

# 2023–25 Strategic Plan

## FOCUS AREA + GOAL

## ACTION PLANS

### FINANCE & ACCOUNTING



1. Process Improvement
2. Effective People Resources
3. Strong Analysis + Reporting

- Establish year end process
- Focus on internal controls
- Outsource payroll
- Develop budgets and reporting
- Develop tax model and strategy
- Implement FARC Charter
- Contribute to board calendar
- Develop accounting calendar
- Develop key performance indicators
- Develop cash management plan
- Create an investment policy
- Restructure construction financial elements

### OPERATIONS



1. Geographic Diversification
2. Profitable Growth, Predictability
3. Manage Risk, Ensure Quality
4. Best in Class Solutions

- Restructure construction division
- Develop quality manual / program
- Move to fixed unit pricing
- Restructure construction partnerships
- Develop asset management program
- Develop Dease Lake office and shop plan
- Strengthen business / cultural connections
- Work with clients to plan for construction season
- Establish high-level business plan
- Implement construction management software and processes
- Focus on site planning, budgets, schedules
- Finalize estimating and cost control
- Finalize organization structure
- Develop workforce planners and project controls

### HUMAN RESOURCES



1. Full Cycle Recruitment
2. Effective Workforce Engagement
3. Leadership Development

- Develop summer student program
- Learning apprenticeships
- Construction leadership development
- Develop HR recruitment role
- Execute full cycle recruitment
- Develop HR KPIs
- Develop cultural orientation materials
- Survey employees annually
- Roll out HEO program and leadership training
- Develop an employee engagement strategy
- Establish standard job families and pay ranges for operations and construction
- Support company-wide conflict resolution approach
- Hire a People Capacity Development Manager
- Align HR plans with business expansion

### HEALTH, SAFETY & ENVIRONMENT



1. COR Certification
2. Effective Employee Training
3. Reduce Injuries + Incidents
4. LTI free by 2025

- Achieve / maintain COR certification
- Revise HSE program and manual
- Develop employee orientation program
- Utilize external trainers and systems
- Digitize HSE processes with Lighthouse
- Provide indicators to reduce injuries
- Deliver HSE Leadership / Safety excellence training to supervisors
- Track compliance on leadership engagement
- Secure contracts for return to work program
- Develop a drug and alcohol testing program
- Hire an Environmental Manager

## FOCUS AREA + GOAL

## ACTION PLANS

### PARTNERSHIPS & BUSINESS DEVELOPMENT



1. Partnership Performance Levels
2. Engage Nation Entrepreneurs

- Develop an entrepreneur program
- Develop new partnership vetting process
- Review partnerships' performance
- Operationalize Sandvik partnership
- Recruit Director of Business Development
- Create 5 year demand schedule
- Develop Round Up strategy
- Develop a Zipper Plan
- Develop an AGM strategy
- Host Career Fair with TCG

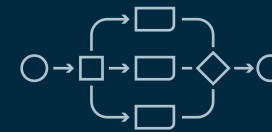
### STRATEGIC INITIATIVES



1. Fibre to Homes + Businesses
2. Meet Client Requirements

- Complete fibre construction – last mile
- Complete airport staff training
- Enhance airport service offerings
- Develop carbon credit strategy
- Complete Nisga'a partnership
- Develop Indigenous partnership strategy
- Develop Northern BC / Yukon strategy
- Develop federal procurement strategy
- Execute key equity positions / acquisitions
- Develop critical minerals strategy
- Develop and advance a corridor strategy
- Develop oversight for strategic initiatives
- Develop an ESG strategy
- Explore ownership of access roads

### GOVERNANCE



1. Enhance Governance Processes

- Develop governance road map
- Develop board calendar and work plan
- Complete leadership team development
- Develop governance sub committee
- Create standardized forms
- Conduct joint venture agreement review
- Update Shareholders' Protocol Agreement
- Implement employee representative system
- Schedule meetings with Tahltan leadership
- Create community education program
- Keep governance documentation current
- Create conflict resolution approach

### COMMUNICATION



1. Effective Communications
2. Effective Brand Management
3. Revitalize Pride in TNDC

- Implement rebranding approach
- Produce Spring and Annual Reports
- Refresh website
- Procure / distribute promotional products
- Implement social media strategy
- Create a central repository for information
- Develop community outreach plan
- Highlight wins and celebrate successes
- Create process to distribute shareholder information