



**TNDC**

**ANNUAL  
REPORT**

**FUELING THE  
ECONOMY OF  
NORTHWEST BC**

**TNDC**

**C-GWUG**

**20  
24**

# BUILDING TRUST, BUILDING FUTURES



## THE BUSINESS ARM OF THE TAHLTAN NATION

TNDC is owned by its shareholders – Iskut Band, Tahltan Band and Tahltan Central Government. A portion of TNDC's profit is returned to our shareholders in the form of a distribution for initiatives to benefit Tahltan members, while the remaining amount is retained for working capital and to be reinvested for future growth.

TNDC was founded in 1985 by visionary, progressive Tahltan leaders who wanted to ensure the Tahltan

Nation benefits from the economic activities and development occurring within Tahltan Territory and to provide employment, training and contracting opportunities to Tahltan members.

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

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A TNDCA Aviation Services employee greets a passenger boarding an aircraft.

# 01

# WE ARE TNDCA

# Chair's Message

For almost four decades, TNDC has played an integral role in the economic development of northwest BC. From its roots in residential construction TNDC's services and expertise have expanded into Heavy Civil Construction, Infrastructure, Mine Development, Transportation and other support services. We have garnered a reputation as a trusted partner to deliver safely on time, within budget, backed by commitment, quality and integrity.



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

During this time, the business environment we operate in has evolved and progressed. In 2022, we began a journey to future proof our business. TNDC has laid a robust foundation and introduced numerous initiatives to bolster our capabilities and cultivate the necessary talent for present and future requirements. Underpinning these efforts is our goal to be a Partner of Choice to industry and an Employer of Choice to employees, especially Tahltans.

I am incredibly pleased with the progress we have made in our journey, evidenced by numerous achievements across our business.

**Health & Safety:** enhancing our safety program and implementing training programs, culminating in achieving Certificate of Recognition (COR) from WorkSafeBC, reinforcing our commitment to protecting workers and maintaining a progressive safety culture, and enhancing our reputation.

**Operations:** completing a successful season as General Contractor on the Red Chris TIA, leading to an extension of the Master Service Agreement (MSA) under new operator Newmont and signing a new MSA with Skeena Resources for the Eskay Creek Revitalization Project for the 2024 season.

**Business Diversification:** adding fuel operations to our scope at the Dease Lake Airport, launching an aggregates division, expanding into renewable energy through a new partnership, and advancing the build and delivery of fibre optics communications in the region.

**Financial Accountability:** building robust financial controls, increasing financial transparency through the Finance, Audit and Risk Committee for the Board of Directors, supporting capital financing and shareholder reporting, and switching our fiscal year end to meet shareholder requirements.

**Governance & Fiscal Responsibility:** delivering governance and financial training to new board members and implementing a board-approved budget to support shareholder accountability.

**Training & Development:** bringing training and development of TNDC employees and Tahltan members to the forefront, through career pathing and training, the Tahltan HEO and Drivers training programs, TNDC Employee HEO Training Program and the TNDC Mobile HEO Training Centre.

**Board Recruitment:** developing a board recruitment strategy to proactively solicit qualified board members with the depth of experience needed to influence the strategic growth and development of TNDC, with recommendations to the Tahltan Leadership for consideration.

**Tahltan Community Engagement:** addressing the concerns of Tahltan Leadership and our Tahltan employees, introducing Facebook videos to share more information on initiatives, providing updates to Tahltan leadership, board and councils, and attending the Tahltan Business Forum to learn about the services offered by small business owners. →

These milestones underscore TNDC's commitment to continuous improvement, innovation and sustainable growth. I extend my gratitude and appreciation to our senior leadership team and our employees for their contributions, commitments and dedication to our company and our clients.

## THE PATH AHEAD

We will continue building upon our progress, growing our capabilities and equipping our business for today and the future. TNDC must demonstrate competitiveness, capability and qualifications to ensure we are the preferred partner for industry.

Our strategic diversification will ensure TNDC continues to play a leading role in the economic development of northwest BC. By adapting to the changing landscape of the industry and investing in our people and operations, we are positioning ourselves as a leader in the mining sector and a trusted partner for our clients.

Our journey of evolution and progress continues as we strive to uphold our reputation for excellence and drive towards a successful future for TNDC and the communities we serve, for current and future generations of Tahltans.

## HELP CHART TNDC'S FUTURE

TNDC seeks a diverse group of experienced Tahltan and Tahltan Associate leaders to join our Board of Directors to help TNDC advance its 3-year strategic plan.

We are looking for Tahltans and Tahltan Associates with experience in: board governance, accounting/finance, mining, legal, general business acumen, contracting, human resources and community understanding.

To learn more, visit [tndc.ca/bod](https://tndc.ca/bod)

**Below:** TNDC's Crow crew at our Red Chris project site.



# CEO's Message



**Todd den Engelsen**  
Chief Executive  
Officer

As I step into the role of CEO at TNDC, I am both honoured and excited to build on the solid foundation laid by my predecessors. I will guide our organization into a future marked by enhanced community engagement, sustained profitability and increased capacity.

## BUILDING ON A STRONG FOUNDATION

In 2022, TNDC embarked on a transformative journey with a roadmap aimed at long-term business sustainability. This strategic plan has been pivotal in aligning operations across all divisions, strengthening the management team, and making critical enhancements to our operational approach. We achieved significant milestones last year, including advancing our safety protocols to new heights, engaging with our workforce to improve their experience, and executing projects for our clients. We are only getting started.

## OUR COMMITMENT TO COMMUNITY AND PROFITABILITY

As we look ahead, we are committed to deepening our engagement with the Tahltan community, ensuring that our growth directly benefits those we serve. Our focus will be on understanding and addressing the priorities of our community. The opportunities we create must align with Tahltan values and traditions and meet long-term needs. Simultaneously, our approach to profitability will not merely focus on the bottom line but on creating sustainable value that supports our community's prosperity for generations to come.

## STRATEGIC PRIORITIES FOR A SUSTAINABLE FUTURE

To take TNDC to the next level, we will concentrate on three strategic areas:

- 1. Developing Capacity:** We will continue to invest in training and development, ensuring our team and community members are equipped to meet the challenges of today and tomorrow. Building on our successful training initiatives, such as the Heavy Equipment Operator Programs, Leadership Development and our Safety program, as well as providing mentorships for the Tahltan community to foster their career growth.

We will also continue to develop our expertise as a Heavy Civil Mining contractor that can operate anywhere. We will work with our customers and partners to better understand how we can deliver value and ensure success for all.

- 2. Stewarding Our Resources:** Our land is our largest yet silent stakeholder. We will continue to implement innovative practices to maximize efficiency and minimize our environmental footprint. This includes leveraging new technologies and processes that align with our commitment to the land and our people.

Our unique remote geographical position provides both challenges and opportunities. We are committed to maximizing the infrastructure development opportunities around us for the benefit of the shareholders while serving to develop the Golden Triangle as a Tier 1 mining location.

Financial oversight and governance will continue to be at the forefront for both our board and our executive team. This commitment will ensure the financial stability of TNDC and will provide benefits to its partners and shareholders.

- 3. Engaging with the Community:** Understanding the needs of the community is imperative. Honest conversations that balance our heritage, values, and the competitive landscape are necessary to create a future that will serve the community for the next seven generations and beyond. Our partnering approach includes connecting the needs of our clients, our business partners and our community to ensure long-term alignment and value creation.

## NAVIGATING CHALLENGES WITH RESILIENCE

We are mindful of the challenges ahead such as inflation, competition and infrastructure that face our industry. However, with a robust strategic plan, we are well prepared to manage these challenges effectively. Our focus will remain on developing capacity, stewarding our resources, and engaging with the community to ensure we deliver value to our shareholders, clients and partners.



### \*DID YOU KNOW?

S'on Bā'e means Northern Star – see the Tāttān Dictionary App, now available to download for iOS (Apple) and Android users on their respective app stores.

## A CALL TO ACTION

I invite you all to join me in this exciting next chapter of TNDC's story. Together, with our shared commitment and collaboration, we will ensure that the nation's company not only remains the S'on Bā'e (Northern Star)\* in the industry, but that the community grows with us as we fuel prosperity for the Tahltan Nation.

Thank you for your continued support and trust.

Mēduh.



We will work with our customers and partners to better understand how we can deliver value and ensure success for all. ”

# Board of Directors



**Carol Danielson**  
Chair

Carol Danielson is a passionate community focussed leader who has dedicated her life to working with people, families and youth and giving back to the Tahltan Nation. As a working chair, Carol contributes to TNDC’s operational activities. Now retired, Carol was previously the Dease Lake Community Director for the Tahltan Central Government. Prior to that, she worked

with the Tahltan Band as the Youth, Family and Community coordinator and with TNDC as an accounting manager and board assistant. During her working career, Carol was a member of the Canadian Rangers military service and patrol leader for the Junior Canadian Rangers of Dease Lake for many years.



**Kody Penner**  
Vice Chair

Kody is a mining professional with a diverse perspective in decision making and strategy, developed working on multiple sides of the mining industry in a diverse set of roles over many years. Kody is Lead, Business Planning in Copper Growth with Teck Resources.

Previously, he worked as a mining analyst with Agentis Capital, Employment Director for the Tahltan Central Government, and as an underground miner at the Brucejack mine. Kody holds a Bachelor of Commerce from UBC (Hons).



**Riannon Ball**  
Director

Riannon is a natural resources environmental sciences and management professional with extensive experience leading community engagement, conducting environmental studies and ensuring Indigenous knowledge is reflected in resource development projects. She is an Indigenous Relations Advisor with Stantec Ltd. Consulting. Previously, Riannon was Field Technician with

Tahltan Fisheries, Lands Manager with the Tahltan Central Government, and Environmental Technician with Galore Creek Mining Corporation. She holds a Bachelor of Arts within the Ecosystems and Science Management Program, major in Environmental Studies and minor in Geomorphology, from the University of Northern British Columbia.



**Dawn (DJ) Loverin**  
Director

With a career spanning more than 30 years, and a passion for mentoring the next generation, Dawn (DJ) Loverin is a Tahltan trail blazer. DJ works for Newmont at the Red Chris mine as a Heavy Equipment Operator. Previously, she worked for TNDC in various roles, including contracted

to Newcrest Mining (former operator of the Red Chris Mine) as a NewSafe Coach, and Shift Boss on TNDC’s Tailings Impoundment Area project team. DJ was TNDC’s first female Construction Supervisor and her early career as an Equipment Operator has pioneered a path for future female operators.



**Brandon Marion**  
Director

Brandon Marion has extensive environmental knowledge working on resource projects in Tahltan Territory. He has been an Environmental Lead with Coast Mountain on the Northwest Hydro Projects since 2013, responsible for managing environmental planning and regulatory projects.

Previously Brandon worked with Rescan Tahltan Environmental Consultants (a TNDC partnership with ERM) as Environmental Technician and Galore Creek Mining Corporation as Environmental Monitor. He holds several environmental certifications through the University of Victoria.



**Teneal Nole**  
Director

Teneal Nole is a results driven change maker specialized in the management of Indigenous housing. Throughout her 25 year career, Teneal has worked in various capacities with all four Tahltan entities – Iskut Band, Tahltan Band, Tahltan Central Government (TCG) and Tahltan Nation Development Corporation (TNDC).

Teneal is Housing Manager for the Iskut Band, managing the housing program, and previously held the same role with the Tahltan Band. She holds a Master of Business Administration from Simon Fraser University and is completing a Human Resources Certificate through British Columbia Institute of Technology.



**Edward Van Mierlo**  
Director

Edward Van Mierlo is a general manager and camp services management professional with a career spanning 30 years. He is Economic Development Manager with the Tahltan Band. Previously Edward was General Manager of the Dease Lake Super A grocery store, 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. Edward holds a number of certificates and designations, including Computerized Business Administration and professional food services.

# Senior Leadership Team



**Todd den Engelsen**  
Chief Executive Officer

Todd den Engelsen is a seasoned executive leader across operations, sales, marketing, human resources and safety in diverse public, private and unionized organizations, from heavy civil construction, mine development, and oil and gas to industrial health, safety and environment to health. Previously, Todd was Director, Corporate Services with Morgan Group of Companies, held

President of Sales and Operations roles with industrial HSE services companies, and was Vice President, Organizational Development with a publicly traded oil and gas service company. He holds a Master of Business Administration – Executive Management from Royal Roads University, and the designation of Fellowship – as a Certified Human Resources Professional.



**Rob McPhee**  
VP Partnerships and Growth

Rob McPhee is an accomplished Indigenous economist and a member of the Tahltan Nation. Since 2009, he has negotiated agreements on behalf of First Nations clients that set the standards in socio-cultural strategy, impact benefits, environmental oversight, and co-management of major resource projects.

His career experience includes working for the Province of British Columbia as a Director of Research and Senior Economist and teaching Economics at Camosun College. Rob holds an Undergraduate Degree in Economics from Queen’s University and a Master of Economics from the University of Victoria.



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

Anna-May St. Amand 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. Prior to TNDC, Anna-May held financial management and leadership positions, including Executive Director with the Government of Northwest Territories,

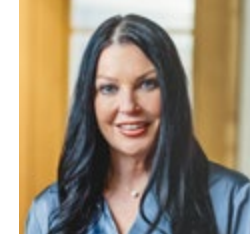
Chief Financial Officer with Det’on Cho Management LP, and Controller and Financial Planning Manager with Northwest Territories Housing Corporation. Anna-May is a Chartered Professional Accountant, Chartered Accountant and Certified Fraud Examiner. She holds a Bachelor of Business Administration and Master of Business Administration.



**Bruce Gordichuk**  
President Construction

Bruce Gordichuk is a senior executive leader with 30 years of experience in the construction space across industries, leading business units and divisions, integrating business administration, construction management and industrial trade experience. He has served as TNDC’s Vice President Construction and Interim CEO. Previously, Bruce was Senior Vice President of Industrial with Carlson Construction Group,

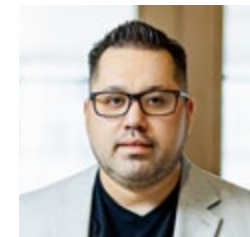
President of Quinn Contracting Group of Companies, and Chief Operating Officer of Pacer Promec Energy Corporation. He holds an Advanced Graduate Degree – Business Administration and Master of Business Administration, Commercial & Contract Manager Advanced Practitioner Certification, and Institute of Corporate Directors Director designation.



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

Colleen Cashin is a human resource executive experienced in full cycle recruitment and retention, performance management, skills development, labour relations, regulatory compliance and disability claims management, with construction, energy and crown corporations, Indigenous governments and communities. Prior to TNDC, Colleen was a labour relations specialist with BBE Hydro

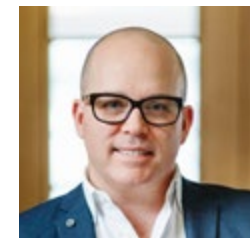
Constructors at the Keeyask Generation Project and spent a decade in claims management. Colleen holds a Certificate in Human Resources and Labour Relations from Athabasca University, National Construction Safety Officer designation from Alberta Construction Safety Association, certification from the Disability Management Institute, and several certificates from Indigenous Awareness Canada.



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

Calvin Carlick is a highly driven and results focussed 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. Prior to TNDC, Calvin was Chief Administrative Officer with Tahltan Central Government, and

Economic Development Officer for Kitselas First Nation and Iskut Band. Calvin holds a Master of Business Administration – Executive Management and Bachelor of Commerce – Entrepreneurial Management, both from Royal Roads University.



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

Nick Naugle is a Health, Safety and Environment (HSE) professional with extensive management experience in the construction space across the industrial, civil works and oil sectors. Prior to 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.

In addition to several workplace safety certificates, Nick holds a Construction Safety Supervisor Certificate from the Nova Scotia Construction Safety Association and is working towards a Certificate in Occupational Health and Safety.



**Jamie Gleason**  
Senior Advisor

Jamie Gleason is a Certified Civil Engineering Technologist and holds a Certificate in Business Administration. As President of CMS Construction Management Services, Jamie has been providing project and construction management and quality control services for civil, environmental and building projects for more than 30 years.

Jamie has been serving as an Advisor to TNDC since 2022. He served on the Tahltan Nation Development Corporation (TNDC) Board of Directors from 2014 to 2022, held Vice Chair and Chair positions and served as TNDC’s Managing Director from 2021–2022.

# 02

Tahltan HEO Training Program onsite in the TNDC Mobile Training Centre.

# OUR CELEBRATING SUCCESS





# 2023/2024 ACHIEVEMENTS



## Safety Commitment

- Achieved Certificate of Recognition (COR) certification from WorkSafe BC, reinforcing our commitment to protecting workers and maintaining a progressive safety culture.
- Conducted over 90 verification of competency assessments and carried out 170 standard operating procedure reviews during the first quarter of 2024.
- Implemented innovative safety training programs, including the Green Hand, Gold Hand Program, to improve safety in our workplace.



## Employee Engagement

- Recognized 131 employees for their commitment and dedication to our company and clients in the inaugural year of the TNDC Employee Rewards and Recognition Program.



## Operational Excellence

- Completed a successful first season as General Contractor on the 2023 Red Chris TIA Dam Raise project, setting unprecedented standards in safety, productivity and efficiency.
- Secured an extension of the Master Service Agreements (MSA) with Newmont at Red Chris and a new MSA with Skeena Resources for the Eskay Creek Revitalization Project for the 2024 season, demonstrating our strategic foresight and operational excellence.
- Assumed fuel operations at the Dease Lake Airport, serving medical evacuations, Red Chris mine crew changes, firefighting and private aircraft flights.
- Launched the TNDC Aggregates Division, supporting both self-performance and client needs, and secured standing orders for aggregates for the 2024 season.



## Training & Development

- Wrapped a successful Year 2 of our groundbreaking Tahltan HEO Program, boasting 100% female participation, helping breakdown employment barriers and empowering Tahltan women in the workforce.
- Announced a \$600,000 grant from TD Bank to cover years 2 and 3 of the Tahltan HEO Training Program, to increase the impact on skills capacity building of Tahltan members.
- Expanded the Drivers Training Program to cover commercial licenses up to class 1, through new funding from the BC Government and industry partners, supporting access to employment in critical industries in the region.
- Launched a TNDC Employee HEO Training Program, supporting the growth and development of our employees.
- Introduced the TNDC Mobile Training Centre, an innovative training facility equipped with cutting-edge simulators designed to provide comprehensive heavy equipment training, in collaboration with Finning Canada.
- Facilitated the advancement of three Tahltan members into Foreman roles, through career pathing, demonstrating our commitment to growth from within.



## Partnerships

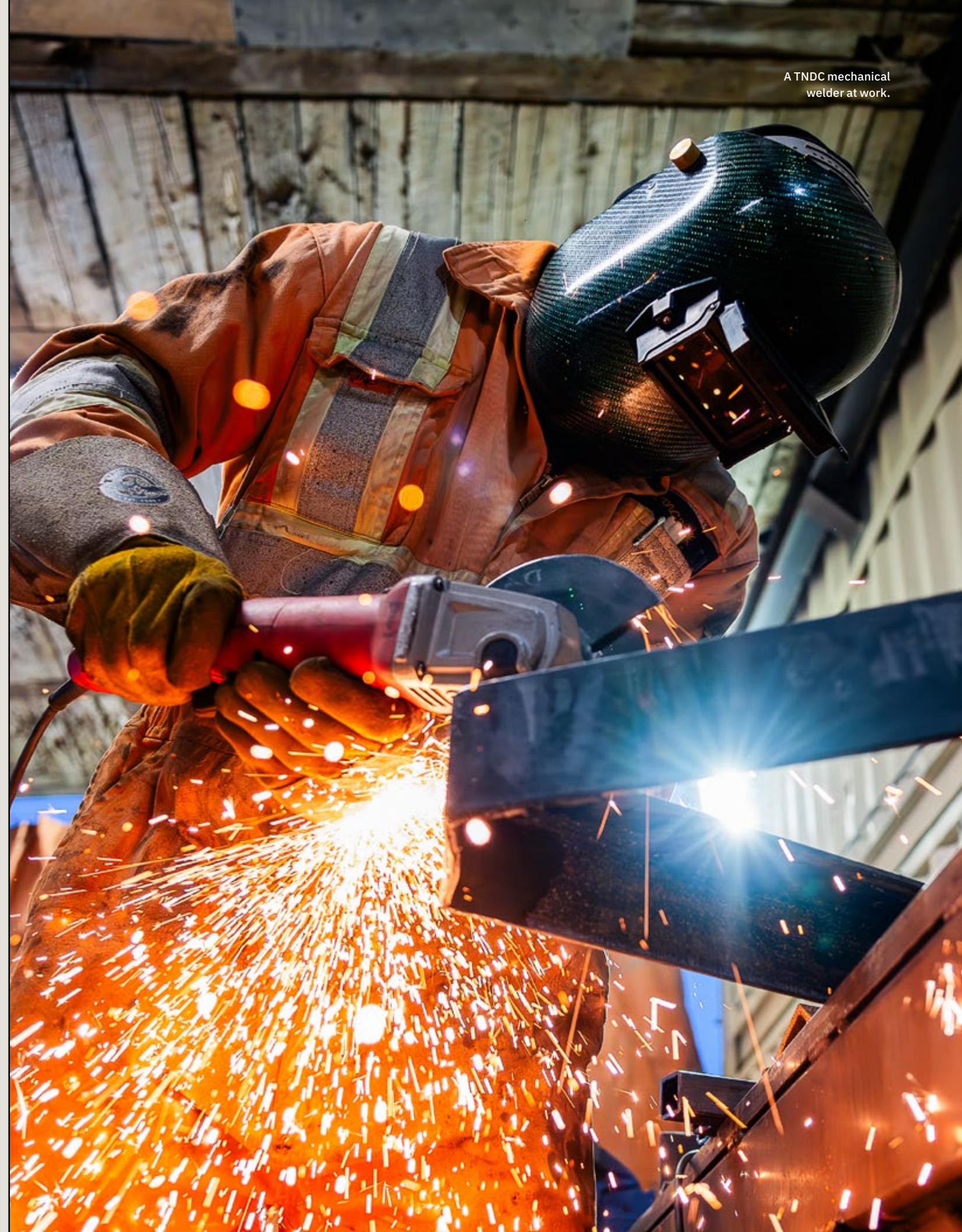
- Yielded \$10.5 million in partnership revenue, underpinning our role as a cornerstone of economic vitality in the region.
- Achieved our partnership Tahltan employment commitment to the community, peaking at 82 Tahltan members during the 2023 summer season and 54 in winter.
- Completed construction – with our partner CityWest – of the fibre optic network backbone build and began providing high-speed connectivity to industrial clients and initial anchor tenants in Iskut and Dease Lake.
- Expanded our partnership with Central Mountain Air through the joint branding of an aircraft and addition of new planes to their fleet.
- Announced a strategic partnership with Solvest, a leading provider of renewable energy solutions, aimed at advancing sustainable and clean energy initiatives in Tahltan Territory.
- Completed a successful first year of operations for the Treaty Creek LP, generating more than \$1 million in revenue and seed funding contributions.

# 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 into the fabric of Canadian business and industry sectors.



A TNDC mechanical welder at work.



# TNDC in the Media

January 2023–April 2024



Above: TNDC equipment at work on our Red Chris TIA project site.

CFNR Network  
By Jeff Blagden – January 9, 2023

## TNDC Promotes Colleen Cashin to New Role as VP of People and Corporate Culture

An instrumental member of TNDC’s human resources team is taking on an elevated role. Colleen Cashin, who has served as the TNDC’s HR Director since 2021, has been promoted to VP of People and Corporate Culture.

[cfnr.ca/2023/01/09/tndc-promotes-colleen-cashin-to-new-role-as-vp-of-people-and-culture](https://cfnr.ca/2023/01/09/tndc-promotes-colleen-cashin-to-new-role-as-vp-of-people-and-culture)

Canadian Mining Journal  
By Moosa Imran – January 25, 2023

## Co-Operation Key to Tahltan Nation’s Heavy Equipment Training

TNDC and Tahltan Central Government (TCG) have partnered with the Government of British Columbia and several industry partners, to create a pilot Tahltan Nation Heavy Equipment Operator (HEO) training program.

[canadianminingjournal.com/news/co-operation-key-to-tahltan-nations-heavy-equipment-training](https://canadianminingjournal.com/news/co-operation-key-to-tahltan-nations-heavy-equipment-training)

CFNR Network  
By Jeff Blagden – January 25, 2023

## New Program Will Help Tahltan Members Train to Become Heavy Equipment Operators, with a Focus on Their Territory

A new partnership will help train Tahltan members interested in becoming heavy equipment operators, with a focus on their territory.

[cfnr.ca/2023/01/25/new-program-will-help-tahltan-members-train-to-become-heavy-equipment-operators-with-a-focus-on-their-territory](https://cfnr.ca/2023/01/25/new-program-will-help-tahltan-members-train-to-become-heavy-equipment-operators-with-a-focus-on-their-territory)

Mining.com  
By Amanda Stutt – January 26, 2023

## British Columbia First Nations Forge Partnership to Participate in Seabridge Gold’s KSM Project

Tahltan Nation and Nisga’a Nation announced Thursday that they have joined together in a new partnership that brings new life to a historic and centuries-old Peace Treaty, through the Treaty Creek Limited Partnership.

[mining.com/british-columbia-first-nations-forge-partnership-to-participate-in-seabridge-golds-ksm-project](https://mining.com/british-columbia-first-nations-forge-partnership-to-participate-in-seabridge-golds-ksm-project)

Business In Vancouver  
By Nelson Bennett – January 27, 2023

## Tahltan-Nisga’a Partner up on KSM Mine Project

The Tahltan First Nation and Nisga’a Nation are partnering up on a new venture designed to capitalize on job and contract opportunities with the KSM gold-copper mine project in northwestern B.C.

[biv.com/article/2023/01/tahltan-nisga-partner-ksm-mine-project](https://biv.com/article/2023/01/tahltan-nisga-partner-ksm-mine-project)

CFNR Network  
By Jeff Blagden – January 27, 2023

## Tahltan and Nisga’a Nations Sign New Partnership to Optimize Participation in KSM Mine Project, Re-Affirming Long-Standing Alliances

A new partnership between the Tahltan and Nisga’a Nations will optimize their participation in the development of Seabridge Gold’s KSM project.

[cfnr.ca/2023/01/27/tahltan-and-nisga-nations-sign-new-partnership-to-optimize-participation-in-ksm-mine-project-re-affirming-long-standing-alliances](https://cfnr.ca/2023/01/27/tahltan-and-nisga-nations-sign-new-partnership-to-optimize-participation-in-ksm-mine-project-re-affirming-long-standing-alliances)



Above: A model of the KSM mine shows the three deposits to be mined, from left to right: Kerr, Sulphuretes, and Mitchell – Nelson Bennett, BIV.

CIM Magazine Weekly Mining News Recap  
By Ashley Fish-Robertson – January 27, 2023

### A Partnership Between Two Nations

The HEO program is being spearheaded by TNDC and the announcement is followed by an emerging partnership between the province's Tahltan Nation and Nisga'a Nation.

[magazine.cim.org/en/news/2023/weekly-mining-news-recap-jan-27-2023](https://magazine.cim.org/en/news/2023/weekly-mining-news-recap-jan-27-2023)

Global Mining Review  
By Will Owen – January 31, 2023

### Tahltan Nation and Nisga'a Nation Announce New Seabridge KSM Project Partnership

Tahltan Nation and Nisga'a Nation have joined together in a new partnership, the Treaty Creek Limited Partnership, bringing new life to a historic and centuries-old Peace Treaty.

[globalminingreview.com/mining/31012023/tahltan-nation-and-nisga-a-nation-announce-new-seabridge-ksm-project-partnership](https://globalminingreview.com/mining/31012023/tahltan-nation-and-nisga-a-nation-announce-new-seabridge-ksm-project-partnership)

North of 60 Mining News  
By Shane Lasley – February 3, 2023

### B.C. First Nations Forge Mining Alliances

Tahltan, Nisga'a form partnership to be industry leaders in mining, exploration; elevate Northern BC ESG opportunities.

[miningnewsnorth.com/story/2023/02/03/in-depth/bc-first-nations-forge-mining-alliances/7793.html](https://miningnewsnorth.com/story/2023/02/03/in-depth/bc-first-nations-forge-mining-alliances/7793.html)

Vanderhoof Omineca Express/Black Press Media  
By Alex Antrobus – February 9, 2023

### Nisga'a and Tahltan First Nations Partner on Gold Mining Project with Seabridge Gold

The Nisga'a and Tahltan First Nations have announced the Treaty Creek Limited Partnership, which aims to optimize their participation and economic benefits from the KSM mining project.

[ominecaexpress.com/news/nisga-a-and-tahltan-first-nations-partner-on-gold-mining-project-with-seabridge-gold](https://ominecaexpress.com/news/nisga-a-and-tahltan-first-nations-partner-on-gold-mining-project-with-seabridge-gold)

Terrace Standard/Black Press Media  
By Alex Antrobus – February 15, 2023

### Heavy Equipment Operators Program Coming to Tahltan First Nation

TNDC is partnering with the Tahltan Central Government, a number of industry partners, and the Province of B.C. to establish a HEO program for Tahltan.

[terracestandard.com/newsheavy-equipment-training-program-coming-to-tahltan-first-nation](https://terracestandard.com/newsheavy-equipment-training-program-coming-to-tahltan-first-nation)

International Mining  
By Daniel Gleason – April 17, 2023

### Barmenco Wins a \$90 Million Contract Extension at Newcrest's Red Chris Mine

They are very pleased to be on-site at Red Chris for at least the next year, developing very strong relationships with the local communities.

[im-mining.com/2023/04/17/barmenco-wins-a90-million-contract-extension-at-newcrests-red-chris-mine](https://im-mining.com/2023/04/17/barmenco-wins-a90-million-contract-extension-at-newcrests-red-chris-mine)

Terrace Standard/Black Press Media  
April 26, 2023

### TNDC Launches Refreshed Brand

TNDC announced a re-brand as it expands its services into to heavy construction, earthworks, camp services, air support, aviation, forestry, transportation, and fibre-optics services.

[ominecaexpress.com/news/tahltan-nation-development-corporation-launches-refreshed-brand](https://ominecaexpress.com/news/tahltan-nation-development-corporation-launches-refreshed-brand)



CFNR Network  
By Jeff Blagden – May 24, 2023

### TNDC Excited to Kick Off New Work Season at Red Chris With New Responsibilities

This year's work will see the TNDC take over as General Contractor for the project's Tailing's Impact Area Dam Expansion Program.

[cfnr.ca/2023/05/24/tahltan-nation-development-corporation-excited-to-kick-off-new-work-season-at-red-chris-with-new-responsibilities](https://cfnr.ca/2023/05/24/tahltan-nation-development-corporation-excited-to-kick-off-new-work-season-at-red-chris-with-new-responsibilities)

**Above:** The re-branding initiative involves revised abstract crow and wolf symbols of the brand.

**Middle:** A Heavy Equipment Operator on TNDC's Construction crew at Red Chris.

**Bottom:** An Aviation Service employee marshalling an aircraft at the Dease Lake Airport.

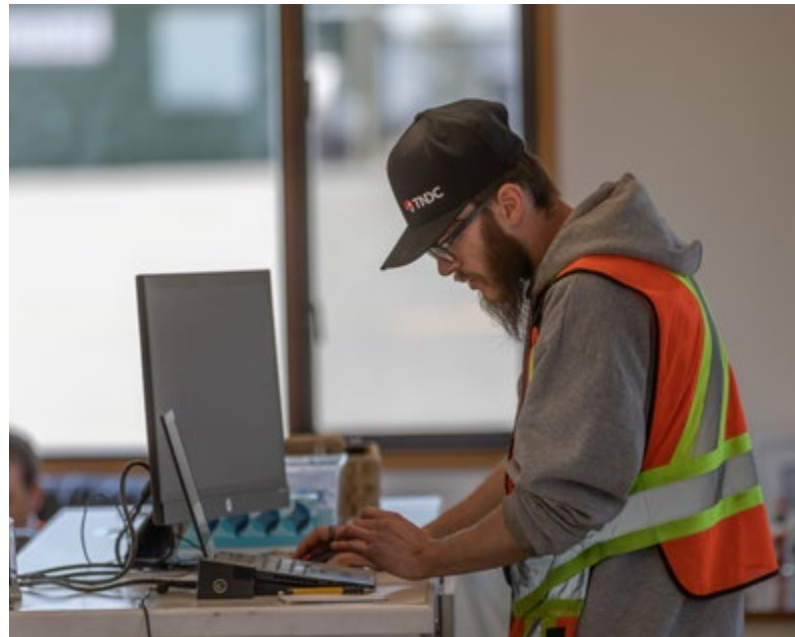
CFNR Network  
By Jeff Blagden – June 16, 2023

### Central Mountain Air Signs Five Year Deal to Provide Chartered Flights for Crews at Red Chris Thanks to TNDC Partnership

Central Mountain Air will be providing flights for crews at Red Chris for at least the next 5 years, after signing a new deal with Newcrest Mining.

[cfnr.ca/2023/06/15/central-mountain-air-signs-five-year-deal-to-provide-chartered-flights-for-crews-at-red-chris-thanks-to-tndc-partnership](https://cfnr.ca/2023/06/15/central-mountain-air-signs-five-year-deal-to-provide-chartered-flights-for-crews-at-red-chris-thanks-to-tndc-partnership)





**Above:** An Aviation Service team member at work in the terminal.

**Middle:** An Aviation Service employee gives clearance to an aircraft at the Dease Lake Airport.

Black Press Media  
June 16, 2023

### TNDC, Central Mountain Air Renew Flight Agreement for Red Chris Mine Crews

The agreement enhances full transportation solution for mining sector in northwest B.C.

[interior-news.com/news/tndc-central-mountain-air-renew-air-transport-agreement-for-red-chris-mine-crews](https://interior-news.com/news/tndc-central-mountain-air-renew-air-transport-agreement-for-red-chris-mine-crews)

Canadian Mining Journal  
June 21, 2023

### Tahltan Nation, Partner Provide Charter Service for Red Chris Mine

TNDC and its partner Central Mountain Air have secured a new five year-agreement with Newcrest Mining to provide air transportation for the Red Chris mine crews.

[canadianminingjournal.com/news/tahtlan-nation-partner-provide-charter-service-for-red-chris-mine](https://canadianminingjournal.com/news/tahtlan-nation-partner-provide-charter-service-for-red-chris-mine)



Canadian Mining Journal  
August 3, 2023

### Collaboration is Key to Tahltan and Nisga'a Success

The bedrock of any thriving venture is rooted in collective achievement, which is a sentiment that resonates strongly within our First Nations communities.

[canadianminingmagazine.com/collaboration-is-key-to-tahltan-and-nisga-success](https://canadianminingmagazine.com/collaboration-is-key-to-tahltan-and-nisga-success)

CFNR Network  
By Morgyn Budden – August 30, 2023

### TNDC Takes Over Fuel Operations at Dease Lake Airport

TNDC announced today that they will be taking over fuel operations at the airport, serving up to 25 aircrafts weekly.

[cfnrm.ca/2023/08/30/tahtlan-nation-development-corporation-takes-over-fuel-operations-at-dease-lake-airport](https://cfnrm.ca/2023/08/30/tahtlan-nation-development-corporation-takes-over-fuel-operations-at-dease-lake-airport)

**Below:** On the job training of Tahltan mechanical talent at our Dease Lake Shop.



**Right:** Trainers and participants in the Tahltan HEO Training Program at Red Chris.

**Below:** Rob McPhee (L) president of Castlemain, and Paul Gruner, (former) CEO of the Tahltan Nation Development Corporation – Nelson Bennett

North of 60 Mining News  
By A.J. Roan – October 11, 2023

### Tahltan Celebrates Heavy Equipment Operators Program Success

TNDC has received funding to support a second year of the groundbreaking Tahltan HEO program.

[miningnewsnorth.com/story/2023/10/13/news/tahltan-celebrates-heo-program-success/8161.html](https://miningnewsnorth.com/story/2023/10/13/news/tahltan-celebrates-heo-program-success/8161.html)



Business in Vancouver  
By Nelson Bennett – October 12, 2023

### Big Challenges Ahead for B.C. in Energy Transition

TNDC, which last year became a member of the BCBC, has leveraged resource industries, especially mining, to develop a range of business, from airport management to construction.

[biv.com/news/economy-law-politics/big-challenges-ahead-bc-energy-transition-8273774](https://biv.com/news/economy-law-politics/big-challenges-ahead-bc-energy-transition-8273774)



**Right:** The graduating class of the inaugural year of the Tahltan HEO Training Program.

Construction Connect Canada  
October 17, 2023

### TNDC Gets Funding From B.C. Government for Heavy Equipment Operators Program

The funding will come from the Ministry of Post-Secondary Education and Future Skills – Indigenous Skills Training and Education Program.

[canada.constructconnect.com/joc/news/government/2023/10/tndc-gets-funding-from-b-c-government-for-heo-program](https://canada.constructconnect.com/joc/news/government/2023/10/tndc-gets-funding-from-b-c-government-for-heo-program)



North of 60 Mining News  
By Shane Lasley – October 17, 2023

### TNDC Installing Solar at Schaft Creek

TNDC has partnered with Solvest to develop renewable solar power solutions that reduce diesel consumption and carbon emissions within the traditional territory of the Tahltan First Nation.

[miningnewsnorth.com/story/2023/10/20/news/tndc-installing-solar-at-schaft-creek/8167.html](https://miningnewsnorth.com/story/2023/10/20/news/tndc-installing-solar-at-schaft-creek/8167.html)

North American Clean Energy  
October 17, 2023

### TNDC and Solvest Partner to Offer Renewable Energy Solutions in Tahltan Territory

TNDC and Solvest, a leading provider of renewable energy solutions, are pleased to announce their strategic partnership and their first power project installation will be at the Schaft Creek Project.

[nacleanenergy.com/solar/tndc-and-solvest-partner-to-offer-renewable-energy-solutions-in-tahltan-territory](https://nacleanenergy.com/solar/tndc-and-solvest-partner-to-offer-renewable-energy-solutions-in-tahltan-territory)

EnergyPortal.eu  
By Howard Rhodes – October 17, 2023

### TNDC and Solvest Partner for Sustainable Energy Initiatives

TNDC and Solvest's strategic partnership first joint project will be the installation of a solar array at the Schaft Creek Copper-Gold-Molybdenum-Silver Project in northwest British Columbia.

[energyportal.eu/news/tndc-and-solvest-partner-to-offer-renewable-energy-solutions-in-tahltan-territory/366025](https://energyportal.eu/news/tndc-and-solvest-partner-to-offer-renewable-energy-solutions-in-tahltan-territory/366025)

Renewables Now  
October 18, 2023

### Solvest, Tahltan Nation Team up for Solar, Storage Projects in Canada

TNDC will partner with Solvest to develop solar power solutions aimed at cutting diesel consumption and carbon emissions in the Tahltan Territory.

[renewablesnow.com/news/solvest-tahltan-nation-team-up-for-solar-storage-projects-in-canada-837079](https://renewablesnow.com/news/solvest-tahltan-nation-team-up-for-solar-storage-projects-in-canada-837079)



CFNR Network  
By Jeff Blagden – October 18, 2023

### New Partnership Will Allow TNDC to Lease Out Solar Power Assets to Industry Projects

A new partnership aims to reduce diesel fuel consumption and carbon emissions on Tahltan Territory using an innovative new approach.

[cfnrm.ca/2023/10/18/new-partnership-will-allow-tahltan-nation-development-corporation-to-lease-out-solar-power-assets-to-industry-projects](https://cfnrm.ca/2023/10/18/new-partnership-will-allow-tahltan-nation-development-corporation-to-lease-out-solar-power-assets-to-industry-projects)

**Below:** Solvest Old Crow Solar Array for the Vuntut Gwitchin in Old Crow, Yukon.

Journal of Commerce  
DCN-JOC News Services – October 17, 2023

### TNDC gets funding from B.C. government for HEO program

The Tahltan Nation Development Corporation (TNDC) has received funding to support the second year of the Tahltan Heavy Equipment Operator (HEO) program.

[canada.constructconnect.com/joc/news/government/2023/10/tndc-gets-funding-from-b-c-government-for-heo-program](https://canada.constructconnect.com/joc/news/government/2023/10/tndc-gets-funding-from-b-c-government-for-heo-program)



Business Examiner  
January 9, 2024

### TNDC Awarded Certificate of Recognition

Tahltan Nation Development Corporation (TNDC) announced it has been awarded a Certificate of Recognition (COR) from WorkSafeBC, reinforcing its commitment to protecting workers and maintaining a progressive safety culture.

[businessexaminer.ca/thompson-okanagan-articles/item/tndc-awarded-certificate-of-recognition](https://businessexaminer.ca/thompson-okanagan-articles/item/tndc-awarded-certificate-of-recognition)

Journal of Commerce  
DCN-JOC News Services – January 11, 2024

### WorkSafeBC awards Certificate of Recognition to TNDC

British Columbia safety regulator WorkSafeBC has awarded a Certificate of Recognition (COR) to Tahltan Nation Development Corporation (TNDC) in the province's northern interior.

[canada.constructconnect.com/joc/news/ohs/2024/01/worksafebc-awards-certificate-of-recognition-to-tndc](https://canada.constructconnect.com/joc/news/ohs/2024/01/worksafebc-awards-certificate-of-recognition-to-tndc)

North of 60 Mining News  
By Shane Lasley – January 17, 2024

### TD Bank supports Tahltan mine training

Awards C\$600,000 grant for TNDC's heavy equipment operator program that trains Tahltan residents for jobs in Northern BC.

[miningnewsnorth.com/story/2024/01/19/news/td-bank-supports-tahltan-mine-training/8355.html](https://miningnewsnorth.com/story/2024/01/19/news/td-bank-supports-tahltan-mine-training/8355.html)

Business Examiner  
January 17, 2024

### Major Grant For Heavy Equipment Operators

TD Bank Group has announced a \$600,000 grant towards the Heavy Equipment Operator Program of the Tahltan Nation Development Corporation.

[businessexaminer.ca/peace-cariboo-skeena-articles/item/major-grant-for-heavy-equipment-operators](https://businessexaminer.ca/peace-cariboo-skeena-articles/item/major-grant-for-heavy-equipment-operators)



North of 60 Mining News  
By Shane Lasley – January 18, 2024

### Golden Triangle of Northern BC ESG mining

“On behalf of both the Nisga'a Nation and the Tahltan Nation, I would like to acknowledge Seabridge for their support and encouragement for the creation of our Treaty Creek Limited Partnership, and their willingness to actively engage and work with our partnership on their KSM project, the world 's largest undeveloped gold project,” said TNDC Chair Carol Danielson.

[miningnewsnorth.com/story/2024/01/18/mining-explorers-2023/golden-triangle-of-northern-bc-esg-mining/8332.html](https://miningnewsnorth.com/story/2024/01/18/mining-explorers-2023/golden-triangle-of-northern-bc-esg-mining/8332.html)



Journal of Commerce  
DCN-JOC News Services – January 19, 2024

### TNDC's Heavy Equipment Operator program receives \$600,000 grant

The Tahltan Nation Development Corporation (TNDC) in British Columbia's northern interior has announced its Heavy Equipment Operator (HEO) program has received a \$600,000 grant from TD Bank Group.

[canada.constructconnect.com/joc/news/labour/2024/01/tndcs-heavy-equipment-operator-program-receives-600000-grant](https://canada.constructconnect.com/joc/news/labour/2024/01/tndcs-heavy-equipment-operator-program-receives-600000-grant)



Council Of Construction Associations  
January 22, 2024

### WorkSafeBC awards Certificate of Recognition to TNDC

British Columbia safety regulator WorkSafeBC has awarded a Certificate of Recognition (COR) to Tahltan Nation Development Corporation (TNDC) in the province's northern interior.

[cocabc.ca/worksafebc-awards-certificate-of-recognition-to-tndc](https://cocabc.ca/worksafebc-awards-certificate-of-recognition-to-tndc)

Above: A haul truck at Newmont's Red Chris copper-gold mine in the traditional territory of the Tahltan Nation of Northern BC. – Newcrest Mining Ltd.

Left: COR Certificate received by TNDC. Read the Health, Safety & Environment report on pages 37–38 to learn more.

**Below:** Finning and TNDC showcase their new training simulators at AME Roundup in Vancouver. – Finning

**Right:** The Hon. Josie Osborne, Minister of Energy, Mines and Low Carbon Innovation, with TNDC's management team, checked out the TNDC Mobile Training Centre at Roundup.



Journal of Commerce  
DCN-JOC News Services – January 24, 2024

### TNDC names Todd den Engelsen as new CEO

The Tahltan Nation Development Corporation (TNDC) announced its board of directors has appointed Todd den Engelsen as its new CEO.

[canada.constructconnect.com/joc/news/economic/2024/01/tndc-names-todd-den-engelsen-as-new-ceo](https://canada.constructconnect.com/joc/news/economic/2024/01/tndc-names-todd-den-engelsen-as-new-ceo)

Site News  
January 24, 2024

### Tahltan Nation invests in mobile heavy equipment training tech

The project is a partnership between Tahltan Nation Development Corporation and Finning Canada.

[readsitenews.com/tahltan-nation-invests-in-mobile-heavy-equipment-training-tech](https://readsitenews.com/tahltan-nation-invests-in-mobile-heavy-equipment-training-tech)



Lavriion Mining News  
By Amanda Stutt – January 24, 2024

### Tahltan Nation Development Corporation, Finning Canada unveil Mobile Training Centre

At the AME Roundup conference in Vancouver on Wednesday, the Tahltan Nation Development Corporation (TNDC) and Finning Canada launched the TNDC Mobile Training Centre. The facility is equipped with simulators designed to provide comprehensive heavy equipment operator (HEO) training. TNDC, an Indigenous-owned development corporation, said it unveiled the centre to empower individuals with the skills needed for success.

[lavriionminingnews.wpcomstaging.com/2024/01/24/ame-tahltan-nation-development-corporation-finning-canada-unveil-mobile-training-centreamanda-stutt](https://lavriionminingnews.wpcomstaging.com/2024/01/24/ame-tahltan-nation-development-corporation-finning-canada-unveil-mobile-training-centreamanda-stutt)

Mining.com  
January 24, 2024

### AME: Tahltan Nation Development Corporation, Finning Canada unveil Mobile Training Centre

At the AME Roundup conference in Vancouver on Wednesday, the Tahltan Nation Development Corporation (TNDC) and Finning Canada launched the TNDC Mobile Training Centre.

[mining.com/ame-tahltan-nation-development-corporation-finning-canada-unveil-mobile-training-centre](https://mining.com/ame-tahltan-nation-development-corporation-finning-canada-unveil-mobile-training-centre)

North of 60 Mining News  
By Shane Lasley – January 26, 2024

### TNDC unveils virtual HEO training center

New heavy equipment operator training center equipped with cutting-edge simulators to train Tahltan residents for careers close to home.

[miningnewsnorth.com/story/2024/01/26/news/tndc-unveils-virtual-heo-training-center/8370.html](https://miningnewsnorth.com/story/2024/01/26/news/tndc-unveils-virtual-heo-training-center/8370.html)

Terrace Standard  
By Alexandar Vaz – February 5, 2024

### Tahltan development training program receives funding from TD

The Tahltan Nation Development Corporation (TNDC) announced in mid-January that its Heavy Equipment Operator (HEO) Program has received a \$600,000 grant from TD Bank Group's (TD) TD Ready Commitment program. The grant will be divided evenly to cover the next two years of the Tahltan HEO pilot program.

[terracestandard.com/local-news/tahltan-development-training-program-receives-funding-from-td-7314367](https://terracestandard.com/local-news/tahltan-development-training-program-receives-funding-from-td-7314367)



The Interior News  
By Alexandar Vaz – February 5, 2024

### Tahltan Development Corp recognized for commitment to health and safety

The Tahltan Nation Development Corporation (TNDC) has been awarded a Certificate of Recognition (COR) from WorksafeBC, which TNDC says reinforces their commitment to protecting workers and maintaining a progressive safety culture.

[interior-news.com/local-news/tahltan-development-corp-recognized-for-commitment-to-health-and-safety-7314189](https://interior-news.com/local-news/tahltan-development-corp-recognized-for-commitment-to-health-and-safety-7314189)



**Above:** TNDC and Finning Canada's new Mobile Training Centre. – Amanda Stutt

**Below:** Morning team toolbox meetings are an important part of TNDC's safety culture.





**Above:** Dease Lake Airport Aerial View.

**Opposite:** A TNDC Road Maintenance Foreperson.

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#### The Northern View

By Alexandar Vaz – February 14, 2024

### Tahltan development, CAT dealer partner to launch training centre

The Tahltan Nation Development Corporation (TNDC) and Finning Canada announced the launch of the TNDC Mobile Training Centre on Jan. 24. Finning is the world's largest Caterpillar (CAT) dealer whose Canadian operations provide equipment, parts, services and performance solutions across B.C.

[thenorthernview.com/local-news/tahltan-development-cat-dealer-partner-to-launch-training-centre-7317857](https://thenorthernview.com/local-news/tahltan-development-cat-dealer-partner-to-launch-training-centre-7317857)

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#### The Interior News

April 16, 2024

### Dease Lake Airport secures \$900K grant for upgrade

Stikine Airport Authority, with support from Tahltan Nation Development Corporation (TNDC) and Tahltan Band, secures \$918,652 from the BC Air Access Program. The funding will upgrade Dease Lake Airport with a six-foot chain-link fence and a recreational pathway spanning 3.4 km around the perimeter.

[interior-news.com/local-news/dease-lake-airport-secures-900k-grant-for-upgrade-7345368](https://interior-news.com/local-news/dease-lake-airport-secures-900k-grant-for-upgrade-7345368)

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#### Pulp and Paper Canada

April 16, 2024

### FESBC funding supports sustainable forest management in B.C.

Calvin Carlick, director of partnership and business development with the Tahltan Nation Development Corporation, said, "Tahltan Forestry recognizes the importance of responsible forestry practices on our territory. Through collaborative efforts with NorthPac and the support of FESBC, we strive to uphold our stewardship responsibilities while creating sustainable economic opportunities for our people. This partnership represents a meaningful step towards ensuring the health and vitality of our forests for generations to come."

[pulpandpapercanada.com/fesbc-funding-supports-sustainable-forest-management-in-b-c](https://pulpandpapercanada.com/fesbc-funding-supports-sustainable-forest-management-in-b-c)



# 2023–25 Strategic Plan

## FOCUS AREA + GOAL

## ACTION PLANS

### FINANCE & ACCOUNTING



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

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

### OPERATIONS



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

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

### HUMAN RESOURCES



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

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

### HEALTH, SAFETY & ENVIRONMENT



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

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

## FOCUS AREA + GOAL

## ACTION PLANS

### PARTNERSHIPS & BUSINESS DEVELOPMENT



1. Partnership Performance Levels
2. Engage Nation Entrepreneurs

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

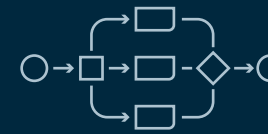
### STRATEGIC INITIATIVES



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

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

### GOVERNANCE



1. Enhance Governance Processes

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

### COMMUNICATION



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

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

A member of our Dease Lake Regional Operations team.



## 2.5

# Governance Structure

## - Tahltan Relationships & Benefits



# 03

TNDC equipment operator  
at our Red Chris project.



# CORPORATE SERVICES

# Health, Safety & Environment

## Committed to Health & Safety Excellence

The health and safety of our employees and those we work with is TNDC's top priority to ensure everyone goes home safe. That is why Safety is a core value. TNDC has remained steadfast in its commitment to health and safety excellence by fostering engagement and active participation in the core processes designed to drive compliance and continuous improvement.



Above: Crew shift safety stretching at our Red Chris project site.

### DRIVING A PROGRESSIVE SAFETY CULTURE

This unwavering commitment has been pivotal in our successful achievement of Certificate of Recognition (COR) certification from WorkSafeBC by the end of 2023.

Achieving COR certification was a long standing goal for TNDC, although the initial work that went into preparing for the first external audit was only the beginning of our journey. Now we are tasked with maintaining the systems and processes we put in place that allow us to proudly demonstrate our proactive role in occupational health and safety. TNDC will conduct its first internal COR audit in October 2024.

### LEADING THE WAY IN SAFETY DEVELOPMENT & TRAINING

Continuous investment in leadership development and training has been integral to TNDC's growth. We take great pride in having two dedicated Tahltan heavy equipment trainers stationed at our Red Chris project site. They are tasked with facilitating heavy equipment training, orientations, standard operating procedure reviews, and verification of competency assessments to ensure the highest standards are met.

Throughout the first quarter of 2024, our trainers adeptly conducted over 90 verification of competency assessments and carried out 170 standard operating procedure reviews. Their hands-on coaching and mentoring approach has proven instrumental in nurturing strong relationships and fostering an environment that encourages open dialogue, constructive discussion, and positive communication among workers.

### FOSTERING A SAFE & RESPECTFUL WORKPLACE

Addressing bullying and harassment in the workplace has been a key focus area for TNDC. We are dedicated to creating and maintaining a workplace ambiance devoid of bullying and harassment. Company-wide training was conducted to ensure all supervisors and workers are knowledgeable on the regulatory requirements pertaining to identifying, mitigating and addressing bullying and harassment in the workplace. Our participation in the annual Pink Shirt Day campaign further reinforces our commitment to a safe, respectful, inclusive workplace.



### EXPANDING INJURY MANAGEMENT SUPPORT

Over the past 16 months, TNDC has made injury management a top priority. We have developed a comprehensive return-to-work program that goes beyond the requirements outlined by WorkSafeBC, ensuring that workers who sustain work-related injuries receive the highest quality care available.

In early 2023, TNDC partnered with Total Physio to offer virtual physiotherapy assessments and access to resources aimed at identifying injuries and providing recommendations for preventative strategies and treatment. Expanding on this initiative, the first quarter of 2024 saw the introduction of Total Medical Remote Doctor Services to our injury management program. This service provides quick and efficient access to remote medical doctor advice, specializing in occupational-related injuries. Collaborating closely with the physiotherapy teams at Total Physio, these doctors help create return-to-work plans following an injury.



### INTEGRATING HEALTH & SAFETY PROGRAMS

At our Red Chris site, amid the ongoing transition with Newmont, TNDC has been actively involved in their training programs to ensure compliance, comprehension, and utilization of their PSM (pre-start meeting) and FRM (fatality risk management) initiatives. TNDC eagerly anticipates the implementation of these programs, which are designed to elevate site safety and foster worker engagement in identifying and mitigating hazards that could lead to workplace fatalities. All TNDC supervisors, project managers, and leadership based at the site have undergone training and collaborate closely with our client representatives to optimize the overall effectiveness of these programs.



## TNDC Awarded a Certificate of Recognition (COR) from WorkSafeBC

*Reinforcing its commitment to protecting workers and maintaining a progressive safety culture.*



COR is a voluntary employer certification program intended to motivate employers to take a proactive role in occupational health and safety. The COR program recognizes and rewards employers who go beyond the current legal requirements, implement an effective occupational health and safety management system (OHSMS), and pass a certification audit to the standards set out by the WorkSafeBC Board.

Successfully achieving COR – under the leadership of Nick Naugle, TNDC's Director of Health, Safety & Environment – is a major milestone that will bring significant benefits to our business and reputation, including enhancing TNDC's competitiveness as a socially responsible Tier 1 mining services provider and employer of choice.

# Human Resources

## Making TNDC an attractive, rewarding, respectful and inclusive place to work

Driven by our commitment to being the employer of choice, especially for Tahltans, we have concentrated on transforming TNDC into an attractive, rewarding, inclusive and respectful workplace. Priority has been given to the training, development and empowerment of Tahltans. We have achieved notable progress through various initiatives such as training for TNDC employees and Tahltan members, improving workplace conditions, fostering employee engagement, and investing in the professional advancement of our team.

### 2023 ACHIEVEMENTS

We introduced several significant capacity-building and career advancement programs, along with initiatives aimed at enhancing employee engagement, recruitment and retention.

#### CAREER ADVANCEMENT SUPPORT

→ With a focus on career pathing, we facilitated the advancement of three Tahltan members into Foreman roles, demonstrating our commitment to growth from within.

#### EMPLOYEE REWARD & RECOGNITION

The TNDC Employee Rewards and Recognition Program concluded its successful inaugural year, acknowledging and honouring TNDC employees who exhibit initiative, dedication and a strong commitment to our company and clients.

- 109 of employees through Spot Awards
- 12 employees through four Quarterly Awards
- 3 employees for Annual Awards
- 7 employees with Long Service Awards



#### Tahltan Foreman Advancement

Helped facilitate three Tahltan members into Foreman roles.



#### Reward & Recognition Program Inaugural Year

saw over 130 awards presented.



#### Successful First Year of the HEO Training Program

saw 103 Tahltans undergo training.



#### 70% of Employee Benefits Covered

by new comprehensive benefits plan.

### TRAINING, DEVELOPMENT & CAPACITY BUILDING

- Delivered on our commitment to building capacity within our community by offering extensive training and development opportunities and developing TNDC employees.
- Completed a successful first year for our pioneering Tahltan HEO Training program, including the Drivers Licence and Mentors Training, having a profound impact on the lives of 103 Tahltans, including:
  - » 70 drivers licence students
  - » 29 mentors trained
  - » 4 Heavy Equipment Operators successfully completed training
- Provided supervisor training, including the HEO Mentor Course and MiHR (Mining Industry Human Resource Council) Frontline Supervisor (FLS) training.

### RECRUITMENT, RETENTION, ENGAGEMENT & RESPECTFUL WORK PLACE

- Transitioned to a more comprehensive benefits plan, covering 70% of employee benefits, and initiated steps towards introducing a pension plan, directly impacting employee satisfaction and retention.
- Introduced Bullying and Harassment Training for all employees, reinforcing our commitment to a safe and respectful workplace. →

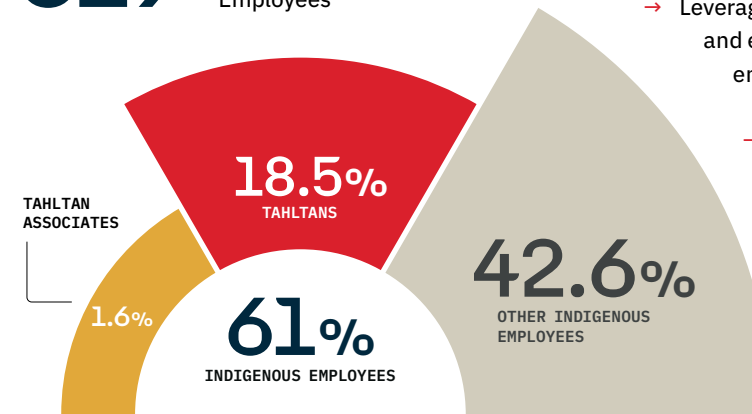


Compared to 2023, our 2024 work season is shaping up to be even busier, marked by an almost 20% increase in employment. ”

- Held a second Employee Survey to measure our progress and provide valuable insights, directing our efforts towards improvements that matter most to our team.
- Implemented an online software system to streamline the hiring process, enhance efficiency and improve the candidate experience across the board.



### 2023 EMPLOYMENT FIGURES



### 2024 PRIORITIES

Our department is prioritizing various initiatives to further improve our workplace, foster the professional development of our team, and enhance capacity within the Tahltan Nation.

#### TRAINING, DEVELOPMENT, CAPACITY BUILDING

- Building off the successful inaugural year-one pilot, the Tahltan HEO Program has moved forward with an expanded program framework to increase the impact. New provincial funding, programs and partners extended the reach of the program, enabling us to roll out another round of drivers' training, adding Class 1 and 3 licences, launching a new cohort of Year 1 HEO trainees, and advancing last year's HEO trainees into Year 2.
- Supporting the growth and development of our employees, we have launched the TNDC Employee HEO Training Program.
- Introducing the TNDC Mobile Training Centre, an innovative training facility, established in collaboration with Finning Canada, equipped with cutting-edge simulators designed to provide comprehensive heavy equipment training.
- Expanding supervisor training programs, mentorship opportunities and on-the-job training, to support career advancement.

#### RECRUITMENT & RETENTION

- Leveraging technology like DocuSign to streamline onboarding and ensure compliance, aiming for a more efficient and environmentally friendly process.
- Developing comprehensive plans to reduce turnover, foster engagement, and support our employees' career goals, ensuring TNDC remains an attractive and rewarding place to work.
- Keeping our Employee Manual current with the latest organizational policies, operational changes and regulatory requirements, ensuring all team members have access to essential information.



# 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: Safety, Integrity, Respect, Diversity, High Performance
- 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.

### 2023 Long Service Award Recipients

Congratulations to the recipients of our 2023 Long Service Awards! We are delighted to recognize several TNDC employees who marked 5 and 10 milestones in 2023, for their long-term commitment, loyalty and service to TNDC! These employees received Long Service Award Certificates with their name and number of years of service, as well as IdeaSouce points.

The Long Service Award is awarded for increments of 5 years of service and as part of the TNDC Employee Rewards and Recognition Program, to recognize and celebrate those TNDC employees who demonstrate initiative, dedication and commitment to our company and our clients.

We look forward to recognizing another group of employees for their long service at the end of 2024!



*David Cook*  
10 years of service



*Phillip Nadrazsky*  
10 years of service



*Art Nole*  
10 years of service



*Justin Tashoots*  
10 years of service



*Arnold Callbreath*  
5 years of service



*Kody Quash*  
5 years of service



*Melissa Quock*  
5 years of service



## TNDNC Employee Rewards & Recognition

# 2023 Annual Award Winners

Join us in congratulating **Mark Luyben, Olive Lorimer and Charles Walker** on their well-deserved recognition as the first ever TNDNC Employee Reward and Recognition Program 2023 Annual Award Winners!

The Annual Awards celebrate the winning nomination in each category from the Quarterly Awards bestowed throughout the year. The selection of these individuals by the Recognition and Rewards Committee for the 2023 Quarterly Awards highlights their outstanding contributions and commitment to the company's success. Being recognized by both colleagues and supervisors further underscores the value of their initiative and dedication, setting a positive example for others to follow.

Each Award Winner will receive **1,000 IdeaSource points** and an **Annual Award Certificate**.

### Exemplifying TNDNC Values

*(Safety, Integrity, Respect, Diversity, High Performance)*



**Mark Luyben** Haul Truck Driver – Red Chris Crow Crew

Nominated By: Tom Payne, Equipment Trainer

Mark is always patiently training and mentoring new drivers, teaching them how to operate equipment correctly and safely, running through pre-trip and driving procedures. The result is new trainee drivers are always trained properly. I can also talk with Mark to discuss their training, so when I go to sign the new drivers off on the equipment they're training on, it makes the process easier for me.

### Going Above and Beyond

*(To solve a problem or get the job done)*



**Olive Lorimer** HR Site Advisor – Red Chris Wolf Crew

Nominated by: Rochelle Delaronde, HR Generalist

Olive has been a rock star since starting her role here with TNDNC. She has caught onto processes, quickly and proven that she encompasses TNDNC's values in such a short period of time. Her attention to detail is superb. She is a great addition to the HR team.

### 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 because of a piece of equipment from another onsite contractor entering TNDNC's operator work front. Chuck then spoke to the other contractor. Together they came up with a safe plan so the two could work safely in the same work front.



## TNDNC Employee Rewards & Recognition

# Q4 2023 Quarterly Award Winners

Congratulations to the TNDNC Employee Reward & Recognition Program Q4 2023 Quarterly Award Winners – **Julie Davey, Kathy Fichter and Isaiah Sandoval** – each of who are being recognized by their colleagues and supervisors for demonstrating initiative, dedication and commitment to our company and our clients.

Each Award Winner will receive **250 IdeaSource points** and a **Quarterly Award Certificate**.

### Exemplifying TNDNC Values

*(Safety, Integrity, Respect, Diversity, High Performance)*



**Julie Davey** Site Administrator – Red Chris Job Site

Nominated By: Rochelle DeLaRonde, HR Generalist

Julie has been a great addition to our Red Chris site team. She is respectful and accountable. Her expertise has been greatly appreciated. Our Site Admin processes are running much more smoothly since she joined the team. There has been improved communication and insight on how processes can be improved.

### Going Above and Beyond

*(To solve a problem or get the job done)*



**Kathy Fichter** Payroll Specialist – TNDNC Corporate

Nominated by: Rochelle DeLaRonde, HR Generalist

Kathy is a team player, very understanding and a pleasure to work with. She has taken on the role of Payroll Specialist with the most positive attitude. Kathy takes time to talk to the HR team to ensure we are all on the same page, and handles situations/issues that need to be resolved with care. The Payroll and HR teams work closely together, and communication between the two has improved a lot.

### Living and Role Modelling our Safety Values

*(Safety First, Safety Always)*



**Isaiah Sandoval** Operator – Red Chris Site Wolf Crew

Nominated by: Shane Richter, General Foreman

Isaiah looks after the equipment he operates. He always takes the time to do a great walk around of his equipment before starting work, to shovel his tracks and do good housekeeping. By looking after the equipment, it saves money for the company, by not having to do unnecessary repairs. It also shows our client that we have equipment in good running order.





### Groundbreaking Tahltan HEO program marks second year

Year 2 of our Tahltan HEO Program wrapped up another successful year, February to May, marking a notable milestone – boasting 100% female participation – with four level 2's and eight Level 1's. Through this pioneering program, TNDC is helping breakdown employment barriers and empowering Tahltan women in the workforce.

**Top:** HEO Training program participants complete field hazard assessments with TNDC HEO trainers.

**Below:** Tahltan HEO Training Program Year 2 participants in the classroom.

**Bottom-Right:** A HEO Training program participant checking oil levels on her piece of equipment.

**Right + Far-Right:** HEO Training program participants.



### TNDC Launches Mobile Training Centre

In January 2024, TNDC and Finning Canada announced the launch of the TNDC Mobile Training Centre. This innovative training facility, is equipped with cutting-edge simulators designed to provide comprehensive Heavy Equipment training and empower individuals with the skills needed for success.

The TNDC Mobile Training Centre is a 44-foot trailer designed for training purposes. It houses four simulators, each with its own unique operator training program including articulated trucks, dozers and loaders, excavators, and another program in development.



**Top:** Year 2 Tahltan HEO Training Program participants pose in front of the TNDC HEO Mobile Training Centre.

**Above + Right:** Tahltan HEO Training Program participants at the wheel of the simulators.

The simulators offer learners a safe, virtual environment to develop their skills in operating Cat equipment. Based at the Red Chris mine, the centre has the flexibility to relocate to other sites as needed. Its primary objective is to support both the Tahltan HEO program and the TNDC Employee HEO training program.

The TNDC Mobile Training Centre facilitates the training of 80-120 staff members each year, equipping them with upskilling opportunities and providing training for new operators. This mobile training centre not only supports the onboarding of new employees but also enhances employee retention and productivity, while concurrently reducing recruitment and onboarding expenses.

One of the Year 2 Tahltan HEO  
Training Program participants stands  
with a piece of heavy equipment.



# Finance & Accounting



## Elevating Our Finance and Accounting Practices

A key element of being a Tier 1 mining services provider is maintaining robust finance and accounting practices, essential for establishing a solid foundation for our company.

Finance and accounting intersect with every facet of our operations, involving our clients, partners, suppliers, shareholders, employees and financiers.

Over the past two years, we have been implementing the foundational policies, practices, procedures, processes, reporting and systems to set TNDC up for business today and into the future.

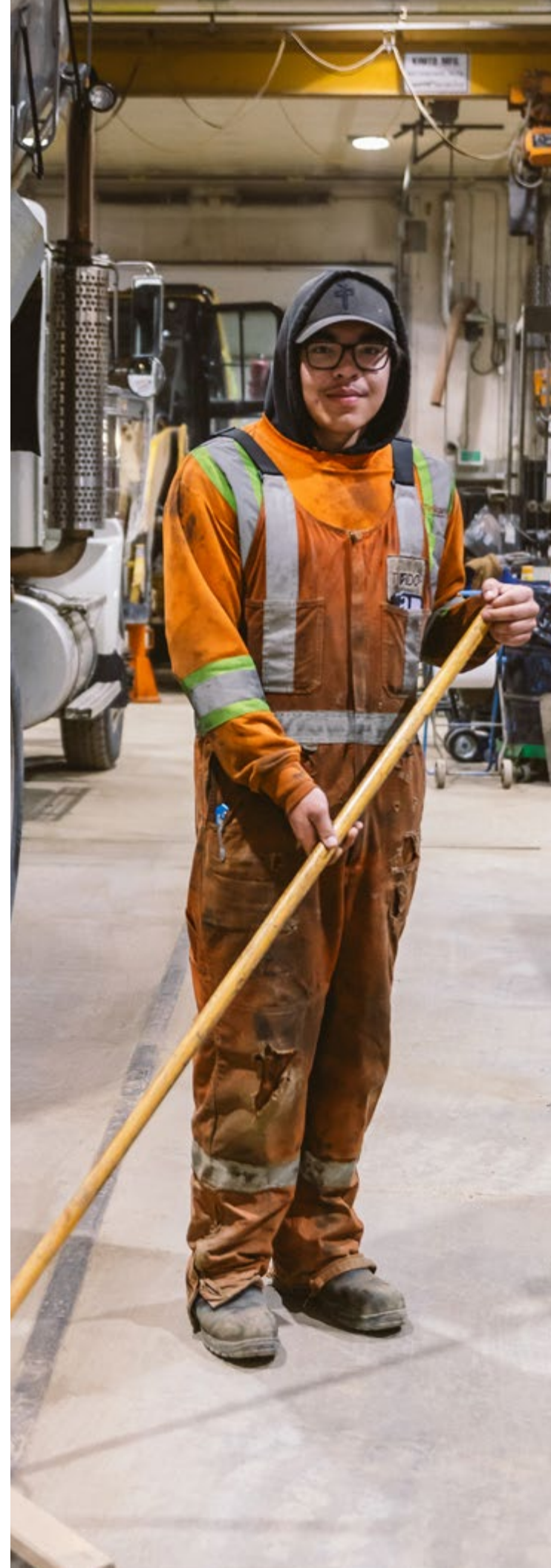
Above: TNDC's mechanical team at our Red Chris project site.

Right: A Dease Lake Shop employee.

### 2023 HIGHLIGHTS

In 2023, we made significant progress in this effort:

- Streamlining and improving accounts payable procedures to drive efficiencies.
- Elevating payroll and benefits administration procedures and processes to improve accuracy and processing times.
- Implementing a new online payroll software that provides easy access in one convenient location to pay stubs and year end T4s for our employees.
- Increasing financial transparency through the Finance, Audit and Risk Committee for the TNDC Board of Directors and supporting capital financing and shareholder reporting.



### 2024 PRIORITIES

In 2024, we are executing several important initiatives in the ongoing evolution of our finance and accounting strategy.



#### BUDGET APPROVAL & MONTHLY VARIANCE REPORTING

Once the framework for the 2024 budget is developed, it will undergo approval by the board of directors. Subsequently, monthly reporting will commence, encompassing explanations for variances. This regular reporting will bolster accountability within the organization.



#### IMPROVING THE PURCHASE ORDER & ACCOUNTS PAYABLE PROCESS

Updating the way business is completed when it comes to purchase orders and accounts payable. We are streamlining the process and reducing redundancies, integrating the most up to date capabilities of the accounting system into daily use.



#### ENHANCING FINANCIAL REPORTING

In a bid to bolster financial reporting, the Finance team has incorporated a Financial Analyst role. This pivotal position aids in supporting the budget process, regular financial reporting, as well as conducting routine reconciliations and analyzing financial statements.



#### MOVING FROM REVIEW TO AUDIT

With substantial progress made on strengthening the accounting foundation, the Finance department will focus on transitioning the year-end process from 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.

# 04

# DIVISIONS & BUSINESS PARTNERSHIPS

**Opposite:** TNDC's fuel truck next to an aircraft at the Dease Lake Airport.

TNDC has evolved from its humble roots as a First Nation community-owned business into a powerhouse Tier 1 mining service provider that has diversified into other business areas.

TNDC strategically leverages business partnerships to enhance service capabilities and foster strategic growth, both within and beyond Tahltan Territory.

TNDC's Divisions and a diverse Business Partnership mix – including Joint Ventures, Collaboration Agreements and Service Suppliers – collectively provide a broad spectrum of services, which include:

- Aggregates
- Aviation Services
- Bulk Chemicals
- Camp Catering
- Camp Services and Management
- Construction Services
- Crane Services
- Engineering
- Environmental Management
- Exploration
- Explosive Products and Services
- Fibre Optics Communications
- Fleet
- Forestry
- Fuel Services
- Geotechnical and Environmental Drilling
- Health and Safety Services
- Heavy Construction and Civil Solutions
- Mining Supply equipment, parts, tools and digital solutions
- Quality Control Services
- Renewable Energy Provision
- Security Services
- Transportation Services (concentrate haul, crew transportation, freight cartage)
- Underground Mining and Tunnelling Services
- Workforce Accommodation

# Business Partnerships Report

## Increasing TNDC Revenues and Tahltan Employment Through Strategic Partnerships



As we strive to fulfill our mission of running a diverse and profitable corporate entity that fosters economic prosperity for a self-reliant Tahltan Nation, our Partnerships and Business Development team, dedicated to sustainable development, holds a crucial position. Business partnerships continue to be a cornerstone of TNDC's activities and expansion efforts.

Although TNDC strives to self-perform most of its work, collaboration with partners is essential to support scopes where we lack experience or specialized equipment. These partnerships enable TNDC to expand its service offerings, deliver additional products, and enhance its capabilities progressively.

Executing on the Partnership Management Strategy developed in 2022, TNDC has made remarkable strides in the last 18 months; namely, enhancing existing partnerships, establishing new partnerships, growing partner revenues and increasing Tahltan employment



**32 Partnerships**  
currently active with TNDC.

**\$10.5 MILLION**

**in Collective Revenue**  
yielded among our partnerships.



**Partnership Contract Modernization**  
improve accountability and financial terms.



**Partnership Management Program**  
remains a sophisticated engine to amplify our nation's prosperity.

### ACHIEVEMENT HIGHLIGHTS

We have reached a notable milestone: TNDC now holds an impressive portfolio of 32 active partnerships, each poised to drive community prosperity by securing revenue, workforce empowerment, supporting private Tahltan businesses, and increasing community resources through monetary or in-kind donations.

Our collective efforts have yielded approximately \$10.5 million in revenue, underpinning our role as a cornerstone of economic vitality in the region. This financial achievement complements our commitment to the community, with partnership employment peaking at 82 Tahltan members during the 2023 summer season and 54 in winter. This compares favourably to the Brucejack and Red Chris Mines, which directly employ between 150-200 Tahltans.

Our focus on optimizing agreements has led to the modernization of seven partnership contracts. These enhancements aim to improve accountability and financial terms, ensuring maximum returns for our company and aligning with our strategic goals. Additionally, the creation of three new partnerships – with a concrete company, an aggregate producer, and a health and safety firm – reflects our proactive approach to diversifying and strengthening our economic landscape.

The Partnership Management Program remains a sophisticated engine, designed to amplify our nation's prosperity through employment maximization, revenue optimization, support for Tahltan businesses in the TNDC supply chain, and increasing community resources via strategic donations. →



In 2024, we are focused on optimizing economic opportunities that support the well-being of the Tahltan Nation. We are committed to driving value by enhancing our current partnerships and evolving our business model beyond revenue-sharing to secure equity opportunities.

Additionally, we are focusing on diversifying our economic base through new business ventures. Finally, our risk management and corporate governance efforts will continue to evolve, protecting against financial, operational and reputational risks to ensure the sustainability and success of TNDC's operations.

**Opposite:** TNDC's Dease Lake Office receptionist.



**Supporting the Tahltan Nation**  
and evolving beyond revenue-sharing to secure equity opportunities.



**Diversifying our Economic Base**  
through new business ventures.

**Above:** TNDC's Dease Lake Shop team.

### PARTNERSHIP BRANDING STRATEGY

TNDC takes pride in our revitalized brand and consistently integrates it across our equipment, uniforms and various touchpoints, including our Business Partnerships. Showcasing our identity to the world is important to TNDC and branding is the vehicle through which we achieve this.

As part of the phased application of our new brand to our partnerships, we are joint branding major assets, such as a new aircraft with Central Mountain Air announced in spring 2024.

## Looking ahead



As we look forward, TNDC remains dedicated to being a Partner of Choice, leveraging our unique position as a leading Indigenous corporation, to foster sustainable growth, community well-being, and the continued prosperity of the Tahltan Nation. Together, we are building a sustainable and prosperous future for all Tahltans.

### 4.1.1

## Tahltan Communications

Tahltan Communications – a partnership between Tahltan Nation Development Corporation (TNDC) and CityWest Cable and Telephone Corporation (CityWest) – has reached another exciting milestone in bringing high speed telecommunications services over fibre optics into Tahltan Territory.

Tahltan Communications – a partnership between Tahltan Nation Development Corporation (TNDC) and CityWest Cable and Telephone Corporation (CityWest) – has reached another exciting milestone in bringing high speed telecommunications services over fibre optics into Tahltan Territory.

Following the completion of the network backbone build last fall, Tahltan Communications has begun providing high-speed connectivity to clients within Tahltan Territory. Industrial clients such as Brucejack Mine, Red Chris Mine and the Coast Mountain Hydro Facility are all receiving improved connectivity through the newly built fibre-optic network.

CityWest teams are in the process of closing agreements with multiple anchor tenants (schools, Band offices and firehalls) in Iskut and Dease Lake. Installations will soon take place to bring these clients online with faster, more reliable Internet services. We encourage eligible anchor tenants to reach out to CityWest and take advantage of the new fibre-optic services.

Later this year, construction teams will continue to expand our fibre-optic network into Dease Lake and Iskut, to homes and other businesses, setting the stage for improved connectivity across the region.

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.

### 4.1.2

## Tahltan Forestry

Tahltan Forestry Ltd. (TFL) is a joint company owned by TNDC and NorthPac Forestry Group Ltd. TFL was founded in late 2019 to manage all forestry-related activities in Tahltan Territory.

TFL has two main streams of activity: traditional logging and forestry work for mines and utilities. Notably, in the 2023 fiscal year, the forestry business recorded a pre-tax profit of \$1 million.

### Traditional Logging

Tahltan Forestry sustainably harvested and delivered approximately 85,000 m<sup>3</sup> from the Bob Quinn area. A mix of hemlock, balsam, spruce and pine were harvested and delivered to various locations within northwest BC. As well, with the help of Wild Timber Industries, a Tahltan subcontractor, Tahltan Forestry was able to deliver two loads of firewood to each of the three Tahltan communities. Tahltan Forestry will be working to steadily increase the deliveries of firewood from the operations throughout 2024.

Tahltan Forestry also began working with the Ministry of Forests to tackle the bark beetle epidemic in the southern part of Tahltan Territory. Pheromone traps were set this past summer to attract nearby beetles into concentrated pockets within the area to reduce their spread into other healthy stands.

Tahltan Forestry is now harvesting the infected trees where the traps were set, and removing the dead standing trees that were infected in previous years. This has the added benefit of reducing wildfire risk. It is difficult for the average person to recognize recently infected trees (referred to as “green attack”) from a distance, but the standing dead trees can easily be identified by their red and grey needles. Tahltan Forestry will continue to tackle the epidemic in the Bob Quinn area to the best of our ability.

### Mining Work

On the mining side, Tahltan Forestry successfully completed a tree clearing contract at the KSM Project. With the support of Wild Timber Industries and other Tahltan suppliers, Tahltan Forestry cleared a significant section of the powerline right-of-way for KSM.

In addition, Tahltan Forestry recovered several thousand cubic metres of sawlogs that were left behind from the clearing of the KSM road and delivered them to sawmills. This project was a great success and was able to be completed just before the Christmas shutdown at site. Tahltan Forestry is grateful for the opportunity to work at KSM and feels very fortunate to have been able to work with some excellent Tahltan contractors and employees this past year.



### Becoming a leading transportation solutions provider in B.C.'s Golden Triangle

In Spring, TNDC and Central Mountain Air announced expansion of their partnership through the joint branding of an aircraft and the addition of new planes to CMA's fleet. TNDC and CMA are focused on delivering air transportation services for Newmont's Red Chris mine crews through the Dease Lake Airport.

The joint branded aircraft is a brand new De Havilland Dash-8 400 where branding of the aircraft features distinctive elements representing the unique partnership between the two organizations. Designed for efficiency and comfort, the Dash-8 400 aircraft is the highest-capacity turboprop on the market with a seating capacity of 76 passengers. It is renowned for its reliability, speed, and versatility, equipped with advanced technology and spacious seating. Additional aircraft will be delivered in spring 2024.

# TNDC DIVISIONS

A TNDC Division refers to a distinct operational unit or department within TNDC that focuses on specific business activities or services. Broadly defined, these divisions include airport operations, construction, and infrastructure. Each division is responsible for managing and delivering specific services within TNDC’s overall business framework.

A TNDC Aviation Services team member drives a belt loader.

## Aviation Services Division

### Revolutionizing Airport Operations: A Beacon of Growth and Innovation

Below: A TNDC airport services team member at the wheel of our fuel truck.

TNDC’s Aviation Services Division remains a pivotal element of our overarching strategy, driving growth, innovation and community development, as we continue to elevate the standards of airport operations in Tahltan Territory.

Since its inception in March 2020, this strategic division has swiftly evolved from serving the initial contract with Newcrest Mining (former Red Chris Mine operator) to managing the Dease Lake Airport (CYDL) under an agreement with the Stikine Airport Society.

This strategic expansion into TNDC Aviation Services has not only diversified TNDC’s portfolio but also bolstered local employment opportunities for the Tahltan community, marking a significant stride in our growth journey.

#### Key Milestones and Developments



##### RECRUITMENT SUCCESS

Focused on enriching the local workforce, all positions within the division are currently filled. Specialized roles in aircraft refueling and fire-fighting are being staffed temporarily by bringing the expertise into the territory, rather than permanent relocation (fly in, fly out). This strategy lays the groundwork to ultimately transfer our training and fill these positions from the local workforce, underlining our commitment to community development.



##### ENHANCED TRAINING & DEVELOPMENT

In line with this strategy is the engagement of Executive Flight Centre (EFC) to manage our airport operations, enhance our capacity and build the skillset of our workforce. Our comprehensive training initiatives have evolved to prioritize knowledge transfer and continuous improvement across various domains including supervisor leadership, health, safety, and environment (HSE), and emergency services. Seasonal training ensures our team is well prepared for specific operational requirements, such as aircraft de/anti-icing and crash fire rescue.



##### FLEET & MAINTENANCE EXCELLENCE

With significant improvements in fleet management, including the acquisition of additional critical equipment and a dedicated full-time mechanic, our operational readiness, especially during winter, has seen remarkable enhancement. We also continued the application of our refreshed brand to our airport equipment, including fuel truck and baggage carts. →





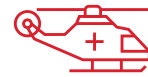
### IMPROVING SAFETY, FOSTERING COMMUNITY WELLNESS

In April, Stikine Airport Authority, in partnership with TNDC and the Tahltan Band, announced substantial funding to implement advanced perimeter fencing. A 6-foot chain-link fence with the option of adding 18 inches of barbed wire on top will be installed around the perimeter of the Dease Lake Airport.

This represents an upgrade from the deteriorating 3 to 4 foot wooden and barbed wire fencing currently present on the north side and the absence of fencing on the south side; animals currently have easy access to the runway from the south (resulting in incidents) or get entangled in the barbed wire on the north side.

The pathway will serve recreational purposes, accommodating activities such as snowmobiling, ATV riding, walking, jogging, and biking, along a roughly 3.4 km route encircling the airport.

Above: TNDC's Aviation Services team pose with newly branded baggage carts.



### SERVICE EXPANSION

The introduction of exclusive aircraft refueling services and emergency fire services, in collaboration with Red Chris Mine (now under Newmont operation), signifies a leap in our operational capabilities, directly benefiting Tahltan Territory. This advancement supports a range of crucial services, from air ambulance to aerial firefighting.



### INFRASTRUCTURE & FACILITY UPGRADES

Collaborations with the Stikine Airport Society (SAS) have led to notable infrastructure improvements, such as the procurement of a sprung structure building for equipment storage and the installation of a new septic system, significantly boosting our operational efficiency. In April, we announced receipt of \$918,652 in funding from the BC Air Access Program (BCAAP), to implement advanced perimeter fencing and to create a designated recreational pathway around the perimeter of the Dease Lake Airport. See sidebar (left).



## Looking ahead



As we advance in 2024, TNDC's Aviation Services is poised for further growth, with a focus on training, service enhancement and operational excellence.



Introduction of the Q400 aircraft service (with partner Central Mountain Air) brings newer, more efficient aircraft and the acquisition of additional support equipment, which are a testament to our forward-looking approach.



Our commitment to maintaining pristine runway conditions and continuous facility improvements underscores our dedication to excellence and community service.



# Construction Division

## Strengthening TNDC's Competitive Edge and Building Towards the Future

The past year has seen significant strides in reinforcing and expanding TNDC's operations, with a concerted focus on Estimating & Pre-Construction, Construction, Fleet Management, Aggregates Division, Dease Lake Airport and Regional Operations. These efforts are unified towards our objective of sustainable growth and operational excellence, underscored by a commitment to be a tier 1 mining services provider.



Above: TNDC equipment at work at the Red Chris mine TIA construction.

### Pre-Construction & Estimating

The closing months of the past year have been a testament to TNDC's proactive approach, with the Pre-Construction & Estimating teams working diligently to lay the groundwork for a bustling summer season. Our team has worked directly with onsite clients and at our clients' Vancouver offices to ensure their upcoming needs are met. Notably, our ongoing tendering efforts underscore our ambitious outlook, with several significant projects in the pipeline.

#### STANDARDIZATION AS OUR CORNERSTONE

Central to our strategic endeavors is our standardized estimating process. This vital strategy not only boosts our competitive advantage but also opens new avenues for securing projects, contributing to our long-term growth. The synergy between our Pre-Construction/Estimating and Construction teams ensures a smooth transition from proposal development to project execution. This effective flow of information is crucial for delivering projects safely, on time, and within budget.

As part of our continuous improvement commitment, these processes have been documented in the TNDC Operations Manual, establishing a robust framework that enables us to consistently secure and execute projects, reinforcing our industry position.

#### VICTORIES & MILESTONES

This period also strengthened our relationships with key clients. Recent wins, such as the extension of the Master Service Agreements (MSA) with Newmont at Red Chris and a new MSA with Skeena Resources for the Eskay Creek Revitalization Project, are a testament to our strategic foresight and operational excellence. →

This effort has proven successful with TNDC being awarded scopes of work for Road Maintenance and On-Site Construction Support Works with Skeena. In addition to the TIA (tailings impoundment area) Winter Works, Red Chris Block Cave Winter Earthworks and 2024 TIA Construction, we have also been awarded the Vent Raise 2 & 3, 1 – Surface Earthworks and Naghā ROM (run of mine) Pad Surface Works at Red Chris. These accomplishments not only bolster our project portfolio but also lay a solid foundation for future ventures.

#### STRATEGIC PARTNERSHIPS

While TNDC aims to self-perform the majority of its work, it's important we work with our partners to support scopes where we may not have the experience or specialized equipment to self-perform. These partner relationships allow TNDC to offer additional services and products, and grow our capabilities over time. To this point, TNDC has been working with Kode Contracting on aggregate supply scopes, and bulk hauling with Pelly Construction for certain aspects of TIA Construction, along with other construction partners.

#### FORWARD MOMENTUM

TNDC's 2024 construction season is in full swing. Dedicated efforts at strategic diversification is geared towards smoothing out the seasonal peaks and valleys that have historically marked our sector, setting the stage for a year of unparalleled activity and achievement.

Our proactive bidding and proposal strategies placed us at the forefront of securing pivotal projects across a spectrum of clients, including Newmont (Red Chris mine), Skeena Resources (Eskay Creek), Seabridge (KSM Project) and negotiations with Galore Creek Mining Corporation (Galore Creek).

Our ongoing tendering efforts underscore our ambitious outlook. In addition to several significant project proposals in the submission pipeline, we have identified an equal number of opportunities and have also been successful in several submissions for contracts at Red Chris and Skeena.



### Tier 1 Operations: Pioneering Operational Excellence

#### INTEGRATING INNOVATIONS FOR STREAMLINED OPERATIONS

At the heart of TNDC's operational strategy lies our commitment to Tier 1 excellence, focusing on integrating site and head office programs to establish a unified operational framework. This year has seen the implementation of a common job cost coding system across all TNDC operations, to eliminate redundancies, enhance efficiency, and ensure a seamless flow of information.

#### ELEVATING PROJECT MANAGEMENT WITH ADVANCED TOOLS

2023 was a capacity building year for TNDC and the introduction of the new Red Chris MSA features an all-around competitive offering to TNDC, our employees and our client, signifying our evolving partnership and commitment to operational excellence. This, coupled with our advancements in project management tools and processes, ensures that we not only meet but exceed our operational goals and client expectations.

Above: TNDC equipment at work at the Red Chris mine TIA construction.

# Construction: Charting New Territories and Cementing Legacy



## TIA Dam Raise

Marked our most triumphant season for safety and production.



## TIA Winter Works

Demonstrated versatile project execution capabilities.



## Mill Support

Highlighted crucial role in supporting ongoing mine operations.



## Block Cave

Exemplified our project management proficiency.

### 2023 IN RETROSPECT:

#### A Year of Milestones

Reflecting on the past year, TNDC's Construction division stands as a beacon of excellence and innovation. The TIA Dam Raise project, a hallmark of our 2023 operations, set unprecedented standards in safety, productivity and efficiency. This project, alongside others, showcased our ability to manage and excel in complex undertakings, embodying our ethos of delivering excellence. With each project, we are not just constructing infrastructure; we are laying the groundwork for a sustainable and prosperous future for our community and clients.

→ **TIA Dam Raise:** Marking our most triumphant season in terms of safety and production, the TIA Dam Raise was a colossal endeavor. This project exemplified TNDC's operational prowess. Our strategic partnerships with Pelly Construction for civil earthworks and Kode Construction for gravel crushing were pivotal to our success. These collaborations underpinned our project execution strategy, enhancing our service delivery.

→ **TIA Winter Works:** Undertakings such as the TIA North Reclaim Dam 4m road raise, despite extended timelines due to ambiguous client information, and the strategic tree clearing at Borrow 9 for the 2024 season, underscored our capability to manage and adapt to project dynamics. The construction of the Barge and E-house Pads further demonstrated our versatile project execution capabilities.

→ **Mill Support:** Our involvement in managing the 6B pile, with volumes reaching unprecedented levels this winter, highlighted our crucial role in supporting ongoing mine operations, maintaining productivity even in the off-season.

→ **Block Cave:** Awarded projects like the Naghā Batch Plant Pad construction, involving extensive overburden removal and material compaction, underscored our expertise in managing complex construction landscapes. Successfully running a night shift and completing the project under budget exemplified our project management proficiency.



With each project, we are not just constructing infrastructure; we are laying the groundwork for a sustainable and prosperous future for our community and clients. ”



## TIA 2024

Construction season sees us as the principal contractor.



## Major Capital Projects

Illustrate our commitment to support infrastructure and operational development.

Below: TNDC equipment at work at the Red Chris mine TIA construction.

### 2024 VISION:

#### Setting the Stage for Excellence

TNDC's Construction division is ready to redefine the landscape of construction excellence. Building on the solid foundation of past successes, including the standout TIA Dam Raise project, we are eager to tackle new challenges and opportunities with renewed energy and strategic focus. Our journey is marked by a commitment to innovation, sustainability, and the pursuit of excellence in every project we undertake, promising a year of significant growth and impactful achievements.

TNDC's Construction division is at the forefront of several significant projects at the Red Chris Mine, underscoring our growing presence and expertise in the industry:

→ The TIA 2024 Construction season sees us as the principal contractor, with notable contributions from Pelly Construction Ltd. and ICD Group Ltd., emphasizing our collaborative approach to project execution.

→ Our engagement in Major Capital Projects like the Block Cave initiative, covering a broad spectrum of construction activities, illustrates our commitment to supporting the mine's infrastructure and operational development.

### PROJECT CONTROLS:

#### Enhancing Operational Efficiency

Implementation of standardized project controls as well as integration of planning, managing and executing software and project cost management software have been revolutionary, streamlining our construction, estimation and project management processes. These advancements ensure our projects are executed with precision, on time, and within budget, aligning with our strategic goals for operational excellence and client satisfaction.

### CONTRACTS:

#### Laying the Foundation for Future Success

Our efforts in enhancing contract management processes, from establishing new subcontract standards to developing a comprehensive purchasing workflow, are aimed at optimizing efficiency, minimizing risks, and ensuring the successful execution of contracts. These initiatives are critical to our strategy for continuous improvement and future growth.



## Regional Operations

### DEASE LAKE OPERATIONS

*Nurturing Talent, Building Futures,  
Revitalizing a Vision*

The first quarter of 2024 spotlighted the ongoing transformation of the Dease Lake Shop into a foundation of our operational strategy. This facility's revitalization, initiated during the 2023 production season, has begun to yield tangible benefits, particularly for our Red Chris operation.

Our ambition for the Dease Lake Shop, to emerge as a fully-functional rebuild facility, is poised to significantly reduce transportation costs and enhance equipment availability. More than just operational efficiency, this initiative is about community engagement and development; we are committed to hiring young Tahltans, offering them invaluable exposure to trades, and setting the stage for rewarding careers in the mining sector.

“

Our ambition for the Dease Lake Shop, to emerge as a fully-functional rebuild facility, is poised to significantly reduce transportation costs and enhance equipment availability. ”

### OVERCOMING RECRUITMENT CHALLENGES

Recruiting for our Dease Lake Facility has posed unique challenges, primarily due to the limited local talent pool. Our approach, which involves providing company-supplied housing to accommodate our employees after long shifts, is a testament to our adaptability and commitment to our staff. The dedication of our Red Seal Journeymen, who choose to contribute their skills locally rather than at distant mining sites, is the bedrock of our success in this region. Their commitment is instrumental in fostering the growth and development of our operations in Dease Lake.

### FOSTERING FUTURE TALENTS

In a significant stride towards “Growing Our Own Talent,” TNDC has successfully introduced Tahltan students from the Dease Lake School to the world of heavy machinery and welding through our summer internship programs. Last year, two students joined us, one embarking on an apprenticeship in Heavy Equipment Mechanics and the other preparing to start a welding apprenticeship.

This initiative marks one of our most substantial achievements – setting a sustainable model for talent development where young Tahltans can eventually attain their Red Seals and, in turn, mentor the next generation, embodying the principle of Tahltans training Tahltans.

**Right:** A TNDC employee at work in our Dease Lake Mechanical Shop.



### 4.2.3

## Aggregates Division

### Strategic Diversification Supporting the Pre-Eminent Industry

The TNDC Aggregates Division has continued to mature, becoming a fundamental part of TNDC's operations, supporting both self-performance and client needs. We have secured standing orders for aggregates for the 2024 season, which will help build a strong foundation for the division's future.



TNDC Aggregates, including sand, gravel and crushed rock, was launched in 2023, with the goal to be the main rock and aggregate supplier in Tahltan Territory. Aggregates are a most basic element in the construction of buildings, roads, dams, and other infrastructure as a base material or in composite material such as concrete.

The demand for aggregates suitable for concrete production is high, and TNDC is conducting exploratory works to identify sources that meet these criteria. This will enable us to diversify our client base and offer cost-effective solutions for other developments in the territory.

Left: Gravel being laid in construction of the Red Chris TIA.



Above: TNDC equipment at work at our Red Chris project site.

#### Eskay Operations

→ **KM43:** TNDC acquired an Occupant License to Cut (OLTC) and a Notice of Work (NOW) in the first months of 2024 and is well on its way to producing an estimated 30,000 tonnes of product from this gravel pit in 2024.

#### Southern Operations

→ **Poleyard West:** TNDC, KSM and various consultants and partners (including Allnorth) have been working to develop aggregate sources that meet the needs of the current and proposed projects in the southern portion of the territory.

#### Northern Operations

→ **Red Chris:** TNDC, in collaboration with Kode Contracting, provided crushed aggregates for the TIA, Site Services, and Block Cave over the winter season. These aggregates were used to support winter operations, and in preparation for the 2024 construction season. TNDC is also negotiating a multi-year services agreement with Red Chris to supply aggregate crushing and washing services through 2026.

## 4.2.4

# Fleet Management Division

## Driving Operational Efficiency and Excellence Through Fleet Management

TNDC has embarked on a strategic initiative to enhance our equipment availability, crucial for maintaining our project timelines and operational commitments. As we navigate through one of the busiest seasons in 2024, our Fleet Management strategy remains focused on efficiency, innovation and continuous improvement.

With a solid foundation in training and a commitment to operational excellence, TNDC is set to maintain its trajectory of growth and success in the fleet management domain, ready to tackle the challenges and seize the opportunities of the future.

**Below:** TNDC's fleet of rock trucks parked at our Red Chris project site.



### ELEVATING EQUIPMENT AVAILABILITY

Through the adoption of robust “Preventative Maintenance” practices, encompassing regular inspections and timely repairs, we have significantly reduced the occurrence of unscheduled repairs. This proactive approach not only preserves the integrity of our assets but also ensures our projects progress without delays, underpinned by the unparalleled dedication of our tradespeople.

### SUPPLIES & PURCHASING

Managing an expansive fleet of over 300 pieces of equipment is no small feat. It demands exceptional organizational prowess and the strategic use of our Maintenance/Warehouse and Purchasing software systems. The past year has seen us harness a wealth of data from repair work orders and purchasing orders (POs) to optimize our stock levels, ensuring we are always equipped to maintain our fleet effectively. This data-driven strategy guarantees we are never caught off guard by low stock levels, ensuring the continuity of our operations.



**Above:** A TNDC heavy equipment operator poses on a rock truck at the Red Chris mine TIA construction.

### MANAGING WORKLOAD

The current year is poised to be one of the busiest in TNDC's history, challenging us to manage an unprecedented workload.

From heavy equipment repair at Red Chris to operations at our Dease Lake Shop and the Airport, our team is efficiently closing over 150 Work Orders weekly and processing 150 POs monthly for parts and supplies. Despite the growing demands, our staff of mechanics and welders has been steadfast, supported by an increase in our Lube/Fuel personnel who have now become chargeable positions. Moreover, our collaboration with clients to implement a “Pressure Washing” crew is a testament to our commitment to maintaining our fleet's cleanliness and operational efficiency, reinforcing our status as the “Contractor of Choice.”

### PERSONAL IMPROVEMENT & TRAINING

Ongoing training is fundamental to fostering a safe and proficient workforce. Our commitment to personal improvement is evident in our comprehensive training programs, from Verification of Competencies and Standard Operating Procedures for all new staff to advanced equipment operation skills for our junior staff. By leveraging a variety of on-site training opportunities, including working from heights and propane filling, we ensure our team is well equipped to meet the demands of the job.

This year, we have taken significant steps by promoting one of our apprentice mechanics to manage a service truck, providing them with invaluable hands-on experience. Additionally, the recruitment of experienced Red Seal Heavy Duty Technicians to lead our operations at Red Chris and Dease Lake Shop further strengthens our operational capabilities.

# TNDC BUSINESS PARTNERSHIPS

TNDC’s business partnerships have long been a strategy to expand our service capabilities and support our strategic growth, both within and outside Tahltan Territory. Our agreements are split into two categories: Joint Venture / Limited Partnership Agreements and Collaboration & Service Supplier Agreements.

1. **A TNDC Joint Venture / Limited Partnership Agreement** refers to a business relationship where TNDC collaborates with an external company to jointly own and operate a business venture. These partnerships typically involve shared resources, risks and profits.
2. **A TNDC Collaboration & Service Supplier Agreement** refers to a cooperative arrangement with an external company for specific projects or services. These agreements outline the terms of collaboration, such as project scope, responsibilities, and compensation, without entailing shared ownership. They often involve partnering with companies to provide specialized services, expertise, or resources to support and expand TNDC’s service offering.

## Joint Venture / Limited Partnership Agreements

### TAHLTAN – ARROW TRANSPORTATION



**Partnership Services**

Tahltan – Arrow Limited Partnership is a joint venture between TNDC and Arrow Transportation Systems Inc. that delivers comprehensive bulk transportation and logistics solutions within Tahltan Territory.

**Tahltan Employment**

We don’t currently employ any Tahltans.

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### TAHLTAN ERM ENVIRONMENTAL MANAGEMENT



**Partnership Services**

Tahltan ERM Environmental Management (TEEM) is a joint venture partnership between TNDC and ERM. The partnership was formed in 2004 with a focus on fostering integrated training between ERM employees and members of the Tahltan Nation to build long-term capacity within the community. The partnership strives to incorporate Tahltan knowledge and western scientific knowledge in all its activities and work in close contact with the Tahltan community. TEEM provides Environmental, Permitting, Regulatory, Sustainability, Archaeology, Biology, Water, Climate and Operational Excellence Services within Tahltan Territory.

**Tahltan Employment**

TEEM employs one Tahltan as a summer intern Field Assistant. Currently a biology student at Simon Fraser University, the employee will become full-time starting in January 2025. TEEM also employs Tahltans from Tahltan member-owned business Northern Labour Services (NLS).

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**Opposite:** Tahltan Hy-Tech Drilling at Newcrest’s Red Chris Mine.

## TAHLTAN HY-TECH DRILLING



### Partnership Services

Tahltan Hy-Tech Drilling is a partnership between TNDC and Hy-Tech Drilling, a recognized provider for Diamond Drilling in Tahltan Territory. The Tahltan Hy-Tech Drilling collaboration agreement was established in 2021 and subsequently launched in 2022. Hy-Tech Drilling supports the world's leading mining companies with surface, fly and underground drilling for exploration, development stage projects and ongoing active mining operations

in some of the most rugged and complex environments. Hy-Tech designs, builds, and maintains the equipment, optimizing access to the complex terrain in Tahltan Territory, deep hole requirements, and reducing environmental impact.

### Tahltan Employment

We don't currently employ any Tahltans.

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## TAHLTAN NST BUSING

### TAHLTAN NST

### Partnership Services

Tahltan NST Busing Ltd. (TNST) is a joint venture between TNDC and Northern Spirit Transportation. TNST provides crew transportation for Newmont's Brucejack Mine. We continue to provide on-site transportation and airport connection transfers at the Red Chris Mine and will resume services this summer for Skeena Resources' Eskay Creek Project.

### Tahltan Employment

We don't currently employ any Tahltans.

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## TAHLTAN – PROCON JOINT VENTURE



### Partnership Services

Procon and TNDC have worked together through various forms of joint venture agreements supporting work within the Golden Triangle region of British Columbia for more than 20 years. We have worked on multiple projects within, or in proximity to, Tahltan Territory; currently we are working at Newmont's Brucejack Mine. Services provided include underground mine development, production mining, and underground construction and tunnelling.

### Tahltan Employment

As of March 31, 2024, we have 18 Tahltan workers at Procon who work at the Premier Gold Project and Brucejack Mine, in Miner, Haul Truck Operator, Mechanic and Apprentice Electrician positions.

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## TAHLTAN COMMUNICATIONS



### Partnership Services

Tahltan Communications (Tahltan CityWest Communications Corp.), a joint venture partnership between TNDC and CityWest, is building over 200 km of new fibre-optic cable to improve telecommunications services in Tahltan Territory. This network will soon provide fibre-optic services to the communities of Iskut and Dease Lake, along with many anchor tenants and industrial clients within the region. 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.

### Tahltan Employment

We don't currently employ any Tahltans.

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## TAHLTAN FORESTRY



### Partnership Services

Tahltan Forestry Ltd. is a BC company jointly owned by NorthPac Forestry Group Ltd. and TNDC. This company manages TNDC's forest licence, which has an allowable annual cut of 75,000 m3. In addition to performing the planning, operations, log sales and silviculture for the forest licence, Tahltan Forestry Ltd. performs road building and tree clearing and logging services for mines and utilities.

### Tahltan Employment

Tahltan Forestry has two Tahltans working as trainee equipment operators with one of our logging contractors.

Tahltan Forestry has also subcontracted Tahltan owned companies to provide services, such as Wild Timber and Ch'yione Dek'al Contracting. Wild Timber employed a number of Tahltans in various positions including fallers, buckermen, labourers and equipment operators.

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## SPATSIZI REMOTE SERVICES



### Partnership Services

Sodexo has a joint venture partnership with TNDC and is currently providing camp services at Red Chris mine. Services include Food Services, Housekeeping and Janitorial Services, Front Desk and Retail Services.

### Tahltan Employment

We have eight Tahltans employed in entry level and supervisory positions, including housekeepers, general helpers, dishwashers, cooks, chefs, janitors and housekeeping supervisory staff. Additionally, we have four Tahltans enrolled in our Management Academy Program to grow their careers through development and placement.

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## GOLDEN TRIANGLE EQUIPMENT



### Partnership Services

Sandvik Mining and Rock Solutions and TNDC have an agreement that will see TNDC acting as a reseller for Sandvik mining and rock excavation products, including equipment, rock tools and spare parts, in the Golden Triangle in Northwestern British Columbia.

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### Tahltan Employment

We currently have one Tahltan employee, working as a Red Seal heavy duty mechanic.

“

We have reached a notable milestone: TNDC now holds an impressive portfolio of 32 active partnerships. ”

Below: Archaeology surveys near Iskut – Tahltan ERM Environmental Management.





## Collaboration & Service Supplier Agreements

### ALLNORTH CONSULTANTS



**Partnership Services**

Allnorth Consultants has a collaboration agreement with TNDC. Through this partnership, we offer a wide range of engineering, design and field services within Tahltan Territory, supporting projects in resource exploration, mining, building construction, forestry, hydroelectric power, civil, infrastructure and public works. Our services include multidis-

ciplinary engineering, surveying, construction management, exploration and geoscience, materials testing, permitting and compliance, environmental, forestry and mapping.

**Tahltan Employment**

We don't currently employ any Tahltans.

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### ATCO STRUCTURES & LOGISTICS



**Partnership Services**

ATCO Structures & Logistics Ltd. has a collaboration agreement with TNDC for the provision of modular equipment, including remote workforce accommodations, office trailers, modular lunchrooms and lavatories, and other related facilities.

**Tahltan Employment**

We don't currently employ any Tahltans.

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### BANDSTRA TRANSPORTATION SYSTEMS



**Partnership Services**

Bandstra Transportation and TNDC have worked under a form of collaboration agreement since 2015. Under the agreement, Bandstra provides a full range of services within Tahltan Territory, including general freight (less-than-truckload (LTL) and truckload transportation), logistics, flat deck & heavy haul, & container drayage. In particular, we provide general freight service to communities along Highway 37 and to and from the exploration projects and mine sites situated within BC's Golden Triangle region.

**Tahltan Employment**

Bandstra currently employs two Tahltan members – one as a linehaul driver, and the other as a local delivery driver.

Bandstra is excited to continue participating in and supporting TNDC's Drivers Licence Training Program, as part of the Tahltan Heavy Equipment Operator Training Program, to create new opportunities for commercial drivers.

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### BARMINCO MINING SERVICES CANADA



**Partnership Services**

Barmenco has a Collaboration Agreement with TNDC, as part of Barmenco's engagement on the Red Chris Project for underground development works. Barmenco is responsible for all facets of the underground development advance on the Project, including drill and blast; load and haul; installation of ground support; installation and maintenance of reticulated mine services; management and maintenance of the mine fleet; and providing specialized personnel. Barmenco hires parts of its fleet from TNDC for the Project, in addition to providing various employment and training opportunities for Tahltans.

**Tahltan Employment**

Barmenco employees 13 Tahltans and Tahltan Associates in a variety of positions, including electrical and mechanic apprentices; charge up; grader and transmixer operators; haul truck drivers; HSE (health, safety, environment) cadet; site admin; and warehouse assistant.

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### BLACK DIAMOND GROUP



**Partnership Services**

Black Diamond LP and TNDC have a collaboration agreement established in 2023. We provide modular space solutions and workforce accommodations.

**Tahltan Employment**

We don't currently employ any Tahltans.

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### CENTRAL MOUNTAIN AIR



**Partnership Services**

Central Mountain Air and TNDC are collaborative partners providing air transportation services to organizations operating in Tahltan Territory. Our key contracts are workforce transportation flights for the Red Chris and Brucejack mines, and Skeena Resources Eskay Creek project. Through the years, we have worked collaboratively TNDC

in advancing community support initiatives such as the ongoing improvements and servicing initiatives at the Dease Lake Airport.

**Tahltan Employment**

We don't currently employ any Tahltans.

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## GEOTECH DRILLING SERVICES



**Tim Mohring**

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### Partnership Services

TNDC and Geotech Drilling Services Ltd. (Geotech) have a collaboration agreement, working together since 2016 to provide geotechnical, environmental, construction, exploration, and other specialized drilling services, including cone penetration testing through Geotech's affiliate ConeTec Geotechnical Site Investigations. Geotech's drilling services are typically combined with testing and instrumentation installation to determine sub-surface ground characteristics for infrastructure development. In addition to mineral resource and mine development,

Geotech can facilitate drilling services for tailings storage feasibility or upgrades, pipeline alignment investigations, hydroelectric dam feasibility investigations or upgrades, road network evaluation, construction/foundation design for buildings, rock anchoring for transmission lines and windmills, and geothermal exploration investigations.

### Tahltan Employment

We don't currently employ any Tahltans.

## INTERNATIONAL SOS CANADA



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### Partnership Services

International SOS and TNDC have a Collaboration Agreement, established in 2021. International SOS provides clients with emergency medical, fire, rescue, and advanced clinical services; occupational health and healthcare management services; and consulting services collectively known as 'Integrated Health and Emergency Services'. These include staffing a variety of medical professionals, ranging from Occupational First Aiders

to fully licensed Nurse Practitioners. We can also provide cross-trained Emergency Response staff, to ensure all clients within Tahltan Territory have access to the highest quality of health and safety services.

### Tahltan Employment

We don't currently employ any Tahltans.

## JIM DENT CONSTRUCTION



**Ryan Despins**

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### Partnership Services

TNDC and Jim Dent (TNDC-DENT) have been working under a collaboration agreement since 2021 to deliver heavy civil project services in Tahltan Territory.

### Tahltan Employment

We don't currently employ any Tahltans.



A TNDC rock truck at work on the Red Chris mine TIA construction site.

## KODE CONTRACTING



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### Partnership Services

Kode Contracting has a collaboration agreement with TNDC that supplies aggregate processing services, which includes rock crushing, screening, washing, and quarry and pit development.

### Tahltan Employment

We don't currently employ any Tahltans.

## NORTHWEST FUELS



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### Partnership Services

Northwest Fuels shares a long-standing cooperative relationship with TNDC that evolved into a collaboration agreement, fostered by decades-old relationships. Our company provides bulk fuel throughout Tahltan Territory to industry, including mining and exploration. For over 40 years, we have also provided fuel for homes, vehicles and small family businesses, to remote locations and rural homesteads, in Tahltan communities from Bob Quinn to Glenora.

### Tahltan Employment

Currently we do not have any standing agreements with Tahltan subcontractors.

We have one Tahltan employee working with us as a Class 1 driver, primarily doing fuel runs from Terrace to Red Chris.

## ORICA CANADA



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### Partnership Services

Orica and TNDC have a cooperation agreement. Orica supplies explosives products and services to Quarry & Construction, Mining and Exploration companies within Tahltan Territory.

### Tahltan Employment

Orica currently employs one Tahltan Member as an MMU (Mobile Manufacturing Unit) Operator at the Orica Red Chris operation.

## PELLY CONSTRUCTION



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### Partnership Services

Pelly Construction has two working arrangements with TNDC. Pelly is TNDC's subcontractor on the tailings impoundment area (TIA) at the Red Chris Mine. We provide both equipment and labour support. We also have a joint venture agreement with TNDC that allows us to work collaboratively on other projects providing heavy civil construction services.

### Tahltan Employment

Pelly has two Tahltan members employed as serviceman and operator.

## PROGRESSIVE VENTURES CONSTRUCTION



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### Partnership Services

Progressive Ventures and TNDC have developed a close working relationship over the past decade through several collaboration agreements. This culminated in a formal collaboration in early 2021, offering a comprehensive suite of commercial and industrial services.

### Tahltan Employment

We have two Tahltans working full time for us; one as a Shop Manager and the other as a Heavy Duty Mechanic.

## QUADRA CHEMICALS



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### Partnership Services

TNDC and Quadra have a collaboration agreement to supply commodities (reagents and process aids) to the resource sector within Tahltan Territory. Quadra is the largest Canadian owned chemical distributor, eleventh-largest distributor in North America and dominate chemical supplier to the resource industry.

### Tahltan Employment

We don't currently employ any Tahltans.

## RC CRANE & CONSTRUCTION



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### Partnership Services

R.C. Crane has a profit share partnership with TNDC. We provide crane services with equipment ranging from picker and boom trucks to large all terrain cranes, and trucking services.

### Tahltan Employment

We don't currently employ any Tahltans.

## REDPATH RAISEBORING



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### Partnership Services

Redpath Raiseboring Limited (RRL) has a collaboration agreement with TNDC and provides Raiseboring services at the Newmont Red Chris Mine.

### Tahltan Employment

We don't currently employ any Tahltans.

## SOLVEST



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### Partnership Services

TNDC and Solvest are working together under a collaboration agreement to identify and develop renewable solar power solutions that reduce diesel consumption and carbon emissions, with the aim to achieve carbon neutrality in Tahltan Territory. TNDC will invest in and own redeployable long life renewable power assets and lease them to mining companies under a short-term lease.

Solvest is the leading provider of renewable energy services in Northern and remote areas, including solar and energy storage project development, design, procurement, construction, operations and maintenance, equipment leasing.

### Tahltan Employment

We don't currently employ any Tahltans.

## SUMMIT AVIATION GROUP



**Matthew McElligott**  
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### Partnership Services

The Summit Aviation Group (Summit Air / Summit Helicopters) finalized a Collaboration Agreement with TNDC in May of 2021 to run all aviation work (fixed wing and rotary wing) within and into Tahltan Territory.

### Tahltan Employment

We don't currently employ any Tahltans.

## SUMMIT CAMPS



**Bud Rich**  
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### Partnership Services

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

### Tahltan Employment

We currently have one Tahltan member working for us as a Carpenter's Helper and had another employed last season in Tahltan Territory and over winter on a project outside Tahltan Territory.

## SUNCOR ENERGY PRODUCTS PARTNERSHIP



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### Partnership Services

Suncor and TNDC have worked together through a Memorandum of Understanding since 2016. Suncor Energy provides bulk fuel deliveries, SuperPass cardlocks and fuel management systems for clients/projects in Tahltan Territory, including Red Chris, Skeena Resources and Galore Creek.

### Tahltan Employment

We employ one Tahltan as a fuel truck driver.

Treaty Creek Limited Partnership Update

# Strategic Partnership optimizing participation to KSM Project

The Treaty Creek Limited Partnership (TCLP) is a partnership between the Tahltan Nation Development Corporation and the Nisga'a Growth Corporation.

This partnership brings new life to a centuries-old Peace Treaty through the Treaty Creek Partnership, which is optimizing participation at the Seabridge KSM project.

### 2023 SERVICE CONTRACTS

It was a successful first year for the new TCLP, which saw total revenues exceeding \$1 million, as well as several partnerships established and service contracts awarded.

**Highlights include:**

- Rotary air services switched from TNDC-Alpine to TCLP-Alpine early in 2023.
- Medical services shifted to TCLP-International SOS, who have subcontracted about 40% of the work to a Nisga'a Nation member-owned company.

- Site services and environmental monitoring work was done by Tahltan and Nisga'a Nation member owned businesses.
- Roadwork and fish habitat construction was undertaken by TCLP-Lemare.
- Security services have been provided by TCLP-Scarlet Security, with a Nisga'a Nation member-owned company subcontracted for portions of the work.
- Powerline construction costing was completed with two proponents that involved TCLP for potential partnering opportunities. We will learn the winning bid when construction proceeds in future.

**50** TAHLTAN & NISGA'A NATION MEMBERS EMPLOYED

Did you know that over 50 Tahltan and Nisga'a Nation members were employed at the KSM Seabridge project in 2023, serving in roles related to medical, security, forestry, environmental, and construction services?

Right: A TNDC crew member at our Red Chris project site.



### 2024 SERVICE WORK

TCLP is actively pursuing all site services work that may be available on the KSM Project. A number of service works and contracts have been identified that TCLP will be pursuing, including Camp Services, Drilling and Civil Works.

**Highlights include:**

- Camp services and catering switched to TCLP-ESS Compass Group in January.
- Geotechnical drilling in 2024 has not been confirmed, but if drilling proceeds portions of the work could be undertaken by TCLP-Geotech.
- Seabridge are in discussions with BC Hydro about undertaking further Treaty Creek substation civil works through TCLP-FMI or TNDC-Jim Dent Construction.
- TCLP involvement with Security, Medical and Catering services are anticipated to remain at about the same levels as 2023.

### TRAINING INITIATIVES

**ESS Compass 2024 Tahltan / Nisga'a Training Program**

Camp services training initiatives are scheduled in the upcoming months for Tahltan and Nisga'a members in Northwest BC in Terrace. The training will focus on chef, prep cook, server, and camp attendant positions, with the goal of facilitating job placements upon completion.

05



# ENGAGING THE TAHLTAN NATION

Tahltan guests at our 2023  
Tahltan Night reception.

5.1

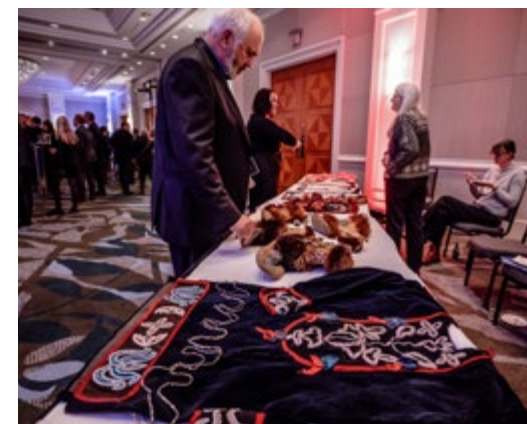
# 2024 Tahltan Night

With the goal to raise the profile of the Tahltan Nation, TNDC was once again honoured to co-host the Tahltan Night reception with the Tahltan Central Government (TCG). Held during the renowned AME 2024 Roundup week, our annual event brings together industry, business partners, suppliers, government and Tahltan organizations for an evening of intimate business networking and relationship building.

Below TNDC Board Chair Carol Danielson addresses guests.

It was another successful event, which included remarks from TNDC Board Chair Carol Danielson, TCG Vice President Heather Hawkins, Councillor Quentin Nole representing the Iskut Band, and Chief Carmen McPhee of the Tahltan Band.

We were moved to have Amanda Nahanee, a Traditional Speaker, welcome us to Musqueam, Squamish and Tsleil-Waututh unceded traditional territory with a beautiful song and remarks.



Top: Tahltan art raffle items.  
Above: A Tahltan Night guest admires the Tahltan art to be won.



Left: Tahltan art raffle items.  
Below: Drawing the winning tickets in the raffle.

A highlight of the evening was the raffle of handmade art pieces by Tahltan artists. A total of \$4,250 was raised for a Tahltan family from the Iskut community who had recently lost their home and possessions to a fire. We were grateful to our guests who generously purchased tickets to give back to this family in need.

We were honoured to have respected Tahltan elder Rocky Jackson serve as our master of ceremonies for the evening, exuding warmth and humour, and musical entertainment, performing two of his original songs.

Our thanks as well to the group of Tahltan young adults for their support in event execution, as well as members of the TCG team for their contributions in the planning and execution of this signature event.



Far-Left: Tahltan Central Government Vice President Heather Hawkins & Secretary Treasurer Sandra Marion addresses guests.  
Left: Tahltan guests.



## Nation Highlights



Tahltan Forestry, our partnership with NorthPac Forestry, with the help of Tahltan subcontractor Wild Timber Industries, delivered two loads of firewood to each of the three Tahltan communities.



We launched Chair Facebook videos to provide more information about TNDC initiatives for Tahltan Members.



We hosted the 2023 TNDC Community Christmas Party, bringing festive joy and fun to those living in our remote communities.

**\$44,250  
DONATED**

We donated \$44,250 to support community activities, groups and initiatives in Tahltan Territory in 2023.



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Front cover: TNDC branding on the tail of a newly co-branded Central Mountain Air plane.

Opposite: Tahltan guests.

Rear cover: TNDC equipment at work at the Red Chris mine TIA construction.





**TAHLTAN NATION  
DEVELOPMENT  
CORPORATION**

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