

# 2025



# TNDC

## BI-ANNUAL REPORT





# 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 dividend for initiatives to benefit Tahltan members, while the remaining amount is retained for working capital and to be reinvested for future growth.

TNDC was founded in 1985 by visionary, progressive Tahltan leaders who wanted to ensure the Tahltan Nation benefits from the economic activities and development occurring within Tahltan Territory and to provide employment, training and contracting opportunities to Tahltan members.

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

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.

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# 01



# WE ARE TNDC

TNDC crew at Red Chris discuss safety, Tahltan General Foreman (R).



# CEO's Message

2025 marks TNDC's 40th anniversary. This is a significant milestone in our journey. Over the past four decades, we have evolved from a small community-owned Indigenous business to a **Tier-One mining service provider** – with a **focus on cost efficiencies, safety and quality execution** – that has diversified into providing vital community infrastructure services and attracting attention across the country.



**Todd den Engelsen**  
Chief Executive Officer

As the business arm of the Tahltan Nation, TNDC places **Tahltan culture at the core** of its operations. Our mission centres on principles like respect for the land, community well-being, and sustainable development, guiding our dedication to creating a positive impact for present and future generations.

## INTEGRATING TAHLTAN CULTURE

We are dedicated to having more Tahltans in leadership roles, and we are proactively integrating Tahltan culture into TNDC's workplace, decision-making processes, and those of our partners. In addition, we have instituted a **Joint Support Team (JST)**, a new initiative designed to enhance communication and collaboration between employees and management.

## STRENGTHENING TAHLTAN WORKFORCE CAPACITY

Enhancing the capacity of the Tahltan Nation through training, development and mentorship initiatives is a priority. We have delivered on this commitment by offering supervisor training, launching an **Employee Heavy Equipment Operator (HEO) Training Program**, and successfully concluding the second year of our innovative **Tahltan HEO Training Program**, which just won the 2024 AME Robert R. Hedley Award for Excellence in Social and Environmental Responsibility, underscoring our dedication to empowering our community.

Noteworthy career advancement initiatives have resulted in the **promotion of 10 Tahltans** to supervisory and senior leadership roles.

## TAHLTANS TEACHING TAHLTANS

I am particularly proud of our trusted partnership with Finning, which has led to the creation of the **TNDC Mobile Training Centre**. This 44-foot trailer houses four simulators, each with its own unique operator training program including articulated trucks, dozers, loaders and excavators.

Notably, in fall, two TNDC Tahltan employees – Gavin Day and Daniel Moon – spent two weeks at the Caterpillar demonstration and learning centre in Arizona. During their time in Tucson, Gavin and Daniel achieved **Level 2 operator certification** for Hydraulic Excavator (HEX) and Track Type Tractor (TTT). These notable certifications are valid throughout their careers in heavy equipment and are **globally recognized through Caterpillar**, the world's leading manufacturer of construction and mining equipment. What is more, Gavin made history by becoming the **first person in Canada** to achieve the practical portion of Caterpillar's Level 3 in-house certification for HEX.

## ENHANCING SAFETY AND OPERATIONAL EXCELLENCE

Our dedication to prioritizing the safety of our employees and all stakeholders has been pivotal in shaping our reputation. This commitment is reflected in our achievement of the **Certificate of Recognition (COR) from WorkSafeBC**, a significant industry benchmark. This milestone underscores our unwavering focus on **fostering a robust safety culture** within our organization, ensuring the well-being of everyone we work with.



**Above:** TNDC Tahltan Trainers Daniel Moon (L) & Gavin Day (R) in front of a D11 Cat Dozer at the Caterpillar Tinaja Hills Demonstration & Learning Center in Arizona.

## BUILDING TNDC'S REPUTATION

TNDC's Construction division has **garnered a stellar reputation as the preferred contractor** in the industry. Our accomplishments include the construction of the Red Chris Tailings Impoundment Area (TIA) within a master service agreement, **positioning TNDC as a key contractor.**

We have invested in specialized heavy civil equipment and expertise, **fostering partnerships with prominent projects and clients** like Seabridge, Skeena, Newmont, as well as other construction and engineering firms.

## DIVERSIFYING OUR BUSINESS

The mineral exploration, mine development and mining sector has been the primary driver of our business for almost four decades. Diversification of TNDC's business has been an ongoing strategy to offset the cyclical nature of the sector, and we have made impressive strides in this effort.

- Our Aggregates division completed a successful first year of production, securing a multi-year contract with KSM, and establishing our position as a go-to supplier in the region.
- TNDC's Aviation division at Dease Lake Airport has created local job opportunities and diversified revenue streams through contract operations and fuel services provision.

- After several years of planning, permitting and construction, Tahltan Communications, our partnership with CityWest, completed the first phase of last mile connection, bringing life-changing high speed fibre optic communications to businesses and homes in Tahltan Territory.

## BUILDING TRUST, BUILDING FUTURES

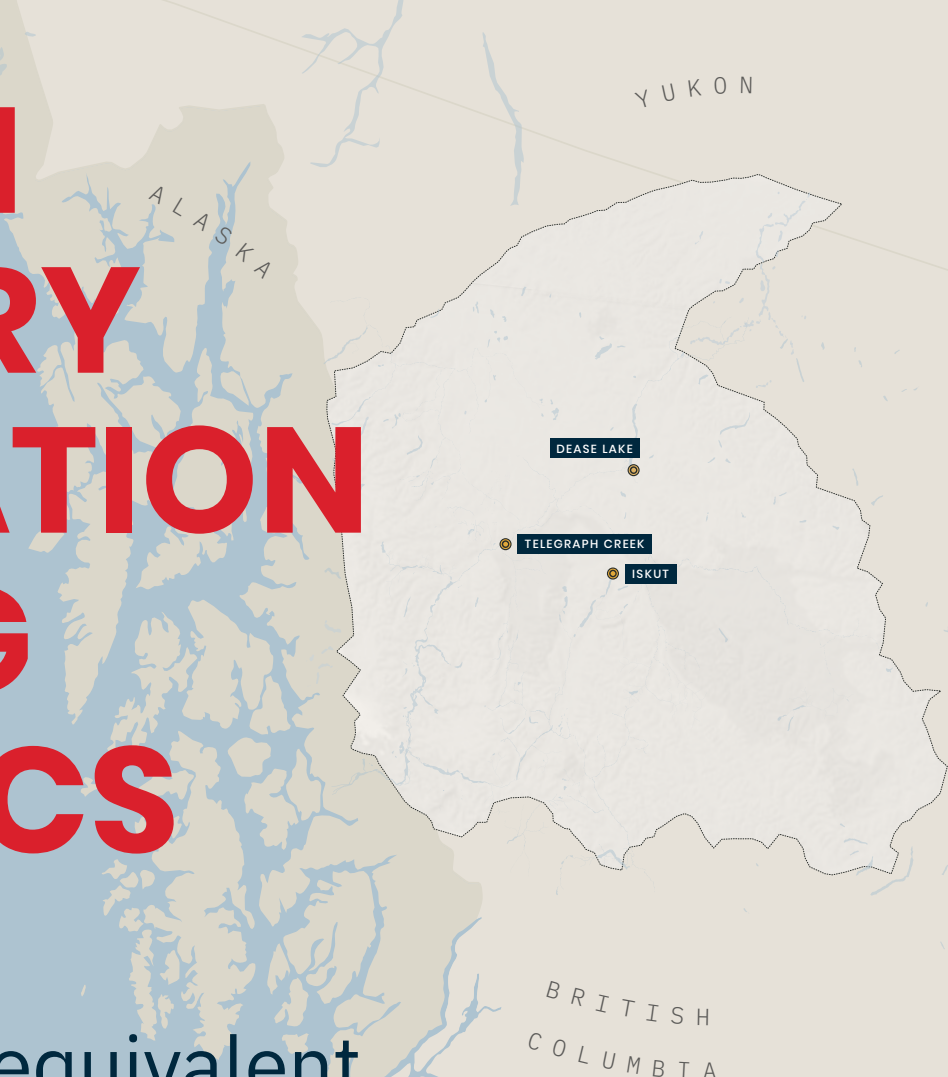
Over four decades, TNDC has played a crucial supporting role in the economic development of northwest British Columbia, including the world-renowned Golden Triangle. As we look to the future, TNDC's focus and commitment is on **Building Trust, Building Futures**, with the Tahltan Nation, our clients, partners, suppliers and financiers. With a solid financial foundation and vital access to financing, TNDC is uniquely positioned to be a **recognized builder of infrastructure in northwest BC.**

As we begin our **40<sup>th</sup> year of operations**, TNDC remains committed to driving ongoing improvement initiatives, aiming to solidify its position as a **leading contractor and employer of choice**. These efforts will stay closely aligned with the core values of both TNDC and the Tahltan Nation, as we work to **foster long-term growth and create new opportunities for current and future generations**. We look forward to celebrating our story and success with you throughout the year as we turn 40.



# TAHLTAN TERRITORY EXPLORATION & MINING STATISTICS

Tahltan Territory is 95,933 km<sup>2</sup> or the equivalent of 11% of British Columbia.



Tahltan Territory is home to:

APPROXIMATELY

**70%** **2/10**

of BC's resource rich Golden Triangle

of BC's operating metal mines or their shared footprint

APPROXIMATELY

**50%** **13%** **2.5%**

of BC's exploration activities by expenditure

of Canada's exploration activities by expenditure

of the World's exploration activities by expenditure

If the Tahltan Nation were its own country, we would be bigger than Portugal and slightly smaller than South Korea.



This is a rough land comparison. Not to scale.

**THE TERRITORY IS RICH IN NATURAL RESOURCES AND CONTINUES TO GARNER INTERNATIONAL ATTENTION FOR ITS MINERAL POTENTIAL AND ABUNDANT WILDLIFE.**

**\$330 MILLION**

Total amount of mineral exploration expenditures in Tahltan Territory, including Brucejack which is accessed through Tahltan Territory and KSM (actual \$ 329,743,000)

**\$1.15 BILLION**

Estimated total mining production value (actual \$1,151,421,358 – Red Chris and Brucejack)



# TNDC Employees Return from Global Heavy Equipment Instructor Certification Training in Tucson, Arizona



Above: TNDC Tahltan Trainers Daniel Moon (L) & Gavin Day (R) in front of the Caterpillar Tinaja Hills Demonstration & Learning Center in Arizona.

Tahltan Nation Development Corporation is pleased to announce two of its employees, Gavin Day and Daniel Moon, recently returned to Tahltan Territory from two weeks at the Caterpillar Tinaja Hills Demonstration & Learning Center in Tucson, Arizona.

During their time in Tucson, Gavin and Daniel achieved Level 2 operator certification for Hydraulic Excavator (HEX) and Track Type Tractor (TTT). These notable certifications are valid throughout their careers in heavy equipment and are globally recognized through Caterpillar, the world's leading manufacturer of construction and mining equipment.

Released: December 5, 2024

Training and development of employees is a priority at TNDC. This has led TNDC to partner with the Government of BC and several industry partners, including Finning, to create a multi-faceted capacity development program in Tahltan Territory – the groundbreaking Tahltan Heavy Equipment Operator (HEO) Training Program.

“On week two Gavin focused on HEX in the field, honing his skills to attempt the Level 3 instructor in house certification. During the week Gavin showed extraordinary professionalism and completed every task asked of him, including writing his exam and achieving his Level 3 in house instructor certification on HEX – which required a written safety test (100% to pass), written knowledge test (80% to pass), and it involved a timed practical. Awesome job Gavin!”

– Brad Nunn, Application Specialist Mining, Finning (Canada)

The HEO Training Program addresses an industry problem, by combining equipment training in Tahltan Territory with on-the-job practical operating work experience and camp life experience.

TNDC has a strategic relationship with Finning Canada, the world's largest Caterpillar dealer. This partnership sees Finning training our people and providing operational support to drive productivity and efficiency for our clients, minimize equipment wear and tear, enhance our maintenance program, in turn maximizing the lifespan of our fleet. Skilled operators, backed by top-notch training is a key element in this pursuit.

# High Speed Fibre Optic Communications has Officially Arrived in Tahltan Territory



Released: November 26, 2024

Tahltan Communications – a partnership between Tahltan Nation Development Corporation (TNDC) and CityWest Cable and Telephone Corporation – is pleased to announce that high speed telecommunications services over fibre optics have officially arrived in Tahltan Territory.

Tahltan Communications is building over 200 km of new fibre optic cable in unison with fibre optic strands that are part of the BC Hydro Northwest Transmission Line (NTL). This \$13-million project is providing high speed fibre optic based telecommunication services to homes and the many small, medium and large industrial businesses in Tahltan Territory.

Several anchor tenants now have fibre optics: TNDC/Tahltan Central Government, Iskut Band Office, Klappan School, Iskut Health Office, and the Stikine Regional Health Centre. Newmont's Red Chris and Brucejack mines and Coast Mountain Hydro have also been connected.

Additional anchor tenants (colleges, firehalls, health centres, emergency service providers), in Iskut, Dease Lake and along Highway 37 are being connected.

Connection of homes and businesses has progressed for the communities of Iskut and Dease Lake. Last mile (fibre to the home) is the final length of cabling from the nearest distribution point to a home or workplace. Every home and business in these builds will be able to receive a fibre-optic connection.

→ **Iskut:** Last mile construction began at the beginning of September. The fibre-optic customers are anticipated to be online in early 2025. Residents and businesses are encouraged to contact CityWest to discuss service plans and promotions.

→ **Dease Lake:** Last mile construction planning, permitting and preparation is underway. Construction will begin once permits are received. An update will be provided to the community closer to the build date.

“The progress that we’ve made with our partners at the Tahltan Nation on this venture is truly amazing, and we’re thrilled to see more anchor tenants coming online. This new, state-of-the-art fibre-optic network sets the stage for urban-level connectivity throughout Tahltan Territory. We’re excited to see the next stages of this venture as we work towards connecting the communities of Iskut and Dease Lake.”

– Stefan Woloszyn, CEO of CityWest

This project has been supported through funding from the federal and provincial governments. TNDC applied for funding through the Government of Canada's Connect to Innovate Program and British Columbia's Connecting B.C. program. Funding for the project was announced July 2, 2019. TNDC worked on build planning and permitting, leading up to the start of construction on May 31, 2022.



# 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.





# 02

Year 2 participants of the Tahltan HEO Training Program beside the TNDC Mobile Training Centre.



**TNDC MOBILE TRAINING CENTRE**  
PROUDLY SUPPORTED BY FINNING  
Future Heavy Equipment Operators

# TNDC CORPORATE



# Health, Safety & Environment

## Safety First, Safety Always.

The health and safety of our employees and everyone we work with is TNDC's top priority to ensure everyone goes home safe. *Safety First, Safety Always* is a core value that guides everything we do.



### LEADING BY EXAMPLE

Empowering leadership of our supervisors with comprehensive skills, knowledge and training is instrumental to better guide and coach our workforce. Providing competency training of our employees is essential to ensuring they have the skills, knowledge and capability to safely perform their roles. Programs like Green Hand, Gold Hand aim to reduce injuries amongst young, new or inexperienced workers, promote safety communication, and improve safety culture.



### GUIDED BY POLICIES

Our TNDC Safety Rules and TNDC Life Saving Rules guide employees in safe behaviour and protocols. Our Health, Safety & Environmental Policy affirms our commitment to conducting our business safely, sustainably and responsibly, and caring for our employees, the community and the environment.



**Above:** A Tahltan Trainer and a Year 2 Tahltan HEO Program participant conduct an equipment safety inspection.

**Opposite:** A Tahltan Heavy Duty Mechanic at work with TNDC's Red Chris Mechanical department.

### A STRONG SAFETY CULTURE

Safety is a responsibility shared by every member of the TNDC team. The cornerstone of a successful Health and Safety Program is engagement at all levels of the organization. We cultivate a strong safety culture through training, support, mentorship, responsibility and accountability.



### SAFETY CERTIFIED

TNDC is proud to hold a Certificate of Recognition (COR) from WorkSafeBC, reinforcing our commitment to protecting workers and maintaining a progressive safety culture. COR is awarded to employers that implement and maintain an Occupational Health & Safety Management System that exceeds regulatory requirements.



We cultivate a strong safety culture through training, support, mentorship, responsibility and accountability.



## Health & Safety Achievement Metrics

517,000

Hours worked

30,000

Field Level Hazard Assessments completed

14,000+

Client-provided MyLearning courses, training modules & Standard Operating Procedures completed

3,000

Toolbox Talks / Pre Start Meetings conducted

846

Verification of Competencies completed

350

Don't Walk By Cards submitted

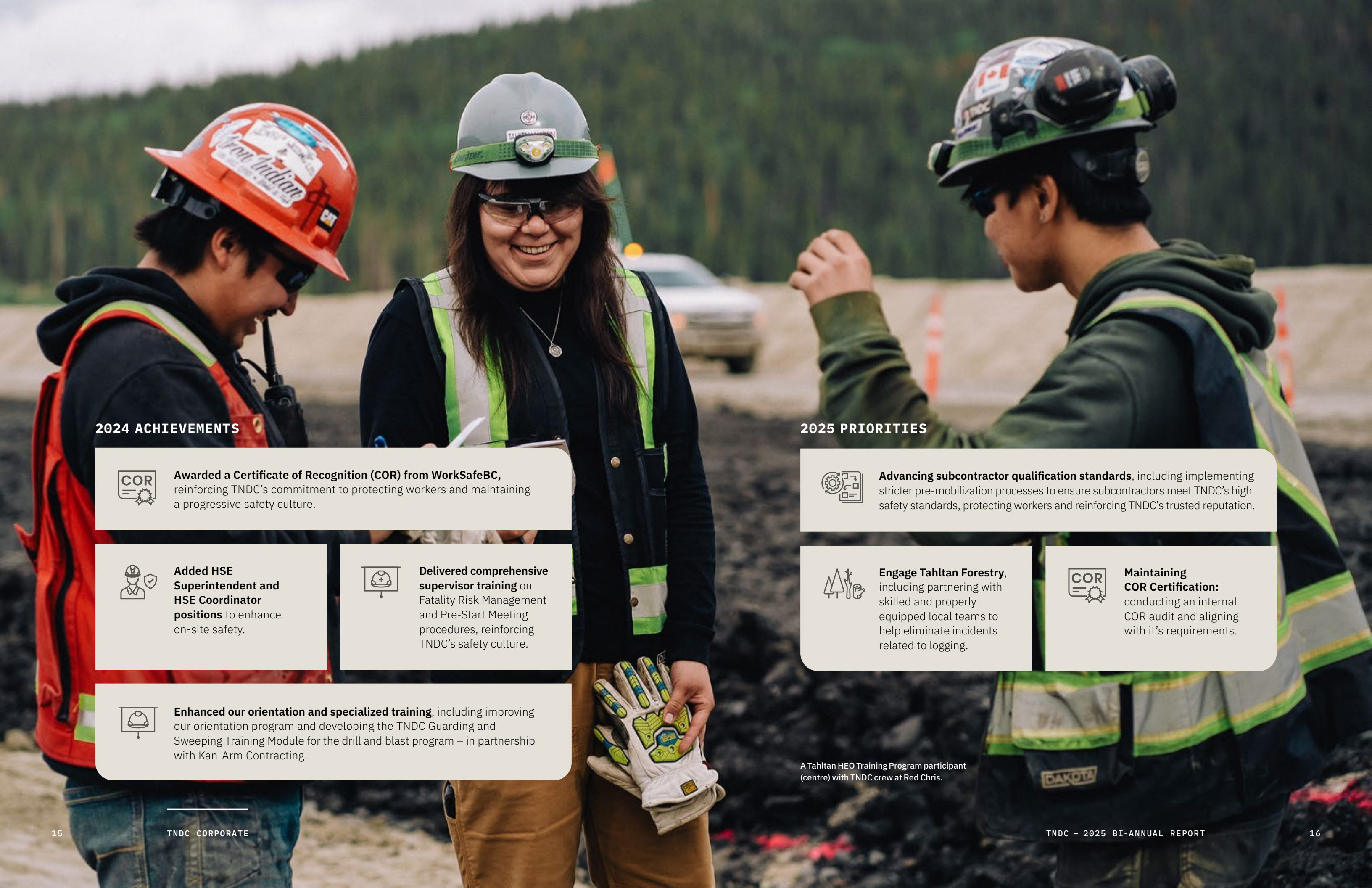
292

Safety Orientations performed

13

New Gold Hand Members added





**2024 ACHIEVEMENTS**



**Awarded a Certificate of Recognition (COR) from WorkSafeBC,** reinforcing TNDC’s commitment to protecting workers and maintaining a progressive safety culture.



**Added HSE Superintendent and HSE Coordinator positions** to enhance on-site safety.



**Delivered comprehensive supervisor training** on Fatality Risk Management and Pre-Start Meeting procedures, reinforcing TNDC’s safety culture.



**Enhanced our orientation and specialized training,** including improving our orientation program and developing the TNDC Guarding and Sweeping Training Module for the drill and blast program – in partnership with Kan-Arm Contracting.

**2025 PRIORITIES**



**Advancing subcontractor qualification standards,** including implementing stricter pre-mobilization processes to ensure subcontractors meet TNDC’s high safety standards, protecting workers and reinforcing TNDC’s trusted reputation.



**Engage Tahltan Forestry,** including partnering with skilled and properly equipped local teams to help eliminate incidents related to logging.



**Maintaining COR Certification:** conducting an internal COR audit and aligning with it’s requirements.

A Tahltan HEO Training Program participant (centre) with TNDC crew at Red Chris.



# Human Resources

## Our Employees are at the Heart of our Business

Our goal is to be an Employer of Choice by making TNDC an attractive, rewarding and respectful place to work. We are always on the lookout for motivated, skilled and trained workers, and provide opportunity to those new to the workforce and students seeking work experience, with a commitment to a safe, inclusive, respectful workplace.

 **JUNE 2024 PEAK EMPLOYMENT**

**4** Tahltan Associates

**94** Tahltans **22** Tahltans in Leadership Positions

**126** Other Indigenous Employees

**224** Total Indigenous Employees

**472** Total Employees



### VALUES BASED

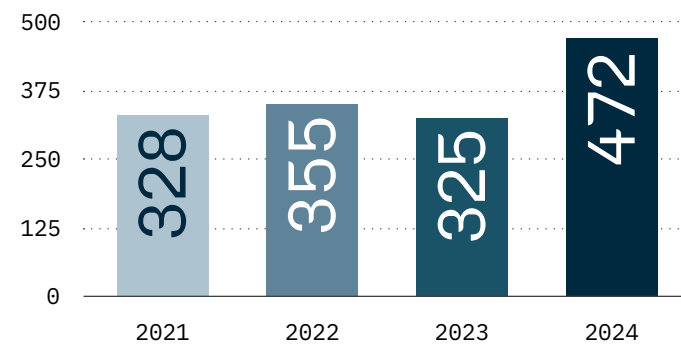
Our vision is to be the most dynamic Indigenous corporation in Canada. Our culture and approach to business reflects our core values – Safety, Integrity, Respect, Diversity and High Performance – and embeds Tahltan culture.



### RECOGNITION

The TNDC Rewards and Recognition Program celebrates TNDC employees who demonstrate initiative, dedication and commitment to our company and our clients. Four award streams (Spot, Quarterly, Annual and Long Service) recognize employees who: demonstrate positive safety behaviour and client service excellence; go above and beyond; demonstrate behaviour that aligns with TNDC Values; and provide long-term commitment, loyalty and service.

EMPLOYEE NUMBERS (2021-2024)



We invest in our people through training and development to help employees grow their careers with us and Tahltans gain the experience they need to work with us. ”



### TRAINING & DEVELOPMENT

Training, development and career advancement is a key strategy to attract, retain and create the talent we need to grow our business. TNDC supports our employees in achieving the highest certification in their position and advancing their careers. We invest in our people through training and development to help employees grow their careers with us and Tahltans gain the experience they need to work with us.

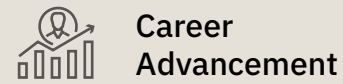
We offer a variety of training, including heavy equipment operation, leadership and management training for supervisors, mentors, lead hands, forepersons and project managers, as well as on-the-job training specific to positions. The TNDC Mobile Training Centre houses four simulators, each with its own unique operator training program including articulated trucks, dozers and loaders, excavators, and another program in development.

Left + Above: Tahltan Heavy Equipment Operator Training Program with Tahltan Procon JV training support at Brucejack Mine. (Credit: Procon)



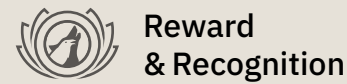
# Training & Development

## 2024 ACHIEVEMENTS



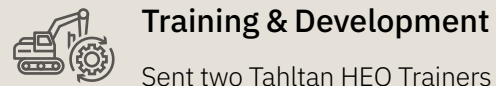
### Career Advancement

**Promoted 10 employees**, including five Tahltans and two Indigenous individuals, to supervisory and senior leadership positions.



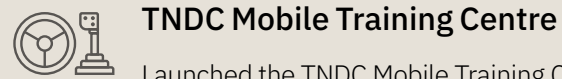
### Reward & Recognition

**Recognized over 80 employees** with Spot, Quarterly, Annual and Long Service awards for their initiative, dedication and commitment to our company and clients.



### Training & Development

Sent two Tahltan HEO Trainers – Gavin Day and Daniel Moon – to the Caterpillar Tinaja Hills Demonstration & Learning Center in Tucson, Arizona, in partnership with Finning. Notably, Gavin achieved Level 3 instructor certification for excavators, and became the first to pass the in-class and practical portion of the certification process in Canada.



### TNDC Mobile Training Centre

Launched the TNDC Mobile Training Centre in partnership with Finning, a 44-foot trailer housing four heavy equipment simulators. It offers a safe, virtual environment for learners to develop skills in operating Cat equipment, supporting two training programs.



### Tahltan HEO Training Program

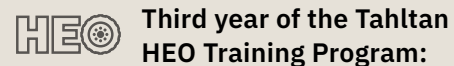
→ **Level 2 Spring 2024:** 4 participants successfully completed the program.



### TNDC Employee HEO Training Program

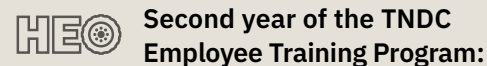
→ **Level 1 Spring 2024:** 7 participants successfully completed the program, qualifying for Level 2.  
 → **Level 2 Fall 2024:** 5 participants currently enrolled; runs until mid-January 2025.

## 2025 PRIORITIES



### Third year of the Tahltan HEO Training Program:

→ **Level 1:** new participants  
 → **Level 2:** returning participants  
 → **Level 3:** participants from Level 2



### Second year of the TNDC Employee Training Program:

→ **Level 1:** new participants  
 → **Level 2:** participants from Level 1

# Culture

## 2024 ACHIEVEMENTS



**Joint Support Team (JST) Creation:** a new initiative designed to enhance communication and collaboration between employees and management, address workplace issues, and ensure all voices are heard and respected.



**Angela Adsit hired as Interim Director of Corporate Culture:** tasked with, among other things, leading the JST, incorporating Tahltan culture into our business, and enhancing employee engagement.

## 2025 PRIORITIES



**Incorporating Tahltan Cultural Perspectives:** Implementing cultural awareness programs to educate our team on Tahltan traditions, values and practices.



**Supporting Employee Well-Being and Balance:** Providing mental health resources for holistic employee support, offering counselling services, and organizing stress-management workshops. Improving recognition and engagement initiatives to acknowledge accomplishments and boost morale.



**Cultivating Continuous Learning Culture:** Offering tailored development programs to upskill and reskill employees based on industry trends and career goals. Strengthening leadership development with culturally aware and innovative leaders. Encouraging knowledge sharing through cross-team collaboration.



# Finance & Accounting

Supporting growth and stability through robust financial practices

Finance and accounting are central to TNDC’s success, impacting clients, partners, suppliers, shareholders, employees and financiers. A strong financial foundation supports daily operations and long-term strategies, ensuring business stability and growth.



### ENHANCED POLICIES & PROCEDURES

TNDC is enhancing financial management through robust practices, procedures and systems to meet current and future demands.

This foundation provides essential resources and data for strategic planning, goal setting, resource optimization and progress tracking. It also strengthens TNDC’s ability to navigate business cycles with stability.

By fostering trust, transparency and risk mitigation, financial strength allows TNDC to secure funding for strategic growth. These investments drive innovation and infrastructure development, directly benefiting the Tahltan Nation.

### FINANCE & ACCOUNTING BY THE NUMBERS

#### REVENUE GROWTH

2020–2024

TNDC’s total revenue grew by 224% between 2020–2023; we are on track for a strong revenue performance in 2024.

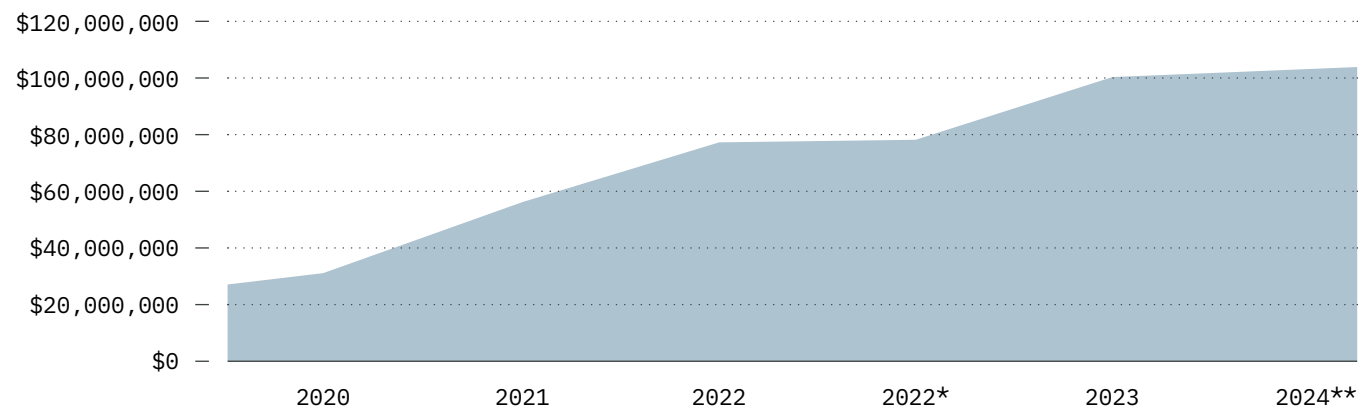
\* 2022 – fiscal year end change – only shows 9 months

\*\* 2024 – internal numbers before external review

#### Totals

2020	\$31,022,032
2021	\$56,554,007
2022	\$66,951,687
2022*	\$67,272,598
2023	\$100,497,082
2024**	\$103,511,222

#### TOTAL REVENUE (2020–2024)



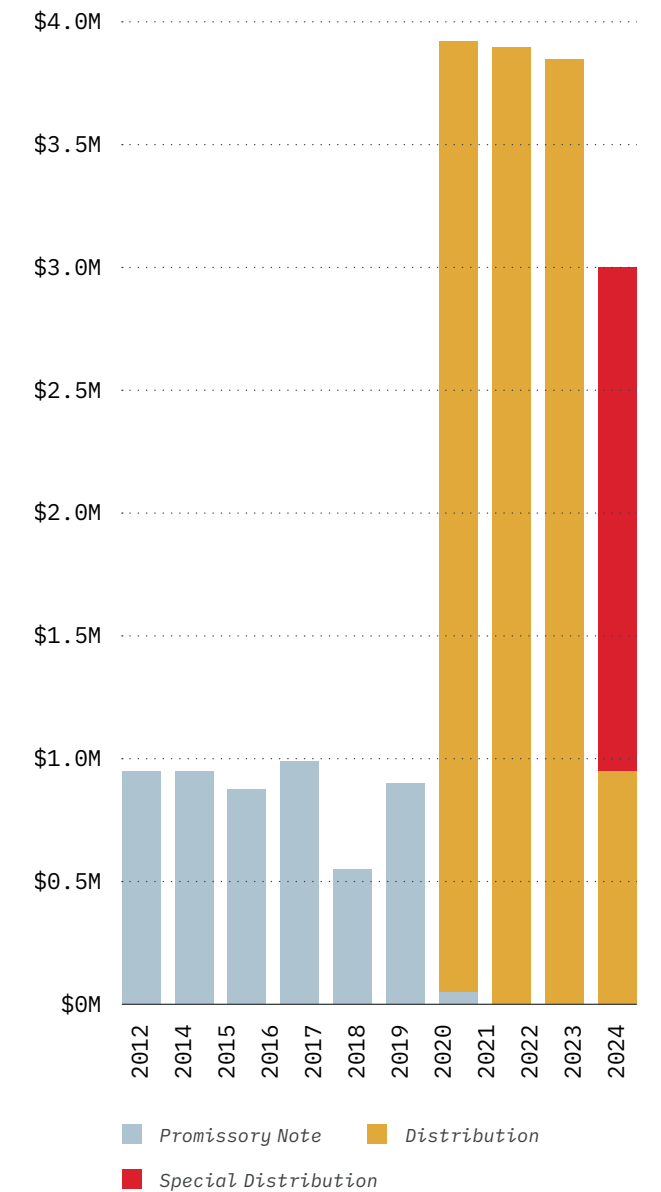
#### SHAREHOLDERS DISTRIBUTIONS

2012–2024

TNDC’s distributions to the Tahltan Government Shareholders (Iskut Band, Tahltan Band, Tahltan Central Government) were \$3 million in 2024, totalling \$19.3 million since 2012.

2012	\$900,000
2014	\$900,000
2015	\$750,000
2016	\$990,000
2019	\$600,000
2020	\$796,623
2021	\$3,837,566
2022	\$3,821,636
2023	\$3,716,425
2024	\$3,000,000
<b>Total</b>	<b>\$19,312,250</b>

#### TOTAL SHAREHOLDERS DISTRIBUTIONS (2012–2024)



#### CONTRACTING REVENUE

2020–2024

TNDC’s contracting revenue increased by 258% between 2020 and 2023, largely attributed to self-performing more work; we are on track for contracting revenue to be TNDC’s largest in 2024.

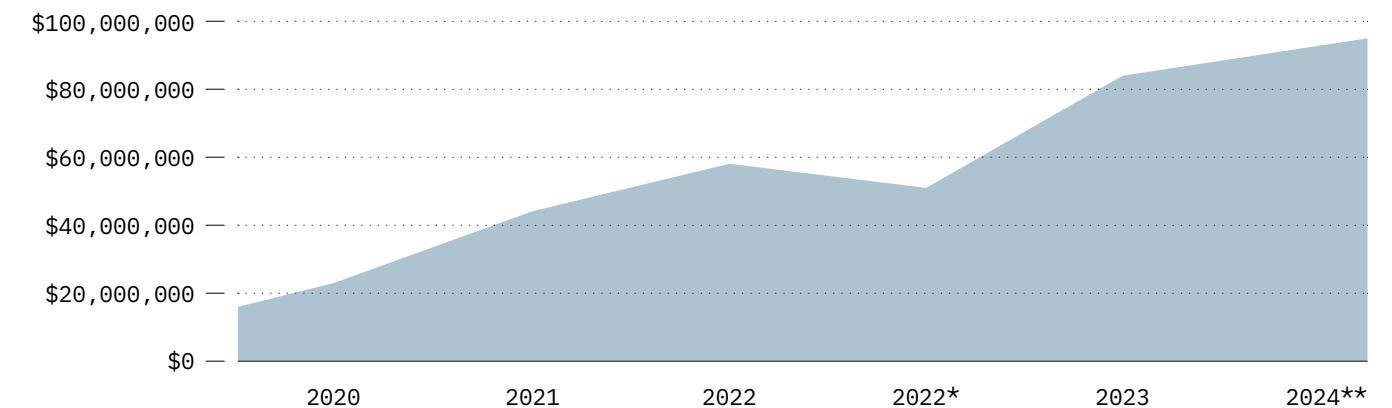
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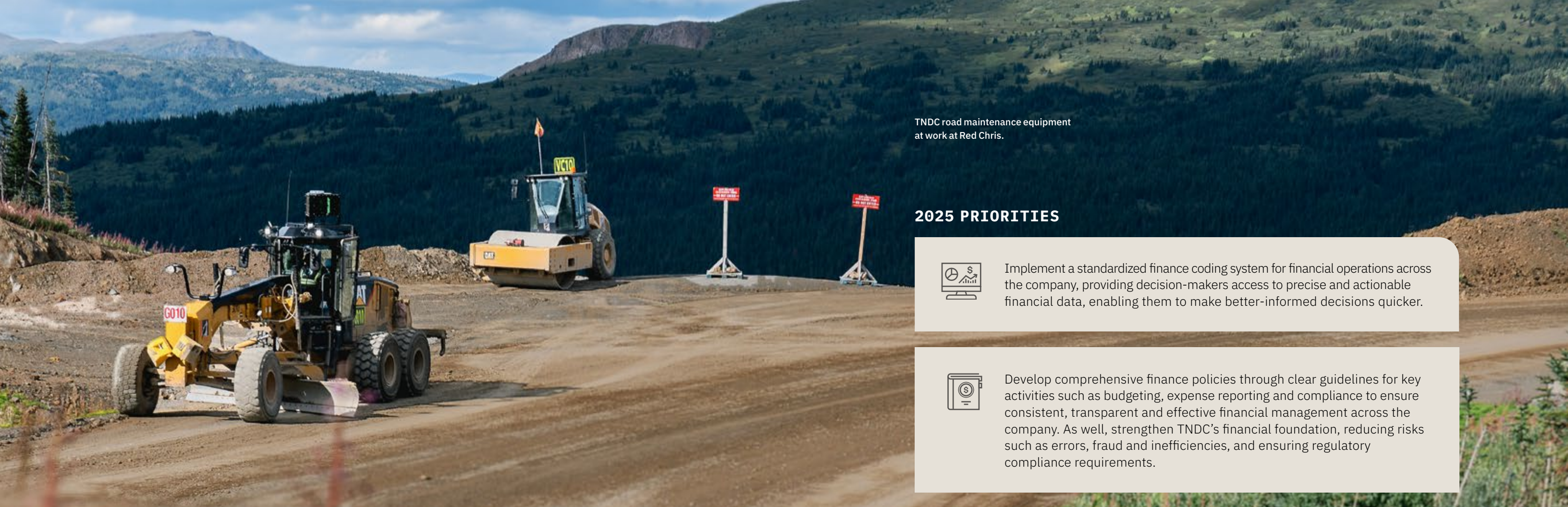
#### Totals

2020	\$23,494,335
2021	\$44,994,923
2022	\$58,639,218
2022*	\$51,991,621
2023	\$84,038,740
2024**	\$95,322,914

#### TOTAL CONTRACTING REVENUE (2020–2024)







TNDC road maintenance equipment at work at Red Chris.

### 2024 ACHIEVEMENTS



Developed a comprehensive organizational budget to improve ability to monitor and control costs across all areas of business.



Completed an insurance review to find a more competitive and comprehensive offering that better aligns with our company needs.



Streamlined our internal year-end review process, ensuring timely preparation for our external accountant and enabling reduced review time, in turn providing approved financial statements to stakeholders sooner than the prior year.

### 2025 PRIORITIES



Implement a standardized finance coding system for financial operations across the company, providing decision-makers access to precise and actionable financial data, enabling them to make better-informed decisions quicker.



Develop comprehensive finance policies through clear guidelines for key activities such as budgeting, expense reporting and compliance to ensure consistent, transparent and effective financial management across the company. As well, strengthen TNDC's financial foundation, reducing risks such as errors, fraud and inefficiencies, and ensuring regulatory compliance requirements.



Develop IT policies to align our IT practices with industry standards and strengthen the company's technology infrastructure, enhance data security, safeguard sensitive data, protect against cyber threats, and ensure business continuity.



Establish a comprehensive audit of our financial statements to enhance transparency, meet partnership requests, and support access to financing. This independent review will ensure our financial records are accurate, compliant with industry standards, and reflect the organization's true financial position, in turn building shareholder trust and demonstrate financial integrity.



Develop an investment strategy to establish clear guidelines, reduce risk, and maximize return on investment (ROI). This is crucial for ensuring informed, goal-aligned decisions that minimize risks through diversification and optimize ROI by focusing on high-performing opportunities.



# 03



A TNDC water truck  
at Red Chris.

## DIVISIONS & BUSINESS PARTNERSHIPS





# 3.1 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.

Above: A jointly branded Dash-8 400 TNDC-Central Mountain Air aircraft.

### 3.1.1

## Aggregates

### Supplying fundamental aggregate solutions to northwest British Columbia

Below: TNDC equipment at work at Red Chris.

TNDC Aggregates supplies sand, gravel and crushed rock within Tahltan Territory, serving the civil construction, resource development and mining industries.



TNDC Aggregates supports self-performance and client needs in three geographical operations areas: Eskay Operations, Northern Operations and Southern Operations.

Aggregates are a basic element in the construction of buildings, roads, dams and other infrastructure as a base material or in a composite material such as concrete. The demand for aggregates suitable for concrete production is high, and TNDC offers cost-effective solutions for other developments in Tahltan Territory, in northwest British Columbia.

#### ESKAY OPERATIONS

→ **KM43:** located on the Eskay Creek Mine Access Road, is TNDC Aggregate’s sand and gravel pit supporting the Seabridge/KSM Mining Project and Skeena Resources’ Eskay Creek Revitalization Project. TNDC Aggregates is advancing development of other sand and gravel pits to support construction plans for other projects.

#### NORTHERN OPERATIONS

→ **Newmont Red Chris mine:** TNDC Aggregates (in collaboration with Kode Contracting), has been producing a range of aggregate products, supporting road maintenance, site services and capital works including the Tailings Impoundment Area and Block Cave construction. TNDC Aggregates provided crushing and washing on site, allowing for production of a diverse range of products.

#### SOUTHERN OPERATIONS

TNDC Aggregates has identified several aggregate locations, from Stewart to Bob Quinn, strategically located to support client demands, including Poleyard West, located south of Bell II along Highway 37. TNDC Aggregates is working with partners to develop aggregate sources that meet the needs of the current and proposed projects, including KSM, in the southern portion of Tahltan Territory.





# Aggregates Achievements & Priorities

## 2024 ACHIEVEMENTS



TNDC produced 30,000 cubic metres of aggregates at our KM43 gravel site in its first year of production, attributed to our ongoing partnerships with key contractors and our multi-year contract with KSM Mining, establishing our position as a go-to supplier in the region.



Established relationships with key clients, including KSM Mining (Seabridge), the Ministry of Transportation and Infrastructure (MOTI) and Skeena Gold & Silver, securing a five-year contract with KSM and laying the groundwork for future contracts in 2025.



TNDC is in the process of undergoing testing of its aggregate resources to determine suitability as concrete aggregates. These aggregates are in high demand and would allow further diversification of the client base of TNDC's aggregates division.

## 2025 PRIORITIES



Developing the Poleyard West site (located north of the KSM project) with approximately 2 million cubic meters of aggregates estimates in reserves. We're currently in the permitting phase and projecting for first materials by Q4 2025.



Preparing for gravel crushing to supply the Highway 37 upgrade project for MOTI, scheduled to begin in 2025 growing our reputation as a crushing contractor and quarry / pit developer supporting transportation infrastructure within the region.



Building our resource portfolio by pursuing new aggregate sources and new contracts with existing and new clients.

## 3.1.2

# Aviation

## Providing essential aviation services to aircraft in northwest British Columbia

As the contract airport operator of Dease Lake Airport (CYDL), TNDC is one of only a few Indigenous organizations to manage an airport in British Columbia.

**Below:** A TNDC Aviation Services employee fuels an aircraft at the Dease Lake Airport.

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



TNDC's Jet A fuel operations at the Dease Lake Airport supports medical evacuations, workforce transportation flights for the mining sector, fire-fighting and other chartered aircraft a dedicated fuel source.

In collaboration with Newmont, TNDC has received training to offer emergency fire services at the Dease Lake Airport. An on-site first responder truck and a compressed air foam (CAFS) vehicle are ready to swiftly respond to any potential aircraft emergency.



TNDC's 100LL fuel operations serve small general aviation traffic visiting and passing through the Territory to Yukon and Alaska, on behalf of Stikine Airport Society.





TNDC's Aviation Services employees at the Dease Lake Airport.

## 2024 ACHIEVEMENTS



### Training & Development

Creating two extra seasonal snow removal positions staffed by Tahltans to bolster operational growth, increasing **local employment to 12 jobs**. Additionally, offering essential equipment and specialized airline training for these roles.



### Equipment & Operations

Expanding services to include runway/apron crack sealing, creating a new revenue stream. Notably, serving **50 medivac, 249 private aircraft and helicopters**, and **400 charter flights** totalling **15,000 passengers**. As well, achieving **369,853 L of Jet A fuel** and **14,000 L of Avgas** in our first full year supplying fuel.



### Infrastructure Updates

Replacing septic and waterlines for onsite crew living quarters, conducting preventative maintenance on facilities, and upgrading backup electrical systems. Also repainting runway and apron lines to accommodate the larger Q400 aircraft, now in full operation. Additionally, installing perimeter fencing around the runway to enhance site security and aircraft safety.

## 2025 PRIORITIES



### Training & Development

Enhancing team skills and readiness with advanced fire training using realistic scenarios with local emergency response teams for effective emergency aviation incident responses. Increasing aircraft de-icing training for safety in cold conditions. As well, providing career advancement through leadership development.



### Equipment and Operations

Growing our fleet by acquiring new vehicles, implementing preventive maintenance plans, refurbishing older models, and making organizational improvements to boost operational efficiency. Additionally, introducing a second fuel truck to enable simultaneous refueling of multiple aircraft.



### Infrastructure Updates

Continuing on-site enhancements by installing Tahltan Communications fibre optic network, upgrading computers and building maintenance to enhance essential service efficiency. Also, expanding crew accommodation to accommodate overnight pilots, creating new revenue through room and board services.



# Heavy Construction

## Northwest British Columbia's heavy construction partner of choice

With almost four decades in the business, we have built a successful track record of delivering projects safely, on time and within budget. TNDC is a trusted partner to provide general contractor and comprehensive support services throughout the entire mining process in northwest British Columbia. Our deep industry knowledge, experience and skilled workforce have made us the preferred choice.



Above: A TNDC excavator at work at Red Chris.

At the heart of TNDC's operations lies our commitment to Tier 1 excellence, leading in safety, productivity and efficiency. With our large fleet of equipment backed by a highly trained and skilled workforce, TNDC can self perform most projects.



### FROM CONCEPT TO EXECUTION

Our Estimating & Pre-Construction teams lay the groundwork by collaborating directly with clients onsite and from our Vancouver project office to meet their needs and drive project efficiencies. The synergy between our Estimating, Pre-Construction and Construction teams ensures a seamless transition from proposal development to project execution.



### ENHANCED OPERATIONAL EFFICIENCY

Implementing standardized project controls and integrating planning, management, execution software, and project cost management software streamline our construction, estimation and project management processes. Backed by our experienced project teams, this ensures our projects are executed with precision, on time, and within budget, aligning with our strategic goals for operational excellence and client satisfaction.



### OUR EXPERTISE

From our senior management construction and project management teams to our heavy equipment operators, supervisors and forepersons crews, we boast a highly skilled, talented and experienced workforce. Our Estimating, Pre-Construction and Construction teams boast experience on large-scale construction projects, while many of our supervisors, forepersons and operators have decades of experience on local projects.

A Mechanical employee at work in TNDC's Dease Lake Shop.

## Dease Lake Facility

Our Dease Lake Facility plays an important strategic role in supporting TNDC's operations and client and community commitments while growing local Tahltan talent.

### 2024 ACHIEVEMENTS



Employed a Tahltan Apprentice Welder and a Tahltan Apprentice Heavy Equipment Mechanic in our mechanical shop, supporting TNDC's dedication to nurturing local talent and career development.



Maintained highly skilled mechanics and operators to support 24/7 field operations, guaranteeing around-the-clock availability of on-call personnel to support project operations whenever needed.



Extended support and resources to Tahltan community initiatives, such as the TCG AGA, TNDC's Community Christmas Party, snow removal for Elders, establishing a new parking area at the Hwy 37 cemetery, and volunteering for the Tour De Telegraph Creek, reinforcing TNDC's standing as a supportive Tahltan community-centred organization.

### 2025 PRIORITIES



Expanding our presence in Dease Lake to facilitate company growth and fleet expansion. This includes clearing our northern property, and removing scrap iron and end-of-life equipment for improved organization.



## 2024 ACHIEVEMENTS

TNDC successfully reached a groundbreaking milestone in a single work season by operating at four major sites: Construction at Red Chris, Eskay Creek Revitalization Project and Galore Creek, along with aggregate work for KSM.



### Red Chris

TNDC employed 300+ people at our Red Chris project site, while at the same time developing supervisors and leaders by promoting skilled Tahltan members and integrating qualified personnel matching project needs.

TNDC performed all work on site in the General Contractor capacity for the second consecutive year, supporting Tailings Impoundment Area (TIA) construction and Block Cave Project development, and providing road maintenance.

#### TIA CONSTRUCTION

The TNDC and Pelly partnership moved over **1.4 million cubic metres of material**.

Our work included raising the north and south dams, developing borrow areas, excavating unsuitable materials, clearing 20 hectares of trees, and aiding in the disposal of fallen trees through the burn program.

#### BLOCK CAVE PROJECT

TNDC excavated and **relocated over 532,000 cubic metres of material** from January to December. With our partners, TNDC performed on three sub projects:

- **Underground Conveyor System** – TNDC and Kan-Arm Contracting started the box cut blasting over **96,000 cubic metres of rock**, which TNDC used for roads and the new thickener building pad.
- **Thickener Building Pad** (part of the mill expansion) – TNDC finished earthworks to reach the design elevation for concrete works, facilitating partner Jim Dent in constructing the concrete base for the thickener building. TNDC also readied a laydown area and organized parts for the building's construction.
- **Coarse Ore Stockpile (COS)** – TNDC graded the beam pad to design elevation and prepped for concrete works and installation of the dome structure, scheduled to be installed in 2025.



### Eskay Creek Revitalization Project

Successfully completed our first year of work under the Master Service Agreement (MSA), performing earthworks on the mine site, building the Coast Mountain Hydro (Volcano Creek) Switchyard, and providing year-round road maintenance on the Eskay Mine Access Road (MAR).



## 2025 PRIORITIES



At Galore Creek, we are focussed on continuing to provide operators and supervisors, while also backing future project growth, including road access initiatives.



At Red Chris we will be working in partnership with Newmont on planning and executing heavy civil works for the 2025 work season. On TIA construction, we will be working to drive safe production and efficiency, and on the Block Cave Project we will be supporting the COS, Thickener Building and temporary camp pad.



Pursuing opportunities for work with new clients in the 2025 season, including at Brucejack and Hwy 37/51 upgrades for the Ministry of Transportation and Infrastructure.



# Fleet

## An expansive fleet to meet client needs

TNDC boasts an expansive range of equipment to facilitate a diverse array of services including heavy earth works, civil construction, road building, snow removal, and road maintenance, and to meet the production quantities, ground conditions and scope of heavy civil projects.

### 2024 FLEET SIZE

**300+**  
PIECES

The TNDC fleet exceeds 300 pieces and includes:



Excavators  
Ranging from 20T to 90+T



Dozers  
Cat D6, D7, D8, D10



Graders  
Cat 14 & 16 Series



Loaders  
Cat 366, 950, 980



Articulating Haul Trucks  
45T Cat 745 & 40T Komatsu HM400



Water Truck / Ejector Truck  
40T Cat 740



#### MAINTAINING OUR ASSETS

We preserve the integrity of our assets and ensure our projects progress on schedule through preventative maintenance practices, regular inspections and proactive repairs. Underpinned by operator training, our Fleet team employs a roster of talented and experienced Heavy and Light Duty Red Seal Technicians, welders, and lube/fuel personnel to maintain our fleet to the highest level.



#### ENSURING RELIABILITY & CONTINUITY

Backed by fleet maintenance, warehousing and purchasing software systems, we optimize our stock levels, ensuring we are always equipped to maintain our fleet effectively and ensure continuity of our operations. Dedicated operations at our Red Chris mine project site and Dease Lake Shop strengthen our operational capabilities.



#### PARTNERING FOR PRODUCTIVITY

TNDC has a strategic relationship with Finning Canada, the world's largest Caterpillar dealer. Finning trains our people and provides operational support to drive productivity and efficiency, minimize equipment wear and tear, enhance our maintenance program, and maximize the lifespan of our fleet.



Above: A fleet of TNDC's haul trucks at Red Chris.



#### DRIVING TECHNOLOGY & INNOVATION

Technology is at the core of our operations, driving accuracy, efficiency and productivity, and helping keep projects on track and on target. Our heavy equipment fleet is equipped with GPS technology and global tracking software to support efficient and accurate placement of material.

We use Caterpillar's VisionLink software to track production and machine utilization, support efficient maintenance scheduling, and track emissions.



With approximately 5,000 parts at Red Chris alone, tracking parts usage per equipment unit allows TNDC to better understand costs and increase profitability. ”



A TNDC tamper at work at Red Chris.

## 2024 ACHIEVEMENTS



Improved asset operations by conducting inventory counts at our Dease Lake warehouse and Red Chris site, creating a unified operational control system.



Enhanced asset operations efficiency to sustain fleet operability by ensuring parts availability.



With approximately 5,000 parts at Red Chris alone, tracking parts usage per equipment unit allows TNDC to better understand costs and increase profitability.



Improved the Light Vehicle Mechanical Shop with vehicle lifts/stands and a functional tool room to enhance efficiency. Expanded fleet maintenance services to partner companies within TNDC's program to boost revenue. Built an onsite welding structure at our Red Chris site for year-round fleet maintenance capabilities.



Increased skill development by using experienced senior staff, both Tahltan and non-Tahltan, to mentor newer team members. Implemented Newmont's Onsite maintenance-specific and operational safety training at Red Chris, covering crane operation, rigging, working at heights, and pit orientation.



Offered on-the-job training for Tahltans in a Preventative Maintenance Technician role, with opportunities for an apprenticeship as a Heavy Duty Technician. In addition, offered Caterpillar Specific Undercarriage inspections training provided by Finning.



## 2025 PRIORITIES



Upgrade end-of-life haul trucks and excavators with new models featuring current technologies and safety enhancements. Refurbish or replace multiple aging equipment pieces to maintain reliability and up-time.



Continuing to cultivate a skilled workforce by training, developing and supporting Tahltan and junior staff. TNDC plans to introduce a Tire Handling safety course.





# 3.2 TNDC 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.

### 3.2.1

## Business Partnerships Overview

# Increasing TNDC Revenues and Tahltan Employment Through Strategic Partnerships

At the core of TNDC’s goals to expand revenues, seize opportunities and diversify its operations is a commitment to fostering economic prosperity for a self-reliant Tahltan Nation. Emphasizing sustainable development, our Partnerships and Business Development team plays a pivotal role in advancing these objectives.

Business partnerships remain a cornerstone of TNDC’s growth and diversification efforts, enabling TNDC to expand its service offerings and capabilities. Although TNDC strives to self-perform most of its work, collaboration with partners is a strategic approach to support scopes where we lack experience or specialized equipment.

### TNDC PARTNERSHIP MANAGEMENT AND BUSINESS DEVELOPMENT

TNDC’s Partnership Management Program drives accountability and measures progress in revenue generation for TNDC and fostering the wellbeing of the Tahltan Nation. This includes Tahltan employment maximization and training provision, engagement of Tahltan member-owned businesses, and enhancing the community via strategic donations.

Left: Participants in the Geotech drilling session of the 2024 Tahltan Exploration and Industry Training Program. (Credit: Tahltan Central Government)



Above: Jennifer Louie is a Shop manager with Progress Ventures. (Credit: PVL)



# Partnerships Achievements & Priorities

## 2024 ACHIEVEMENTS



### Tahltan Employment Milestones

Elevating Tahltan employment within our partnerships to 70 positions, with Q2 reaching over 10,000 full-time employment hours.

**\$10**  
MILLION

### Tahltan Forestry Revenue Growth

Tahltan Forestry has reached new heights with the 2024 TNDC fiscal year projection set to be over \$10 million in revenue.



### Tahltan Small-Medium Business Policy

Developed a Tahltan Small-Medium Business (SMB) Policy to manage the use of Tahltan-owned SMB; as a result, TNDC has increased Tahltan-owned (SMB) participation in TNDC's supply chain, with Q2 expenditure of more than \$1.15 million.



### TNDC Partnership Program

Created a TNDC Partnership Program, that tracks vital statistics and supports data-driven management. This program optimizes Tahltan employment opportunities by advocating for training, promotional opportunities, and skills development programs within existing and future partnerships.

## 2025 PRIORITIES



Continue to manage and expand the current TNDC business partner portfolio while actively seeking new partnerships to diversify equity partnership revenue streams and enter new sectors/regions.



Continue to increase Tahltan employment, training and advancement opportunities within TNDC partners. Ensure increased involvement of Tahltan-owned small-medium businesses in TNDC's supply chain.

## 3.2.2

### Joint Venture / Limited Partner 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 Nation Engagement & Support

**Training:** We provide an annual scholarship for Tahltans pursuing education and offer class one training, Commercial Transport Mechanic apprenticeships and management training to Tahltans across Western Canada.

Tahltan Arrow participated in the Tahltan HEO Training Program, advising on avenues for practical class one training within the drivers training program in upcoming years.

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## TAHLTAN COMMUNICATIONS



#### Partnership Services

Tahltan Communications, a joint venture partnership between TNDC and CityWest, has built over 200 km of new fibre-optic cable to improve telecommunications services in Tahltan Territory. This network is currently serving multiple anchor tenants and industrial clients in the region. Last-mile fibre-optic buildouts are planned for the communities of Iskut and Dease Lake.

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## TAHLTAN ERM ENVIRONMENTAL MANAGEMENT



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**Above:** Melissa Van Veen is an Analyst, Traditional and Indigenous Knowledge Assessment with Tahltan ERM Environmental Management.

**Above:** Tahltans participate in a TEEM field training session in water sampling and hydrology.

(Credits: ERM)

### 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 Nation Engagement & Support

**Employment:** We employ Tahltan Melissa Van Veen as an Analyst, Traditional and Indigenous Knowledge Assessment and a Tahltan Associate as our Discipline Manager of Fisheries.

**Tahltan Businesses:** We used Northern Labour Services and BV Bobcat Services.

**Training:** We provided \$10,000 in bursaries to support post secondary opportunities and delivered first aid training to field assistants. We also partnered with Teck and TCG to deliver a water sampling and hydrology field training session at the Schaft Creek Camp, as part of TCG's introduction to the exploration industry field school for Tahltans.

## TAHLTAN FORESTRY



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### 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, tree clearing and logging services for mines and utilities.

### Tahltan Nation Engagement & Support

**Employment:** We currently have 15 Tahltans working for us via our subcontractors in various positions, such as Project Manager, Foreman, Heavy Equipment Operators, Fallers, Buckers and Traffic Control People.

**Tahltan Businesses:** We use Khotin Construction, Metzantan Exploration and Wild Timber Industries.

**Training:** Tahltans have been hired and trained to operate forestry equipment through collaboration with mine site owners, ensuring budgets and schedules accommodate training for Tahltan operators and our subcontractors.



**Left:** Aaron Palmer (Operator) & Belfrey Quock (Foreman) in front of Wild Timber's processor at Skeena's Eskay Project.

(Credit: Tahltan Forestry)



## GOLDEN TRIANGLE EQUIPMENT



### Partnership Services

Sandvik Mining and Rock Solutions and TNDC have an agreement, Golden Triangle Equipment Ltd., 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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**Right:** Jesse Nole is a Service Technician with Sandvik Mining and Rock Solutions. (Credit: Sandvik)

Sandvik Mining and Rock Solutions, a business area within the Sandvik Group, a global leading supplier of equipment and tools, parts, service, digital solutions and sustainability-driving technologies for the mining and construction industries. Application areas include rock drilling, rock cutting, loading and hauling, tunneling and quarrying.

### Tahltan Nation Engagement & Support

**Employment:** We employ Jesse Nole as a Service Technician.

**Training:** We are providing mentoring and extensive on-the-job training to Jesse, including Sandvik equipment online, Volvo engines at our Winnipeg factory, and equipment battery training at our Sudbury facility (supporting his interest in clean technology).

## 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, established in 2021 and subsequently launched in 2022.

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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 Nation Engagement & Support

**Training:** We don't currently provide and or support any training initiatives; however our Driller's Helper Training Program is available cost free to safely and effectively enter the drilling industry with Hy-Tech.



## TAHLTAN NST BUSING

### TAHLTAN NST

#### Partnership Services

Tahltan NST Busing Ltd. (TNST) is a joint venture between TNDC and Northern Spirit Transportation. TNST has been providing crew transportation for Newmont's Brucejack Mine since 2023. We continue to provide on-site transportation and airport connection transfers at the Red Chris Mine (since 2021).

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#### Tahltan Nation Engagement & Support

**Training:** We use Charlie's Shop, owned by a Tahltan Associate, in Dease Lake for maintenance.

**Above + Right:** Our newly branded buses are turning heads along the Highway 37 and 16 corridors.





# TAHLTAN – PROCON JOINT VENTURE



## Partnership Services

Procon and TNDC have collaborated for nearly 25 years through various joint ventures in and around Tahltan Territory. Since 2018, they have been working at Newmont’s Brucejack Mine under the TNDC-Procon Joint Venture (TPJV), providing services such as underground mine development, production mining, and underground construction and tunnelling.

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**Right:** Tahltan Quentin Nole training on Underground Reverse Circulation Drilling.  
 (Credit: Procon)



## Tahltan Nation Engagement & Support

**Employment:** As of September 30, 2024, we have 13 Tahltan workers at Brucejack Mine in Miner, Haul Truck Operator, warehousing, and skilled trades positions. We also have Tahltan employee, Quentin Nole, on Newmont’s Indigenous Cultural Alliance Committee at Brucejack Mine.

**Training:** Procon participated in 2023 and 2024 in the Tahltan Heavy Equipment Operator program, providing on-the-job training and practical experience for four Tahltans equipping them with enhanced underground equipment skills and expertise. TPJV continues to offer apprenticeships, site-specific training and mine rescue training for Tahltans on the project.



**Top + Above:** Tahltan and active TPJV employees Quentin Nole and Albert Louie receiving mine and high-angle rescue training.

(Credit: Procon)



# SPATSIZI REMOTE SERVICES



## Partnership Services

In June 2024, Spatsizi Remote Services Limited Partnership was relaunched as a newly incorporated joint venture between TNDC and Sodexo. TNDC is the majority owner.

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Services include Food Services, Housekeeping and Janitorial Services, Front Desk and Retail Services.

## Tahltan Nation Engagement & Support

**Employment:** Currently Tahltan employees make up 9% of our workforce; 10 are in hourly roles and 3 are in Salaried (management) roles.

**Training:** We introduced the 10-month Management Academy Program, to help Indigenous high potential employees identify and develop a pathway to achieve their goals, improve upon, build their skills and receive placement as Assistant General Managers and one day General Managers. In this past year three Tahltans who participated were placed in a management lead role.

**Above:** Tahltans Cecilia Reid (far left), Laberta Watts (third left), Holly Henry (centre) and Kristel Miller (far right) participated in Sodexo’s Management Academy Training program.

(Credit: Sodexo)



## Collaboration & Service Supplier Agreements

### ALLNORTH CONSULTANTS



**Partnership Services**

Allnorth Consultants has a collaboration agreement with TNDC dating back to 2009. 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, power, civil, highway infrastructure and public works.

document control, scheduling, estimating, exploration and geoscience, materials testing, permitting and compliance, environmental, forestry, mapping, 3D Scanning, LiDAR, drones, and digital twinning. We also offer electrical, instrumentation and automation services.

Our services include multidisciplinary engineering, surveying, project delivery including project & construction management, safety,

**Tahltan Nation Engagement & Support**

**Tahltan Businesses:** While we don't currently use any Tahltan member-owned businesses, we have regularly engaged them in previous years.

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### ALPINE HELICOPTERS



**Partnership Services**

Alpine Helicopters has a collaboration agreement with TNDC providing helicopter charter services.

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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 Nation Engagement & Support**

**Training:** We didn't provide or support any training initiatives, but we awarded a scholarship to a Tahltan member.

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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 and truckload transportation), logistics, flat deck & heavy haul, and 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.

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**Below:** Colin Portice is a Class 1 Driver for Bandstra Transportation.  
(Credit: Bandstra)

**Tahltan Nation Engagement & Support**

**Employment:** We employ two Tahltans – Colin Portice as a Class 1 Driver and Jeffery Tashoots as a Warehouse & Delivery Driver.

**Tahltan Businesses:** We utilize Kluachon Store and Keda Propane.

**Training:** We provide ongoing training opportunities for these employees relevant to their positions and have also been involved with the Tahltan HEO Training Program to create new opportunities for commercial drivers.





## BARMINCO MINING SERVICES CANADA



### Partnership Services

Barminco has a Collaboration Agreement with TNDC, as part of Barminco's engagement on the Red Chris Project for underground development works. Barminco 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.

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Above: Keenan Russell HSE Coordinator for Barminco at Red Chris.

(Credit: Barminco)

Barminco hires parts of its fleet from TNDC for the Project, in addition to providing various employment and training opportunities for Tahltans.

### Tahltan Nation Engagement & Support

**Employment:** We employ 10 Tahltans in a variety of positions.

**Tahltan Businesses:** We currently use Northern Labour Services for shuttling employees/guests to and from Terrace.

**Training:** We are supporting several Tahltans in obtaining their training and schooling:

- Keenan Russell, hired as a HSE Cadet, moved up to HSE Coordinator and is enrolled in the Advanced Safety Management program at BCIT.
- Adam Greenway was hired as warehouse attendant; Barminco is sponsoring him to become a Technician; commencing studies in 2025.
- Kyla Loverin Nehass is a Heavy Duty Mechanic Apprentice; she recently completed her first year of schooling.

## 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.

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## CENTRAL MOUNTAIN AIR



### Partnership Services

Central Mountain Air and TNDC are collaborative partners providing air transportation services to companies operating in Tahltan Territory. Our key contracts are workforce transportation flights for the Red Chris and Brucejack mines, and Eskay Creek Revitalization 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 Nation Engagement & Support

**Training:** We offer annual online training for the TNDC Aviation Services staff, specialized in ground handling and airport operations, prioritizing safety, efficiency and continuous education.

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## CIF CONSTRUCTION



### Partnership Services

CIF and TNDC have a collaboration agreement. CIF offers all services related to concrete works, such as supply and installation of concrete, rebar, anchor bolts, formwork, scaffolding, pressure grouting, detailed excavation and backfill, survey, demolition and other heavy civil and infrastructure services to complement and support TNDC when needed.

### Tahltan Nation Engagement & Support

**Tahltan Businesses:** CIF contracted Tahltan artist Huey Carlick to create a design for t-shirts in recognition of National Day for Truth and Reconciliation.

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## GEOTECH DRILLING SERVICES



### 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 Nation Engagement & Support

**Employment:** We have employed two Tahltans in the last year for seasonal drilling works, one is a junior driller and the other is a drill assistant. We will welcome them back for the 2025 drilling season.

**Training:** Geotech has participated in the Tahltan Exploration and Industry Training Program for the past several years, providing trainers, a mobile drill, equipment and experienced operators to support hands-on learning, including the full life cycle of drilling operations at a mine (exploration, mine development, operations, reclamation).





Participants in the Geotech drilling session of the 2024 Tahltan Exploration and Industry Training Program.

(Credit: Tahltan Central Government)

## JIM DENT CONSTRUCTION



### 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.

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### Tahltan Nation Engagement & Support

**Employment:** We were unable to attract Tahltans for the one project in Tahltan Territory this year.

**Tahltan Businesses:** While we did in 2023, we don't currently engage any Tahltan-owned businesses due to lack of project activity.

## KODE CONTRACTING



### 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.

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## NORTHWEST FUELS



### 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.

Gary Ainscow

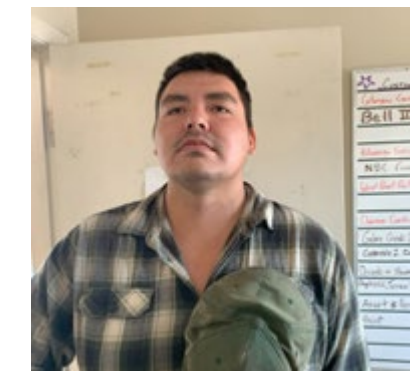
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### Tahltan Nation Engagement & Support

**Employment:** We employ Kristian Louie as a truck driver.



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.

**Right:** Kristian Louie, truck driver for Northwest Fuels.

(Credit: Northwest Fuels)



## 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 Nation Engagement & Support

**Employment:** We employ one Tahltan Member as an MMU (Mobile Manufacturing Unit) Operator/Lead Hand.

**Training:** Orica provides two \$5,000 bursaries to Tahltan members per academic year to attend collegiate programs in the Earth Sciences (Geology, Geotechnical, Environmental, Chemical or Mine Engineering, etc.).

## PELLY CONSTRUCTION



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### Partnership Services

Pelly Construction is TNDC's subcontractor on the tailings impoundment area (TIA) project at the Red Chris Mine. We provide both equipment and labour support.

### Tahltan Nation Engagement & Support

**Employment:** We had three Tahltans working for Pelly this season, providing serviceman, truck driver and compacter operator tasks.

**Training:** We provide onsite field training on equipment and safety.

## 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 Nation Engagement & Support

**Employment:** We employ three Tahltans. Jennifer Louie, who has progressed to Shop Manager from Shop Assistant and is enrolled in the Skilled Trades BC Parts and Warehousing person apprentice program. Gary Louie is a Heavy Duty Equipment Mechanic and Trent Devost is a First Year Carpenter Apprentice.

**Tahltan Businesses:** We have recently used Kevin Etzerza (Etzerza Contracting) and Mike Hamhuis.

**Training:** PVL provides on the job training and development to advance careers, and relevant to positions. We have been supporting Jennifer and Trent in pursuing the education and training in their programs.

## 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 Nation Engagement & Support

**Training:** We are collaborating with TCG to provide annual "You Be the Chemist" educational activities, beginning with the Dease Lake School in spring 2025. Quadra provided \$2,000 in bursaries to support training and education aspirations for 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.

## 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.



# 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 the 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.

# SUMMIT CAMPS



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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 Nation Engagement & Support

**Employment:** We did not have projects in Tahltan Territory in 2024, but have a Tahltan member working as a Carpenter's Assistant with our remote construction team.

**Training:** We are providing on-the-job carpenter training to the Tahltan employee.

# SUNCOR ENERGY



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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.



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Front cover: TNDC Tahltan Trainers Daniel Moon (L) & Gavin Day (R) stand in the bucket of a Cat excavator while attending the Caterpillar Tinaja Hills Demonstration & Learning Center in Arizona.





**TAHLTAN NATION  
DEVELOPMENT  
CORPORATION**

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