



Greetings from the President

Kitsaki group of companies continues to remain strong throughout tough economic times. Our diversification, efficiency, adaptability and innovation continue to be the cornerstones of our success, as they lessen the negative impact of these downturns.



Tammy Cook-Seanson, President

In this Update, we have outlined our most recent initiative with Kitsaki Procon and our entry into the potash sector, a diversification strategy that will provide opportunities and benefits in the years to come. We also provide recognition of our elder Jacob Ratt, who is retiring this year and has provided insight and guidance for so many years. We introduce to you the latest recipients of the Kitsaki scholarship, which assists our future leaders as they strive for excellence in their chosen careers. Kitsaki also takes pride in the contributions we make to the communities while realizing there continues to be so much more to do. We will continue to make decisions that bring the benefits from our work – the return on investments, employment opportunities, and training - back to our membership and community.

Tammy Cook-Seanson

Greetings from the CEO



Russell Roberts, CEO

We are pleased to provide an overview of the most recent activities at Kitsaki group of companies.

The Saskatchewan economy continues to go through a very difficult period. The collapse of oil prices by more than 50 percent was the major story of 2015, according to the Conference Board of Canada. It carved about \$6.6 billion out

of Saskatchewan's economy: agricultural production dropped, residential construction was weak, and job growth plunged dramatically. The days of Saskatchewan leading the nation in economic growth per capita, as it did from 2004 to 2014, are likely gone, at least in the short term.

It is no different for the Kitsaki group of companies. We have been directly impacted by the economic downturn and have seen significant declines in revenue, profitability, and a reduction in the number of jobs available. We know how hard it is for many families throughout our membership, our partners, and many northern communities, as they experience the stressful impact of layoffs. We will continue to develop strategies to "weather the storm."

Although the outlook seems doom and gloom, there are some very positive signs that a slow improvement will begin in the coming years. We are well positioned to take advantage of major projects slated for the 2016-2018 period in utility, civil construction, remediation, and environmental sectors. We have used this downturn to become more efficient, responsive, and adaptable to ensure our competitiveness in the future.

This Update provides an overview of some of the projects we are working on and events that are important to our group of companies and our employees. We strive to do our best to ensure Kitsaki remains strong into the future while making a positive contribution to our membership, our partners and the Saskatchewan economy.

Russell Roberts

KMLP Contributions

Kitsaki was able to repeat its 2014 record amount of community contributions and again make a contribution of \$2.5 million. \$100,000 of the money is given to the Lac La Ronge Indian Band Lands and Resource committee. The remainder of the money was divided among the communities based on their population.

In brief:

Grandmother's Bay received \$141,627.
Stanley Mission received \$670,174.
La Ronge received \$1,608,410.

Hall Lake received \$220,106.
Little Red River received \$133,231.
La Ronge Lands and Resources department received \$100,000.

Grandmother's Bay profile:

"The Kitsaki donation we get annually helps us out with our housing and other community initiatives for our youth and our elders," says Councillor Leon Charles.

A major portion of the community contribution went into housing renovations to fix floors, roofs, and steps. The remainder of the money went towards cultural events in the community or for Elders to visit other cultural camps in other communities, and to sporting events for the youth.

Stanley Mission profile:

A significant amount of the community contribution went towards emergency funds for covering expenses such as hotel rooms, gas, and meals for family members of patients in hospital in Saskatoon or PA. It also covers items like hearing aids that aren't covered by FNIHB, support of local fundraising events, etc.

Another major amount was used to help with the construction of new housing for Stanley Mission Band members in Stanley Mission and to renovate a building and purchase furniture for the Stanley Mission Elders Community Centre.

The community security program received support for its staff to patrol the community from 9 pm until 7 am nightly and work closely with the RCMP to monitor the community and help deter crime.

Other areas that received support include: A clean-up crew hired during the summer to cut grass, clean up the community, and help out where needed; The new youth centre received furniture and equipment; Five students received funding for the Indigenous Access and Transition Education Certificate course that brought students up to a GED level; Community trappers; Vehicle, travel and other related costs for the Anglican Ministers in Stanley Mission.

La Ronge profile:

\$800,000 of the community contribution went into housing
\$100,000 went towards the Wellness building that is being planned
\$100,000 into a bridging program to prepare community people who have been out of school for a long time, to enter into adult education.
\$80,000 towards fire protection

Cultural projects, community events, Treaty activities, and a community odd job crew also received support.

Dakota Dunes Golf Links Clubhouse is now open!

Dakota Dunes Golf Links completed its new clubhouse in time for the start of the 2016 golf season. It is a welcome development for a golf course that has been ranked as one of the best in Canada since opening in 2004. General Manager McLaren Taylor and the staff at Dakota Dunes spent many years working from a "temporary" portable building.

"The new building has all the amenities we need to expand our business and provide a more comfortable experience to our members and patrons," describes Taylor.

The 7100 square foot facility includes a 64 seat restaurant and 900 square feet of Pro Shop retail space on the upper level with direct access to the course. Large windows throughout the upper level allow for views of the course to the east, and an incredible view of the South Saskatchewan River Valley basin to the west. The lower level includes office space, locker rooms, club storage, and a conference room. Outside spaces include a large patio with a golf course view, as well as an elevated deck off the restaurant with a northwest view across the driving range and river valley.

Dakota Dunes Golf Links is a partnership of First Nation Economic Development. The Whitecap Dakota First Nation, Muskeg Lake Cree Nation, and Kitsaki provided the initial investment to begin construction in 2002. Their purpose is focused on economic growth and financial self-sufficiency. The partnership is committed to providing an avenue to train, develop, and retain First Nation employment.

Chief Darcy Bear of the Whitecap Dakota First Nation was the driving force behind the original concept to build a golf course. Now the new clubhouse completes one of his original visions of economic development at Whitecap.

"The Dakota Dunes Golf links has been an incredible success for our Province and our partners," says Bear. "The new clubhouse will bring a renewed interest to the Dunes and the course will continue to drive tourism dollars to our region."

The new clubhouse at Dakota Dunes Golf Links opened for lunches March 1st. An open house followed on the evening of March 31st, and the grand opening was held on June 2nd.



KITSAKI Update

Kitsaki moves into potash; developing opportunities for indigenous leadership and employment.

A new joint venture in Saskatchewan's potash sector is looking to develop long-term sustainable employment and leadership opportunities for the province's indigenous peoples. The partnership between Kitsaki Management and the Procon Group of Companies, known as Kitsaki Procon Potash – KPP, builds on a long relationship between Kitsaki and Procon. The two companies previously carried out a mining, milling, and construction contract in the La Ronge Gold Belt in Northern Saskatchewan. Procon is a full-service provider for the mining industry, from building and operating complex open pit and underground mining developments, as well as executing industrial and civil infrastructure projects. Procon's industrial business unit which manages work in the Saskatchewan potash sector is based in Saskatoon.

The KPP initiative has resulted in a multi-year, multi-site agreement to execute mining and industrial services work in PotashCorp's Saskatchewan mines. It is also intended to support PotashCorp's strategic focus on Aboriginal engagement and job skills development.

"This represents an opportunity for Kitsaki to get more engaged in the potash sector," states Russell Roberts, CEO of Kitsaki. "We recognize that it is an industry that will grow and be strong for many years to come. It also gives diversity to some of our projects, enabling us to explore opportunities with clients and companies outside of the northern region, which is our typical geographic region."

"These aren't short term arrangements for us, but long-term commitments," explains John McVey, CEO of Procon. "Stability of leadership and dependability of our partner are what we are looking for, and Kitsaki brings that."

Fostering strong partnerships and joint venture agreements with indigenous groups across Canada have been priorities for both Procon and Kitsaki since each of the companies were founded. They have worked to build capacity through training and participation in apprenticeship and trade-related employment for the indigenous people

living in the work region.

"This is one of the core commitments of our company," emphasizes Roberts. "This will increase our capacity to further provide these opportunities for indigenous people in Saskatchewan, certainly for Lac La Ronge Indian Band members, but we will also be able to extend that opportunity to indigenous people in other regions as well."

"What's different about this venture is it is not just about creating employment, but also about developing indigenous leadership," says McVey. "Our commitment is to provide much more than entry level positions."

Besides providing opportunities underground in various skilled trades (mechanical, electrical, civil, etc.) and in equipment maintenance and industrial construction in surface facilities, the development of future indigenous leadership will be through the employment of engineers who are interested in pursuing a project management career path.

"As a CEO, what I enjoy the most is finding young engineers and helping them develop," says McVey. "We've already spoken with academic institutions about their programs, specifically the University of Saskatchewan's College of Engineering and its Indigenous Peoples Industry Partnership Program, which was just announced last January."

KPP will hire indigenous students enrolled in engineering and technical colleges for work terms, internships and summer jobs. This will provide good exposure to the underground mining and industrial services in the potash sector, which Roberts and McVey hope could lead to full-time employment with them or other companies in the sector following graduation. Other potential partners include Gabriel Dumont Institute – Apprenticeship Subsidy Program, Saskatchewan Indian Institute of Technologies, and Saskatchewan Polytechnic (formerly SIAST).

Kitsaki will be directly involved with all aspects of the project management and delivery of services,

including the recruitment and training of other qualified indigenous workers in the region. An apprenticeship program will be developed at all work sites, with an agreed to percentage of indigenous apprentices integrated with the work crews. Currently 70 percent of Kitsaki's total labour force (approximately 1000 employees) are indigenous peoples from different communities. Future KPP staffing needs will lead to opportunities for this workforce.

Both McVey and Roberts identify that one of their challenges will be providing adequate support for workers when they travel to the mine sites and away from their own support systems. For some people, it may be their first time away from home for an extended period of time.

"If we can support people to move around to the various locations effectively, that will accelerate their own development as well as support the business," says McVey.

Roberts remembers his own experience when he moved away from home for university.

"It was pretty scary, pretty intimidating," he recalls. "We want to be able to create a situation where they are able to be part of the community they have moved to. We need to determine how we can help so that when they decide they want to participate, they can be successful."

He lists mentorship and financial support, including extra assistance for families, as being key contributions to his own success as a student, which led into his business career. He adds there are many different ways KPP could offer supports.

"The KPP partnership is about building capacity and leadership for indigenous peoples in our province," emphasizes Roberts. "Our partnership with Procon has really flourished and I'm excited about what we can accomplish."

CanNorth Environmental expands to Markham, Ontario

Since its incorporation in 1997, Canada North Environmental Services (CanNorth), proudly owned by Kitsaki, has been engaged in the environmental consulting industry across Canada. Recent projects have included work in Saskatchewan, Manitoba, Alberta, Ontario, and Nunavut. Recently, CanNorth's strong performance has allowed for the development of a new office in Ontario.

In January 2016, CanNorth opened the doors to a new satellite office in Markham, Ontario. Unofficially dubbed "CanEast," the Markham office is home to CanNorth's new Risk Assessment Division, expanding the range of CanNorth's consulting capabilities. With over 70 years of collective experience, division leader Stacey Fernandes and colleagues Katherine Woolhouse, Caroline Lucas, and Leah Leon are experts in their field and have extensive previous consulting experience.

With global experience in locations throughout Canada, Spain, Mongolia, Kyrgyzstan, Guinea, South Africa, Greenland, Chile, Argentina, USA, and the Caribbean, the Risk Assessment Division enables CanNorth to complete human health and ecological risk assessments for a variety of sectors, including mining operations (development, operation, and decommissioning), contaminated and industrial sites, power generation (natural gas and nuclear), and public health.

Further, a brand new, leading-edge contaminant dispersion and transport model, ADEPT (Assessment of the Dispersion and Effects of Parameter Transport), has been developed by the Risk Assessment Division to complete ecological and human health risk modelling. Specialties of the Risk Assessment Division are extensive and include:

- Human health risk assessment
- Ecological risk assessment
- Risk communication and stakeholder engagement
- Predictive water quality modelling
- Fate and transport modelling through aquatic and terrestrial environments
- Development of ecological toxicity values (species sensitivity distributions)
- Expertise with metals, radionuclides, petroleum hydrocarbons (PHC), PAHs, BTEX, chlorinated solvents, PCBs, dioxins and furans, perfluorinated compounds
- Contaminated sites (brownfield redevelopment)
- Development of environmental quality guidelines
- Public health (burden of illness, blood lead)
- Human health exposure – vapour intrusion, fine particulate
- Uncertainty assessment

These exceptional new capabilities, which incorporate specialized engineering and biological experience, enhance CanNorth's existing strengths in aquatic, terrestrial, hydrology, heritage, and community services. This latest development enables CanNorth to provide continually expanding and exceptional service to a wide range of clients and industries in Canada and around the world.



Kitsaki awards scholarships to six inspiring Lac La Ronge Indian Band members

Hailey Cross, La Ronge

Hailey is in her second year of university at Northlands College studying Sociology of Aboriginal Justice and Criminology. After completing her degree, she hopes to continue her studies with a law degree and end up with her own law firm in La Ronge. Her motivation is to be a defense lawyer and support Aboriginal people in the criminal justice system. Besides her schooling, she has been an active volunteer in a number of organizations. She has served as the social media representative on the Justice Society at the University of Regina; the kindergarten class at the Pre-Cam Community School; and the youth representative on the La Ronge Central Services Board.

Jessica Hueser, Prince Albert

Jessica graduated from the University of Saskatchewan with a Bachelor of Science in biochemistry and is now enrolled at Boucher Institute of Naturopathic Medicine at New Westminster, BC. Upon completion of the four-year program, she will be a naturopathic doctor. She has always wanted to do medicine and appreciates how naturopathic medicine and Aboriginal medicine share many of the same holistic principles. Her goal is to be a naturopathic doctor in Northern Saskatchewan and continually grow her knowledge in Cree Aboriginal heritage. She was an active member of the Saskatoon Indian and Metis Friendship Centre, volunteered at Saskatoon's Oskayak High School mentoring a young woman in grade 12, and was a volunteer at SWITCH (Student Wellness Initiative towards Community Health).

Lisa Ross, from La Ronge and living in Prince Albert

Lisa is enrolled in her second year of Integrated Resource Management at Saskatchewan Polytechnic School. She has a great passion for working in the environmental field, including interests in protecting wildlife, water quality, and forestry management. Her other passion is her two children, who she has raised while going to school and working. She has worked with Athabasca Catering in the Jolu Mine (part of the Kitsaki family of companies), and worked as a recreational programmer at the Jonas Roberts Memorial Community Centre.

Mackenzie Dupre, from La Ronge and living in Saskatoon

Mackenzie recently completed a Bachelor of Education and is working on a degree in Studio Art at the University of Saskatchewan. Art is her passion. She spent four summers teaching Aboriginal Art classes to students in her home community and also has authored and illustrated five Cree children's books. Her goal is to be an Art Educator working to re-establish and incorporate Aboriginal art, language, values and traditions into both the education system as well as society.

Ryland Dupre, from La Ronge, living in Prince Albert and Saskatoon

Ryland is in his first year of studies at the University of Saskatchewan working towards a Bachelor of Educational degree, following in the footsteps of his dad and two sisters. He is interested in teaching as a way to influence youth and be a good role model, in particular instilling the values of hard work and dedication. He learned this during his career in minor hockey, where he says his desire to never let anyone outwork him on the ice lead him to always try his hardest in every shift and drill practice. He applies this same work ethic at school, in his jobs, and when he volunteers.

Jeanine Patterson, La Ronge

Jeanine is in the two-year Business Diploma II Program at the Saskatchewan Indian Institute of Technologies (SIIT). It is building on her strong work experience of 10 years with the Lac La Ronge Indian Band – Child & Family Services Agency Inc. as a Human Resources Officer, IT Coordinator, Finance Officer, and in Administration. Her goal is to successfully complete the program and return the Lac La Ronge Indian Band – Child & Family Services Agency Inc. this summer. In her spare time, she enjoys being with family and friends being outdoors - doors, boating, sledding, and camping. She says La Ronge has so much to offer, there is always somewhere new to explore and enjoy nature.

Below, from left to right, Ron Ratt presenting awards to Hailey Cross, Rhonda Hueser (on behalf of Jessica), and Lisa Ross.



Below, from left to right, Ron Ratt presenting awards to Mackenzie Dupre, Ryland Dupre, and Jeanine Patterson.



New scoreboard for LLRIB's JR Rink

The expansion renovation project happening at Jonas Roberts Memorial Community Centre Rink now has a new scoreboard. The 11 year old arena was in need of more space and some fixing up, including the replacement of its old score clock that was having some technical difficulties.

Kevin Roberts, Director of Sport, Culture & Recreation, sent a proposal to Kitsaki Management LP asking for a contribution to the new facility. He was successful, and now the arena has a new clock, double the size and with a board that they can put messages on with scrolling text. "The rink is the hub of the community," says Roberts. "It's the place where people gather."

He adds that the facility is busy throughout the year, which is why they needed to expand. From mid-September until the end of April, the ice rink is used every day, except for holidays, with minor hockey practices, tournaments, public skating, shinny and broomball. In the summer, the rink area hosts an eight-week summer activities program for two different age groups. They also host weddings, career fairs, indoor ball hockey, fundraiser cabarets, and Treaty day events.

The new facility will include a running track, a board room, and a garage to house the new 39-passenger bus purchased last year.



*Thank you and best wishes!
Elder Jacob Ratt*

Congratulations to Elder Jacob Ratt on his retirement in February 2016 after many years of service as an Elder and as an employee for the Lac La Ronge Indian Band. Your service over the years has been an example of hard work and dedication. We truly thank you.



Kitsaki Projects Limited Partnership welcomes new General Manager



Benson Thoudsanikone brings an entrepreneurial spirit and strong belief in helping people to his new position as General Manager of Kitsaki Projects.

Born and raised in Regina, Benson's parents left the post-Vietnam War violence devastating Laos for a refugee camp in Thailand, before being sponsored to come to Kronau, Saskatchewan. They lived there for a little over a year before moving to Regina, where Benson was born and still lives with his family. After high school, he left Regina to obtain his Civil Engineering degree from the University of Saskatchewan and then to work as an engineering consultant in Vancouver. He has also completed an Executive MBA and is a Chartered Professional Accountant.

Benson eventually returned to Regina and worked in various roles at SaskPower for nine years in the capital projects, generation planning, and business development areas. His particular focus was on the development of the Tazi Twé Hydroelectric Project on Black Lake First Nation. Working in partnership with Black Lake First Nation, he negotiated the main commercial agreements, developed the employment and contracting strategies, and oversaw the technical development of the project.

"It really gave me an appreciation for the culture and the warmth of people," says Benson. "I got to learn first-hand the struggles they deal with on a day-to-day basis." This experience was one of the main reasons he decided to move over to Kitsaki Projects.

"I wanted to help promote the economic development of First Nations communities in Saskatchewan," explains Benson. "This is what sets Kitsaki Projects apart, because we are a direct avenue for the Lac La Ronge Indian Band members to develop meaningful and successful careers."

Kitsaki Projects currently has 12 permanent staff and up to 80 seasonal staff, but can hire up to 300 depending on the job. Some recent projects include a SaskTel fibre plough project bringing fibre to the North, power line projects that install and rebuild rural power lines, and brush clearing in the North.

"I really look forward to growing Kitsaki Projects from the ground up, using the potential that is already there," he says.

Benson is married and has a son who just turned three. He is a sports enthusiast who likes to stay active and spend time with family and friends.