projects to foster experience.

We hope to see an increase of Tahltan resource utilization when the project recommences in the spring of 2023.

### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

Our team collaborated with Wild Timber, a Tahltan member owned business that specializes in forestry work. Wild Timber and TNDC-DENT crews performed tree clearing works at the Treaty Creek substation. Wild Timber also supported clearing works for the Eskay mine site in late 2021.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

TNDC-DENT will continue to focus on heavy civil opportunities to build capacity and provide revenue to the Tahltan community. The team will continue to engage in mining related developments such as Kutcho Copper, Galore Creek, Red Chris, KSM, and Snip mines.

It is anticipated that upon return to the Treaty Creek Substation project in the spring of 2023 that BC Hydro will look to the TNDC-DENT team to deliver additional scopes of work and be heavily involved in the project moving forward.

The partners look to the growth of our collaboration through project execution of civil construction allowing for economic prosperity in the community and job opportunities for members.





# Northwest Fuels

## NORTHWEST FUELS LTD.

### Contact

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As the only locally owned and operated fuel wholesaler west of Prince George, Northwest Fuels Limited proudly services the Indigenous territories of the Wet'suwet'en, Gitksan, Tsimshian, Haisla, Nisga'a and Tahltan.

With offices in Houston, Smithers, Terrace and Prince Rupert, Northwest Fuels employs over 70 people in various roles, including: management, health and safety, Class 1 drivers, mechanical, operational and administrative roles.

We are a community minded company that understands and respects our role in ensuring safe and reliable supply of fuel required for the 24/7 ground, marine and aviation operations, and paramount to the necessities of homes, vehicles, community, health and emergency services. In addition to our four regional offices, we operate nine commercial cardlocks and a fleet of 32 fuel trucks.

Northwest Fuels is proud to be part of the Premium Carrier Program, a recognition program initiated in partnership with the BC Trucking Association. It is based on the premise that sound driving practices lead to safer highways and more competitive businesses.

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

Northwest Fuels has been a supplier of fuel services to the communities and industries within Tahltan Territory for over 20 years; we have been fortunate and proud to work for, with and alongside the Tahltan people in that entirety, and to have a working partnership with TNDC for the majority of those years.

Specializing in remote hauling, the majority of our services within Tahltan Territory are provided to the mining and exploration sector, however, we also supply residents, local commercial operations, and the tourism industry.

Our working partnership with TNDC allows us to work together to ensure current fuel service requirements for industry are safely and conscientiously met, and more importantly opens the door for us to find new ways to work together to ensure we are fuelling more than just current industry, but also fuelling opportunities for the Tahltan people.

### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

Our greatest economic achievement of our partnership in 2022 has been the success of retaining the fuelling contract at the Newcrest Red Chris Mine. Not only does this contract ensure the livelihood of many of our own employees, but as a local company, it enables that to ripple to other businesses throughout the northwest.

Our greatest project achievement was our small consulting contribution to the Dease Lake Airport project, which we are really excited to see come to fruition! An airport is a vital asset to a community, and we are confident it will provide great opportunities for economic growth and employment.

Our greatest personal achievement was the safe delivery of our drivers home. Hauling fuel is not easy; our drivers face challenges everyday. Our goal is to mitigate and eliminate risk, and consistently learn and evolve our safety goals and expectations. The safety of our drivers takes 'all hands on deck' to achieve, especially in places as remote and unforgiving as some of the areas within Tahltan Territory. Thanks to organizations such as TNDC that standards are being set for the maintenance of the highways, emergency services expanded and preventative measures are being taken to ensure the safety of all vehicles and persons travelling Highway 37N.

Opposite: Red Chris Fuel Farm. |



### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

We do not currently employ any Tahltans, although one quarter of our staff is made up of other First Nations, including Gitksan, Tsimshian and Nisga'a in management, administrative and driving roles.

We believe one challenge in employing Tahltans is having our head office outside Tahltan Territory, which we are hoping to find ways to circumvent that. Currently, we are looking at ways of working with TNDC to provide Class 1 Driver Training to Tahltans interested in gaining this high-demand skill.

There is a driver shortage across Canada, and the goods and services required by communities and industry are growing. We would love to help facilitate a driver training program that would promote the option for Tahltan members. We are exploring opportunities for "sponsoring and availability" of training both locally and regionally for potential new drivers to achieve their Class 1, options to facilitate the required BC Government (MELT Program) required training for licencing, and funding options for existing employees to upgrade to or train for a Class 1 through WORK BC (to address the cost to achieve a Class 1 license, which can deter many). This is an ongoing effort we hope to see come to fruition in 2023. We will engage TNDC and TCG for input to achieve this.

### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

We do not have any Tahltan Contractors working for our company, as 90% of what we do is handled in-house; although subcontractors are hired as needed. If a contractor is required, we do our utmost to acquire that service locally to the designated job.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

For Northwest Fuels, we would like to move into more of a working partnership for driver training. We would love to partner our experiences and expertise to further open doors for the Tahltan people.

We aim to continue to retain and acquire work in Tahltan Territory, with focus on opening up further opportunities for Tahltan employment within our company.

We will aim for open dialogue about ways to improve our contributions to the Tahltan people, lands and communities – with safety for the people and environment being paramount.

We believe we have been a contributing partner to TNDC throughout our partnership, and we very much appreciate the trust given to us to represent the expectations and standards of the Tahltan and TNDC when we travel in Tahltan Territory; our goal is to continue to uphold those to the best of our ability.



## Tahltan NST

### TAHLTAN NST BUSING LTD.

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Over the past year, Tahltan-NST Busing (TNST) – a joint venture between TNDC and Northern Spirit Transportation Bus Services Ltd. – has been a thriving business, offering transportation services in the Tahltan Territory. Our commercial drivers operate full sized highway coaches and industrial crewbus units. TNST is poised to expand and service the increase in demand for the natural resource sector in the northwest. The entire team at TNST is optimistic about what the future holds for the partnership.

#### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

We are very proud of our joint venture with TNDC to supply ground transportation at Newcrest Mining's Red Chris operations. Our TNST team is responsible for all on-site busing at camp as well as transportation to and from the Dease Lake airport. From October to May, these transfers are also from Smithers airport when weather doesn't cooperate.

#### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

Newcrest Mining's Red Chris operation, providing the services referenced above, is our main client, but we are actively engaging other projects in the region.

#### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

Information regarding requirements for drivers is posted on Tahltan Central Government's OnTrack job platform. All drivers require a minimum of a Class 2 with air brake endorsement.

*Right: One of the many beautiful sunrises at Red Chris Mine.*



#### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

At this time we don't have contract work, but utilize Tahltan owned/operated companies in the region when necessary for goods and services.

#### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

TNST is singularly focussed on acquiring existing and future transportation contracts in the region. The additional scope of work will increase our community footprint in the region. In turn, there will be more job opportunities for drivers and need for administration support.

*Above: One of TNST's highway coaches at Dease Lake.*

*Right: Another TNST highway coach posed with a majestic backdrop.*





# Orica Canada

## ORICA LTD.

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Orica is one of the world's leading mining and infrastructure solutions providers. From the production and supply of explosives, blasting systems, mining chemicals and geotechnical monitoring to our cutting-edge digital solutions and comprehensive range of services, we sustainably mobilize the earth's resources.

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

Orica provides commercial explosives, accessories, and blasting related services and technologies to mining and civil construction companies working in the region. We have been working with TNDC since the start-up of the Red Chris Mine in 2014.

### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

This year we introduced new underground equipment and products to the underground project at Red Chris and continue to invest in our infrastructure in the region.

### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

Orica currently employs one Tahltan Member as a roving site supervisor for our operations in BC. Orica has several open positions for surface and underground personnel as bulk technicians, mechanics and Mobile Manufacturing Unit operators. Orica provides comprehensive job-related training to all employees so they can perform tasks safely and efficiently. Our career opportunities also position employees for future growth and skill development as they progress in our company.

### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

We currently do not have any Tahltan member owned businesses working at our site. We have engaged with a TNDC JV Partner for work we are conducting in the region.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

Orica plans to continue to develop our business relationships in the region and seek opportunities with TNDC and its partners for sustainable and respectful supply of our products and services in the region.

*Left: TNDC Employee Operator supporting site services at one of the Coast Mountain Hydro Projects.*







# Pelly Construction

## PELLY CONSTRUCTION LTD.

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Pelly Construction Ltd is an established and respected Yukon based contractor. Pelly has delivered a wide range of civil projects throughout Canada's North, including mine development/operations, road building, and mine reclamation. We are a locally owned and family-run business with more than 35 years experience. We pride ourselves on our skilled technicians, operations staff and our award winning health, safety and environmental practices.

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

TNDC and Pelly are working together to complete large earthmoving projects. We work under a collaboration agreement and a Joint Venture Agreement. We provide a wide range of earthmoving activities such as mine development/operations and mine reclamation.



### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

TNDC and Pelly worked together on two major projects: the Newcrest Red Chris Mine tailings impoundment area (TIA) and Seabridge Gold's Coulter Creek Access Road (CCAR). The companies worked together as one team sharing resources and integrating safety activities. Successful completion of Red Chris Mine's seasonal lift of the TIA with zero lost time incidents and 1,370,000m<sup>3</sup> of productive material moved. Road building activities at CCAR included installation of 17 culverts, environmental measures including silt fence, hydro mulch, construction of sumps/ditching, and 40,000m<sup>3</sup> drill/blast and construction of new road.

Below: Seabridge CCAR Project – Culvert installation.



Above-Left: Red Chris Mine – Tailings Impoundment Area (TIA).

Above-Right: Pelly Construction – Seabridge Coulter Creek Access Road – Construction activities.



### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

Pelly worked collaboratively with TNDC sharing resources including training and mentorship. The crews worked together to complete tasks and held daily collaborative field supervision meetings, joint toolbox and safety Sunday meetings. Pelly has a Tahltan preferred hiring policy with two members hired in operation and maintenance.

### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

Tahltan Pelly Joint Venture hired Tahltan Allnorth (a TNDC business partner) to complete onsite services including material testing, surveying and environmental monitoring.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

Working together to complete civil earthworks projects, including the TIA seasonal shell lift and the CCAR access road.



# Procon

## PROCON MINING & TUNNELLING LTD.

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Established in 1992, Procon is one of Canada's leading mining contractors. Known for our ability to develop and manage projects for clients in remote, harsh environments, our portfolio of work extends to underground projects in the precious metals, base metals, and soft rock industries across three continents. A significant portion of this work is performed in partnership with Indigenous businesses across Canada – with several of those partnerships in place for more than 20 years. Today, Procon is proud to be recognized as the only mining contractor certified by the Canadian Council for Aboriginal Business (CCAB) as 'Bronze' under their Progressive Aboriginal Relations (PAR) program. Procon's corporate office is located in Burnaby, BC, supported by operating centres in Nisku, AB; Saskatoon, SK; Val-d'Or, QC; and Yellowknife, NT.

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

Procon and TNDC first partnered in 1998 and have worked together on multiple projects within (or in proximity to) Tahltan Territory – including Barrick's Eskay Creek Mine, AltaGas' Forrest Kerr and McLymont hydroelectric projects, and now Newcrest's Brucejack Mine (previously owned by Pretivm Resources). Our relationship has developed through various forms of joint venture agreements supporting work within the Golden Triangle region of British Columbia for more than 20 years. Services provided include underground mine development, production mining, and underground construction and tunnelling.

### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

Based on 2022 year-to-date performance data, our joint venture is proud to report that:

- Our crews at the Brucejack Mine reached 3,000,000 hours without a Lost Time Incident (LTI).
- Our Brucejack workforce is currently comprised of 17% Indigenous workers.
- Supported and successfully navigated the transition of Brucejack mine ownership from Pretivm to Newcrest during Q1.
- The joint venture paid out more than \$40 million in wages to the crews – contributing significantly to the local, regional and national economies.
- By the end of Q1, Covid related challenges were finally behind us, and our attention turned to mitigating the impacts of inflation on our job costs and margin.
- The Tahltan-Procon JV management committee, supported by HR and Indigenous Relations personnel, launched an initiative to look into career path development opportunities for Tahltan workers. The task force has met twice during 2022 and we will continue to do so during 2023.

### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

As of November 1, 2022, there are currently 20 Tahltans employed with Procon. The positions held by Tahltans include mechanic, miner, and haul truck operator.

Procon has developed an in-house Miner Training Program that incorporates modules to introduce and train workers on various aspects of underground mining. At the Brucejack Mine, new employees from the Tahltan Nation are provided the opportunity to work through these modules over time, with the goal of producing job-ready underground miners. This program combines classroom theory with hands-on training and is aligned with legislative requirements. Through training and experience, the intent of the program is to provide employees with the opportunity to advance over time, and with the right competencies through various job functions, into future roles such as equipment operator, driller or supervisor.

Positions are also made available to those holding technology diplomas/degrees supporting surveyor, mine technician or mine engineering roles within the company. We work directly with TNDC's Human Resources and career centre, and partner to post all job opportunities to TCG's OnTrack Job Board.

As part of Procon's Miner Training Programs, Tahltan members have the opportunity to participate in a wide variety of training courses, including Supervisor & Leadership, New Miner, Equipment, Hazard/Risk, Emergency Response and safety/protection.

Procon utilizes project specific Training Plans to identify and communicate training for employees based on their location, hazards and risks specific to their tasks. Procon is committed to providing our current and future Indigenous employees who possess the essential skills and experience with opportunities for advancement. We strive to build relationships that are based upon a foundation of mutual benefit, respect and sustainability

### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

At this time, Procon does not have any Tahltan member-owned businesses working for us; however, we are hoping that opportunities will emerge on future projects. Our Indigenous Procurement Policy was developed in Q4 2021 as a key deliverable of CCAB's PAR certification program; implementation of this policy has helped to ensure that Indigenous businesses across Canada have meaningful access to opportunities within Procon's supply chain. During 2022, Procon's Indigenous spend has grown to 17.75% of our total overall spending, something we are very proud of.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

It goes without saying that we will continue to focus on providing safe, productive, and reliable underground mining services to our customer, Newcrest, at their Brucejack mine. Our contract will be up for renewal during Q2 of 2023 and we will work collaboratively with Newcrest to address our mutual desire to extend the contract term. We will also be looking for other opportunities within Tahltan Territory to support underground mine development and tunnelling. When commodity prices start to rise again, and economic conditions are supportive, we are expecting there will be considerable resource sector investment in the Territory, which will present our partnership with more opportunities.



# Progressive Ventures Construction

## PROGRESSIVE VENTURES CONSTRUCTION

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The story of Progressive Ventures (PV) is one of tenacity, passion, and unwavering dedication for real estate and construction that began over 50 years ago. Today we are a family of companies delivering dependable, full-spectrum commercial and industrial services to the Northwest region of BC. PV's sense of place and belonging in northwest BC is reflected in our building portfolio, partnerships, and vibrant and diverse team.

*Below: Progressive Ventures mobilized a 100m<sup>3</sup>/day concrete batch plant to fulfill the needs of various contract owners at Red Chris.*

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

Progressive Ventures and the Tahltan Nation have built a relationship over the last decade that culminated in a formal collaboration agreement with TNDC in early 2021. The informal working relationship with TNDC began in 2015, and we launched our joint venture in 2018. Together we've accomplished a lot, and we're excited about a future marked by mutual respect and productive partnership.

### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

Progressive Ventures was successful in the pursuit of multiple trade packages at the Newcrest Red Chris Mine site in support of the Block Cave Development and Capital project. This included the execution of a large overland raw water and dewatering line installation during the winter months.

We completed the abatement and demolition of the old mill at Johnny Mountain Mine for Snip-Gold/KSM. This project was completed ahead of schedule, under budget, and with zero incidents.

### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

We proudly employ one Tahltan member on a full-time continuing basis in our Terrace office as our Shop Manager.

Progressive Ventures actively recruits Tahltan members for all our projects in Tahltan Territory. Our internal data collection and reporting mechanisms have recently been enhanced to help us recruit and retain members.



*Above: Johnny Mountain Mine Mill Demolition Project.*

*Right: Culvert installation and backfill at KM 13 of the Red Chris Access Road Project.*



### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

We are pleased to be working with Tahltan member-owned heavy equipment operators on the access road upgrade at Brucejack Mine that is set to commence late this year.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

Progressive Ventures was awarded the contract for a complex access road upgrade at Brucejack Mine including sensitive environmental work. This project is expected to begin in the late fall/early winter of 2022. TNDC operators will be utilized on this project.





## Redpath Mining Contractors and Engineers

### REDPATH MINING CONTRACTORS AND ENGINEERS

#### Contact

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Redpath Raiseboring Limited (RRL) is a TNDC partner providing raiseboring services at the Newcrest Red Chris Mine. RRL has designed and manufactured raise drills for 40+ years and is North America's largest manufacturer, with one of the world's most extensive fleets. As both an original equipment manufacturer and a contractor, RRL uses its contracting experience to continuously optimize the design of its drills. The company's team of professionals provide safe, on-time projects, and a service level exceeding normally accepted standards. RRL is based in North Bay, Ontario, where it serves a growing list of North American and international clients.

#### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

Redpath Raiseboring Limited (RRL) provides raiseboring services at the Newcrest Red Chris Mine.



#### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

We were awarded the contract for large-diameter vertical works, 5+ m diameter, which commenced in July 2022. Civil works on foundation for the raisebore started shortly after. Coordination with other contractors on site began for work on the foundation in preparation for the large-diameter raisebore work. Additional measures to secure the collar were taken to drill and pressure grout the rock structure around the vent shaft.

#### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

There is an opportunity to explore possibilities for potential future work.

#### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

Progressive Ventures, a business partner of TNDC, was contracted to do the civil foundation for the raisebore work. A portion of the grout program was transferred back to Newcrest Red Chris, who engaged Tahltech Drilling, a business partner of TNDC, to do this work.

#### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

Explore opportunities to develop a more in-depth agreement for continued work at Newcrest Red Chris Mine.

Left: Completed concrete collar construction.



## Sandvik Mining and Rock Solutions

### SANDVIK MINING AND ROCK SOLUTIONS

#### Contact

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Sandvik Mining and Rock Solutions is a leading supplier of equipment, tools, service and technical solutions for the mining and rock excavation industries. With customers demanding ever greater productivity to ensure profitability, we are providing the cutting-edge solutions needed to succeed.

Our equipment and services help our customers in every corner of the world to mine and excavate rock safer and more productively. Our offering covers rock drilling, rock cutting, crushing and screening, loading and hauling, tunnelling, quarrying, breaking and demolition.

Every product is backed up by extensive research and development, application expertise, authorized dealer network, on-site service and training, and aftermarket support. In addition, Sandvik parts and services can help our customers to save millions, through our round-the-clock service, qualified engineers and genuine parts on demand.

We are always striving to eliminate harm to our people, our customers, our suppliers and the environments in which we work; that is our Environment, Health and Safety (EHS) vision, and we never compromise on it.

#### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

TNDC will act as a reseller for Sandvik in the Golden Triangle with their sub-division called Golden Triangle Equipment (GTE).

#### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

The agreement was signed in January 2022, but unfortunately, TNDC doesn't have the structure in place at the moment to support the business in the Golden Triangle.

#### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

None for now.

#### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

No.

#### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

Get the systems in place so we can achieve our mutual goals to support the mining industry in the Golden Triangle.



# Sodexo Canada

## SODEXO CANADA

### Contact

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Sodexo is the worldwide leader in quality-of-life services. Every day, we strive to improve the quality of life of 100 million people. We develop, manage and deliver a unique array of on-site services, benefits and rewards services, along with personal and home services.

With a profound understanding of our markets by segments and sub-segments, we have built a strong intimacy with our clients and a good knowledge of our consumer base. We have built a powerful network in 80 countries where we have accumulated enormous talent. We provide adapted, integrated solutions that target specific needs for every employee, at every business, in every region.

In addition to energy and resources (remote sites/camp life), our business segments include corporate services, education, healthcare and seniors. In working with Indigenous communities, Sodexo follows four R's: Respect, Recognition, Revenue Sharing and Representation.

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

Since 2002, Sodexo has worked collaboratively with TNDC through its Camp Services division Spatsizi Remote Services (SRS). During our 20-year partnership, we have provided camp services to more than a dozen energy and resource development projects with 20 to 800-person camps. During this time, Sodexo has contributed over \$50 million through direct profit split benefits and indirect employment contributions to TNDC (and in turn the Tahltan Nation).

Sodexo has provided business advice and support on quality management processes and professional development infrastructure. Sodexo values its relationship with TNDC and looks forward to supporting TNDC through business expertise and the Tahltan Nation through ongoing investment in local talent recruitment and development, and honouring Tahltan culture.

### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

At Newcrest Red Chris Mine, Sodexo and TNDC are partnered to provide catering, housekeeping, custodial, commissary and accommodation. At the Eskay Creek Project, Sodexo and TNDC are partnered to provide catering, housekeeping, custodial, and accommodation.

1. Ongoing collaboration and sound business orientation over a challenging COVID, inflation and supply management business cycle.
2. Engaged with Skeena Resources (Eskay Creek Camp) while researching the needs and design of a potential new 500 person camp.
3. Negotiated wage increase specific to TNDC /Sodexo front-line staff.
4. Negotiated Travel and Accommodation benefits.
5. Introduced a new SODEXO Employee reward program, which is shared with TNDC /Sodexo employees.
6. Engaged with Newcrest adding additional beds and accommodations.
7. Added approximately \$250,000 in new equipment vehicles and added support to the Red Chris site.



### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

At Newcrest Red Chris Mine, and at the Eskay Creek Project, all staffing is through TNDC and all employees are on TNDC payroll.

1. Employing approximately 130 TNDC members with full time positions – Housekeepers, Janitors, Laundry, Dishwashers, General Help, Cooks, Front Desk, Retail Sales, Department leads and supervisors.
2. Introduced a comprehensive apprentice and Tahltan development strategy and implementation.

### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

The partnership does not require contractors.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

In addition to serving our Red Chris and Eskay clients, we will continue our commitment to key leadership actions to help shape the path to a better future together.

Sodexo Canada is committed to promoting and fostering a culture of diversity and equal opportunities and to providing inclusive workplaces. We will support the growth of the Tahltan community through career development and enhance the skills of our Tahltan team members.



Left + Above:  
TNDC-Sodexo team  
members wearing Orange  
Shirts to recognize  
National Day for Truth  
and Reconciliation at the  
Newcrest Red Chris Mine.



# Summit Aviation Group

## SUMMIT AVIATION GROUP

**Contact**  
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The Summit Aviation Group is comprised of two federally regulated independent companies: Summit Air and Summit Helicopters. The Group operates a combined fleet of over 30 aircraft and employs over 230 people. Summit Air specializes in the provision of charter passenger and cargo solutions, and we have operations both throughout Canada and overseas. Summit Helicopters, a western-Canadian based sister company, specializes in the provision of aerial medevac and firefighting helicopter solutions as well as support for the mining and exploration industries.

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

The Summit Aviation Group has an existing Collaboration Agreement with TNDC, which was signed in 2021. Through this agreement, the Summit Aviation Group delivers customized charter aviation solutions within Tahltan Territory to clients operating in the mining and exploration sectors.



### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

The Summit Aviation Group was proud to deliver seasonal rotary wing support to both Seabridge Gold (SnipGold, and KSM projects) and Hochschild Mining through our partnership with TNDC in 2022.

### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

The Summit Aviation Group does not currently employ any Tahltans. We are currently working on the development of an aviation-specific scholarship program for qualified Tahltan applicants which we hope to roll out in 2023.

### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

The Summit Aviation Group does not have any Tahltan contractors working for our company and typically does not use subcontractors in the delivery of our services.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

Our focus for 2023 is to continue to grow our existing relationship with TNDC with hopes of securing more long-term aviation work within Tahltan Territory.

*Below: Summit Air RJ and Summit Helicopters BH407 meet in Terrace on a sunny summer day earlier this year.*



*Top: Two aircraft from the Summit Helicopters fleet operating out of the Bell 2 lodge.*

*Above: Summit Air's Dash 8 -300 in Terrace. This aircraft is used to fly workers in/out of the Brucejack Mine.*





# Summit Camps

## SUMMIT CAMPS

### Contact

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Summit Camps is based in Smithers, BC. We are a turn-key workforce camp provider to a wide array of industries including mining, forestry, energy, construction and government. We provide camp services across Canada. Summit offers high quality catering services, tailored to meet the needs of our diverse clients. We provide camps for up to 1,500 residents and own a large fleet of high-quality camp structures. We conduct full camp installation and do light construction for various clients. Summit also provides remediation services for camp equipment owned by our clients.

### WHAT IS YOUR RELATIONSHIP WITH TNDC? WHAT SERVICES DO YOU PROVIDE IN TAHLTAN TERRITORY?

Summit Camps and TNDC entered into a Collaboration Agreement to work together on projects in Tahltan Territory. We began our first projects together in 2021. Together we offer facilities management, camp catering, facilities maintenance, camp construction, camp structures and remediation.

### WHAT WERE THE SIGNIFICANT ACHIEVEMENTS OF THE PARTNERSHIP IN 2022?

- On KSM:
  - Camp 11 Supply, Install and Operations Contract Execution
  - Sulphurets Camp Construction and Operations Contract Extension and Execution
  - Hodder Creek Camp Contract Extension and Execution
- Continued construction contracts with both Galore Creek Mining Corporation and Skeena Resources
- New construction Contract with Schaft Creek Project

### HOW MANY TAHLTANS DO YOU EMPLOY? WHAT LEVEL ARE THEIR POSITIONS? WHAT STEPS ARE BEING TAKEN TO DEVELOP TAHLTAN STAFF AND CAPACITY BUILDING?

Summit employed a total of 78 people on the projects we completed in partnership with TNDC. Of these one was Tahltan and 24 were from other First Nations. Summit worked with KSM on an Indigenous Training Program which funded an individual to work a new role in a camp with the support of a mentor. Summit will work with KSM to extend this program into 2023.

### DO YOU HAVE ANY TAHLTAN CONTRACTORS WORKING FOR YOUR COMPANY? WHAT ARE THEY DOING ONSITE?

Not in 2022.

### WHAT IS THE FOCUS OR OUTLOOK FOR THE PARTNERSHIP IN 2023?

- Continue to further the relationship with TNDC
- Continue to create Tahltan employment and training opportunities on projects within Tahltan Territory
- Work with TNDC to identify contract opportunities in Tahltan Territory on which to bid and execute, in 2023 and beyond
- Work with TNDC to maintain existing contract relationships



Above: Hodder Creek Camp.

Left: Camp 11 Temporary Camp.



Left: View over Tahltan Territory near the Coast Mountain Hydro Projects.

5

**Giving  
back to  
the Tahltan  
Nation**



# 2022 AGM DOOR PRIZES

Giving back to Tahltans is fundamental to who TNDC is and what TNDC stands for. At our 2022 AGM in July – the first in-person event since before the pandemic – we held an exciting door prize draw for Tahltan members. Our Business Partners stepped up big time, providing branded merchandise, field guides, gas cards, prepaid gift cards, iPads, coolers and drinkware, GPS devices, a mountain bike, flights, and package trips to Vancouver Canucks and Toronto Maple Leafs games. We are grateful their generosity. Our thanks to:

- Allnorth
- Arrow Transportation
- Bandstra
- Barmingo
- Central Mountain Air
- CityWest
- ERM
- Geotech Drilling
- Hy-Tech Drilling
- Jim Dent Construction
- Northern Spirit Transportation
- Northwest Fuels
- NorthPac Forestry
- Orica
- Pelly Construction
- Procon Mining & Tunnelling
- Progressive Ventures
- R.C. Crane & Construction
- Sandvik Rock Solutions
- Sodexo
- Summit Air & Helicopters
- Summit Camps



A



B



C

- A. TNDC-Allnorth-Orica Vancouver Canucks Winner – Gilbert Tashoots
- B. TNDC-Sodexo Toronto Maple Leafs Winner – Ashton Nole
- C. Sandvik Merchandise Prize Winner – Herb Henryu
- D. RC Crane Yeti Cooler Winner – Art Nole
- E. Progressive Ventures Cooler Winner (for Rose Louie)
- F. Procon Mountain Bike Winner – Keanu Creyke
- G. Multi-Company Prize Pack Winner – Bluebell Quock
- H. Geotech iPad winner – Taylor Peterson
- I. Central Mountain Air Flights Winner – Maggie Dennis
- J. Arrow Visa Card Winner – Kailene Louie
- K. Barmingo Grand Prize Winner – Rachel Whiting and Family
- L. Barmingo Grand Prize Winner – Elder Mary Quock



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# TNDC 2022 COMMUNITY CHRISTMAS PARTY

Thanks to record business partner sponsorship, industry provisions and community contributions, the 22nd Annual TNDC Community Christmas Party, held December 11th in Dease Lake, was a smashing success.

In addition, we would like to thank the Dease Lake School 2023 Grad Class, Contact North BC, Newcrest, Rob Prince (Sodexo) and Skeena Resources for your valued contributions.

In addition to food, games, prizes and gifts for all children and youth who attended, this year's event included Ugly Sweater and Gingerbread Decorating contests, and a special appearance by Santa!

This festive event brings excitement and happiness to children, youth and their families living in our remote Dease Lake, Good Hope Lake, Iskut, Telegraph Creek and surrounding communities are invited. Community members were especially happy to gather for this cherished event, following a two-year hiatus due to the pandemic.

TNDC takes pride in hosting this party each year. What makes this event so special is the Christmas spirit of our partners and local organizations who donate gifts, contribute funds and volunteer time. We were once again overwhelmed this year by the response and generosity.

We extend our heartfelt gratitude to the following TNDC Partners for making this year's event such a success:





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**Tahltan Nation  
Development Corporation**

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