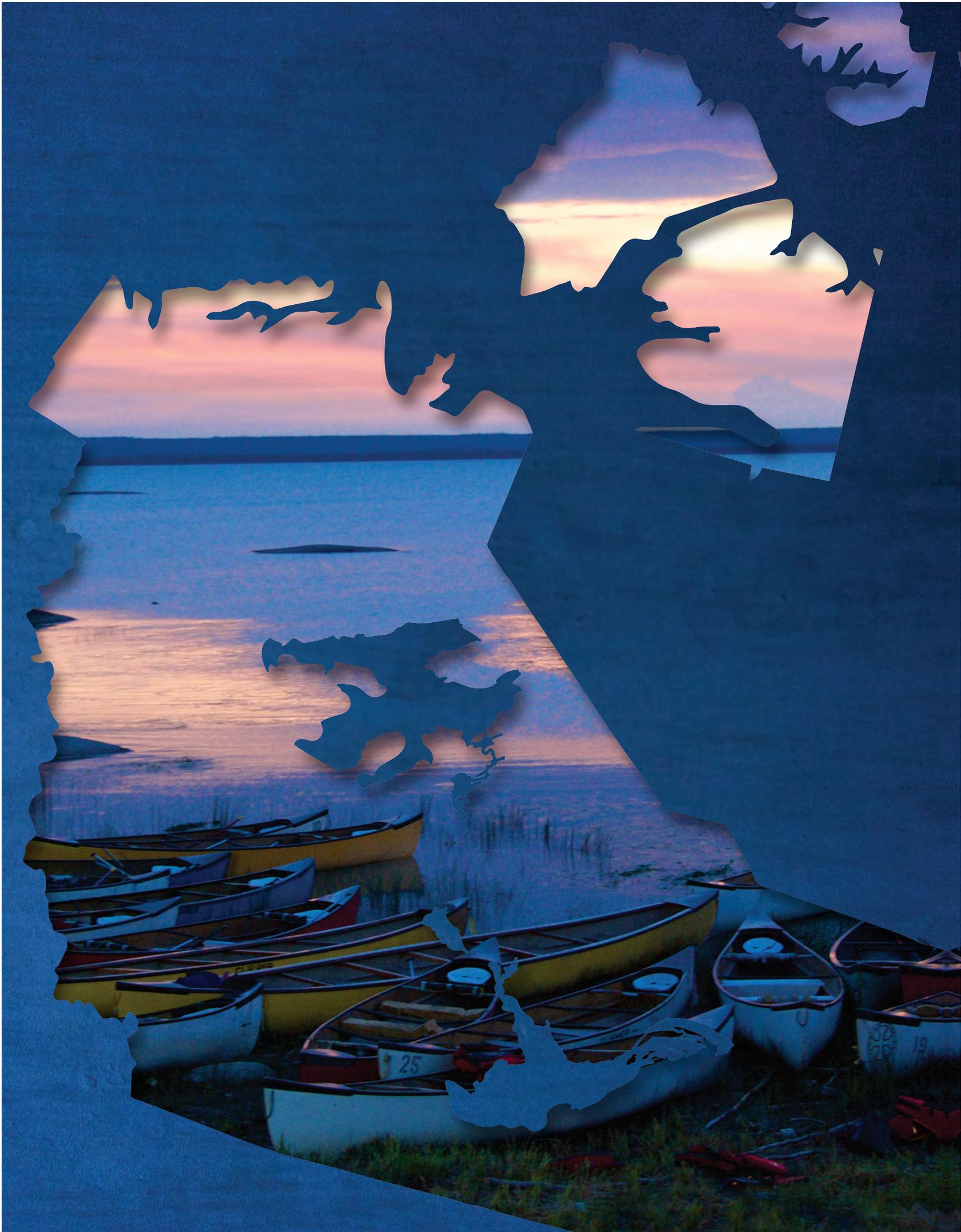


**TLICHO**

**INVESTMENT  
CORPORATION**

**ANNUAL REPORT 2021**



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# OUR VISION

We are dedicated to quality service, safety and environmental protection, and to building alliances that are based on fairness and mutual respect.

# OUR MISSION

Build on the collective knowledge and strength of our Tłıchǫ citizens and communities to supply a range of quality, competitive services to government and industry; and to provide a challenging and rewarding cross-cultural work environment for our employees.



**Eddie Erasmus**  
CHAIRPERSON

Eddie was appointed chairperson of the TIC Board of Directors in February 2020. Mr. Erasmus lives in Rae with his wife Francis, 4 children and grandchildren. He brings to the chairperson role a great deal of administrative and political experience in the Tłı̄chǫ communities. In 1983 Mr. Erasmus became the Executive Director of the Dogrib Treaty 11 Council and then was elected as a Grand Chief of the Treaty 11 Council from 1990-1993. After 1993, he continued to work with the Treaty 11 Council as a member of a team of negotiators for the Tłı̄chǫ Land Claim and Self Government Agreement and the establishment of

the Tłı̄chǫ Government in 2005. Mr. Erasmus also served as the Director of Lands Protection in the new government from 2005-2011.

Mr. Erasmus was elected Grand Chief of the Tłı̄chǫ Government on March 22, 2011 and served two terms until September 2018. In this role he presided over the Tłı̄chǫ Assembly, the law making body of the Tłı̄chǫ Government made up of the Grand Chief, the four community Chiefs as well as two councillors from each of the Tłı̄chǫ communities (Behchokǫ, Gamèti, Whati, Wekweèti).



**Ted Blondin**  
Director

Ted was appointed to the TIC Board of Directors in February 2019. Ted Blondin is a valuable member of the Tłı̄chǫ Region and has an extensive background in politics and business across the Northwest Territories. He studied Business Enterprise of Self-Governing Systems and Business Management at the University of Lethbridge in 1990. Early on, Ted worked on the negotiation team as a Tłı̄chǫ Land Claim Manager, contributing to the creation of the Tłı̄chǫ Constitution, Self-Government, and Land Claim Rights. After the Tłı̄chǫ

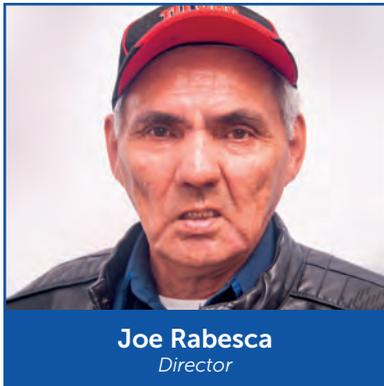
Land Claims and Self-Government Agreement came into effect, Ted became the Chairperson of the Tłı̄chǫ Community Services Agency (TCSA) as well as a board member, and later President, of the Behchokǫ Development Corporation. Ted brings years of experience and knowledge to TIC. Ted is still dedicated to his passion of being a role model in the North and will continue communicating his vision for the younger generations to learn from, and follow.



**Charlie Nitsiza**  
Director

Charlie Jim was appointed to the TIC Board of Directors in February 2019. Elder Charlie Jim Nitsiza is a Tłı̄chǫ Citizen who was born and raised in Whati, NT. Since the 1970's, Charlie Jim worked in the forestry industry which provided him the opportunity to work closely with Chief Charlie Charlo and other Tłı̄chǫ elders and leaders, to navigate through negotiations on the Nishi Khon forestry contract with the GNWT. Charlie Jim was elected as the Chief of Whati for two nonconsecutive terms (1989-1990, 1998-2009) which also allowed him to work closely with other key community leaders, elders and negotiators to develop

a plan to assist in forming policies for self-government and land claim agreements up until the year of 2009. Since then he has worked with several organizations including the Nishi Kohn Board, Fortune Minerals LTD and Tłı̄chǫ Government as a consultant, advisor and a board member over the years. His experiences and past roles provide him with a wealth of knowledge to bring to the Board. Charlie Jim is a proud grandparent to his only grandson Chase and enjoys his time out on the Tłı̄chǫ land with friends and family, while still demonstrating himself as a leader in the Tłı̄chǫ Region.



**Joe Rabesca**  
*Director*

Joe was appointed to the TIC Board of Directors in February 2019. Elder Joe Rabesca is a former Tłı̨chǫ region Grand Chief. Since 1992, Joe was a key contributor in the negotiation process for the formation of the Tłı̨chǫ Land Claims and Self Government Agreement, which led to the creation of the Tłı̨chǫ Government. Over the years Joe has also been involved with many other boards and co-management tribunals. Joe has a wealth of

knowledge in politics, negotiations and economic development. Joe and his wife Helen Rabesca have been married for over 30 years, are proud parents and grandparents, and are currently living in their hometown of Behchokǫ. Since his younger years, he has maintained a strong interest in working for his people, spending time on the land, and practicing the Tłı̨chǫ traditional way of life; all knowledge and skills beneficial to TIC.



**Larry Baran**  
*Director*

Larry Baran was appointed to the TIC Board of Directors in November 2019. Larry has vast experience working with and for the Tłı̨chǫ people as a Senior Administrative Officer (SAO) in the region for seven years; working in Whatı̨ (2011-2016) and Behchokǫ (2016-2018). During that period of time, he reviewed and updated the GNWT SAO certification program, implemented various new bylaws and strategic plans, developed Whatı̨'s First Land Use plan, mentored three Tłı̨chǫ SAO's, while working closely with chief's and council members. Previously working as a Town Manager in various communities across

Canada, Larry brings demonstrated skills such as Emergency Management, Public Finance, Community Engagement, Policy Analysis, and Succession Planning to the TIC board. During his time in Whatı̨, Larry was recognized with the LGANT Annual Outstanding SAO Award and was nominated to represent small northern communities in a national symposium on Asset Management in Ottawa. When he's not working, Larry and his wife, Janet, enjoy spending time with their children and grandchildren, exploring the North, and sometimes doing both at the same time.



**Jeff Baker**  
*Director*

Jeff Baker was appointed to the TIC Board of Directors in February 2021. Jeff is a CPA and a graduate of the University of Alberta where he obtained his Bachelor of Commerce Degree. Previously, Jeff was an assurance partner with one of the "Big Four" professional services firms and retired from public practice after a 35-year career, which included two years working in London, England. While in public practice, Jeff provided a wide spectrum of professional services to a diverse group of both private and public organizations in a variety of industries including construction, real estate, manufacturing, automotive and oil and gas services. He knows the keys to bringing value to an organization are through an in-depth understanding of business operations, combined with a commitment to developing and maintaining strong relationships. Jeff's background also

includes presentations to Boards and Audit Committees on corporate governance and internal controls.

Jeff is very familiar with both TIC and the Tłı̨chǫ Government, having served as the audit partner on both of these organizations for a number of years. This background gives Jeff an appreciation of the strengths and opportunities that the Tłı̨chǫ have as well as the challenges that they face. He is excited to be working for the Tłı̨chǫ people and with TIC management and his fellow Board members. In addition to being a Board member, Jeff is the Chair of the Finance and Audit Committee and a member of the Human Resources Committee.

Jeff and his wife Christine have four children and among other things, they enjoy golf, snowmobiling, boating, and time at the lake with family and friends.



## Chairperson and Board of Directors



The Tłtchq Investment Corporation (TIC) Board is made up of Chairperson Eddie Erasmus and Directors Joe Rabesca, Charlie Jim Nitsiza, Ted Blondin, Larry Baran and Jeff Baker. This past year is one that none of us will ever forget. The Covid-19 pandemic presented all of us with the challenges of a lifetime

regarding the health and well-being of our families, friends, and communities. The pandemic also required TIC to take steps for the safety of our staff and customers. We are all very proud of our employees for their resiliency and dedication as they worked through this very difficult time.

Despite the Covid-19 pandemic, we are pleased to report that the past year has produced some positive outcomes. While dealing with the operational challenges posed by Covid-19, the TIC Management Team, led by our Chief Executive Officer (CEO) Mark Brajer, made progress on initiatives which has provided TIC with much needed financial stability and as a result, has positioned us to consider and pursue opportunities for growth. The process of moving away from the trucking business, which in prior years generated significant losses and was a drain on our cash resources, is now complete. In addition to cleaning up the trucking business, TIC has been busy with other initiatives such as construction of the Tłtchq All Season Road, numerous construction projects in our communities, streamlining retail operations, expanding our asset management and mobile equipment maintenance business, growing our community fuel delivery services and providing labour services and remediation to our customers.

Financially, TIC is showing a profit for the year ended March 31, 2021, while also repaying completely the significant external bank debt. We are very proud of the fact that instead of having to borrow money from our shareholder, the Tłtchq Government (TG), TIC repaid the TG a significant amount of principal plus interest from the September 2019 loan, and we continue to pay down amounts owed to the TG in this current fiscal year.

As a Board we have taken steps to strengthen governance and process. The Board has established the following sub-

**“In spite of the covid pandemic, we are pleased to report that the past year has produced some positive outcomes.”**

committees that meet regularly and report to the full Board: Human Resources and Compensation Committee, Finance and Audit Committee and the Governance Committee. Education and constant learning are important to the Board and to support this we have had a workshop on Board responsibilities and governance as well as various education sessions at our Board meetings held throughout the year.

Communication is critical and while it was difficult to meet in person as a Board and with Management because of Covid-19, we still held regular virtual meetings with the use of our technology. We also met with the Chief's Executive Council (CEC) to update them on our progress and address any questions that they had. When Covid-19 is finally behind us we welcome the ability to meet in-person on a regular basis.

As a Board we are pleased with our Management Team and the strengths they bring to TIC. Our CEO has been with us for almost four years now and has brought much needed stability and leadership to the group. Our Chief Financial Officer (CFO), Fauna Kingdon, has now been with us for one year and together Mark and Fauna have strengthened policies and procedures at TIC. The Board wants to thank them, all our Management Team and all our staff for their efforts and hard work. We also want to thank our shareholder, the TG, for their continued support, our customers for the opportunity to serve them and the Tłtchq citizens for your patience and support as we move forward. Together we have worked through a most challenging time; one that will be talked about for generations. While Covid-19 is not completely behind us, we have weathered the storm so far and we will continue to do so. The Board is pleased with the progress we have made and where we are today, but we are not finished. There is more to be accomplished as we consider both the many opportunities and the many challenges that lie ahead. We have learned a lot from where we have been and as we move forward, we do so with confidence in our Management Team, in our staff and in ourselves.

**Eddie Erasmus,** CHAIRPERSON





## Chief Executive Officer

This past year has been one that reminds me of riding a roller coaster. There have been many things that have the Tłjchq Investment Corporation (TIC) business looking up, and many things that have been driving people to a very low place. It has been hard to imagine a stranger year has occurred through many of our lifetimes.

### The Turnaround

The year started with the completion of the liquidation of the transportation assets which we owned in Alberta, and closure of the Ventures West and Tłjchq Landran Transportation businesses. While it is a sad day when any business closes, it also has had a positive affect on TIC. We have come out of that event and those transactions in a much better financial position. We were able to clear our external debt and start the company on a path to a sustainable recovery, where we all can focus on the business ahead of us.

This has been a very busy and difficult year, though it has been very rewarding, and all the hard work is beginning to produce results.

The financial results of the company for Fiscal 2021 are substantially profitable, and a huge turnaround from Fiscal 2020. This is because of the amazing and hard work of the management team and staff of all the companies within the corporation. Even with all off the distractions and issues this year, the team has managed to achieve stupendous results.

We have also been able to reduce debt from the Tłjchq Government significantly in just over a year, and we continue to pay principal and interest every quarter to



**Mark Brajer**, MBA, P.ENG, ICD.D, CHIEF EXECUTIVE OFFICER

Mr. Brajer is responsible for overseeing all of the Tłjchq Investment Corporation, its subsidiary companies, and joint ventures. Mark joined TIC in December 2017 and is a licensed engineer in NT, NU, BC, and ON. He has 25+ years of experience working at an executive level across North America managing many operations and functional areas in global environments. In his career, he has worked for several private and public companies including E.D. Smith (Ontario and Mississippi), Alberto Culver (Toronto and Chicago), Unilever (Toronto and New Jersey), and Epicure (Victoria).

Mr. Brajer currently sits on the Canadian Council of Aboriginal Business Board of Directors and the NWT Chamber of Commerce Board and has served in many communities and not-for-profit boards across the country. He received a B.Eng in Chemical Engineering and a B.Sc in Chemistry from McMaster University. He also received Food Science certification from the University of Guelph, and his MBA from Heriot-Watt University in Scotland.

Mr. Brajer reports to the TIC Board of Directors.

complete this phase by the end of 2022. When we started down this road, many doubters were unsure that TIC could live up to this commitment, and to this point we have, and we maintain this course.

### Business Changes

As soon as this fiscal year began, the globe was hit with a pandemic not seen since 1918. The COVID-19 virus has caused many issues across Canada, within the North, and inside TIC and its companies as well. The mines which have staff supplied by Tłı̨ch̨o Logistics, Tłı̨ch̨o Orica Blasting and Kete Whii, were all affected; either with the movement of the Ekati mine into care and maintenance mode, or the shift and labour adjustments at Diavik. Some of these issues have only come to a positive resolution in the last few months.

Supplies of materials and labour to Tłı̨ch̨o Community Builders has affected timelines on projects, and we have watched as prices of raw materials have risen in some cases by 400% in just over a year. Some of this was due to the pandemic, and some due to the massive wildfires which ravaged the US west coast last year, causing a strain on supply of lumber in Canada. Through all this the team has prevailed.

### Partnerships and Projects

This year has seen an expansion of partnerships, an increase in the business capacity and improvements to our bidding capability. We have expanded not only what we project we are pursuing and winning, but also increased our capacity in a substantial manner. Our partners have helped us complete projects like the Tłı̨ch̨o Community Winter Road construction and maintenance, the southern section Tibbitt to Contwoyoto Winter Road for the diamond mines, bring training opportunities for new positions in blasting, equipment operation and provide new positions in mining and remediation.

Some of the projects completed during the year include the new Gamèti Motel, the Tłı̨ch̨o Museum in Behchokò, new Tłı̨ch̨o Government Staff Housing in all four communities, as well as many NWT Housing Corporation improvements and Sportsplex renovations.

The completion of the building of the Tłı̨ch̨o Highway (formerly known as TASR) and having that road move to operation and maintenance mode, the design and ultimately the replacement of the Frank Channel Bridge, continued addition of housing in the communities, completion of the Tłı̨ch̨o Cultural Center in Behchokò, and expansion of office space, are just some of the projects that will continue or be completed within this next year.

### Business Organization and Tłı̨ch̨o Management

As part of this year's progress in moving forward, there have been many improvements in areas that have not received much attention and we have improved the governance of the organization. Policies and procedures in Finance and Human Resources, and Board of Directors Committees and Charters are just a few items scratching the surface. Implementation of Time Rewards, Safety

Evolution, improvements, and expansion of Yardi Breeze, Bid2Win and Bamboo are all a part of the improvements occurring this year administratively.

We have amalgamated many of the businesses to lessen overlap of services, eliminate resources, reduce audit fees and taxes, optimize insurance costs, and better organize the corporation. This has been a project for the past two years and has been part of the drive to improve efficiencies and have corporate services be more effective.

Throughout the year we have continued to travel out to the communities as much as possible to continue to bring the corporation together under one umbrella. Monthly town hall meetings continue with the entire organization being invited to get an update as to the business. Input from all of the staff within the four communities is invited and people are encouraged to ask questions directly to me, and hear me discuss the business. That has been a great opportunity for the staff to participate in.

The turnover that has been experienced within the team this year has allowed us to promote and hire some well-deserved Tłı̨ch̨o and other indigenous members into management roles. We now have four Tłı̨ch̨o and one Métis/Cree member on the management team, all hard-working women who will continue to help us work to improve our results across Finance, Community Operations, Human Resources and Site Services and Labour Management. I have been very proud to be able to promote these strong individuals, and I know there will be more of this to come soon, as we introduce more mentorship and training programs. The management team is collaboratively addressing issues and improving every aspect of the business, and all companies are hubs of activity.

### The Forward Look

There are still many initiatives being pursued through business development, investment opportunities, project prospects, and new partnerships. TIC continues to work through all of its companies and many joint ventures to find new ways to grow. Continued dialogue and relationships with our most important customers and clients including the Government of the Northwest Territories, Rio Tinto, DeBeers, Arctic Canadian Diamond Corporation, the Tłı̨ch̨o Government, and the community governments are all incredibly important.

I want to thank the work of the staff and management team through the past year. I also would like to thank the board of directors who have supported myself and the management team through the struggles and positive times. This has been a very busy and difficult year, though it has been very rewarding, and all the hard work is beginning to produce results.

I hope that I will be able to announce some incredible projects soon which will help ensure the Tłı̨ch̨o Investment Corporation will be on a sustainable road to a prosperous future. Stay tuned, as this is an exciting time for our outlook!

## Chief Financial Officer

Over the past year, there have been many progressive changes, organizational streamlining initiatives, and improved resource utilization within all Tłjchq Investment Corporation (TIC) business units and companies.

The discontinuation of the transportation companies alleviated financial and resource allocation strain and created an opportunity for TIC management to invest in and focus on other important areas and projects.

In addition to the transportation companies' discontinuation, TIC capitalized on an opportunity to review and reorganize the corporate structure to improve organizational efficiency and effectiveness, reduce redundancy, and create synergies among all companies and business units. The resulting simpler corporate organizational structure involved the amalgamation and dissolution of multiple companies, creation of new business units and companies, and transfer of multiple assets from one company to another from both legal and accounting perspectives.

In alignment with the reorganization project, a capital asset registry (CAR) was created to effectively identify, track, monitor and manage all corporate capital assets by business unit, company, and location. This has and will continue to improve asset management, financial reporting, and insurance coverages.

Concurrently with the above-mentioned projects, TIC executive management customized and implemented comprehensive finance, governance, and information management policies and procedures application to all TIC employees, companies, and business units. The policies and procedures emphasize and communicate clear expectations and standards to promote improved accountability, transparency, and consistency across the organization.

To compliment the policies and procedures, the TIC budget template and budget schedule were updated and redesigned to ensure that the annual budget is created,



approved, communicated, and entered prior to a new fiscal year. For ease of comparison, the financial reporting template has also been redesigned to align with the updated budget format.

In early 2021, the Finance and Audit Committee (FAC) was appointed as a TIC Board of Directors sub-committee with the mandate of monitoring and overseeing financial operations, financial reporting, audit, and compliance with relevant external stakeholders. The FAC has been a resource for providing constructive feedback and recommendations in areas including risk management, financial reporting compliance, and operational improvements.

Overall, the past year been a productive and progressive year that has developed a strong foundation for future growth and success benefiting all Tłjchq citizens.



**Fauna Kingdon**, CHIEF FINANCIAL OFFICER

Fauna Kingdon is a Manitoba Métis/Cree, raised in Iqaluit, Nunavut, and who now resides in Yellowknife, NT. She has been working with TIC since May of 2020. Ms. Kingdon has a Bachelor of Commerce (Hon.) degree from the University of Manitoba, a Master of Professional Accounting degree from the University of Saskatchewan and received her Chartered Professional Accountant designation in 2009 – the only Indigenous graduate in her class. Ms. Kingdon has also obtained a Certified Aboriginal Financial Manager (CAFM) designation and is currently working towards a Certified Aboriginal Professional Administrator (CAPA) designation.

In addition to receiving an Inspire Award in the youth category, Ms. Kingdon has received the James W. Clarke Award and the Great West Life Leadership Award from the Manitoba Institute of Chartered Accountants, a Queen's Jubilee Medal and a Canada Day Youth Award, and has been named both a National Métis Youth Model and a National Aboriginal Youth Role Model. Ms. Kingdon was also awarded the Manitoba YMCA/YWCA Young Woman of Distinction.



## Health, Safety and Environment

Major accomplishments for safety this past year include:

- implementation of a central electronic safety management system (SMS);
- training of all employees on the usage of the SMS;
- continuous improvement of safety initiatives, programs, training and overall safety culture throughout TIC and group of companies;
- achieving COR certification for seven TIC companies to include:
  - Tłıchǫ Investment Corporation
  - Tłıchǫ Management Services.
  - Tłıchǫ Logistics
  - Tłıchǫ Community Builders
  - Tłıchǫ Engineering and Environmental Services
  - Tłıchǫ Equipment Ltd
  - Tłıchǫ Property Management

TIC's keygoal is to create a safe workplace for all employees so that they can live life to the fullest, provide for their families and participate in the well being of the community they live in. We aim for zero Lost Time Injuries (LTI's) and employees should be proud that we have lowered our lost time frequency rate by 50% from last year with only two LTIs and a rate of 0.89. If we all acknowledge and apply the 10 keys to workplace safety daily, we will reach our goal of zero injuries.

### Always remember the 10 KEYS TO WORKPLACE SAFETY

- 1 Always be responsible for the safety of yourself and others.
- 2 Always remember all accidents are preventable.
- 3 Always follow company rules, regulations and procedures.
- 4 Always assess the risks, stop and think.
- 5 Always be proactive about safety.
- 6 Always deter from situations you are not trained to handle.
- 7 Always manage the lift.
- 8 Always Be prepared.
- 9 Always practice good housekeeping.
- 10 Always take the safest path; never take shortcuts.



**Garry Tkachuk**, SENIOR MANAGER, CORPORATE HEALTH, SAFETY & ENVIRONMENTAL (HSE)

Garry Tkachuk has been a resident of the Northwest Territories for 53 years, and has been the Corporate Health, Safety & Environment Manager for the Tłıchǫ Investment Corporation (TIC) for the past 6 years.

Prior to his role at TIC, he had accumulated 32 years of management experience in corporate safety and security professions in the North and has completed many related courses; gaining a vast amount of knowledge in an ever-changing profession.



## Year in Review Health, Safety & Environment

April 1, 2020 to March 31, 2021

**No LTIs for 296 days**  
for total 376287.0 Hours

**Lost Time Injury Frequency Rate (LTIFR) of 0.89**

**Total Recorded Incident Frequency Rate (TRIFR) of 2.57**

**Occupational Health and Safety Committee Meetings: 8**  
(16 Members representing all Tłı̨ch̨o Group of Companies in all communities)

**Corporate Monthly Safety Meetings: 3**  
(17 Management Members representing all TIC companies and all Tłı̨ch̨o communities)

**SAFETY INVESTIGATIONS:  
22 incidents completed and closed**

**SAFETY INSPECTIONS:  
32 site inspections completed**

## Year in Review Safety Training

April 2020 to March 2021



**881.5 Hours**

of scheduled training provided for the year for employees in Behchok̨, Whati, Gamètì, Wekweètì and Yellowknife.

**83 Employees Trained on Safety Evolution**  
TOTAL 415 HOURS PROVIDED

**65 Employee Safety Orientations**  
TOTAL 65 HOURS PROVIDED

**67 Employees Trained on Covid Awareness**  
TOTAL 33.5 HOURS PROVIDED

**22 Employees Trained on WHMIS**  
TOTAL 55 HOURS PROVIDED

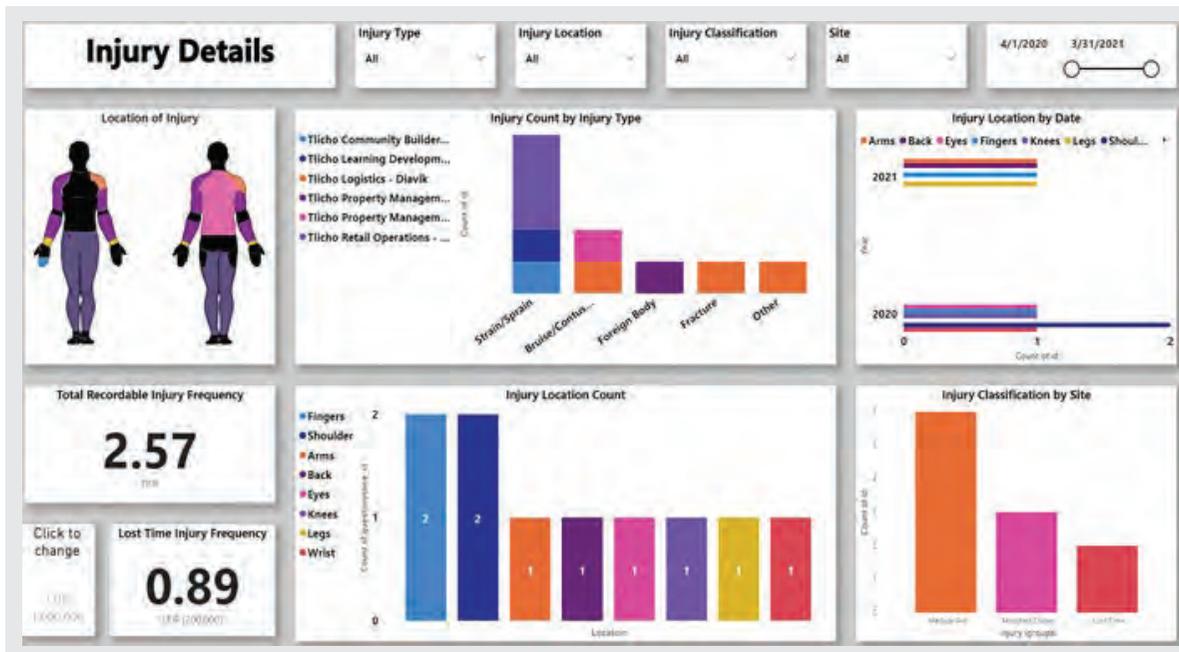
**14 Employees Trained in Fall Protection Awareness**  
TOTAL 56 HOURS PROVIDED

**3 Employees Trained on Field Level Hazard Assessment and Control**  
TOTAL 9 HOURS PROVIDED

**10 Employees Trained in First Aid and CPR**  
TOTAL 216 HOURS PROVIDED

**6 Employees Completed Flagger Training**  
TOTAL 24 HOURS PROVIDED

**2 Employees Completed Leadership for Safety Excellence**  
TOTAL 8 HOURS PROVIDED





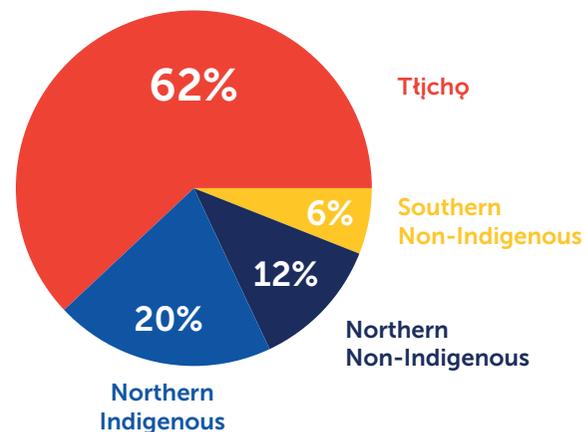
## Employment

The Tłı̨chǫ Investment Corporation Human Resources, Administration and Corporate Communications unit is proud of the accomplishments achieved this past fiscal year across the organization.

Our HR team, recruited for and filled/onboarded 222 positions; 138 (62%) of which were filled by Tłı̨chǫ citizens, 44 (20%) of which were filled by members of other northern indigenous members and 26 (12%) filled by northern non-indigenous residents.

This past year we revised and rolled out an updated Recruitment and Hiring Policy and have continued to demonstrate the organization’s commitment towards Tłı̨chǫ and Northern Indigenous employment as is illustrated in the annual employment statistics; averaging at approximately 57% Tłı̨chǫ employment and 69% Northern Indigenous employment (including Tłı̨chǫ) throughout the fiscal year.

### Recruitment & Onboarding



**Sarah Hunt**, VICE PRESIDENT, CORPORATE HUMAN RESOURCES, ADMINISTRATION & COMMUNICATION

After completing her Business Commerce degree from the Memorial University of Newfoundland in 2004, Ms. Hunt made the decision to head North to get a start on her career in Human Resources and to experience the beauty and uniqueness of the Northern environment and culture. She began her career working for a former Tłı̨chǫ Investment Corporation-owned company, I&D Management Services Ltd.; focusing on indigenous employment and capacity building in the diamond mining industry. Sarah has been working within the Tłı̨chǫ Investment Corporation and its group of companies since 2011 and is responsible for the oversight and management of the Human Resources functions and services. She also oversees TIC’s corporate administration and marketing/communications functions. She is a Chartered Professional in Human Resources (CPHR) and an active member of the Human Resources Institute of Alberta. Sarah is passionate about, and dedicated to, maximizing northern and northern indigenous employment.





Our HR team, recruited for and filled/onboarded 222 positions; 138 (62%) of which were filled by Tłı̨chǫ citizens

In addition to fulfilling recruitment needs, the team has been busy supporting COVID-related operational, human resources, and health and safety initiatives, making great strides towards the goal of a 'paperless' work environment initiative (digitizing and e-filing thousands of documents/files), improving our social media presence, supporting, from a human resources perspective, the amalgamation of TIC companies, facilitating and supporting the improvement of the Performance Management Program, and rolling out our new Long Service Recognition Program.

Starting in January 2020, in collaboration with our Finance department, we also jointly implemented a new electronic time tracking/time sheet system that was

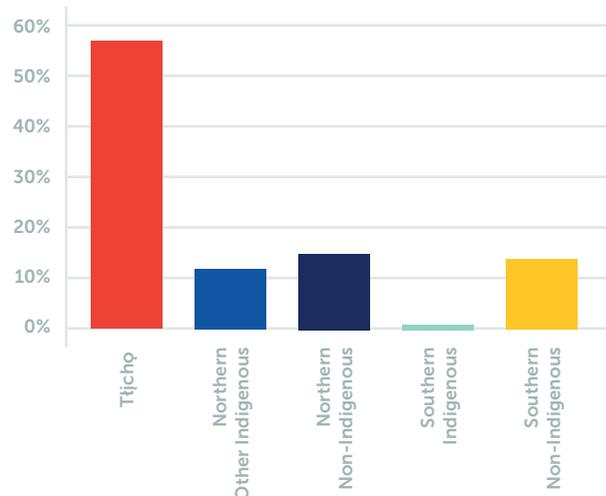
compatible with both our accounting system and human resources information system. As a result, we have realized several benefits, including:

- greater efficiency by reducing duplicate work (from the source to payroll);
- positive contribution to the paperless work environment initiative;
- heightened accountability for payroll approvals;
- ability to meet all employment legislation and payroll audit requirements through a more effective and accessible system.

Our goals for the upcoming fiscal year include further maximizing employee engagement initiatives, implementing enhanced training and development opportunities for staff and management, developing a formal corporate communications plan/schedule, rolling out a pension plan to those employees who historically had not been eligible, exploring expanded service delivery opportunities to include the provision of mobile electronic fingerprinting services (which due to COVID, was not able to be realized last fiscal year), rolling out a Tłı̨chǫ Youth Mentorship program, implementing a Tłı̨chǫ post-secondary scholarship program and supplementing our new employee onboarding program to include mandatory cultural awareness and sensitivity training.



Average Employment by Group





## Engineering, Environmental & Equipment

The Engineering, Environmental and Equipment business unit is comprised of two companies; Tłjchq Engineering & Environmental Services Ltd. (TEES), and Tłjchq Equipment Ltd. (TEL) Together those businesses are responsible for minor to major civil construction projects, and mobile equipment.

### Tłjchq Engineering & Environmental Services Ltd.

Over the past year TEES focused on several successful projects; the Edzo sludge cell reconstruction, the Tłjchq Winter Road and the Tłjchq All Season Road (TASR). The 2021 Tłjchq Winter Road had an exemplary year, with a safe and on schedule project completion. The TASR, though facing challenges with COVID-19, remains on track. All of our completed projects in 2020 and 2021 have been without injury or environmental damage. TEES had a successful and profitable year, with 80% Tłjchq employment by hours.

In August 2021, TEES will start construction at North Arm Park of a campground that will accommodate 15 camping sites close to the lakeshore. Also contributing to a very successful summer, TEES was awarded the chip-seal overlay project for Highway 3 in the Tłjchq region.

This project consists of over 62km of new chip-seal overlay as well as culvert replacement, and the project will give a few local Tłjchq citizens the opportunity to participate in a training program to expand their skills.

In addition to these major projects we were also successful in attaining some smaller projects such as the yard expansion for the Tłjchq Government as well as helping the Community Government of Behchokq with the sewage lagoon.

This year TEES will negotiate a new Winter Road Contract with the GNWT for the winter road from Whati to Gameti and Wekweeti.

Our continuing goal in 2021-2022 is to pursue civil and remediation projects within the Tłjchq region, promoting a healthy and sustainable business while maximizing local hiring. We are building capacity and partnerships for participation in the upcoming remediation projects at Giant Mine and Rayrock and will continue to support our collective interest in local skill development, safe and environmentally conscious projects and a solid business model.



**Mike Weibel**, DIRECTOR, ENGINEERING, ENVIRONMENTAL AND EQUIPMENT

Mike presently leads the Tłjchq Investment Corporation's engineering, environmental and equipment business unit. He has lived in Yellowknife for over 11 years. Of those years, he has worked with the Tłjchq Investment Corporation for just over 3 years; prior to which he owned his own business in the mobile maintenance, construction and consulting industry, operating throughout the NWT and Yukon.



### Corporate Profile

TEES began operations in 2009 and is a wholly owned subsidiary of the Tłı̨chǫ Investment Corporation (TIC). TEES provides project management and construction services for civil construction, contaminated site remediation, remote site logistics, and winter road construction in the Northwest Territories. TEES annually constructs 420 kilometers of winter road to the communities of Whatı̨, Gamèti, and Wekweèti, and has been involved in minor to major remediation projects at the Colomac, Faro, Rayrock, and Port Radium mine complexes. TEES also provides civil construction and project management at the municipal level in the Tłı̨chǫ region, such as lagoon and wastewater management and major and minor earthworks.

### Tłı̨chǫ Equipment Ltd.

We have continued to centralize and right-size our equipment fleet in 2020 and completed a successful auction of equipment at Ritchie Brothers; reducing our overall costs. In 2020 TEL worked with the Tłı̨chǫ Government's Client Services Department to develop an ambitious and unique training program collaboratively with Kiewit on the TASR, which concluded very successfully. The feedback from both the students and instructors was encouraging, and supports the momentum to pursue additional training programs in the future. We delivered nine pieces of civil equipment, light vehicles and support equipment on the 2021 winter road which will be used by students to construct a portion of the All Season Road. In a remote region where projects of this scale are infrequent, we have an opportunity to promote education and future employment which will leave a lasting positive outcome for the Tłı̨chǫ Region.

TEL has invested in skills and equipment to provide certified mechanic services to the communities and other businesses in the Northwest Territories. In 2020 TEL purchased a Service Truck and welcomed two technicians to the team. We have also recently recruited

### Tłı̨chǫ Equipment Ltd. (TEL) continued to centralize and right-size our equipment fleet in 2020.

for and successfully hired a new, northern indigenous Asset/Fleet Manager who will lead us towards continued growth and success.

In 2021 TEL is providing support to Wildstone in the form of camp accommodations and equipment for the Whatı̨ RCMP building.

TEL has restructured the equipment asset management program in 2019 and 2020 and will continue to ensure that assets are well-maintained and that equipment utilization rates are maximized to improve efficiency and cost savings.

TEL's ongoing goals are to support local employment by providing critically needed services and sustainable business growth.

### Corporate Profile

TEL is a wholly owned subsidiary of TIC and is responsible for the management of all light vehicles and heavy civil equipment used in support of business, construction and remediation activities. TEL has a team of red-seal mechanics that provide safe and professional services to the TIC group of companies and clients within the Northwest Territories and beyond

TEL owns approximately 120 equipment pieces including:

- Generators, pumps, and light towers
- Light vehicles, service vehicles and trailers
- Excavators, bulldozers, loaders, rock trucks and graders
- Snowcats, plow trucks, water trucks and winter road construction equipment





## Labour Management and Site Services

The Labour Management and Site Services business unit operates one of our most successful companies, Tłjchq Logistics (TCL). TCL is the largest employer for the Tłjchq Investment Corporation companies and has built strong and long-lasting relationships with its clients.

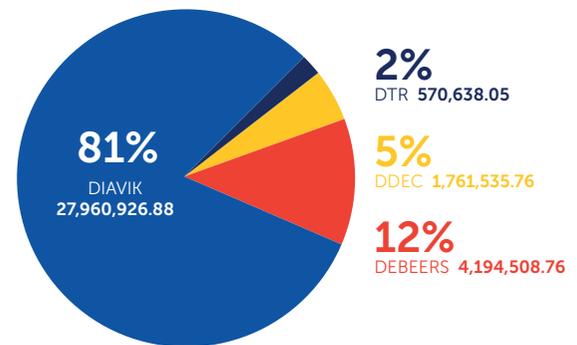
TCL started in 1999 by the vision of the Tłjchq elders who wanted to open the doors for the Tłjchq citizens by creating employment opportunities in the Diamond Mine industry. With just the start of 20 Fuel Handlers we have grown to a flourishing company with over 120 full-time personnel which increases to approximately 272 seasonally.

TCL successfully holds one of the largest and longest running contracts at the Diavik Diamond Mine. Our partnership with Rio Tinto has grown over the years and strengthens daily.

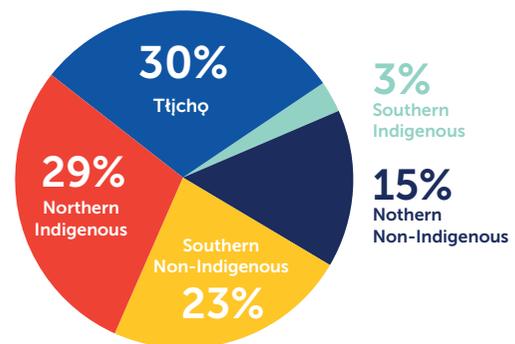
In early 2020 the world was hit with COVID-19, a pandemic that was unprecedented by any means, and as a company we had to learn how to adjust and adapt to the 'new way'. We have been successful in assisting our clients in filling any labour gaps which will be an ongoing necessity until industry worldwide returns to normal.

As we enter a new chapter, TCL's focus for the future will be to participate in the eventual remediation projects for the closure of the mine sites. TCL's remediation experience from the Colomac project, and our partnerships with the diamond mines can be leveraged to allow us participation in these important projects (i.e. Snap Lake, Diavik).

### All Projects - Revenue



### All Projects - Average Employment Statistics



**Betty Anne Nickerson**, DIRECTOR OF SITE SERVICES AND LABOUR MANAGEMENT

Betty Anne Nickerson is a Tłjchq citizen and has worked for Tłjchq Logistics for 20 years. She has attended programs and obtained certifications from the Alberta Construction Safety Association, Southern Alberta Institute for Technology, and McMaster University to enhance her professional development in the field of Diamond mining and construction.

Betty Anne has a strong devotion to the company and to the hundreds of individuals she has helped gain employment. This has given Betty Anne a deeper appreciation of the part she plays within the company. Betty Anne is continuously striving to grow the company and connecting with the clients and personnel is what she feels makes the company a success.



With just the start of 20 Fuel Handlers we have grown to a flourishing company with over 120 full-time personnel, which increases to approximately 225 seasonally.

### Tłjchq Logistics (TCL)

Tłjchq Logistics Inc. (TCL) has been wholly owned by the Tłjchq Investment Corporation since 2005. We are a labour management provider primarily to the mining industry.

We pride ourselves on our ability to adapt to our clients' changing needs, and to maintain strong and open communication with both employees and clients. We stand by our core beliefs to hire qualified, capable and reliable personnel to represent themselves, their communities, and our company.

TCL manages large contracts for our clients in the mining industry, and offers positions including:

- Light equipment operators
- Heavy Equipment Operators
- Waste Management Technicians
- Janitors
- Radio Operators
- Equipment Trainers
- Field Supervisors
- Labourers
- Carpenters
- Electricians
- Mechanics
- Millwrights
- Powerhouse Operators
- Plumber/Pipefitters
- Boiler Chiefs
- Dewaterers
- Parts/Warehouse Technicians
- Fuel/Lube Operators
- Pilot Drivers
- Fuel Handlers
- Flooders



The company peaks at approximately 272 employees and performs work primarily at the following sites:

- Rio Tinto's Diavik Diamond Mine, NT
- Dominion Diamond's Ekati Diamond Mine, NT
- De Beers Gahcho Kue Diamond Mine, NT
- Tibbitt to Contwoyto Winter Road, NT

## DID YOU KNOW?

On the Tibbitt to Contwoyto winter road a total of **166.5 million litres of fuel** was hauled to the Diamond Mines in 2021 in under 3 months



## Community Operations

This past year has been an interesting one for our Community Operations. With some of the changes which have occurred with some personnel, it has been a different type of year. From travel restrictions, to the increased sales of products such as hand sanitizer and cleaning products, this year certainly differs from those of the past. Despite these unanticipated events, the teams collectively did an admirable job of keeping things flowing.

The introduction of our new Community Operations Managers has resulted in some much-needed changes, and the construction of the Gamèti Motel has been exciting and nerve racking; all during a pandemic. Everyone in Gamèti has been waiting for the new motel to be built and we are pleased to say that this spring it will be finally completed despite the challenges encountered!

Throughout the year we have been working on a capital plan to improve the future of the business and our deliverables to the community; a plan which continues to be adjusted and built upon prior to its finalization. The next year will include further improvements to the store and motel operations and preparation plans for the anticipated increase in tourism as the Tłı̨ch̨o Highway is opened.

We have worked hard to strip away the perception that TIC did not care about the community operations and continue to make efforts to engage with and show

appreciation to members of the teams that contribute to these critical operations. In the 2022 Fiscal Year, we will be extending further retirement benefits to our community operations employees.

Nishi Kohn Forestry/Tłı̨ch̨o Learning & Development Centre has changed its name to Tłı̨ch̨o Firefighting Services and has been transferred from our Community Operations Business Unit, to our Site Services and Labour Management Business Unit; though last year it was still a part of Community Operations. The past firefighting season in the Tłı̨ch̨o region was not an overly eventful season given the wetter summer we had, however we did see some limited involvement of some team members in firefighting service provision outside of the territory. There was a brief fire near the Tłı̨ch̨o All Season Road, though it was doused quickly.

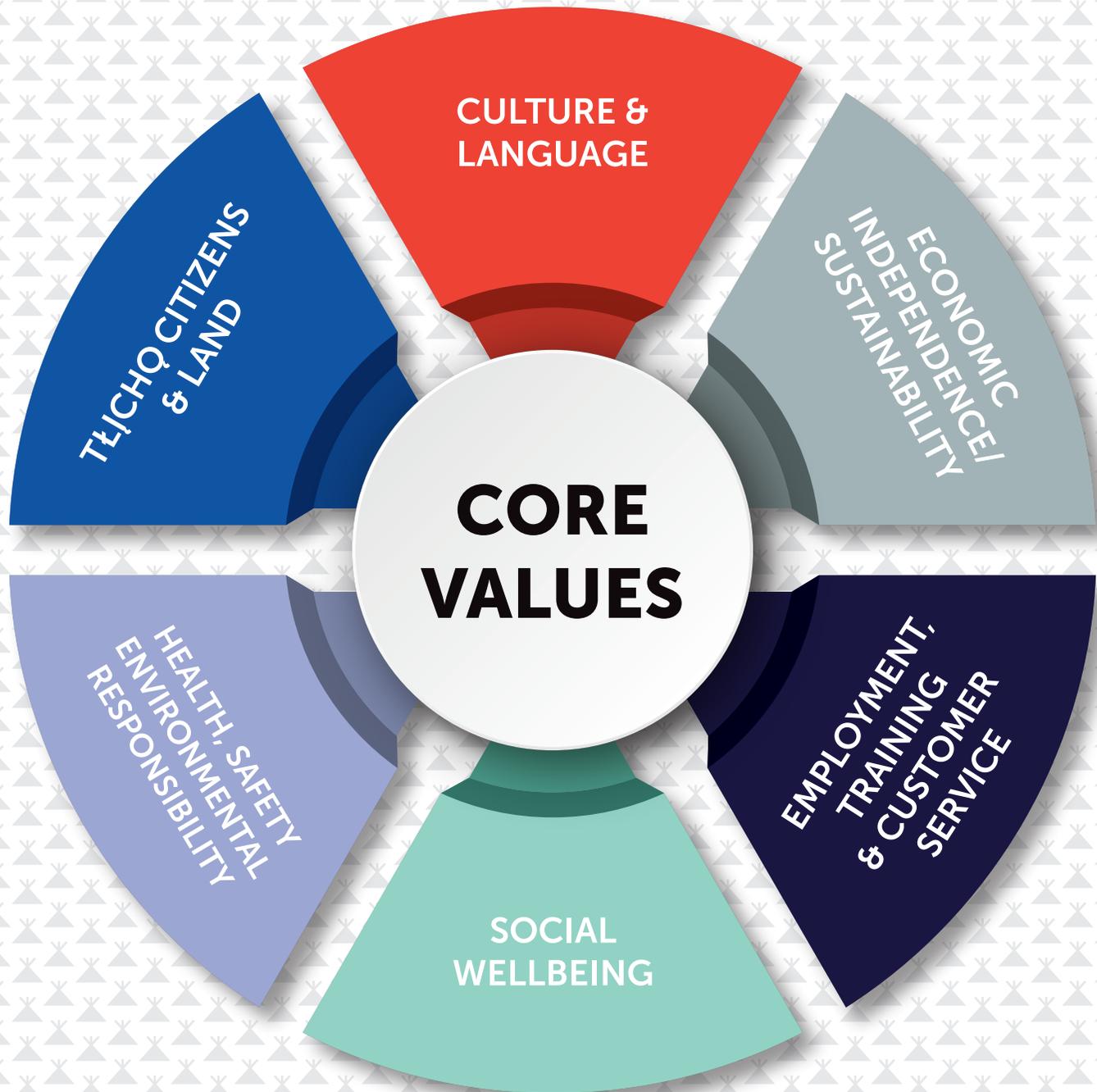
One of the most exciting parts of the year, finalized at the end of the fiscal year, was the hiring of a new Community Operations Leader, Tracey Simpson (from Whatı - bio below), who is responsible and accountable for all the store, motel and POL operations in Gamèti, Whatı and Wekweèti. We look forward to Tracey growing into this role and making strides on the growth of the business. Things are looking up across the community operations businesses and we are proud of what has been accomplished to-date.



**Tracey Simpson**, DIRECTOR OF COMMUNITY OPERATIONS

Tracey Simpson is a Tłı̨ch̨o citizen from Whatı, NT. Tracey joined the management team at the Tłı̨ch̨o Investment Corporation in April 2021. She has her Bachelor of Management degree from the University of Lethbridge, majoring in Human Resources with a minor in Information Systems. Tracey has over 20 years of experience in Human Resources and Payroll, mainly in the mining industry. She is passionate about her culture, and developing and connecting indigenous people with fulfilling opportunities.







## Real Estate & Property Management

### Tłjchq Property Management (TPM)

TPM has gone through a lot of change during fiscal year 2020/2021. A newly formed TIC business, TPM was created to consolidate the management of all the properties that various TIC subsidiary companies previously owned and managed, under one umbrella. TPM has now added ten new properties in fiscal year 2020/2021. Additionally, TPM is responsible for leasing all commercial/residential units, property maintenance and renovations. TPM also performs a significant number of projects for the NWT Housing Corporation (NWTHC), Public Housing, Tłjchq Government(TG) and private homeowners in all four Tłjchq communities.

### Projects

#### TG STAFF HOUSING INITIATIVE

Throughout the year, TPM was primarily focused on the TG Staff Housing Initiative. This project was aimed at providing staff housing in the Tłjchq communities for TG and Tłjchq Community Services Agency (TCSA) staff. TPM has worked hard with TG to get these homes into the communities in a timely and efficient manner. All homes are prefabricated modular homes and are a combination of duplexes (2 bed 1 bath each side) and 3-bedroom/2 bath fully detached homes.

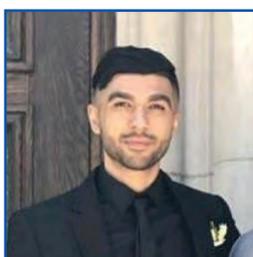
- Phase 2: Two homes into Rae and two homes into Edzo
- Phase 3: Three homes in Whatì, two homes in Gamèti and one home in Wekweèti



We are continuing the TG Housing project into 2021/2022 fiscal year with Phase 4, during which we plan to bring six more homes into Behchokq.

#### NWTHC & PUBLIC HOUSING PROJECTS

TPM is responsible for NWTHC & Public Housing maintenance/renovation projects in Behchokq, Whatì, Gamèti and Wekweèti. At first, we encountered some difficulties with the overwhelming volume of jobs. However, as we grew our team and developed new strategies, we were able to achieve all of our targets and generate excellent profit margins for the company.



**Raymon Mansour**, MANAGER, REAL ESTATE & PROPERTY MANAGEMENT

Raymon presently leads the Real Estate and Property Management business unit of the Tłjchq Investment Corporation (TIC). He moved to Behchokq from Toronto in June of 2020. With over seven years experience in Toronto in the residential/commercial real estate industry, Raymon decided to join TIC to progress our real estate and property management business. He has an Honours Bachelor of Commerce degree with a minor in Economics from McMaster University. Outside of work, he enjoys riding his motorcycle and playing soccer.





### Employment

TPM has been growing exponentially which has resulted in increased local employment opportunities. In fiscal year 2019/2020, TPM had four staff members. As of the end of fiscal year 2020/2021, TPM now has:

- Behchokò – seven staff members (85% Tłìchq)
- Whatì – five staff members (100% Tłìchq)

The positions are a combination of managers, supervisors and general maintenance staff. As we move into fiscal year 2021/2022 we anticipate being able to provide even more local employment.



### Real Estate Portfolio

LOCATION	PROPERTY TYPE	# OF PROPERTIES
Yellowknife	Commercial	2
Behchokò	Residential	18
Behchokò	Commercial	9
Whatì	Residential	17
Whatì	Commercial	3
Gamèti	Residential	2
Gamèti	Commercial	1
Wekweèti	Residential	3
Wekweèti	Commercial	3



### Our 2021 Goals include:

- To provide a better customer service portal through the Yardi Breeze property management program.
- To increase market rental units available for rent
- To improve both exterior and interior aesthetics of our properties





## Construction

**T**t̨ich̨ Community Builders Ltd. (TCB) has completed its first full year under our new company name. During the fiscal year we underwent a shift in responsibility with Tt̨ich̨ Property Management (TPM) assuming the property management function of the business and taking over small renovation and maintenance projects. This separation of businesses and shift in focus allows TCB to be able to fully concentrate on the larger commercial projects.

Throughout the fiscal year TCB employed a monthly average of 24 (85%) Tt̨ich̨ citizens on our various projects in Behchok̨, Gam̨eti, What̨i and Wekwęeti. We pride ourselves in our ability to provide valuable and challenging employment to our Tt̨ich̨ citizens and Northern residents. Some of our current projects are excellent opportunities for training in carpentry and we always welcome more apprentice carpenters to come and join our team and be trained in the carpentry field.

### 2020 Accomplishments:

The Cultural Center in Behchok̨ rose up out of the bedrock and forever has changed the Behchok̨ skyline, as the building skeleton is near completion. It is a rather tall and very large structure on the shore of Marion Lake. This building has beautiful contemporary architecture and will be a very uplifting and inspiring building for many years to come. It features very large windows with a beautiful view of Marion Lake; with many of the windows facing west to allow the optimal viewing of breathtaking sunsets. Our Tt̨ich̨ workers that are dedicated to the cultural center project are very proud to be involved with the project as they know it is a legacy building and they will be able to boast about their participation, to their children and grandchildren.

We completed several renovations in the Khon Go Cho Sportsplex in Behchok̨; one being a spacious



**Paul Gourlay**, DIRECTOR OF CONSTRUCTION

A Construction Engineering Technologist with over 35 years of commercial and industrial construction experience, Paul has been a resident of the Northwest Territories for more than 37 years and has spent over 7 years working under the Tt̨ich̨ Investment Corporation umbrella. Paul is an entrepreneur by heart, has a unique sense of humor and an unwavering level of dedication to the construction operations at TIC.





and modern fitness center overlooking the gymnasium and the other being an office renovation for the Tłjchq Government Community Services Department to include a lovely new Tłjchq store within their area. The store has absolutely beautiful lighting and display cabinets and the handcrafted merchandise will truly be at home and well displayed in the store. There is even a display case made with birch logs and fabricated in the shape of a teepee. During the fiscal year we started a renovation in the curling rink area; the space of which will be converted to a two-storey office development for more of the Tłjchq Government departments. This renovation will boast a beautiful foyer with a high ceiling, lots of windows and beautiful display cabinets.

In the community of Behchokq we have a contract with the Northwest Territories Housing Corporation to build their new Local Housing Office (LHO) and we will work on this project during the summer of 2021.

The Gameti motel, which is essentially a copy of the Whati Motel, will be completed in the early summer of 2021. It has 8 guest rooms, a spacious kitchen and a restaurant. The restaurant has an outdoor deck that overlooks the lake, and 4 of the guest rooms will look out across the lake for a very scenic view.

As for Wekweeti, the residents are very happy to say that they will be obtaining a Tłjchq Government office building almost identical to the buildings in Gameti and Whati. It will be a beautiful structure near the lake shore with a teepee like feature. We will begin construction of this building in the summer of 2021.

To commemorate the 100th anniversary of the signing of the Tłjchq treaty, we are also building a firepit in each of the four Tłjchq communities.

### Corporate Profile

Tłjchq Community Builders (TCB) was incorporated in April 2020 as a result of the amalgamation of construction services formerly performed by Tłjchq Construction (incorporated April 2006). TCB provides

residential and commercial construction services throughout the Tłjchq region.

From our solid management team, to our on-site superintendents and construction crews, we share a strong commitment to client service, quality work, building code compliance and safe work practices. Satisfying our client's specific needs, and exceeding expectations is at the core of our success.

Our extensive experience encompasses the broad spectrum of design / build capabilities, general contracting, construction management and project management. Our proven expertise includes wood frame buildings, cast in place concrete foundations and structures, and pre-engineered or conventional steel structures in a wide variety of projects for industrial, institutional, commercial recreational and multi-family residential construction. We are experts at delivering projects in remote locations with unique logistical challenges.

### Past and Recent Construction Projects Include:

- Khon Go Cho Sportsplex in Behchokq
- Air terminal building at Edzo airport
- North Arm Park on Highway 3, park washroom, picnic arbor and highway signage
- Behchokq, 6 bay parking garage
- Tłjchq Government buildings in Whati and Gameti
- Whati Motel
- Senior's 9 plex, Whati, NT
- Behchokq Long Term Care facility (Jimmy Erasmus Senior's Home)
- Community Government office in Whati
- Single family mobile home in Whati
- Three modular duplex housing units for market housing, Edzo and Fort Simpson
- Structural concrete repairs to Frank Channel bridge on Highway 3 near Edzo
- Structural repairs to Duncan Dam and Snare Hydro Dam
- Numerous soil reclamation projects, removal and disposal of contaminated soil
- Property development and security fencing

## DID YOU KNOW?

Did you know we had our **first female Tłjchq apprentice** on our construction team in 2020? She is both a painter and an apprentice carpenter!

### CULTURAL CENTER

- early 2020, completed removal and demolition of existing building
- early 2020, set up construction fencing and moved job shack to site
- February 2020, foundation on bedrock started under the big tent
- late September 2020 foundation completed
- October, November 2020 structural steel started

### SPORTSPLEX

- renovations in Kitchen area and New Fitness area created
- demolition and alterations in the spring of 2020
- framing and Gyproc in the summer of 2020
- taping and painting in the fall
- flooring and cabinetry in the fall
- furniture and fitness equipment installation in the early winter

### GAMÈTI MOTEL

- February, March, April 2020, install roof trusses, roof sheathing and shingles, all completed in old fashioned methodology without the use of lifting equipment
- May, June, July 2020, exterior siding and exterior carpentry
- August, September, October, November, insulation, interior vapour barrier, mechanical and electrical rough-ins
- December, continue with rough ins and prepare for Gyproc

### CURLING RINK AREA IN SPORTSPLEX

- September, October 2020, install steel piles to support two new suspended floor levels
- November, December, erect structural steel framing for the two floor levels
- alterations and selective demolition within the building



# 10 KEYS TO SUCCESS

Get 1% Better EVERY DAY  
Attitude is everything!

**SQARC**

Safety Quality Appearance Reliability Cost

**COMMUNICATION**

Internal and External is critical

Deliver on the goals  
and Objectives daily

**ACCOUNTABILITY**

Expected from everyone

Sense of urgency from entire team

**COLLABORATION**

Let's build a strong TEAM!

Integrated Business Planning

Execute with excellence!



## Nàowo Hoòno Wet'à

### Sìghà Ts'eeda

Dzẹ taàt'eè 1% nahk'e nezìì adìì-le.

Dàanì tets'ò nats'ezaa eyìì zọ k'àowo.

SQUARC; (Asagodee ts'à gòṛṛṛ, Nezìì hòììì, Nezìì  
Gògoat'ìì, Hqts'ehṭì, Dànììhṭì)

Elets'ò gots'edee wet'aaṛà hqṭ'e – goxè eghàlagedaa  
eyits'q goxè eghàlageda-le xè

Dzẹ taàt'eè goilaà

hots'ehṭì

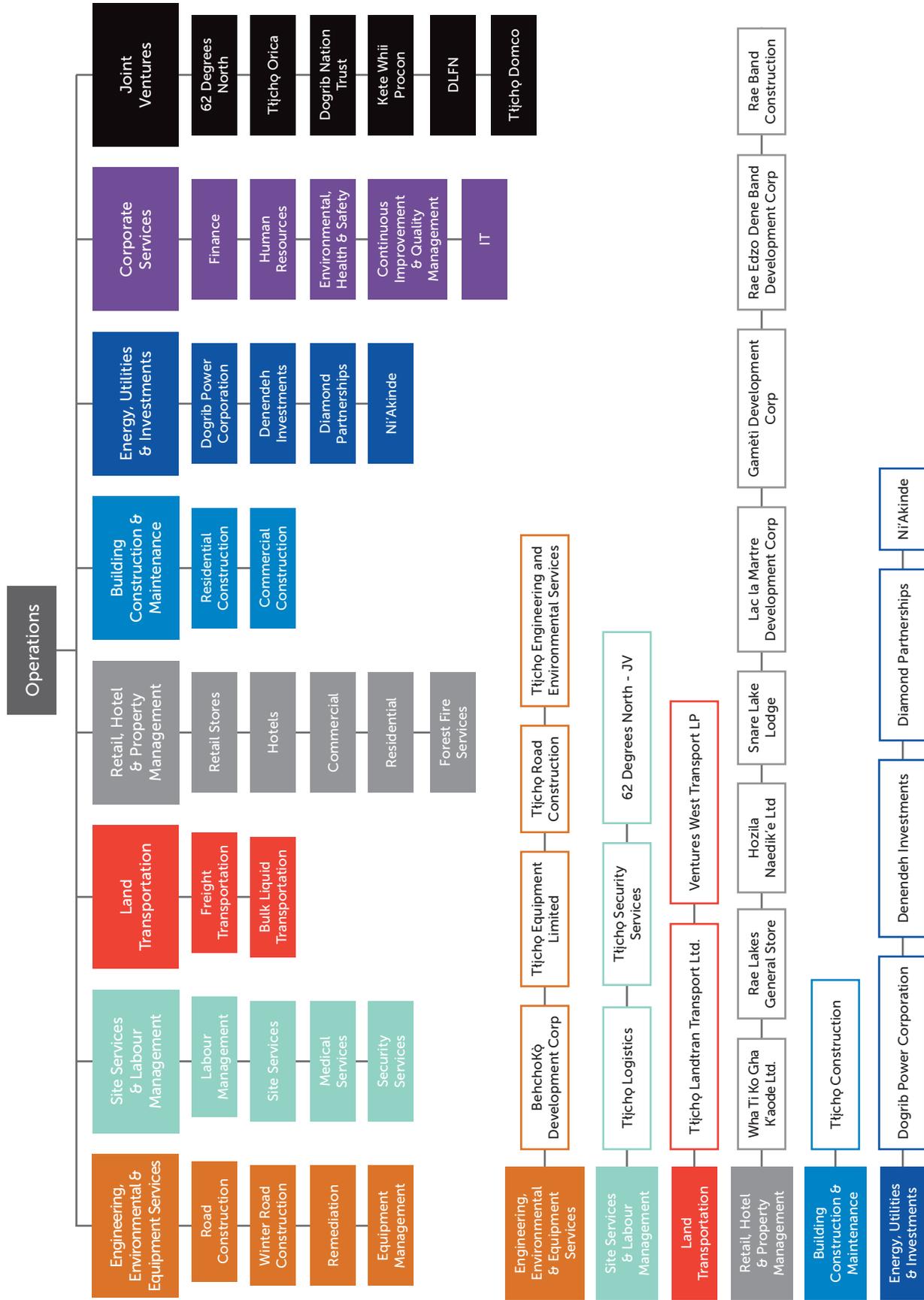
Daanì eghàlagedaa sìì gitaàt'eè gits'ò xàyatì ha  
Eṭèxè eghàlagedaa hazqò la ghq hqgeṭì.

Eṭèxè Eghàlats'edaa - elexè nezìì eghàlats'edaa  
gots'ììhṭì

Soomba Hoṭè Nàowoò teta nèts'ewa Weghàlada  
Denahk'e Nezìì Weghàlats'eda

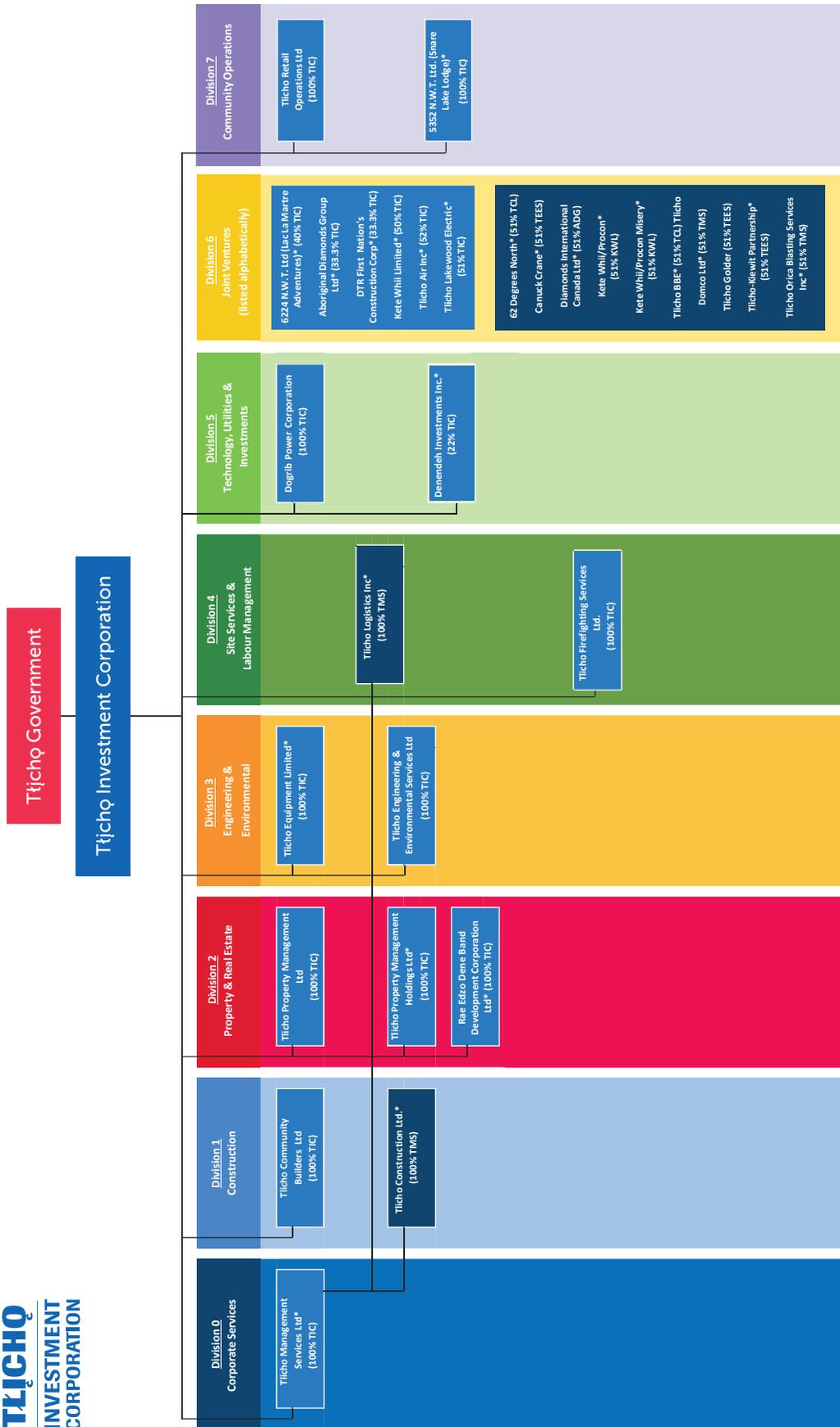


# 2020 CORPORATE STRUCTURE





# 2021 CORPORATE STRUCTURE



Entities Owned Directly

Entities Owned Indirectly

Taxable Entity

## Joint Ventures



### TŁJCHQ AIR INC.

Tłjchq Air Inc. is a joint venture with Air Tindi Ltd., providing aircraft transportation and training opportunities within and near the Tłjchq region. Tłjchq Air is majority owned by the Tłjchq Investment Corporation, with Air Tindi as the managing partner.



### TŁJCHQ ORICA BLASTING SERVICES INC.

This company supplies explosive management services, products and related services for surface and underground mining, exploration, quarrying, pipeline and construction industries. Currently Tłjchq Orica Blasting Services Inc. has a contract with De Beers Canada and Gahcho Kue Mine site.



### DTR FIRST NATIONS CONSTRUCTION LTD.

DTR First Nations Construction Ltd. is a joint venture between RTL Construction, Denesoline Corporation and Tłjchq Investment Corporation, for the provision of winter road construction services for the Joint Venture Management Committee (JVMC) construction the Tibbitt to Contwoyto Winter Road to the diamond mines.



### KETE WHII LTD.

Kete Whii was established to provide heavy equipment supply, human resources and training for multi-year ore hauling contract with Ekati Diamonds Inc. Partners in this venture include the Det'on Cho Corporation and Denesoline Corporation. The ore hauling contract is now complete. Kete Whii's two joint venture companies, Kete Whii/Procon and Kete Whii/Ledcor, also provided underground tunnelling services and process plant construction.



### DIAMOND INTERNATIONAL CANADA (DICAN) LTD.

The group was formed to develop a point of transfer for diamond-related knowledge and expertise. DICAN holds a five-year Canadian Government diamond valuation contract to value DDC diamond production for the federal government. The Aboriginal Diamond Group (ADG) is partnered with Diamonds International Canada (DICAN), which provides diamond valuation for operating diamond mines in Canada (Ekati, Diavik, Snap Lake and Victor). Ownership of the Aboriginal Diamonds Group is shared equally among Det'on Cho Corporation, Tłjchq Investment Corporation and Kitikmeot Corporation.



### 6224 NWT LTD. (OPERATING AS LAC LA MARTRE ADVENTURES)

6224 operates as Lac La Martre Adventures, running the old fishing lodge on Lac La Martre. TIC owns 40% while the remaining ownership is split between David Thompson and Greg Dussome. It was incorporated March 8, 2010.



### TŁJCHQ LOGISTICS - 62 DEGREES NORTH

62 Degrees North recently joint ventured in September 2018 with Tłjchq Logistics and together opened a pre-employment medical testing clinic in Yellowknife to provide employment medical services to the mining industry including Diavik Diamond Mine, Ekati Mine, Gahcho Kue and TMAC Hope Bay Mines.



**Tłichq Engineering & Environmental Services Ltd.**  
Tłichq Golder

## TŁICHQ GOLDER

Much of the work of this JV is project based, and though four projects have been initiated this year, since the partnership began in 2020. Golder is an Environmental Engineering giant who has worked for many years in the North and with the mines. Working with TIC is one of the first that Golder has seriously convened with an indigenous group. The partnership works on environmental testing and remediation projects.



**Tłichq Logistics**  
Tłichq BBE

## TŁICHQ BBE

The Tłichq BBE partnership began as BBE worked with the trucking companies in 2018, and has now progressed to a partnership with TCL, mainly in supplying lubricants to the diamond mines. TCL is hoping that will expand over the next few years inside and outside the region.



**Tłichq Engineering & Environmental Services Ltd.**  
Canuck Crane

## TŁICHQ CANUCK

Canuck Crane and Concrete Pumping is a leader in these services in the Northwest Territories. Canuck is based in Yellowknife, and over the past year TEES has partnered to complete projects on mine sites, in and around Yellowknife. This is a growing relationship which began in 2020 and looking forward to new opportunities.



**Tłichq Engineering & Environmental Services Ltd.**  
Peter Kiewit & Sons

## TŁICHQ KIEWIT

Tłichq Kiewit General Partnership has its initiation with working together on the Tłichq All-Season Road Construction as a project in 2019. Since then, we have begun working together on several projects, in the Tłichq Region. Projects include civil construction, remediation, and design work on a grand scale. Continued training and employment opportunities exist with this partnership.





# 2021 HIGHLIGHTS & ACCOMPLISHMENTS

## SUSTAINABLE FINANCIAL GROWTH



Strategic  
planning



Negotiated new  
credit facility



Transportation  
shutdown  
complete



All debt paid to  
third party



Paid significant  
debt back to TG



Financial closures  
of months  
completed on time



All divisions  
achieve positive  
results



Cash flow  
reporting 13  
weeks projected

## BUSINESS EFFICIENCY



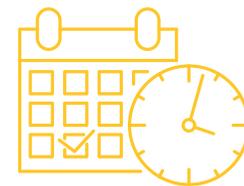
Amalgamation  
of businesses



Integrated  
Business  
Planning Process



Performance  
Management  
process improved



Forecast greatly  
improved

**PROJECTS**



Gamètì Motel



Cultural Center  
being built



Sportsplex Renovations  
Phase I



Diavik Evergreen  
contract



TG Staff Housing Phase  
II and III



Tłìchọ museum  
completed



**TEAM LEADERSHIP & DEVELOPMENT**

- ✓ Board of Directors training
- ✓ Board Committee Charters completed
- ✓ Board Terms of Reference completed
- ✓ Investment Policy developed and implemented
- ✓ Succession planning training completed
- ✓ Emotional Intelligence training completed
- ✓ 9 Box being used
- ✓ Long-Term Service Awards
- ✓ 3 new Tłìchọ Managers
- ✓ Training Programs
- ✓ Mentorship Programs



# 2022 INITIATIVES



TŁIČHO  
Community Builders

TŁIČHO  
Retail Operations

TŁIČHO  
Firefighting Services

TŁIČHO  
Motels

TŁIČHO-KIEWIT  
PARTNERSHIP

TCL  
TŁIČHO LOGISTICS

TCL 62°N

TŁIČHO  
Dogrib Power  
Corporation

TŁIČHO  
Equipment Limited

TŁIČHO  
Property Management

TŁIČHO  
Engineering &  
Environmental Services



**TŁIČHO**

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# TŁIČHŦ COMMUNITIES

- TłičhŦ Communities
- NWT Communities
- TłičhŦ Lands
- Wek'èezhì Boundary
- Ezqzìtì

