

TBT ENGINEERING LIMITED

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TBT Engineering Limited (TBTE) is Northwestern Ontario's Premier Consulting Engineering Company. Originally established in Thunder Bay in 1969, TBTE currently employs over 130 full time professional and technical staff and as many as 50 additional seasonal staff, serving public and private clients across a diverse range of industries and sectors. In October 2015, TBTE acquired Profor Engineering Services Limited, adding Mechanical and Electrical Engineering Consulting disciplines to the firm. In 2017, TBTE acquired the legal survey assets of EXP Consulting in Fort Frances and Dryden, as well as the legal survey records of Ross Johnson in Kenora in 2019.

TBTE is committed to supporting Indigenous groups and communities through participation and engagement opportunities and has developed formal Partnerships and numerous Memorandums of Understandings, Joint Ventures, and Agreements with First Nation and Métis communities across Northern Ontario. A current list of our Indigenous Partnership arrangements can be provided upon request. TBTE is a Corporate Member of the Canadian Council for Aboriginal Business (CCAB) and the Anishnawbe Business Professional Association (ABPA).

As a proven industry leader, TBTE works in conjunction with all of our rights-holders to properly plan, design, and execute all types of projects. Our primary sectors are Infrastructure, Education, First Nations, Government, Mining, Energy, and Transportation Services. TBTE is licensed to practice in Ontario. Our certified materials testing laboratory is qualified to provide services in accordance with CSA, CCIL, MTO-LS, OPSS, AASHTO, and ASTM.

We deliver a highly personalized service to all clients through all phases of their projects, and it is our mission to maintain strong relationships with these clients. Through communication and prompt responses, we ensure that project intent is achieved in our completed product. Our ability to consistently complete projects on time and within budget has resulted in the longevity and success of TBTE, which is demonstrated through high client satisfaction ratings and returning clients.



AREAS OF EXPERTISE

STRUCTURAL ENGINEERING

MECHANICAL ENGINEERING

ELECTRICAL ENGINEERING

INDUSTRIAL ENGINEERING

ENVIRONMENTAL SERVICES

LEGAL SURVEYS & PLANS

ENGINEERING SURVEYS

DRONE SURVEYS

GEOTECHNICAL ENGINEERING

CONTRACT ADMINISTRATION

TRANSPORTATION ENGINEERING

CONSTRUCTION MATERIALS
TESTING & INSPECTION

DRILLING SERVICES & DRILL
RENTALS

GEOLOGICAL SERVICES

COMMISSIONING SERVICES

LEED COORDINATION



CORE COMPETENCIES AND SERVICES:

Materials Engineering	Earth & Environmental Engineering	Building Sciences	Infrastructure
Engineering Material Testing Laboratory	Geotechnical Engineering	Mechanical Engineering	Contract Administration
Field Testing & Inspection	Pavement Engineering	Structural Engineering	Municipal Engineering
•		Electrical Engineering	Roadway Engineering
Mobile Laboratory Services	Environmental Services	Commissioning	Legal Surveys
Geotechnical Drilling Services	Aggregate Source Investigations	Project Management	Engineering Surveys

PRINCIPALS:

- Liana Frenette, B.A. B.Ed. Chief Executive Officer
- Sarah Frenette, B.Sc. B.Ed. Chief Administration Officer
- Scott Peterson, P. Geo. C.E.T. President
- Robert Frenette, P.Eng. Managing Director

SENIOR MANAGEMENT:

- Gord Maki, P.Eng. Vice President & Manager, Geotechnical Engineering
- Doug Otto, C.E.T. Vice President & Manager, Materials Engineering
- Franco Gorenszach, P.Eng. Vice President & Manager, Electrical Engineering
- Gary Thoms, P.Eng. Vice President & Manager, Roadway Engineering

MANAGEMENT:

- Doug Steele, M.Sc. Environmental Services Manager
- Dave Shalley, P.Eng., LEED AP Mechanical Engineering Manager
- Mika Vanhapelto, PMP Mechanical Engineering Senior Project Manager
- Sam Molendijk, P.Eng. Pavements and Geological Engineering Manager
- Eric Mickelson, P.Eng., M.Eng. Structural Engineering Manager
- Dani Rhodes, P. Eng. Bridge Engineering Project Manager
- Ernie Krause, C.E.T. Field Testing & Inspection Manager
- Don Bowes, P.Eng. Municipal Engineering Manager
- Forch Valela C.E.T. Laboratory Testing Assistant Manager
- Peter de Haan, OLS Geomatics (Legal & Engineering Surveys) Manager
- Jamie Clements, C.E.T. Geotechnical Drilling Services Manager
- John Nuorala, A.Sc.T. Construction Contract Administration Manager
- DJ MacKintosh, P.Eng. Fort Frances Branch Office Manager



COMMUNITY, CULTURE, DIVERSITY, AND INCLUSION

Mission:

To provide our clients with exceptional service and innovative solutions through an emphasis on quality, integrity, safety, cost-effectiveness, responsiveness, and timeliness. Our employees will be client-dedicated and environmentally sensitive, and they will uphold the highest professional standards in the practices of engineering, technical services, and land surveying.

Vision:

To be leaders in professional engineering and technical services for the communities in which we work by providing exceptional service to our clients and satisfying careers for our employees through integrity, hard work, accountability, and honesty in a collaborative and solution-orientated environment.

Values:

Client Satisfaction: Our clientele is our most important company asset and we are committed to servicing their needs. We are dedicated to not only achieving, but exceeding client expectations.

Employee Satisfaction: Our company's most important and valued resource is our experienced and trained professional, technical, and support staff.

Relationships: We have positive, long-term relationships with our customers, joint-venture partners, business partners, subcontractors, suppliers, and colleagues that are built on trust, respect, and collaboration.

Professional & Ethical Integrity: We employ the highest level of professional and ethical standards and believe that our projects reflect who we are as a company. In providing professional services, we are dedicated to competence, honesty, fairness, dependability, and excellence.

Quality: We are committed to striving for excellence and doing it right the first time. Our reputation stands on our delivered services to every client and every community we serve.

Social Responsibility: We are committed to making a positive contribution to the well-being of our staff and the communities in which we operate, and to assist in improving the quality of life in communities where we work by respecting local cultures, engaging local people, and protecting the environment.

Culture:

Our Environment: We actively build a diverse, inclusive, and collaborative work environment where all views are welcome, respect is the norm, openness is encouraged, and teamwork and merit are cornerstones. We are proud of what we do and how we do it, which is why we enjoy doing it.

Our People: We inspire each other with important work full of purpose, challenging development opportunities, and rewarding careers. We consistently aspire to be the employer of choice in our industry.



Our Teams: We believe that teamwork produces superior results to the capabilities of one individual performing alone. We believe that an open culture characterized by mutual respect, the sharing of ideas, and a commitment to common goals contributes to the overall productivity of our firm. Our philosophy states that each team member plays an important role in our company by providing individual expertise and a distinctive perspective to each project in which they are involved. We openly share relevant information and contribute to the success of others by assisting one another with problem solving, meeting deadlines, and working efficiently. We ask for and welcome assistance and guidance in addition to freely offering and supplying our own counsel and advice.

Our Efficiency & Improvement: We remain accountable to our clients for the efficient execution of any project. We will work to identify and execute cost savings and improvements wherever we can. We will continuously look for ways to improve our services by ensuring the latest technology, training, education, and research.

Our Safety & Health: We are relentless in keeping people safe from harm, and we continuously strive to provide and improve our healthy and safe work environment. We understand that safety is everyone's responsibility, and we commit to look out for each other in all work environments. We are committed to ensuring a healthy workplace for both physical and mental health.

Our Respect: Everyone feels recognized for their contributions and we make no distinction based on position. Everyone recognizes the uniqueness of each individual. We treat people with respect and dignity. We listen actively. We communicate in a timely and forthright manner. We never undermine colleagues.

Our Trust: Everyone will do what is best for the client, each other, and the company. Everyone takes commitments responsibly and always keeps their word. Everyone will perform their jobs, accept accountability, and demonstrate openness and honesty in coworker and business relationships.

Our Competitive Advantage: Time management is highly prioritized and we deliver work on time to both internal and external clients. We work to reduce time required to perform tasks by removing needless steps. We act in a timely fashion to accomplish our goals and meet commitments in a professional manner. We respond to questions and issues immediately or as soon as appropriate information is available.

TBT Engineering's Indigenous Corporate Policy:

The Truth and Reconciliation Commission Action #92 calls upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous peoples as a Reconciliation framework, and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. TBTE has made a commitment to contribute towards Reconciliation by acknowledging wrongs in Canada's past and the need to create a better future by addressing the challenges of today.

TBTE will work with integrity in partnership with Indigenous peoples and communities in a manner that is in keeping with trust, respect, and integrity. TBTE is dedicated to growing and promoting exemplary relationships with Indigenous peoples, businesses, and communities throughout Canada. The Company will employ Indigenous peoples, as well as conduct business



with Indigenous entrepreneurs and Indigenous development corporations. TBTE currently participates with Indigenous communities through formal business ventures, partnerships, Memorandums of Understanding, and informal partnerships.

This policy applies to all employees, divisions, and business units within TBT Engineering in Canada, as well as to Indigenous peoples, businesses, and communities seeking to work with or grow relationships with the Company. TBT Engineering will enter into mutually beneficial joint ventures and partnerships, as well as other agreements and understandings, which bring value to the Company and to the Indigenous peoples, businesses, and communities in which we work.

TBT Engineering aspires to be an "Employer of Choice" with Indigenous peoples. TBT Engineering is dedicated to creating a workplace which is inclusive, and which honors the history, culture, and heritage of Indigenous peoples. TBT Engineering will foster respectful relationships amongst community partners while recognizing that it takes time to develop knowledge, experience deep understandings, and establish trust and respect.

TBT Engineering recognizes that the safety and security of future generations is integral to the Indigenous worldview and fundamental to the decision-making processes of Indigenous peoples.

TBT Engineering is committed to providing opportunities to Indigenous communities to assist with economic development and community wellness and capacity building through the employment of Indigenous peoples and support for the development of Indigenous businesses.

Requirements

TBT Engineering requires that company directors, managers, and employees, as well as subcontractors and service providers:

- 1. Promote positive relations with Indigenous peoples, communities, and businesses always;
- 2. Provide employment opportunities to Indigenous peoples and businesses;
- 3. Procure goods and services and promote and participate in viable and competitive procurement opportunities with Indigenous businesses.

Principles

TBT Engineering will adhere to the following principles in the implementation of its Indigenous Corporate Policy:

- 1. Respect and transparency are important in TBT Engineering's discussions and transactions with Indigenous peoples, businesses, and communities;
- 2. Trust is built and earned and stands up as the foundation of any good relationship;
- 3. Business relationships and transactions must be fair and equitable for all parties;
- 4. TBT Engineering will act with good will and intent in all of its Indigenous initiatives;
- 5. The Company will seek to be a model for exemplary Indigenous relations;
- 6. Indigenous employment practices will be characterized by fairness, reasonableness, and an absence of bias and harassment; and
- 7. The Company embraces diversity and inclusion as vital components of a successful, engaging, and productive workplace.



TBT ENGINEERING'S FIRST NATION PARTNERSHIPS:

Washteh LP/GP - 51% Indigenous Consulting Partnership, 49% TBTE

Indigenous Owned Consulting Business Partnership with Windigo Community Development Corporation (WCDC) representing the communities of Bearskin Lake, Cat Lake, Koocheching, North Caribou Lake, Sachigo Lake, Slate Falls, and Whitewater Lake First Nations

<u>Supercom Industries – Licensing Agreement for Spring Drain Products</u>

Licensing Agreement for TBTE's Patented Spring Drain Railroad Embankment Soil Improvements Products with Supercom representing Fort William FN, Red Rock IB, Pays Plat FN, Biigtigong Nishnaabeg (Pic River) FN, and Netmizaaggamig Nishnaabeg (Pic Mobert) FN

Agaaming Consulting - JV Partnership with Fort Williams First Nation Holdings, LP

Representing Fort William First Nation

Anishnabek Technical Services – JV Partnership with White Lake Limited Partnership

Representing Netmizaaggamig Nishnaabeg (Pic Mobert) First Nation

MOA - Biigtigong Dbenjgan

Representing the Biigtigong Nishnaabeg First Nation (Pic River)

MOU with Mindodamum Limited Partnership (MDLP)

Representing Aroland, Animbiigoo Zaagi'igan Anishnaabek (AZA), Ginoogaming First Nations

MOU with Papasay Economic Development Corp

Representing Bingwi Neyaashi Anishinaabek BNA – Sand Point First Nation

MOU – Pawgwasheeng Economic Development Corporation

Representing Pays Plat First Nation

MOU – Aroland First Nation

Representing Aroland First Nation

MOU – BZA Rocky Bay First Nation

Representing BZA Rocky Bay First

MOU - Red Rock IB Holdings LP

Representing Red Rock Indian Band

MOU with Ma'iingan Development Inc.

Representing Kiashke Zaaging Anishinaabek (Gull Bay First Nation)

MOU – White Sand First Nation

Representing White Sand First Nation

MOU - Metis Free Trader LP

Representing Red Sky Metis Independent Nation