



**BUILDING  
CAPACITY,  
ELIMINATING  
BARRIERS**

**20  
23**



# LEADING WITH A UNIFIED VISION



Contributor  
**Deena Tokaryk, TNDC**

Publication Director  
**Engage Consultancy**

Design  
**Roodenburg Design Consultants**

Photography  
**Collin Ball**

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**Front cover:** Year 1 Tahltan HEO  
Program participants L-R: Salina Gray,  
Jazmyn Etzerza, May Quock, Tony Bob.

**Rear cover:** TNDC Airport Services  
employee Larry Amero.

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TNDC Mechanical team L-R: Cagney Etzerza and  
Jeri Lavergne work in TNDC's Dease Lake Shop.

# 01

# WE ARE TNDC



# Chair’s Message

Throughout its 38-year history, TNDC has been continually growing and evolving. So too has the business world in which we operate, bringing increased expectations and demands, particularly in recent years, upon our operational processes, procedures, and practices.



**Carol Danielson**  
Chair – TNDC Board  
of Directors

In the past eighteen months TNDC has prioritized and implemented a number of important initiatives across all areas of our organization, to strengthen the fundamentals of our business so that we can continue to grow in the years to come. Our employees are the heart of our organization, the community our purpose, and Tahltan youth our future – the human side of our business. This has been a guiding light, as we strive to build a stronger, healthier and more vibrant TNDC. We are proud of the significant amount of work that has been accomplished in the 2022/2023 fiscal year.

**Elevating Communications:** we have improved our communications so Shareholders, Employees and the Tahltan Nation are informed and updated about the current and future state of the company. In addition to producing two comprehensive semi-annual reports and launching a Facebook page, we have introduced Employee Engagement sessions at our job sites (with our Board, CEO and Management), Community Engagement Sessions with the Tahltan membership, and Quarterly Reporting to our Tahltan Leadership.

**Engaging Employees:** In response to employee feedback, our Senior Management took action, implementing a wage increase, establishing an improved benefits package (activated in April 2023),

introducing an Employee Rewards and Recognition Program, introducing an HEO Training Program, Supervisory Training, and Drivers Licencing Classes (Leadership Training is being developed for later this year), and significantly improving our payroll processes for accuracy and accessibility.

**Evolving Our Brand:** TNDC is proud of our growth and diversification since inception. Given TNDC’s maturation, it was time to embark on a refresh to our Mandate, Mission, Vision statements, Values, and Brand Identity. It was critical for us to refine and simplify our brand identity while honouring our past. We are confident we have captured our past while clearly defining our present and our future.

**Strengthening Accountability:** as a board we have a heightened responsibility for the fiscal health and strong governance of TNDC. We have been improving our company’s financial and accounting processes to provide current, accurate and timely financial reporting to stakeholders and financiers. This includes changing our fiscal year to match our Shareholders, establishing a Finance, Audit and Risk Committee to support the TNDC Board in fulfilling its oversight responsibilities and a Governance Committee to oversee board compliance with governance including directors and responsibilities. We also introduced a robust Partner Management Program to increase their accountability and manage them throughout their life cycle.

**Charting Our Future:** In spring, TNDC’s Board and Management completed a 3-year Strategic Plan that focuses on guiding TNDC into the future. Guided by the vision and mandate of TNDC’s founders, we are focussing on training and development of current employees, and helping Tahltan members grow their careers with us. As well, we are working on better engagement and inclusion plans for Tahltan small businesses, and developing a business plan to steer growth and diversification.



**Above:** Dease Lake Airport team.  
L-R back row: Grant Louie Jr, and  
Chad McVicker. L-R front row:  
Jonald Dizon, Mas Jackson,  
Tyson Fletcher, Larry Amero  
and Rob Willams.

While TNDC’s long-term future remains bright, we are facing challenges head-on to closely manage costs, while creating new revenue streams, training, and accountability to our nation. Implementing change takes time and commitment, and while there is more to do, we are confidently charting the right course to ensure TNDC’s long-term sustainable growth.


By working together, we will continue to be a sustainable and responsible, Indigenous-owned business, employer, and Partner of Choice.





Our employees are the heart of our organization, the community our purpose, and Tahltan youth our future – the human side of our business.




# 2023–25 Strategic Plan


FOCUS AREA + GOAL	ACTION PLANS	
<div><b>FINANCE &amp; ACCOUNTING</b></div> <div></div> <div><ol style="list-style-type: none"><li>1. Process Improvement</li><li>2. Effective People Resources</li><li>3. Strong Analysis + Reporting</li></ol></div>	<div><ul style="list-style-type: none"><li>→ Establish year end process</li><li>→ Focus on internal controls</li><li>→ Outsource payroll</li><li>→ Develop budgets and reporting</li><li>→ Develop tax model and strategy</li><li>→ Implement FARC Charter</li><li>→ Contribute to board calendar</li></ul></div>	<div><ul style="list-style-type: none"><li>→ Develop accounting calendar</li><li>→ Develop key performance indicators</li><li>→ Develop cash management plan</li><li>→ Create an investment policy</li><li>→ Restructure construction financial elements</li></ul></div>


<div><b>OPERATIONS</b></div> <div></div> <div><ol style="list-style-type: none"><li>1. Geographic Diversification</li><li>2. Profitable Growth, Predictability</li><li>3. Manage Risk, Ensure Quality</li><li>4. Best in Class Solutions</li></ol></div>	<div><ul style="list-style-type: none"><li>→ Restructure construction division</li><li>→ Develop quality manual / program</li><li>→ Move to fixed unit pricing</li><li>→ Restructure construction partnerships</li><li>→ Develop asset management program</li><li>→ Develop Dease Lake office and shop plan</li><li>→ Strengthen business / cultural connections</li><li>→ Work with clients to plan for construction season</li></ul></div>	<div><ul style="list-style-type: none"><li>→ Establish high-level business plan</li><li>→ Implement construction management software and processes</li><li>→ Focus on site planning, budgets, schedules</li><li>→ Finalize estimating and cost control</li><li>→ Finalize organization structure</li><li>→ Develop workforce planners and project controls</li></ul></div>
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<div><b>HUMAN RESOURCES</b></div> <div></div> <div><ol style="list-style-type: none"><li>1. Full Cycle Recruitment</li><li>2. Effective Workforce Engagement</li><li>3. Leadership Development</li></ol></div>	<div><ul style="list-style-type: none"><li>→ Develop summer student program</li><li>→ Learning apprenticeships</li><li>→ Construction leadership development</li><li>→ Develop HR recruitment role</li><li>→ Execute full cycle recruitment</li><li>→ Develop HR KPIs</li><li>→ Develop cultural orientation materials</li><li>→ Survey employees annually</li></ul></div>	<div><ul style="list-style-type: none"><li>→ Roll out HEO program and leadership training</li><li>→ Develop an employee engagement strategy</li><li>→ Establish standard job families and pay ranges for operations and construction</li><li>→ Support company-wide conflict resolution approach</li><li>→ Hire a People Capacity Development Manager</li><li>→ Align HR plans with business expansion</li></ul></div>
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<div><b>HEALTH, SAFETY &amp; ENVIRONMENT</b></div> <div></div> <div><ol style="list-style-type: none"><li>1. COR Certification</li><li>2. Effective Employee Training</li><li>3. Reduce Injuries + Incidents</li><li>4. LTI free by 2025</li></ol></div>	<div><ul style="list-style-type: none"><li>→ Achieve / maintain COR certification</li><li>→ Revise HSE program and manual</li><li>→ Develop employee orientation program</li><li>→ Utilize external trainers and systems</li><li>→ Digitize HSE processes with Lighthouse</li><li>→ Provide indicators to reduce injuries</li></ul></div>	<div><ul style="list-style-type: none"><li>→ Deliver HSE Leadership / Safety excellence training to supervisors</li><li>→ Track compliance on leadership engagement</li><li>→ Secure contracts for return to work program</li><li>→ Develop a drug and alcohol testing program</li><li>→ Hire an Environmental Manager</li></ul></div>
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FOCUS AREA + GOAL	ACTION PLANS	
<div><b>PARTNERSHIPS &amp; BUSINESS DEVELOPMENT</b></div> <div></div> <div><ol style="list-style-type: none"><li>1. Partnership Performance Levels</li><li>2. Engage Nation Entrepreneurs</li></ol></div>	<div><ul style="list-style-type: none"><li>→ Develop an entrepreneur program</li><li>→ Develop new partnership vetting process</li><li>→ Review partnerships' performance</li><li>→ Operationalize Sandvik partnership</li><li>→ Recruit Director of Business Development</li></ul></div>	<div><ul style="list-style-type: none"><li>→ Create 5 year demand schedule</li><li>→ Develop Round Up strategy</li><li>→ Develop a Zipper Plan</li><li>→ Develop an AGM strategy</li><li>→ Host Career Fair with TCG</li></ul></div>

<div><b>STRATEGIC INITIATIVES</b></div> <div></div> <div><ol style="list-style-type: none"><li>1. Fibre to Homes + Businesses</li><li>2. Meet Client Requirements</li></ol></div>	<div><ul style="list-style-type: none"><li>→ Complete fibre construction – last mile</li><li>→ Complete airport staff training</li><li>→ Enhance airport service offerings</li><li>→ Develop carbon credit strategy</li><li>→ Complete Nisga'a partnership</li><li>→ Develop Indigenous partnership strategy</li><li>→ Develop Northern BC / Yukon strategy</li></ul></div>	<div><ul style="list-style-type: none"><li>→ Develop federal procurement strategy</li><li>→ Execute key equity positions / acquisitions</li><li>→ Develop critical minerals strategy</li><li>→ Develop and advance a corridor strategy</li><li>→ Develop oversight for strategic initiatives</li><li>→ Develop an ESG strategy</li><li>→ Explore ownership of access roads</li></ul></div>
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<div><b>GOVERNANCE</b></div> <div></div> <div><ol style="list-style-type: none"><li>1. Enhance Governance Processes</li></ol></div>	<div><ul style="list-style-type: none"><li>→ Develop governance road map</li><li>→ Develop board calendar and work plan</li><li>→ Complete leadership team development</li><li>→ Develop governance sub committee</li><li>→ Create standardized forms</li><li>→ Conduct joint venture agreement review</li></ul></div>	<div><ul style="list-style-type: none"><li>→ Update Shareholders' Protocol Agreement</li><li>→ Implement employee representative system</li><li>→ Schedule meetings with Tahltan leadership</li><li>→ Create community education program</li><li>→ Keep governance documentation current</li><li>→ Create conflict resolution approach</li></ul></div>
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<div><b>COMMUNICATION</b></div> <div></div> <div><ol style="list-style-type: none"><li>1. Effective Communications</li><li>2. Effective Brand Management</li><li>3. Revitalize Pride in TNDC</li></ol></div>	<div><ul style="list-style-type: none"><li>→ Implement rebranding approach</li><li>→ Produce Spring and Annual Reports</li><li>→ Refresh website</li><li>→ Procure / distribute promotional products</li><li>→ Implement social media strategy</li></ul></div>	<div><ul style="list-style-type: none"><li>→ Create a central repository for information</li><li>→ Develop community outreach plan</li><li>→ Highlight wins and celebrate successes</li><li>→ Create process to distribute shareholder information</li></ul></div>
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# CEO’s Message



**Paul Gruner**  
Chief Executive  
Officer

Eighteen months ago we embarked on a journey to elevate our business practices, to be the Indigenous Business of Choice – for our employees, clients, partners and the community. We have had an exciting and exceptional first year as a full team.

I am incredibly proud of the accomplishments we have made across every area of our organization. The Achievements & Successes section of this 2023 Annual Report highlights the top accomplishments and the Department Reports provides details. Below are the achievements, measured against the priorities we set.

**Employee Engagement:** we want to be an Employer of Choice to attract and retain employees. We introduced Employee Surveys and Employee Townhalls to share updates with our team and hear their feedback. In response, we implemented wage increases, improved our benefits plan and payroll process, and launched the TNDC Rewards & Recognition Program.

**Training & Development:** of our employees and the Tahltan community to create the talent we need to grow our business. We delivered leadership and management training for Supervisors, Mentors, Lead Hands, Forepersons and Project Managers. We also developed the Tahltan Heavy Equipment Operator Training Program with Driver’s Licence Training Program for Tahltans.

**Safety First, Safety Always:** the health and safety of our employees and everyone we work with is our top priority. We made excellent progress in implementing training, programs and initiatives to improve our safety performance, updating our HSE manual, and preparing for Certificate of Recognition certification.

**Fiscal Health:** we significantly improved our finance and accounting practices, procedures, and protocols to better serve our clients, employees, partners and shareholders. From accounts receivable and payable processes to changing our fiscal year end to match our shareholders, to implementing a Finance, Audit and Risk Committee to support the TNDC Board in fulfilling its oversight responsibilities.

**Right:** Dease Lake Airport Services employees clean up work, top Rob Williams, bottom Larry Amero.

**Operational Improvements:** we improved our construction management processes, systems and controls, leading to a better understanding of the costs of performing work and bidding on proposals, managing our projects and aligning our business processes with our clients. This has resulted in a commendation from Newcrest as well as prime contractor designation for all earth-work activities at Red Chris.

**Partnerships & Growth:** we implemented a Partnership Management Strategy to better manage partnerships throughout their lifecycle as well as reporting and accountability. The introduction of a new director position for Business Partnerships will support the engagement of Tahltan entrepreneurs and the development of a business plan to guide TNDC’s diversification and growth.

**Communications & Brand:** we increased communications with our audiences to share our success and elevate our brand. From introducing bi-annual reports, employee townhalls and community engagement sessions, to growing our social media presence and speaking engagements. We also refreshed our logo, brand identity and vision, mission, mandate and values statements, as well as undertook new strategic planning.

These accomplishments are a credit to the contributions of our valued Employees and Business Partners and support of our clients and shareholders.

While change takes time and there remains progress to be made, I am confident we are on the right course with the right team. Guided by a new 3-year Strategic Plan and working together, we will ensure TNDC’s long-term business sustainability for generations to come.



“  
We implemented wage increases, improved our benefits plan and payroll process, and launched the TNDC Rewards & Recognition Program.



# TRAINING & DEVELOPMENT

CLASS

4, 5, 7

DRIVERS' LICENCE SUPPORT

Partnered with the Tahltan Central Government (TCG), the Province and Industry to create the Tahltan Nation Heavy Equipment Operator Training Program.

Partnered with TCG, the Province and Industry to support Tahltans in acquiring their Class 4, 5 and 7 drivers' licences in Tahltan Territory, a requirement to drive heavy equipment.

Delivered construction management, site leadership and mentorship training to our Lead Hands, Forepersons, Supervisors and Project Managers to build capacity and develop the talent we need.

# FINANCE & ACCOUNTING

FISCAL YEAR CHANGE  
MARCH 31



DEC. 31

Changed our fiscal year end to December 31st from March 31st, to meet the reporting requirements of our Shareholders.

Implemented payroll process to ensure employees receive timely, accurate pay and electronic pay stubs, and introduced a new payroll system – Payworks – that provides employees access to an online self-service portal, allowing them to easily update certain personal information as well as securely access their pay stubs and tax forms in one location.

Better management and oversight of accounts receivables to ensure timely collections.

# EMPLOYEE ENGAGEMENT

27+

EMPLOYEES RECOGNIZED

this year as part of the TNDC Rewards & Recognition Program that was launched to recognize and celebrate TNDC employees who demonstrate initiative, dedication and commitment to our company and our clients.

Launched new Employee Townhalls virtually and in person with our Management Team and Board Executives to connect with our team and provide updates on what is happening with TNDC.

Launched an annual employee survey in spring.

# REPUTATION

RANKED #

03

biggest Indigenous Businesses in BC in 2022 by Business in Vancouver.

Named to Indigenomics 2022 10 To Watch List.

Awarded Top Indigenous Business of the Year for Northern BC by the Yukon First Nation Chamber of Commerce.

Joined Business Council of British Columbia – the first wholly owned Indigenous Corporation to do so.

Joined the Canadian Chamber of Commerce (TNDC is a board member).

Joined the Canadian Council for Aboriginal Business (CCAB) (TNDC is a board member).

Presented on several high-profile panels including: Roundup, PDAC, CIM, Indigenomics.

# 2022/2023 ACHIEVEMENTS

# COMMUNICATIONS & COMMUNITY ENGAGEMENT

AFTER

11+

years TNDC updated it's brand with a refreshed brand identity, including logo and vision, mission, mandate and values statement alongwith strategic plan to reflect TNDC's maturation and guide us towards long-term, sustainable growth.

Enhanced reporting to our audiences with two bi-annual publications – an Annual Report and Bi-Annual Report

Launched a TNDC Facebook page to better connect more directly with Tahltan Members.

Introduced in-Territory Community Engagement Sessions to connect with the Tahltan membership and provide an update on TNDC.

# PARTNERSHIPS

INTERNET SPEEDS UP TO

10000

Mbps to be available in Tahltan Territory as construction has begun with CityWest to bring high speed Gigabit connectivity into Tahltan Territory.

Established a new Tahltan Nation and Nisga'a Nation Partnership – Treaty Creek Limited Partnership – to maximize economic benefits at the Seabridge KSM Project.

Created a new Director, Partnership and Business Development leadership role, responsible for increasing TNDC revenues and growing business partnerships, facilitating contract opportunities for Tahltan entrepreneurs, and identifying new market and partnership opportunities.



# Board of Directors



**Carol Danielson**  
Chair

Carol Danielson was appointed to TNDC’s 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. Before 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 in Tahltan Territory for many years. Carol was also a member of the Canadian Rangers military service for many years and 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. Now residing on Vancouver Island, 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.



**Kody Penner**  
Vice Chair

Kody Penner is a Tahltan member who has been on the TNDC board since March 2021. He is the Vice-Chair of the board as well as the chair of the Finance, Audit and Risk Committee and a member of the Executive Committee. Kody has spent the last six years involved in the mining industry in a diverse set of roles, including Employment

Director for the Tahltan Central Government, an underground miner at the Brucejack mine, and a mining analyst. He has worked on multiple sides of the mining industry and brings a diverse perspective to decision-making and strategy. Kody holds a Bachelor of Commerce from UBC.



**Mindy Henry**  
Director

Mindy Henry is serving her second tenure as a director on TNDC’s board; she previously served from 2018 to 2021. Mindy holds a rich and extensive background collaborating with First Nation governments, the Energy Sector and the BC provincial government. She prides herself in being a Reconciliation Activator. Mindy is the Director of Sustainability & Strategic Partnerships for Surepoint Group.

Mindy trusts that working together to cultivate mutually beneficial business and employment opportunities, it creates space for inclusive economic growth in our Canadian economy.

She is passionate about social justice and actively involved in issues around Indigenous rights, gender-based violence, food security, and the safety of children.

Mindy is also the board designate from the Shukak & Howd-A-Ghtte family for the Tahltan Central Government.



**Brandon Marion**  
Director

Brandon was appointed to the TNDC board 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 named 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 of Directors in March 2021. She is currently serving her second term as elected Chief of the Tahltan Band and is a former Board Member of the Tahltan Central Government, where she was involved for over 20 years.

As Chief, Carmen works with all levels of government, advocating and applying for funding to support infrastructure and healthier Tahltan communities. She supports the Tahltan Band Manager in initiatives that support the betterment of her members and communities.

Carmen has a Certificate in Entrepreneurship and a Diploma in Human Resource Management.

Carmen has lived in Tahltan Territory for most of her life; as a result, she has grown up learning and understanding Tahltan culture, values, and traditional ways. She is passionate about Tahltan Territory, the environment, and Tahltan’s connection to the land. She has conducted significant research on Tahltan Territory and Tahltan Genealogy and has a passion for Tahltan Dance.



**Brianna Quock**  
Director

Brianna Quock was appointed to the TNDC Board at the end of 2022. She is passionate about business, mentorship and community service. Since 2018 Brianna has been employed with Newcrest Red Chris Mine in maintenance management, currently as a Maintenance Transformation Specialist, and previously as a Project Coordinator and a Maintenance Planner. Brianna previously worked in the aviation sector with Lakelse Air as an Aircraft Maintenance Engineer Trainee in exploration camps in Tahltan Territory, then as a pilot after obtaining her Commercial Helicopter Pilot License, and finally a Purchasing Manager.

She is currently working towards obtaining her Maintenance Management Professional Designation from British Columbia Institute of Technology. She has long embraced a desire to make a difference and give back to the community. As a youth, Brianna was a member of the Terrace Youth Advisory Council and Rotary International, as well as the Skeena representative for the British Columbia Youth Parliament. She is a member of the Simgaldtadta family.





**Chief Marie Quock**  
Director

Chief Marie Quock joined the TNDC Board in March 2021. She is currently serving her fifth consecutive term as elected Chief of the Iskut Band, since being elected as the first female chief in October 2005, and serving as an elected councillor beginning in 1996. Prior to her political career, Marie was employed by the Iskut Band for two decades in various positions, including in social services and accounting and finance.

As Chief, Marie works with the Federal Government and the Provincial Government to facilitate services for the Iskut community. Throughout her tenure as Chief, Marie has negotiated several historic agreements with government and industry, as part of the Tahltan negotiation team. She is actively involved in the 3Nations Governance Table, a partnership between the Tahltan, Kaska and Tlingit Nations that is trailblazing and 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, at which she served one term.

Born and raised in Telegraph Creek, Marie attended high school in the Kitimat/Terrace area, returning to Iskut where her family originated from, where she has lived for more than 40 years. Marie is a wife, mother to a daughter and son, and grandmother to five grandchildren. Her family keeps her grounded and inspires her to do the important work she does.



**Edward Van Mierlo**  
Director

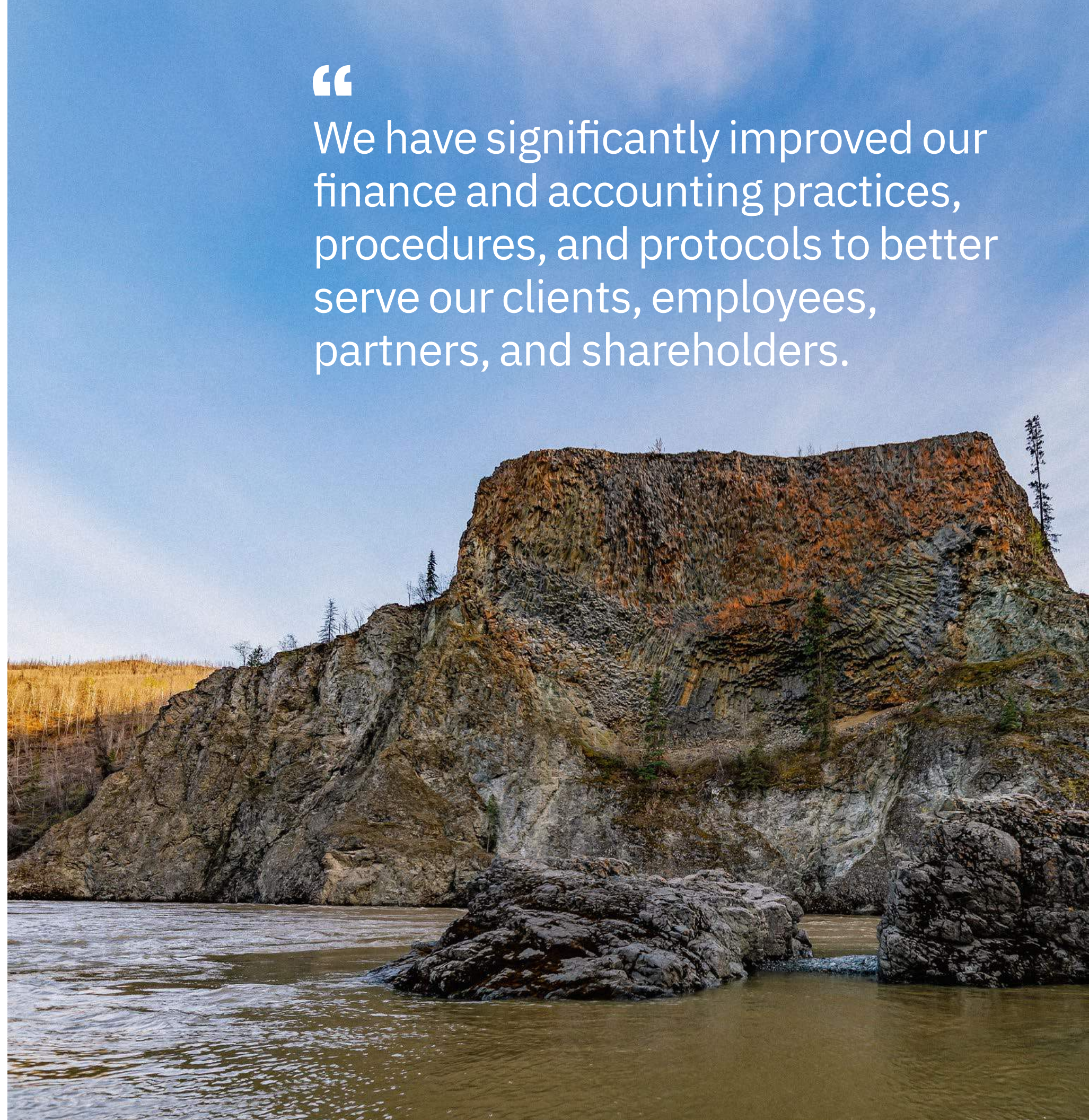
Edward Van Mierlo was appointed to TNDC's Board of Directors at the end of 2022. He has almost 30 years of experience in general management and camp services management. Edward is Economic Development Officer with the Tahltan Band. He was previously General Manager of the Dease Lake Super A grocery store for five years and had an 18-year+ management career with TNDC, serving as its Vice President of Operations and Chief Operations Officer for its camp services division.

Before TNDC, Edward worked as Chef/Manager on the Shell Klappan exploration project. Edward holds several certificates and designations, including Computerized Business Administration and professional food services. Edward has resided in Dease Lake for more than two decades and is a Tahltan Associate through his marriage to Tina Quock from the Quock family. They share three children.

**Right:** Tsesk'iyé Chō Kime at the confluence at Tahltan Village.

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We have significantly improved our finance and accounting practices, procedures, and protocols to better serve our clients, employees, partners, and shareholders.





# Management Team



**Paul Gruner**  
MBA, CPA, ICD.D  
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, mergers and acquisitions, business development, strategic partnerships, financial management, project management, corporate governance, contract negotiations, capacity building and job creation for citizens, 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 focused in the North – Northern Alberta, British Columbia, Yukon, Alaska and Northwest Territories, spanning diverse industries including oil and gas, civil construction, telecommunications and manufacturing.

Before TNDC, Paul was President and CEO of Det’on Cho Management LP, the economic arm of Yellowknives Dene First Nation. He has previously served as General Manager of Dakwakada Capital Investments, CEO of Castle Rock Enterprises and President of RAB Energy.

Complementing his extensive business acumen, 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.

He has served on several Boards, including the Canadian Chamber of Commerce, Canadian Council for Aboriginal Business, Future Skills Centre Advisory Board, NWT / Nunavut Chamber of Mines, Dadan Sunivut and Da Daguay Development Corporation.



**Les Brunelle**  
Construction Manager

Les is a highly accomplished construction project management professional with more than 35 years of extensive experience in oil and gas, industrial construction and maintenance. He has worked in drilling, completions and workovers, through to construction and maintenance of process and refining facilities as well as mechanical and pipeline construction. Les is a solutions-focused, decisive leader with a passion for safety and quality, and a proven track record of increasing productivity and efficiency, saving project dollars.

As TNDC’s Construction Manager, Les is responsible for all field operations from initial project planning to completion, and project activities including the supervision of self-performed and subcontracted construction work. In this leadership role, Les is the link between senior management and field forces. His scope of work includes developing the

project budget, management of activities in the pre-construction phase, and ensuring the project is built on time, and within budget.

Before TNDC, Les has held a variety of mid-senior level Construction Manager and Project Manager positions on projects ranging from \$2-million to \$5-billion in size, including Townsend, CNRL Horizon, Harvest Black Gold and TransCanada Keystone. The companies he has worked with include ERK Construction Inc., AltaGas, ZCL Composites, Sprague Rosser, Aecon Industrial and Suncor/PetroCanada.

He holds a Plumber Pipefitter Gas fitter Journeyman Interprovincial, Marketing and Small Business Management, and Inventory Control and Loss Management certificates from Red Deer College (now Red Deer Polytechnic).



**Calvin Carlick**  
Director,  
Partnerships  
and Business  
Development

Calvin Carlick is a highly driven and results-focused executive leader, with more than 15 years of experience working within First Nations organizations, including operating a non-profit government, leading band economic development initiatives, and fostering governance and strategic operations. He is passionate about achieving positive results through good governance and enhanced operational tactics and strategies.

As Director, Partnership and Business Development, Calvin is responsible for increasing TNDC revenues and growing business partnerships, including managing TNDC’s existing service provider partners, identifying new market and partnership opportunities, and facilitating contract opportunities for Tahltan entrepreneurs.

Before TNDC, Calvin was Chief Administrative Officer with the Tahltan Central Government. Calvin also previously held Economic Development Officer positions for Kitselas First Nation and Iskut Band Council.

Calvin embraces a strong commitment to corporate service. He currently serves on the Community Futures BC Board of Directors and is chair of the Community Futures 16/37 Board of Directors. Recent appointments include student representative on the Presidential Rehiring Subcommittee with Royal Roads University, chair of the Northern Business Development Society board, and 11 years on the TNDC Board of Directors, including seven years as chair.

Calvin holds a Master of Business Administration – Executive Management and a Bachelor of Commerce – Entrepreneurial Management, both from Royal Roads University.

Calvin is Tahltan and from the Crow Clan and Carlick family.



**Colleen Cashin**  
Vice President  
of People and  
Corporate Culture

Colleen is a human resource professional with more than 15 years of experience and expertise in labour relations, employment relations, and disability claims management, spanning the construction and energy industries, labour unions, Indigenous governments and communities, and crown corporations. She is passionate about building relationships and embracing diversity.

As Vice President of People and Corporate Culture, Colleen oversees TNDC’s human resources division, including recruitment and retention, employee relations, regulatory compliance, budgeting, training, compensation, and team leadership.

Before 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 worked 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 National Construction Safety Officer designation from Alberta Construction Safety Association and certification from the Disability Management Institute (DMI).

Committed to working respectfully and effectively with Indigenous people and communities, Colleen has obtained several certificates from Indigenous Awareness Canada, including Indigenous Awareness, Peoples & Cultures, Communications & Consultation, and Employment Outreach, Recruit, and Retain.





**Jamie Gleason**

Advisor

Jamie is a Certified Civil Engineering Technologist and holds a Certificate in Business Administration. He has been providing project and construction management and quality control services for civil, environmental and building projects for more than 30 years.

Jamie was born, raised and resides in Whitehorse, Yukon. He served on the TNDC board of directors from 2014 to 2022, including Vice Chair and Chair roles, and served as TNDC's Managing Director in 2021–2022.



**Bruce Gordichuk**

Vice President  
of Construction

Bruce has over 30 years of progressive management experience leading various business units and divisions, primarily overseeing strategic organizational realignments across industry sectors. His dynamic range of domestic and international experience helps develop high-performance project teams, improve safety, quality and business processes, implement project control systems, optimize profit and loss, and heighten contract and change management. He is passionate about safety, value-based leadership, and the development of team members.

As Vice President of Construction, Bruce oversees TNDC's Heavy Construction, Airport, Fleet and Gravel Divisions. His responsibilities include project execution, client reporting, TNDC Partner engagement, providing technical guidance to project teams, and structuring TNDC for future growth.

Bruce's previous leadership roles include Senior Vice President of Industrial with Carlson Construction Group, President of Quinn Contracting Group of Companies and Chief Operating Officer of Pacer Promec Energy Corporation.

Comprehensive academic qualifications enhance Bruce's professional experience. He holds an Advanced Graduate Degree – Business Administration and a Master of Business Administration (MBA) from Athabasca University. Bruce has obtained Construction Law Certification from Osgoode Hall Law School and Commercial & Contract Manager (CCM) Advanced Practitioner Certification from World Commerce and Contracting Management. Bruce is currently enrolled in the Institute of Corporate Directors ICD-Rotman Directors Education Program. His trade certifications include Red Seal Steamfitter/Pipefitter, Class A Gasfitter (Alberta & BC), and 4th Class Power Engineering Certificate.



**Chris Mann**

Payroll Manager

Chris is a financial management professional with over 20 years of finance, accounting, auditing, tax and budgeting experience in leadership roles working with chartered accounting firms, Indigenous and small businesses, local governments, and the resource industry in northern Canada.

As Payroll Manager, Chris oversees the full suite of payroll functions and the payroll team, as well as supports strategic finance activities. She supports year-end and audit reporting and manages overall financial data and reporting.

Before TNDC, Chris was Director of Finance with the Selkirk Development Corporation. She has also served as Chartered Accountant, Director of Finance & Administration, Finance Manager, Controller and Financial Analyst positions with several accounting firms, Yukon Hospital Corporation and Indigenous governments, as well as mining, general contracting and drilling/blasting companies.

Chris holds Chartered Accountant (CA) and Chartered Professional Accountant (CPA) designations as well as a Bachelor of Commerce (Honours).



**Rob McPhee**

VP Partnerships  
and Growth

Rob is an accomplished Indigenous economist and 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, Rob worked for the Province of British Columbia as a Director of Research and Senior Economist and teaching Economics at Camosun College. Complementing his extensive experience, Rob has an Undergraduate Degree in Economics from Queen's University and a Master of Economics from the University of Victoria.



**Joey-Lee Morigeau**

HR Manager

Joey-Lee is a human resource leadership professional with more than 15 years of experience working with non-profits, Indigenous governments, Indigenous education, and the construction industry. She has successfully built teams and structured the HR departments of agencies and organizations, developing processes and policies to align with the vision and mission.

As TNDC's HR Manager, Joey-Lee leads the HR team in achieving the corporate strategies for the department, including recruitment and retention, performance management, safety, employee training and development.

Before TNDC, Joey-Lee served as Human Resources Director with E4C and held the positions of Director of Human Resources & Corporate Services and Human Resources Manager & Corporate Administration with Metis Nation of Alberta. She was also Director of Human Resources and Staff Development for Rupertsland Institute Alumni and Human Resources Manager for Legacy Automotive Group.

Complementing her business acumen, Joey-Lee has several designations. She holds a Certified Human Resources Professional (CHRP) designation and is a Society for Human Resources Management Senior Certified Professional (SHRM-SCP). She has also obtained a Master of Business Administration (MBA) from the University of Phoenix.

Joey-Lee also serves on the board of ChillHR, a professional association for the HR sector and has been an Elected Representative for the New Dawn Métis Women's Society. As a Métis person, she has published her HR perspective in the CPHR magazine.





**Nick Naugle**  
Health, Safety and  
Environment Director

Nick is a Health, Safety and Environment (HSE) professional with extensive management experience in the construction space across the industrial, civil works and oil sectors. In addition to managing large teams, conducting inspections and delivering training, Nick has a strong background in injury management and return-to-work programs.

As TNDC's HSE Director, Nick is responsible for leading TNDC's operational health, safety and environment performance and regulatory compliance across operations and project sites. Nick is implementing a standardized framework and structure to the TNDC safety program. His focus is on prevention and reduction of incidents and protection of people and the environment, fostering a SAFETY FIRST, SAFETY ALWAYS mindset to ensure everyone goes home safe.

Before TNDC, Nick was HSE Manager with Brymark Installations, HSE & Operations Manager with GB Group, Manager with August Safety Training, and HSE Team Lead for Jacobs Industrial Services.

Nick's HSE experience is bolstered by extensive construction, health and safety certification. He is working towards a Certificate in Occupational Health and Safety through the University of New Brunswick. In addition to several workplace safety certificates, Nick holds a Construction Safety Supervisor Certificate from the Nova Scotia Construction Safety Association.



**Duncan Olsen**  
Regional Manager

Duncan is a Red Seal Heavy Equipment Mechanic by trade with more than 30 years of supervisory and management experience on construction and reclamation projects spanning the mining, energy and civil sectors from British Columbia's west coast to Canada's North. Bringing a wealth of knowledge, Duncan takes pride in fostering a healthy, safe and environmental workplace, building collaborative and inclusive teams, and supporting the delivery of quality, reliable customer commitments.

As TNDC's Regional Manager, Duncan oversees our fleet department and supports civil projects in the region, facilitating TNDC's construction services and dispatching equipment and crews. He also manages TNDC's Dease Lake Office and Mechanical Shop and supports our Airport Operations. Previously Duncan was Fleet Manager, managing TNDC's fleet of equipment and maintenance program to maximize performance and meet client commitments.

Before TNDC, Duncan was Equipment Manager with BBE Hydro Contractors, Mechanical Superintendent with Kiewit, and Mechanical Supervisor with Ledcor. He has worked on major construction projects, including Keeyask Generating Station, Diavik Construction Phase, Ekati Diamond Mine, Sea To Sky Highway and Kearl Lake. His experience in the mining sector has focused on Canada's North – Heap Leach Gold Mine, the Ekati, Snap Lake and Diavik diamond mines, as well as DEW Line arctic military project reclamation and ice road construction.



**Rhonda Quock-Williams**  
Accounting Manager

Rhonda manages TNDC's accounts payable and receivable teams, providing leadership and oversight of the day-to-day accounting functions.

She holds a diploma in Business Administration in Accounting received in April 2022.



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

Anna-May is a financial executive and business leader with more than 10 years of professional experience in financial management, business leadership and corporate strategy, in private, public and government practice within large-scale financial environments.

As Chief Financial Officer, Anna-May is responsible for planning, implementing, managing and reporting on TNDC's financial activities, including financial budgeting, forecasting, and management, and leading the finance and accounting team.

Before 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. She also served as Vice-Chair of Chartered Professional Accountant of the Northwest Territories/Nunavut Governing Board.

Embracing a strong commitment to lifelong learning and education, Anna-May is a Chartered Professional Accountant (CPA), Chartered Accountant (CA), a Certified Fraud Examiner (CFE) and holds a Bachelor of Business Administration (BBA). She is currently working on her Masters in Business Administration (MBA) through the University of Alberta, to be completed in May 2024.



# TNDC Brand Refresh

TNDC is proud of our growth and diversification – expanding our services to heavy construction, earthworks, camp services, air support, aviation, forestry, transportation, and fibre-optics communications services.



This growth and diversification are critical to provide sustainable prosperity for the Tahltan Nation.

At the core of our cultural past and future, our revised abstract crow and wolf symbols stand the test of time. The new TNDC wordmark is a simple and bold typographic element, showing how our community is connected and that we support each other. The type works with and without the icon, and vice-versa, creating unique and flexible ways to express our brand.

**MANDATE**

TNDC’s mandate is to operate a diverse and profitable corporate entity – while honouring our past and embracing our future – that creates economic prosperity for an independent and self-reliant Tahltan Nation.

TNDC will provide a diverse, healthy, and safe work environment, while committed to enhancing the skills of our workforce.

**VISION**

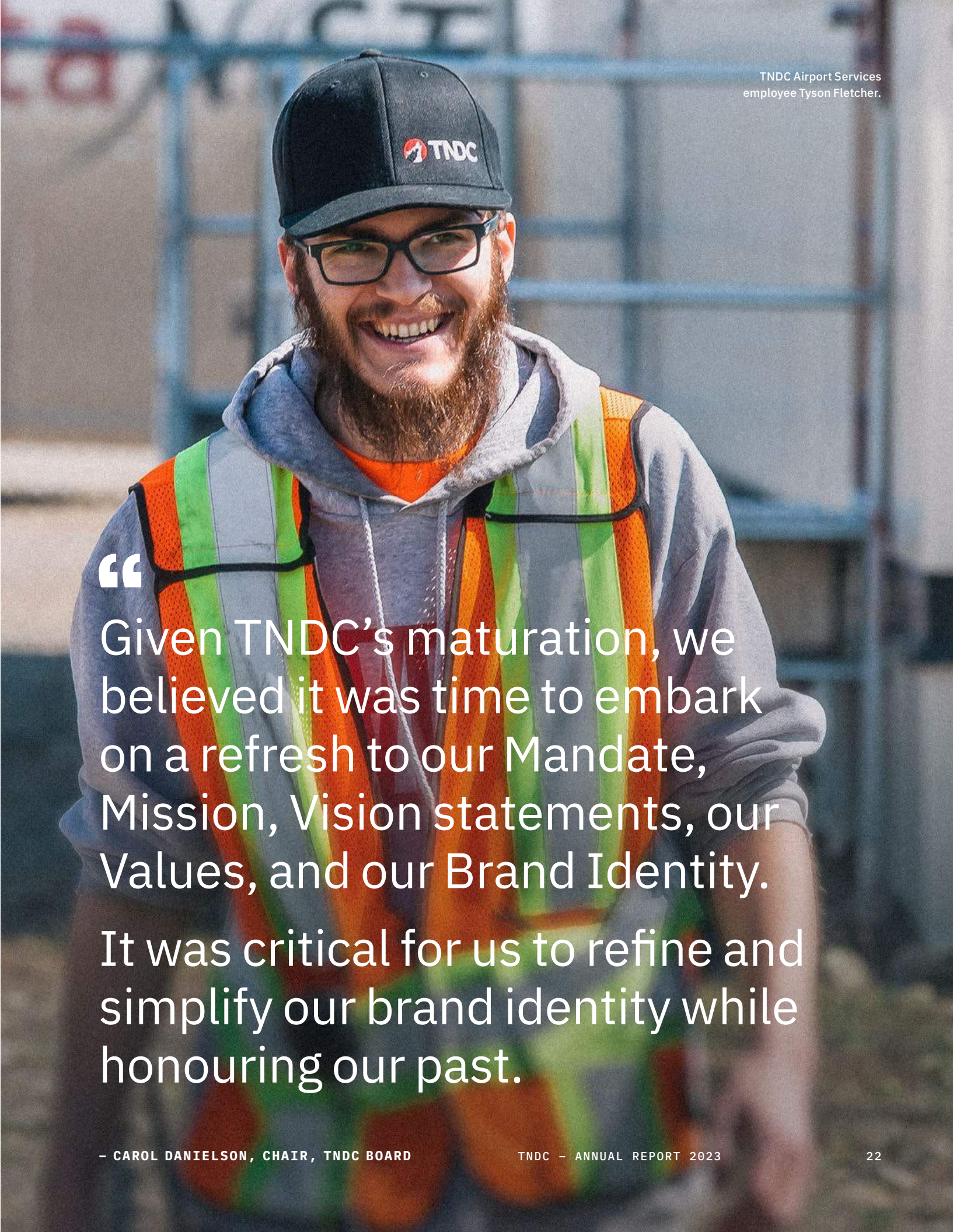
TNDC’s vision is to be the most dynamic Indigenous corporation in Canada.

**MISSION STATEMENT**

Our mission is to be an integrated full-service provider and trusted partner to our clients – both within and outside of Tahltan Territory – for the purpose of creating economic prosperity for the Tahltan Nation.

Through fostering an entrepreneurial spirit, maintaining a wide geographic presence, and encapsulating modern business practices, TNDC will manage risk and ensure long-term sustainability, while adhering to responsible business practices that balance environmental, social, and economic impacts.

TNDC Airport Services employee Tyson Fletcher.



“ Given TNDC’s maturation, we believed it was time to embark on a refresh to our Mandate, Mission, Vision statements, our Values, and our Brand Identity. It was critical for us to refine and simplify our brand identity while honouring our past.





## Values

# SAFETY

Safety First, Safety Always. A core value that guides everything we do.

# INTEGRITY

Upholding the highest standards of accountability, honesty, and fairness.

# RESPECT

Treating all with respect and dignity.

# DIVERSITY

We celebrate and embrace diversity and inclusivity in our culture, business practices, and workforce.

# HIGH PERFORMANCE

Delivering results that exceed expectations through a culture of innovation, collaboration, and development.



# 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.

## GROWTH & RECOGNITION

In the past year, TNDC has undergone a refresh of its Mandate, Mission, Vision statements, Values, and Brand Identity to reflect its growth and diversification while honouring our past. The company has achieved significant recognition, including winning awards such as Top Indigenous Business of the Year in 2022 and being named to the Indigenomics 2022 10 to Watch List. We have expanded our services to ensure sustainable prosperity for the Tahltan Nation. TNDC aims to be the most dynamic Indigenous corporation in Canada, providing integrated full-service solutions and creating economic prosperity while maintaining responsible business practices.

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

BC Aboriginal Community-Owned Business of the Year Award.

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.

2017

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

1985-90

1990-2000

2000-05

2005-10

2010-15

2015-20

2020-23

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.

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.

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.

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.

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.

2022

Monumental award year: winner of Top Indigenous Business of the Year Award, named to Indigenomics 2022 10 to Watch List, and winner of Biggest Indigenous Businesses in BC.

2023

TNDC unveils a newly refreshed brand identity, mandate, mission vision statements and values.



# Past Leaders of TNDC

INAUGURAL BOARD OF DIRECTORS

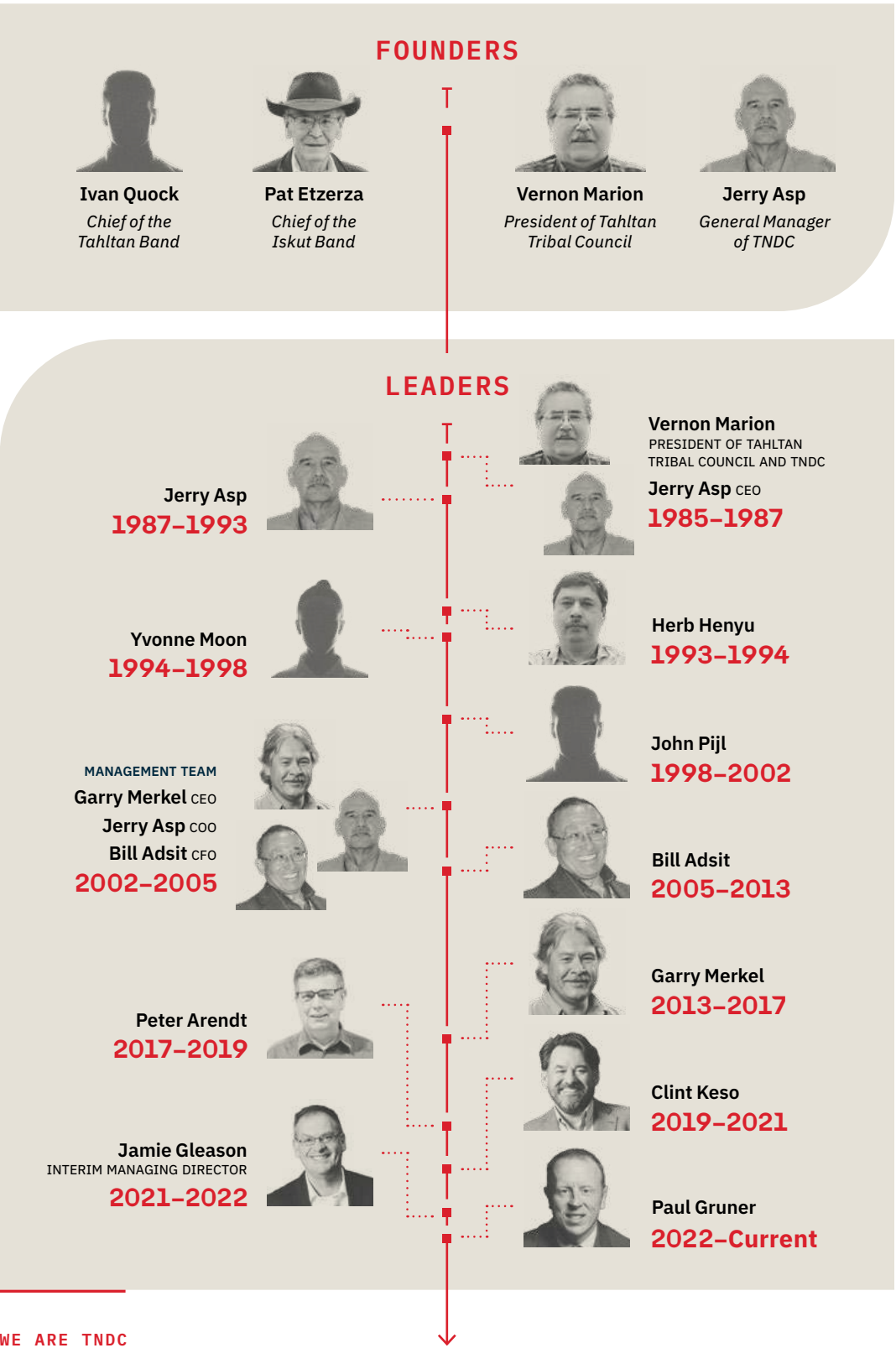
- Ed Asp
- Ronnie Carlick
- Pat Edzerza
- Louis Louie
- Marilyn Norby
- Ivan Quock

INSTRUMENTAL 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



# Governance Structure

– Tahltan Relations & Benefits





TNDC Airport Services crew unload baggage from a charter flight.



1.11

# Memberships & Associations

TNDC is proud to be a member of several industry associations, building awareness of our brand, providing access to resources and fostering the inclusion of Indigenous business in the fabric of Canadian business and industry sectors.



**BC ROAD BUILDERS**  
& HEAVY CONSTRUCTION ASSOCIATION



Canadian Chamber of Commerce  
Chambre de Commerce du Canada

Canadian Council for  
**ABORIGINAL**  
BUSINESS



**MSABC**  
MINING SUPPLIERS  
ASSOCIATION OF BC



Business Council of  
British Columbia  
Est. 1966





Our thanks to Tahltan Central Government, Newcrest Mining, Government of British Columbia, Finning, Thompson Rivers University, Centre for Training Excellence in Mining, Mining Industry HR Council, Contact North BC, SkilledTradesBC, All Nations Driving Academy and DL Pro Driving School for their contributions to the success of these important programs.

**Right:** Senior Tahltan equipment operators and Tahltan partners received their certificates of completion from the Centre for Training Excellence in Mining (CTEM) / Mining Industry Human Resources Council (MiHR) Workplace Assessor and Industry Trainer courses.

**Opposite-Top:** Santasia Quock (L) and Sandy Bolton (R) obtained their Class 7L license.

**Opposite-Bottom:** Year 1 Tahltan HEO Program participants, clockwise from top: Salina Gray, Jazmyn Etzerza, May Quock, Tony Bob.



## mentor program



Our Mentor program works with current Tahltan HEOs who are interested in continuing to grow their own skills while also giving back and supporting new operators. We supported 29 people through the Mining Industry HR Council Industry Trainer and Workplace Assessor certifications. Mentors played a critical role in this year's program, and are vital to the long-term success and sustainability of the Tahltan HEO Training Program.

## building capacity & creating talent

The Tahltan Heavy Equipment Operator (HEO) Training Program is a multi-faceted training program that includes drivers license support, HEO mentor training and HEO development.

Developed in partnership with industry and industry training authorities, this innovative program builds a bridge between Tahltans and industry shortages, by combining training in Tahltan Territory with on-the-job practical work experience.

## driver training



Drivers Licenses are a barrier to employment in Tahltan Territory and we are working on removing that barrier.

- We supported 24 people to take an online prep course for their Class 4 license
- We are supporting 42 people through their class 7L, class 7N and class 5



## HEO training program

HEO development is a progressive program that builds skills in an applied manner, in alignment with industry standards, while also meeting industry needs. We incorporate the Mining Industry HR Council Common Competencies, SkilledTradesBC Roadbuilder / HEO and Centre for Training Excellence in Mining introduction to Underground Mining.

Level 1 participants received 140h of applied training in a combination of packer and articulated haul truck. Level 2 is focused on loader and dozer and Level 3 provides excavator training.

All 4 of our HEO development participants successfully passed their SkilledTradesBC Roadbuilder exams and received their certificate of completion, along with certificates for Level 1 OFA First Aid, WHMIS, BC Construction Safety Association Site Ready, Traffic Control, Ground Disturbance, and Fall Arrest Awareness.

In 2024 we will continue to provide drivers' license support, expanding up through to commercial licenses, ongoing mentor training, and intakes for both level one (new operators) and level two (operators with at least one years' experience) HEO development.



## testimonials

*I'm grateful for this amazing opportunity! I would like to thank all who made this program possible. I would highly recommend this program to anyone interested in the mining industry.*

SALINA GRAY (HEO DEVELOPMENT)

*The HEO program has been a great experience and I'm grateful for this opportunity. Thank you to everyone who has taken the time to train and share their knowledge. I highly recommend this program to anyone interested in mining but have no background or experience in the industry like myself.*

JAZMYN ETZERZA (HEO DEVELOPMENT)



# 02

TNDC Dease Lake Office  
Warehouse Officer  
Melissa Quock.

## DEPARTMENT REPORTS



# Human Resources

TNDC strives to be an employer of choice, particularly for Tahltans. Over the past 18 months, TNDC has focused on improving employee engagement, performance management, recruitment and retention, and training and development.



## 2022 TNDC EMPLOYMENT FIGURES

5 Tahltan Associates  
75 Tahltans  
183 Other Indigenous Employees  
264 Total



## EMPLOYEE ENGAGEMENT

- Introduced an annual employee survey last spring that provided excellent insight that helped us better understand where our efforts should be focused.
- Conducted a compensation review (based on market review) and implemented wage increases.
- Launched a review and enhancements of our benefits. A new benefits package that was more cost-effective and comprehensive was rolled out on April 1, 2023.



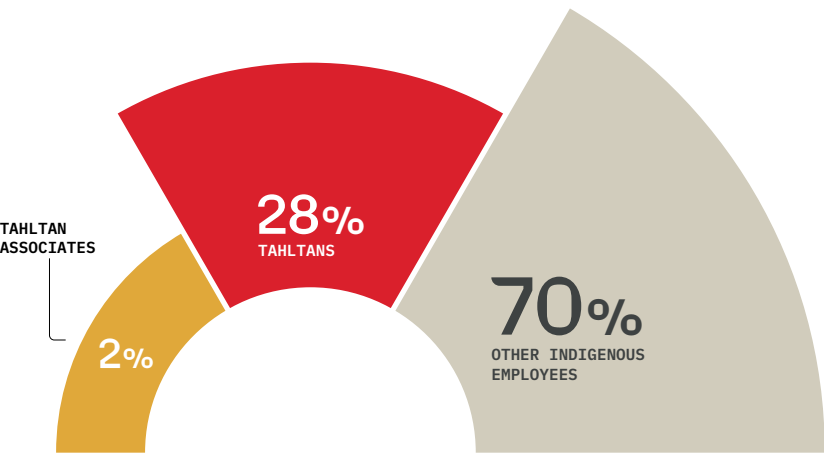
## PERFORMANCE MANAGEMENT

- Created and issued Employment Offer letters for all positions.
- Introduced a Performance Management Program, including Performance Reviews for all employees, to identify strengths and weaknesses, and offer feedback as well as a Progressive Discipline Policy to provide a structured corrective action process to improve and prevent a recurrence of undesirable employee behaviour and performance issues.



## RECOGNITION & REWARDS

- Developed and launched the TNDC Rewards and Recognition Program to recognize and celebrate those TNDC employees who demonstrate initiative, dedication and commitment to our company and our clients. It includes Spot Awards, Quarterly Awards, Annual Awards and Long Service Awards.



Above: Desmond Nehass obtained his Class 7N license.

## TRAINING & DEVELOPMENT

We created and launched several training initiatives to develop capacity among TNDC employees and Tahltan membership:

### DRIVER'S LICENCE TRAINING PROGRAM

We supported Tahltans in acquiring their Class 4, 5 and 7 driver's licences. A Class 5 driver's licence is required for many jobs, and to be eligible for the Tahltan Heavy Equipment Operator Program. A Class 4 driver's licence is also required to drive such vehicles as a shuttle bus.

- The Class 4 Drivers Licence online course is open to all Tahltan members, Tahltan associates, TCG and TNDC staff, living inside and outside Tahltan Territory.
  - » We supported 24 people to take an online prep course for their Class 4 license.
- The Class 7 & Class 5 Driver's Licence in-person course is open to all Tahltans and Tahltan associates living in Territory.
  - » We are supporting 42 people through their class 7L, class 7N and class 5.

To learn more about the HEO Training Program and Driver's Licence Training Program see pages 31-32 →

DRIVER'S LICENCE TRAINING PROGRAM SUCCESSES

24 - CLASS 4

42 - CLASS 7L, CLASS 7N & CLASS 5

### TAHLTAN HEO TRAINING PROGRAM

We partnered with the Tahltan Central Government (TCG) and the Government of British Columbia to create a pilot Tahltan Nation Heavy Equipment Operator Training Program and several industry partners.

- The program aligns with SkilledTradesBC learning outcomes as well as the Mining in HR Council common competencies.
- It provides a mixture of workplace safety training, underground miner fundamentals, HEO simulator training, and at least 140 hours of hands-on training, focused on a progressive approach to learning heavy equipment operation over three years.
- It also addresses an industry problem, by combining equipment training in Tahltan Territory with on-the-job practical operating work experience and camp life exposure.
- 4 first-year participants successfully graduated May 10, 2023.





## MENTOR TRAINING

A key cornerstone of the Tahltan HEO Training Program is the involvement of existing senior heavy equipment operator mentors. These skilled, experienced women and men play an important role, helping the HEO program participants stay safe and build new skills.

- Provided training to the HEO Program mentors to help them learn how to identify and assess competencies and introduce them to the basics of how to teach things to other adults.
- 29 senior equipment operator Mentors successfully completed their Mining Industry Human Resources Council (MiHR) Workplace Assessor and Industry Trainer courses.

## SUPERVISOR TRAINING

Delivered through BGC Partners Inc., 40 participants completed supervisor training. Courses included:

- Site Leadership – all lead hands and forepersons
- Supervisory & Management skills – all supervisors and project managers
- Negotiation & Conflict Management
- Construction law
- Project Management
- Construction Estimating
- Change Order Management

**Top:** Senior Tahltan equipment operators and Tahltan partners received their certificates of completion from the Centre for Training Excellence in Mining (CTEM) / Mining Industry Human Resources Council (MiHR) Workplace Assessor and Industry Trainer courses.

**Middle:** L-R: Lazrick Blackburn and Felicity Adam obtained their Class 7L license.

**Bottom:** HEO Program participants, L-R: Salina Gray, Tony Bob May Quock, Jazmyn Etzerza celebrate the final day of year 1 on-site training with cakes prepared by TNDC's Red Chris Camp Services team.

## Looking ahead



Reviewing and costing out a pension program for employees.



Building out the Driving Program to incorporate Classes 3 and 1.



Holding another employee survey.



Enhancing our workforce culture.



Developing career pathing within TNDC and our Business Partnerships.



Developing a full cycle recruitment program.





# Celebrating Excellence

## TNDC Rewards & Recognition Program

Recognizing and celebrating TNDC employees who demonstrate initiative, dedication and commitment to our company and our clients.

- Demonstrate positive safety behaviour and client service excellence
  - Go above and beyond to solve a problem or get the job done
  - Demonstrate behaviour that aligns with TNDC Values: Integrity, Unified, Respect and Accountability
  - Provide long-term commitment, loyalty and service
- Earn points towards a range of exciting brands and products – clothing, electronics, jewelry, household, sports, recreation, tools and more!
- Award Streams**
- Spot Awards
  - Quarterly Awards
  - Annual Awards and
  - Long Service Awards

Recognize your coworkers or team members today! Complete an Award Nomination Form and submit it to [rewards@tndc.ca](mailto:rewards@tndc.ca)



### TNDC Employee Rewards & Recognition

The TNDC Employee Rewards and Recognition Program was launched in fall 2022 to recognize and celebrate those TNDC employees who demonstrate initiative, dedication and commitment to our company and our clients.

## Q4 2022 Quarterly Award Winners

The Q4 2022 Quarterly Award Winners recognized three employees for demonstrating initiative, dedication and commitment to our company and our clients. Congratulations to the winners:

**Les Creyke, Ashton Lomen and Chris Walker.**

### Exemplifying TNDC Values

(Integrity, Unified, Respect, Accountability)



**Les Creyke** Mechanical Lead Hand, Red Chris Crow Crew

Nominated By: Tony Smaniotto, Supervisor

Les continuously goes above and beyond at work and at home during time off to further the interests of TNDC, some of these examples include: Picking up and delivering vehicles to dealerships during his days off to speed up repairs and deliveries. Volunteering to travel to Prince George to purchase and deliver gifts for the TNDC Community Christmas Party in Dease Lake on his days off. Mentoring junior employees, setting a good example and teaching the younger workers about safety. Recruiting and promoting career opportunities for Tahltans and Indigenous workers.

### Going Above and Beyond

(To solve a problem or get the job done)



**Ashton Lomen** Fuel/Lube Person, Red Chris TIA Wolf Crew

Nominated by: Byron Eagles, General Foreman

Ashton always goes above and beyond to help out his fellow workers, regardless of task, no matter who asks him. He continuously steps outside his assigned duties to help others. He has a great attitude, great personality and is certainly a TNDC asset!

### Living and Role Modelling our Safety Values

(Safety First, Safety Always)



**Charles Walker** Heavy Equipment Operator, Red Chris Crow Crew

Nominated by: Neville Kean, HSE Coordinator

Practicing Gear Down (NewSafe Values). Chuck did not hesitate to stop work and communicate with other operators when he observed an unsafe condition as a result of a piece of equipment from another onsite contractor entering TNDC's operator workfront. Chuck then spoke to the other contractor. Together they came up with a safe plan so the two could work safely in the same workfront.





## TNDC Employee Rewards & Recognition

The TNDC Employee Rewards and Recognition Program was launched in fall 2022 to recognize and celebrate those TNDC employees who demonstrate initiative, dedication and commitment to our company and our clients. In addition to dozens of Spot Awards that have been handed out to employees to recognize great behaviour in the moment, this important program celebrated two inaugural milestones.

## 2022 Long Service Award Recipients

Congratulations to the 2022 recipients of our inaugural Long Service Awards. We are delighted to have recognized more than 20 employees for their long-term commitment, loyalty and service to TNDC, which ranged from six years up to an impressive 25 years!



*Freeman Louie*  
25 years of service



*Rhonda Quock-Williams*  
18 years of service



*Johnny Hawkins*  
12 years of service



*Clarence Quock Sr.*  
11 years of service



*Daniel Edzerza*  
11 years of service



*Edward Asp*  
11 years of service



*Russell Nehass*  
11 years of service



*Scott Hawkins*  
11 years of service



*Bradley Creyke*  
10 years of service



*Eric Quock*  
10 years of service



*Gilbert Tashoots*  
10 years of service



*Hankin Asp*  
10 years of service



*Kevin Dennis*  
10 years of service



*Robert Morin*  
10 years of service



*Steven Marion*  
10 years of service



*David Cook*  
9 years of service



*Dawn Loverin*  
9 years of service



*Art Nole*  
8 years of service



*Roanna Gleason*  
8 years of service



*Leslie Creyke*  
7 years of service



*Chuck Quash*  
6 years of service



*Grant Louie Jr.*  
6 years of service



*Phillip Nadrazsky*  
6 years of service



*Tamara Quock*  
6 years of service



# Finance & Accounting

Finance and Accounting is the heart of our company, intersecting all areas of our business.

Over the past 18 months, we have been focused on improving TNDC’s fiscal health and accounting processes to better support our employees, shareholders, and financiers. We have made excellent progress in delivering on our priorities.



Above: TNDC Receptionist Shirley Nehass takes a call.

## 2022/23 Achievements



### FINANCE, AUDIT & RISK COMMITTEE

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



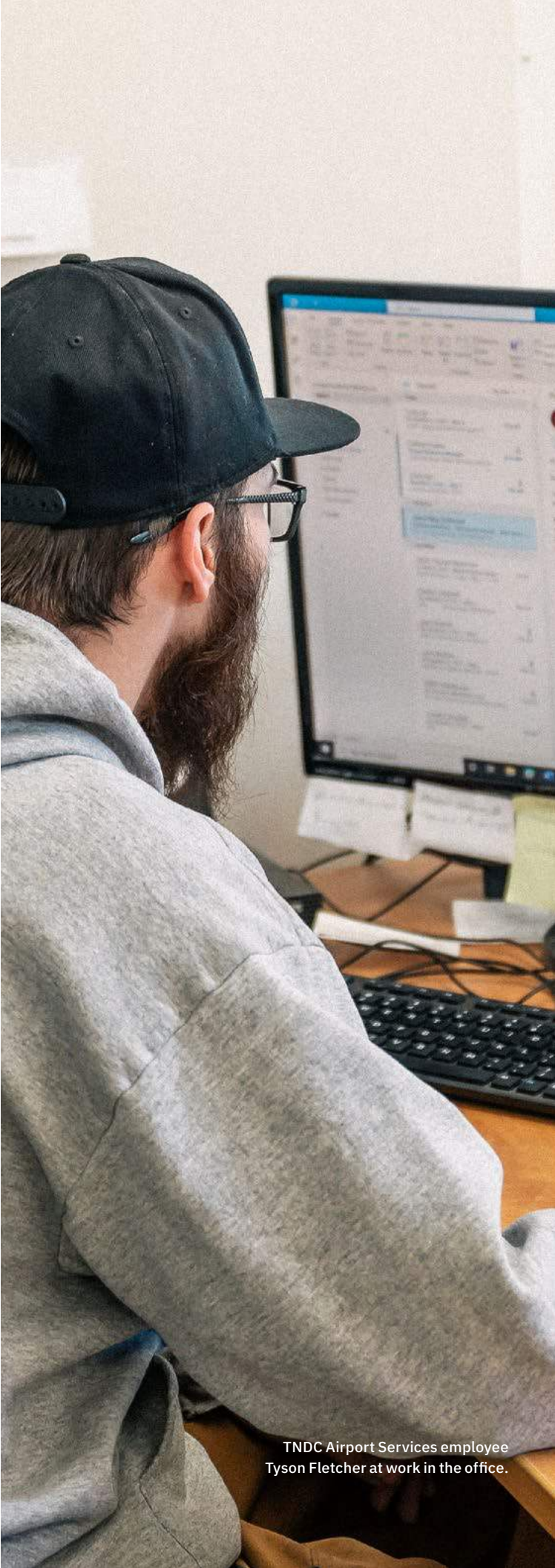
### ACCOUNTS RECEIVABLE

We reviewed and followed up on all outstanding accounts receivable to ensure collectability, adding an ongoing review process to keep up to date. Work has also been done to speed up issuing invoices after work has been completed.



### FISCAL YEAR CHANGE

TNDC’s fiscal year used to run from April 1st to March 31st, spanning calendar years. This did not meet the timeline reporting requirements of our Shareholders. To meet their reporting, TNDC changed our fiscal year to December 31st, effective January 2023.



TNDC Airport Services employee Tyson Fletcher at work in the office.



### ACCOUNTING SOFTWARE SYSTEM UPDATE

We were finally able to deliver on a multi-year commitment to update TNDC’s accounting software system, enabling improved functionality to better support our company. Achieving this milestone required the temporary relocation of our server to St’at’imc Government Services (an Indigenous nation in Lillooet, BC) which has high-speed fibre optic communications.



### PAYROLL

During 2022, a significant amount of work went into the payroll process to ensure employees receive timely, accurate pay and electronic pay stubs, as well as compliance with Federal and Provincial Reporting Legislation.

In 2023, TNDC remains committed to continuously improving the process and communication with employees surrounding their personal payroll records. Finance has introduced a new payroll system, Payworks. This system provides employees access to an online self-service portal, allowing them to easily update certain personal information online, as well as securely access their pay stubs and tax forms in one location.



### ACCOUNTS PAYABLE

We took steps to improve our accounts payable process and internal controls, including enhancing efficiencies and transparency. This included transitioning the accounts payable process to a paperless environment and developing a calendar with clear timelines for submission of invoices to accounts payable.



# Looking ahead



## Review to an Audit

Finance will be working to move the year-end process of a review to an audit. Audited financial statements are an important final step in the accounting process, to verify the accuracy of our company’s financial status, supporting easier and accelerated access to financing and capital. Having audited financials will also provide us with the financial reporting required to be bonded (which provides an added level of financial security to lenders) in the future.



## New Policies & Procedures

We will be creating a more robust accounts receivable, streamlining payroll, and enhancing integration with all areas of our business, in support of quarterly reporting.



## Enhanced Financial Transparency

We will provide better access to capital financing (assisting with our growth and better plan for the future) as well as improving shareholder reporting (to meet their annual reporting requirements).



## Comprehensive Budget Process

We will gain a greater understanding of our financial numbers, tracking costs and expenses throughout the year to better serve our clients, employees, and financiers; in so doing, we will develop more profitable contracts in the future.

Dease Lake Operations  
Supervisor Edward Asp.





Dease Lake welder Cagney Etzerza repairs a piece of heavy equipment.

## 2.3

# Health & Safety

The health and safety of our employees and everyone we work with remains our top priority. Our target is zero – accidents, injuries, incidents and near misses – to ensure everyone goes home safe every day.

Reinforcing our **SAFETY FIRST, SAFETY ALWAYS** mindset, the past year TNDC has continued introducing several safety initiatives, concentrating on training, prevention, and injury reduction. Nick Naugle joined our team as HSE Director to lead TNDC in executing our Health, Safety and Environmental priorities.

## 2022/23 Achievements



### COR CERTIFICATION

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

Attaining COR will designate TNDC as a health and safety industry leader and enable us to work outside Tahltan Territory. In 2022 we undertook several initiatives to align our safety management system with COR in preparation for a successful initial certification audit. These included revising our HSE policy and manual and implementing Lighthouse, a cloud-based HSE management platform. With Lighthouse, we have been able to digitize all documentation, reduce administrative burden, and create an interactive experience for workers and supervisors navigating the HSE program.



Strengthening our safety culture, further improving our safety performance, and ensuring everyone goes home safe is our relentless focus.





## SAFETY PROGRAM ENHANCEMENTS

- Expanded the TNDC HSE Team to serve our operations better. We have added dedicated equipment trainers with designated roles to expand site-based training.
- Introduced HSE Spot Awards as part of the HSE Recognition Program to recognize and reward positive safety behaviour. The Spot Awards are an important stream of the TNDC Rewards and Recognition Program introduced in October.
- Increased participation in the “Why We Work Safe” program to remind employees that a workplace accident or illness affects not only us but also our loved ones left behind – parents, partners, children, and pets.
- Enhanced mental health first aid awareness and participation among employees for those in need.
- Developed a comprehensive return-to-work program and partnered with Total Physio to provide hands-on and virtual physiotherapy services for injured workers returning to work.
- Developing a physical demands analysis for each piece of heavy equipment to ensure worker capabilities align with equipment demands.
- Introduced a new Joint Health and Safety Committee (JHSC), with representatives from each site and crew. The JHSC members meet monthly to discuss concerns or issues.



**HSE Spot Awards**  
introduced to recognize and reward positive safety behaviour.



**Mental Health**  
first aid health awareness enhanced.



**Verification of Competency**  
program introduced for new equipment use.



**Corporate Loss Prevention Program**  
phase 1 implemented.

## COMPLIANCE & COMPETENCY

- Implemented “MyLearnings”, Newcrest Mining’s learning management system (LMS) training compliance tool for all new hires coming to our Red Chris project site.
- Introduced a Verification of Competency Program for the use of new equipment. The purpose of this program is to ensure that an employee’s skills and abilities are satisfactory to prevent incidents and injury.
- Increased participation in Newcrest Mining’s NewSafe Behaviours Program, which guides employees through a workplace safety risk assessment, communication, and action process.

## SAFETY PERFORMANCE

- Implemented Phase 1 of TNDC’s Corporate Loss Prevention Program, which targets zero workplace accidents and injuries (reducing incidents). This program has improved our safety performance and resulted in a reduction in our WSBC Insurance Premiums.

**Above:** Dease Lake Airport Services team participate in morning safety toolbox meeting, L-R: Tony Kormendy, Larry Amero, Tyson Fletcher.

**Opposite:** Dease Lake Airport Services employee Larry Amero at work.

## Looking ahead

The road to health and safety is a continuous journey that requires commitment from every member of the TNDC team. Strengthening our safety culture, further improving our safety performance, and ensuring everyone goes home safe is our relentless focus.

In addition to continuing to implement initiatives to reduce and prevent incidents, heighten risk awareness, and encourage positive behaviour, we will be focussing on the following key priorities in 2023:



Achieving **COR Certification** (*targeting fall 2023*) in conjunction with finalizing the revised HSE Manual.



Implementing an **Employee Safety Training Program**, using external trainers, **Training the Trainer**, and simulator systems.



Executing the complete digitalization of the HSE process with Lighthouse.



Developing an orientation program for onboarding new employees.




# Operations

## Building TNDC’s Reputation as a Tier 1 Service Provider.

The Operations team continues to build TNDC’s reputation for road construction, exploration, heavy earth moving and mine support services.

TNDC Operations encompasses Construction Fleet Management, Regional Projects, and Dease Lake Operations (office and Mechanical Shop), and works intricately with Health, Safety & Environment.

Together, they are working to enhance TNDC’s competitiveness and bring efficiencies, focused on four key priorities.



### Strengthen our business and culture fundamentals to enable profitable growth

- Re-establishing the Dease Lake Operations to grow our Dease Lake Shop Maintenance and support TNDC’s plans for capitalizing on regional projects.
- Working with Health, Safety & Environment (HSE) to revise our HSE Manual to align our system with the elements required to achieve WorkSafeBC Certification of Recognition (COR). An audit is planned for October 2023. Achieving COR which will strengthen TNDC’s competitiveness, by demonstrating leadership, commitment to continual improvement, and dedication to worker health and safety.
- Developed proposal guidelines and performance checklists to ensure proposals were closed seamlessly.
- Jointly developed the 2023 TIA Construction Estimate with defined scope and work breakdown structure (WBS), and transitioned the estimate to the execution phase.
- The integrated Team (made up of members from Newcrest and TNDC) mutually developed a Project Controls Plan regarding Labor, Equipment, Material sign-off, progress/ productivity tracking, and billing protocols. Newcrest has praised TNDC’s efforts and improvements.
- Established an internal pre-construction kick-off meeting template to communicate the project scope and deliverables that each member of TNDC’s functional department is responsible for. We are continuing to refine this process.
- Reviewing and implementing changes identified in lessons learned from the previous year at Red Chris Mine.



### Build and train a sustainable team

- TNDC continues to invest in our people resources through training and development. We initiated mandatory Site Leadership Skills training for all lead hands and forepersons and Supervisory & Management Skills training for all supervisors and project managers.
- Upon completion of the mandatory courses, we will offer the additional Construction Management courses for those who wish to build their knowledge, skills and qualifications.
  - » Negotiation & Conflict Management
  - » Construction law
  - » Project Management
  - » Construction Estimating
  - » Change Order Management
- The next phase is drafting career paths that can build upon this foundational supervisory and construction management training. This process is already starting with understanding our project tracking requirements.

**Opposite:** Dease Lake Operations team cleaning up the office yard.

## TNDC Project Team Receives Praise for Business Improvements Practices

In spring 2023, The Newcrest Capital Projects team recognized the substantial work the TNDC Project Team has put into improving business practises over the past few months.

In a note to our CEO, Newcrest’s head of their team praised the professionalism and tact of our team members in implementing a major Project Management Software. He acknowledged the difficulty in making a large business change and growing pains, but noted it was evident that taking this step has the potential to deliver much needed value for both organizations. He added that we are moving in the right direction, and we’ll keep getting better with more business cycles.

This achievement for our largest client is a credit to our Construction and Accounting team.





### Pursue best-in-class solutions that make us a preferred choice

- Began management of our fleet’s rolling stock to maintain or exceed a key performance indication (KPI) of 85% or higher, associated with equipment availability and reliability.
- Looked critically inward at our processes, systems and controls to understand the cost of performing work. TNDC is now better positioned to strengthen client relationships by aligning our business processes with our clients and to develop Field Installation Work Packages (FIWP’s) that ensure our resources/equipment are available and utilized effectively. With solid support from Newcrest, the following activities undertaken are cautiously building TNDC’s capacity to perform unit rate or fixed price contracts:

#### Project Management System (4castplus)

- » TNDC and our contractors are now entering daily labour, equipment hours and project progress.
- » The field payroll process is batched to the new Payworks system.
- » Change management is now incorporated.
- » Project controls reporting, including forecasts, accruals, productivity and earned value, is being generated.
- » Client invoicing is being batched from the field.
- » Oracle P6 schedule has been integrated to drive forecast and report generation.

#### Controls

- » Continued support with contractor setup, estimating and project planning.
- » Established relationships and meeting cadence with the Newcrest Project Controls department.
- » Driving and owning the schedule and 3-week lookaheads.
- » Contract change management is ongoing.
- » Holding morning and evening planned activity meetings, driven by the foreman.
- » Implemented new resource data field collection processes.
- » Continued payroll process improvements are ongoing, including additional validation and query logging with error mitigation.



### Drive growth and profitability

- A high-level and conceptual business plan is being developed to grow the existing sector and identify diversification opportunities.
- » Client needs and a lack of aggregate resources are naturally driving TNDC to identify aggregate and concrete sand sources to develop, process and manage inventory. We are solidifying a partnership with Kode Construction Ltd. to help TNDC grow into this highly valued industry.
- » Building a Quality Management System that will support civil and earthwork installations, in addition to being registered and certified with Technical Safety BC to perform high-pressure piping and gasfitter/pipefitting.
- » Building Capacity – laying out the road map
  - Hired a Pre-Construction/Estimating Manager and Sr. Construction Manager who will be starting in June/July and working out of the Vancouver Office.
  - Drafting a program to engage Tahltan Subcontractors (several pieces of equipment and hiring of workers) and engaging Direct Service Providers (Single Unit Owner/Operators) whenever work is available.



Above: Dease Lake Mechanic Larry Amero at work in the Mechanical Shop.

### 2.4.1

## Construction

### The major work in progress remains at the Newcrest Red Chris Mine Site.

TNDC’s Red Chris construction team has begun the execution of the tailings impoundment area (TIA) Dam Expansion program, and is set to build on last year’s successful season and impressive performance. At peak construction, TNDC’s Red Chris team will reach an estimated 188 people this season.

In 2023, TNDC’s Newcrest Red Chris Mine Site (NRCM) Construction Division is managing and executing heavy construction and earthworks on several key projects this season:

#### TIA DAM EXPANSION AT NEWCREST RED CHRIS MINE

- TNDC is operating as the Prime contractor for all earthwork activities at the mine. Pelly Construction is now a sub-contractor to TNDC.
- TNDC is now managing the gravel crushing activities for this season with our new partner Kode Contracting, supporting TNDC’s resources.

Below: TNDC crew and equipment at work on the Red Chris TIA project.



#### ONGOING SUPPORT TO THE BLOCK CAVE

- PAG (Potentially Acid Generating rock) Haul: moving materials 23 km round trip to the Open Pit.
- PAG/NAG (Non-Acid Generating rock) stockpile management.
- Screening of NAG Material to support capping of the underground roads for Barmingo.
- Preparing estimates to complete the construction of a new 7 km light vehicle road from switchback 2.5 km to the Block Cave.
- Preparation of estimates to relocate 200 K cubic metres of soil stockpile materials.

#### MILL

- Ongoing support in the relocation of the 6B stockpile.

#### CAPITOL PROJECTS

- Exploration drill access and pad building, surface disturbance and rehabilitation.
- Main access road culvert removal and replacement.
- Exploration access road maintenance.
- Main access road berms and guard rails.

#### OTHER PROJECTS

- Our Construction Partner, Jim Dent Construction, was successful in the award of an estimated \$10 million road construction project. Contract finalization is in the works, and JDC and TNDC will work together to see how we can continue to support each other in such endeavours.





Above: TNDC crew and equipment at work on the Red Chris TIA project.



CONTRACT PROPOSALS

TNDC is constantly bidding on requests for proposals to secure new contracts.

Unfortunately, TNDC was not successful on the Skeena Revitalization Project. Skeena and TNDC have committed to breakdown the elements of the tender process to understand where the disparity lies.

PRESENTLY TENDERING

- Treaty Creek Limited Partnership (TCLP is our joint venture with Nisga’a Lisims Government) – KSM Site-Wide Services
- Red Chris – Light Vehicle Access Road

FUTURE OPPORTUNITIES

- There are several projects we are preparing to bid on:
- KSM Project – Coulter Creek Access Road (CCAR)
  - KSM Project – Power Pole Spur Roads
  - Red Chris Block Cave – various scopes
  - Eskay Road Upgrades



TNDC’s Mechanical Team at work on dump truck repairs.

Looking ahead



The end of spring leading into summer during the busy work season will be spent focussing on continuous improvements in developing the core initiatives and flawlessly executing the projects we are presently engaged in. This will allow TNDC to continue to build capacity to perform fixed price contracts, not just time and materials, which better aligns with TNDC’s the services TNDC provides.



Enhancement of our Red Chris site for employees (such as a dry room, etc.)



# Gravel Division

A significant business achievement is moving forward. TNDC is building capacity for aggregate production in the region, leveraging a new Kode Construction Ltd. partnership for a full turnkey solution, from permitting to closure.

In 2022 we progressed in developing a gravel supply division, with the goal to be the main rock and aggregate supplier in the Tahltan Nation. Currently, the nearest gravel supply is located in Stewart, BC. This is therefore a great opportunity for our team to grow and provide economic opportunities to our community. The gravel supply will support the construction industry in our area with a focus on clients such as Newcrest Mining, KSM Seabridge, Skeena Resources, Coast Mountain Hydro, and many more.

The division will be divided into three geographical areas:

1. Eskay Operations
- » KSM CCAR Gravel Replacement (presently being hauled by a third party) – Ministry of Transportation and Infrastructure (MOTI) Granular A Road Gravel and Stockpiling (3800m3)

» Pit Management @ KM43 on the Eskay (500,000m3)

» Extract and Process River Gravel at several kilometre points on the Eskay Access Road

» Solidifying partnership with F&M Installations Ltd., at KM2 on the Eskay Creek Access Road
2. Northern Operations
- » Red Chris TIA

» Iskut and area (in discussions with Iskut Band on opportunities for both parties)
3. Southern Operations
- » Poleyard West

Right: Crushed gravel will be a new product TNDC produces.



## FIRST PROJECT

Our first gravel supply project consists of permitting, development and production of gravel at the KM43 Eskay Creek Quarry to support Skeena Resource’s construction plan over the next four years. We commenced in 2022 by applying for the crown land authorization and the notice of work through the Ministry of Mines to allow our team to access the land and start the development of this sand and gravel pit and potential quarry.

The project permit has been completed, and pit development is planned for late 2023 with the goal to start producing specified material in Q2 of 2024. This site is estimated to produce 100,000m3 of material each year and will employ approximately 5 to 6 equipment operators and several office support members to track volumes and payment progress.



# Looking ahead

In 2023, we plan on investigating other opportunities for suitable rock to support the client’s demand. The areas of interest range from Iskut to Bell I, which include four sites that are actively being procured and 11 sites identified as potential, with further investigation planned.

The four sites we are actively working on consist of the Coast Mountain Hydro (CMH) 32KM Pit, CMH 22KM Pit, KSM Pole Yard West Pit, and the Iskut Zetu Quarry.



## Coast Mountain Hydro

The CMH pits are currently owned and operated by CMH; however, negotiations are underway to transfer these sites to our team to manage and operate. They are located along the Eskay Creek Access Road and are a great opportunity to supply rock to KSM and Skeena Resources.



## KSM Pole Yard West

This site has an active investigation permit held by KSM; we are also in negotiations to take this site over and continue with the investigation and development through our team. This site is located south of Bell II along the highway and is anticipated to support KSM Mining and other nearby projects.



## Iskut Zetu Quarry

Previously mined quarry that is currently inactive, the goal with this site is to reactivate the quarry and continue development and extraction with drilling and blasting. There also appears to be suitable sand in this area. Therefore, further investigations are planned to source and identify sand locations to produce concrete sand, which has significant value and demand.



## Remaining 11 Sites

Have been identified by our team from desktop reviews and our local knowledge. Next steps for these sites consist of site reconnaissance to review potential volume and accessibility, archaeological permitting and assessment to ensure development will not negatively impact any historical artifacts, as well as testing to confirm the sites are suitable to support client demand. Once completed, our team will progress with permitting and site development, which is expected in Q4 of 2023, with approvals by 2024. Our search has continued, and the goal is to review any site that has the potential to grow our gravel division.





## 2.4.2

## Dease Lake Operations

We are focused on re-establishing the Dease Lake Operations, growing our Dease Lake Shop Maintenance, and supporting our plans for capitalizing on regional projects.



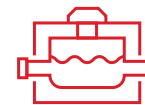
### Six New Positions

appointed and hired on to the TNDC team.



### Welding Shop

has been erected for the Mechanical Team.



### New Septic System

to be installed in 2023 at the Dease Lake Airport.



### Expanding Staff Accommodations

due to team growth and travel demands.

### GROWING OUR TEAM

→ **Regional Manager:** appointed Duncan Olsen as Regional Manager, who relocated to Dease Lake. Having a Regional Manager is key to achieving success in our plans to oversee our fleet department and support civil projects in the region, facilitating TNDC's construction services and dispatching equipment and crews. Duncan is also responsible for managing our Dease Lake Office and Mechanical Shop and supporting our Airport Operations.

→ **Receptionist:** we now have a receptionist, Shirley Nehass, to welcome our guests. The position is shared with Tahltan Central Government (TCG). Last fall TNDC began leasing part of our Dease Lake office to TCG to increase the overall utilization of the office space.

→ **Mechanical:** we have hired several positions:

- » Two full-time mechanics (one is Tahltan) for the Dease Lake shop.
- » A full-time welder/fabricator.
- » A Tahltan apprentice welder who will be working under our Red Seal Welder.

### EXPANSION / CLEAN UP

- Erecting a welding shop for the Mechanical Team.
- Cleaning up the yard, removing accumulated debris (old equipment, scrap iron, tires, damaged and broken parts, etc.). We are engaging some of our Business Partners and Suppliers to assist in the responsible recycling, disposal, resale and reuse where possible. This will enhance the visual landscape and provide additional yard space.

### REGIONAL SERVICE PROVISION

- Our Dease Lake Operations team has been supporting our Air Support team with equipment maintenance and operator training, as it prepares for certification of the Dease Lake Airport.
- During the 2023 work season, our Dease Lake Operations team will oversee construction on installation of a new septic system at the airport for the Stikine Airport Society, under Darry Bjorgaard Contracting.

### STAFF HOUSING UPGRADES

- As our local team grows and more travel regularly to Dease Lake, our need for staff accommodations grows. TNDC owns two houses in town as well as a cabin and trailer out by the airport. We have been upgrading the properties. As Duncan has relocated to one home, we are adding three rooms to the other house to expand capacity.

**Opposite:** Dease Lake welder Cagney Etzerza repairs a piece of heavy equipment.



# Fleet Management

Our fleet of equipment is one of our most valuable assets, and must be maintained and managed.

Having a reliable fleet of equipment is vital to successfully delivering our services each construction season. Our staff of Mechanics, Welders, and Warehouse personnel provide ongoing support for our operations. The 2023 Season is seeing considerable growth and improvements to our Fleet and Facilities.



## INVENTORY MANAGEMENT

Our management program is in full swing. We are introducing a new 16M Grader (complete with wing and plow) to our workforce. Five new Light Towers arrived in March. In summer, we will add another 13 pieces of heavy equipment to the fleet at Red Chris, including ten 45-tonne rock trucks, two 90-tonne Excavators and one D8 Bull Dozer.

TNDC presently has 301 pieces of equipment, including attachments. Our assets include:

- Heavy (Construction Equipment): more than 135
- Light duty (Vehicles, Light Towers, Frost fighters): more than 135

Below: TNDC Mechanical team employee Mas Jackson works on a truck.



## CAPACITY BUILDING

Ongoing heavy equipment repair and support at the Dease Lake Airport are being carried out at the Dease Lake Mechanical Shop.

The full-time staff of mechanics and welders has grown, with some great local talent coming on board. We now have 15 Maintenance staff per shift, including Lube, Fuel, Mechanics Helpers, Apprentices and Techs. We also have two Welders per shift with one Apprentice welder at Dease Lake.

A new welding building will provide added space and shelter to work during the frigid winter period and storage space for material. It will also keep welding smoke and contaminants out of the shop, which is important when rebuilding components that require a clean environment.

Working toward becoming a BC-licensed inspection facility so we can self-perform our own Government Commercial Motor Vehicle Inspections, which are mandatory of all heavy Trucks, Trailers and Buses. Inspections are currently completed locally at Lakes District Maintenance’s facility or taken to a shop in Terrace, Smithers or Prince George. This will be a big win for us in controlling our own inspection schedule and great cost savings over time.



## TRAINING & DEVELOPMENT

Educating our junior staff is critical to the future success of our maintenance department, so we are in the planning stages with two northern BC Heavy Equipment dealers to provide opportunities for select maintenance personnel to apprentice through them at their facilities. This is the best training opportunity a Heavy Equipment Tech can get and will benefit anybody who completes this throughout their career.

# Looking ahead



## Site Operations

### Red Chris

Focus execution efforts on the TIA Construction Season. Prepare budgets and plan resources for capital projects (Light Vehicle Access Road, Thickener Pad, Movement of Stockpile material). Continue with PAG/NAG haul and stockpile management. Continue supporting Exploration and Site Wide Service works. Commence Gravel Crushing with our Partner Kode to support TIA construction.

### Galore Creek

If opportunity presents itself, support our partner Jim Dent Construction with labour and equipment on the access road construction.

### Airport/Dease Lake Facilities

Identify, and if within budget, enhance yard and facilities. Upgrade Airport Septic System. Leadership in process and systems alignment.

### KSM

Soucie Construction Ltd. will continue to haul CMH replacement gravel from Stewart pits to KM3 on the Forest Kerr Road and TNDC will perform stockpile management. Once scope is finalized and if opportunity presents itself, complete any deficiencies on the CCAR road.

### Project Purchasing

Overall analysis, creating a process document, establishing purchasing rules, developing approval Processes for clients, integration and timing, and management sign-off.

### Other Initiatives

- Finalize 4Castplus System Implementation (Hyper Care & Support)
- Project Purchasing Processes
- Onboarding & Travel Workflow



## Business Process (Organizational Structure)

Finalize organization chart for divisions and companies



## People (Skill Based)

Continue recruiting for key positions to build capacity, establish job families and pay ranges, and develop Data Entry Clerks working towards WorkFace Planners and Project Controls positions.



# Camp Services

## Enhancing Quality of Life in the Camp Services Employee Experience



Above: TNDC-Sodexo Red Chris Camp Services employee.

For remote site employees, camp becomes a home away from home during their shifts. So making the camp experience comforting, enriching and rewarding is a priority for TNDC.

We have been working on a long-term solution for Camp Services, to improve the Sodexo/ TNDC partnership to align with business needs and overall value creation. While improvement efforts continue, we have also been focussed on enhancing the employee experience.

Red Chris is our largest client where the highest percentage of our employees work. TNDC has been working closely with the Newcrest Red Chris Mine management team in building a positive camp experience and team culture.

Just as TNDC strives to be an Indigenous Partner of Choice as well as an Employer of Choice, Newcrest Mining strive to be a Miner of Choice. We are pleased to share this commitment and excited to see several important initiatives being implemented at Red Chris, supporting mutual goals to attract and retain top talent, build morale, and create a safe, healthy and respectful environment.

Newcrest is committed to improving an individual's stay at the lodge facilities at Red Chris and is undertaking a number of improvements to create a state-of-the-art camp.



### FACILITIES UPGRADES

- **Accommodation:** in preparations for the Underground, Newcrest will be replacing dorms C & D in the Lodge, adding an additional 130 beds using triple-deck dorms with executive rooms (private washrooms). All future dorm replacements will be executive-style rooms, phasing out shared bathrooms and Jack-and-Jill rooms.
- **Lodge:** Newcrest is enhancing the lodge entrance for better flow, more space and convenience to employees and business partners. They are also seeking a Tahltan name for the main lodge.
- **Gymnasium:** next year Newcrest will be adding a stand-alone indoor gymnasium facility to allow residents to play indoor hockey, basketball, etc. They are currently reviewing locations on sites.
- **High-Speed Internet:** Newcrest introduced high-speed, minimal delay broadband internet to enable residents to be able to watch online programs and call their loved ones. Plans are in the works to bring TNDC's new fibre-optic communications to site later this year, further improving wi-fi services.



Above: TNDC-Sodexo Red Chris Camp Services employees.



### HEALTH & WELLBEING

- **Health & Wellness Space:** opened a wellness room with a full time recreation coordinator and offering yoga, fitness and foam rolling classes in a smaller, more private fitness workout area.
- **Community Hockey:** this past winter season, Newcrest arranged bus transportation to take individuals to Iskut from the Red Chris to play hockey with the local residents. This was a huge success.
- **Healthy Food:** Newcrest has been seeking healthy food options for camp residents. In mid-summer they will be introducing a new self-serve lunch bar that will include salad, protein and pasta bar.
- **Counselling Services:** as part of Newcrest's Respect@Work program, all personnel (Newcrest and Business Partners) working at Red Chris have access to clinically trained counsellors in person.



### CELEBRATIONS & SOCIAL EVENTS

- **Women of Red Chris:** this Newcrest program provides a place for women to come together; raise issues, organize to make changes, and connect with other Red Chris women. Quarterly meetings are held onsite and virtually for those employees who work from home.
- **Social Committee:** this workplace social club promotes team building, strengthens employee engagement, and creates a fun environment for the team to connect and build strong relationships. Social events range from painting, movie, comedy and trivia nights to beading and bingo evenings to seasonal and food themed to pool, ping pong and poker events.



# Business Partnerships

TNDC’s Partnership and Business Development Department is vital for successful partnerships that provide financial and social value to TNDC and the Tahltan Nation. Our approach on new partnerships is to establish shorter term Collaboration Agreements, which are simpler and more flexible than traditional joint ventures, while maintaining accountability and reporting.

## NEW PARTNERSHIP MANAGEMENT DIRECTOR

TNDC has hired Tahltan Calvin Carlick to be the Director, Partnerships and Business Development. In this newly created leadership role, Calvin is responsible for increasing TNDC revenues and growing business partnerships between TNDC and other organizations. In addition to managing TNDC’s existing service provider partners, Calvin will identify new market and partnership opportunities, establish a new partnership agreement and business structure, and facilitate contract opportunities for Tahltan entrepreneurs.

**Below:** Tahltan member Colin Portice drives truck for TNDC business partner Bandstra Transportation. Photo provided by Bandstra Transportation Systems Ltd.



A key strategy to support TNDC’s growth has been the establishment of Business Partnerships that enable TNDC to provide a wide-reaching range of services for our Industry Partners operating in Tahltan Territory. Another growth strategy in recent years has been business diversification. Business diversification has been a two-pronged approach: pursuing opportunities that complement the traditional mineral exploration, mine development and mining sector TNDC has served, as well as new and emerging sectors (such as forestry and fibre optics) to bring new revenue sources.

Partnerships broaden our service offerings, bringing financial and social value to TNDC and the Tahltan Nation. The opportunities and resulting revenue generation contribute significantly to our meaningful participation to the projects in Territory and our reputation as an Indigenous Partner of Choice. Notably, revenue share from TNDC’s Partnerships have traditionally accounted for 10–25% of annual revenues.

In recent years, TNDC has implemented improvements to its partnership management program using Collaboration Agreements (CA) and Memorandums of Understanding (MOU). CAs and MOUs are easier to administer and more flexible than traditional joint ventures (JV) while continuing to support enhanced accountability and reporting. TNDC continues to use JV partnerships for partnership ventures involving greater participation by TNDC. We currently have almost 30 Business Partnerships.

**Right:** Quentin Nole, Brucejack miner, received training by Bretton Morven on RC Drilling. Photo provided by Procon.



## PARTNERSHIP MANAGEMENT PROGRAM

To meet the ongoing operational improvements being asked for by our Tier 1 Industry Partners we are working with in Territory, TNDC continues to implement new measures to improve the management of the partnerships throughout their lifecycle, from initial assessment for new partnerships to ongoing accountability to annual review.

- **Meetings:** Regularly scheduled partnership meetings are now being undertaken quarterly. In addition to revenue forecasting and reporting, action items are recorded and followed up to ensure commitments and expectations of both parties are fulfilled. Measurable matrices such as Health and Safety performance ratios are now included, along with consideration of responsible Environment and Social Governance components, Training and Scholarship initiatives, and inclusion of Tahltan businesses in the delivery of the partner’s services.
- **Review Assessment:** TNDC continues to monitor and assess Business Partnership’s performance to ensure they are meeting or exceeding our Industry Partner’s expectations and they are achieving the partnership performance criteria that’s been established. Partnerships that have become stale or inactive are being scrutinized annually to determine if it is in TNDC’s best interest to continue with those partnerships. Several partnerships have been terminated or have been allowed to lapse.
- **New Partnerships Screening:** TNDC has added a few new partnerships to optimize our contracting opportunities. We continue to implement the rigorous screening criteria for new partnerships to review their health and safety practices and compliance, financials, and environmental and social governance policies, assess their risk, and ensure proper execution and performance is provided to our Industry Partners.







## TRAINING & PEOPLE ADVANCEMENT

All Partners providing services in Tahltan Territory are expected to provide employment consideration for Tahltans, using the Tahltan Central Government's OnTrack online career platform. Partners are asked to provide training and advanced education opportunities and are required to use other Tahltan advocated recruitment tools to source individuals who are required to deliver the suite of services required by the Industry Partners working in Tahltan Territory.



## BURSARIES & SCHOLARSHIPS

Many of TNDC's business partners have bursaries or scholarships specifically earmarked for Tahltans, with annual scholarship funding exceeding \$20,000. Notably, ERM and Orica have ongoing annual allocations, while Barmenco has allocated more than \$100,000 for scholarships and other Tahltan training initiatives over the term of their agreement with TNDC. As well, Arrow Transportation and Bandstra Transportation are in discussions with our Tahltan HEO Program to support Class 1 Drivers' Licence Training.



## GIVING BACK TO THE TAHLTAN NATION

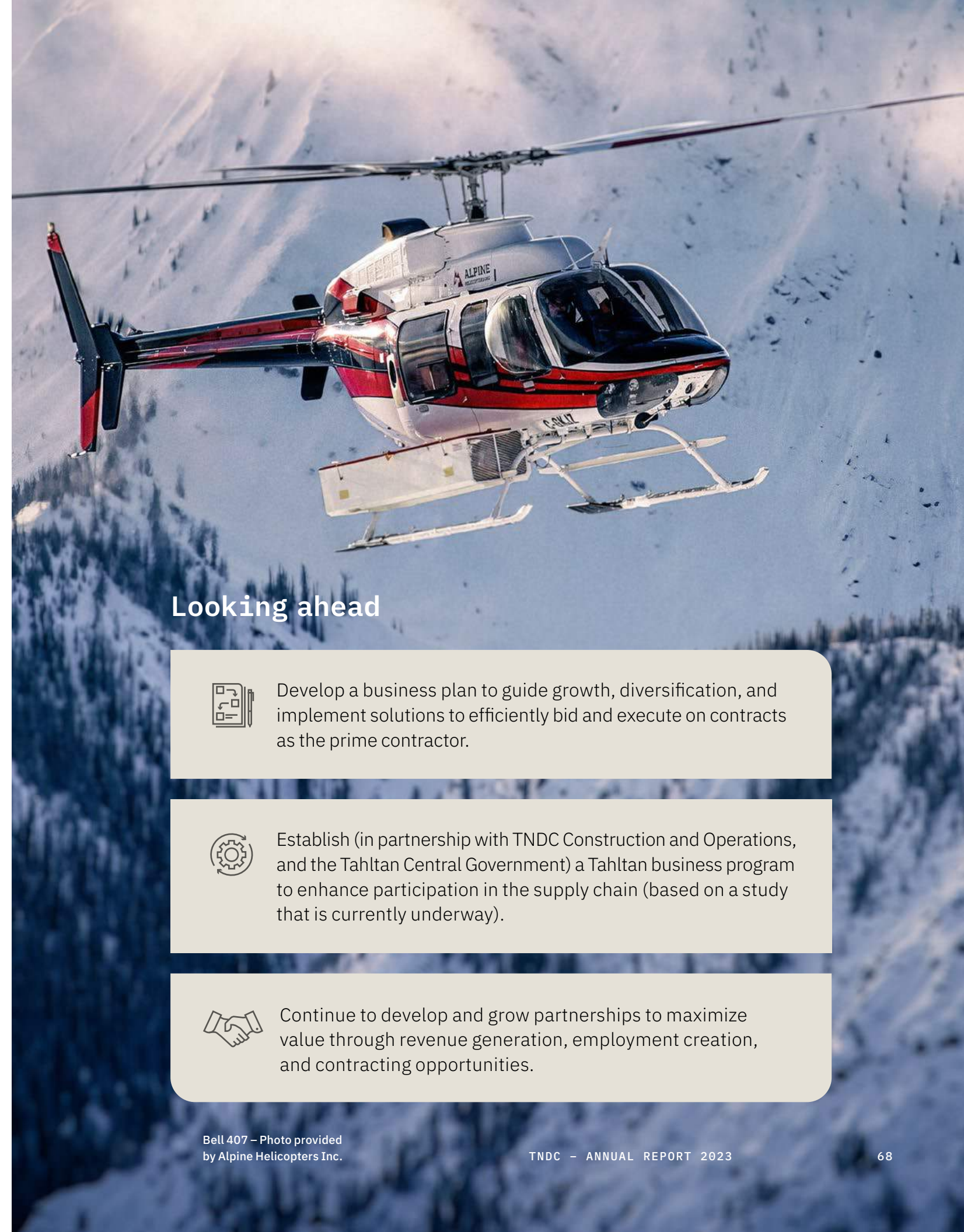
Our Business Partners continue to demonstrate their generosity by supporting TNDC's community events. More than 20 donated prizes to TNDC's 2023 AGM and the 2022 Tahltan AGA. Our highest revenue generating partners sponsored the 2022 TNDC Community Christmas party, which enabled us to hold a fun and festive event for the community and purchase exciting gifts and prizes.



## NEW TREATY CREEK LIMITED PARTNERSHIP (TCLP)

Earlier this year, we announced the Tahltan Nation and Nisga'a Lisims Government had established an agreement to create the Treaty Creek Limited Partnership (TCLP), enabling the two Nations to undertake the Substantial Start work at Seabridge's KSM Project site. This alliance removes any boundary uncertainties and provides Seabridge with certainty about who should be performing the work on this project.

A primary consideration of the new TCLP is to incorporate ways to include Tahltan and Nisga'a direct service provider businesses in the delivery of the services required at the KSM project site. To date, several service providers have partnered with or are in discussions with TNDC/TCLP for the provision of Sitewide, Medical, Security and Aviation Services.



## Looking ahead



Develop a business plan to guide growth, diversification, and implement solutions to efficiently bid and execute on contracts as the prime contractor.



Establish (in partnership with TNDC Construction and Operations, and the Tahltan Central Government) a Tahltan business program to enhance participation in the supply chain (based on a study that is currently underway).



Continue to develop and grow partnerships to maximize value through revenue generation, employment creation, and contracting opportunities.



# 03

TNDC Airport Services employee Jonald Pascual gives clearance to a departing crew charter plane at the Dease Lake Airport.

# TNDC BUSINESS UNIT REPORTS



# Airport Services

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



Airport Services continues to make strides as the Team transitions from start-up, capital projects and equipment procurement to fine tuning daily operations and conducting training.

Executive Flight Center (EFC) has now been on the job since January with a full roster of Managers providing experienced airport leadership 7 days per week. This has helped our local team members immensely with daily structure and integration with existing programs within TNDC like Health, Safety and Environment (HSE). Having subject matter experts as a resource to weave together the many disciplines of airport operations and ground support has been invaluable.

This winter was our second providing snow removal for the entire airport and the experience gained from the previous season has allowed us to become more efficient and precise. The airport staff are becoming experienced themselves and are fulfilling

the vision of producing our own Tahltan airport experts. Increasing interest and staffing from the local community is helping us get closer to our goal of 100 percent local staffing.

A second plow and sweeper truck were added to the fleet in addition to the installation and commissioning of a Jet A fuel tank located at the main aircraft parking area. TNDC is in the process of adding a fuel truck to the fleet and taking over the fuel distribution for the entire airport. Improvements to the TNDC Terminal building include removing COVID separation measures, installation of a PA system and Flight Information Monitors, installation of a dedicated ambulance parking and plug-in area, and provision of a food truck area.

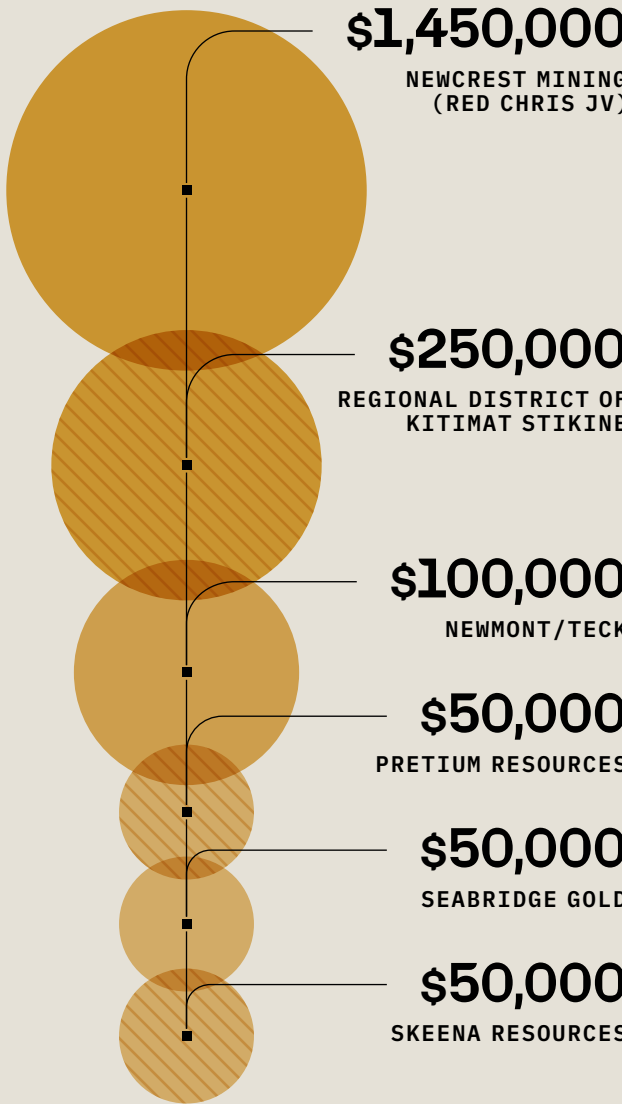
Below: TNDC Airport Services crew prepare to load baggage on an aircraft.



## Funding

CONSTRUCTION UPGRADES  
**\$9,000,000**  
Province of BC – committed in StrongerBC economic recovery funding

PROJECT DESIGN & MANAGEMENT FUNDING  
**\$1,950,000**



Summer operations have started with Wildlife Management training for all staff and an agreement with the Tahltan Central Government's (TCG) Wildlife Guardians to manage lethal wildlife concerns at the Dease Lake Airport. Wildlife management is an important flight safety concern for airports and this collaboration with the TCG ensures that any lethal remedies are carried out in a respectful and sustainable manner.

The Dease Lake Airport (CYDL) continues to enjoy much-improved medevac response times due to the support available through TNDC Airport Services and Newcrest Red Chris JV.

Above: TNDC Airport Services employees Chad McVicker and Tyson Fletcher prepare for guest check in at the Dease Lake Airport.

### Looking ahead

- CYDL is expecting a 15% rise in traffic volumes this summer
- Future initiatives are to continue pursuing scheduled services for the community, and beautification of the airport lands.



# Fibre Optics

Tahltan Communications is a partnership between TNDC and CityWest Cable and Telephone Corporation to provide high speed telecommunications services over fibre optics into Tahltan Territory.



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

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

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



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

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

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

After pausing construction last year during the winter freeze, crews restarted construction in May 2023. Currently, crews are working along Highway 37 North laying buried conduit. CityWest crews will work directly behind civil construction throughout the project to install fibre-optic cable in the buried conduit and prepare the network sites for activation. The plan is to have anchor tenants (schools, Band offices and firehalls) in Iskut and Dease Lake with high speed Gigabit connectivity in 2023.

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



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.



#### Fibre Optic Cable

200 km to be built by Tahltan Communications.

110

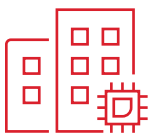
of 200 km built

despite remote and challenging work conditions.



#### High Speed Gigabit

internet to Iskut and Dease Lake in 2023.



#### New Tech-Business

ventures opportunities possible with high speed communications.

### WHAT DOES THIS MEAN?

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

### WHAT DOES THE FUTURE HOLD?

- Once construction is complete, Tahltan Communications can provide last mile fibre optic connectivity to community households and businesses.
- 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.



# Tahltan Forestry

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



TFL has two main streams of activity: (1) traditional logging and (2) forestry work for mines and utilities.

## LOGGING

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

On the logging front, Tahltan Forestry is finishing up two cutting permits southeast of Bob Quinn and we are looking to transition into a new cutting permit (CP4) east of the highway near Devil's Creek. TFL is also harvesting a cutting permit cutting off the Devil's Creek Forest Service Road (FSR) to the north of Devil Lake. The blocks contain a mix of hemlock, balsam, spruce, and pine. Given the range of both quality and species, the logs will be sold to numerous customers. These customers include sawmills in Smithers and Houston, pulp mills in the Lower Mainland, and log buyers in Asia.

Recently TFL, TCG and the Province have been meeting to discuss both spruce beetle and pine beetle outbreaks that have been observed around Bob Quinn. TFL has sent field crews to identify the outbreak areas and we are making plans to perform both sanitation (i.e. removal of newly infested stands) and salvage (i.e. removal of standing dead trees that pose wildfire risk). TFL is working to finish the permitting work on the beetle areas through the summer with the goal of harvesting this fall/winter.

Below: Deck of sawlogs for domestic sawmills.



Below: Pine Beetle holes.



## MINES & UTILITIES

In addition to the traditional logging work, TFL has been very active working for mines and utilities. In 2022, TFL worked on the following projects:

- BC Hydro – Treaty Creek Substation Clearing and Access
- KSM Project – Transmission Line Clearing

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

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

Top-Left: Log Decks on KSM Project.

Left: Cut-to-length logs on a logging truck.

## Looking ahead



During the remainder of 2023, TFL is hoping to complete the scopes listed above and perform work with some of the other mines in the area, including Skeena Resources.



# 04

# TNDC BUSINESS PARTNERSHIPS

Tahltan-Allnorth staff reviewing road design alignment and surveying benchmarks.

Photo provided by Tahltan-Allnorth Consultants Ltd.



# TAHLTAN-ALLNORTH



TAHLTAN - ALLNORTH  
CONSULTANTS LTD.

## Contact

Alex Burkinshaw

+1 250 613 1084  
aburkinshaw@allnorth.com  
[allnorth.com](http://allnorth.com)

## Company Overview

Allnorth provides civil, structural, mechanical and electrical engineering and design, survey and materials testing, procurement, and construction / project management services to clients across the world. We have 21 offices in Canada, USA and Mexico.

## Service Provided in Tahltan Territory

Tahltan-Allnorth provides civil, structural, mechanical and electrical engineering and design, survey and materials testing, procurement and construction / project management services to clients within Tahltan Territory.

## 2023 Partnership Outlook

Tahltan-Allnorth is currently working on the Treaty Creek Substation Project, Skeena Resources Eskay Project and Newcrest Red Chris and Brucejack mines. Our teams have multidisciplinary engineering and construction services scopes at these projects.

## Training, Development & Capacity Building

Tahltan-Allnorth is currently assisting with permitting activities to help build capacity in the rock and aggregate supply sector. By obtaining permits for new developments, more positions with TNDC may be opened.

# ALPINE HELICOPTERS



ALPINE  
HELICOPTERS INC.

## Contact

Todd Johnson

+1 780 217 3005  
tjohnson@  
alpinehelicopters.com  
[alpinehelicopter.com](http://alpinehelicopter.com)

## Company Overview

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

With over 250 years of combined industry experience amongst senior management and a pilot roster that boasts, on average, 7,000 hours of flying time each, you can trust that Alpine has the knowledge and capability to meet your helicopter support service needs. Our fleet of 40 Helicopters has a reputation for safety, maintenance and quality service that is second to none.

## Service Provided in Tahltan Territory

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

## 2023 Partnership Outlook

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

## Training, Development & Capacity Building

We promote from within as a company. We would like to engage the Tahltan community at job fairs or online, to promote pursuing a career as a helicopter pilot or an aircraft maintenance engineer.

# TAHLTAN-ARROW TRANSPORTATION



TAHLTAN - ARROW  
TRANSPORTATION  
LTD. PARTNERSHIP

## Contact

Darrell Remple

+1 604 798 7028  
dremp@arrow.ca  
[arrow.ca](http://arrow.ca)

## Company Overview

Since Arrow was established in 1919, the company has diversified, leading the way in developing service-focused transportation solutions. Today, Arrow supports truck transportation, logistics, marine services, manufacturing, transportation technology, facilities management, civil construction, environmental, and product distribution. Our commitment to safety, reliability, and efficiency has made us a trusted partner for mining operations.

## Service Provided in Tahltan Territory

We provide logistics and transportation services for mining operations in Tahltan Territory, including handling the movement of concentrates, and supplies to and from mine sites. We have experience in managing large-scale projects and offering customized solutions to meet specific needs. Our team provides consulting services, assisting in feasibility studies for mining projects.

## 2023 Partnership Outlook

Our focus is delivering high-quality transportation and logistics services to our customers while maintaining a strong commitment to safety and

environmental sustainability. We will work with TNDC to identify new opportunities for growth and expansion, including potential contracts and projects. As the mining industry evolves, we will adapt our services and solutions to ensure our partners remain competitive and successful.

## Tahltan Employment

We employ Dionna Cisse in our Stewart shop, who came to us with the desire to become a mechanic. She was brought on as an apprentice and began working with our skilled Red Seal mechanics. Deonna is currently attending school in Prince George and we look forward to working with her for years to come.

## Training, Development & Capacity Building

We are committed to building capacity and investing in the next generation of skilled workers. We are proud to offer apprenticeships in commercial transport mechanics and excited to support the Tahltan Heavy Equipment Operator Training Program by providing on-the-job training for Class One drivers. We believe in the power of education and training to unlock opportunities and build brighter futures for our communities.

# ATCO STRUCTURES & LOGISTICS



ATCO STRUCTURES  
& LOGISTICS LTD.

## Contact

Marc Marion

+1 403 370 1247  
marc.marion@atco.com  
[structures.atco.com](http://structures.atco.com)

## Company Overview

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

## Service Provided in Tahltan Territory

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

## 2023 Partnership Outlook

In 2023 ATCO is installing Camp #11 at the KSM project site, which will have a 90 person capacity.

## Tahltan Employment & Contractors

We are employing Tahltans as Electricians, Mechanical Plumbers, and Labourers on our project through our subcontractors. Contractors include Perceptive Plumbing Solution (plumbing services), Northern Lights Electric (electrical services), and Inner City Diesel (fuel supply).

## Training, Development & Capacity Building

Tahltan businesses are being awarded sub-sub-contracts for our scope of work. This keeps current employees at the business while still gaining experience for both the organization and the individual.



# BANDSTRA TRANSPORTATION SYSTEMS



BANDSTRA  
TRANSPORTATION  
SYSTEMS LTD.

Contact

Rick Bandstra  
  
+1 250 847 6456  
rickbandstra@bandstra.com  
[bandstra.com](http://bandstra.com)

Company Overview

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

Service Provided in Tahltan Territory

General freight transportation services to and from Tahltan Territory, including Less Than Truckload (LTL) and Truckload (TL) services.

2023 Partnership Outlook

Our focus be to grow and improve our freight service along Highway 37. We're cautiously optimistic that global security concerns will encourage the development of more resource projects in Canada including

the Golden Triangle, which will be of benefit to TNDC and its partners. We also hope that some of the supply chain disruptions, equipment shortages, and inflationary pressures that have generated uncertainty will continue to moderate and enable investors to confidently invest in new projects again.

Tahltan Employment & Contractors

We currently employ 2 Tahltan members – one a long-distance driver and the other a local delivery person. For contractors, we utilize Kluachon Centre Store as our contract agent for LTL for pickups and deliveries in Iskut BC. We also utilize Keda Propane and TNDC for specific contract services.

Training, Development & Capacity Building

We have in-house and corporately sponsored training and development programs. Our approach is to train and promote from within where possible. The Mullen Group also sponsors a formal management training program that is open to applicable employees.

# BARMINCO



BARMINCO

Contact

Stephen Doyle  
  
+1 720 785 4004  
steve.doyle@barminco.com.au  
[barminco.com.au](http://barminco.com.au)

Company Overview

Barminco is a premier global hard rock underground mining service provider, delivering quality services such as diamond drilling, production mining, underground construction, and high-speed development mining. We operate with a commitment to safety, operational excellence, and continuous innovation to improve mining efficiency and sustainability.

Service Provided in Tahltan Territory

We have a Collaboration Agreement with TNDC, as part of our engagement with Newcrest Mining for the Red Chris JV block cave project to manage all facets relating to the execution and operation of its development, including delivery of underground development advance, including drill and blast, load and haul, installation of ground support, and installation and maintenance of reticulated mine services; management and maintenance of equipment fleet; providing various personnel positions; sourcing and supplying mining materials.

2023 Partnership Outlook

Under the contract, we will provide services at the Red Chris JV project until March 2024. During this, an increase in planned development will occur: labour resources will escalate from 60 personnel to ~100 personnel, with a 25%–30% growth in heavy equipment provisions to meet demands.

Tahltan Employment & Contractors

We employ Tahltans in various positions, including entry-level, machine operators, apprentices, administrative and engineering. Contractors include Northern Labour Services provides transportation and shuttle services.

Training, Development & Capacity Building

We provide induction and training services for employees; in-house training for entry-level positions and apprenticeships; expatriate and out-of-province opportunities for eligible Tahltan employees; and hosting site visits for Tahltan members to display and discuss the type of jobs available.

# BLACK DIAMOND GROUP



BLACK DIAMOND  
GROUP

Contact

Scott McLeod  
  
+1 403 333 5888  
smcleod@blackdiamondgroup.com  
[blackdiamondgroup.com](http://blackdiamondgroup.com)

Company Overview

Black Diamond Group owns and operates a portfolio of businesses specializing in modular buildings and remote and temporary workforce housing solutions. Britco is the largest provider of modular buildings across BC. In addition to rentals, Britco provides full turnkey major project solutions anywhere in the province. From Education to Construction and even Disaster Recovery, our commercial buildings provide cost-effective solutions for any industry. Our Workforce Housing fleet provides modular accommodation assets and industrial rental equipment to a diverse customer base. Our turnkey lodges feature VIP-style accommodations, state-of-the-art industrial kitchens and dining facilities, and more.

Service Provided in Tahltan Territory

All modular office complexes and trailers as well as modular accommodation assets that feature execu-

tive and VIP-style accommodations, state-of-the-art industrial kitchens and dining facilities, recreation facilities, and internet connectivity. Our teams also provide full turnkey services, including remote facilities, catering and hospitality management.

2023 Partnership Outlook

The outlook for our partnership through 2023 is to focus on increased revenue via contracting and project opportunities, both expanding on existing operations and new projects.

Training, Development & Capacity Building

Black Diamond is committed to developing internal awareness for all Canadian employees. Each employee is required to complete our Indigenous Awareness Reconciliation Education certification program through the First Nations University of Canada.

# CENTRAL MOUNTAIN AIR



CENTRAL MOUNTAIN  
AIR LTD.

Contact

Oyinkan Obikoya  
  
+1 306 260 9733  
oyinkan.obikoya@flycma.com  
[flycma.com](http://flycma.com)

Company Overview

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

Service Provided in Tahltan Territory

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

2023 Partnership Outlook

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

Training, Development & Capacity Building

We have focused on job placements and recruitment initiatives, training programs and grants, and work internship programs.



# TAHLTAN ERM ENVIRONMENTAL MANAGEMENT



TAHLTAN ERM  
ENVIRONMENTAL  
MANAGEMENT (TEEM)

## Contact

Wade Brunham

+1 250 877 8125  
wade.brunham@erm.com  
[erm.com](http://erm.com)

## Company Overview

Tahltan ERM Environmental Management (TEEM) is a partnership between TNDC and ERM and has been in place since 2004. We provide environmental, social, health and safety, and sustainability consulting services.

## Service Provided in Tahltan Territory

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

## 2023 Partnership Outlook

TEEM is excited to be supporting Skeena Resources at the Eskay Revitalization Project, Galore Creek Mining Corporation at the Galore Project, Teck at the Schaft Creek Project and Seabridge/SnipGold at

the KSM/Iskut Projects. We also support a number of junior companies to manage wildlife and archaeology during their exploration programs.

## Tahltan Employment & Contractors

We have a number of entry-level staff working for us through our partnership with Northern Labour. We also have job postings on TCG's OnTrack employment platform, where we are seeing entry-level and supervisor positions for a variety of sites. For contractors, we currently work with Northern Labour. We also have a number of proposals out where we will partner with Tahltan business if we are successful.

## Training, Development & Capacity Building

TEEM provides an annual bursary to Tahltan Members for advanced and ongoing education opportunities. We also provide on-the-job training and will fund training for electrofishing, first aid, and swiftwater rescue for seasonal employees.

# HY-TECH DRILLING



HY-TECH  
DRILLING LTD.

## Contact

Coby de Vries

+1 250 877 3809  
coby.devries@  
hy-techdrilling.com  
[hy-techdrilling.com](http://hy-techdrilling.com)

## Company Overview

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

## Service Provided in Tahltan Territory

Diamond Drilling services – surface, fly and underground drilling for exploration, development stage projects, and ongoing active mining operations.

## 2023 Partnership Outlook

We will continue to work with TNDC and grow by adding additional contracts and establishing Tahltan Hy-Tech Drilling as a preferred drilling contractor in Tahltan Territory. The partnership will continue to provide drilling services to Newcrest at the Red Chris Mine (Surface and Underground) and Brucejack Mine (Surface) as well as to Tudor Gold at the Treaty Creek Project. In addition, two new drilling contracts have been added to the Partnership, with Galore Creek Mining Company (Galore Creek project) and Seabridge Gold (Iskut project).

## Tahltan Contractors

Hy-Tech purchases core boxes from Tuya Woodcraft, when not supplied by the client.

## Training, Development & Capacity Building

Opportunities for career development are available in field-based operations roles (Driller's Helper, Driller, Foreman), office and shop roles.

# TAHLTECH DRILLING



TAHLTECH DRILLING  
SERVICES LTD.

## Contact

Tim Mohring

+1 250 960 9846  
tim.mohring@  
geotechdrilling.com  
[geotechdrilling.com](http://geotechdrilling.com)

## Company Overview

Tahltech Drilling Services Ltd. (Tahltech) is a limited partnership between TNDC and Geotech Drilling Services Ltd. (Geotech). The partnership was established in 2016 and operates in Tahltan Territory providing multi-disciplinary drilling services for various drilling markets.

## Service Provided in Tahltan Territory

Tahltech provides geotechnical, environmental and exploration drilling services that utilize a variety of drilling methods including sonic, air rotary, mud rotary, auger and diamond drilling. We drill in almost any location using a variety of drill carriers including, tack, truck, heli-portable, skid, underground, barge and amphibious drill carriers.

## 2023 Partnership Outlook

We will be primarily focused on geotechnical investigations for proposed mine development and design. Main projects will be at Red Chris, KSM and Eskay Creek properties utilizing multiple drill methods

and instrumentation installation, and one exploration project at Eskay Creek. Tahltech will provide a \$10,000 donation towards the 2023 Community Christmas Party and continue to support smaller community programs and events.

## Tahltan Employment & Contractors

Tahltech employed three Tahltans in the first quarter of 2023 (one driller and two drill assistants). To date, Tahltan employees have been hired from outside the territory to work on longer-duration exploration projects (inside and outside territory) to provide the most employment continuity. It has been a challenge to find Tahltan workers within the Territory.

## Training, Development & Capacity Building

On-the-job training is the primary development tool used to train drill assistants to become drillers; however, staff have been offered other positions within the company that may provide more continuity to work specifically during the slow periods.

# JIM DENT CONSTRUCTION



JIM DENT  
CONSTRUCTION LTD.

## Contact

Ryan Despins

+1 778 930 0475  
rdespins@jimdent.com  
[jimdentconstruction.com](http://jimdentconstruction.com)

## Company Overview

Jim Dent (DENT) has been delivering heavy civil solutions since 1974. DENT specializes in engineering and civil construction projects throughout Western Canada. An industry leader providing start-to-finish solutions for complex projects with challenging conditions, DENT has earned a reputation for collaboration and customer satisfaction.

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

## Service Provided in Tahltan Territory

Our team is focused on providing services related to the resource industry in Tahltan Territory,

including civil construction, forestry, habitat restoration, mining, and power-related projects.

## 2023 Partnership Outlook

Re-mobilizing to the BC Hydro Treaty Creek Substation project in late spring to complete site preparation activities. Mobilizing to the Galore Creek Road Improvements project (awarded in spring). Continue to focus on heavy civil opportunities, engaging mining-related developments such as Kutcho Copper, Red Chris, KSM and Snip mines.

## Training, Development & Capacity Building

We are also working closely with TNDC leadership to identify opportunities to integrate candidates into construction management roles on active projects to foster experience. In addition, DENT continues to seek opportunities in roles such as cost control and quality management as well as environmental, safety or other key construction support activities.



# NORTHWEST FUELS



NORTHWEST  
FUELS LTD.

**Contact**  
  
**Angela Ames**  
+1 250 975 0246  
angela@northwestfuels.ca  
[northwestfuels.ca](http://northwestfuels.ca)

**Company Overview**  
Locally owned and operated, Northwest Fuels proudly services the Wet’suwet’en, Gitxsan, Tsimshian, Haisla, Nisga’a and Tahltan First Nation communities. We are a community-minded company that understands and respects our role in ensuring the safe and reliable supply of fuel required for the 24/7 ground, marine and aviation operations, and paramount to the necessities of homes, vehicles, community, health and emergency services.

**Service Provided in Tahltan Territory**  
We provide bulk fuel and lubricants to corporations, small businesses and residential clientele. In addition, Northwest Fuels has consulted in various fuel-related projects throughout Tahltan Territory, offering our years of experience and expertise to aid in the success of ventures aimed at bringing further prosperity to the Tahltan people.

**2023 Partnership Outlook**  
Continued supply at Newcrest’s Brucejack mine. Galore Creek project has a large-scope season

planned; Yellowhead Helicopters is flying for them. Teck Resources has taken over the Galore Creek Sus Camp and will also be operating its Schaft Creek project. Seabridge and KSM, via subcontractors who have all steadily been increasing their capacity. Eskay Mining is gearing up for another busy season. Skeena Resources continues to work on camp infrastructure, while awaiting permitting.

**Tahltan Employment**  
We have one Tahltan employee who is a Class 1 driver, currently part of our “North Crew” hauling diesel to Red Chris mine.

**Training, Development & Capacity Building**  
We provide in-house training to broaden the knowledge of employees. We encourage employees wishing to further their education in fields within our business model to pursue courses and training programs that we assist with. We recently promoted one of our Class 1 drivers to a management position, based on past experience, ongoing commitment to the company, and diligence in continuing education.

# TAHLTAN NST BUSING SERVICES



NORTHERN SPIRIT  
TRANSPORTATION  
/TAHLTAN NST BUSING  
SERVICES LTD.

**Contact**  
  
**Sandra Clermont**  
+1 250 563 3114  
sclermont@gonst.ca  
[gonst.ca](http://gonst.ca)

**Company Overview**  
The last year has been a busy one for Tahltan-NST Busing (TNST) – a joint venture between TNDC and NorthernSpirit Transportation Bus Services Ltd. We supply safe, reliable transportation services in the Tahltan Territory. Our full size highway coaches take employees to the airstrip at Dease Lake or Smithers, and our fleet of crewbuses runs workers around site at Red Chris mine. TNST is ready and able to service the increase in demand for the natural resource sector in the northwest.

**Service Provided in Tahltan Territory**  
Crew transportation on and off job sites.

**2023 Partnership Outlook**  
TNST has been facilitating all of Red Chris mine’s transportation for the past couple of years and is working toward acquiring existing and future busing

contracts in the region. The additional scope of work will increase our community footprint in the region. In turn, there will be more job opportunities for drivers and need for administration support.

**Tahltan Employment**  
We currently do not employ any Tahltans as experienced bus drivers are not that common, mostly due to lack of ‘bus’ specific training. However, busing offers a great work life balance for experienced long-haul truckers or heavy equipment operators. We encourage anyone who is interested to check out our posting on Ontrack – or contact us to learn more! All drivers require a minimum of a Class 2 with airbrake endorsement.

**Training, Development & Capacity Building**  
As we continue to grow in the region, opportunities for support staff in other sectors will be required.

# ORICA CANADA



ORICA CANADA INC.

**Contact**  
  
**Luke Abrahamse**  
+1 250 305 4435  
luke.abrahamse@orica.com  
[orica.com](http://orica.com)

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

**Service Provided in Tahltan Territory**  
Orica provides commercial explosives, accessories, and blasting-related services and technologies to mining and civil construction companies working in the region.

**2023 Partnership Outlook**  
We are currently providing services to Red Chris Mine for surface and underground projects. The Eskay Creek, Galore Creek, and KSM projects are on Orica’s radar.

**Tahltan Employment**  
Orica currently employs one Tahltan member as a roving site supervisor for our operations in BC.

**Training, Development & Capacity Building**  
We are committed to a continuous focus on excellence by everyone, every day. If we improve individually and collectively within our teams, together we’ll make a significant and positive difference for all of our stakeholders. Our commitment to Learning and Career Development is a key part of building and maintaining a workplace culture that fosters high performance and nurtures talent.

# PELLY CONSTRUCTION



PELLY  
CONSTRUCTION LTD.

**Contact**  
  
**Jennifer Byram**  
+1 867 334 8052  
jbyram@pelly.net  
[pelly.net](http://pelly.net)

**Company Overview**  
Pelly is an established Yukon-based heavy earthworks company with operations in the Yukon and Northern BC. Pelly has delivered a wide range of civil projects throughout Western and Northern Canada. Pelly has experience in large-scale mine site development, operation, closure and reclamation.

**Service Provided in Tahltan Territory**  
TNDC and Pelly are working together to complete large earthmoving projects, under collaboration and joint venture agreements.

**2023 Partnership Outlook**  
Pelly is a subcontractor to TNDC on the Newcrest Red Chris Mine Tailings Impoundment Area construction.

**Tahltan Employment**  
Pelly and TNDC crews work collaboratively to complete projects. Pelly has a Tahltan preferential hiring policy. The majority of Tahltan Members hired are heavy equipment operators (HEO).

**Training, Development & Capacity Building**  
Pelly completes formal/informal industry training on and off-site. Training may include HEO, equipment maintenance and industry-standard training. We provide experienced mentorship to take staff to the next career level.



# PROCON



PROCON

Contact

John McVey  
+1 604 296 3382  
jmcvey@procongroup.com  
[procongroup.com](http://procongroup.com)

Company Overview

Procon is one of Canada’s leading mining contractors. Known for our ability to develop and manage projects for clients in remote, harsh environments, our portfolio of work extends to underground projects in the precious metals, base metals, and soft rock industries across three continents. A significant portion of this work is performed in partnership with Indigenous businesses across Canada – with several of those partnerships in place for more than 20 years. Procon is proud to be recognized as the only mining contractor certified by the Canadian Council for Aboriginal Business (CCAB) as ‘Bronze’ under their Progressive Aboriginal Relations (PAR) program.

Service Provided in Tahltan Territory

We are working at Newcrest Mining’s Brucejack Mine, providing underground mine development, production mining, and underground construction and tunnelling services. Procon and TNDC have worked together through various forms of joint venture agreements for more than 20 years, on multiple projects within, or in proximity to, Tahltan Territory.

2023 Partnership Outlook

We will continue to focus on providing safe, productive and reliable underground mining services to Newcrest at their Brucejack Mine. We recently

renewed our contract and will work collaboratively on further extending the contract term. We are also seeking other opportunities within Tahltan Territory to provide underground mining and tunnelling services and further grow our partnership.

Tahltan Employment

Procon currently employs 18 Tahltan members in Haul Truck Operators, Miners and Mechanics positions. All job opportunities are posted to TCG’s OnTrack Job Board.

Training, Development & Capacity Building

Through Procon’s Miner Training Programs, Tahltan members have the opportunity to participate in a variety of training courses including Supervisor & Leadership, New Miner, Equipment, Hazard/ Risk, Emergency Response and Safety/Protection. We recently participated in the Tahltan-led Heavy Equipment Operator (HEO) Program with four employees trained as mentors. With support from Newcrest, Procon implemented an apprentice Mechanic Program at Brucejack and has successfully developed Tahltan members to become Red Seal certified. There are two Tahltan apprentice mechanics in the program. We have had success promoting from within, enabling entry-level haul truck operators to progress into miner roles.

# PROGRESSIVE VENTURES CONSTRUCTION



PROGRESSIVE  
VENTURES  
CONSTRUCTION

Contact

Amber Zanon  
+1 250 641 3998  
amber.zanon  
@pvlgroup.com  
[pvlgroup.com](http://pvlgroup.com)

Company Overview

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

Service Provided in Tahltan Territory

Progressive Ventures and the Tahltan Nation have built a relationship over the last decade that culminated in a formal collaboration agreement with

TNDC in early 2021. The informal working relationship with TNDC began in 2015, and we launched our joint venture in 2018. Together we’ve accomplished a lot, and we’re excited about a future marked by mutual respect and productive partnership.

Tahltan Employment

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

Training, Development & Capacity Building

We provide third-party training opportunities to our employees so they can be safe on the job site, and to build their skills so they can advance and grow in their careers.

# R.C. CRANE & CONSTRUCTION



R.C. CRANE &  
CONSTRUCTION LTD.

Contact

Joseph Chretien  
+1 867 335 4220  
office@rccraneyukon.com

Company Overview & Services Provided

R.C. Crane is a Whitehorse-based, family-run business that has served Yukon and Northern BC for over 20 years. We provide hoisting and rigging services to meet the vast needs of the northern industry. Our fleet ranges from folding and stiff boom pickers and truck mounts to all-terrain cranes ranging from 8 to 200 tonnes. We specialize in remote crane services and have the tools and expertise to work in the challenging climates of the north. We maintain strong professional relationships with contractors in many industries and have the capacity to provide not only crane services, but also to lead projects with carpentry, engineering, construction, and other trade involvement.

2023 Partnership Outlook

We are eager to grow connections with the Tahltan Nation and provide our services, collaborating on

work in the various mine sites within Tahltan Territory. Understanding how our services can best meet client needs, and collaborating on projects requiring our services is our goal for the partnership in 2023.

Training, Development & Capacity Building

R.C. Crane takes pride in its support of professional development. Employees are expected to identify annual goals and areas for professional growth, which are brought to management and an annual learning plan is created with specific strategies to meet the goals. Currently, we are supporting two employees in obtaining their Mobile Crane Operator Red Seal through apprenticeships and one employee in obtaining her Class 1 driver’s license and Hoisting and Rigging Certification. Management is expected to take part in professional development; this year focussing on conflict mitigation, and collaborative communication through formal education.

# REDPATH RAISEBORING



REDPATH  
RAISEBORING LTD.

Contact

Johan Davel  
+1 705 474 2461  
johan.davel@  
redpathmining.com  
[redpathraiseboring.com](http://redpathraiseboring.com)

Company Overview

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

Service Provided in Tahltan Territory

Redpath Raiseboring Limited (RRL) provides raise-boring services at the Newcrest Red Chris Mine.

2023 Partnership Outlook

Continuing on the contract we were awarded in 2022. The large-diameter vertical works, 5+ m diameter, which commenced in July 2022, are now complete, along with civil works on the foundation for the raisebore and the large-diameter vertical raise. Other services, such as pressure grouting the rock structure around the raise collar and shaft lining the vertical works, were subcontracted and have been completed. An additional large-diameter ventilation raise is scheduled to commence in July of 2023, with an estimated completion date of October 2023. This raise will be executed underground, in accordance with the planned mine ventilation design.

Training, Development & Capacity Building

The short duration of the project does not accommodate for development of staff and capacity at this time.



# SANDVIK MINING AND ROCK SOLUTIONS



SANDVIK MINING AND  
ROCK SOLUTIONS

Contact

Dany Gaudreault  
+1 819 856 1317  
dany.gaudreault  
@sandvik.com  
[rocktechnology.sandvik](https://rocktechnology.sandvik.com)

Company Overview

Our constantly evolving offering of equipment and tools, service and technical solutions for mining and rock excavation covers rock drilling, rock cutting, loading and hauling, tunnelling and quarrying. No matter the terrain, material or ground hardness, we'll ensure you're matched with the right solutions to maximize your productivity and profitability. As a world-leading mining equipment manufacturer, we are committed to improving your productivity and profitability. Sandvik Mining and Rock Solutions products and services provide maximum value in terms of performance, quality, safety, flexibility and total economy. Innovation and R&D drive our state-of-the-art solutions, which are all backed by application expertise:

a worldwide network offering on-site service, training and round-the-clock support. Our strength is in our customer relationships. We spend a lot of time with you in mines and quarries around the world, so we understand your never-ending push to increase productivity and cut costs.

Service Provided in Tahltan Territory

Sandvik supplies mining equipment and services for underground and surface operations in the Golden Triangle.

2023 Partnership Outlook

Sales are looking very good so far in 2023, exceeding \$8M. The TNDC-Sodexo partnership is not fully in place yet, but hopefully completed in 2023.

# SODEXO CANADA



SODEXO CANADA LTD.

Contact

Soledad Altamirano  
+1 604 362 2676  
soledad.altamirano  
@sodexo.com  
[ca.sodexo.com](https://ca.sodexo.com)

Company Overview

Sodexo Energy & Resources provides solutions to energy and resources clients in hydroelectricity projects, oil & gas field exploration, mining sites and construction of infrastructures camps. In remote operating areas, we work with Indigenous Community partners, who provide various services such as employee transportation, freight, laundry & linens, janitorial services, general equipment & temporary labour. Sodexo also provides Integrated Facility Management Services in various sectors such as healthcare, education, corporate services, government and sports/leisure environments.

Service Provided in Tahltan Territory

Food services, housekeeping services, janitorial services, health and safety, and retail services.

2023 Partnership Outlook

We look forward to working with the clients (Newcrest and Skeena Resources) to enhance the lodge experience of the workers.

Tahltan Employment

Entry-level and supervisory positions, which include housekeepers, general helpers, dish-washers, cooks, chefs, janitors, and housekeeping supervisory staff.

Training, Development & Capacity Building

Community input focus, Indigenous employee network, Indigenous hiring process, mentoring, training (building up skills through training and leadership development), and cultural training. "TOPS" (Training our people = success) is a learning kit with 60+ video training modules that help train frontline employees (designed for task and site-specific duties), including knowledge on the history of Indigenous people from a reconciliatory perspective.

# SUMMIT AVIATION GROUP



SUMMIT  
AVIATION GROUP

Contact

Matthew McElligott  
+1 604 219 4663  
matthew.mcelligott  
@flysummitair.com  
[flysummitair.com](https://flysummitair.com)

Company Overview

The Summit Aviation Group is comprised of two federally regulated independent companies: Summit Air and Summit Helicopters. The Group operates a combined fleet of over 35 aircraft. Summit Air specializes in the provision of charter passenger and cargo solutions, with a focus on fly-in/fly-out workforce and cargo solutions. Summit Helicopters, a western-Canadian-based sister company, specializes in the provision of aerial medevac and firefighting helicopter solutions as well as support for the mining and exploration industries.

Service Provided in Tahltan Territory

Charter fixed-wing and rotary-wing aviation services.

2023 Partnership Outlook

Summit Helicopters is currently contracted for the provision of rotary wing aviation services on the Snip Gold project.

# SUMMIT CAMPS



SUMMIT CAMPS

Contact

Dean Allen  
+1 250 847 2700  
dean@summitcamps.ca  
[summitcamps.ca](https://summitcamps.ca)

Company Overview

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

Service Provided in Tahltan Territory

Together Summit Camps and TNDC offer facilities management, camp catering, facilities maintenance, camp construction, camp structures and remediation.

2023 Partnership Outlook

KSM – Sulphurets Camp provide facilities management, catering and maintenance again for the 2023 season. KSM – Hodder Creek Camp continues to supply the camp, facilities management, catering and maintenance. Continued construction projects with Galore Creek Mining Corporation. Continued renovation projects with Tech Resources at the Schaft Creek Project.

Training, Development & Capacity Building

We have an on-the-job training program and offer opportunities for training and advancement.



# 05



## ENGAGING THE TAHLTAN NATION





TNDC Red Chris Construction team members.

5.1

# Supporting Our Communities



Above: TNDC Red Chris Construction team members.

Each year, we are honoured to put our time, resources and financial support behind local community groups and initiatives, including our own.

At the 2022 Tahltan Annual General Assembly/ TNDC Annual General Meeting, we spearheaded incredible door prize donations from TNDC and our Business Partners for attendees.

We also hosted the annual 2022 TNDC Community Christmas Party in December, and co-sponsored the 2023 Tahltan Night at Roundup. As well, we made financial contributions to the Dease Lake High School Graduation, Dease Lake Fishing Derby and several community hockey teams.



# Tahltan Night Roundup Gala

TNDC was delighted to co-sponsor, with TCG, our annual Tahltan Night at the January Association of Mineral Exploration (AME) Roundup in Vancouver. It was a memorable evening celebrating Tahltan culture and entertainment and connecting with many of our clients and business partners.

Carol Danielson, Chair of the TNDC Board was one of many speakers, which included the Tahltan Leadership and representatives from the BC and Yukon governments. Carol shared some of TNDC’s 2022 achievements and priorities for 2023.

**Top-Right:** TNDC Chair Carol Danielson chats with Tahltan Night reception guests.

**Middle-Right and Bottom- Opposite:** Guests at the Tahltan Night reception.

**Bottom-Right:** Nisga’a Lisims Government President Eva Clayton announces the Tahltan-Nisga’a Nations partnership at Tahltan Night.

**Top- Opposite:** TNDC Board Chair Carol Danielson addresses the audience at Tahltan Night.





# 2023 Tahltan Job Fair



TNDC was excited to participate in the TCG April 2023 Dease Lake Job Fair & Resource Forum. After a three-year pandemic hiatus, it was refreshing to connect with Tahltans face to face to share what a career with TNDC offers, including training and development.

Above: TNDC Dease Lake team attend the Tahltan Job Fair in Dease Lake this past spring, L-R: Duncan Olsen, Tony Kormendy, Chad McVicker.

# Community Engagement Sessions



TNDC held our first ever series of Community Engagement Sessions between April 16–21 in Dease Lake, Iskut, Telegraph Creek and Red Chris.

TNDC Board Chair Carol Danielson, joined by an HR representative, provided an update on what is happening at TNDC, as we strive to be a sustainable and responsible Indigenous-owned business, employer, and Partner of Choice. She highlighted the changes TNDC has been making across our operations over the past year and priorities in the year ahead.

Top-Left: TNDC Board Chair Carol Danielson provides an update to Tahltans at one of TNDC's Community Engagement sessions.

Top + Above: Tahltan members listen to the presentation at the TNDC Community Engagement sessions.



## 2022 Community Christmas Party

The 22nd Annual TNDC Community Christmas Party, held last December, was a smashing success. TNDC takes pride in hosting this party each year. What makes this event so special is the Christmas spirit of our partners and local organizations who donate gifts, contribute funds and volunteer time.

We were once again overwhelmed this year by the response and generosity. The event featured food, games, prizes and gifts (including TV's and game consoles), for the children, youth and adults who attended. Thanks to record business partner sponsorships, we were able to giveaway an epic trip to Hawaii for a family of four as well as a trip for two to anywhere in Canada (the winner Toronto/Niagara Falls).

This festive event brings excitement and happiness to children, youth and their families living in our remote communities. Community members were especially happy to gather for this cherished event, following a three-year hiatus due to the pandemic.



**Above:** One of the youngest Tahltans entranced by Santa at the 2022 TNDC Community Christmas Party.



**Above:** Tahltan member Teneal Note with one of the tiniest guests at the TNDC Community Christmas Party.





**TAHLTAN NATION  
DEVELOPMENT  
CORPORATION**

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

Telephone 250 771 54 82  
Toll Free 866 827 8532  
Fax Number 250 771 5454

[tndc.ca](http://tndc.ca)