

# Taltson

PROJECT

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Submitted to:  
Mackenzie Valley  
Environmental Impact  
Review Board

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## BUSINESS, EMPLOYMENT AND TRAINING POLICY FRAMEWORK

2010

HYDROELECTRIC  
EXPANSION

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## **1. INTRODUCTION**

### **1.1 Statement of Policy**

The Dezé Energy Corporation (Dezé) is committed to contributing to a sustainable northern economy for the benefit of northern Aboriginals and northern residents and northern owned businesses. As such, Dezé will seek to include northern Aboriginals, northern residents in business, employment and training opportunities related to the Taltson Project in order that they are able to:

- Participate in capacity building and long term employment through training opportunities;
- Provide employment, goods and services to Dezé, and
- Contribute to the development of the northern economy.

### **1.2 Project Overview**

The Dezé Energy Corporation proposes to generate and deliver hydroelectric power to the existing Ekati, Diavik, Snap Lake and the planned Gahcho Kué diamond mines through 700 kilometres of new transmission line originating from the Twin Gorges facility, located on the Taltson River, NT. In addition to the new transmission line, the proposed Project includes the development of an up to 56 MW plant, the refurbishment of the existing 18 MW plant, interconnection between these plants, and substation infrastructure. The new transmission line will be located along a selectively-cleared right-of-way approximately 30 metres in width (where necessary) with an allowable brush height of three metres. Towers will be constructed on rock outcrops, whenever possible, and will be approximately 22 metres high depending on requirements at the particular station location. These towers will be virtually identical to those utilized on the existing line of the Snare River system.

### **1.3 Project Schedule**

#### **1.3.1 Taltson Project Construction**

The Commercial Operation Date (COD) of the Project is anticipated in the third quarter of the second construction season, with demobilization concluding by the first quarter of the third construction season.

#### **1.3.2 Site Preparations and Materials Delivery**

The remote nature of the Project facilities and transmission line will necessitate detailed planning for site access and camp development as well as the timing of seasonal transportation linkages such as temporary winter roads, access trails and barge access on Great Slave Lake. As well, the construction conditions for the transmission line are notably different between regions. For this reason, sectors have been delineated as follows:

- Northern Section: Treeline to Ekati Mine (218km)
- East Great Slave Lake Section: Snowdrift River to edge of Treeline (104 km)
- Southern Section: Twin Gorges to the Snowdrift River (249 km)

#### **1.3.3 Construction Schedule**

The construction schedule has been developed from specific consideration of the site and feasibility level design by experienced consultants in the field of hydropower and transmission line development that may be significantly impacted by regulatory design requirements imposed, final detailed design and the selection of a construction strategy. Dezé assumes that some flexibility will exist within the framework of the regulatory

process and permitting in moving through to the final design definition of both permanent and temporary works of the Project.

#### **1.3.3.1 Twin Gorges Facility Construction**

The generation facility associated with the Project is at the Twin Gorges site, slightly north of the existing plant. All aspects of the Twin Gorges construction will take place within the southern section of the Project. This will include associated civil and mechanical works for access roads, a power canal, power intake, penstocks, a powerhouse, tailrace, switchyard and related in-stream works. Electrical work related to the power intake, powerhouse, switchyard and transmission line intertie will also occur. A total construction period of approximately 27 months for the plant expansion is anticipated.

#### **1.3.3.2 Nonacho Lake Control Structure Construction**

The existing Nonacho Lake control structures comprise the rockfill dam and its three timber-lined sluice passages, and the adjacent rock channel spillway, both located at the natural outlet of Nonacho Lake. A new control structure is necessary to manage the optimal release of water that will be required as part of the Project. Construction is estimated to take approximately 15 months.

#### **1.3.3.3 Transmission Line Construction**

Construction will occur in segments, and is not likely to be completed in a linear manner from Twin Gorges to the mine sites. Key aspects of construction are:

- Line corridor clearing
- Foundations and anchors
- Tower assembly and erection
- Conductor installation
- Substations

The transmission line will require approximately 2,400 tower structures and travel nearly 700 km.

#### **1.3.3.4 Demobilization**

The timing and duration of demobilization of equipment and camps will occur as key components of construction are completed. The bulk of demobilization activities are anticipated during the winter road season in the second and third years of construction. Twin Gorges construction and northern section transmission line construction demobilization will occur in the second year of construction, while the remainder of demobilization is estimated to conclude in the first quarter of the third year of construction.

## 2. BUSINESS, EMPLOYMENT AND TRAINING POLICY IMPLEMENTATION FRAMEWORK

Project Business, Employment and Training Philosophy.

- The Dezé Energy Corporation commits to providing business, employment and training (“BET”) opportunities for northern Aboriginals, and will in good faith, execute and deliver a northern Aboriginal procurement policy (the “Project Procurement Policy”).
- Dezé will provide BET opportunities in its Project Procurement Policy on a first preference basis for the Akaitcho Territory Government and its members and the Northwest Territory Métis Nation and its members and any business entities formed by any of them, each such party or entity is eligible for a preference being a “Preferred Party”.

### 2.1 Business, Employment and Training Principles

**Affordability**-The BET should not have a consequential effect on the revenue stream of the Dezé Energy Corporation or the cost of construction. As such, application of the BET will be administered on a commercially reasonable basis.

**Transparency and Uniformity**-The BET incentive will be implemented according to a set of predetermined criteria.

**Simplicity and continuity**-The structure and administration of the BET should be clear and its administration and implementation consistent with NWT wide procurement practices.

**Compliance**-A formal certification will be required as part of the bid documentation to qualify businesses under the BET program for Preferred Parties, NWT Aboriginal businesses and NWT businesses.

**Continuous Review**-The BET policy will be regularly reviewed to ensure relevance and effectiveness.

### 2.2 Project Employment and Training Targets

The BET Policy will seek to maximize the recruitment and employment of Preferred Parties and northern Aboriginals and to provide Preferred Parties and northern Aboriginals with the first opportunity to fill any positions as they become available on the following basis:

- Provide training and apprenticeship opportunities to as many Preferred Parties and northern Aboriginals as is commercially viable; and
- Provide for a management succession plan through which Preferred Parties and northern Aboriginals will be given the opportunity and training to attain supervisory and managerial positions in the Project.

Dezé will prepare targets for northern and northern Aboriginal employment once the Project has received regulatory approval from the Minister of Indian and Northern Affairs, a final construction strategy is adopted, Project financing is secured and approval to proceed with the Project is granted by the Dezé Board of Directors.

Workplace safety is a high priority. Employee literacy and numeracy skills contribute to improved health and safety compliance, improved staff retention and attendance rates, and higher quality work. As such, basic literacy and numeracy are a pre-requisite for a safe work place and Project employment.

**Table 1 Dezé Direct Job Opportunities**

Job Categories & Forecast Number of Employees		Dezé Direct Job Opportunities Specific Job Titles			
<b>Skilled</b>		Project Manager Foreperson Camp Superintendent Plant Superintendent Human Resource Manager Financial Manager Heavy Equipment Operator Helicopter Pilot Diamond Drill Operator Power System Lineperson Journeyperson Lineman Construction Blaster	Heavy Equipment Mechanic Electrical Control Technician Electrical Engineer Carpenter Engineering Inspector Power System Electrician Power Station Electrician Structural Ironworker Stationary Engineers Surveyor Camp Cook		
Excavation and Civil Works	302				
Specialized Mechanical and Electrical	82				
Structure Erection	6-12				
Conductor Stringing	25				
Installation and Testing of Electrical Equip.	12-48				
<b>Semi-skilled Jobs</b>		Security Officer Community Liaison Officer First Aid Attendant Apprentice Power System Electrician Apprentice Lineperson Truck Driver Administrative Clerk Human Resource Clerk	Payroll Clerk Cook Helper Heavy Equip Mechanical Assistant Security Officer Safety Officer Surveyor's Assistant First Aid Attendant Finance Clerk		
Mobilization / Demobilization	26				
Camp Logistics and Management	49				
<b>Unskilled Jobs</b>				Housekeepers Camp Attendant Construction Labourer General Labour	
Clearing	14-28				
Foundations	6-48				
Structure Assembly	18-36				

### **3. EMPLOYMENT, EDUCATION AND TRAINING COMMITMENTS**

#### **3.1 Education and Training Commitments**

Dezé will undertake the following general education and training commitments with public and Aboriginal governments, schools and Aurora College:

- Distribute information on industry and Project job types and promote careers for northerners in Project-related areas,
- Assist with briefings and presentations on the Project and its employment plans and policies to interested groups,
- Participate in local and regional career fairs,
- Promote the identification and development of courses and programs at the high school and post-secondary level that prepare northern Aboriginals with the skills and knowledge required for employment on the Project,
- Provide advice to educators on potential course and program content,
- Participate with education and training planners to identify priorities for training,
- Identify opportunities for student work placements or internships on the Project,
- Work collaboratively with public and Aboriginal governments to support the efficient use of available training funds in support of the development of potential Project workers,
- Meet with interested groups of college students to discuss employment opportunities,
- Encourage high school completion and the completion of high school equivalency for adult students,
- Monitor student progress in related training to identify potential employees,
- Collaborate with Aboriginal Human Resource Development Agreement (AHRDA) holders' groups and the governments of NWT and Canada and their agencies to identify available funding to support education and training in advance and during the construction phase of the Project, and
- Support government agencies, professional associations and chambers of commerce in the delivery of small business management training for interested individuals and northern small businesses.

As well, Dézé will:

- Provide safety training to all Project workers,
- Provide cultural awareness training to all Project supervisory personnel,
- In cooperation with the NWT Trades Qualification and Occupation Certification Board, establish processes and mechanisms for registration, documentation of work experience and monitoring of apprentice performance on the Project,
- Ensure, where feasible, that members of disadvantaged groups can access training and educational opportunities in order to prepare for employment opportunities associated with the Project,
- Encourage key contractors to provide access to training and employment opportunities throughout the life of the Project that could lead to sustainable employment for Aboriginal and northern residents,
- Identify on-the-job training opportunities for Project employees,
- Use northern trainers, where feasible, in the delivery of Project training, and
- Provide ongoing support services at the work site for Project employees with a goal of building life skills.

### 3.2 Employment and Training Commitments

The majority of employment will occur during the construction phase of the Project. In planning its employment strategies, Dezé will work collaboratively with existing public and Aboriginal governments to provide employment opportunities for northern Aboriginal and NWT residents. Employment actions carried out in cooperation with public and Aboriginal governments or their agencies with respect to employment will include:

- Work with public and Aboriginal government employment offices and agencies to identify potential qualified Aboriginal and northern residents for the Project,
- Prepare information on job opportunities for circulation to all South Slave communities,
- Develop, where appropriate, equivalencies for education and training required for Project jobs, and
- Post job listings using available employment and career centres and electronic means.

### 3.3 Hiring and Employment Practices

With respect to hiring and employment; Dezé will:

- Create the position of a BET coordinator mandated with the responsibility of implementing this policy;
- Establish an employment office for the Project in the South Slave Region;
- Implement policies to:
  - Establish safety as a primary priority on all Project work sites,
  - Provide for alcohol and drug free camps,
- Establish conflict-resolution processes that are accessible to all workers,
- Recognize and respect workplace diversity,
- Provide employment priority for qualified Aboriginal and northern residents,
- Require contractors and sub-contractors to comply with Dezé commitments to providing business, employment and training opportunities for qualified Aboriginal and northern residents,
- Develop procedures which permit, with the agreement of a job applicant, the proponent to assess the risk to the Project of hiring when the applicant has a criminal record,
- Work with Aboriginal and community governments to develop plans to address accommodation needs of temporary workers transitioning through communities to Project work sites,
- Minimize, where possible, the accommodation of non-resident temporary workers in South Slave communities,
- Work with contractors to develop strategies to reduce the number of students leaving school for short-term work,
- Establish mechanisms to transport workers, at the Project's cost, from South Slave communities to remote work sites,
- To the greatest extent possible, establish work rotation practices that permit workers in remote locations to return to their homes on a regular basis,
- Establish an employee-assistance program to assist Project employees and their families, and
- Provide mechanisms for employees to communicate with their families when working in remote locations.



#### **4. PROJECT PROCUREMENT POLICY FRAMEWORK**

Dezé shall undertake procurement assessments for major project procurements to determine if a procurement opportunity meets any of the following Procurement criteria:

1. The procurement opportunity is applicable to Preferred Parties, or
2. The procurement opportunity is applicable to northern Aboriginal Businesses or,
3. The procurement opportunity is applicable to NWT Businesses, or
4. The procurement opportunity is applicable to other businesses.

Within the context of the specified procurement opportunity, Dézé will consider the appropriate method and may utilize specific procurement conditions, including the following, in order to achieve the objectives of the BET.

##### **Preferred Parties Business Set-Aside**

A Set-Aside is a procurement for a good or service that has been reserved for competition among Preferred Parties only, subject to conditions.

##### **Mandatory Northern Aboriginal Business Participation**

Mandatory NWT Aboriginal business participation is a condition of a tender that specifies a portion of the contract must be provided by a NWT Aboriginal business, subject to conditions.

##### **NWT Business Participation**

NWT Business Participation is a condition of a tender that indicates that NWT business participation is desirable, subject to conditions.

##### **Canada Business Standard**

The Canada Business Standard is a condition of a tender that indicates that Preferred Parties, Aboriginal and NWT business participation is desirable, in that order, and is subject to conditions.

#### **4.1 Procurement Implementation Strategy**

If there is a Preferred Party qualified and financially capable of completing the work in accordance with the Project Procurement Policy, Dézé will use the following approaches before Open Competitive Tendering:

- Direct Negotiation; and
- Closed Competitive Tendering.

Dezé will also consider the following measures to promote BET opportunities for Preferred Parties and northern Aboriginal business participation for the purchase of goods and services for the construction, operation and maintenance of the Project:

- Splitting of contract packages into smaller work packages; and
- Waiving of bid bond and performance bond requirements.

If the approaches set forth do not result in the Project contractor awarding a contract to a Preferred Party or northern Aboriginal business within such time as may be reasonably required, such goods and services will be sourced by way of open competitive tendering.

Bidders will be required to certify on each bid that they meet the eligibility criteria and will honour Preferred Parties, northern Aboriginal business and NWT business content requirements, and are prepared to comply with eligibility auditing provisions. Prime contractors will have to secure certification from subcontractors where applicable.

Dezé will adopt a Business Incentive Policy (BIP) modelled on existing GNWT business incentive practices, and Preferred Parties must verify they are principally owned, managed and directed by the Akaitcho Territory Government and/or its members, and/or the Northwest Territory Métis Nation and/or its members.

#### **4.2 BET Procurement Targets**

Dezé will prepare targets for northern and northern Aboriginal employment once the Project has received regulatory approval from the Minister of Indian and Northern Affairs, a final construction strategy is adopted, Project financing is secured and approval to proceed with the Project is granted by the Dézé Board of Directors.

#### **4.3 BET Target and Implementation Monitoring & Reporting**

Monitoring of employment and associated training will form part of the follow-up program operated by Dézé. Tracking of information related to employment and training will be useful in determining the effectiveness of project planning, policies and practices; it will also provide an opportunity for the Proponent to make adjustments to its activities during the latter stages of the construction phase of the Project. A follow-up program for employment and training will include the tracking and reporting of several key indicators. Reporting will occur on an annual basis during construction. Reports will include both statistical and narrative information including:

- Description of actions taken to recruit Aboriginal and northern resident employees;
- Collaborative efforts with career centres and community agencies to distribute information on training and employment related to the Project;
- Number of jobs and length of jobs during the reporting period;
- Number of jobs occupied by Aboriginal and northern residents;
- Home communities of Aboriginal and northern resident employees (adjusted to ensure that employee privacy is protected);
- Types of jobs held by Aboriginal and northern resident employees;
- Estimated employment income paid to Aboriginal and northern resident employees;
- Employee turnover rates;
- Relevant work site safety information;
- Number of registered apprentices on the Project, including those of sub-contractors;
- Training programs offered by the Project including program title, length and enrolment; and
- Collaboration efforts with governments, schools, Aurora College and others with respect to planning and delivery of training.

Enhancement and refinement of the specific planned actions related to employment, education and training will continue throughout the Project's development and design. This will permit Dézé to be responsive to changing needs in employment and training.

Dezé will work cooperatively with existing organizations and agencies in planning employment support activities.

The Project Procurement Policy will provide for a committee of the Dézé Board of Directors (“Preference Committee”) with the authority to assess, implement and monitor BET opportunities offered to Preferred Parties.

Dezé’s purchasing targets will be calculated based on the gross value of the purchase of goods and services including both goods and services produced in the Northwest Territories, and goods and services produced outside the Northwest Territories, and purchased through Preferred Party, northern Aboriginal businesses and northern businesses who act as wholesalers, retailers, purchasing or selling agents, or otherwise for those goods and services.

Dezé will report annually on employment and spending in the North during the construction and operation of the Project. The reporting mechanism will ensure business, employment and training commitments are appropriately implemented and monitored. The annual report will include:

- Northern and Aboriginal employment for construction and operations
- Construction employment by community
- Northern and Aboriginal employment by job category for construction
- Northern and Aboriginal employment by contractor for construction
- Construction and operations business spending by priority group
- Skilled trades
- Journey person certifications
- Apprenticeships (contractor support)
- Summer student placement

While honouring its procurement commitments, Dézé retains the right to make independent decisions, in its sole discretion, relating to qualifications for contractors, contractual terms, and the assessment of the criteria.

Financing of business undertakings related to the provision of goods and services to the Project will be the responsibility of the business operator. Capital required for business start-up or expansion may be obtained from public sector economic development programs, commercial and development banking institutions or a combination thereof. Nothing in this policy framework should be interpreted as a commitment by Dézé to provide financing or other economic benefits to such business undertakings.

#### **4.3.1 Economic Evaluation**

Notwithstanding any other provision of these procurement targets, the Project Procurement Policy Framework shall have due regard for the need to purchase goods and services for the construction, operation and maintenance of the Project on a commercially reasonable basis and to satisfy any requirements that may be imposed by the Project Lender and/or Regulatory Authorities. The Implementation of the Project Procurement Policy Framework is subject to the final construction strategy and general business and employment conditions.

## 5. DEFINITIONS

**Aboriginal Business** - means an enterprise that is:

1. a sole proprietorship, limited company, cooperative, partnership, or not for profit organization
  - (a) in which Aboriginal persons have majority ownership and control meaning at least 51 percent, and
  - (b) in which, in the case of a business enterprise with six or more fulltime employees, at least 33 percent of the fulltime employees are Aboriginal persons, or,
2. a joint venture or consortium in which an Aboriginal business or Aboriginal businesses as defined in (a) have at least 51 percent ownership and control, and
3. Which certifies in bid documentation that it meets the above eligibility criteria, agrees to comply with required Aboriginal content in the performance of the contract, and agrees to furnish required proof and comply with eligibility auditing provisions.

**Aboriginal Person** - means an individual of an Aboriginal peoples of Canada that has Aboriginal and or treaty rights in the Northwest Territories recognized and affirmed under section 35 of the *Constitution Act*, 1982.

**Contractor** - means a business that has contracted with an Operator or another Contractor to provide Project Work.

**NWT Business** - means a business that fulfils the intent of the GNWT BIP.

**General Contractor** - means one who contracts to undertake an entire project, rather than a portion of the project.

**Local Resident** - means a northern resident who has been ordinarily resident in the subject community for the last six months.

**Local Resident Manager** – means a local resident who is capable of undertaking all aspects of the management of the local business and has absolute decision making over day-to-day matters affecting the local business. The Preference Committee may waive the requirement for the local resident manager to be a local resident in the case of a newly appointed local resident manager, if the business can demonstrate that within six months the local resident manager will have met the residency requirements and will in fact become a local resident.

**Northern Business** - means:

1. A business that complies with the legal requirements to carry on business in the Northwest Territories, and meets the following criteria:
  - a) is a limited company with at least 51 percent of the company's voting shares beneficially owned by northern residents, or
  - b) is a co-operative with at least 51 percent of the co-operatives' voting shares beneficially owned by northern residents, or

- c) is a sole proprietorship, the proprietor of which is a northern resident, or
- d) is a partnership, the majority interest in which is owned by northern residents and in which the majority benefits, under the partnership agreement, accrue to northern residents and complies with the following criteria for overhead:
- e) maintains an approved place of business in the Northwest Territories by leasing or owning office, commercial or industrial space or in the case of service oriented businesses, residential space, in the Northwest Territories on an annual basis for the primary purpose of operating the subject business, and
- f) maintains a resident manager, and
- g) undertakes the majority of its management and administrative functions (related to its operations in the Northwest Territories) in the Northwest Territories, and

**NWT Business** - means a business that meets the intent of the GNWT BIP.

**NWT Resident** - means any individual who makes a representation or provides evidence that is, in either case, reasonably relied upon by an Operator or Contractor that he or she primarily resides in a self contained domestic establishment (other than a residence at a remote work site) in the Northwest Territories, when not in full time attendance at an educational institution inside or outside the Northwest Territories.

**Preferred Party Business** - means a northern Business with majority ownership by the Akaitho Territory Government or its members, or the Northwest Territory Métis Nation and its members that has been resident for the six months prior to application. In addition, Deze will maintain a voluntary list of preferred party businesses that will be required to address the following criteria:

- a) maintains an approved place of business in the Northwest Territories by leasing or owning office, commercial, or industrial space or where applicable, residential space, in the Northwest Territories on an annual basis for the primary purpose of operating the subject business, and
- b) maintains a resident manager, and undertakes the majority of its management and administrative functions (related to its operations in the Northwest Territories) in the Northwest Territories, and
- c) Approval of a contractor under Section (b) of this definition will not be automatic. All companies which do not meet the ownership criteria as stated in Section (a) of this definition may apply for approval under Section (b) of this definition. Approval under Section (b) shall be reviewed and a recommendation made by the Preference Committee. Companies requesting approval under Section (b) of this definition will be expected to meet the "spirit and intent" of the Business Incentive Policy and shall be expected to demonstrate an ongoing contribution to the economy of the Northwest Territories through the operation of their business.

**Northern Content** - means the dollar value of the goods and services required by the contract supplied by any northern business or northern supplier. Northern content may include:

- a) Goods and services supplied by a northern business or northern supplier acting as the general contractor. These are referred to as "own forces"; (b) goods and services supplied by any other northern business or northern supplier so long as these goods and services are required for the completion of the contract and are paid for by the contract

**Northern Supplier** - means a northern business that is a supplier of goods to which the public has access and from which the public can purchase directly from a representative inventory of items offered for sale. The Preference Committee may grant northern supplier status to a business that does not "physically" carry specific goods due to factors such as high cost/low demand, made to order goods, or articles of a nature that the Dézé Energy Corporation is the sole requisitioner. However, these goods will not be permitted to make up the majority of the goods offered by the business for sale.

**Resident Manager** - means a northern resident who is capable of undertaking all aspects of the management of the northern business and has absolute decision-making authority over day-to-day matters affecting the northern business. The Preference Committee may waive the requirement for the resident manager to be a northern resident in the case of a newly appointed resident manager, if the northern business can demonstrate that within one year the resident manager will have met the residency requirements and will in fact become a northern resident.

**Subcontractor** - means a subcontractor means any party that does not have a direct contract with the general contractor or any subcontractor to supply goods or services that will be incorporated into the entire project covered by the contract.

## **Appendix One: Inventory of Available NWT Businesses and Schedule Limitations**

Dezé's construction activities will create demands for goods and services that businesses can supply. NWT businesses that may be able to respond to Dézé's procurement requirements will be obtained from the following public sources and relied upon as the basis for establishing targets for employment and procurement. These sources include:

- NWT Aboriginal Business Association (NABA) membership directory
- NWT BIP business and commodity directory
- NWT Construction Association business directory
- Fort Smith Business Licences
- Hay River Business Licences
- Fort Resolution Business Licences
- Inuvik Business Licences
- Norman Wells Business Licences

### **NWT Business Sector Scan**

Eight broad activities within the NWT economy carry particular relevance to the construction of the Taltson Project and will form the basis for establishing targets for employment and procurement. These include:

- Transportation and (winter) road construction
- Industrial equipment and supplies
- Buildings, building material
- Camp and camp support
- Computer and office equipment
- Business trades and professional services
- Forestry
- Drilling and blasting

### **Construction Schedule Limitations on Procurement**

Recognizing that there is a relatively brief, three year construction window for the Project, one potential limiting factor for qualified NWT businesses to participate in the project may occur where similar construction and procurement activities occur at the same time. The potential for overlapping activities introduces the possibility of capacity constraints for NWT businesses to participate in more than one activity.

Given the current project construction schedule, a number of key tasks that have overlapping duration within the existing construction schedule have been identified which may limit the participation of smaller NWT businesses due to capacity constraints. These include:

#### *Year One - Overlapping Procurement / Construction Activities*

- Winter road construction and upkeep to Nonacho via Twin Gorges
- Mobilization and site preparation at Nonacho Lake
- Mobilization and site preparation at Twin Gorges
- Twin Gorges power plant equipment delivery to site
- Power line transformer and substation deliveries to site

*Year Two - Overlapping Procurement/Construction Activities*

- Winter road construction and upkeep to Nonacho via Twin Gorges
- Mobilization and site preparation at Nonacho Lake
- Mobilization and site preparation at Twin Gorges
- Work on the Nonacho Lake control structure
- Twin Gorges construction
- Twin Gorges power house excavation
- Twin Gorges canal construction
- T-Line delivery of conductors, insulators and hardware
- T-line delivery of substation materials
- T-line all sections, mobilization, material haul and camps setup
- T-line all sections, tower assembly, anchor installation
- T-line demobilization

*Year Three - Overlapping Procurement/ Construction Activities*

- Winter road construction and upkeep to Nonacho via Twin Gorges
- Work on the Nonacho Lake control structure
- Twin Gorges construction
- Twin Gorges power house construction
- Twin Gorges canal construction
- T-line Southern and East Great Slave Lake tower assembly and anchor installation
- T-Line substation construction
- Demobilization all

Dezé will incorporate scheduling limitations into the preparation of relevant needed targets for northern employment and procurement once the Project has received regulatory approval, a final construction strategy is adopted, Project financing is secured and approval to proceed with the Project is granted by the Dézé Board of Directors.