

# DET'ON CHO CORPORATION

CREATING PROSPERITY FOR THE YELLOWKNIVES DENE

## MARKETING REPORT 2018/19

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





## DET'ON CHO CORPORATION

3rd floor, Det'on Cho Building, 901 Sikyea Tili  
P.O. Box 1287, Yellowknife, NT X1A 2N9  
[WWW.DETONCHO.COM](http://WWW.DETONCHO.COM)

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

 [www.twitter.com/detonchocorp](http://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 Corporation 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, employers, and partners.

### ACCOUNTABILITY AND TRANSPARENCY:

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

### WĪĪĪDEH CULTURE:

We respect and promote WĪĪĪdeh culture and support Dene laws.

### COMPETENCY:

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





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## CHAIRMAN'S MESSAGE

# Building to Last



On behalf of the Det'on Cho Board of Directors, I am please to share this report. We provide information to the community through an Annual Report, and this year we are very pleased with the results contained in this document. Along with impressive financial results the Corporation has successfully completed some major internal projects related to systems, structure and reporting that will improve the Corporation for years to come. Much work has gone into understanding our economic environment and how changes in our economy will effect us in the future. Leveraging this work and understanding means we can look at ways to diversify to ensure a business that stands the test of time.

I want to thank my peers on the DCC Board of Directors as well as the Management and staff of Det'on Cho for delivering another year of positive results.

*Mahsi Cho,*

**Bobby Drygeese**  
Chairman

## PRESIDENT'S MESSAGE

# Delivering Consistent Results

Another fiscal year is in the books and I'm pleased to share that it has been another successful one for Det'on Cho Corporation. The fiscal year ending March 31, 2019 marked the fourth consecutive year of profitability for the Corporation. This year we continued to put in place building blocks that will ensure Det'on Cho Corporation is built to last for generations. Profitability isn't the only thing that creates value for the community, that is why we are also focused on job creation and capacity building for community members through our dedicated resources which include people and technology. We continually seek out new ways to support community initiatives and events like this spring's Northern Indigenous Gala.



The success of Det'on Cho, or any company for that matter, can only be possible if there is a total team effort. With that said, I want to thank the management, staff and Board of Directors for their hard work and effort this year.

*Mahsi Cho,*

**Paul Gruner**  
President & CEO

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**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.

## DET'ON CHO CORPORATION

# 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

As the 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.

## Anna-May St. Amand Chief Financial Officer

Mrs. St. Amand started with Det'on in January of 2018 and has over 10 years' experience in finance and accounting, most recently with Government and in public practice. As the Chief Financial Officer (CFO),

Anna-May has a Chartered Account designation (CPA, CA) and is responsible for the strategic finance, year-end audit, accounting and reporting functions of the Corporation. Her diverse experience and collaborative approach assists her in ensuring both professional and ethical financial management of the Corporation during its continued growth and success. She is currently the treasurer for the Yellowknife Scouting Group.

## Lesley-Ann Evans Human Resources Generalist

As the HR Generalist, 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.

## Melanie White Safety and Training Specialist

Melanie is the Safety and Training Specialist for Det'on Cho. She is responsible for managing a comprehensive safety program for the Det'on Cho Group of Companies, as well as promoting a strong safety culture. Melanie's passion for promoting safety in the workplace began with her career in paramedicine, which allowed her the opportunity to begin working as a paramedic in the Northwest Territories and Nunavut in 2016. She also had the privilege of developing several health and safety projects in the North to increase workplace hazard awareness. In addition of her professional experience, Melanie has volunteered with various non-profits, including the Canadian Mental Health Association.

## DET'ON CHO CORPORATION

# 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.

## 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.

## MARY ROSE SUNDBERG DIRECTOR

Mary Rose was raised in T'e ehdaa and went to school at Ecole St. Patrick High School. She took several management courses at Aurora College, and studied Linguistic part-time at the University of Calgary and at the University of Alberta. She owns and operates her own business of interpreting and translating since 1990 and has been the Executive Director of the not-for-profit society, Goyatiko Language society since 2001.

Mary-Rose has been elected to the YKDFN council four times and sat on the Dettah School Board; and was chair for several years.

She is the great-granddaughter of Chief Jean (Madzii) Baptiste Drygeese, who signed the treaty

of 1921 (Treaty 8). Her other grandfather, Chief Joeseeph (It'o) Sangris was the chief for 32 years. Like her grandfathers, she dedicates her life to serving her community and believes her knowledge of the community helps her improve community development and prosperity.

Her dedication for her love of the language, culture and history of her heritage keeps her rooted in the community which helps her continue working for her people, serving her community and believes her knowledge helps her improve community development and prosperity.

## CINDY ALLEN DIRECTOR

Cindy is a Weledeh, Yellowknives Dene, Tlicho aboriginal who grew up in Winnipeg, Manitoba but found her way in the north in the 1990's to reconnect with her Dene family.

Her parents are Christine Allen (Doctor) and Richard Allen. Her grandparents are Marie-Adele Doctor (Martin) and Gabriel Doctor from Enodah/N'dilo. She is a Treaty 8 member of the Yellowknives Dene First Nation and is also a descendant of Chief Monfwi, the signatory to Treaty 11 for the Tlicho Nation in 1921.

Cindy has a master's degree in Canadian and Native Studies from Carlton University, and a certificate in conflict resolution from the Justice Institute of British Columbia. In 2014, Cindy completed a juris doctorate (law degree) from the University of British Columbia as an exceptional graduate.

For over 15 years, Cindy has worked in Aboriginal governance as an Implementation Official and as a Negotiator of land claims, self-

government, implementation, fiscal and economic agreements in British Columbia, the Northwest Territories, and the Yukon Territory.

Cindy is knowledgeable about Aboriginal law, corporate law, natural resources law and indigenous legal traditions.

As a director of DCC, Cindy uses her knowledge and skills to provide effective corporate governance in decision-making to the DCC Board of Directors to ensure that the business and other interests of the YKDFN as DCC's shareholder are duly considered and balanced alongside the economical prosperity of the Det'on Cho Corporation.

## 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.

## CATHERINE LAFFERTY DIRECTOR

Catherine brings a wealth of experience to the Det'on Cho board of directors. She is currently a communications officer with the Treaty 8 Tribal Corp assisting with the Akaitcho negotiation process.

Past roles have included Aboriginal Human Resources Specialist with the Government of Northwest Territories and Director of Operations at Dechinta Bush University Centre for Research and Learning.

Catherine is also a council member for YKDFN Chief and Council and an accomplished author.

In addition to her rich experience she holds a Bachelor of Arts in Justice from the Royal Roads University and is enrolled at the University of Victoria in their law program starting in the fall.

## 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 the 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.

In 1996, Det'on Cho partnered with PTI Premium Camp Services to form Ekati Services, a company that provided camp catering and janitorial services to the Diavik Diamond Mine.

As our capacity developed, Det'on Cho Corporation formed Bouwa Whee Catering, which took over the catering and janitorial contract at Diavik.

Today, Bouwa Whee supplies full catering and camp services for the remote mining camps at Diavik Diamond Mine, De Beers' Gahcho Kué Mine and De Beers' Snap Lake Diamond Mine site.

In 2009, Det'on Cho partnered with Matt Mossman and Stu Impett to form Det'on Cho Logistics (DCL). Over the past several years DCL has matured into one of the Det'on Cho Corporation's greatest success stories.

Vital Abel, Bouwa Whee and Det'on Cho Logistics form the core of our business. Each company represents a significant investment that produces positive financial returns. For more on these businesses, please see pages 18 - 30.

Our other partnerships and joint ventures play an important part to balance and broaden the offering to our clients.

# Safety Above All

In June of 2018, Det'on Cho Corporation hired a full time Corporate Health and Safety Manager. Prior to June 2018, Health and Safety Management was the responsibility of the Chief Operating Officer. This marked a fundamental shift for Det'on Cho Corporation. Safety had always been a priority for the Corporation and although each of its business units had their own safety programs, there was no binding element that tied these efforts together. Having all of our business units focused in the same direction has yielded and continues to deliver greater returns resulting in safer environments for our employees.

Det'on Cho now follows an automated safety calendar which assigns deliverables and tracks progress of all safety related tasks. A consolidated view has allowed us to vastly improve our reporting to both management and our board of directors.

This unification of effort has allowed the Corporation to generate improved data which allows us to produce quality lead indicators and enables to better determine the root cause of incidents.

We have dedicated ourselves to continuous improvement as we pursue our goal of zero harm through the introduction of programs like Green Hand / Gold Hand and the implementation of technology improvements using tools such as Site Docs.

*"When I first came to work for the Corporation a few months ago the first thing I noticed was the focus on safety. It is a great feeling to know that the company you work for puts our health and well being above all else."*

*- Elizabeth Ewen*



*SiteDocs is a cloud-based Safety Management Software system that allows DCC to run its safety program from mobile apps and the web. By going paperless we eliminate wasted time handling paperwork and significantly improve safety processes and safety culture across our organization.*

## What is the Green Hand Gold Hand Program?

The Green Hand/Gold Hand program was established by the Canadian Petroleum Council in 2001 to reduce injuries among new or inexperienced workers.

**How does it Work?** The idea is to engage new or inexperienced workers ('Green Hands') in safety related conversations with experienced workers ('Gold Hands'), who have proven knowledge of and experience with the company's safety program. This is accomplished by raising the visibility of each worker:

- New or inexperienced workers are given Green Hand stickers to wear on their hard hats, making them immediately recognizable as possibly in need of extra assistance and/or guidance in order to work safely on the site.
- Experienced workers who agree to participate are given Gold Hand stickers to wear on their hard hats, making them immediately recognizable as individuals to whom Green Hands can turn for assistance or guidance.

# Job Creation & Capacity Building

Det'on Cho Corporation 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 Corporation'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 Corporation were created: Business Development Manager, Human Resources Generalist, Community Liaison, Business Analyst, and the Graduate Intern.

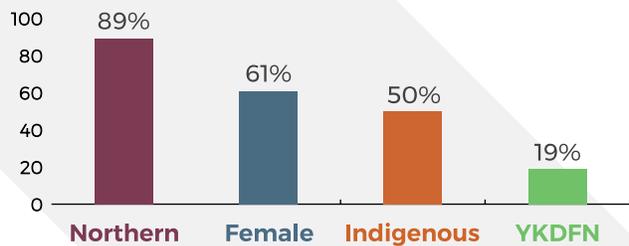
These five key positions increased the number of community members involved in the operations and management of Det'on Cho Corporation. We have already seen growth and succession within these roles with our Graduate Intern being promoted to the role of Financial Analyst this year.

The program has produced further success in overall employment statistics as the percentage of YKDFN staff has grown from 13% to 42% representation within the Det'on Cho Corporation as of March 31, 2019.

Our ongoing commitment is to provide opportunities for growth within Det'on Cho. Thus far, two 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.

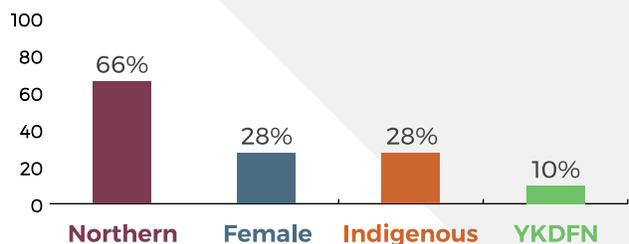
### Current Employment

100% Owned and Operated Companies



### Current Employment

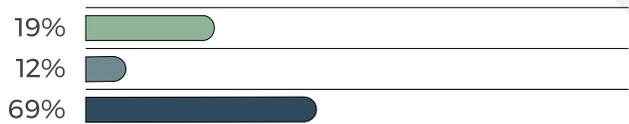
Joint Ventures and Partnerships



### Employment Services

Annual Drop Ins = 129

\*87% YKDFN Members  
\*13% Other Aboriginal



- Employed (\* searching for better employment)
- In Training
- Unemployed

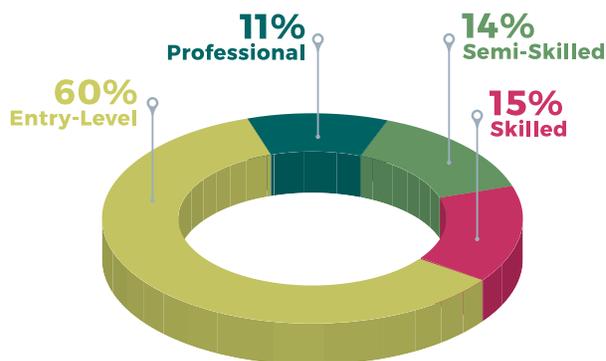
# Job Creation

Det'on Cho Corporation 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. One huge barrier was the process for criminal record checks, this process either prevented or at a minimum, made employment at mine sites more difficult. We identified that visiting the local RCMP detachment to be fingerprinted caused issues for applicants and that the overall processing time was long. As a solution to this problem, we brought a Fingerprinting System to our office in N'dilo and can now provide in-house services for the Yellowknives Dene Members. Not only does this provide a non-intimidating setting but it also cuts processing time down considerably.

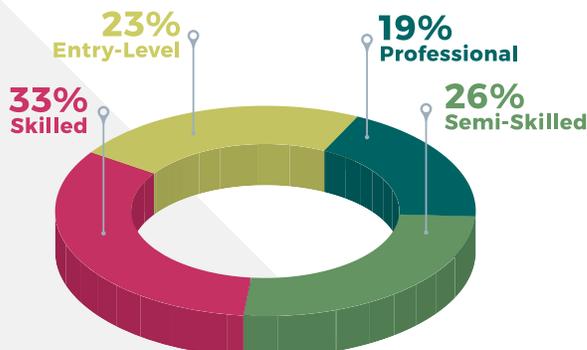
### Average PFT Jobs = 221

100% Owned and Operated Companies



### Average PFT Jobs = 769

Joint Ventures and Partnerships



## Program Highlights

- Providing free in-house fingerprinting services for YKDFN members
- 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



# 2018/2019 Highlights

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

## Awards



### Indigenous Business of the Year - Det'on Cho Corporation

At the Arctic Indigenous Investment Conference in February 2019 in Whitehorse, Det'on Cho Corporation was named Business of the Year. This award confirms that the Yellowknives Dene First Nation are recognized as a respected contributor to the Northern economy.



### Aboriginal Business of the Year - Bouwa Whee Catering

At the Yellowknife Chamber of Commerce's Annual awards gala in 2019 Bouwa Whee Catering was awarded Aboriginal Business of the Year. Bouwa Whee has matured into a profitable well run business and is being recognized for its success, becoming the best run Indigenous business in the Northwest Territories.

## Events



### NWT Networking Event - Vancouver BC

For the last two years Det'on Cho has held a networking event at the AME Roundup in Vancouver. The AME Roundup is one of the premier Mining Conferences in North America and Det'on Cho Corporation's event has become a "must attend" for leaders for industry and government.



### DCC 30th Anniversary - Yellowknife NT

In 2018 we celebrated Det'on Cho Corporation's 30th year in business. To cap off the celebrations, we held an event at the G & G Expediting (Det'on Cho Logistics) hanger at the Airport. Federal, Territorial, Municipal and Community Government officials along with Industry leaders and community members helped us celebrate a great 30 years.

## In the Press



### Feature Article - Aboriginal Business Quarterly

In the winter issue of Aboriginal Business Quarterly DCC was featured (see a photo of the cover on page 30).



### Northern Business Review - Conference Board of Canada

The Conference Board of Canada highlighted feedback by Paul Gruner in its analysis of the Northern business climate.

## DET'ON CHO CORPORATION

# Group of Companies

The Det'on Cho Corporation 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

*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.*



DET'ON CHO CORPORATION

# A Balanced Approach

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

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

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



Creating Prosperity For  
 The Yellowknives Dene

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

*As of March 31st 2019 we are pleased to report that Det'on Cho Corporation's Owners Equity is \$3,835,700 which represents a dramatic increase in shareholder value.*

REVENUE 2018/19  
**\$56,562,926**

NET INCOME 2018/19  
**\$2,301,053**  
 NET INCOME INCREASE 2018/19 OVER: **84%**

TOTAL ASSETS 2018/19  
**\$27,569,134**  
 TOTAL ASSET INCREASE 2018/19 OVER: **28%**

TOTAL STAFF

**25**

TOTAL NORTHERN STAFF

**100%**

INDIGENOUS STAFF

**64%**

FEMALE STAFF

**40%**

YKDFN STAFF

**60%**

*\*As of March 31, 2018*



# Bouwa Whee Catering

## DELIVERING GREAT SERVICE IN CHALLENGING ENVIRONMENTS

Det'on Cho's wholly owned subsidiary Bouwa Whee Catering (BWC) 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.

Our attention to details large and small has created a healthy, safe, and cost-effective home away from home for more than 2,000 people.

Because we are the North, and know what northerners want, we firmly believe we have the skilled labour force and proven track record to provide these services for any remote mine site.

Bouwa Whee recognizes how important jobs are to members of our own communities and communities across the North.

We know that maximizing our Northern & Indigenous workforce is not only the right thing from a social point of view, it is also the right thing to do if we want to run our business effectively.

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.



*In 2018/2019, BWC spent over \$8,000,000 with Northern Suppliers; this represents 90% of BWC's total supply chain expenditures.*



|             |                      |                  |              |             |
|-------------|----------------------|------------------|--------------|-------------|
| TOTAL STAFF | TOTAL NORTHERN STAFF | INDIGENOUS STAFF | FEMALE STAFF | YKDFN STAFF |
| <b>169</b>  | <b>86%</b>           | <b>44%</b>       | <b>66%</b>   | <b>8%</b>   |

*\*As of March 31, 2019*



# 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.*

|             |                      |                  |              |             |
|-------------|----------------------|------------------|--------------|-------------|
| TOTAL STAFF | TOTAL NORTHERN STAFF | INDIGENOUS STAFF | FEMALE STAFF | YKDFN STAFF |
| <b>46</b>   | <b>80%</b>           | <b>11%</b>       | <b>43%</b>   | <b>2%</b>   |

\*As of March 31, 2019



*"In 2018/2019 the Vital Abel Boarding Home hosted 11,000 overnight stays."*

## 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.

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.

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

care of by our highly trained and compassionate staff.

In 2018/2019 the Vital Abel Boarding Home hosted over 11,000 guests.

With the opening of the new hospital we anticipate the need from medical travel accommodations to increase as access to services increases. We look forward to working with the GNWT to fulfill that need.

*\*As of March 31, 2018*

TOTAL STAFF

**23**

TOTAL NORTHERN STAFF

**100%**

INDIGENOUS STAFF

**78%**

FEMALE STAFF

**52%**

YKDFN STAFF

**30%**



# Det'on Cho Summit Aviation LP



Established in 2014, Det'on Cho Summit Aviation LP (DCSALP) is the partnership that provides aviation services within the Yellowknives Dene First Nation territory.

Partnerships like this extends the aviation services and further contributes to the economic prosperity of the region.

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

With a fleet of 28 aircrafts, Det'on Cho Summit specializes in developing tailor made aviation solutions for its clients.

Currently, Det'on Cho Summit provides air service to all three Diamond Mines with particular focus on services to Ekati and Gahcho Kué.

*Aviation services focused on mining and exploration.*





# Det'on Cho Landtran

*Delivering on time to remote sites*

Collectively, the Det'on Cho Corporation 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

\*As of March 31, 2018

TOTAL STAFF

**17**

TOTAL NORTHERN STAFF

**59%**

INDIGENOUS STAFF

**6%**

FEMALE STAFF

**22%**

YKDFN STAFF

**6%**



# 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 26+ 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 - the contract extends into 2020. Our years of servicing this project position us to pursue the Giant Mine full-scale remediation scope of work.

This past year, Deton'Cho Nuna provided support to the new client through the transition period, allowing operations to continue seamlessly.

TOTAL STAFF

**39**

TOTAL NORTHERN STAFF

**82%**

INDIGENOUS STAFF

**67%**

FEMALE STAFF

**13%**

YKDFN STAFF

**23%**

\*As of March 31, 2018



## 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, 2018

TOTAL STAFF

**62**

TOTAL NORTHERN STAFF

**45%**

INDIGENOUS STAFF

**21%**

FEMALE STAFF

**27%**

YKDFN STAFF

**6%**



## 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, 2018

TOTAL STAFF

**4**

TOTAL NORTHERN STAFF

**50%**

INDIGENOUS STAFF

**50%**

FEMALE STAFF

**25%**

YKDFN STAFF

**0%**

## 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.



## 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, government 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 Corporation, DCN has been successful at maximizing employment of local Aboriginal employees. Nahanni has reached a high of 72% Aboriginal employment rate on a single project, and has averaged a 46% Aboriginal 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, 2018

TOTAL STAFF  
**238**

TOTAL NORTHERN STAFF  
**34%**

INDIGENOUS STAFF  
**19%**

FEMALE STAFF  
**13%**

YKDFN STAFF  
**8%**

# 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



# Strategic Priorities

## CONTINUED PROFITABILITY AND FINANCIAL HEALTH

Det'on Cho Corporation has posted four consecutive years of solid financial performance. We are forecasting another profitable year for 2019/20, as a result we continue to focus on revenue generation and operational excellence.

## EXPLORE AREAS OF DIVERSIFICATION

Mining operations have a finite life and we recognize that much of our revenue is dependent on mining. We are, and will continue to explore areas of diversification that will lessen our dependence on mining.

## IMPROVE THE ORGANIZATIONAL STRUCTURE

Growth means additional workload. Det'on Cho will review its current organizational structure to ensure we have the right people working in the right roles to ensure success.

## IMPROVE THE SYSTEMS USED TO MANAGE THE CORPORATION

Over the past few years we have made efforts to improve the software systems used to run the organization. We will focus in on the remaining areas for improvement and implement change.

## CONTINUE TO FOCUS ON GOVERNANCE

Much of our success has come from the way we communicate. Open and efficient dialogue between Management, Board, Council and the Community is essential. Good governance is a critical part of ensuring that information is shared and good decisions are made.

## CREATE DETAILED TRAINING PROGRAMS

To move our organization ahead we need well trained people. The creation of a quality training plan goes beyond assigning people a couple of courses per year, it identifies their desired career path, what their strengths are and well as their weakness and facilitates growth.

## SUCCESSION PLANNING DET'ON CHO CORP.

The long-term success of any organization depends on their succession planning. Management and Staff will come and go over time so it is important that we identify who can fill roles as they become available and prepare these individuals for success.

## PROCESS DEVELOPMENT AND DOCUMENTATION

The ability to grow our successful businesses units outside of our traditional operating territory will be dependent on our ability to replicate our business models. The only way to ensure a business model is solid is through the use of process documentation and standardization of operating procedures.

# CANADA'S ABORIGINAL BUSINESS MAGAZINE

**INDIGENOUS ECONOMY**  
ABQ EXPLORES WHAT'S FUELING  
ABORIGINAL BUSINESS ACROSS CANADA

**MORE VALUABLE THAN  
GOLD AND DIAMONDS**  
THE HUNT FOR NORTHERN WORKERS

**YUKON POWERHOUSE**  
CHIEF ISAAC ENJOYS STRENGTH  
THROUGH DIVERSITY

WINTER ISSUE 2019

# ABORIGINAL business

QUARTERLY



## THE RISE OF DET'ON CHO

HOW ONE INDIGENOUS-OWNED BUSINESS GROWS,  
THRIVES AND PREPARES FOR THE WORLD OF TOMORROW

# Notes

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# DET'ON CHO

## BOARD OF DIRECTORS

(as of July 2019)

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### DIRECTORS

Bobby Drygeese, Chairman  
Joe Handley, Co-Chair  
Ethel Liske, Director  
Mary-Rose Sundberg, Director  
Cindy Allen, Director  
Cathy Cudmore, Director  
Catherine Lafferty, Director

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### DCC SENIOR MANAGEMENT

Paul Gruner, President & CEO  
John Henderson, Chief Operating Officer  
Anna-May St. Amand, Chief Financial Officer

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### DET'ON CHO CORPORATION

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

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Det'on Cho Corporation 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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 [www.twitter.com/detonchocorp](http://www.twitter.com/detonchocorp)

[WWW.DETONCHO.COM](http://WWW.DETONCHO.COM)



## **DET'ON CHO CORPORATION**

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