

WE ARE TAHLTAN NATION DEVELOPMENT CORPORATION



2022 ANNUAL REPORT

Author/Contributor
Deena Tokaryk, TNDC

Publication Director
Engage Consultancy

Design
Roodenburg Design Consultants

Photography
Collin Ball

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*Front Cover: TNDC Airport Services crew
guiding passengers onto TNDC partner
Central Mountain Air's crew aircraft*

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 **Tahltan Nation**
DEVELOPMENT CORPORATION
"The Business Arm of the Tahltan Nation"
1-866-827-8632
Mon - Fri 8:00 - 5:00
I.R. #9 Hwy 37 North, Dease Lake, BC



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I INTRODUCTION

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, fibre optics, 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.

1 – Introductions

MANDATE, MISSION & VISION

MANDATE

Maintain a profitable organization that generates wealth, economic, employment and training opportunities for all members of the Tahltan Nation while adhering to Tahltan values.

MISSION

To be a financially secure, self-sufficient and well-respected business corporation by establishing environmentally, economically and socially responsible development opportunities inside and outside Tahltan territory.

VISION

TNDC's vision is to be the leading business corporation and employer of Tahltan members in Tahltan territory.

TAHLTAN VALUES

TNDC is committed to pursuing sustainable economic development and strengthening the cultural wellness of the Tahltan Community by promoting traditional values based on the concepts of caring, sharing, cooperation, truth, honour, fairness and above all, respect.

TNDC operations are also guided by the *Tahltan Resource Development Policy* and the *1910 Declaration of the Tahltan Tribe*. These documents affirm Tahltan ownership and sovereignty over Tahltan territory and establish guiding principles that resource developers must adhere to when operating within Tahltan territory.

VALUES

TNDC VALUES

INTEGRITY

We are honest and fair in everything that we do.

UNIFIED

We are committed to working together on a basis of mutual respect and trust.

RESPECT

We are respectful of ourselves, our team and clients.

ACCOUNTABLE

We are accountable and responsible for managing TNDC programs and funds while serving our community and clients with open and transparent communications.

CHAIR'S MESSAGE



Carol Danielson

Chair

TNDC's success is a credit to our leaders, employees, partners and clients, past and present. I extend our collective appreciation to all, especially TNDC's employees for their daily commitments to our company and our clients. TNDC's story continues to evolve as we continue to make history.

TNDC is no longer a small community business generating a few hundred thousand dollars in revenues. TNDC now generates tens of million of dollars in revenue, employs several hundred people and works with international mining companies and service providers. TNDC's recognition by Business In Vancouver as the largest Indigenous business in British Columbia – ranked by total number of employees – is a testament to our growth. As a board, we strive to ensure TNDC's long-term sustainability for generations to come.

Finding the right executive leader with the professional knowledge, experience, qualifications and skills, with the commitment to ensure our community benefits from our business, is imperative to run a company of TNDC's size. With our confidence comes our support in taking our company to the next level of professionalism and revenue generation, and capitalizing on the opportunities.

We have worked to build a senior leadership team that has the direction and resources to build TNDC for the future including finance, human resources and partnerships as well as job creation and training – to ensure TNDC gets to the next level while at the same time fosters development and advancement of our employees, particularly Tahltan members.

The board understands the importance of recruitment and retention of employees in a highly competitive work environment. We directed a review of wages and benefits, and recently approved an updated HR manual, ensuring that we provide a healthy, safe, respectful and inclusive work environment for all employees.

TNDC's board is guided by a commitment to strong governance and shareholder accountability. We have created new board committees in this regard, including a finance, audit and risk committee to strengthen corporate governance and reporting. In addition, we have created a governance committee, which has been reviewing our board manual and policies and will be recommending updates and holding training. We also created an executive committee comprising four directors who will work directly with the TNDC CEO to facilitate time-sensitive operational decisions.

Our shareholders have expressed a desire for better TNDC communications; as a result, the board agreed and has made communications internally with employees and externally with TNDC's shareholders and other key audiences a priority. We have already made great progress in increasing our communication with stakeholders at all levels.

TNDC's success is a credit to our leaders, employees, partners and clients, past and present. I extend our collective appreciation to all, especially TNDC's employees for their daily commitments to our company and our clients. TNDC's story continues to evolve as we continue to make history. TNDC's contributions to northwest BC, developing critical community infrastructure, fostering sustainability and creating exciting new career opportunities for our younger generations are accomplishments we can all take pride in.

1 – Introductions

CEO'S MESSAGE



Paul Gruner

Chief Executive Officer

It is my honour and privilege to have joined the Tahltan Nation Development Corporation (TNDC) team and I am excited to be working for the Tahltan Nation, whose progress and achievements are well documented.

TNDC has come a long way, including playing an instrumental role in the development of Northwest British Columbia, and is poised to continue to grow and diversify its service offerings. I applaud all who came before me for your hard work and dedication to TNDC. And to those who have worked for and/or contributed to TNDC along the way – thank you. TNDC has achieved all it has because of you.

Our revenues and scope of operations have grown, the number of people we employ has increased, we have expanded into new business areas (e.g., airport services and fibre optics), and are working with more sophisticated Tier 1 clients. In February, we came together as a full leadership team to discuss our business, where we are at and where we need to be. We developed a plan that provides us with an immediate plan and structure that is needed to assist TNDC in its journey. The result is a road map to long-term business sustainability which identifies high priorities in each business area and helps guide us into the future.

I applaud all who came before me for your hard work and dedication to TNDC. And to those who have worked for and/or contributed to TNDC along the way – thank you. TNDC has achieved all it has because of you.

At an overarching level, in 2022 and into 2023, we will be focussing on:

- Meeting the operational demands of our clients while ensuring a safe working environment for our people.
- Developing systems and processes to help meet the demands for today and the future.
- Enhancing communication protocols to assist in keeping employees, clients and shareholders informed.
- Developing our people by providing the tools and skills to succeed and grow within the corporation and partnerships.
- Assist in developing the capacity of the community to elevate Tahltan employment.

HEALTH & SAFETY

We have hired a new Health, Safety & Environment Manager to enhance our safety culture, improve our safety performance, and ensure compliance, with a focus on training, mentorship, responsibility, accountability and reporting.

HUMAN RESOURCES

Investment in our people resources are imperative to deliver on our client commitments, to sustain and grow our business. At the leadership level, we require highly qualified professionals with the qualifications and experience necessary to manage TNDC business divisions, who can also support their teams with high-level direction, guidance and mentorship. TNDC is striving to be an employer of choice. This requires attracting and retaining employees by providing competitive wages, training, support and opportunities to grow careers. We are also targeting the growing talent pool of Tahltans, fostering capacity building through training.

FINANCE & ACCOUNTING

TNDC is investing substantially in resources to enhance our financial and accounting practices, procedures, and protocols to better serve our clients, employees, partners and shareholders. In addition to hiring a Chief Financial Officer, bringing financial reporting back in house, and upgrading accounting software, we are implementing several initiatives to enhance corporate governance, financial transparency, quarterly reporting, and budget tracking.

With the right tools, systems and processes in place to increase our capabilities, we will foster a financially strong, sustainable community owned business that employees can take pride in working for, clients and partners can take pride in working with, and the Tahltan Nation is increasingly proud of owning.

OPERATIONS

The outlook for our business remains positive but requires investment to deliver on our client commitments. Growing ownership of our fleet and better integrating management software will be key to managing these assets. There is positive growth potential with our major resource-based clients (Red Chris mine, Eskay Creek Revitalization project and KSM Project), while we are also pursuing regional contracts for our Heavy Construction Division. We need to be mindful on the economic environment that we are operating in but we are taking the necessary steps to manage the risks that we all face.

THE FUTURE IS BRIGHT

It is an exciting time for our company and TNDC's future remains positive. With several strategic business plans in the works, TNDC will continue to be a substantial player in creating growth and prosperity for the Tahltan Nation, in one of the most remote and beautiful regions of our Province. With the right tools, systems and processes in place to increase our capabilities, we will foster a financially strong, sustainable community owned business that employees can take pride in working for, clients and partners can take pride in working with, and the Tahltan Nation is increasingly proud of owning.

1 – Introductions

I BOARD OF DIRECTORS**Carol Danielson***Chair*

Carol joined the TNDC Board of Directors in February 2021 and assumed the Vice Chair/ Acting Chair role in April 2021. Now retired, Carol most recently was the Dease Lake Community Director for the Tahltan Central Government (TCG). Prior to that, she worked with the Tahltan Band as the Youth, Family and Community Coordinator (administering the Ministry of Children and Family Development's Building Blocks program), and with TNDC as an Accounting Manager and Board Assistant. Carol and her husband ran a highly successful

hunting and fishing guide outfitting business within Tahltan Territory for many years. Carol was also a member of the Canadian Rangers military service for many years and was patrol leader for the Junior Canadian Rangers of Dease Lake during that time. She is passionate about community service, working with people, families and youth. She was born and raised in Tahltan/Kaska Territory, and lived, worked and raised her family in Dease Lake for more than 20 years. Carol's Tahltan name is Ishkadi DisTs' eze. She is from the Dekama family, with the Crow Clan.

**Heather Hawkins***Vice Chair*

Heather joined the TNDC Board of Directors in September 2020. She has an extensive career serving the Tahltan Nation in political and volunteer positions. Heather currently works with the Tahltan Band as a Social Development Worker, overseeing operations for social development and outreach programs to the Tahltan Band communities. Previously, Heather served two terms as Vice President of the TCG and Fisheries Manager with the Tahltan Band.

As well, she has participated in the Tahltan Fish and Wildlife Working Group since 2014. Prior to her work with the Tahltan Nation, Heather transitioned from the exploration and mining sector in administration, haul truck driver and equipment operator positions. She holds an Associate in Arts Degree from Coast Mountain College and has completed an Indigenous End of Life Guide Course. Heather is a member of the Thudga Family.

**Chad Norman Day***Director*

Chad joined the TNDC Board in March 2021. He is currently serving in his eighth year and third term as the elected President of the TCG. Prior, he was serving as an elected Councillor on the Tahltan Band Council for the communities of Dease Lake and Telegraph Creek. Chad grew up between Smithers and Telegraph Creek and worked seasonally in the mining industry throughout Tahltan Territory for ten years prior to beginning his political career. He attained a BA in Native Studies and Political Science from the University of Alberta, followed up by a Juris Doctorate in Law from the University of Victoria. Chad has led the Tahltan Nation through unprecedented growth with capacity building, finances and governance. He has negotiated several historic agreements with Industry, the Province, neighbouring First Nations, and internally amongst

other Tahltan governments. The TCG has been heavily restructured and improved by creating several new departments and increasing the staff from four individuals to a thriving team of nearly sixty people. Chad takes great pride in inspiring and mentoring others to live healthier lives and he began the Healthy Active Tahltans (HATs) initiative and fundraiser for his people back in 2015. Since that time HATs has raised over \$400,000 for Tahltan sports and wellness related initiatives, with the vast majority going towards Tahltan youth in Iskut, Dease Lake and Telegraph Creek. Chad is happily married and takes great pride in his role as an adventurous and loving Husband and Father. He and his family spend most of their quality time playing sports or board games, swimming/hiking outdoors, and hunting in Tahltan Territory.



Brandon Marion

Director

Brandon joined the TNDC Board of Directors in September 2020. He has extensive environmental knowledge working on resource projects in Tahltan Territory. Brandon has been an Environmental Lead with Coast Mountain Hydro since 2013, responsible for managing environmental planning and regulatory projects, including site selection studies, environmental assessments, permit applications and mitigating environmental issues. Previously Brandon worked with Rescan

Tahltan Environmental Consultants (a TNDC partnership with ERM now called Tahltan ERM Environmental Management) as Environmental Technician and Galore Creek Mining Corporation as Environmental Monitor. He holds several environmental certifications through the University of Victoria, including Certified Environmental Technician, Sediment and Erosion Control Specialist and Environmental Construction Monitor. Brandon is a member of the Stikine Claw/Thicke family.



Chief Carmen McPhee

Director

Carmen joined the TNDC Board in March 2021. Carmen is a member of the Goodzama Family and the Chi'yone Clan. Carmen is currently serving her first term as elected Chief of the Tahltan Band and is a former Board Member of the TCG, where she was involved for over 20 years. As the Tahltan Band Chief, Carmen works with all levels of government, the Tahltan Emergency Management Committee and Tahltan Band Managers to support initiatives for the betterment of her members and community.

Carmen has a Diploma in Human Resources and is now working towards a Degree in Public Administration. Carmen has lived in Tahltan Territory for most of her life; as a result, she has grown up learning and understanding Tahltan culture and the Tahltan clan system. In addition, she has conducted significant research on Tahltan Territory and Tahltan Genealogy and has a passion for Tahltan Dance. Carmen loves sharing the vast Tahltan knowledge she feels so blessed to possess.



Kody Penner

Director

Kody joined the TNDC Board in March 2021. He is currently attaining a Commerce Degree from the University of British Columbia and plans to pursue a career in corporate development within the mining industry, where he wants to make a positive impact by progressing sustainable projects. He has also completed the Canadian Securities Course. Prior to beginning post secondary study, Kody was the TCG Employment Director and an underground miner at the Brucejack mine. He is passionate about educating people on the realities

of the mining industry and connecting their values to what the industry has to offer. His experience, both in mining and connecting Tahltans with employers, gives him a working knowledge of what drives people to excel in careers they are passionate about. Outside of school, Kody sits on the implementation committee of the Tahltan Youth Council and worked with the Centre of Training Excellence in Mining (CTEM) skills roadmap Golden Triangle sub committee. Kody is a member of the Etzenlee family.



Chief Marie Quock

Director

Marie joined the TNDC Board in March 2021. She is currently serving her fifth consecutive term as elected Chief of the Iskut Band. She was elected as the first female Chief in October 2005, after having served as an elected councillor beginning in 1996. Prior, Marie was employed by the Iskut Band for two decades in social services, accounting and finance. As Chief, Marie works with the Federal Government (Indigenous Services Canada) and the Provincial Government to facilitate services for the Iskut community. Throughout her tenure, Marie has negotiated several historic agreements with government and industry. She is actively involved in the 3Nations

Governance Table, a partnership between the Tahltan, Kaska and Tlingit Nations that is leading a new best practice in social policy and innovation. In May 2016, she was elected to be the First Nations Health Council Northwest BC Representative by a majority of the Northwest Chiefs, serving one term. Born and raised in Telegraph Creek, Marie attended high school in the Kitimat/Terrace area. She returned to Iskut where her family originated from and where she has lived for more than 40 years. Marie is a wife, mother to a daughter and son, and grandmother to four beautiful grandchildren. Her family keeps her grounded and inspires her to do the important work she does.

1 – Introductions

I MANAGEMENT TEAM**Paul Gruner***Chief Executive Officer*

Paul is a senior executive leader with 15 years of experience delivering business results in partnership with Indigenous stakeholders. He has a dynamic range of experience in strategic leadership, including mergers, acquisitions, business development, strategic partnerships, financial management, project management, corporate governance, contract negotiations, capacity building, job creation, and environmental, social and corporate governance. Paul is skilled in transformation strategy that strengthens organizations and builds them into sustainable, profitable entities with the leadership and resiliency to operate for generations. Paul's career has been focussed in Northern Canada and Alaska, in the oil and gas, civil construction, telecommunications

and manufacturing industries. Prior to TNDC, Paul was President & CEO of Det'on Cho Management LP, the economic arm of Yellowknives Dene First Nation in Northwest Territories. He previously served as General Manager of Dakwakada Capital Investments, CEO of Castle Rock Enterprises and President of RAB Energy. Paul holds a Master of Business Administration from the University of Northern British Columbia and several designations, including Chartered Professional Accounting, Project Management Professional from the PMI Institute, and Institute of Corporate Directors. His board experience includes the Canadian Chamber of Commerce, Canadian Council for Aboriginal Business and Future Skills Centre Advisory Board.

**Rob McPhee***VP Partnerships & Growth*

Rob is an accomplished Indigenous economist and is a member of the Tahltan Nation. Since 2009, he has negotiated over \$3 billion worth of agreements on behalf of First Nations clients. The agreements Rob negotiates set the standards in the areas of socio-cultural strategy, impact benefits, environmental oversight, and co-management of major resource projects. Prior to his consulting career, he worked for

the Province of British Columbia as a Director of Research and Senior Economist. His career experience includes working for the Province of British Columbia as a Director of Research and Senior Economist and teaching Economics at Camosun College. Along with his extensive experience, Rob has an Undergraduate Degree in Economics from Queen's University and a Master of Economics from the University of Victoria.

**Anna-May St. Amand***Chief Financial Officer*

Anna-May is a Chartered Professional Accountant (CPA), Chartered Accountant (CPA) and Certified Fraud Examiner (CFE), with a Bachelor of Business Administration, with over 10 years of professional experience. Prior to TNDC, Anna-May spent several years in financial management and leadership positions, most recently with the Government of Northwest Territories as Executive Director. She previously served as Chief Financial Officer with Det'on Cho Management LP and Controller

and Financial Planning Manager with Northwest Territories Housing Corporation. As Chief Financial Officer and senior executive, Anna-May is responsible for planning, implementing, managing and reporting on TNDC's financial activities, including financial budgeting, forecasting, management, and leading a finance and accounting team. Her board experience includes Vice-Chair of Chartered Professional Accountant of the Northwest Territories/ Nunavut Governing Board.



Rhonda Quock-Williams

Manager, Finance, Accounting & Administration

Rhonda is a member of the Tahltan Nation and oversees finance, accounting and administration for TNDC, including management of the

accounting and administrative teams. Rhonda has taken several business administration and financing courses.



Bruce Gordichuk

Vice President of Construction

Bruce is a senior executive leader with 30 years of experience in the construction space across several industries, managing business units and divisions, developing high performance teams, driving quality, safety and continuous improvements, and leading construction, contract and change management. Bruce's leadership roles include Senior Vice President, Vice President and Chief Operating Officer with construction, contracting and energy companies. Bruce holds an Advanced Graduate Degree – Business Administration and Master of Business Administration (MBA), both from Athabasca University. He has

obtained Commercial & Contract Manager (CCM) Advanced Practitioner Certification from World Commerce and Contracting Management. His trade certifications include Red Seal Steamfitter/Pipefitter, Class A Gasfitter (Alberta & BC), and 4th Class Power Engineering Certificate. Leading TNDC's Heavy Construction division, Bruce manages TNDC's construction field teams to deliver on client commitments, ensuring operational health, safety and environment compliance, operational excellence and project delivery, and construction team training and development.



Hankin Asp

Regional Operations Manager

Hankin is a member of the Tahltan Nation and manages camp services, industrial and civil projects in the region, working with project managers to facilitate TNDC's services, equipment and crews. Hankin previously served as Mining Exploration Lead and Chief Operating Officer, where he planned and managed heavy construction, road maintenance and earth-works projects across the exploration, mining, energy and civil sectors. He began his career

with TNDC in 2011 as a Field Level Supervisor on the Coast Mountain Hydro Project. Prior to TNDC, Hankin was a Field Supervisor with Galore Creek Mining Corporation for six years and worked as a Heavy Equipment Operator (HEO) in mining, oil and gas. Hankin holds a Project Management Certificate from UNBC and obtained his HEO Certificate from Northern Lights College.



Robert Martin

Corporate HSE Manager

Robert is a Health, Safety and Environmental (HSE) management professional with almost 30 years of experience in construction and operation of industrial projects in the energy, mining, oil and gas sectors. Robert's experience includes pipeline and utility line construction, surface and underground mining, surface drilling and blasting, and wind farm commissioning projects. Prior to TNDC, Robert was Director of Health Safety and Environment in pipeline construction and served as an HSE

consultant guiding companies in developing and executing health and safety programs. Robert holds an Occupational Health and Safety Certificate from the University of New Brunswick, and several health and safety certifications from industry associations in British Columbia, Alberta and Saskatchewan. He has also obtained trade ticket and instructor certificates for an underground diamond driller through the Ontario Ministry of Training, Colleges and Universities.

*Right: Melissa Quock,
Warehouse Officer, at our
Dease Lake office & shop.*



Colleen Cashin
*Human Resources
Director*

Colleen is a human resources professional with more than 15 years of experience and expertise in labour relations, employment relations, and disability claims management. Her experience spans the construction and energy industries, labour unions, Indigenous governments and communities, and crown corporations. Prior to TNDC, Colleen spent seven years with BBE Hydro Constructors at the Keeyask Generation Project (a partnership between Manitoba Hydro and four Manitoba First Nations) as a labour relations specialist working with unions, employees and managers managing contracts, communications, compensation, performance and policy

implementation. She previously spent a decade in claims management, including as a Case Manager at Workers Compensation Board Alberta. Colleen holds a Certificate in Human Resources and Labour Relations from Athabasca University as well as a National Construction Safety Officer designation from the Alberta Construction Safety Association and a certification from the Disability Management Institute. Colleen has obtained several certificates from Indigenous Awareness Canada, including Indigenous Awareness, Peoples & Cultures, Communications & Consultation, and Employment Outreach, Recruit, Retain.



Roanna Gleason
*Human Resources
Manager*

Roanna is a member of the Tahltan Nation and is responsible for managing TNDC's Human Resources, including facilitating recruitment and on-boarding of new staff, managing site HR teams, and implementing policies and procedures. Prior to joining TNDC in 2013,

Roanna worked in various roles including Human Resources and Staff Development Officer, Correctional Officer, and Legal Assistant while living in the Yukon. Roanna has completed several certificates at the Yukon College and Justice Institute of BC.



Jamie Gleason
*Partnerships &
Contracts (Consultant)*

Jamie is a member of the Tahltan Nation and is a member of the Callbreath (Stikine-Claw) family. He is a Certified Civil Engineering Technologist and has a Certificate in Business Administration. He is President of CMS Construction Management Services, and has been providing project and construction management and quality control services for civil, environmental and building projects for more than 30 years. Jamie previously worked for private contractors in the road construction and

building industries and worked for the Yukon and Federal governments as a project inspector and project manager. Jamie was also a Principal with Colliers Project Leaders, a national project management services company. Jamie was born, raised and resides in Whitehorse, Yukon. He served on the TNDC Board of Directors from 2014 to 2022 in Director, Vice Chair and Chair roles. Most recently, Jamie served as TNDC's Managing Director in 2021.







*Left: Calvin Marion,
Contract Mechanic, at
our Dease Lake shop.*

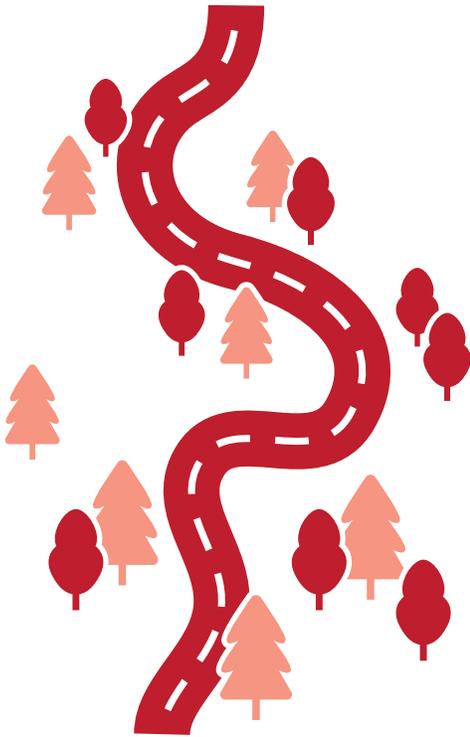
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CELEBRATING OUR SUCCESS

For 35 years, TNDC has been pursuing sustainable business opportunities that benefit the Tahltan Nation and lead to employment and training opportunities for Tahltan members.

2 – Celebrating our Success

I 2021 ACHIEVEMENTS



REGIONAL PROJECTS

- Conducted the most extensive upgrades in the history of the Dease Lake Airport. The \$9 million dollar project delivered a much safer, enhanced airport facility with year-round, 24/7 operational capabilities.
- Telegraph road wash out: conducted road repairs and rebuilt the 1 km access road to downtown.

HUMAN RESOURCES

- Record employment. 526 employees hired throughout the year, with more than 200 in the Camp Services and Construction Divisions alone. Seasonal peak of 350.
- Wage reviews and adjustments for field-based construction and camp services personnel.



REPUTATION

Biggest First Nations Business in B.C. for 2021, according to Business in Vancouver (ranked by total number of employees).

RED CHRIS MINE

- Three-year contract extension to our master service agreement, which includes road and camp maintenance and tailings impoundment area construction.
- New contract, partnering with Barmenco, to complete the portal/decline. TNDC owns half the equipment being used.
- Our camp services team (with partner Sodexo) served a record 700 Red Chris personnel.



AIRPORT SERVICES

- Became Contract Airport Operator for the Dease Lake Airport.
- Purchased the Lakelse Air facilities and leased a lot for a new terminal building.
- Added air freight bulk diesel sales for exploration companies and a heli-base to support helicopter operators needing logistical help to our Dease Lake operations.



PARTNERSHIPS

- Partnered with CityWest (Tahltan Communications) to build fibre optics for Iskut and Dease Lake (Planned for 2022/2023).
- The Tahltan-Procon Joint Venture signed a new 27-month contract for underground tunnel development, ground support and production at the Brucejack Mine.
- Partnered with Summit Camps to provide camp services.
- Partnered with Summit Air & Helicopters to provide rotary and fixed-wing services to industry.
- Partnered with Central Mountain Air to provide crew flights for Red Chris Mine and the Eskay Creek Revitalization Project.
- Partnered with Hy-Tech Drilling to provide drilling services.
- Partnered with Pelly Construction for Red Chris construction services and new road construction for KSM Seabridge.

COMMUNITY

\$1,127,000

Dividend to each of the Tahltan Shareholders (TCG, Tahltan Band and Iskut Band) – \$3,382,000 total dividend

\$10,000

To support the fundraising campaigns of Mark Adams of Newcrest/Red Chris and Clem Pelletier of Seabridge Gold – for the 2021 Mining for Miracles annual Pie Throw fundraising event

\$10,000

To support the Warriors Walk for Healing Nations

\$2,500

To each of our communities for Christmas initiatives

2 – Celebrating our Success

I HISTORY OF TNDC

1985

TNDC Launches as an indigenous-owned non-profit society to ensure the Tahltan Nation benefits from responsible development occurring in Tahltan territory.

Begins as a residential construction company building homes and commercial buildings in Tahltan territory.

1987

Tahltan Resource Development Policy is adopted by the Tahltan Nation, allowing TNDC to negotiate with resource developers.

1990

TNDC negotiates Homestake Mining Tahltan Agreement for Eskay Project, securing road, camp/mill construction, earthworks, site work, road maintenance contracts.

1991

Creates joint ventures for Eskay Mine to build 68 km site access road and ore-haul contract.

Launches Spatsizi Remote Services Corporation, a joint venture for housekeeping and catering services at Eskay Mine.

Becomes the largest indigenous-owned and operated heavy construction company in Western Canada.

1985–90

1988

TNDC Lands first civil contract with Ministry of Highways at Gnat Lake.

Expands into heavy construction for resource development and mining on Golden Bear Mine, purchasing \$3 million of equipment.

1989

Negotiates first Impact Benefit Agreement in BC for Golden Bear Mine, securing road construction, road maintenance, earthworks, camp services contracts, and providing training and employment.

Negotiates second major contract, for open pit mining at Golden Bear Mine, purchases new rock trucks and loaders.

Wins BC Government Environmental Award for a revised design for the road to Golden Bear, which significantly reduces impacts on salmon bearing streams and river crossings.

1990–2000

1992

Becomes the first indigenous-owned private power operator, financing and building Hluey Lakes Hydroelectric Facility, selling clean power back to BC Hydro.

2003

TNDC forms Rescan Tahltan Environmental Consulting for work in Tahltan territory.

2004

Restructures to a limited partnership for tax purposes and renames as Tahltan Nation Community Development Corporation.

2000–05

35TH ANNIVERSARY

2020 is a historic year for TNDC. For 35 years, TNDC has been pursuing sustainable business opportunities that benefit the Tahltan Nation and lead to employment and training opportunities for Tahltan members.

We have achieved many milestones in this impressive journey, which have grown our resources, capabilities and reputation.

2008

Secures \$180+ million direct and \$76 million in joint venture contracts during construction of Novagold's Galore Creek mine project.

2009

Adopts union wages to ensure wage equality for all employees and establishes a wage subsidy health fund for employees facing family emergencies.

2015

Wins the Aboriginal Business Award for Community-Owned Business of the Year.

Launches an air charter partnership business, serving Red Chris Mine crew flights.

2016

Opens new administration building with expanded mechanics shop to accommodate a growing team and business growth.

2005–10

2010–15

2015–20

2020

2012

TNDC unveils a new logo incorporating the Tahltan wolf and crow clans, embodying unity, strength and vision, and distinguishing TNDC as the business arm of the Tahltan Nation.

2013

Lands long-term contracts for TIA construction, road maintenance, and camp services as well as joint venture partner services for Red Chris Mine.

2017

Launches fibre optics communications business, connecting first industrial customer, providing high-speed service to Forrest Kerr hydroelectric project.

2019

Receives government funding approval to bring fast, reliable and advanced fibre optic communications to Tahltan territory.

2020

Launches a forestry business with the first logging contract at Newcrest Red Chris Mine.

Launches air support and bus transportation businesses serving Newcrest Red Chris Mine.

REDEFINING OUR LEGACY: Drawing upon the strength and determination of our founders while embracing conviction and innovation to pursue new opportunities, we are redefining our future and creating exciting opportunities for our next generation.

2 – Celebrating our Success

PAST LEADERS OF TNDC

FOUNDERS



IVAN QUOCK
Chief of the Tahltan Band



PAT ETZERZA
Chief of the Iskut Band



VERNON MARION
President of Tahltan Tribal Council



JERRY ASP
General Manager of TNDC

LEADERS

Jerry Asp
1987–1993



Vernon Marion
PRESIDENT OF TAHLTAN TRIBAL COUNCIL AND TNDC

Jerry Asp CEO
1985–1987



Yvonne Moon
1994–1998



Herb Henryu
1993–1994



MANAGEMENT TEAM
Garry Merkel CEO
Jerry Asp COO
Bill Adsit CFO
2002–2005



John Pijl
1998–2002



Bill Adsit
2005–2013



Garry Merkel
2013–2017



Peter Arendt
2017–2019



Clint Keso
2019–2021



Jamie Gleason
Interim Managing Director
2021–2022



Paul Gruner
2022–Current



CELEBRATING OUR PAST

As we mark this milestone, we salute those who have championed our efforts and supported our success – the Tahltan visionaries whose foresight created TNDC, the leaders who have charted our course, our partners who have expanded our capabilities, and our employees who have served our clients.

INAUGURAL BOARD OF DIRECTORS

- Ed Asp
- Ronnie Carlick
- Pat Edzerza
- Louis Louie
- Marilyn Norby
- Ivan Quock

INSTRUMENTAL EARLY CONTRIBUTORS

- Ida Asp
- Louise Carlick
- Ernie Edzerza
- Marge Fraser
- Felix Jackson
- Sharon Marion
- Marilyn Norby
- Willie Williams

INAUGURAL EQUIPMENT OPERATORS & CAMP TEAM

- George Ball
- Randy Ball
- Joe Blackburn
- Eric Blomberg
- Chris Creyke
- Rudy Day
- Ernie Etzerza
- Fletcher Day
- Herb Henryu
- Ray Nehass
- Ivan Quock
- Peter Jakesta
- Vernon Marion
- Bill McPhee
- Jim Nole
- Steve Nole
- Bobby Quock
- Howard Vance
- Stewart Williams

I GOVERNANCE STRUCTURE

TAHLTAN RELATIONSHIPS & BENEFITS





RT47

CAT
349F

RT47

CAT

Tablan
Nabon

Tablan
Nabon

Left: TNDC TIA work, on the Newcrest Red Chris Mine job site.

3

DEPARTMENT REPORTS

- » Health & Safety
- » Human Resources
- » Finance & Accounting
- » Operations
 - Camp Services
 - Red Chris Construction
 - Regional Projects
 - Exploration Projects
 - Fleet Management

3 – Department Reports

HEALTH & SAFETY

The health and safety of our employees, those we work with and the communities we work in is paramount. TNDC has a responsibility to ensure our workplaces are healthy and safe, and we support our employees in preventing injuries, accidents and incidents, to ensure everyone goes home safe.

As TNDC grows, strengthening our safety culture, performance, processes and reporting to ensure regulatory compliance and client satisfaction is vital to be a partner of choice to our clients.

SAFETY FIRST, SAFETY ALWAYS

The road to 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. We believe all incidents are preventable and our target is zero – accidents, injuries, near misses and fatalities. We build a safe and healthy workplace, implementing initiatives to reduce and prevent incidents, heighten risk awareness, and encourage positive behaviour.

2021 ACHIEVEMENTS

In 2021 TNDC added to our Safety Team to expand our presence of Health Safety and Environment (HSE) crews at project sites. We also procured a Tahltan partner to provide transitional HSE labour services to elevate our field presence when needed. We introduced several safety programs and initiatives to foster a **SAFETY FIRST, SAFETY ALWAYS** mindset, with a focus on prevention and reduction.

COMPLIANCE INITIATIVES ADVANCEMENT

We advanced important compliance initiatives that are being delivered in 2022.



HEALTH, SAFETY AND ENVIRONMENT MANUAL

The first was developing a Health, Safety and Environment (HSE) Manual, a requirement to apply for Certificate of Recognition (COR) through the British Columbia Construction Safety Association. Implementation of the HSE will begin in the second quarter of 2022.



SAFETY ORIENTATION PROGRAM

The second was updating our Safety Orientation Program to guide employees on how to work safely and to ensure compliance with legislation requirements, beginning with our Red Chris project site. Expansion to our Eskay Creek Revitalization Project project site, Dease Lake Airport and Dease Lake shop work sites is planned in the second quarter of 2022.



WHMIS BOOKS

The third was updating and placing Workplace Hazardous Materials Information System (WHMIS) books at our Red Chris project site, in compliance with British Columbia's Occupational Health & Safety regulations. Placement at the other work sites is planned by the third quarter of 2022.

2021 CHALLENGES

Despite the progress made, we continued to experience some challenges that impacted our business.

LOST TIME INJURIES, REPORTING & TRACKING

TNDC’s Lost Time Injuries (LTI) are slightly higher than industry standards, which impacts our safety record and insurance premiums.

TNDC is lacking when it comes to a structured incident protocol, tracking and reporting system, and client communication coordination; as a result, TNDC is actively working with our employees and clients to address these issues, including implementing an LTI reporting and tracking process.

COVID-19

COVID-19 protection measures were another business reality in 2021. Working together with our clients, we continued implementing COVID-19 health and safety measures to protect our employees, co-workers and the community.

Below: Eric Quock, Foreman at our Red Chris job site, employed with TNDC since 2004.



2022 FOCUS

In addition to addressing LTIs, we are implementing other initiatives to improve our safety performance:

ENHANCED SAFETY PROGRAM

TNDC will be rolling out an enhanced safety program and will be increasing safety training and awareness. We are enhancing our safety culture through training, mentorship, responsibility, and accountability. Initiatives include implementation of cultural safety team leads and peer-to-peer safety coaching. In addition, we are working on lowering the Total Recordable Injury Frequency Rate, using historical data from the TNDC HSE system and industry best practices.

HEALTH & SAFETY DOCUMENTATION

Another of our key focus is enhancing our Health & Safety documentation and controls. Key initiatives include implementing a HSE management system that seamlessly integrates all elements of a robust safety system, comprising employee training, incident management and preventative equipment maintenance. We are also amalgamating all TNDC business units under one HSE system, which will provide detailed safety performance metrics for corporate governance.

CERTIFICATE OF RECOGNITION AUDIT

We have also begun planning for a COR Audit, beginning with collecting documentation to prove consistent improvement in our safety systems. As well, we are working on procuring automated external defibrillators (AED) for our Dease Lake shop, Dease Lake Airport, Eskay Revitalization Project and Red Chris TIA project site, to make life-saving emergency equipment readily available for our trained employees.

3 – Department Reports

I HUMAN RESOURCES

We want to be a top employer within the region and an employer of choice, particularly for Tahltans. With mining and construction at historically peak levels, hiring challenges across Canada and Tier 1 mining companies like Newcrest operating in the region, TNDC’s ability to recruit and retain talent to meet client commitments has faced increased pressure. Correspondingly, recruitment, retention, training and development has become even more important and remains a priority for 2022.

2021 ACHIEVEMENTS

The 2021 work season was one of our busiest on record, reflected by record employment figures and movement on important initiatives.

EMPLOYMENT

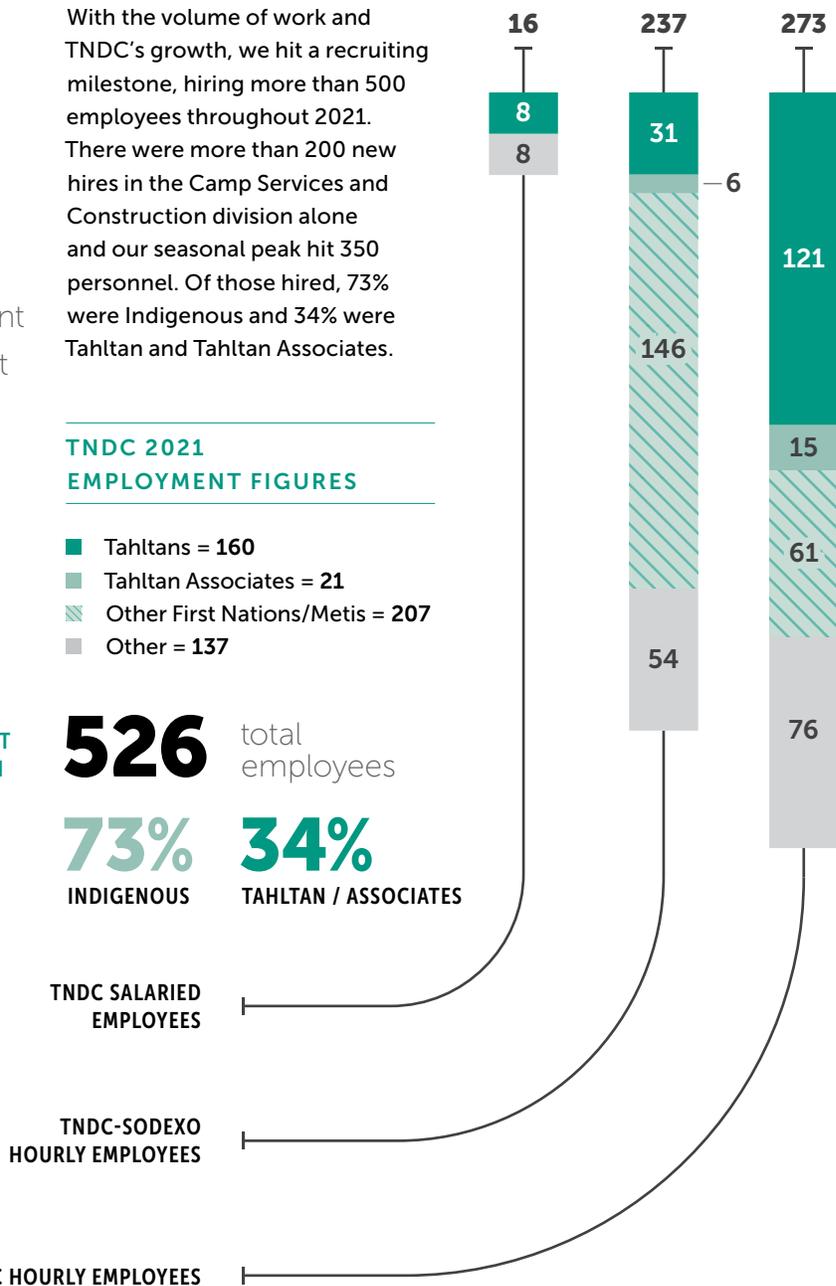
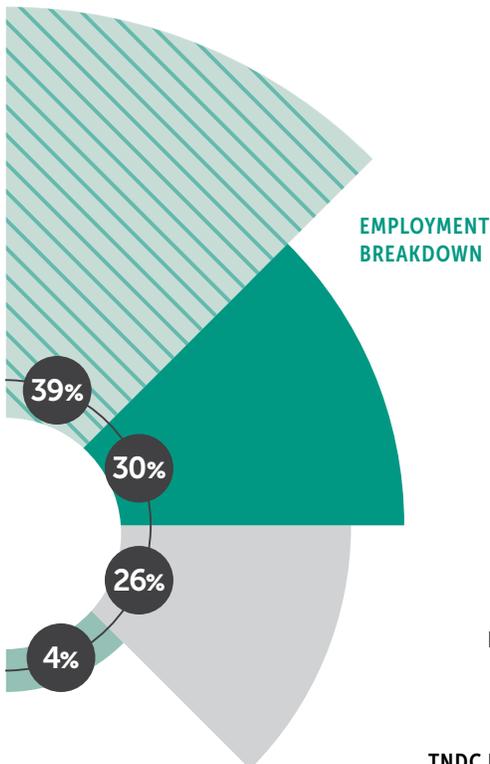
With the volume of work and TNDC’s growth, we hit a recruiting milestone, hiring more than 500 employees throughout 2021. There were more than 200 new hires in the Camp Services and Construction division alone and our seasonal peak hit 350 personnel. Of those hired, 73% were Indigenous and 34% were Tahltan and Tahltan Associates.

TNDC 2021 EMPLOYMENT FIGURES

- Tahltans = 160
- Tahltan Associates = 21
- Other First Nations/Metis = 207
- Other = 137

526 total employees

73% INDIGENOUS **34%** TAHLTAN / ASSOCIATES



TNDC HOURLY EMPLOYEES



Left: Edward Asp, Supervisor Special Projects, employed with TNDC since 2010.

2021 CHALLENGES

With all our achievements and successes, 2021 did bring some challenges in recruitment efforts and on our job sites.

FAILED PRE-EMPLOYMENT SCREENING

Marijuana continues to be the top substance detected in failed pre-employment drug and alcohol test results. Although the federal government has legalized marijuana in Canada, marijuana remains prohibited under the BC Mines Act, under which all TNDC's work sites fall. Applicants who fail the screening are unable to meet our clients' site access and TNDC pre-requisites for employment.

COVID-19 PREVENTION MEASURES

Throughout 2021, we worked with our clients to respond to positive COVID-19 cases returning to and on job sites. In November the federal government and client vaccination requirements for job sites and charter flights also impacted TNDC personnel, restricting all personnel who can work there and who could continue accessing client charter flights. Vaccination requirements have continued to impact 2022 season recruitment efforts, as government and client travel mandates have remained in place.

RECRUITMENT

Competition from mine and construction projects within Tahltan Territory and Northern BC was fierce. We had to work harder and look further afield to fill many roles. Holding a valid driver's license remains a barrier for applicants interested in entry-level positions (labourer), while newly certified equipment operators who lack the skillset and work experience of active mine site operations and protocols are not interested in entry-level positions and on-the-job training. Having personnel who are familiar with the landscape of our jobsites is vital to ensure our employees and everyone we work with goes home safe.

TEAM GROWTH

We introduced new positions across a number of business areas, including at the corporate level and on project sites. Notably, several divisions saw significant growth, providing new opportunities in the Territory. Airport Services Division continued to grow with multiple year-round positions, including ground handlers, customer service agent, custodian and an Airport Services Manager. Our Fleet Management Division added several new mechanics at project sites and at our Dease Lake shop, with a mechanical engineer to oversee our equipment maintenance program. As TNDC has grown, so has the size and scope of our HR team. Up until late 2020, TNDC's HR team comprised one manager. TNDC's increase in employees in 2021 also led to unprecedented growth in the size of our HR team. We hired an HR Director, split the admin/HR role and recruited site HR for our Red Chris project site to better serve our employees and our client.

WAGE REVIEWS

When TNDC renegotiated our contracts with Newcrest, we achieved pay raises for all our employees in the Construction and Camp Services Divisions, and successfully secured flights for TNDC staff flying to Red Chris. We completed wage reviews of the construction and camp services divisions last summer; as a result, we changed the camp services pay structure to align with construction and for business continuity, as they were a day rate.



MARIJUANA

is the top substance in failed pre-employment drug and alcohol tests.



COVID-19

vaccine requirements have had a significant impact on 2022 recruitment.



DRIVER'S LICENSES

are a significant barrier for entry-level position applicants.

2022 FOCUS

TRAINING AND DEVELOPMENT

Helping employees advance within our company is a priority for TNDC. Building capacity and eliminating barriers (such as driver's licences) is another focus. We are taking several steps to address training, development, and capacity building. These initiatives include introducing an onsite trainer at Red Chris who is focussed on training and progression for each rotation. As well, we have engaged a specialist to assist us in developing a training program, we are creating a position to oversee a job creation/capacity building program, and we have established working groups with our partners Sodexo and Procon to identify site-specific opportunities.

COMPENSATION AND BENEFITS

Competitive wages and an affordable, comprehensible benefits program are another priority for TNDC.

- **Compensation:** Wage reviews for Finance and Administration, Warehouse and Salaried positions is underway. Further wage reviews will be considered in light of the constraints within the contracts we have.
- **Benefits:** While TNDC's size presents challenges in the price of benefit packages available, we are reviewing our benefits plan, including sourcing quotes and investigating innovative solutions to a more comprehensive and affordable plan.

RECRUITMENT AND RETENTION

We are establishing a recognition program to reward employees for demonstrating positive safety behaviour and client service. We introduced and conducted our first employee survey in spring to understand what we are doing well, what could be improved upon and what needs to change. Compensation, benefits and training were the top areas for improvement identified by employees, which is where we are focussing out attention.

SYSTEMS AND PROCESSES

We are working to establish a centralized and secure digital filing system – integrated with accounting and finance. This system will allow for better document control and storage of information and will help support these two teams in their work.



Above: TNDC Airport Services team L-R: Christien Vance, Shiela Davidson, Daniel McPherson Jr., Mimi Carrier, Tyson Fletcher, Grant Louie Jr., Jonald Pascal.

HR HIGHLIGHTS

- TNDC hired more than 500 employees throughout 2021. 73% hired were Indigenous and 34% Tahltan and Tahltan Associates.
- New positions created and large divisional growth.
- Pay raises negotiated with Newcrest for all employees in Construction and Camp Services at Red Chris.
- Hired specialists to develop training and capacity building programs.
- Employee surveys for improvements at TNDC.



Right: Mimi Carrier,
Site Supervisor TNDC
Airport Services.

3 – Department Reports

FINANCE & ACCOUNTING

Finance & Accounting are the backbone of our company, intersecting all areas of our business. TNDC has been undergoing substantial growth in recent years, doubling in the last couple of years alone.

2021 ACHIEVEMENTS

Several initiatives were undertaken in 2021. While we made progress on most, business challenges forced some initiatives into 2022.

CFO POSITION CREATED

One significant milestone and investment in our business was the hiring of a Chief Financial Officer (CFO). Having a CFO position is vital for the size and scope of TNDC's business, while also supporting the finance and accounting team in their important work.



CFO
position created
and hired.

ACCOUNTING SYSTEM UPGRADES

We also made progress in upgrading our accounting software system. This is important because its enhanced functions will better enable our accounting team in their work. The Finance and Accounting team is now working on implementation.



ACCOUNTING SOFTWARE
upgrades in
development to
enhance functionality
and productivity.

NEW CLIENTS

We have new and more sophisticated clients, including Tier 1 operators like Newcrest, and other companies operating in our Territory.

Working with these companies, coupled with new divisions like our Airport, Fibre Optics, Forestry and Busing Divisions, requires TNDC to elevate our practices, procedures, reporting and systems.

COVID-19 CHALLENGES

COVID-19 measures continued to challenge delivery of some initiatives, such as fully implementing plans for cross training across positions, and strengthening team knowledge, qualifications and capabilities. Encouragingly, we are making progress in these initiatives in 2022 and are optimistic the support of the new CFO will help strengthen the capabilities of the team, while also supporting advancement of several other business priorities.





2022 FOCUS

With a commitment to elevating our business practices to match our growth, TNDC is investing broadly in resources to enhance our financial and accounting practices, procedures and protocols.

We have identified several priorities we are actively working on:

- Introducing a finance, audit and risk committee to strengthen corporate governance, strengthen credibility, provide better access to financing, and improve shareholder reporting.
- Implementing new policies and procedures to support quarterly reporting, create a more robust accounts receivable, and enhance integration with all areas of our business.
- Enhancing financial transparency and introducing a comprehensive budget process, which will be managed throughout the year to better track costs and expenses, in turn better serving our clients and employees.
- Reviewing and implementing internal processes to prepare the organization to move to an annual audit.
- Reviewing and streamlining payroll processes to support more reliable data with a focus on ensuring consistent paystubs in a timely manner.
- Reviewing and improving accounts receivable process; we have already seen considerable improvement in collection times.

CONSISTENT STRONG PERFORMANCE

TNDC continued its positive financial trajectory in the 2021–2022 fiscal year.*

2021–2022 REVENUE

\$70,394,724

2021–2022 NET INCOME

\$19,343,909

increase of \$504,327 from 2020–21

2021–2022 TOTAL ASSETS

\$80,698,965

↑ \$20,729,601

total assets increase from 2020–21

*The 2022 financial statements are still subject to external review.

3 – Department Reports

OPERATIONS

CAMP SERVICES

TNDC provides camp services at two major projects – Newcrest Red Chris Mine and Skeena Resources Eskay Creek Revitalization Project (with partner Sodexo).

We have added Accommodation Managers to both sites to enhance the service we provide to these valued clients.



| Above: Inez Angus, TNDC's food services team.

RED CHRIS MINE

The 2021 work season was our busiest and marked by several positive accomplishments. In June we finalized a new three-year camp services contract with a one-year additional option term; as a result, all camp services staff received wage increases.

Our staff numbers reached a record 110 employees, serving a record 700 mine site employees. We began cross training some employees across departments (kitchen, front office, housekeeping and janitorial) to provide more flexibility when needed. Our janitorial team grew as the scope for their service around the mine site increased with the growth of the mine and the addition of new buildings. We also added new pickup trucks to transport them around the site.

Employees in all departments were recognized by operator Newcrest Mining for their hard work and dedication, which is an important accomplishment in our goal to deliver excellent client service.

2022 OUTLOOK

The 2022 summer season looks to be busier than 2021, with new bunk houses planned for installation and crew numbers estimated to reach between 900 and 1,000.

ESKAY CREEK REVITALIZATION PROJECT

In 2021, we averaged 10 onsite staff in culinary, housekeeping and janitorial. The camp occupancy numbers peaked during the season at 90 people.

2022 OUTLOOK

During the peak work season as site activities ramp up, full occupancy of 110 people is expected.



RED CHRIS CONSTRUCTION

Above: Box cut scaling and ballast rock loading – May 2021.

During the 2021 season, TNDC played a significant role supporting construction activity at the Red Chris mine site.

The Tailings Impoundment Area (TIA) North and South Dam foundation excavation and dam raises were completed safely, on time and on budget. Throughout late fall and winter, de-risking work to remove barriers was undertaken in preparation for the 2022 TIA dam raise, which included:

- Clearing, grubbing and soil removal ahead of the 2022 dam foundation extension
- Clearing and stripping for the quarry expansion
- Stripping and clearing ahead of the newly located borrow (soils to construct the dam)
- Beginning construction of a new access for the North Dam

TNDC supported several other site projects during the peak construction season; for example, we completed the box cut for the underground portal/decline project (with partner Barmenco), and roughed in 2.5 km of road for the new light vehicle access for the underground portal. As well, we completed one culvert along the main access route to the mine site; a second culvert was started, but not completed before winter weather hit. TNDC crews also carried out summer and winter road maintenance.

2022 FOCUS

For the 2022 season, our construction crews are focussed on delivering client service excellence for road maintenance, TIA construction, the box cut, ore transport and mill support, as well as supporting exploration, environment, site service and safety project activities.

TNDC’s site fleet will be dedicated to TIA construction for the 2022 season, tapering off in the fall with plans for additional de-risk for 2023.

We are also introducing digital timecards for our crews, which will integrate with our equipment management and construction management software. This will allow us to improve tracking and reporting, improve and track our safety awareness and training, and more accurately capture costs. TNDC is committed to improving internal processes and meeting client requirements.



REGIONAL PROJECTS

2021 PROJECTS

TELEGRAPH CREEK ROAD REPAIRS

- In 2021, our work spanned from May to mid-October, completing all road works for Lakes District Maintenance. Our work included rebuilding the 1 km access road to Telegraph Creek. Three pieces of TNDC equipment for this project: gravel truck, dozer and excavator. TNDC's work on the project was completed in October when winter weather brought work to an end.

PROJECT LOGISTICS

- We purchased several pieces of equipment to support our work: tandem axle gravel and tandem axle day cab tractors, a 323 CAT excavator and a 53-foot step deck trailer.
- We continue providing our Red Chris and Eskay Creek Revitalization Project operations with logistics support from our Dease Lake Head Office with regular parts and materials delivery on a weekly basis, including low bed and step deck services.

DEASE LAKE AERODROME REHABILITATION UPGRADE

During the Summer 2021 work season, we completed \$9M in major capital upgrades, the most extensive upgrades in the airport's history. TNDC carried out earthworks and provided general contractor services (with partner Cobalt Construction).

- Earthworks and paving wrapped up at the end of September, with only electrical continuing.
- All runway and taxiway lighting were changed over to LED. A new back up generator was also installed.
- The upgrade project was fully completed in mid-December (due to delays in delivering electrical components), and commissioning will take place in 2022.
- Construction of a new chain link fence around the new apron area, parking lot and terminal buildings was delayed until late spring 2022 due to cold weather.

2022 PROJECTS

TREATY CREEK SUBSTATION

- We engaged Jim Dent Construction on phase one of the project. Most of this season's work entails logging, clearing, stripping of soils, and access and initial site development.
- TNDC is providing a portion of the construction equipment required as work ramps up in early spring.
- We intend to bid on all phases of work including heavy civil, concrete and electrical over the three-year build timeline for the substation.

EXPLORATION PROJECTS

2021 PROJECTS

From an operations perspective, 2021 was one of TNDC's busiest on record.

In addition to the many activities at the Red Chris Mine, our crews were active on several exploration projects, including Seabridge Gold's KSM and Johnny Mountain Mine projects, and Skeena Resources' Eskay Creek Revitalization Project.

TNDC crews also were at Coast Mountain Hydro's Forrest Kerr hydro facility. While transition to the fall/winter season traditionally leads to a slowdown in TNDC's business, year-round work at these projects and our expanded airport operations has kept our team busy throughout fall and winter of 2021 and into 2022.

SKEENA RESOURCES – ESKAY CREEK REVITALIZATION PROJECT

In 2021 our work included road repairs, culvert cleaning, ditching, winter road maintenance and general onsite maintenance. TNDC had a team of ten in the summer and twenty-eight in the winter, comprising two shifts of supervisors, operators, mechanics and labourers.

KSM MINING (SEABRIDGE GOLD) – KSM PROJECT

We were engaged in two key projects:

- **Camp 9 Project:** TNDC has an agreement with KSM Mining to hold the permit for the Hodder Camp, located a few kilometers south of Bell 2. We had six operators supporting construction at Camp 9 and a smaller team into October. Our partner Summit Camps has been providing Camp Services.
- **KSM Coulter Creek Access Road Project:** Delivered through the Tahltan-Pelly Construction joint venture, our work began with snow removal in May, which then transitioned to construction. We had a foreman, operators and eight pieces of equipment on the project throughout the work season until it wrapped up in October.

KSM MINING – JOHNNY MOUNTAIN PROJECT

Our crews supported reclamation work and provided access road repairs. During the summer peak we had eight operators.

COAST MOUNTAIN HYDRO – FORREST KERR

Our work comprised of road maintenance. We had one operator over the summer and two operators over the winter.

2022 FOCUS

In 2022, we are continuing to support the Eskay Creek Revitalization Project and the Coast Mountain Hydro Project.

In 2022 Seabridge is carrying out work at Camp 11 and the Johnny Mountain Mine, but TNDC worked with a partner to procure and mobilize equipment to the Camp 9 project site.

We will be working towards providing all earthworks operations at the site in future years.



Above: Kyla Loverin-Nehass at our Red Chris job site, employed with TNDC since June 2018.

FLEET MANAGEMENT

2021 ACCOMPLISHMENTS

Our equipment fleet is one of our most valuable assets and we require reliable operational equipment to meet client contract commitments. In 2021 we added more than sixty pieces of equipment, including rock trucks, bulldozers, excavators, loaders and skid steers, to serve our Red Chris, Eskay Creek Revitalization Project and KSM project sites. As well, TNDC added several pieces of equipment to carry out our work at the Dease Lake Airport.

We grew our Mechanical Team with the addition of a Fleet Manager. As well, we added several mechanics to our Red Chris and Eskay Creek Revitalization Project sites and our re-opened Dease Lake shop. We began implementing an Equipment Management Program, which coupled with an expanded mechanical team, will help us be more competitive, better manage our fleet costs, and conduct and track improved maintenance procedures.

60+

EQUIPMENT
pieces added to the TNDC fleet in 2021 to serve ongoing projects.



MECHANICAL TEAM
improvements with a new Fleet Manager, additional mechanics and re-opening the Dease Lake shop.

2022 FOCUS

For 2022, we are focussed on continued fleet operation improvements, using our newly introduced fleet management software, and on ongoing improvements to our fleet and operational management systems.

We are striving for efficiencies in daily project reporting through implementation of an electronic Labour, Equipment, Materials (LEMS) report.



Left: The upgraded runway at the Dease Lake Airport.

4

TNDC BUSINESS UNITS

BUSINESS UNIT REPORTS

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

4 – Business Unit Reports

AIRPORT SERVICES

Our Airport Services Division has become an increasingly strategic and important area of TNDC's business. Launched in 2020, TNDC has taken the lead on improving this vital community infrastructure to better serve health, medevac flights, emergency responders, industry and in future, residents.

This new business is also providing innovative year-round local employment (ten positions) in airport management, ground services and terminal services.



Above: Grant Louie Jr., TNDC Airport Services, at the wheel of our runway plow truck.

2021 IN REVIEW

In February 2021, TNDC signed a contract with the owners Stikine Airport Society (SAS), to become the Contract Airport Operator for the Dease Lake Airport (CYDL) through 2024. TNDC Airport Services is responsible for inspections, maintenance, and the ongoing operations of the airport. We conduct snow clearing, runway friction tests, passenger handling, ground handling of aircraft and de-icing of aircraft. Now the operator, TNDC is likely the only example in BC where an Indigenous organization oversees a provincial airport.

TNDC purchased the Lakesle Air facilities for our operations and acquired lease of a neighbouring lot for expanding operations and a new terminal building. We also added air freight bulk diesel sales for exploration companies and launched a heli-base to support helicopter operators needing logistical help when operating from Dease Lake.

Our other success was carrying out winter maintenance. This past winter was the first since the airport was built in 1988 that someone other than the Ministry of Transportation and Infrastructure managed winter maintenance at CYDL. TNDC Airport Services now have this responsibility under our contract with Newcrest and the results were excellent.

The higher level of service required over what was previously provided required use of chemicals and sweepers to ensure bare pavement conditions in February – a first ever achieved. TNDC crews were assisted by an airport maintenance trainer from the Whitehorse Airport as well as technical advice from our friends at the Williams Lake Airport (a sister airport with whom we share information and expertise). It was a steep learning curve to start, especially since there are many rules and standards to abide by, but our core crews gained invaluable knowledge and experience for next season.

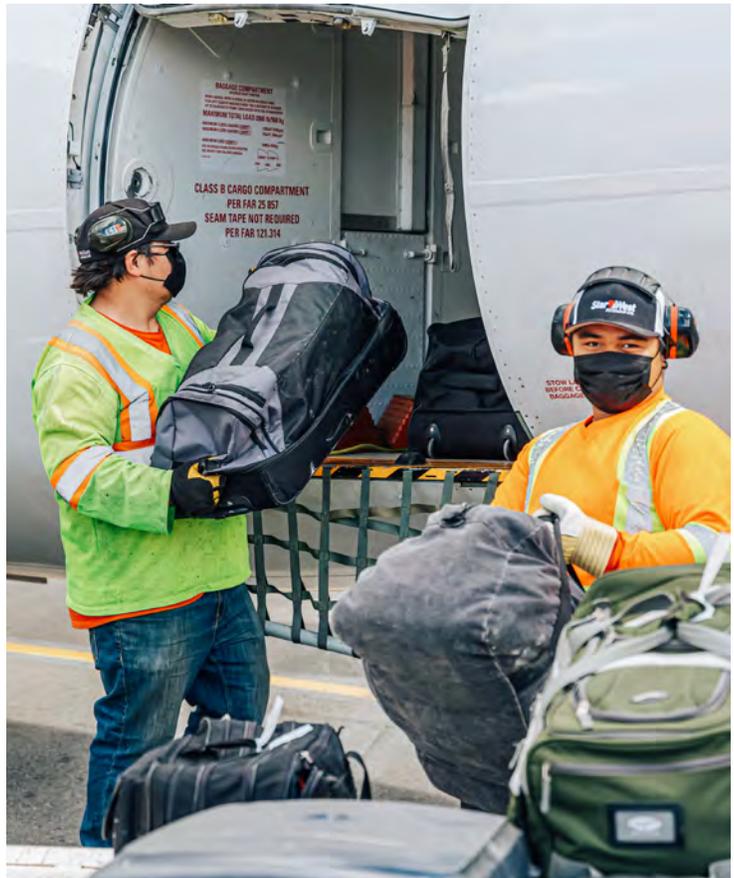
2022 AT A GLANCE

In April 2022, TNDC and Newcrest Red Chris JV signed a four-year contract for Airport Services including management of the Dease Lake Airport (CYDL). This contract is the culmination of two years of planning and implementation across all departments at TNDC, Tahltan Central Government (TCG), Stikine Airport Society (SAS), Newcrest, the BC Government and the Tahltan community. Airport Services has delivered all equipment and facilities under the contract and is currently working on business unit structure, training and administration.

The historical upgrades at the airport completed last summer, coupled with TNDC’s management of the airport to the higher standard required, has opened the door to applying for CYDL to become a Certified Airport under Transport Canada, with TNDC as the Airport Operator. This would pave the way for Central Mountain Air (our fixed wing partnership) to provide scheduled passenger services. This application is our focus in 2022. Our main challenge is strengthening the leadership component of the business unit, implementing significant systems and training, mentoring our existing crews, and conducting operations. This specialty leadership is not plentiful, but we are making progress in addressing this need and hope to have adequate people in place by the third quarter of 2022.



Below: Christien Vance (L) and Jonald Pascal, ground handlers, loading passenger baggage.



In 2022, TNDC will also be adding aviation fuel sales, creating a one-stop shop for aviation support in the territory.

We started working with Newcrest in December 2019 to take this strategic airport to a new level of safety and support. The cooperation from industry, the TCG, the federal, provincial and municipal governments, and the SAS since that time has been unprecedented. Accomplishing all this work in two short years points to the importance of the airport for everyone in Tahltan Territory. TNDC’s leadership role in this important community infrastructure is one all TNDC employees and the Tahltan community can take pride in.

Left: Aerial view of the Dease Lake Airport facilities.

TNDC LEADS ON MAJOR UPGRADES TO DEASE LAKE AIRPORT

BACKGROUND

- The Dease Lake Airport is a vital community infrastructure that is relied on by the community, government, and industry.
- An inspection by Transport Canada Civil Aviation in 2018 found several key issues like unserviceable runway lights, runway edge cracking, low brush near the runway and gaps in the perimeter fence, meaning it could not be certified for regular scheduled passenger operations.
- Deficiencies and limited-service accessibility impacted the safety of the mineral exploration, mine development, mining, and wildfire service industries.
- Medevac times were excessively high, placing additional health risk on patients in medical duress.

ADVOCACY

- Tahltan Central Government, Iskut Band, Tahltan Band, Stikine Airport Authority and TNDC – advocated for broader changes to Air Services Delivery in Tahltan Territory.
- TNDC, Newcrest Mining Limited and Stikine Airport Authority worked together to lobby the Provincial Government for the funding – \$9 million in Stronger BC economic recovery funding for Dease Lake airport upgrades provided by Province of BC – required for the upgrades necessary for the provision of better Air Service Delivery in Tahltan Territory.
- \$2 million of funding for Dease Lake airport upgrades provided by Newcrest Mining, Regional District of Kitimat Stikine, Newmont/Teck Resources, Pretium Resources, Seabridge Gold and Skeena Resources.



AIRPORT FACILITY
safety improvements and year-round, 24-7 operational capabilities.



MEDEVAC TIMES
reduced from 20.5 to 5.3 hours.



AIR ACCESS
improvements to communities for industrial sectors.



WILDFIRE
and emergency response improved.



PASSENGER SERVICE
support planned.

ACTION

- TNDC-Cobalt Construction Collaboration contributed to project planning, funding securement, and carried out general contractor services for the Dease Lake airport upgrades – the most extensive in the facility's history.
- TNDC is now the Contract Airport Operator for the Dease Lake airport, likely the only example in BC where an Indigenous organization oversees a provincial airport.
- Safety and capital upgrades to enable medevac services, runway repaving and lighting improvements. The upgrades will ensure the airport meets standards for Transport Canada Civil Aviation certification.

RESULTS

- Much safer, significantly enhanced airport facility with year-round, 24/7 operational capabilities, worthy of its geographic location and adverse weather conditions.
- Significant reduction in medevac times, from 20.5 hours to 5.3 hours.
- Improved air access to Dease Lake and the surrounding communities, for the mineral exploration, mine development, mining, and industrial sectors.
- Improved wildfire suppression and emergency response capabilities.
- Paves the path for scheduled passenger service in future.

FUNDING

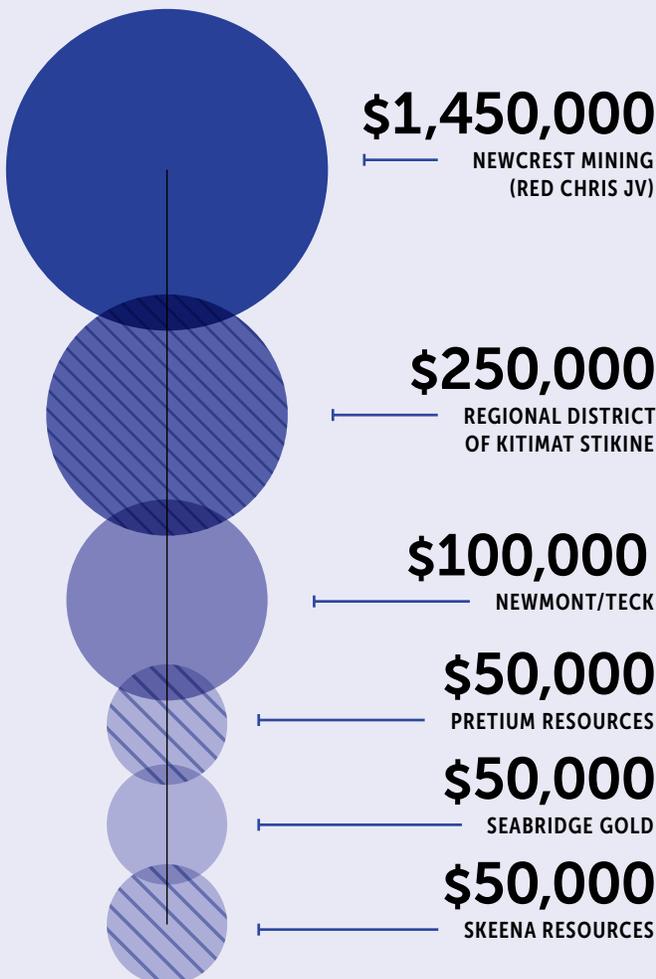
CONSTRUCTION UPGRADES

\$9,000,000

PROVINCE OF BC
committed in StrongerBC economic recovery funding

PROJECT DESIGN & MANAGEMENT FUNDING

\$1,950,000



PROJECT IMPROVEMENTS

1. Addition of blast pads and turnarounds
2. Pavement overlay over the full length of the runway
3. Expanded apron to accommodate multiple aircraft
4. Paved parking area at Terminal
5. Runway lighting improvements
6. Emergency power

CONTRACTORS

1. Design Engineer: TetraTech
2. Contractors:
 - a. General Contractor: TNDC-Cobalt Construction Collaboration
 - b. Paving Subcontractor: Knelsen Sand and Gravel
 - c. Electrical Subcontractor: FMI Installations

4 – Business Unit Reports

FIBRE OPTICS

TNDC continues to grow and diversify, now boasting a TNDC Fibre Optics Division, and creating innovative new business opportunities for the Tahltan Nation.

Tahltan Communications – a partnership between Tahltan Nation Development Corporation (TNDC) and CityWest Cable and Telephone Corporation – has begun construction to provide high speed telecommunications services over fibre optics into Tahltan Territory.

Tahltan Communications is building over 200 kilometres of new fibre optic cable in unison with fibre optic strands that are part of the BC Hydro Northwest Transmission Line (NTL).



Rural communities throughout Canada continue to go without fast and reliable internet connectivity; that is about to change in Tahltan Territory, which is a region that accounts for 11% of British Columbia. TNDC's partnership with CityWest is a game changer and will deliver on our key strategic priority to become a telecommunication provider of high-speed internet connectivity to Tahltan communities and those doing business in Tahltan Territory. Soon high-speed connectivity will be available, and I cannot be more excited for those who live and work in the region.

Paul Gruner, *Chief Executive Officer of Tahltan Nation Development Corporation*

Tahltan Communications will provide high speed Gigabit connectivity to the communities of Iskut and Dease Lake by early 2023. This \$13-million project will also provide high speed fibre optic-based telecommunication services to the many small, medium and large industrial businesses in Tahltan Territory. The construction launch was applauded by the builders and the funders.



We have been working with the Tahltan nation for the last year and a half, as we have planned and built out our partnership network and submitted plans to develop connectivity to all of their communities and strategic partners. What we have come to realize in this process is that we have the same set of primary values, starting with a focus on creating benefits first and foremost. As a social enterprise, we are excited about our future together, and we are grateful to the province and the federal government for their support.

Stefan Woloszyn, *Chief Executive Officer of CityWest*



Tahltan Territory is one of British Columbia's northernmost regions and for too long has had to deal with unreliable internet speeds and variable access depending on location. Our commitment as government is to ensure all households in B.C. are connected to high-speed internet by 2027. With projects like this one we are one step closer to meeting that goal.

Honourable Lisa Beare, *Provincial Minister of Citizens' Services*



We need to close the connectivity gap and ensure that every nook and cranny of British Columbia has access to reliable high-speed Internet. The Government of Canada is pleased to invest \$9.6 million via the Connect to Innovate program to connect 12 communities, mainly within the Tahltan Nation. Investments like these help create jobs, improve access to health care and online learning services, enhance safety and keep us connected to our loved ones. The Government of Canada will continue to invest to help achieve our national target of connecting 98% of Canadians by 2026 and 100% by 2030.

Honourable Gudie Hutchings, *Federal Minister of Rural Economic 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 health-care, 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.
- Federal and Provincial Universal Broadband Funding for last mile connectivity has been announced 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.

TERRACE STANDARD

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

The \$13 million project is expected to be completed in early 2023.



Above: Installation of 200 kilometres of fibre optic cable to connect Dease Lake and Iskut with highspeed internet construction gets underway north of Kitwanga on Highway 37N on May 31, 2022.

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

A partnership between the Tahltan Nation Development Corporation (TNDC) and Citywest broke ground on the \$13 million project this morning (May 31).

The partnership, dubbed Tahltan Communications (TC), will run more than 200 kilometres of new fibre optic cable in unison with fibre optic strands that are part of the BC Hydro Northwest Transmission Line (NTL) according to a TNDC press release.

“Rural communities throughout Canada continue to go without fast and reliable internet connectivity,” said Paul Gruner, TNDC CEO. “That is about to change in Tahltan Territory, which is a region that accounts for 11 per cent of British Columbia. TNDC’s partnership with CityWest is a game-changer and will deliver on our key strategic priority to become a telecommunication provider of high-speed internet connectivity to Tahltan communities and those doing business in Tahltan Territory.”

The partnership expects to provide highspeed, gigabit connectivity to communities by early 2023, which the release said will improve all aspects of life for people in the community including healthcare delivery, safety, education and social services and will foster economic development, environmental protection, and infrastructure development.

The project received \$9.6 million in federal and provincial funding through Canada’s Connect to Innovate Program and the province’s Connecting B.C. program.

“What we have come to realize in this process is that we have the same set of primary values, starting with a focus on creating benefits first and foremost,” said Stefan Woloszyn, Citywest CEO. “As a social enterprise, we are excited about our future together, and we are grateful to the province and the federal government for their support.”

Lisa Beare, B.C.’s minister of citizens’ services, said the province’s involvement in the project is part of her government’s commitment to ensure all households in British Columbia have high-speed internet access by 2027.

“We need to close the connectivity gap and ensure that every nook and cranny of British Columbia has access to reliable high-speed Internet,” said Gudie Hutchings, federal minister of rural economic development.

The funding is part of a \$585 million commitment by the Liberal government to bring better connectivity to underserved communities by 2023.

4 – Business Unit Reports

TAHLTAN FORESTRY

Tahltan Forestry Ltd. (Tahltan Forestry) is a company jointly-owned by TNDC and NorthPac Forestry Group Ltd. Tahltan Forestry manages all forestry activities in Tahltan Territory.

In addition to a head office in Vancouver, NorthPac's base of operations is in Terrace. Tahltan Forestry manages the Tahltan forest licence that has an allowable annual cut of 75,000 m³. This license covers the entirety of the non-overlapping portion of Tahltan Territory within the Cassiar Timber Supply Area. In addition to harvesting the Tahltan licence, Tahltan Forestry performs tree clearing and access work for projects in Tahltan Territory, such as for mines, powerlines and other infrastructure.

RELATIONSHIP WITH TNDC

Tahltan Forestry Ltd. is jointly owned by TNDC and NorthPac Forestry Group Ltd. The company was formed in late 2019.

2021 ACHIEVEMENTS

- Tahltan Forestry received approval on its Forest Stewardship Plan and its first Cutting Permits from the Province.
- Tahltan Forestry completed 91 ha of clearing for Skeena Resources at the Eskay Creek Revitalization Project site. Work was completed without any safety or environmental incidents, and we subcontracted work to two Tahltan-owned businesses. The project was a great success.
- Tahltan Forestry was awarded the clearing project at the Dease Lake Airport that improved flight sight lines. The work was completed in early 2022 with Wild Timber Industries (a partially-owned Tahltan business). Tahltan Forestry paid to have the logs from the clearing work processed into 16-inch rounds so that they could be used by the community for firewood.
- Tahltan Forestry was awarded a clearing project with BC Hydro for the Treaty Creek Substation that will supply power to KSM. Work is being carried out in 2022.

2022 OUTLOOK

- Tahltan Forestry has begun operations on our first cutting permit at the southern end of the Territory, which will be a major focus for the business in 2022. Our goal is to hit \$10M in revenue this year. We are also working to identify areas for future harvesting opportunities on the forest licence, with importance on understanding suitable locations for these activities to take place within the Territory.
- Tahltan Forestry is completing the BC Hydro project at Treaty Creek this summer and working to identify other potential tree clearing and access work contracts we can perform within the Territory.





Left: Tahltan NST Busing crew highway coach.

5

TNDC BUSINESS RELATIONSHIPS

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.

Tahltan-Allnorth is a Limited Partnership between 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.

RELATIONSHIP WITH TNDC

We have had a Limited Partnership since 2012 (10 years).

2021 ACHIEVEMENTS

- Worked on design development of roads and camps for the Seabridge KSM Project, generating full time project management and design roles within the team.
- Completed a significant survey scope for Skeena's Eskay Creek Revitalization Project, (haul road development and planning).
- Worked with TNDC to work through the BC Hydro direct award process for development of the BC Hydro Treaty Creek Substation site development, which will be used to service the KSM project. TNDC was awarded the contract.

2022 FOCUS

- Tahltan-Allnorth is developing scopes of work for our mining clients with TNDC in an EPC or EPCM (Engineering, Procurement and Construction / Management) approach. This allows each group to do what they do best and for "on the ground" collaboration and training.
- Tahltan-Allnorth and TNDC have a track record of success working on projects together, and Allnorth looks forward to growing this success in 2022. By working closely together, the opportunities for growth of our team members and our companies is extremely positive.

TAHLTAN-ARROW



Tahltan-Arrow
Transportation Ltd.

Arrow began hauling general freight to BC's rapidly growing Lower Mainland community in 1919 and evolved into a broadly diversified company that employs over 1,200 people across Canada and the US. The company specializes in commodity hauling, facilities management, logistics management, marine services, residuals management, wood processing, and technology development.

RELATIONSHIP WITH TNDC

We have a 20-year joint venture with TNDC to provide land-based transportation solutions for customers that move products through or within Tahltan Territory. Operations for this joint venture are in Stewart, BC.

2021 ACHIEVEMENTS

- At the Newcrest Red Chris Mine, Tahltan Arrow Transportation hauls concentrate 24/7 from the mine site to the Stewart port.
- In 2021, the partnership celebrated one year with zero injuries on the job.
- Tahltan Arrow Transportation introduced travel cost coverage for employees to and from our terminal in Stewart, to improve the working conditions of our people. This was achieved as a part of our successful labour negotiation process in 2021.

2022 FOCUS

- With a bright outlook for mining operations in the region, Tahltan Arrow Transportation is in continued discussions with potential mines within the region. We are engaged in supporting feasibility studies to gain exposure to new customers in this region.

BANDSTRA



Bandstra Transportation Systems Ltd.

Bandstra is a regional transportation service provider in BC and Alberta. We provide a wide variety of trucking related services including less-than truckload, truckload, port drayage, warehousing, trans-load, and load brokerage services. Our customers include many of the mines and other industrial facilities operating throughout Northwestern BC.

RELATIONSHIP WITH TNDC

Bandstra has had a long working relationship with TNDC and the Tahltan Nation, including providing scheduled service to Iskut, Dease Lake and Telegraph Creek since the 1980's. Our relationship with TNDC was formalized in 2015.

2021 ACHIEVEMENTS

- Maintained regular twice weekly service along Hwy 37 despite the many obstacles and supply chain challenges that took place in 2021.
- Enjoyed a good working relationship with Kluachon Centre Store, our Iskut agent and were able to hire a Tahltan employee in Dease Lake.

2022 FOCUS

- Continue to grow our business by providing responsive customer centric service to the individuals and businesses operating in Northwestern BC.
- We are optimistic that the increased level of resource activity along Highway 37 will benefit the partnership.

BARMINCO



Barmenco Mining Services Canada Ltd.

Barmenco is one of the world's largest hard rock underground mining services companies, with operations in Australia, Africa and North America. Barmenco Canada Ltd has been operating in Canada for three years with operations currently in Ontario and British Columbia. With a workforce of over 380 employees, Barmenco Canada is aiming to combine the skills of North American underground mining with the skills of Australian underground mining for the benefit of clients.

RELATIONSHIP WITH TNDC

Barmenco, through our Canadian entity, Barmenco Canada Mining Services is currently engaged in a collaboration agreement with TNDC. This agreement currently relates to underground operations being undertaken at Newcrest's Red Chris Mine and has been in place for approximately 12 months.

2021 ACHIEVEMENTS

- Signing of the Collaboration Agreement between TNDC and Barmenco.
- Employment of our first Tahltan underground employees at Newcrest's Red Chris Mine into a variety of different roles, such as Jesse Nole who is employed as a Heavy Duty Fitter and was recently featured in a Newcrest social media video.
- Completion of the underground portal decline access and successful start-up of the underground works at Red Chris for Newcrest as part of the ongoing transition of the Red Chris Mine from a surface mine to an underground block cave mine.

2022 FOCUS

- Activate the employment commitments and community involvement commitments outlined in the collaboration agreement, through TNDC Barmenco Joint Collaboration Committee.
- Actively seek to employ and engage Tahltan members through job fairs and community information sessions.
- Award scholarships, apprenticeships and cadetships (a practical on-the-job experience and formal, facilitated training program) to Tahltan members, providing an opportunity to participate in further study, employment and career progression.

CENTRAL MOUNTAIN AIR



Central Mountain Air Ltd.

Established in 1987 and headquartered in Smithers, BC, Central Mountain Air Ltd. is 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 flights. Medical Evacuation (Medevac) flights are provided by our affiliate company, Northern Thunderbird Air Ltd.

RELATIONSHIP WITH TNDC

We formalized a collaboration agreement with TNDC in September 2021. Through the years, we have continued to work collaboratively with the Tahltan Nation in advancing community support initiatives such as the improvements at the Dease Lake Airport.

2021 ACHIEVEMENTS

- Together with TNDC and the Stikine Airport Society, we continue to support the certification and improvement projects for the Dease Lake Airport.
- We provide air transportation services for crew and work-force movement to Newcrest's Red Chris Mine and to Skeena Resource's Eskay Creek Revitalization Project. We transport thousands of individuals on an annual basis.
- We are capable and able to provide Medical Evacuation Air Transportation Services to the Dease Lake Airport and have completed Medevac flights in recent times supporting companies in the region.

2022 FOCUS

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

TAHLTAN ERM ENVIRONMENTAL MANAGEMENT



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.

RELATIONSHIP WITH TNDC

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

2021 ACHIEVEMENTS

- Provide an annual bursary to Tahltan Members for advanced / ongoing education opportunities, benefiting seven students in 2021.
- Achieved an enhanced working relationship with Northern Labour Services Ltd., providing employment for more than 17 Tahltans on various projects in territory.
- Over the past year, we've worked on environmental field programs and early assessment process deliverables for two proposed projects: Skeena Resource's Eskay Creek Revitalization Project and Kutcho Copper Corp.'s Kutcho Copper Project.

2022 FOCUS

- Continue to foster strong working relationships with the mining industry within Tahltan Territory.
- An annual bursary will continue to be provided to Tahltan students. We also plan to provide a lunch & learn presenting careers in the sustainability and environmental sector in the local Tahltan high school.
- Collaboration with Northern Labour Services Ltd. will be broadened to provide employment for Tahltans on the various projects within the Territory.

TAHLTECH DRILLING



Tahltech Drilling Services Ltd.

Tahltech Drilling is a partnership between TNDC and Geotech Drilling Services Ltd, providing multi-disciplinary drilling services for mineral exploration diamond drilling, and geotechnical and environmental drilling. Methods include sonic, air rotary, mud rotary, and auger drilling, cone penetration testing for tailings facilities, and geotechnical assessments.

RELATIONSHIP WITH TNDC

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

2021 ACHIEVEMENTS

- Various exploration and geotechnical investigations/projects with Newcrest (Red Chris Mine), Skeena (Eskay Creek Revitalization Project), Amarc Resources, Seabridge Gold (KSM), Coeur Mining (Silvertip) and Goldwedge Mines.
- Provided Helm Drilling with a rig temporarily at Skeena, while they awaited a new drill.
- Employed three Tahltans throughout the year on projects within and outside the Territory.

2022 FOCUS

- Seabridge: large geotechnical program including helipads, using diamond drills as well as drills for various testing. We have an internal pad building crew and are trying to engage a Tahltan-owned business to assist. Skeena: geotechnical project and exploration project. Red Chris: sonic works and geotechnical rotary drilling. Giga Metals: sonic work.
- Assist with training and development opportunities in partnership with the Tahltan nation.

TAHLTAN HY-TECH DRILLING



Tahltan Hy-Tech Drilling

Tahltan Hy-Tech Drilling is a TNDC partnership with Hy-Tech Drilling Ltd., 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. Hy-Tech designs, builds, and maintains the equipment, optimizing access to the complex terrain in Tahltan Territory.

RELATIONSHIP WITH TNDC

The Tahltan Hy-Tech Drilling partnership was established with TNDC in 2021 and subsequently launched in 2022. Hy-Tech Drilling is committed to building positive and ongoing relationships with the Tahltan Nation and local communities where we operate.

2021 ACHIEVEMENTS

- Working together with TNDC to build win/win/win relationships with leading global mining companies in Tahltan Territory, with a goal to have a positive legacy impact for the Tahltan Nation that leads to a more sustainable future.
- Promote training and employment opportunities within the Tahltan Nation.
- Tahltan Hy-Tech Drilling has secured drilling contracts with Newcrest at the Red Chris and Brucejack Mines, Tudor Gold at Treaty Creek and for Amarc at the JOY project.

2022 FOCUS

- Tahltan Hy-Tech Drilling secured its first drilling contract with Newcrest at the Red Chris Mine, which began in January.
- The outlook for 2022 is strong, with additional contracts being secured with Newcrest at the Red Chris Mine and Brucejack Mine, Tudor Gold at Treaty Creek and Amarc Resources at the JOY project. We will continue seeking additional drilling contracts in Tahltan Territory.
- Successful in winning the underground drilling contract at Red Chris.

JIM DENT CONSTRUCTION



**Jim Dent
Construction Ltd.**

Jim Dent Construction (DENT) 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 BC. We are an industry leader, providing start-to-finish solutions for complex projects with challenging conditions, and has earned a reputation for collaboration and customer satisfaction.

RELATIONSHIP WITH TNDC

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

2021 ACHIEVEMENTS

- Although the formal partnership was finalized in early 2022, throughout 2021 the relationship between TDNC and DENT focussed on discussions.
- Projects within Tahltan Territory were being evaluated to ensure heavy civil opportunities were tendered within the partnership.

2022 FOCUS

- TDNC and DENT will focus on project execution of civil work, while providing job opportunities for Tahltan members.
- Kick off our first project under the formal partnership in May 2022 with the site preparation for BC Hydro's Treaty Creek substation.
- Engaged in the preliminary stages of mining projects to support feasibility and estimating exercises for civil scopes at Kutcho Copper, Galore Creek and Red Chris projects.

NORTHWEST FUELS



Northwest Fuels Ltd.

Northwest Fuels is a bulk fuel distributor and marketer for Petro-Canada, with a service area of approximately 100,000 sq. mi (259,000 kms). We proudly service from Prince Rupert to the Yukon border, with much of our distribution found within Tahltan Territory. The cornerstone of our company is a strong focus on safety, reliability and community.

RELATIONSHIP WITH TNDC

Northwest Fuels is entering its 10th year of a joint venture with TNDC, however our personal and working relationships with TNDC and the Tahltan communities stems back decades.

2021 ACHIEVEMENTS

- Renewed the fuel supply contract with Newcrest Red Chris ensuring continued monetary recognition for fuel volumes through the TNDC-Northwest Fuels JV.
- Transition of Skeena Resources to a national account, providing a higher monetary recognition of fuel volumes to TNDC.
- Provided fuel service-related guidance to TNDC in its operation of the Dease Lake Airport and development of its air support business.

2022 FOCUS

- Continued support of TNDC's airport operations and air support business.
- Solidifying long term fuel supply agreements with companies working within Tahltan Territory to capture as much volume recognition for TNDC as possible.
- Continued communication with TNDC to ensure any new opportunities (for either party) are presented and considered.

TAHLTAN NST BUSING



Tahltan NST Busing

Tahltan NST Busing is a partnership between TNDC and Northern Spirit Transportation (NST). In operation since 2005, NST is locally owned and operated (Prince George) and offers an unmatched focus on customer needs, which has gained NST a reputation that sets us apart. NST operates a variety of vehicles, ranging from full sized highway coaches to specialized industrial units.

RELATIONSHIP WITH TNDC

Our joint venture with TNDC began in Spring of 2020.

2021 ACHIEVEMENTS

- Facilitating crew transportation for Newcrest's Red Chris Mine operations. We move workers from Dease Lake Airport to site or, when flights deviate, we head to Smithers and bus them up.
- Last year we added the scope of onsite busing, moving people on site. Our coach drivers are based out of Prince George and Smithers, and operators onsite come from all over.
- We have about a dozen on the roster at this point, with 25% Indigenous.

2022 FOCUS

- Working toward utilizing TNDC's Dease Lake shop for some bus maintenance.
- Planning to finalize and sign a contract with Newcrest (we are currently operating under a purchase order agreement).
- Looking to secure crew transportation contracts with Skeena Resources for the Eskay Creek revitalization Project and with Newcrest for its Brucejack Mine.

ORICA CANADA



Orica Canada Inc.

Orica is one of the world's leading mining and infrastructure solutions providers. From 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. We are in a unique position to leverage our expertise in technology to create safer and more responsible solutions through our business activities.

RELATIONSHIP WITH TNDC

Orica and TNDC have had a formal cooperation agreement since 2014.

2021 ACHIEVEMENTS

- Primary work in the region is supplying explosive products and down-the-hole services to the Newcrest's Red Chris Mine. We achieved an excellent safety and environmental record in 2021 at our Red Chris operation. Also working with resource development companies on prefeasibility studies and regulatory compliance matters to advance projects in Tahltan Territory.
- Awarded the contract at Red Chris for the supply of bulk explosives and equipment for the new Naghā Decline Underground Project.
- We have one Tahltan member working with us at Red Chris and we were a Gold Sponsor of the Healthy Active Tahltan initiative in 2021.

2022 FOCUS

- Working with Newcrest on several different initiatives including introducing technologies that we can apply to our day-to-day operations to support environmental sustainability and continued transition to lowering our carbon footprint at Red Chris.
- Working with TNDC to expand business relationships in the region and further develop opportunities for business growth, community development and Tahltan employment (at Red Chris and other sites).
- Development of an entry level training program for young people interested in learning about careers in the explosives industry. Expected to launch in mid 2022, the program will be offered through a community college in Northwest BC and open to Tahltan members.

PELLEY CONSTRUCTION



Pelly Construction Ltd.

Pelly Construction is a family-owned northern business with 35 years of experience specializing in heavy earthworks. Pelly is an experienced contractor in large-scale mine site development, operation, closure, reclamation and civil infrastructure.

RELATIONSHIP WITH TNDC

Pelly and TNDC have worked together for the past four seasons at the Red Chris Mine and recently at the KSM project. TNDC and Pelly Construction recently formed the Tahltan Pelly Construction Joint Venture partnership.

2021 ACHIEVEMENTS

- Our top achievement was further integration of the two companies by formally creating the Tahltan Pelly Construction Joint Venture and winning our first contract with the new partnership at the KSM project.
- We successfully completed the 2021 season work on construction of the Newcrest Red Chris Tailings Impoundment Area (TIA) without any major incidents or injuries.

2022 FOCUS

- The focus for 2022 is to safely complete the road work at the KSM project, safely complete the fourth season at Red Chris without incident and pursue additional projects through the JV Partnership.

PROCON



Procon

Tahltan Procon Joint Venture is a partnership between TNDC and Procon. Established in 1992, Procon is one of North America'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. A significant portion of this work is performed through Indigenous partnerships throughout Canada – with several of those partnerships in place for more than 20 years.

RELATIONSHIP WITH TNDC

Procon and TNDC's working relationship spans more than 20 years. Our two companies first partnered in 1998. Since then, we have worked together on multiple projects within (or in proximity to) Tahltan Territory, including Barrick Gold's Eskay Creek Mine, Coast Mountain Hydro's Forrest Kerr and McLymont Creek hydroelectric projects, and now Newcrest Mining's Brucejack Mine.

2021 ACHIEVEMENTS

- Brucejack Mine crews reached an industry leading 2 million hours without a Lost Time Incident, helping Brucejack Mine obtain the Canadian Institute of Mining, Metallurgy and Petroleum's coveted John T. Ryan Safety Award for 2021. Our Brucejack workforce is comprised of 18% Indigenous workers, with a large component Tahltan members.
- Through excellent operational and safety performance, the joint venture signed a new Agreement, on a sole-source-basis, with Pretivm (now Newcrest) that extends our contract well into 2023.
- The joint venture paid out more than \$40 million in wages to crews – contributing significantly to the local, regional and national economies.

2022 FOCUS

- With the transition of the Brucejack Mine to a new owner, our joint venture looks forward to continuing to develop the relationship with Newcrest Mining and help ensure they are successful in their operations in northern BC.

PROGRESSIVE VENTURES CONSTRUCTION



RELATIONSHIP WITH TNDC

Progressive Ventures
Construction Ltd.

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 Northwest BC. PV's sense of place and belonging in Terrace is reflected in our building portfolio, our partnerships, and in our vibrant and diverse team.

2021 ACHIEVEMENTS

- Progressive Ventures was sub-contracted through TNDC to work on a design-build package for the construction of snow roofs at the Eskay Creek Revitalization Project for the main camp and kitchen, plus the rig camp.
- Able to accelerate the schedule and expedite project delivery in collaboration with TNDC.
- During our time on site, we were able to form meaningful relationships with both the TNDC team and the client.

2022 FOCUS

- We are currently pursuing several community building and housing projects in the three Tahltan communities.
- We are aiming to employ and train more Tahltan members seeking lasting and meaningful employment on projects both within and outside Tahltan Territory as operators, carpenters, and iron workers/welders.

R.C. CRANE & CONSTRUCTION



R.C. Crane
& Construction Ltd.

R.C. Crane is a family-run business, based out of Whitehorse, that has been operating for over 20 years. R.C. Crane provides hoisting and rigging services for many different industries, from mine sites to commercial projects, including propane delivery. We have a comprehensive inventory of equipment to build projects of all sizes and across all terrains. Operating out of Yukon and northern BC has earned R.C. Crane a specialization in working in remote and rugged areas and climates.

RELATIONSHIP WITH TNDC

Over the past decade we have worked on several resource projects in Tahltan Territory, including the Silvertip mine, Eskay Creek Revitalization Project, Red Chris Mine and Coast Mountain Hydro's Forrest Kerr hydroelectric site. However, our formal agreement with TNDC began in January 2022. We have witnessed firsthand the resources TNDC has, and we are looking forward to working alongside them.

2021 ACHIEVEMENTS

- Although the partnership between TNDC and R.C. Crane was formed at the beginning of 2022, last year we had the privilege of working on three projects in Tahltan Territory: Red Chris Mine, Silvertip Mine and the Eskay Creek Revitalization Project.
- Although the partnership was yet formed in 2021, our top achievement to date is beginning TNDC – R.C. Crane partnership.

2022 FOCUS

- In 2022 we look forward to focussing on Tahltan employment as well as trying to grow the amount of work within Tahltan Territory. We have submitted pricing for a few different jobs, which we are hoping to win.

SANDVIK MINING AND ROCK SOLUTIONS



**Sandvik Mining
and Rock Solutions**

Sandvik is a global leading supplier in equipment and tools, parts, service and technical solutions for the mining and construction industries. The focus lies on bringing value to customers through high-performing products that increase productivity and safety as well as providing services and flexible maintenance programs that extend uptime and cut costs.

RELATIONSHIP WITH TNDC

In 2021 Sandvik Mining and Rock Solutions and TNDC established a partnership under the name Golden Triangle Equipment, which operates as a reseller of Sandvik equipment. This is a very unique relationship. There are very few Indigenous reseller agreements across the country.

2021 ACHIEVEMENTS

- Sandvik delivered battery-electric trucks to the Brucejack mine with additional trucks to be delivered in 2022. Battery-electric vehicles (BEV's) are relatively new to the mining industry but will bring significant benefits including zero emissions, reduced heat and noise, ultimately leading to a healthier working environment for operators and technicians while also improving the carbon footprint of mines in the region.
- Brucejack mine now boasts the lowest GHG emissions per ounce produced of any mine in Canada and Australia.

2022 FOCUS

- Working to establish a solid foundation for Golden Triangle Equipment. Work will begin with knowledge sharing, including objectives and business practices from TNDC, as well as product and business knowledge from Sandvik.
- Identify opportunities in the Golden Triangle to launch this new company and brand into the market, create learning opportunities, and conduct business development activities.
- Activities at Red Chris Mine with underground work beginning. Potential at Silvertip Mine, as they evaluate restarting production.

SODEXO CANADA



Sodexo Canada Ltd.

Sodexo is the worldwide leader in quality-of-life services. 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.

RELATIONSHIP WITH TNDC

Since 2002, Sodexo has worked collaboratively with TNDC through its Camp Services division Spatsizi Remote Services. We have provided camp services to more than a dozen energy and resource development projects from 20 to 550 person camps. During this time, Sodexo has contributed over \$50 million through direct profit split benefits and indirect employment contributions to TNDC.

2021 ACHIEVEMENTS

- Provided catering, housekeeping, custodial and accommodation at Skeena Resource's Eskay Creek Revitalization Project and Newcrest's Red Chris Mine, as well as commissary at Red Chris Mine.
- Renewed contracts with Skeena Resource's Eskay Creek Revitalization Project and Newcrest's Red Chris Mine, both in partnership with TNDC. We have been providing comprehensive camp and food services to the Red Chris site since 2012 and at Eskay since 2020.

2022 FOCUS

- Continue our commitment to key leadership actions to help shape the path to a better future together. We are committed to promoting and fostering a culture of diversity, equal opportunities and provide inclusive workplaces. Support the growth of the Tahltan community through career development and enhance skills of our Tahltan team members.
- A working group has been developed focused on training and development: leadership, apprenticeships and technical.

SUMMIT AIR & HELICOPTERS



The Summit
Aviation Group Ltd.

The Summit Aviation Group Ltd. is comprised of two federally regulated independent charter aviation companies – Summit Air and Summit Helicopters. They are overseen by a single senior management team that works to implement strategic initiatives to take advantage of existing synergies between the two businesses and best position them for managed and achievable growth within the aviation landscape.

RELATIONSHIP WITH TNDC

The Summit Aviation Group Ltd. signed a Collaboration Agreement with TNDC in 2021 for the provision of fixed-wing and rotary-wing charter aviation solutions within Tahltan Territory.

2021 ACHIEVEMENTS

- The Summit Aviation Group Ltd. had five helicopters working in Tahltan Territory in 2021 on the following projects:
 - Equity Exploration: Kutcho Copper / Kutcho Property;
 - Seabridge Gold: Kerr-Sulphurets-Mitchell (KSM) and Seabridge Gold: Iskut

2022 FOCUS

- We are focussed on continuing to deliver safe and effective aviation solutions within Tahltan Territory.
- We are bidding on several projects with key clients, for both the fixed-wing and rotary-wing sides of our business, which we are hopeful to secure to continue to growing business under this partnership.

SUMMIT CAMPS



Summit Camps

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.

RELATIONSHIP WITH TNDC

Summit Camps and TNDC have 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.

2021 ACHIEVEMENTS

- We worked on Seabridge Gold's KSM Project:
 - Sulphurets Camp: Construction and upgrades, and Operations.
 - Hodder Creek: Camp supply and install, including snow roof, and Creek Camp operations.

2022 FOCUS

- In addition to working with TNDC to identify and pursue new opportunities, we will be back at the KSM Project providing high quality service on:
 - Sulphurets Camp: Construction and upgrades, and Operations
 - Hodder Creek: Creek Camp operations
 - Camp 11 temporary camp & operations



Left: Nicole Reid, TNDC
food services at Red Chris.

6

KEY CONTRACTS / PROJECTS

TNDC has worked on hundreds of projects during our 35+ year history. Our current contracts include:

- » Red Chris Mine
- » Brucejack Mine
- » Johnny Mountain Project
- » KSM Project
- » Eskay Creek Revitalization Project
- » Regional Projects



6 – Key Contracts / Projects

MINING PROJECTS

RED CHRIS MINE

NEWCREST MINING LIMITED

The Red Chris Mine is TNDC’s largest client. Together with our partners we play an instrumental role in delivering a range of important services:

-  Tailings Impoundment Area (TIA) construction (with partner Pelly Construction)
-  Preliminary underground contract – box cut for the underground portal/ decline project (with partner Barminco)
-  Roughed in 2.5 km of road for the new light vehicle access for the underground portal
-  Year round road maintenance
-  Air support (crew flights) at Dease Lake Airport
-  Bus transportation (crew transport) (through our Tahltan NST (Northern Spirit Transportation) partnership)
-  Crew flights (with partner Central Mountain Air)
-  Camp Services (with partner Sodexo)
-  Bulk explosives delivery services (through partner Orica)
-  Concentrate hauling (through our Tahltan Arrow Transportation partnership)
-  Dedicated truckload service (through partner Bandstra Transportation)

BRUCEJACK MINE

PRETIUM RESOURCES

(now owned by Newcrest Mining Limited)

Delivered through our Tahltan-Procon Joint Venture (JV), this project is a significant contributor to TNDC’s revenue. In 2021 the JV signed a new 27-month contract to continue providing all underground tunnel development, ground support and production:

-  Ore haulage
-  Concentrate hauling (through our Tahltan Arrow Transportation partnership)
-  Underground construction
-  Dedicated truckload service (through partner Bandstra Transportation)
-  Electrical installations
-  Backfill placement

Left: Tianna Merrick at our Red Chris job site, employed with TNDC since 2018.

6 – Key Contracts / Projects

I MINE DEVELOPMENT

JOHNNY MOUNTAIN PROJECT

KSM MINING (SEABRIDGE GOLD)

-  Reclamation work support
-  Access road repairs

KSM PROJECT

KSM MINING (SEABRIDGE GOLD)

We were engaged in three key projects:

-  **Camp 9 Project:** construction at Camp 9
-  **KSM Coulter Creek Access Road Project:** Road construction (delivered through the Tahltan-Pelly Construction joint venture)
-  **Owl Creek:** 50-person camp installation and operation with partner Summit Camps

ESKAY CREEK REVITALIZATION PROJECT

SKEENA RESOURCES LTD.

The Eskay Creek Revitalization project has been another important project:

-  Road maintenance & repairs, culvert cleaning
-  General onsite maintenance
-  Camp improvements
-  Camp Services (with partner Sodexo)



Right: TNDC equipment at work on the Red Chris project.

REGIONAL PROJECTS

TELEGRAPH CREEK ROAD REPAIRS

LAKES DISTRICT MAINTENANCE

We played an important role repairing this vital community artery:



Road works



Downtown access road rebuild

DEASE LAKE AERODROME REHABILITATION UPGRADE

STIKINE AIRPORT SOCIETY

We played an important role undertaking the most extensive upgrades in the history of this critical community infrastructure:



Earthworks



General contractor services (with partner Cobalt Construction)





**Tahltan Nation
Development Corporation**

PO Box 250, IR #9, Hwy 37N
Dease Lake, BC V0C 1L0

Tel 250 771 5482
Toll Free 886 827 8632
Fax 250 771 5454

tndc.ca