

CREATING PROSPERITY FOR THE YELLOWKNIVES DENE

# DET'ON CHO MANAGEMENT LP

## MARKETING REPORT 2020/21

Det'on Cho Management LP is the economic arm of the Yellowknives Dene First Nation.

Waterstone

CANADA'S  
MOST   
ADMIRABLE  
CORPORATE  
CULTURES

2020





## DET'ON CHO MANAGEMENT LP

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P.O. Box 1287, Yellowknife, NT X1A 2N9  
[WWW.DETONCHO.COM](http://WWW.DETONCHO.COM)

 [www.facebook.com/detoncho](https://www.facebook.com/detoncho)

 [www.twitter.com/detonchocorp](https://www.twitter.com/detonchocorp)

### VISION:

To be a leader among Indigenous business by creating sustainable profits and employment for the Yellowknives Dene First Nation.

### MISSION:

For the Det'on Cho to be profitable and an employer, trainer, supplier, and partner of choice through effective, efficient, and accountable management and operations within Chief Drygeese Territory and beyond.

### HEALTH, SAFETY AND ENVIRONMENT:

We put the health and safety of our trainees, employees, partners and customers above all other values. We respect the environment while conducting our business.

### RESPECT:

We are respectful and honest with our shareholders, customers, trainees, employees, and partners.

### ACCOUNTABILITY AND TRANSPARENCY:

We conduct our affairs in a transparent manner and are answerable to our shareholders, board, customers, trainees, employees and partners.

### WIILIIDEH CULTURE:

We respect and promote Wiiliideh culture and support Dene laws.

### COMPETENCY:

We are competent in our business expertise and we maintain positive relationships with our shareholders, customers, trainees, employees and partners

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2020



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## CHAIRMAN'S MESSAGE

# Building on Success



Once again I am pleased to share Det'on Cho Management LP's annual Marketing Report. This report allows us to connect to our community, clients and other interested stakeholders and share our success story.

This has been an incredibly successful period for Det'on Cho. In the face of a challenging economic environment, we have continued to improve profitability and have made significant business improvements that have set us up for continued success.

As we move through 2021, I am confident we will continue to thrive through these turbulent times.

I want to thank my peers on the DCC Board of Directors as well as the Management and staff of Det'on Cho for creating and environment that consistently produces stellar results.

*Mahsi Cho,*

**Bobby Drygeese**  
Chairman

## PRESIDENT'S MESSAGE

# Delivering Consistent Results

Det'on Cho continues to focus on its strategic priorities and bringing value back to the YKDFN community. Over the past year we successfully completed our main objectives and were able to achieve our financial targets. As a corporation and community we were proud to be the recipients of the, "Economic Leadership of the Year" award at the Max awards (Nunavut and NWT Chamber of Mines) earlier this year and just recently we received the incredible honour of being recognized as having one of Canada's Best Corporate Cultures. This is a testament to the fact that Det'on Cho and its group of companies continues to be one of NWT's largest private employers and a strong contributor to not just YKDFN but to the local economy in general.

We have continued to focus on employment creation and capacity wherever possible. Our job creation / capacity building program has now been in place for over 2 years and we are seeing real success. Our eyes remain on the future in ensuring that YKDFN is represented across our companies and that there will be meaningful employment in the future.

I would be remiss not to recognize the challenging times that we are currently in with the COVID pandemic. We have continued to maintain business throughout this time with the safety of all of our employees as our number one priority. We are planning on the future through further diversification with a focus on the emerging reclamation and remediation economy that will be emerging over the next couple of years.

We hope that everyone stays safe during these challenging times.

*Mahsi Cho,*

**Paul Gruner**



**ABOUT PAUL:** Paul has 15 years of progressive management experience spanning several diverse industries including Oil and Gas, Civil Construction, Telecommunications and Manufacturing. Having held management roles within Human Resources, Operations, Business Development, Marketing, Sales and General Management Paul has an extensive portfolio of knowledge, skills and abilities.

Paul's career has been focused in the North and includes positions in Northern Alberta, British Columbia, Yukon, Alaska and the Northwest Territories. In the past he has served as the General Manager of Dakwakada Capital Investments, CEO of Castle Rock Enterprises and President of RAB Energy.

In addition to his broad experience, Paul has a Masters of Business Administration from the University of British Columbia, a Chartered Professional Accounting Designation /Certified Management Accounting Project Management Professional designation from the PMI Institute and recently completed his Institute of Corporate Directors Designation.

# Management Team



**John Henderson**  
Chief Operating Officer

During his career that has spanned over 25 years, John has provided his expertise and leadership to a variety of small business, large enterprise and government organizations. Over the course of his career, John has worked in cross functional settings providing him exposure to all aspects of business operations. John joined Det'on Cho in August of 2016 and is focused on developing a program of operational excellence while also continuing to drive profitability. John is focused on creating and maximizing opportunities for the companies currently under the Det'on Cho umbrella, and developing new business ventures in the form of partnerships, acquisitions or new start ups.



**Paul Betsina**  
Business Development Manager

Paul is responsible for identifying high potential business opportunities for Det'on Cho. Born and raised in Dettah, Paul comes from a proud and rich heritage that encompasses both the traditional and modern way of life. Paul graduated from St. Patrick High School with a scholarship and went on to get his welding Journeyman ticket and inter-provincial Red Seal. Holding various corporate and management positions throughout his career, Paul has continuously expanded his business skills and holds a certificate in Aboriginal Leadership from SAIT. Paul has worked with and been mentored by many past Chiefs and business leaders and in 2011, was elected to Chief and Council in N'dilo. Paul's extensive local and business knowledge assists with promoting and advancing both the Yellowknives Dene First Nation and the Det'on Cho Corporation.



**Mark Lewis**  
Chief Financial Officer

Mark joined Det'on Cho Management LP in November 2019. As the Chief Financial Officer, Mark is focused on internal accounting policies and procedures to assist the group with maximizing opportunities for growth. In addition to this, he can provide advice and guidance on business development and new opportunities. Mark has lived in Yellowknife for 12 years with his wife, 2 sons and 2 dogs. He has a business degree he earned from Memorial University in Newfoundland. Mark has an extensive background in finance and business working as an auditor for various not-for-profit organizations, private businesses, school boards and governance agencies; finance manager for local airline; operational accountant for northern diamond mine; and part of the internal controller group for a western based accounting firm.

# Management Team (continued)



## Lesley-Ann Evans

### Human Resources Manager

As the HR Manager, Lesley-Ann is focused on ensuring that the Yellowknives Dene First Nation members are engaged and informed on both current and future Det'on Cho Corporation activities. Lesley-Ann is a YKDFN member and has lived in both communities of N'dilo and Dettah. Throughout her 10-year career, Lesley-Ann has worked in various areas of Human Resources such as recruitment, communications, benefits, and employee relations. She has held various positions giving her a well-rounded perspective of working in HR and community engagement. Lesley-Ann has extensive education in Human Resources and Administration, and also holds a diploma in Fashion Design. She is a recognized Northern artist and is the owner of Dene Beadz, which specializes in Aboriginal clothing, beading, and jewelry.

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# Board of Directors



## BOBBY DRYGEESE

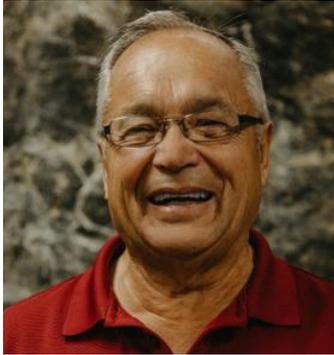
### CHAIRMAN

Bobby is a Yellowknives Dene First Nation member born outside of Yellowknife and raised in Dettah; living the traditional way of life.

He has experience working for tourism, community programs, and in the educational field which has allowed Bobby to cultivate the relationships on (both on the customer side and with the people delivering these programs), which helps make this business a success.

Bobby comes from a long line of Dene Chiefs; his great-grandfather was a signatory in the Treaty 8 signing and his grandfather was Chief in the late 1960's when Queen Elizabeth came to Yellowknife, Northwest Territories, also known as Chief Drygeese Territory..

# Board of Directors (continued)



## **JOE HANDLEY** CO-CHAIR

Mr. Handley comes to the board with a wealth of experience from his training and early career in education, years of leadership in territorial government and public service, and his continuing work and advisory roles in the Northwest Territories.

Following his studies in Education, Mr. Handley spent time reading at universities, at home and abroad, including a native education program at the University of Manitoba. This program focused on training teachers to work in Aboriginal and northern communities. Mr. Handley joined the Government of the Northwest Territories in 1985 and served as the Deputy Minister in a number of portfolios including Education, Renewable Resources, the NWT Housing Corporation, Transportation, and Resources, Wildlife, and Economic Development.

In 1999, he was elected to the NWT Legislature and became the Minister of Finance. During his time in the legislative assembly he took on roles as chair of the Financial Management Board, Minister of Transportation, and Minister responsible for the NWT Power Corporation.

Since retiring, Mr. Handley continues to live and work in the Yellowknife community. He has advised on a number of northern government and business initiatives, including as a panel member of the 2012 Economic Opportunities Strategy and consultant for the 2014 Transportation Strategy.

Mr. Handley is a current board member of the Det'on Cho Corporation and the Mackenzie Valley Environmental Impact Review Board. Joe Handley currently lives with his wife, Theresa in Yellowknife.



## **ETHEL LISKE** DIRECTOR

A Member from the Yellowknives Dene First Nation, Ethel obtained her Grade 12 Diploma from Sir John Franklin High School and has received her Administration Certificate from the Lethbridge Community College.

As a Member of the Yellowknives Dene First Nation, Ethel has sat on the Stanton Hospital Board, YKDFN Health Board, and the Recreational Board.

Employed by the NWT Treaty 8 Tribal Corporation as Negotiation Coordinator, she coordinates all activities relating to the Akaitcho Negotiation Process on behalf of the Akaitcho Dene First Nations.

Ethel has coordinated all of the meetings relating to the Akaitcho Negotiation Process. Ethel was responsible for the preparation of annual budgets, proposals, and activity reports.

# Board of Directors (continued)



## CATHY CUDMORE

### DIRECTOR

Cathy is a long-term Yellowknife resident and business professional. She has resided in Yellowknife for over 25 years and has been an accounting / finance professional with Avery Cooper (local accounting audit firm) since 1992 and was a partner with the firm from 2004 until 2018 when she retired from full time practice.

She has specialized in assurance engagements (audits, reviews and compliance) and financial consulting, financial research and analysis. She has worked within a variety of sectors including private enterprise and First Nations. She also has significant governance experience having served on several boards over the past 10 years.

In addition to her vast experience she also holds a Certified General Accounting / Chartered Professional Accounting designation.



## LENA BLACK

### DIRECTOR

Lena Black is a Yellowknives Dene First Nation member who was raised in the community of Ndilo. She is also an elected member of the Band Council. Lena joined the Det'on Cho Corporation's Board of Directors in 2017, and again in 2019, and is looking forward to the commitment and challenge of being on the Board. Lena brings with her 15 plus years of public service work experience, mainly with the local Territorial Government. In her spare time, she enjoys spending time with her family, playing board games, being a great auntie to the little ones...and, she does enjoy a little family traveling.



## JONAS SANGRIS

### DIRECTOR

Jonas Sangris is serving his 6th term Councilor for Dettah, one of two communities within the Yellowknives Dene First Nation near Yellowknife, Northwest Territories, Canada. He also served 3 terms as Chief of Yellowknives Dene First Nation, retiring as Chief in June 1999. He also served as the Community Negotiator for 8 years. He also was owner and operator of Akaitcho Bay Trucking for 9 years after having been a contracted by the GNWT for Municipal Services for many years prior.

Jonas is the third oldest of seven children and has four sisters and two brothers. After spending his schooling in Residence to grade 8 he stayed at home to help his dad with trapping and hunting. He gained experience through hard work and perseverance.

As a Councilor Jonas is committed to be a strong leader for the members of his community. Though Jonas is busy with being a Councilor, he makes time to continue to hunt, and spend time at his cabin whenever he can with his grandchildren to help teach them to hunt and fish.

# Board of Directors (continued)



## **RICHARD EDJERICON** DIRECTOR

Richard was appointed to the Board of Det'on Cho in March 2020 by the Yellowknives Dene First Nation Chief & Council. Richard has been a key contributor in community engagement with Indigenous Governments, Industry by providing business development expertise.

Richard's past experience includes: Chairman for the Mackenzie Valley Environmental Impact Review Board; Akaitcho Chiefs Spokesperson, Akaitcho Territory Government; Head Chief, Yellowknives Dene First Nation; Chief Executive Officer, Yellowknives Dene First Nation; General Housing Division Manager, Government of Northwest Territories; Housing Corporation Project & Maintenance Management; Chairman, GNWT Apprenticeship Board; and 38-years as a Journeyman Certified Carpenter in residential/commercial construction experiences with PCL, Clark Bowler and other private constructions companies in the Northwest Territories & Nunavut. Richard's work experience is paired with thirty years of volunteer work in local sports, boards and committees.

This diverse and unique background of education & experience makes Richard a valued asset when working with Indigenous Governments and industry. His experience working in a variety of political environments, coupled with the traditional knowledge set a benchmark for community engagement.

Richard is currently advising the Indigenous Aboriginal and Metis Governments in the Akaitcho and Dehcho Region on potential residential/commercial projects to help facilitate their preliminary project planning, construction management, and business proposal writing to help build their capacity that will provide local employment/trades training opportunities. Richard lives in Ndilo with his family and has three grandchildren.

## INTRODUCTION

# Creating Prosperity for the Yellowknives Dene

When diamonds were first discovered near Yellowknife, the Chief and Council of the Yellowknives Dene were determined that their people would benefit from any future development.

They formed Det'on Cho Corporation (DCC), which would soon become the economic development arm of the Yellowknives Dene First Nation.

With no land claims or self government claim to support it, the Det'on Cho Corporation was started with a modest \$15,000 grant and a mission to create prosperity for the Yellowknives Dene. And from the beginning, it has focused on developing the capacity - in its infrastructure and its employees - ensuring that the prosperity it created would be sustained long after any mines closed.

The Vital Abel Boarding home opened in 1990 to accommodate the medical travel needs for the communities of the Northwest Territories whose

residents come to Yellowknife for medical care, a service which still continues today.

The introduction of Diamond Mining to the Northwest Territories provided the fuel for Det'on Cho to grow.

Over the two decades since diamonds became the economic driver of the Northwest Territories, Det'on Cho has built an portfolio of companies that consists of sixteen operating entities.

Many of these business units are Joint Venture relationships with high-capacity technical partners while others are wholly owned entities.

This "portfolio approach" has allowed us to prosper in uncertain times.

Over the past four years Det'on Cho has been able to improve its net income by growing some of its key business units. Most notably, Bouwa Whee has become a key contributor to profitability by winning the contract to provide Catering to DeBeers at Gacho Kue in 2016 and Det'on Cho Logistics was able to acquire a contract serving Rio Tinto's Diavik Mine.

More recently Det'on Cho has been able to become established in the process of Mine closure and remediation through Canre and Maintenance work at DeBeers Snap Lake and the cleanup of Giant Mine.

Over the next few years we will look to maximize our current operations while seeking ways to diversify both vertically and geographically.



## Det'on Cho Management LP



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DET'ON CHO MANAGEMENT LP

# Consistently Strong Performance

Det'on Cho Management has taken a well balanced approach to its growth and success.

Det'on Cho has had healthy financial results since 2016 and this was our best year on record.

Most divisions and partnerships delivered healthy returns resulting in excellent year-over-year growth.



*On March 31<sup>st</sup> 2015 Det'on Cho Management Reported Owners Equity was in a negative position (\$ 5,875,820)*

*As of March 31<sup>st</sup> 2020 we are pleased to report that Det'on Cho Management Owners Equity is \$ 7,201,839 which represents a dramatic increase in shareholder value.*

REVENUE 2019/20

**\$51,649,700**

NET INCOME 2019/20

**\$4,961,499**

NET INCOME INCREASE OVER 2018/19 OVER: **\$2,660,446**

TOTAL ASSETS 2019/20

**\$37,631,803**

TOTAL ASSET INCREASE OVER 2018/19 OVER: **\$9,969,062**

TOTAL STAFF

**18**

TOTAL NORTHERN STAFF

**100%**

INDIGENOUS STAFF

**61%**

FEMALE STAFF

**44%**

YKDFN STAFF

**61%**

\*As of March 31, 2020

# Focus on Safety

## In a Covid World

Det'on Cho has always had a focus on safety. Our clients require it and our Management and staff demand it. Det'on Cho continually works toward improving our safety program.

Our Safety Calendar (pictured below) is a good example of how we innovate. Each month we have a theme and give particular focus to that theme. This allows our teams to always have a fresh focus.

Just as we were ending our fiscal year end (March 31st 2020) we were faced with a monumental challenge.

COVID 19 has effected each and every organization on the planet. Early in the pandemic Det'on Cho focused on ensuring we had a quality communications plan.

Information was flying around from hundreds of sources ensuring everyone had the right information was critical. Daily calls with the team ensured Management was on the same page.

We quickly acquired the necessary technology that would allow all of our team members to work remotely.

As conditions improved we slowly migrated back into the office ensuring we were compliant with any and all regulations.

Each of our business units faced unique challenges but met them head on with a calm, professional approach. Embedding our new Covid-related processes into our daily workflow and into our safety management tools allows Det'on Cho to quickly respond to a rapidly changing environment.

| October - Hazard Assessment & Control (Black)                            |  | People | DCC HQ        | DCC Shop      | WLD           |
|--------------------------------------------------------------------------|--|--------|---------------|---------------|---------------|
| November - Hazard Identification & Reporting (Black & Red)               |  | People | DCC HQ        | DCC Shop      | WLD           |
| THEME: Hazard Identification & Reporting                                 |  |        | Done          | Done          | Done          |
| Email Staff Regarding Theme                                              |  |        | Done          | Done          | Done          |
| Monthly Inspections                                                      |  |        | Done          | Done          | Done          |
| Near Miss Draw                                                           |  |        | Done          | Done          |               |
| Update Monthly Safety Stats                                              |  |        | Working on it | Working on it | Working on it |
| Train staff on identifying & reporting hazards & Corrective Actions Logs |  |        |               |               |               |
| Train staff on Near Miss & Incident Reporting                            |  |        | Done          | Done          |               |
| Train staff on Investigations                                            |  |        | Done          | Done          |               |
| Update Corrective Actions Logs                                           |  |        |               | Working on it |               |
| Train staff on Inspections                                               |  |        | Done          | Done          | Working on it |
| + Add                                                                    |  |        |               |               |               |

# Job Creation & Capacity Building

Det'on Cho Management LP launched a dynamic Job Creation and Capacity Building Program in 2017 with the objective of creating opportunity and prosperity for the Yellowknives Dene and Indigenous people from around the NWT. This program includes Det'on Cho Management LP's 100 percent owned and operated companies as well as its partnerships and joint ventures.

The primary purpose of this program is to focus on developing Yellowknives Dene First Nation community members by placing them in highly strategic roles within the company. The secondary objective focuses on increasing the Yellowknives Dene First Nation and Indigenous employment within the local job market.

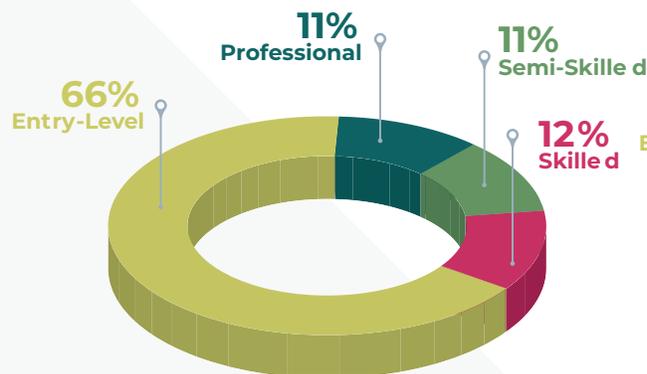
## Capacity Building

Through the program, five key positions within the Company were created: Business Development Manager, Human Resources Generalist, Community Liaison, Business Analyst, and the Graduate Intern. These five key positions increased the number of community members involved in the operations and management of Det'on Cho Management LP. We have already seen growth and succession within

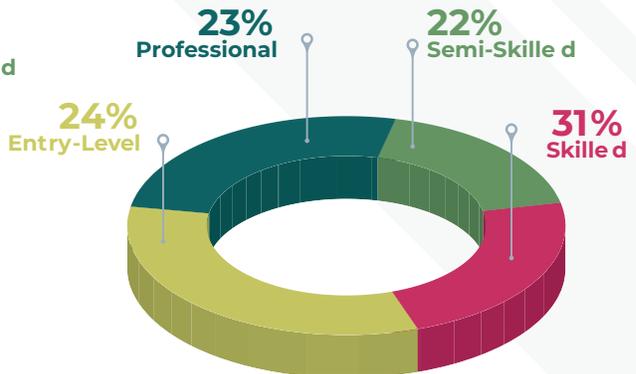
these roles with our Graduate Intern being promoted to the role of Financial Analyst this year and the Human Resources Generalist being promoted to the role of Human Resources Manager. The program has produced further success in overall employment statistics as the percentage of YKDFN staff has grown from 13% to 53% representation within the Det'on Cho Management LP as of March 31, 2020. Our

ongoing commitment is to provide opportunities for growth within Det'on Cho. Thus far, four staff have completed the Northern Leadership Development Program with the Aurora College in Yellowknife and others have participated in various educational programs designed to enhance their skills in various fields including marketing, accounting and finance.

Current PFT Jobs = 244  
100% Owned and Operated Companies



Current PFT Jobs = 777  
Joint Ventures and Partnerships



# Job Creation & Capacity Building

## Job Creation

Det'on Cho Management LP continues to work closely with the Yellowknives Dene First Nation members on finding and preparing for job opportunities which includes assisting with job searches and resume writing. We have also worked on identifying and eliminating barriers that have prevented members from gaining meaningful employment.

In addition, we are taking several steps to assist employees that may be impacted by Covid-19 which includes: Familiarizing ourselves with the many resources within Canada and educating ourselves on the steps to apply online so that we can assist those applying.

Lastly, over the last two years we have had a scholarship program that targets both Yellowknives Dene First Nation members and Northern residents at large.

The program is supported by our various companies and is now more than a dozen scholarships in total.

## Program Highlights

- Standardization of HR Dashboard
- Detailed employment checklist and FAQs for applicants
- Development of a skills matrix for all members searching for employment
- Successfully run training sessions for large number of community members
- Secured of employment for numerous training session participants
- Created a detailed employment guide
- Creating and maintaining relations with other outside organizations
- Working with schools and local agencies on employment services
- Collaborating with local community resources on training opportunities
- Implementation of a robust human resources software to streamline the hiring process
- Development of a company wide scholarship program

# Highlights

The past year was filled with highlights that included awards, events, contributions and recognition.

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## Awards

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### Economic Leadership Award

Det'on Cho was recognized during the 47th annual Geoscience Forum with the Economic Leadership Award at the Max Awards.

### Fred Carlson – Firefighter of the Year

GNWT presented Fred with the Fire Fighter of the Year Award. Fred heads up the Det'on Cho forest firefighting crew that is contracted to the GNWT on an annual basis.

### Indigenomics 10 To Watch

The Indigenomics Institute has launched a new initiative- the 'Indigenomics 10 To Watch' list in 2020. The Institute publishes an annual list as a demonstration of excellence, innovation, leadership and committed action towards the growth of the Indigenous economy.

### Canada's Most Admired Corporate Cultures™ 2020

Founded by Waterstone Human Capital, this national program, annually recognizes best-in-class Canadian organizations for having cultures that enhance performance and sustain a competitive advantage.

## Contracts

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### Nachalacho Rare Earth Mining

In January 2020 Det'on Cho along with their partner Nahanni Construction signed an agreement with Cheetah Resources to be the contract miner for their Nachalacho Rare Earths project.

This unique project is exciting in many aspects, it produces the elements necessary to fuel a new green economy and it is the first time an Indigenous company has become the contract miner on a project.

## In the Press

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### Sticky Dollars - Aboriginal Business Quarterly

Det'on Cho's voice was featured prominently in this issue dedicated to Northern and Indigenous procurement. This is a critical issue that must be addressed in order to move the economy of the North forward.

# Group of Companies



The Det'on Cho Management LP is dedicated to supporting the region's resource development industries through providing services in exploration, construction, transportation, remediation, logistics and expediting, human resources, training, environmental, and management. Under the Det'on Cho umbrella group of companies, there exists numerous corporate structures. For the sake of simplicity, Det'on Cho separates its companies into two classifications:

## EQUITY OWNERSHIPS:

- Bouwa Whee Catering
- Det'on Cho Construction Services
- Det'on Cho Logistics
- Det'on Cho Environmental
- Det'on Cho Mining Supplies
- We Le Dai Corporation Ltd.  
(The Vital Abel Boarding Home)

*These are companies where the Det'on Cho Corporation owns hard physical assets.*

## JOINT VENTURE PARTNERSHIPS:

- Det'on Cho Medic North
- Det'on Cho Nahanni Construction
- Det'on Cho Landtran
- Deton'Cho Nuna Joint Venture
- Nuna Deton'Cho Winter Road Services Joint Venture
- Nuna Deton'Cho Contracting Joint Venture
- Det'on Cho DT Electric
- Kete Whii/Procon
- Det'on Cho Scarlet Security
- DICAN/ADG
- True North Environmental

*These companies exist for the purpose of generating contract opportunities (typically with the Diamond Mines).*

*Normally Det'on Cho partners with an existing company in an effort to win new business.*



# Bouwa Whee Catering

## DELIVERING GREAT SERVICE IN CHALLENGING ENVIRONMENTS

2020 Marked the 10 year anniversary for Det'on Cho's wholly owned subsidiary Bouwa Whee Catering (BWC). This was a major milestone for a company that has become synonymous with delivering great food, housekeeping and janitorial services 24/7.

We do all this with the North's remote diamond mines, Gahcho Kué and Diavik, under some of the world's most challenging conditions... and we've done it extremely well.

Recently Bouwa Whee introduced a new employees recognition program. This

program is intended to further elevate the level of service provided to each and every one of our guests.

The comfort and happiness of our guests is our number one priority, we strive to anticipate our clients needs provide and exceptional customer service for our guests. Everyone who works with Bouwa Whee believes in our 16 Because We Care Service basics and it shows in the beds we make and the meals that are prepared. A team of Red Seal Chefs keep crews healthy and full and we use an extensive auditing system that we track

using Site docs to ensure that the facility is maintained to above the required standard.

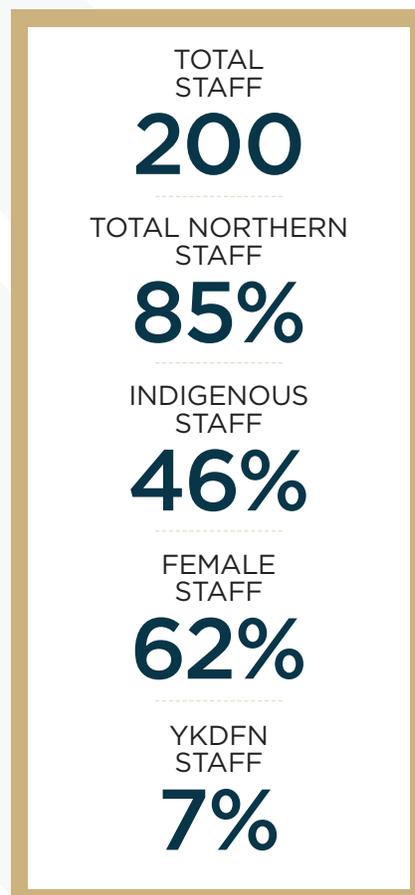
As we have increased our Northern and Indigenous workforce our bottom line has increased as well.

Through our employment policies, recruiting strategy and training programs we have been able to establish a workforce that mirrors the demographics of the Northwest Territories while delivering maximum value to our customers and shareholder.



The comfort and happiness of our guests is our number one priority, we strive to anticipate our clients needs provide and exceptional customer service for our guests.

Everyone who works with Bouwa Whee believes in our “Because We Care” service basics and it shows in the beds we make and the meals that are prepared.



\*As of March 31, 2020



# Det'on Cho Logistics

## MOVING PEOPLE AND PRODUCTS ACROSS THE NORTH AND AROUND THE WORLD

In 2009, the Det'on Cho Corporation partnered with Matt Mossman and Stu Impett to form Det'on Cho Logistics (DCL). This is a partnership in the true sense of the word. Det'on Cho owns 51% of the assets, participates in 51% of the risk, and benefits from 51% of the success.

The partnership was formed to target logistic services to the mining industry and before long Det'on Cho Logistics secured their first major client, De Beers Canada.

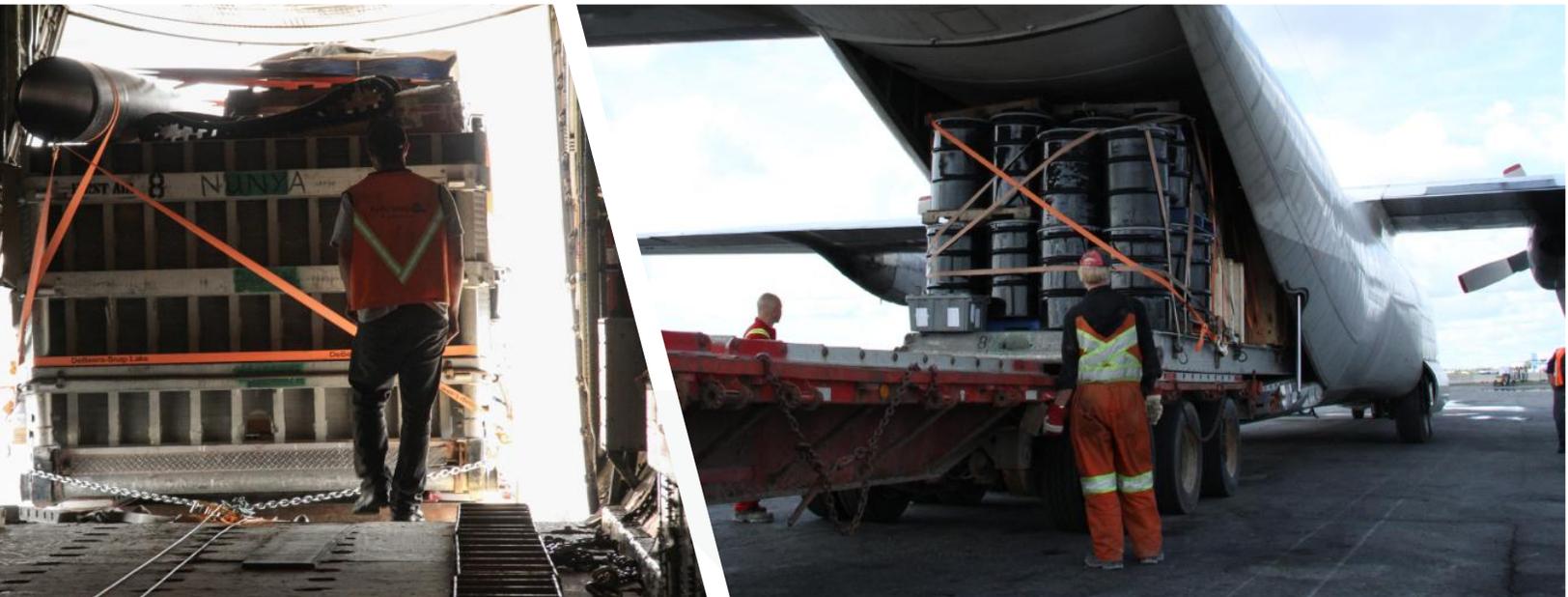
Det'on Cho Logistics has expanded geographically into Alberta with operations based at the Edmonton International Airport.

Our offering has evolved over the years as well. In the beginning we were focused on managing the movement of freight from one location to another. Over time, this movement also expanded to people. Currently you will find the Det'on Cho Logistics logos prominently displayed on ticket counters and departure

areas at the Yellowknife Airport Terminal Building.

Recently, Det'on Cho Logistics has added an executive arrival / departure lounge to accommodate private aircrafts arriving in Yellowknife.

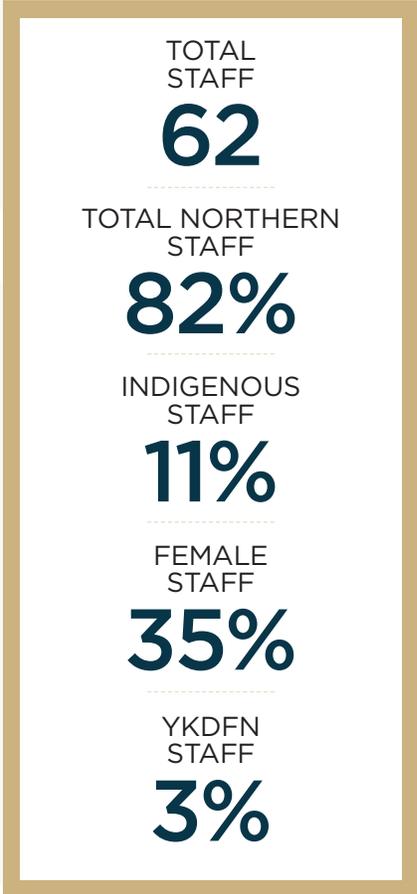
In a further expansion into related business, Det'on Cho Logistics as the Shell Aviation agent in Yellowknife has seen major growth in 2018 becoming the major Jet A fuel provider at the Yellowknife airport.



In 2018 we were presented with another opportunity through the acquisition of G&G Expediting to expand Freight Management and Freight consolidation services for Diavik in Edmonton.

This Det'on Cho subsidiary has quickly established itself as a leader in the northern expediting and logistics industry. Det'on Cho Logistics can provide all of the services required over the full life cycle of a northern mining project, from exploration to remediation

**Det'on Cho Logistics has expanded geographically into Alberta with operations based at the Edmonton International Airport**



\*As of March 31, 2020



# We Le Dai Corporation

Located in the heart of N'dilo, the Vital Abel Boarding Home has been providing medical travel guests a comfortable place to stay for over 30 years.

care of by our highly trained and compassionate staff.

Again this year the Vital Abel Boarding Home hosted over 11,000 guests.

*“Again this year the Vital Abel Boarding Home hosted over 11,000 guests.”*

Whether it’s for an emergency medevac or a scheduled appointment, thousands of NWT residents travel to Yellowknife to access medical care at Stanton Territorial Hospital.

Guest stays did decrease slightly year-over-year, this is mainly attributed to the disruption caused by the move to the new Stanton Hospital.

From the moment our guests arrive in Yellowknife to the time they return to their communities, they are taken

We anticipate that guest stays will exceed previous levels going forward as hospital operations resume to normal levels.

|             |                      |                  |              |             |
|-------------|----------------------|------------------|--------------|-------------|
| TOTAL STAFF | TOTAL NORTHERN STAFF | INDIGENOUS STAFF | FEMALE STAFF | YKDFN STAFF |
| <b>25</b>   | <b>100%</b>          | <b>80%</b>       | <b>56%</b>   | <b>36%</b>  |

\*As of March 31, 2020



# Det'on Cho Summit Aviation LP



Established in 2014, Det'on Cho Summit Aviation LP (DCSALP) is a partnership that provides specialized aviation services within the Yellowknives Dene First Nation territory. Det'on Cho Summit Aviation's core capabilities include: fly-in/fly-out, (FIFO) passenger and freight transport, aerial bulk and drummed fuel delivery, air ambulance services and precision long-lining helicopter services.

This partnership delivers much needed aviation support to the mining and exploration

customers who are active in the Territory and further contributes to the economic prosperity of the Yellowknives Dene and the region.

Summit is part of the Ledcor Group of Companies and operates a fleet of helicopters and fixed wing aircraft based in the Northwest Territories, British Columbia and Alberta.

With a current fleet of 29 aircraft, Det'on Cho Summit Aviation specializes in developing tailor-made aviation solutions for its clients.

Currently, Det'on Cho Summit provides air service to all three Diamond Mines within the Northwest Territories.



TOTAL STAFF  
**124**

TOTAL NORTHERN STAFF  
**100%**

INDIGENOUS STAFF  
**3%**

FEMALE STAFF  
**17%**

YKDFN STAFF  
**0%**

\*As of March 31, 2020



# Det'on Cho Landtran

*Delivering on time  
to remote sites*



Collectively, the Det'on Cho Management LP and Landtran Systems have successfully serviced clients in several industries for over 18 years. Our management team offers 126 years of collective Northern expertise.

Strategically located in Yellowknife, our infrastructure, equipment and assets have supported more than 3,500 km of winter road construction and have successfully delivered over 27,000 truckloads from North America to the North and the local mining community.

Det'on Cho Landtran Transport provides the following services:

- Ice Road Transport
- Ice Road Construction
- Full and Less-Than-Full Truckload
- Freight Transport
- Heavy Haul
- Civil Earth Works Construction

|             |                      |                  |              |             |
|-------------|----------------------|------------------|--------------|-------------|
| TOTAL STAFF | TOTAL NORTHERN STAFF | INDIGENOUS STAFF | FEMALE STAFF | YKDFN STAFF |
| <b>20</b>   | <b>50%</b>           | <b>10%</b>       | <b>10%</b>   | <b>5</b>    |

\*As of March 31, 2020

# Det'on Cho Nuna



Det'on Cho Corporation has successfully worked with the Nuna group of companies since 2004 with the creation of Deton'Cho Nuna Joint Venture; and since then we have established Nuna Deton'Cho Winter Road Services Joint Venture and Nuna Deton'Cho Contracting Joint Venture. Each joint venture partner contributes significantly to our success with Nuna Logistics, a 51% Inuit-owned company, providing 27+ years of experience in heavy civil earthworks and contract mining; and Det'on Cho providing personnel, equipment, and management expertise.

Deton'Cho Nuna's experienced professionals and construction group are highly knowledgeable and skilled in dealing with the wide array of challenges associated with working on remote construction and mine development projects lacking supporting infrastructure. Together, our track record of safe, successful, large-scale project delivery has enabled us to develop a strategic team that is instrumental in the detailed planning required for success.

The Det'on Cho and Nuna joint ventures' client base includes

major mining companies as well as the Government of Canada through the historical Care and Maintenance at Giant Mine.

In 2018, Deton'Cho Nuna Joint Venture secured the Giant Mine Surface Care and Maintenance contract, tendered by current care and maintenance contractor Parsons; our years of servicing this project position us to pursue the Giant Mine full-scale remediation scope of work. As part of the new care and maintenance contract, Det'on Cho Nuna successfully instituted a new technical position for a Yellowknives Dene First Nation (YKDFN) member and this has afforded the opportunity for increased / enhanced skill development. Under our current contract with Parsons, Deton'Cho Nuna maintains 100% Northern staff on the Project with 46% of the total workforce being local Indigenous persons.

Nuna Det'on Cho Winter Road Services Joint Venture have successfully re-bid two winter access road projects: the Tibbit to Contwoyto Winter Road (north); and De Beers Canada's Gahcho Kué Mine winter road construction and maintenance. Both contracts run through to the end of the 2022 winter road

season. In conjunction with these contracts, flooding subcontracts were awarded to Det'on Cho across both Nuna Deton'Cho Winter Road Services' projects whereby 14 YKDFN members saw direct employment.

In March 2020, Det'on Cho and Nuna jointly purchased and mobilized a fleet of equipment including 4 large excavators, 3 articulated haul trucks, a dozer, a loader, and a grader to perform work at the Rio Tinto Diavik mine site.

Since March 2020, the COVID-19 pandemic has affected our ability to draw local employees to our projects due to restrictions from health authorities and protocols put in place by our clients. The combined employment statistics across all three joint ventures as of March 31, 2020 are as follows:



\*As of March 31, 2020



# Det'on Cho Scarlet Security



Specializing in the provision of integrated security solutions to clients in both the remote and industrial sector, Det'on Cho Scarlet Security is a partnership between the Det'on Cho Corporation and Scarlet Security. Det'on Cho has a 51 percent ownership over this joint venture.

This company provides security solutions to the North's mine sites, infrastructure, and buildings.

Det'on Cho Scarlet Security is one of four companies under the Det'on Cho Group of Companies to be subcontracted under the Giant Mine Care and Maintenance contract through Det'on Cho for their security expertise.



\*As of March 31, 2020



# Det'on Cho Medic North



A joint venture with Advanced Medical Solutions, Det'on Cho Medic North Ltd., provides health care professionals, medical equipment, supplies, educational training, operational support and emergency vehicles for northern employers and workers.

and opportunities within the Yellowknives Dene Nation territory and beyond whilst promoting healthcare initiatives.

Advanced Medical Solutions is one of the four contractors to have been subcontracted for the Giant Mine Project for their medical services through Det'on Cho Corporation.

The benefits of partnerships like this is that it can help build economic capacities



\*As of March 31, 2020

# Kete Whii/Procon



KeTe Whii/Procon is a Joint Venture (JV) between Procon and three northern First Nations: the Yellowknives Dene, the Lutsel K'e Dene and the Tlicho. The Joint Venture was formed in 2002 to maximize the benefits contained in the respective agreements between the three signatory

First Nations and the resource developers operating on and near the traditional and current land use area in the Northwest Territories.

KeTe Whii/Procon is a full underground service provider specializing in diamond mine development and related

construction, and the ability to operate in remote Northern permafrost conditions. Under the JV, they are currently the prime contractor to Dominion Diamond Mine's Misery Underground Project at the Ekati Diamond Mine, providing mine development resources and equipment.

# Det'on Cho/Procon



Det'on Cho holds a 25% ownership of the KeTe Whii/Procon Joint Venture and saw the benefits of working with Procon through its KeTe Whii Partnership. When it came time to bid on the underground Care & Maintenance work at Giant Mine, Det'on Cho chose Procon as their partner. In June 2018, the Det'on Cho/ Procon partnership was awarded the

Underground Care & Maintenance contract at Giant Mine, and this remediation work is expected to continue until 2020.

Over the past 12 months, remediation work at Giant Mine has been ongoing. In January 2019, the Ground Support program began and to date is

95% complete. Safety is a very important part of the work at Giant Mine and as of June 30, 2019, the work crews achieved one-year Lost-Time-Accident (LTA) free. The crews at Giant Mine are proud to be a part of this important remediation project and this is evident in the quality of their work.

| TOTAL STAFF | TOTAL NORTHERN STAFF | INDIGENOUS STAFF | FEMALE STAFF | YKDFN STAFF |
|-------------|----------------------|------------------|--------------|-------------|
| <b>22</b>   | <b>27%</b>           | <b>14%</b>       | <b>5%</b>    | <b>0</b>    |

\*As of March 31, 2020

# Det'on Cho / DT Electric



At Det'on Cho / DT Electric our strength is our people. We have over 100 years of combined experience in the Electrical Industry, most of it in rugged, northern conditions.

Each member of our team brings a unique set of skills to the job, honed from years of specialized work in the field.

Together, Det'on Cho DT Electric provides a solid foundation and a wealth of knowledge spanning the full range of a project's specifications.

There are many challenges when you tackle a job in the North. We know. We've been there. But we also know that at the end of the day, you

expect to get the job done, no matter what.

We share those values, and we're ready to get to work. Talk to our seasoned professionals and find out what 100 years of experience can do for you.

# Diamonds International Canada /ADG

Based in Yellowknife, Northwest Territories, Diamonds International Canada (DICAN) Ltd, is a partnership that is 51 percent owned by Aboriginal Diamonds Group (ADG) and 49 percent by WWW International Diamond Consultants Limited.

This partnership, which is comprised of three Aboriginal groups (the Det'on Cho Corporation, the Kitikmeot Corporation, and the Tlicho Investment Corporation) and Diamonds International Canada is the contractor of choice for the valuation of diamonds for all operating

diamond mines in Canada.

DICAN was appointed following a competitive tender in 1998, as the first government diamond valuator to the Canadian Federal Government in Ottawa. The Det'on Cho Corporation has a one-third ownership of ADG.

# Det'on Cho Nahanni Construction Ltd



## BUILDING FOR THE MINING INDUSTRY.

Formed in the fall of 2010, Det'on Cho Nahanni Construction Ltd. (DCN) operates in the Northwest Territories doing industrial and commercial work in the mining, private and public sectors. It is a strategic partnership formed to optimize business opportunities in the North while maximizing the opportunity for participation by the Yellowknives Dene First Nation.

Nahanni Constuction Ltd. (Nahanni) is an efficient, versatile and reliable contractor specializing in subarctic concrete foundations and batch plant operations. Nahanni offers one-stop shopping for all construction disciplines, including concrete, civil, mechanical, structural steel fabrications and erection, carpentry, underground and surface dewatering systems, and project and construction management.

Nahanni is also capable of handling all of its clients' logistical needs for the movement of people, equipment and materials. Nahanni Construction Ltd. has completed many successful projects throughout the North, and with its partnership with Det'on Cho, DCN has been successful at maximizing employment of local indigenous employees. Nahanni has reached a high of 72% indigenous employment rate on a single project, and has averaged a 46% indigenous employment rate over multiple projects within the last five years.

Our full-time staff of 150 workers, which grows up to 375 employees during peak construction season, is supported by a core group of managers and supervisors with a collective resume that combines hundreds of years' worth of experience in arctic

and subarctic construction. With that kind of expertise and experience, Nahanni has the ability to see upcoming challenges to plan and mitigate for project success.

Our overall team approach is an integral part of Nahanni's demonstrated ability to maintain high productivity levels while adhering to stringent cost control measures, ensuring that our job is done on time and on budget, without compromising the safety of our workers.

We understand the importance of safety while working in the remote and sometimes hostile northern environment. DCN's Health and Safety program has been developed from adaption of safety management systems utilized at all major mining practices across the north and is sustained by ongoing training opportunities for workers and supervisors.



NAHANNI CONSTRUCTION ©

### HIGHLIGHTS

- Over 30 YKDFN members working at Tundra and Gordon Lake sites.
- DCN has been involved in every major mining play in the NWT since its inception.
- Det'on Cho Nahanni Construction is solely northern owned and operated.

### SAFETY

- DCN has operated at Diavik Diamond Mine under the Sustaining Capital Projects Group with over 400,00 combined hours without a LTI to date.
- DCN was recognized in October 2017 by Rio Tinto at Diavik Diamond Mine for our zero LTI for over 7 years.



\*As of March 31, 2020

# True North Environmental



True North Environmental (True North) is a Joint Venture (JV) between KBL Environmental Ltd. (KBL) and Det'on Cho Corporation. Both partnering organizations are local NWT companies with Det'on Cho being an indigenous business with 51% ownership of the True North JV.

True North's team of professionals provide consulting services ranging from environmental and waste management consulting, remediation, waste management consulting, to support liability management of hazardous and non-hazardous waste on behalf of our clients. Our supplementary services include emergency response and environmental products. We manage all aspects of waste, including management plans, spill response, contaminated site management, waste stream cost-efficiency analyses, site remediation, environmental product supplies and specialty

equipment rentals. Our team of professionals are experienced in providing specialized services for each unique challenge a client may have.

True North provides a range of services to manage or support contaminated site management for government, industry and private clients. Internal consulting services have been established for servicing our clients internal needs pertaining to soil and water treatment and hazardous waste management. These services have allowed True North to provide turnkey services for contaminated site management. Remediation

experience ranges from small localized fuel spills to complex high profile contaminated sites involving multiple contaminants, and sensitive receptors.

Members of our team have successfully overseen site remediation projects throughout western and northern Canada. True North member KBL also manages its own contaminant treatment facilities, which translates into a greater understanding of some of the challenges faced when working in unique settings. True North's internal consulting capacity provides our clients with a turnkey remediation solution.

## The True North Team brings proven experience in providing consultancy services, including:

- ✓ waste management plans
- ✓ spill response
- ✓ contaminated site management
- ✓ site remediation
- ✓ waste stream
- ✓ cost efficiencies analysis
- ✓ remediation

# Det'on Cho Environmental

## LAND, AIR, WATER AND PEOPLE



Det'on Cho Environmental (DCE) pairs the traditional knowledge of the Yellowknives Dene with scientific approaches and technical tools to provide a service that is second to none. This is our home and we are invested in your success. We know the people and the challenges in the north and will help you accomplish your project goals and manage project risks when you work in and around Chief Drygeese Territory.

Det'on Cho Environmental supports the planning, construction, operation and remediation of projects so that we can better understand and minimize project efforts on the environment and people. Whether predicting the impacts of a new mine, or remediating a complicated contaminated site, DCE brings partners with best-in-class technical expertise and

extensive experience to resolve challenges.

### OUR TECHNICAL TEAM

Det'on Cho Environmental is a team of highly respected, multi-disciplinary professionals with recognized expertise in environmental sciences, social sciences, and engineering. We bring a project and a client-specific approach to address your project challenges. Our professionals are valued for have created opportunities for sustainable growth and balanced development for our clients.

With a reputation for integrity and technical excellence, Det'on Cho Environmental offers progressive environmental services in Site Assessments and Remediation, Environmental Planning and Ecology, Community Engagement and Social Sciences.

By providing quality services to our clients, we have earned the opportunity to take on challenging projects, which allow us to continue to add to our roster of exceptional professionals, contribute to scientific and regulatory dialogue, and give back to the communities where we live and work.

### HEALTH AND SAFETY

Health and safety is the most important aspect of all activities carried out by Det'on Cho Environmental Teams. Our integrated approach emphasizes individual accountability; practical and proven measures are in place to protect employees, clients, subcontractors, and the public at large.

Field and office projects are able to maintain the highest standards of health and safety excellence through effective



In 2018 DCE with its technical partner Hemmera on a soil sampling and testing project in the Community of Ndilo.

training, careful planning, strong management, and regular inspections. The Det'on Cho Environmental health and safety program goal is an incident-free workplace. As such, our employees at every level are responsible and accountable for the company's health and safety performance. Active participation by everyone, every day, in every job, is necessary for the safety excellence this company expects.

Det'on Cho's comprehensive health and safety management meets or exceeds Canadian Occupational Health and Safety legislation and WSCC/WCB/WSIB requirements. Our teams have met the requirements for some of the largest and safety-conscious international companies.

**QUALITY**

Clients expect technical excellence supported by effective quality management. DCE is committed to implementing and continually improving the quality management system, which will ensure that our people consistently meet all requirements on every project.

**OUR SERVICES**

Det'on Cho Environmental and our technical partners from Hemmera and Minnow are focused on responding to your challenges and needs. We bring the multi-disciplinary teams, project experience, technical capacity and the project management systems to work with you to advance your projects. We provide industry leading services throughout the life-cycle of projects.

**Environmental Planning and Ecology:**

- Freshwater biota and aquatic habitat assessment (Minnow)
- Wildlife and wildlife habitat inventory and assessment
- Water quality assessment
- Hydrology/hydrogeology assessment
- Independent review and advisory support
- Air quality and noise assessment
- Environmental management and protection plans
- Environmental management and protection plans
- Environmental assessment scoping
- Permitting and regulatory approvals management, support and strategic advice
- Human health and ecological risk assessment

**Community Engagement and Social Sciences:**

- First Nations consultation, engagement, and relationship building
- First Nations negotiation and negotiation support
- Corporate Aboriginal program development
- Overseeing successful implementation of Impact Benefit Agreements or other commitments to First Nations
- Socio-economic baseline studies and effects assessments

**Site Assessment and Remediation:**

- Environmental (ecological and human health) risk assessment and risk management
- Emergency response strategic advice
- Phase I and II Environmental Site Assessments
- Spill response planning, training, and facilitation
- Remedial option evaluation and analysis
- Tender specifications and contract management
- Waste discharge authorizations and permits
- Property acquisition and due diligence investigation
- Brownfield site investigation and remediation

**OUR TECHNICAL PARTNERS**



# Uncertainty offers opportunity

AS FISCAL 2020 DREW TO AN END THE NWT LIKE THE REST OF THE WORLD, WAS HIT WITH THE REALITIES OF DEALING WITH COVID-19...

The period that we are all currently living through will most certainly be regarded as one of the most disruptive periods the world economy has ever faced.

Det'on Cho has been able to adapt to this new environment and in some instances increase business activity.

Some things, like Strategic Planning, have been put on hold. Proir to Covid we were making arrangements

to undertake a significant strategic planning effort. We are now evaluating options to reengage our efforts because mapping our future is vitally important now more than ever.

Our major sources of revenue (diamond mines) are winding down and as a company we must decide the direction we are going to take.

This is going to require input from our board and our

ownership to ensure we set ourselves up for the next decade.

Regardless of where our planning takes us we will continue to focus on the fundamentals that have returned us to profitability:

- Process improvement
- Improved Governance
- Organizational Structure Optimization
- Systems improvement
- Succession Planning

# DET'ON CHO

## BOARD OF DIRECTORS

(as of July 2020)

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### DIRECTORS

Bobby Drygeese, Chairman  
Joe Handley, Co-Chair  
Ethel Liske, Director  
Jonas Sangris, Director  
Richard Edjericon, Director  
Cathy Cudmore, Director  
Lena Black, Director

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### DCC SENIOR MANAGEMENT

Paul Gruner, President & CEO  
John Henderson, Chief Operating Officer  
Mark Lewis, Chief Financial Officer  
Lesley Ann Evans, HR Manager

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### DET'ON CHO MANAGEMENT LP

3rd floor, Det'on Cho Building  
901 Sikyea Tili, P.O. Box 1287  
Yellowknife, NT X1A 2N9

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Det'on Cho Management LP is the economic arm of the Yellowknives Dene First Nation. Owned by the Yellowknives Dene First Nation Members, the shares of the Corporation are held in trust by the Chiefs and Council, who are the Yellowknives Dene Government. Det'on Cho exists to create prosperity for the Yellowknives Dene.

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