

# CREATING OPPORTUNITIES THROUGH SUSTAINABLE GROWTH

ANNUAL IMPACT REPORT 2023





# 2022-23 IMPACT REPORT

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## VISION

Our vision is to create wealth for current and future generations and maximize benefits to the Lac La Ronge Indian Band.

## MISSION

Our mission is to build and invest in a diverse network of businesses that improve the economic future of Indigenous communities and directly benefit the Lac La Ronge Indian Band through strong corporate governance, responsible decision making, and sustainable partnerships.

< Nistowiak Falls

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## VALUES

### RESPECT

We respect all cultures, traditions, values, and beliefs.

### SAFETY

We value safety above all else.

### ACCOUNTABILITY

We are responsible for our business decisions and delivering results for our shareholders.

### QUALITY

We provide top-tier customer-focused services through our diverse group of businesses to create mutually beneficial relationships.

### RESPONSIBILITY

We are a socially conscious organization that respects the traditional lands and is dedicated to preserving resources for the benefit of future generations.

### INTEGRITY

We are open, honest, and hold ourselves to the highest level of integrity in everything we do.

## LETTER FROM THE BOARD CHAIR

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The Kitsaki Board is proud of what we accomplished in 2022. Kitsaki has grown significantly in size, scope, and reputation throughout its 40-year history, a testament to all those who have built and contributed to our success. We, as a board, express our gratitude to the members of the Lac La Ronge Indian Band (LLRIB) who support the work we do within Kitsaki Management Limited Partnership (KMLP).

Our vision of creating opportunities for everyone to achieve their goals is critically important to Kitsaki, and our team remains motivated to ensure the success of our Band Members in reaching their full potential. A key goal of Kitsaki is to be an employer of choice, especially for LLRIB. Training, development, reward, and recognition are taking centre stage to attract, retain, and develop the talent we need within our current workforce and LLRIB.

I am thankful for the opportunity to serve as the Chair of the Board and am deeply grateful to the Board Members and Council that have provided such steady leadership. I appreciate the dedication and effort it takes to work as a team with Kitsaki. We remain united on this journey with our LLRIB Members and the communities we serve.

*Tiniki. Thank you,*

A handwritten signature in black ink that reads "Tammy Cook-Searson".

**Chief Tammy Cook-Searson**  
President and Board Chair

## A MESSAGE FROM OUR CEO

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As an Indigenous-owned entity, we reinvest in knowledge, people, and profits to create opportunities and uplift our communities.

Upon joining Kitsaki Management, my focus was singular – leveraging the potential of partnerships to nurture community growth. As the CEO, I take immense pride in showcasing our remarkable achievements this year. My gratitude extends to the Lac La Ronge Indian Band (LLRIB) Elders, community members, Chief and Council, our business partners, contractors, employees, clients, and Kitsaki Management's board of directors for another fruitful year of diversification and progress.

A core pillar of Kitsaki is to create sustainable career and employment pathways for LLRIB members, which serves as the bedrock of our economic development commitments.

We have also focused our energies on fortifying relationships, partnerships, and our Kitsaki team as we prepare for the road ahead. We continue to collaborate closely with industry, championing the skills and capacity of LLRIB members and other Indigenous individuals in the province. Moreover, Kitsaki collaborates with fellow First Nation economic development corporations to broaden our business interests and acquire companies that align with our present and future business objectives.

In 2022, we proudly announced three successful acquisitions, expanding Kitsaki's group of companies to 11. Each investment, partnership, and the strides taken by established Kitsaki companies like Kitsaki Vegetation and CanNorth have enabled us to engage and attract exceptional partners and clients who share our vision of an integrated, diversified, and sustainable corporation that spans all economic sectors.

Our commitment remains steadfast to providing our partners with resources and tools to seize, execute, and capitalize on business opportunities in Saskatchewan and beyond – while also creating opportunities and supporting the Traditional Territories we operate within.

This past year leading Kitsaki has been incredibly rewarding and I am honoured to serve as its CEO.

*Thank you,*

A handwritten signature in black ink, appearing to read 'Ron Hyggen', written over a white background.

**Ron Hyggen**  
CEO



< Nistowiak Falls

The Lac La Ronge Indian Band is one of the largest First Nations in Saskatchewan with 12,000 band members

# ABOUT KITSAKI MANAGEMENT

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Kitsaki Management Limited Partnership (KMLP) manages the economic development activities of the Lac La Ronge Indian Band (LLRIB).

Established in 1981 by visionary, progressive leaders of the Lac La Ronge Indian Band (LLRIB), KMLP was formed to safeguard LLRIB members' interests in the economic activities and development unfolding within their Traditional Territory and to provide employment, training, and contracting opportunities that benefit LLRIB members. Kitsaki has built a diverse investment portfolio across the transportation, hospitality, environmental, mining, IT, engineering, manufacturing, utility vegetation, insurance, and forestry sectors.

Kitsaki's goal is to be the Indigenous Partner of Choice – a comprehensive service provider and trusted partner to our clients.

## About The Lac La Ronge Indian Band

The Lac La Ronge Indian Band is one of the largest First Nations in Saskatchewan with 12,000 band members as of August 2023 (Crown Indigenous Relations and Northern Affairs Canada website, 2023). The LLRIB has 7,129 members in six reserve communities and 4,871 band members that reside in other reserves, crown land, urban centers, and aboard.

## KITSAKI MANAGEMENT TEAM



**Ron Hyggen**  
Chief Executive Officer



**Alan Sklapsky**  
Chief Financial Officer



**Jennifer Thoma**  
Director of Marketing  
and Communications



**Shawna Kay**  
Office Manager



**Tom McKenzie**  
Land Claims Coordinator



**Alan Cole**  
Managing Director,  
Athabasca Catering

# BOARD OF DIRECTORS



**Tammy Cook-Searson**  
President



**Ron Hyggen**  
Director/CEO



**Devin Bernatchez**  
Director



**Jimmy Charles**  
Director



**Linda A. Charles**  
Director



**John Halkett**  
Director



**Dave Mcilmoyl**  
Director



**Gerald Mckenzie**  
Director

# ELDERS ADVISORY CIRCLE



**Sarah Ballyntyne**  
Elder



**Abel Charles**  
Elder



**Senator Harry Cook**



**Leonard Halkett**  
Elder



**Robin McKenzie**  
Director



**Keith Mirasty**  
Director



**Ann Ratt**  
Director



**Dean Roberts**  
Director



**Sam Roberts**  
Director



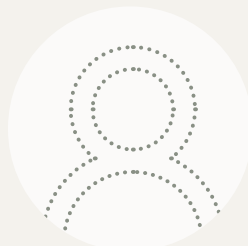
**Norman Ross**  
Director



**Charlene Venne**  
Director



**Angelique Ratt**  
Elder



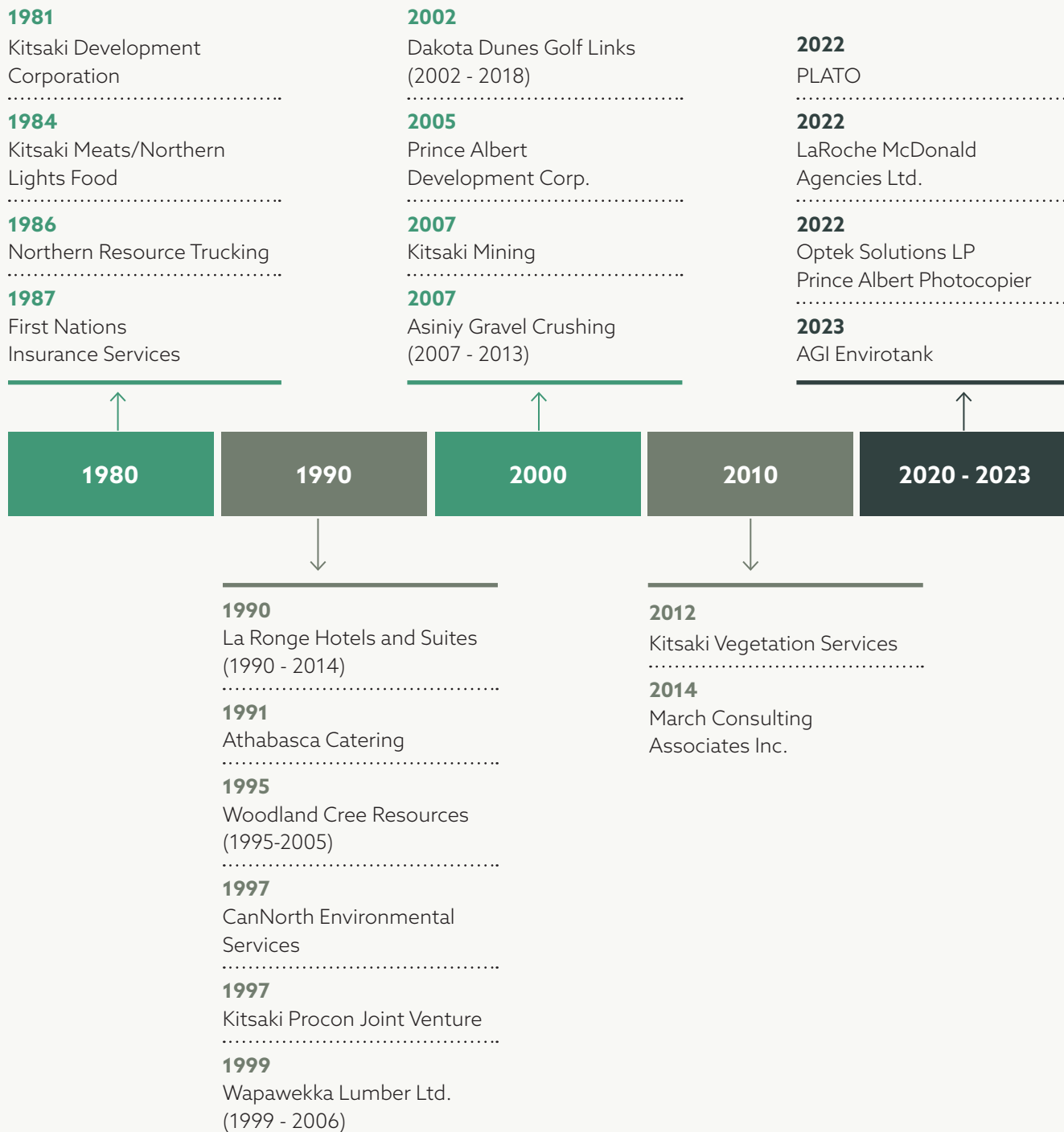
**Bella Sanderson**  
Elder



We strive to stand as an employer of choice in a fiercely competitive labour market. This entails shaping Kitsaki and its group of companies into an appealing, rewarding, and respectful workplace. We maintain a continuous drive for innovation and the execution of strategies that attract, retain, and develop both our desired talent and that our partners seek.

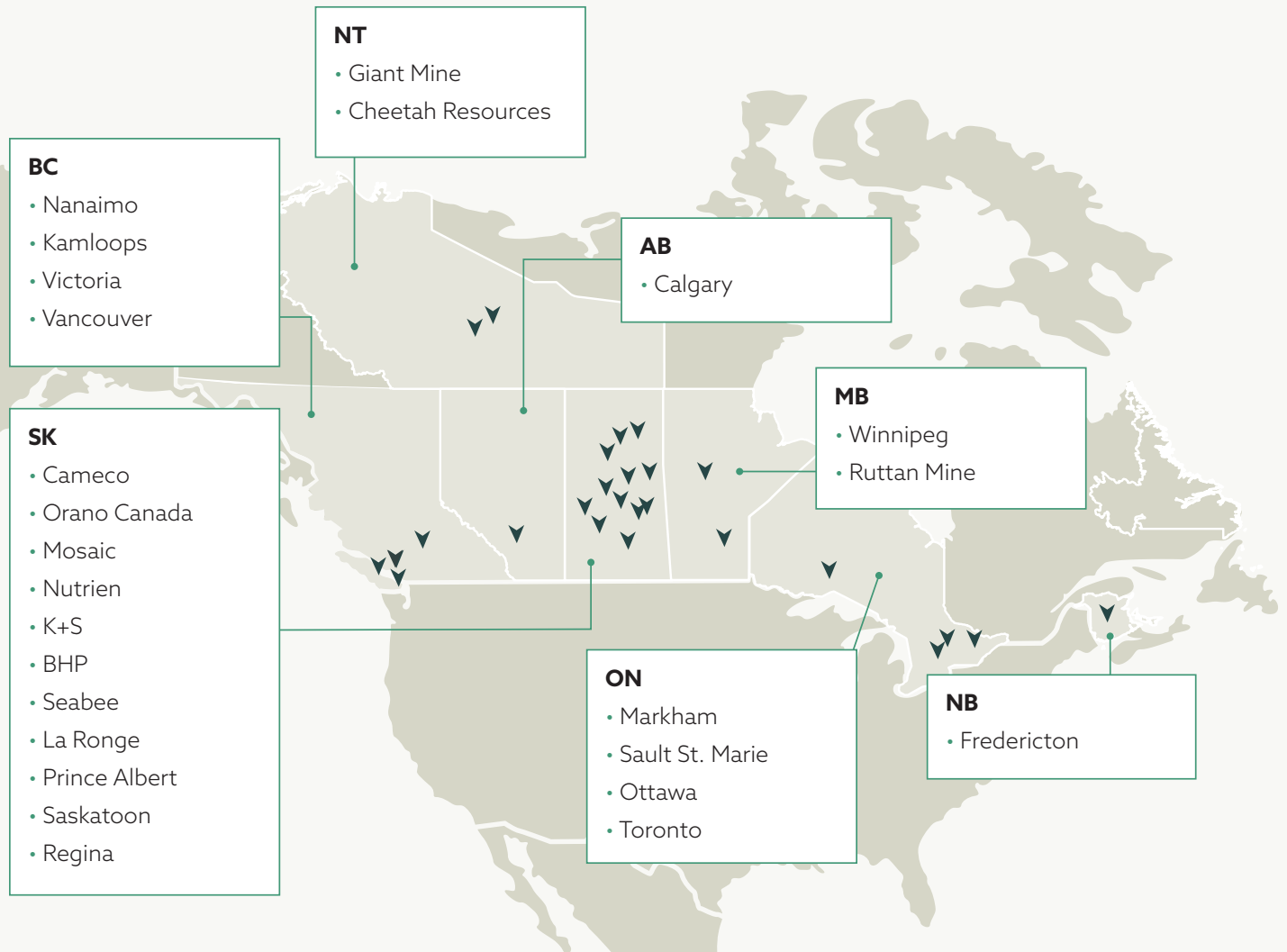
**CHIEF TAMMY COOK-SEARSON**

# TIMELINE



# MAP OF ACTIVITY

OPERATING ACROSS CANADA



## ECONOMIC IMPACT SUMMARY

	Payments to suppliers	Payments to employees	Payments for pension and benefits	Payments to governments	Contributions to communities	Total economic contribution
Kitsaki managed entities	\$ 24,100,000	\$ 32,200,000	\$ 1,200,000	\$ 9,800,000	\$ 4,400,000	\$ 71,700,000
Kitsaki Partnerships	\$ 25,300,000	\$ 52,400,000	\$ 1,400,000	\$ 10,200,000	\$ 100,000	\$ 89,400,000
<b>Total</b>	<b>\$ 49,400,000</b>	<b>\$ 84,600,000</b>	<b>\$ 2,600,000</b>	<b>\$ 20,000,000</b>	<b>\$ 4,500,000</b>	<b>\$ 161,100,000</b>

HIGHLIGHTS

# \$140 MILLION ANNUAL IMPACT

Revenue generated from Kitsaki’s business operations is re-invested back into the LLRIB community.

Kitsaki has generated \$70 million in annual revenues because of our collective efforts and hard work with business partners. Under this single corporate umbrella, Kitsaki Management manages 11 different lines of business in mining, trucking, insurance, manufacturing, IT, catering, and engineering.

Revenue generated from Kitsaki’s business operations is re-invested back into the LLRIB community to support building capacity and promoting social development through infrastructure, skill-building, and employment training opportunities.



**\$30M+**

Wages (March 2023)



**\$40M+**

Community Distributions (2022-23)



**\$70M+**

Average Annual Revenue



**1,300**

Employees (March 2023)



**\$12M**

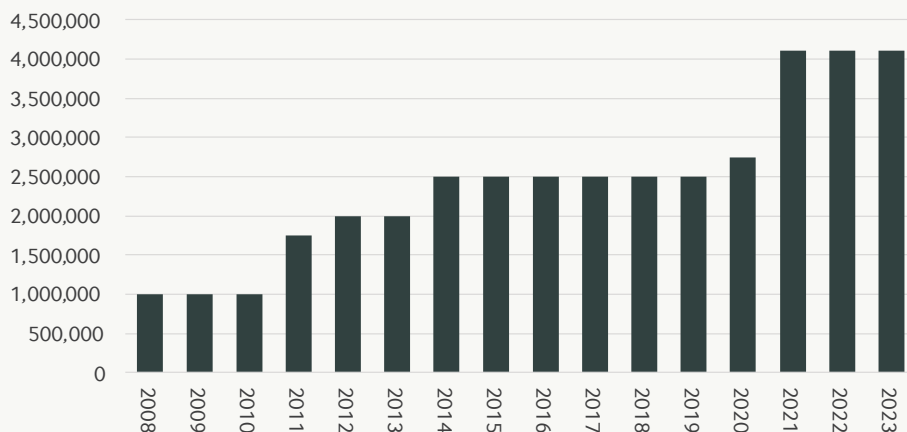
Average Annual Profits



**\$130M+**

Kitsaki Group Equity (2023)

## LLRIB COMMUNITY DISTRIBUTIONS



# \$160 MILLION IN WEALTH FOR LLRIB

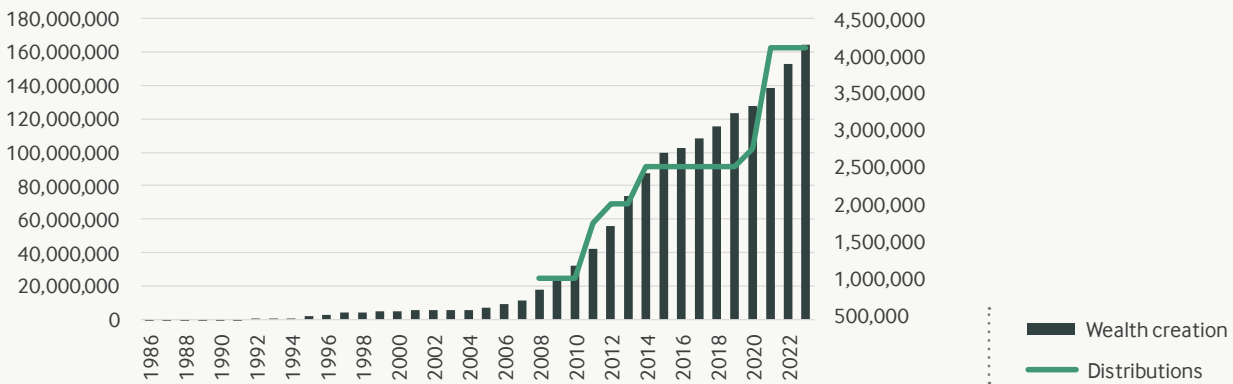
## HIGHLIGHTS

Through four decades of disciplined management for sustainable growth and risk control, Kitsaki has created substantial wealth for LLRIB. After establishing, expanding, closing, and diversifying several investments, Kitsaki was able to operate for 28 years before providing a distribution to the Nation.

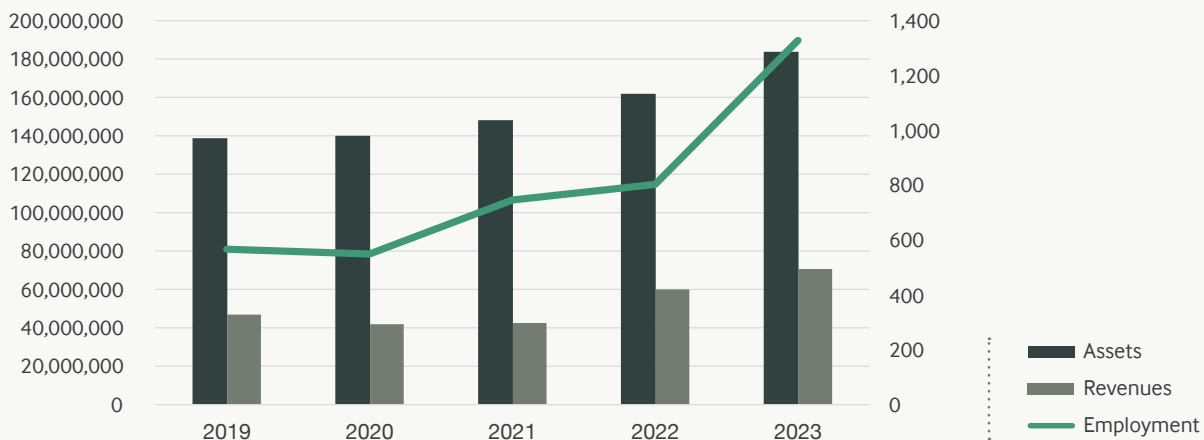
In these 40 years, Kitsaki's efforts have yielded more than \$160 million in wealth for LLRIB. By the end of 2022, the combined assets managed by the group of companies have grown from \$140 million in 2019 to \$180 million in 2023. Despite the challenges posed by the pandemic recession, revenues from the group of companies have rebounded impressively, soaring to \$70 million in 2022-2023.

Four decades of disciplined management for sustainable growth and risk control.

### WEALTH CREATION



### CONSOLIDATED REVENUES / ASSETS UNDER MANAGEMENT



HIGHLIGHTS

# \$38.8M

DISTRIBUTED ACROSS THE SIX COMMUNITIES

Contributions have reached \$38.8 million, distributed across the six communities.

In 2008, Kitsaki introduced community distributions to share the wealth created collectively by Kitsaki and its group of companies. The strategic vision of Kitsaki's Board of Directors allowed for a 25-year span of investment and operational diversification before extending distributions to the communities.

Over the past 16 years, community contributions have reached \$38.8 million, distributed across the six communities according to on-reserve populations. Going forward, Kitsaki will sustain an annual contribution of between \$2 million and \$4 million to support LLRIB communities and LLRIB's substantial on-reserve operations.



**\$40M**  
in community distributions  
(March 2023)



**\$50,000**  
in scholarships annually

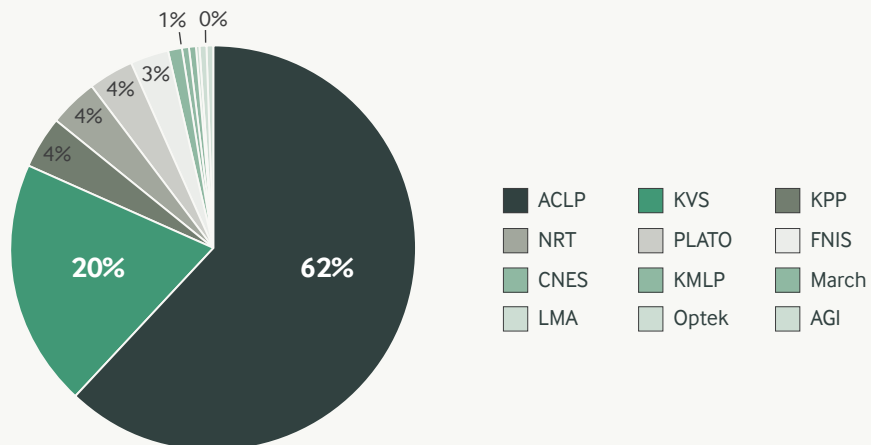


**1,300**  
full-time employees



**\$30M+**  
paid in wages

INDIGENOUS EMPLOYMENT (SK ONLY)





## \$250K IN SCHOLARSHIPS

Commencing in 2013, Kitsaki initiated contributions to post-secondary scholarships for members of the LLRIB, subsequently matched by Cameco Corporation and LLRIB. Fast forward almost a decade to 2022, Kitsaki's contribution annually reached \$50,000. This collaborative effort between Kitsaki and Cameco Corporation has enabled LLRIB members to pursue higher education, amassing a significant total of \$250,000 in scholarships over the years.



Kitsaki continuously provides non-financial aid to LLRIB communities, participating in treaty days, community events, and assistance during wakes.

## TRAINING, DEVELOPMENT & CAPACITY BUILDING

We achieve greater flexibility in Kitsaki businesses when we design training programs to meet the needs of the people and communities we serve. We improve our businesses with unique perspectives, constructing tailored training and employment frameworks rooted in Indigenous communities. This approach not only informs and strengthens our strategies but also propels the socio-economic advancement of these communities, paving the way for truly innovative and responsible business practices.

Over our 42 years of operation, we have profoundly impacted the lives of thousands of individuals, employing a workforce of more than 1,300 full-time employees and hundreds of seasonal workers, and training hundreds of people from the communities we serve.

### **We created and launched several training initiatives to develop capacity among Kitsaki employees and LLRIB membership:**

- > Electrical Awareness Training
- > Utility Tree Worker Safety Training Program in partnership with Olds College
- > In-community pre-employment training programs
- > NRT Truck Driving Training Programs
- > Further training for ATV/UTV/Snowmobile/Wilderness First Aid/Ice Water Rescue and many more
- > ACLP pre-employment training
- > CanNorth in-house mentorship program



Training and employment models represent strategic investments that help alleviate labour shortages and encourage Indigenous capacity-building through economic participation, training, and employment.

## TRADITIONAL LANDS

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**\$250K**

ANNUAL CONTRIBUTIONS  
PER YEAR

**\$6M**

FOR TREATY-LAND ENTITLEMENT  
AND LOSS-OF-USE SETTLEMENTS

**\$120K**

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### TRADITIONAL LANDS AND RESOURCES ADVISORY COMMITTEE

In 2013, Kitsaki partnered with the Lac La Ronge Indian Band (LLRIB) to establish the Lands and Resources Department. This department was created to regulate commercial activities within the LLRIB territories. Over time, Kitsaki has provided substantial support to this department through a \$100,000 annual administration grant.

Under the Traditional Lands and Resources Advisory Committee, the Heritage Forest Fund was introduced in 2021. This initiative focuses on mitigating the impacts of resource development on LLRIB's territories and is sustained by contributions from Kitsaki's timber license.

Beyond environmental preservation, the Heritage Forest Fund also sponsors cultural activities for LLRIB Band Members. Since its inception, Kitsaki has contributed more than \$120,000 to this fund, demonstrating our commitment to preserving the culture and natural resources of the LLRIB territories.



# COMMUNITY AND CULTURE

At Kitsaki, we take great pride in championing numerous community initiatives and charities, serving millions of meals, and actively engaging in various community events.

## TREATY DAYS

Beyond featuring the food, games, and prizes, this year's event welcomed more than 3,000 LLRIB members across five days. During this time, Kitsaki offered giveaways that included six kayaks and 12 \$250 gift cards. At its core, Kitsaki values giving back to the LLRIB Band Members, embodying the core principles of KMLP. Our collection of companies continuously demonstrates their generosity by supporting the community events of the Lac La Ronge Indian Band.



Chief Tammy Cook Searson, Councillor Devin Bernatchez and CEO, Ron Hyggen at La Ronge Ice Wolves Orange Shirt Day game sponsored by Kitsaki.



By investing in community development and creating new opportunities for LLRIB members, Kitsaki demonstrates its commitment to preserving and empowering each community.



# COMMUNITY AND CULTURE

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## CULTURE CAMPS

The Nihithow Askiy (Land of the Cree) Cultural Education Camp near Stanley Mission is a constant resource for local elementary and high school students. Here, they acquire Cree language skills and engage in traditional activities, including setting snares, snowshoeing, skiing, berry picking, and other seasonal practices. Culture camps are essential, offering youth the opportunity to learn traditional practices and to apply the skills they acquire whenever they decide to go out on the land or water. Having these skills prepares them to hunt food for their families and provide for their future.

“ These are the things that young people need to know – to preserve the knowledge and traditional ways at the heart of our culture and identity.

## CAREER FAIRS AND CLASSROOM PRESENTATIONS

Each of our companies' participation in career fairs and classroom presentations, ranging from elementary to post-secondary settings, enables LLRIB members to recognize opportunities available to them across the array of Kitsaki-owned industries. We know that we need to start engaging students in this process in primary years. Waiting until after high school to discuss students' path to becoming engineers, miners, biologists, or camp leads is far too late. It's imperative for youth to make these choices early in their high school years, selecting appropriate credits and exploring post-high school training opportunities that will get them to their career goals and aspirations.

**40**

Companies

**300**

Attendees

**10+**

Grades 10 and up



Kitsaki Employment Booth with KVS at Treaty Days in Sucker River



LLRIB Fall Cultural Gathering

## PARTNERSHIPS

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Collaboration is a necessity. Strong business relationships and partnerships will always be a cornerstone of our success. With the belief in our collective strength and by working side-by-side, we are ensuring the continuing prosperity of the province and beyond.

Kitsaki has taken a long-term strategic approach of building business partnerships to expand our service capabilities. This approach has evolved with a focus on strategic business partnerships that prioritize equity ownership and increased profitability for Kitsaki. These include joint ventures, collaboration agreements, and multiple First Nation partners.



The partnerships' achievements highlight the potential for corporations to unite in addressing pressing environmental challenges and creating economic opportunities for Indigenous communities in the province.

Ron Hyggen, CEO

## REDUCING OUR FOOTPRINT

As an Indigenous organization, we are the stewards of the land and the water, considering our impact on these precious resources for seven generations to come.



Consolidating operations where possible to one location



Implementing vehicle policy regarding idling equipment







# KITSAKI OWNED AND MANAGED COMPANIES

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100% OWNERSHIP

# KITSAKI VEGETATION SERVICES

## EMPLOYEES

**80%**

identify as Indigenous

**55%**

are Members of the  
Lac La Ronge Indian Band

## Overview

Established in 2012 to build on Kitsaki’s success securing a brush-clearing contract with SaskPower for the Island Falls to Key Lake powerline, which spans over 300 km of powerline clearing. KVS has become a leading vegetation management company in Saskatchewan. KVS specializes in aerial tree trimming, right-of-way services, brush clearing, dangerous tree removal, hand slashing, herbicide application, and consenting services for the utility industry. Our substantial labour pool allows KVS to rapidly mobilize crews of up to 200. We’re equipped to clear the way for expansive powerlines stretching across the province and to establish worksites for new developments. KVS also provides training and advancement opportunities to ensure workers have a wide variety of skills tailored to vegetation management.

## Training, Development, and Capacity Building

KVS is committed to removing barriers to employment and fostering an empowered workforce. That is why we provide an extensive array of training programs—entirely free of charge—to build capacity and equip our team members with the skills necessary for success.

KVS received the inaugural SaskPower Supply Chain Award for Service Leadership in 2021



KVS is one of the largest private employers in La Ronge, and area



There are not a lot of employment opportunities in the North, so when we started planning for 2L3, we wanted to hire as many locals as possible.”

Travis Hegland, Kitsaki Vegetation Project Coordinator

**Environmental Impact:**

- > Consolidating all La Ronge operations into one facility
- > Implementing a vehicle policy regarding idling equipment



**Safety:**

- > ISNetWorld
- > COR certified through the Saskatchewan Heavy Construction Safety Association
- > Zero Lost Time Injuries



**LOCAL HIRING IS A KEY PRIORITY FOR KITSAKI VEGETATION**

**2L3 Project - Hand-clearing project in the Athabasca Basin**

The 2L3 Project, a three-month hand-clearing project in the Athabasca Basin, saw notable success. KVS's training and employment team prepared a workforce of 40 individuals, half recruited from Black Lake and the surrounding communities, to undertake the work.

KVS offers comprehensive training programs designed to equip individuals with the essential skills to safely excel in vegetation management. Our wide-ranging curriculum includes training in chainsaw and brushsaw operation, guaranteeing proficiency in handling such tools effectively and safely.

We also offer training in the Transport of Dangerous Goods (TDG) to facilitate safe and compliant transportation of hazardous materials. For those

navigating the complex sphere of arboriculture, we offer integral Utility Tree Worker (UTW) and Utility Tree Trimmer (UTT) courses. For individuals involved in vegetation management, KVS provides Licensed Herbicide Applicators training, which teaches proficiency in the use of herbicides while adhering to strict environmental regulations.

**12 snow machines** and insulated tents for six communities



**\$55,000** in support of Cultural Camps





CanNorth

100% OWNERSHIP

# CANNORTH ENVIRONMENTAL SERVICES

## EMPLOYEES

**72%**

of employees are women

**10.5%**

identify as Indigenous

CanNorth also employs 30 Indigenous staff on contract to assist with environmental and heritage studies.

## Overview

CanNorth is an environmental consulting firm that provides environmental, heritage, and community services to a broad and diverse client group. We work closely with industry, government, and local communities to achieve community support and environmental protection for industrial projects. Our team of qualified professionals includes aquatic biologists, hydrologists, wildlife biologists, botanists, risk assessment specialists, environmental monitors, archaeologists, human environment specialists, and GIS specialists.

## Training, Development, and Capacity Building

Undertaking a strategic shift in 2021, CanNorth pivoted to hiring a significant number of junior scientists fresh out of university and trained them through an intensive in-house mentorship program. The program has been incredibly successful and saw an upswing in participants in 2023. CanNorth also demonstrates our commitment to training, development, and capacity-building through our investment in professional designations, which amounted to \$26,170 in 2022.



- > Articling Agrologist (AAg)
- > APEGS Geoscientist-In-Training
- > Environmental Professional in-training (EPT)



As a wholly-owned Indigenous company, CanNorth is in a unique position to further Indigenous involvement in projects. This includes integrating traditional knowledge into project planning and implementation, fostering Indigenous capacity-building through economic participation, providing training and employment, and supporting our clients to seek effective and fair engagement with Indigenous peoples and during Duty to Consult and Accommodate processes.



CanNorth acquired Natural Resource Solutions Inc. (NRSI), in September 2023, to combine two of the industry’s top environmental firms in Canada.



**Operational Excellence**

In 2022, CanNorth implemented electronic field forms that import data directly into our database, increasing our efficiency and accuracy and benefiting our clients.

**CanNorth was started in 1997 and is 100 per cent owned by Kitsaki since 2001.**

**LOOKING AHEAD**

**Milestone Achievement:**

CanNorth was awarded the McIlvenna Bay Environmental Impact Statement, a large and prestigious project valued at over \$1 million.

**Expanding Horizons:**

Our community division is venturing into new areas, securing new work, such as a Social Impact Assessment and Social Management Plan for SSR Mining. Additionally, we’re providing our environmental and engagement services to First Nations to support the development of strategic plans and actions to manage and protect their land.

From risk assessment work for abandoned mine and exploration sites and High Arctic Weather Stations in Nunavut to an Environmental Management Plan and Abandoned Vehicle Recycling Pilot Program for the LLRIB, CanNorth will be spearheading critical environmental work and green initiatives in Saskatchewan’s north.

**Environmental Impact:**

- > ISO 14001
- > CanNorth has employed the ISO 14001 environmental management system, to drive ongoing improvements in our environmental performance. CanNorth allocates time and funding for a dedicated ISO 14001 committee to focus on programs and processes like:



**Recycling and compost programs**



**Power, energy, and water consumption**



**Preventing bird strikes**

**Safety:**

- > ISNetWorld (Occupational Health and Safety)
- > ISO 9001:2015 (Quality Management)
- > ISO 14001:2015 (Environmental Stewardship)
- > ISO 45001:2018 (Occupational Health and Safety)
- > Energy Safety Canada COR (Occupational Health and Safety)

In 2022, CanNorth completed work as part of larger teams for exciting projects occurring in Saskatchewan, including SaskPower’s investigations into the use of Small Modular Reactors and the province’s plan to provide large-scale irrigation through the Westside Irrigation Project.

Peter Vanriel, CanNorth General Manager





91% OWNERSHIP

# FIRST NATIONS INSURANCE SERVICES

## EMPLOYEES

**95%**

of employees are women

**75%**

identify as Indigenous

**This innovative program is meticulously designed to safeguard Treaty Rights**

## Overview

FNIS is a comprehensive brokerage firm specializing in group health and pension services and individual health and pension offerings. We are the exclusive provider of our unique, proprietary third-party group insurance plan, the "FNIS Plan." This innovative program is meticulously designed to safeguard Treaty Rights and augment insurance coverages. Our portfolio of services encompasses an array of benefits, including Life Insurance, Dependent

Life Coverage, Accidental Death and Dismemberment Insurance, and Short and Long-Term Disability. We also offer Extended Health, Dental, and Vision coverage. FNIS also provides an Employee and Family Assistance Program and Pension services, among other benefits.

FNIS's mission is to deliver all-inclusive, client-focused solutions catering to individual and group needs, adding value and securing peace of mind for our valued clients.



Our commitment to cultivating talent and expanding knowledge remains foundational to our corporate culture at FNIS.

**17 employees** were trained



**\$15,000** spent on education and courses



## Training, Development, and Capacity Building

FNIS prioritizes ongoing education, evident through training opportunities that engaged 17 employees.

Reinforcing our commitment, we invested a substantial \$15,000 to support participation in training and development courses.



20% OWNERSHIP / 100% MANAGED BY KITSAKI

## ATHABASCA CATERING LIMITED PARTNERSHIP

### EMPLOYEES

**83%**

identify as Indigenous

**48%**

are directly from our partner communities

**67%**

are from Northern SK, directly benefiting from the work we do there

### Safety:

- > ISNetWorld
- > COR certified
- > AIFR of 15.95
- > WCB SAFETY ACHIEVEMENT 2019-2022 with year-on-year industry discounts



### Overview

Athabasca Catering (ACLP) is a seasoned provider of comprehensive catering and camp management services, primarily to the mining and construction industries, with a foundation firmly rooted in the rich resources of the Athabasca Basin. Since the 1980s, we have offered premier catering solutions while fostering sustainability and local community engagement. Our commitment to quality, customer service, and safety is unparalleled, with customized and adaptable services tailored to diverse dietary needs and the unique challenges of remote workforces. Powered by a talented team of hospitality professionals, we continue to exceed client expectations, embodying a mantra of service above self and making a lasting, positive impact on those we serve.

### Courses:

- > OHC level 1 & 2
- > Food Safety Training – Basic
- > Food Safety Training – Advanced
- > Heart Smart Cooking for Client Health
- > Food Allergens Awareness
- > Safe Knife Handling
- > Cleaning Standards & Specifications



**525 employees**  
trained per year



**More than**  
**\$10 million** in  
annual payroll

### Training, Development, and Capacity Building

AC represents 19 communities and spans 35 reserve lands in Northern Saskatchewan. The employee base of Athabasca Catering plays a vital role in our commitment to meaningful and consistent education, training, and employment. By providing flexible work opportunities, we strive to cater to the unique needs of our northern demographic, enabling professional growth and sustainable development in these communities.

- > Housekeeper (National Standards)
- > Cook Journeyperson/Red Seal
- > Food & Beverage Person Journeyperson
- > Guest Services Representative
- > Journeyperson
- > Food & Beverage Cost Controls



100% OWNERSHIP

# LAROCHE MCDONALD INSURANCE AGENCIES LTD.

**EMPLOYEES**

**80%**

of employees are women

**12.5%**

identify as Indigenous

**Overview**

LaRoche McDonald is a diverse insurance and property management firm established in 1933 through a partnership between Jack LaRoche and Herb McDonald. In July 2022, Kitsaki Management acquired the company, which is headquartered in Saskatoon, Saskatchewan. Offering expertise in personal and commercial insurance, LaRoche McDonald boasts a versatile insurance division that serves as the preferred insurance

broker for clients across Western Canada while focusing primarily on Saskatoon and its surrounding regions.

**Training, Development, and Capacity Building**

LMA dedicates \$4,800 per person annually to facilitate eight to 15 hours of continuous education modules. Additionally, LMA ensures comprehensive coverage for industry-specific training, extending this benefit to all employees.

The insurance industry – and the world in general – are changing and evolving faster than ever, and the best way for an insurance agent to keep up and thrive in a constantly changing market is to engage in continuous education and learning.

Cheryl Arcand, First Nations Insurance Specialist



**Community Building**

With great pride, La Roche McDonald maintains our longstanding support for Saskatoon’s Enchanted Forest. This annual winter tradition raises vital funds to support The Saskatoon Zoo Foundation and Saskatoon City Hospital Foundation.

We also extend an annual \$50,000 hole-in-one sponsorship for the Saskatoon Food Bank to support increased food security in our community.



14% OWNERSHIP

# PLATO TESTING

PLATO is a software testing and technology services company trusted by clients worldwide.

## EMPLOYEES

**42%**

of employees are women

**32%**

identify as Indigenous

**7%**

report having a disability

**32%**

identify as multi-racial/ethnic and other

## Overview

In addition to providing our clients with the highest quality software testing services, PLATO is creating careers in technology for First Nations, Inuit, and Métis people from coast to coast to coast through our innovative train-and-employ model. Built on the foundation of a 25-year software testing company, PQA Testing, PLATO is an experienced, innovative, proudly Canadian company.



## Training, Development, and Capacity Building

PLATO's train-and-employ model provides a pathway for First Nations, Métis, and Inuit people to launch careers in the technology sector. The program encompasses five months of comprehensive in-class training emphasizing the fundamentals of software testing, augmented with a hands-on paid internship, and experiential learning with one of PLATO's corporate partners. Following eight months of training, successful graduates are guaranteed rewarding full-time and well-paying employment with PLATO.

### Since launching PLATO's train-and-employ initiative in 2015, the company has:

- > Delivered 26 Software Tester Training courses
- > Provided training to 300 Indigenous students
- > Provided 4,178 months of full-time employment to Indigenous graduates of PLATO's program
- > Impacted 66 communities, from coast to coast to coast
- > Invested **\$14,432,399** through salaries to the Indigenous economy



30% OWNERSHIP

# NORTHERN RESOURCE TRUCKING

## HIGHLIGHTS

# \$37M

Since 1994, NRT has paid **\$37 million** in distributions to our Northern partners.



Over the years, we have hauled **hundreds of loads of groceries** or equipment for free to communities in need.



We serve **131 clients** across Canada, from British Columbia to Quebec.

## Overview

NRT, a versatile logistics company, primarily serves Saskatchewan’s uranium mining industry. We’re distinct from many trucking companies who are limited to moving one or two commodities, standing out through our diverse services. Our capabilities span transporting liquid and dry bulk chemicals, van freight, flat deck freight, refrigerated vans, liquid fuels, pressure vessels, and oversized equipment, such as large tanks, and cranes. Additionally, NRT’s reach extends to Winnipeg, with that branch serving various customers in Manitoba and Northwestern Ontario with shipments of industrial chemicals, fuel, propane, and dry bulk products.

## Training, Development, and Capacity Building

Beyond our transport services, NRT proudly operates a truck driver training school in Prince Albert. Here, students complete provincially mandated Entry Level Training to secure a Class 1A license. NRT also provides extensive in-house training, covering areas like Transportation of Dangerous Goods (TDG), Workplace Hazardous Materials Information System (WHMIS), Cargo Securement, Professional Driving Improvement Courses, and training for handling the various products we transport. Our team of trainers, all certified by SGI and STA, are committed to maintaining the highest standards of instruction and expertise.

The NRT truck driver training school had revenue of \$780,000 in 2022 and successfully trained 63 students, two of whom were hand-picked for NRT’s in-house training program. This unique opportunity allowed these graduates to gain the requisite two years of experience to drive for NRT and demonstrates our commitment to removing barriers and employing training models that foster promising career pathways.

NRT’s dedication to safety, well-trained and experienced drivers, and a strong company culture equips us to thrive in a dynamic industry.



With the ramp-up of Key Lake and McArthur River, NRT has had to invest \$5 million to get the required trucks and trailers to meet the demand from Cameco’s growth.



25% OWNERSHIP

# MARCH CONSULTING ASSOCIATES

## EMPLOYEES

**26%**

of employees are women

**50%**

of leadership team and management are women

**50%**

of Board Members are women

**31%**

of employees are international and represent eight countries and four continents

In 2022, March was awarded the Project Management Institute North Saskatchewan Project of the Year Award for the Woodland Wellness Centre in Lac La Ronge, SK.

### Overview

March is a multi-discipline industrial engineering company and one of the largest independent consultants in our industry in Saskatchewan, with headquarters in Saskatoon, SK, offices in Regina, SK and a planned office in Calgary, AB. We provide engineering procurement, project, and construction management (EPCM) to various resource-based industrial and commercial clients. In addition to our full spectrum EPCM services, our

niche extends to specialized expertise in heavy industrial feasibility studies and asset integrity. Our team consists of primarily Saskatchewan-based engineering and project management professionals and administrative support with a wide range of global and local expertise. As we experience sustainable growth, our diverse team continues to expand – and yearly feedback from team members indicates our inclusivity is an enduring and fundamental part of our culture.



### Safety:

- ISNetworld
- Zero Lost Time Injuries

**\$2.7M**

in internal time and training was spent on employee education in 2022

**HIGHLIGHTS**

**\$6M+**

in wages to  
97 employees in  
Saskatchewan

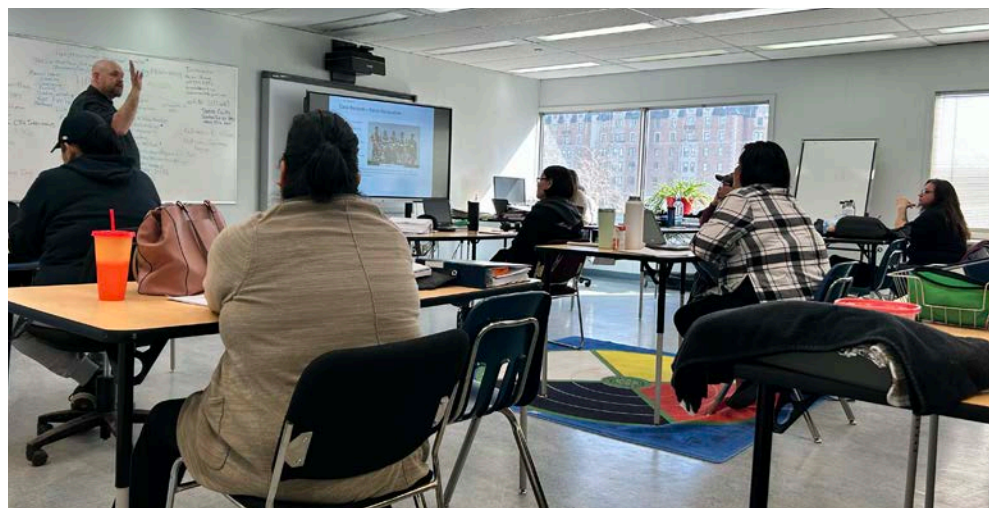
**Overview**

Established in 1992, Procon is one of Canada’s leading mining contractors, known adeptly developing and managing projects within challenging, remote environments. Our portfolio encompasses underground ventures spanning precious metals, base metals, and soft rock industries across three continents. A significant portion of this work is done in partnership with Indigenous businesses across Canada – with several partnerships lasting more than two decades. Procon takes great pride in being the sole mining contractor certified by the Canadian Council for Aboriginal Business (CCAB) as ‘Bronze’ under their Progressive Aboriginal Relations (PAR) Program.

**Training, Development, and Capacity Building**

The Kitsaki Procon joint venture has paid more than \$6 million in wages to 97 employees in Saskatchewan – contributing significantly to the local, regional and national economies. Apart from providing substantial local employment, Procon takes an innovative approach to training and development, using project-specific Training Plans to identify and communicate employee training requirements. These plans factor in the employee’s work location, and task-specific hazards and risks to ensure a focused and effective approach to skill development. As part of our commitment to robust training and development, is our dedication to providing our current and future Indigenous employees who possess the essential skills and experience with opportunities for advancement.

Kitsaki Procon talking to SIIT Women in Mining students, which resulted in four students becoming employees after graduation.





31.6% OWNERSHIP

## OPTEK SOLUTIONS

### HIGHLIGHTS



Acquired 100% of PA Photocopier, integrating the operations in 2022

Optek donates computer equipment to Computers for Schools+ (CFS+) Saskatchewan, which distributes computers to schools, not-for-profit organizations, low-income families, and Indigenous communities across Saskatchewan at no cost.

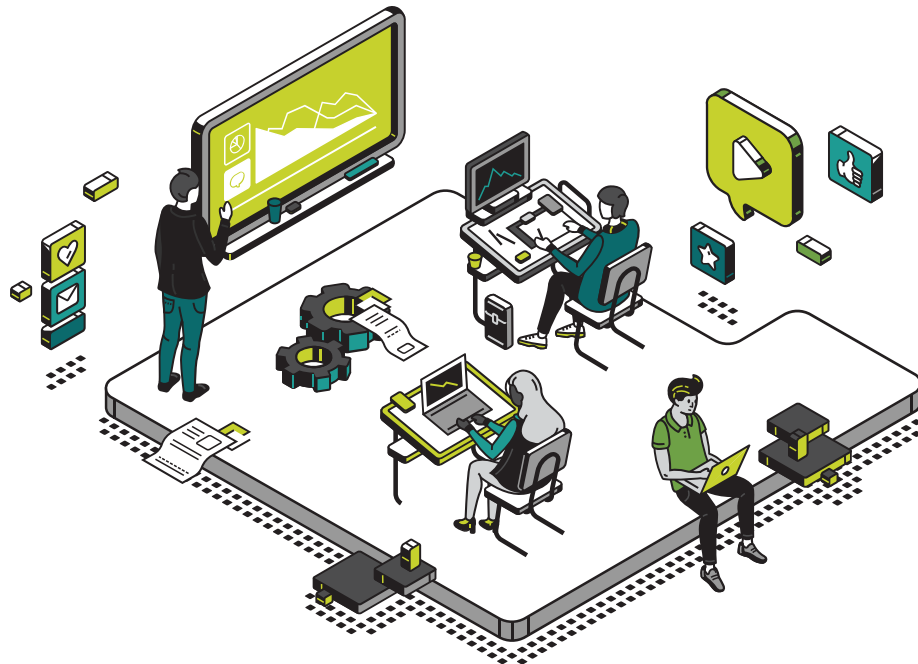
### Overview

Optek Solutions was founded as a partnership between Athabasca Basin Development and Peter Ballantyne Group of Companies to provide remote desktop support and consulting services to clients across Saskatchewan. In June 2022, Kitsaki acquired 31.6% of the partnership and 100% of PA Photocopier.

### Training, Development, and Capacity Building

The Spark Mentorship Program, developed in collaboration with the Athabasca communities and the Prince Albert Grand Council (PAGC), identifies individuals interested in working in IT. Five individuals were selected, receiving remote coursework and guidance from a seasoned Optek team member.

Additionally, Optek provided full-time employment to a resident of Black Lake, who primarily engages with clients in Southern Saskatchewan.



## AGI ENVIROTANK

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leading storage  
tank manufacturer

In April 2023, Kitsaki acquired a 51% interest in AGI, a leading manufacturer of steel storage tanks used across various industries.

### Overview

Based in Saskatchewan, AGI Envirotank stands as a leading steel storage tank manufacturer and installer, boasting over 27 years of industry experience. Our expertise lies in designing and constructing customized tanks for diverse applications. Our commitment lies in providing our customers with cost-effective solutions to fully meet their containment requirements.







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