

The Saskatoon Tribal Council Industry Playbook



A STRATEGIC PLAN TO DELIVER LEGACY PARTNERSHIP SERVICES WITH POTASHCORP AND OTHER INDUSTRIAL SUPPLY CHAINS

STC Economic Development, June 2017





The Saskatoon Tribal Council (STC) improves the quality of life of First Nations people living on and off reserve through mutually beneficial partnerships with community organizations and industry. Specifically, STC has a strategic goal to achieve greater First Nation participation and inclusion in Saskatchewan's potash industry. To that end, we are aggressively pursuing new business relationships with Saskatchewan's resource sector and major industries – and especially with PotashCorp - under a longstanding and successful Partnership Agreement (over five years old). By working together, we continue to develop a number of opportunities for current and future Aboriginal employees, businesses, entrepreneurs and community investment projects and services on behalf of our seven STC nations.

In 2016 PotashCorp took the next bold step. They demonstrated an exemplary role in economic inclusion for our Aboriginal communities. PotashCorp established an ambitious goal that requires at least 30% of annual local area spending, both directly and through its expanded supply chains, to benefit Aboriginal communities and their related employment and business activities by the year 2020. In order to achieve this goal, PotashCorp created an Aboriginal Content Playbook. They seek to partner with Canadian suppliers that will not only deliver exceptional value through products and services, but also drive positive impacts across Aboriginal communities.

Similarly, SIMSA (Saskatchewan Industrial and Mining Suppliers Association), have also just released their guidelines for Aboriginal Inclusion to help their member companies plan and enact their efforts toward including Aboriginal peoples in Saskatchewan's economic opportunities.

It is now up to STC to better prepare for, match and respond to these tremendous examples of corporate leadership. We have established this corresponding STC Playbook to make it as easy as possible for industry to develop a successful Aboriginal Content Plan. This document provides a clear and concise catalogue of all the many opportunities for working directly with STC and our seven First Nation communities.

Most importantly, I am proud to introduce you to a new, one-stop service and organizational unit within the Economic Development Department of Saskatoon Tribal Council. We are calling it our Legacy Partnership Services. We have a new team that will be dedicated to guiding and coordinating all industrial supply chain responses through both the STC and the PotashCorp Playbooks.

There has never been a time of more organizational focus, more goodwill and more dedicated leadership and resolve to take Aboriginal partnerships with industry to the next level. We look forward to being your new Partner!

Sincerely,

STC Tribal Chief Felix Thomas

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INTRODUCTION

WHY PARTNERSHIPS? ... BECAUSE IT'S THE RIGHT THING TO DO ... PREPARE FOR THE FUTURE

Simply put, working with STC and its First Nations is good business. We will provide you with the workforce and the subcontractors of your future. We are also a very dominant part of your present community, as companies strive to earn social license and respect as good corporate citizens.

Here are just a few economic and demographic realities of what it now means to be a *representative* member of the Saskatoon Region:

- Over 11% of our total Saskatoon area population is either of First Nation or Métis heritage and the Aboriginal population share in all of Saskatchewan is about 16%. This means there are about 20,000 First Nation people living in the urban area of Saskatoon. Among all cities in Canada, the Saskatoon Region ranks only second to Winnipeg in having the largest share of Aboriginal population.
- Putting it another way, the seven First Nation communities of the Saskatoon Tribal Council have a combined population of 12,000 people – either off-reserve or living on nearby reserve communities.
- There are now over 7,000 Aboriginal children aged 0-14 years in Saskatoon, which comprises 30% of the entire First Nation and Métis populations. Moreover, close to 45% of ALL students entering kindergarten in Saskatoon are now of Aboriginal ancestry.
Projecting forward, despite increasing foreign immigration, the entry level workforce in the Saskatoon Region is projected to be 50% Aboriginal by 2050!
- We continue to have a major education gap – with nearly half of all Saskatchewan First Nation people over the age of 15 still not having a high school diploma (and 34% of the Métis population with no high school). This does not compare well with the non-Aboriginal rate of only 21% failing to have a high school degree. In the Saskatoon area, the numbers of high school graduates are higher, but the gap is equally significant.
- The result is lower labour force participation. Just under 50% of Aboriginal youth participate in the labour market (age 15-25) compared to nearly 70% of non-Aboriginal youth.



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- Comparisons of population groups with either a diploma or some university degree are as follows:
 - First Nation residents with a post-secondary diploma or some degree = 23%
 - Métis residents with a post-secondary diploma or some degree = 35%
 - Non-Aboriginal residents with a post-secondary diploma or some degree = 49%
 - The education gap between First Nation and non-Aboriginal populations directly correlates with major disparities in job status and average income, especially among populations with lower educational attainment. The average non-Aboriginal person's annual income is \$41,230 compared to only \$13,900 for those living on reserve and \$24,400 average income for First Nation people living off reserve.
 - Higher poverty gaps lead to major disparities in social conditions such as health, housing and incarceration when comparing Aboriginal to non-Aboriginal groups.

**When projected forward to 2030,
it is estimated that we could capture
over \$50 Billion in added economic benefit
if we merely achieved population income
and educational parity between Aboriginal
and non-Aboriginal people.**

**THIS IS SASKATCHEWAN'S
BIGGEST MEGA-PROJECT.**

**All we need to do is make
Aboriginal partnerships
a serious priority!**

Mining and other resource extraction sectors know their companies intend to be here for decades or centuries, as long as their abundant mineral reserves don't run out. Therefore, an investment today in First Nation partnerships will mean big payoffs in years to come. Our local population demographics are rapidly pivoting toward a social and economic future that will be dominated by STC and its Aboriginal communities.

In the meantime, studies show that our current socio-economic gaps are costing the Saskatchewan economy over \$1 Billion per year due to the lost earnings and reduced spin-offs because of current differentials in Aboriginal and non-Aboriginal education and inclusion.

THE SECOND REASON FOR PARTNERSHIPS: IT MAKES GOOD BUSINESS SENSE - NOW!

More importantly, Aboriginal organizations and programs (especially those coordinated by STC) want to earn the respect and trusted status of the corporate community. First Nation institutions and economic systems have come a very long way in the last decade. We are now very prepared, willing and able to become a responsive partner for your future training, recruitment and procurement requirements. Our Aboriginal leadership and governance systems have been transformed into the utmost of professionalism, managerial capacities and customer service; they are now ready to serve our economy.

Here are a few examples:

- Most First Nations, including the STC communities, now own and partner with a very sophisticated mix of wholly-owned Economic Development Corporations (EDC's), Limited Partnerships and other corporate holdings – competing successfully in ALL sectors of our economy. EDC's are now becoming the dominant Aboriginal employer of the future and Aboriginal EDC's in the Saskatoon area have an average of 63% Aboriginal employees.
- In the Saskatoon Tribal Council, many of the Band and Council Members have taken professional Governance Training. Emphasis on good professional governance is paramount.
- In the Saskatoon area, there are now over 13 First Nations with urban or suburban land holdings in commercial areas that are now ready or already being used for development – either as urban reserves or as (fee simple) land purchases.
- We now have many financial institutions that are completely dedicated to and focusing on supporting First Nation and Métis entrepreneurs, providing millions in annual lending and equity capital to their companies and their business partners every year.
- All of the seven First Nations in the Saskatoon Tribal Council now have their own First Nation Land Management Regimes, which will soon bring added sovereignty and sophistication in making rapid economic development decisions.

The STC Playbook shows now is the time to focus on the strengths of the Aboriginal opportunities in the Saskatoon area, not on our weaknesses. It identifies the many opportunities and support systems for industry to connect and demonstrate stronger commitment to Aboriginal communities - especially with the Saskatoon Tribal Council. STC is ready to serve as the dominant

PotashCorp partner who will help achieve the imperative need for 30% local spending by its supply chain to various forms of Aboriginal partnership by 2020.

Once connected, we bring many excellent partnership advantages to the potash industry:

- We want to help all suppliers and local industries respond to the overall Local Aboriginal Content Strategy requirements of PotashCorp;
- Through this new policy comes added opportunities to demonstrate commitment to the fastest growing local labour market – and earn the respect and trust to sell to the fastest growing consumer group in the Saskatoon economy, namely our Aboriginal populations;
- Acquisition of an increasingly trained and better educated Aboriginal labour group means that you will be working with people that have been rooted in Saskatchewan's economy for thousands of years. We are not settlers nor transients. This is our home. Our people are certainly not going to be flight risks or move on to other economic regions or diasporas, unlike many of the immigrant arrivals that often eventually migrate to Canada's biggest cities and may not remain in Saskatoon;
- You will receive access to an increasingly flexible and innovative training and recruitment system to help custom design and plan your workforce to your specific needs. In some cases, our Aboriginal pre-employment and job support systems are even more responsive than non-Aboriginal bureaucracies and more rigid institutions;
- We will also offer you access and leverage to added pools of accumulated capital by our own capital markets and Aboriginal financial institutions and by TLE Funds, Trust Incomes and other potential sources of partnership capital;
- We will further introduce you to a rapidly growing number of sophisticated and better trained Aboriginal entrepreneurs, business managers and governance systems. STC, its member communities and related companies want to compete on the quality of our products and services, based on attaining the highest levels of business standards. All we want is your careful consideration and equal treatment, not your favouritism or pity; and
- Finally, we encourage you to grasp the ultimate demographic reality. It is simply THE RIGHT THING TO DO – especially when we have an aging non-Aboriginal population and an increasingly tight labour market in the decades to come.

LEGACY PARTNERSHIPS & COORDINATED SERVICES

OUR NEW ONE-STOP PROGRAM TO OFFER LEGACY PARTNERSHIP SERVICES

A New Team and an Accelerated Focus

We know for those who have not had much experience working with First Nations or other Aboriginal organizations, the path ahead may look confusing and maybe even daunting. There is an alphabet soup of ever-changing government programs and eligibility criteria. There are shifting political, administrative and business landscapes. There may also be concerns about how to communicate or work across cultures and not knowing how to prepare your workplace to be ready to consider Aboriginal content strategies.

In recognition of these concerns, gaps and possible misconceptions, the Saskatoon Tribal Council has now established a new Unit - **Legacy Partnership Services**, which will be a convenient one-stop shop to more pro-actively work with all industry players in the potash supply chain. We want to more assertively and cooperatively assist each company to amplify its Aboriginal content as a part of the new expectations and commitments as a PotashCorp or other industrial supplier. We have put in place a dedicated team:

Economic Development Advisor, Matt Sherry - msherry@sktc.sk.ca
Industry Relations Manager, Cliff Tawpisin - ctawpisin@sktc.sk.ca

This new team will be the *One-Stop Shop* for any industry or company wanting to sincerely demonstrate and design an effective Aboriginal Content Strategy in satisfaction of the new Local Aboriginal Content (LAC) requirements of PotashCorp or other industrial supplier.

Our new Legacy Partnerships Services Unit will assist, link and coordinate a willing industry partner to all of the necessary job hiring, business partnerships, procurement advantages and philanthropic (community investment) opportunities to help advance their Aboriginal Content Plan.

Our new co-ordination Unit will not be passive. Our team is determined to help companies build economic and social legacies. They will be working closely with every other relevant group and department in the Saskatoon Tribal Council to help better systematize, customize and co-ordinate an effective partnership service for each new Legacy Partner. They will also be reaching out pro-actively with various industry associations, Chambers, business groups and our own community leaders and STC businesses to grow the supply and quality of our workforce preparation and responsiveness to your procurement needs and opportunities.



WORKING TOGETHER WITH POTASHCORP AND OUR NEW LEGACY PARTNERSHIP UNIT

Here is how our new team and process work. First, we can help you develop your own definition and strategy for Aboriginal engagement opportunity and content. Like PotashCorp, we will define our range of partnership services to help industry - as broadly and creatively as possible - in four pillars or key cornerstones:

Direct Employment Support

- We will link you to STC Employment Services and our other training and job placement partners in SIIT, Sask Polytech and the U of S.
- Then we will identify, support, coach and monitor your development, hiring and retention of each STC identified job candidate – one hire at a time.

First Nation Subcontracting and Added Joint Venture Partnerships

- We will assist you to be aware of and find more Aboriginal subcontractors, especially among an impressive and growing list of directly owned STC partnerships and firms and across the seven First Nations that dominate our local market area.
- Once again, we will not stop there – we will also guide, mediate and support both the industry buyer and our own Aboriginal companies with resolution of satisfactory contracts and shared monitoring to ensure top notch performance.

Support and Connection to First Nation Entrepreneurs

- We will introduce you to the many Aboriginal incubator programs and a growing network of small and medium-sized Aboriginal entrepreneurs ready to serve your business needs.
- Moreover, we will monitor and/or guide the success of this contracting through support from a professionally certified business coach, who we intend to include as our added consultant and to be made available to our Aboriginal firms as an added support.
- We also will point out ways and means in which your company can make a difference to invest in our high school business clubs and/or help grow a culture of Aboriginal entrepreneurship through other STC partnerships.

First Nation Community Investment

- In addition to the PotashCorp list, we will also show you the many opportunities to demonstrate your voluntary, philanthropic and/or sponsorship support to help our STC communities and citizens.
- We also have identified a few new and unique signature areas where your added involvement as a community investor could tap into some true legacy-building investments and programs, as STC works on other special projects.

SAMPLE ACTIONS AND RELATIONSHIPS

Step One – When you submit an RFP proposal to PotashCorp, or better yet, before you consider even working on the next PotashCorp project, you can come to the STC Legacy Partnership Services Unit and we will help with ideas on how to design an effective Local Aboriginal Content (LAC) Plan.

Keep in mind that PotashCorp is committed, as STC’s major partner, **to have at least 10% of your supplier evaluation based on the substance of your ideas and your future commitment to First Nation partnerships with STC and others.**

Step Two – If you are successfully awarded a contract with PotashCorp you will need to formalize your First Nation Content Strategic Plan and sign a Statement of Commitment to your ideas. Our new STC Legacy Partnership Services Unit will help you revisit your initial ideas, clarify your goals and identify more specific means, metrics and partnership resources to help you make your LAC Plan work effectively.

Step Three – Working with our Legacy Partnership Services team and with PotashCorp, we will coordinate, help execute, guide and monitor your LAC Plan and its connection to all our other departments, services, businesses and extended partnerships and other Special Projects.

Step Four – We will also assist you with any ongoing monitoring and reporting of your Aboriginal Content Key Performance Indicators (KPI’s) and other metrics.

Some sample elements of an effective Local Aboriginal Content Partnership with STC may include:

- Working with STC Employment Services to develop a Pre-employment Readiness and Training Program to help prepare for a future expansion or new training needs at your company;
- Looking at the STC database to identify and prepare potential job candidates,
- Working to set new STC band member hiring targets over a forecasted time frame;
- Assistance with the STC career fairs or other job and career mentoring programs;
- Taking a cultural competency course and/or other HR training through STC or one of its approved partners;
- Subcontracting to one of the Economic Development Corporations or Aboriginal partnerships owned by our STC communities;
- Serving as an angel investor, mentor or community investor to our many business clubs or local entrepreneurs or incubators or helping to sponsor a local Aboriginal business training program(s);
- Providing added sponsorship or investment to one of our other STC special projects either in partnership with SIIT, Sask Polytech or the U of S; and
- Providing a significant investment in one of our many STC or community projects or programs either by adding to ongoing PotashCorp investments or by establishing new investments in community projects and programs with opportunities for your own brand and donor recognition.

The following sections of this STC Playbook amplify and catalogue the many ways and opportunities to help co-create your Legacy with STC!

HIRING AND TRAINING

Contact: James Ouellette
Director, Employment and Training Services, STC
jouellette@sktc.sk.ca (306) 659-2578

STC EMPLOYMENT AND TRAINING SERVICES AS YOUR ONE-STOP SOURCE FOR TALENT

There are literally dozens of Aboriginal employee education, employee workforce preparation, pre-employment training, placement and ongoing employee coaching and support services scattered across dozens of agencies and institutions. This reality presents a confusing maze to most industries and employers who simply want to know how to find the right workers for the right jobs.

The best place to start is contacting STC Legacy Partnership Services as your one-stop pathfinder and guide. We have a very close relationship with the Employment and Training Services (ETS) Department in the Saskatoon Tribal Council. ETS is a highly dedicated and professional team that is ready to work with potash and other industries to support their commitments to more Aboriginal content in hiring. They are status blind when it comes to job placement activities. In other words, they not only help find and support urban and reserve STC band members for placement with business, they track and assist other First Nation, Métis and Inuit job seekers in Saskatoon and the STC community.

STC and ETS work together with employers and their prospective Aboriginal employees to provide a total wrap around preparation and support system. In 2015-2016 alone, assistance was provided to over 1,700 prospective employees. Based on exact employer needs, ETS can choose students for pre-employment funding and preparation based on job market trends. They also work with an enhanced service delivery program that will move 18-24 year olds from a path of social assistance to workforce readiness. STC clients have found jobs in such diverse areas as construction, catering, HR assistance, millwrights, pipefitting and Class 1A.

Last year's track record speaks for itself:

- 261 people were advanced through career mapping and preparation for employment;
- Another 459 people were matched and found jobs working with ETS and employers; and
- Numerous other clients are supported every day through such services as career counseling, resume development, interview assistance, a Job Finding Club, interview assistance and other activities.



In addition, ETS has a team of Urban Navigators that will work behind-the-scenes to support an employee's entire family transition from rural to urban life. Outside the workplace, there are several dedicated people to help new Aboriginal workers to overcome other barriers such as housing, transportation, child care, health care and continued cultural connections.

In summary, while STC's Employment Services administers many other programs, each with its own criteria and funding mechanisms, it is not the responsibility of either Aboriginal job prospects or interested employers to necessarily know exactly which program will fit their needs.

But it is the responsibility of ETS - and now our new Legacy Partnership Services Unit - to ensure all our coordinated services are as responsive as possible and fit the needs of the clients. All that industry needs to know is that we are determined to create *A CULTURE OF SERVICE*.

Simply contact us and you will be introduced to:

- Work experience partnerships with students still in school,
- Transition to employment partnerships,
- Apprenticeship partnerships,
- Summer student employment partnerships,
- Self-employment assistance programs,
- Added employment and support programs for First Nation workers with disabilities,
- Pre-employment readiness,
- Advanced career workshops and job training,
- Job match-making and direct placement by using the TAS/ASETS system,
- A Rapid Response Training Team to cover some training basics in First Aid/CPR, Food Handling, Other Basic Safety, etc.

There is another reason for the potash and other industries to stay closely connected with STC and its ETS Division - our strategies are constantly evolving. We are looking for added industry partnerships and even added industry contributions to improve our employer-employee job match database and its use as a total case management system. We will also be evolving as a total, integrated Employment Centre to provide temporary and labour contracting services on an added fee-for-service or commercial contract basis.

OTHER JOB TRAINING AND PLACEMENT PARTNERSHIPS

To date, STC Employment and Training Services have developed over 80 formal partnership agreements with many more in progress. Most notably, they have forged excellent partnerships with various post-secondary institutions. As your one-stop for developing an Aboriginal Contact Strategy, we will work with you to find these added contacts:



Saskatchewan Indian Institute of Technologies (SIIT)

Contact: Lisa Shingoose
Vice President, Employment Development and Career Services, SIIT
shingoose@siit.ca

SIIT was established in 1976 to offer training and education programs to First Nations individuals in Saskatchewan. SIIT serves First Nations adults by providing vocational and technical employment programming as well as educational services for continued career growth.

SIIT delivers a variety of programming including: certified programming (in collaboration with other educational institutions), partnerships with industry, and academic programming (GED, literacy programs, post-secondary preparation). SIIT also has the capacity to provide out-of-province delivery of programs.

SIIT's Construction Careers and Industrial Careers Centres work with Aboriginal participants and employers to establish careers in construction and other industrial sectors by providing links to employment, access to training and trade certification. ETS and STC's new Legacy Partnership Services Unit will be pleased to connect potash industry suppliers to SIIT and:

- Coordinate the availability of an unemployed/under-employed labour force with industry's demand for skilled workers. Develop mutually beneficial linkages to the industrial sector, including job coaching;
- Provide direct involvement and support mechanisms to maximize the development of effective employee-employer relationships;
- Assist Career Centre participants to overcome employment barriers;
- Provide links and direct access to employment, skill development, safety training, driver license training, technical training and apprenticeship for participants;
- Provide assessment, coaching, career planning and mentoring for participants by the Career Centre staff;
- Promote interest in careers in the industrial sectors to the youth in the province; and

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- Maximize employment opportunities for participants by working closely with other SIIT Career Centres in the province and their respective partners.

We will also introduce employers to the SIIT Joint Training Committee (JTC), which continues as a partnership between SIIT and the Saskatchewan Apprenticeships and Trade Certification Commission. The JTC enables qualified individuals to enter the construction trades as apprentices. The JTC acts like an employer for the apprentice. An eligible worker applies to become indentured to the SIIT JTC and then becomes an apprentice in their chosen trade.

Saskatchewan Polytechnic

Contact: Jason Seright
Director, Aboriginal Strategy, Saskatchewan Polytechnic
jason.seright@saskpolytech.ca



Saskatchewan Polytechnic is Saskatchewan's primary public institution for skills training and technical education, recognized nationally and internationally. Since 1990, this institution has had a comprehensive Education Equity Program. This plan allows Sask Polytech to work towards developing a student body that is representative of all segments of the province's population. People of Aboriginal ancestry are strongly included as part of this plan.

We will work with Student Employment Services (SES) at each campus to also coordinate and help provide the services needed to put students, graduates and employers together.

Student Employment Services include:

- Communicating with potential employers about job opportunities,
- Posting job opportunities as they become available,
- Contacting students and graduates about job opportunities,
- Arranging on-campus interviews and employer visits,
- Providing students with information about potential employers, job search tools and trends in the labour market,
- Hosting an annual career fair,
- Helping to Test of Workplace Essential Skills (TOWES) to measure three of the essential skills (reading text, document use and numeracy),
- Other career testing, and
- Adult basic education.



University of Saskatchewan Office of Indigenous Engagement

Contact: Candace Wasacase-Lafferty
Director Aboriginal Initiatives, University of Saskatchewan
candace.lafferty@usask.ca

Under this STC Playbook, our new Legacy Partnership Services Unit is developing a very close and effective partnership with the Office of Indigenous Engagement at the U of S. We will coordinate employer contacts with the University as STC is interested in building a representative workforce across all occupational levels in our supply chains, including higher level professional and administrative jobs.

By working with us, we will expose employers to:

- Intercultural student gatherings,
- Various networks and support systems of student leadership and development,
- The Office of Aboriginal Student Services including Job Recruitment Services,
- Opportunities to partner with University STEM (Science, Technology, Engineering and Mathematics) programs to support younger high school students and future career transitions,
- Aboriginal entrepreneurs as part of the Edwards School of Business and Brett Wilson Centre for Entrepreneurial Excellence,
- *Weekly Soup and Bannock Presentations* where prospective employers can meet U of S Aboriginal students and present on their corporate recruitment needs and opportunities, and
- Numerous other partnerships on a customized, company by company basis.

Other Training Partnerships and Networks

Contact: Janet Uchacz-Hart
Executive Director, Saskatoon Industry Education Council
janet@saskatooniec.ca

The added supply and network of support systems to industries wanting to expand Aboriginal employment continues at many other levels. Here are *but a few* other places that our one-stop Legacy Partnership Service is also able to connect employers, as part of our extended leverage and path finding:

- First Nations University of Canada
- Gabriel Dumont Institute (GDI)
- Great Plains College
- Greater Saskatoon Catholic Schools
- Quint Core Neighbourhoods at Work
- Radius Community Centre
- Sask Careers Employment Services
- Saskatchewan Abilities Council – Partners in Employment
- Saskatoon Aboriginal Employment Partnership (SAEP)
- Saskatoon Chamber of Commerce – Aboriginal Opportunities Committee
- Saskatoon Food Bank and Learning Centre
- Saskatoon Indian and Métis Friendship Centre
- Saskatoon Public Schools
- White Buffalo Youth Lodge
- YWCA Employment and Learning Centre

Prior to final workplace recruitment and hiring, two key areas for industry commitment to an Aboriginal Content Plan are improving educational outcomes and establishing smooth school-to-work transitions. In this regard, STC and our Legacy Partnership Services Unit are strong partners with the Saskatoon Industry Education Council (SIEC). One of the most important longer term strategies to enhance Aboriginal content in the Saskatoon economy is to work with many of these SIEC Programs.

As our industry partners, STC can link you to the following programs:

- Support for Spotlight on Careers – to link Aboriginal students to career opportunities that interest them through youth visits on job sites;
- Skills boot camps for students in grades 10, 11 and 12 who are interested in hands-on career training in construction, automotive, power engineering and information technology;
- ManuQuest – to link our youth to the world of manufacturing,
- Try-a-Trade – aimed mostly at students in Grade 9 to test drive careers through various hands on activities;
- The Summer Youth Internship Program to provide youth with opportunities to work in the construction, manufacturing, automotive and tourism industries. SIEC has job coaches ready to work with employers and student interns;
- Safety@Work – working with SIEC we can also offer safety training to youth to provide them with skills prior to entering the workplace; and
- Construction 10 High School Curriculum support where STC and SIEC are always looking for employer partnerships to help bring more construction equipment to classrooms.

OTHER NEW STRATEGIES AND INITIATIVES BY STC LEGACY PARTNERSHIP SERVICES

As part of the development of our new Partnership Services, STC will be working on three new initiatives:

Workforce Retention Club

The new STC Legacy Partnership Services Unit, in conjunction with our ETS colleagues, would like to meet regularly with all industry partners who have hired STC band members and/or recruited staff using STC Employment Services. The purpose of this new network, which we will be calling *The Workforce Retention Club*, will be to monitor and provide ongoing advice, information and added support to employers long after their Aboriginal hires.

Retention Club activities will include:

- Regular networking meetings and discussion tables,
- Invitation to special events and training programs, and
- Profiling and information sharing in a special STC Jobs Retentions Newsletter and other bulletins.

Let's Try This Twice: Employer Training and Work Readiness Partnership

STC and its Legacy Partnership Services Unit are dedicated to creating many great examples of businesses who will hire more Aboriginal people, leading to more long term productive employees for business and positive careers for individuals. We want to improve lives and create a more inclusive, tolerant and prosperous economy.

However, when asked about hiring more Aboriginal workers, some business people will say, "*We tried that once and it didn't work out.*" At STC, we believe that it is time for business and workers to keep trying!

Accordingly, in partnership with John Lagimodiere and Aboriginal Consulting Services (ACS), STC Legacy Partnership Services will be offering an expanded program to take the current workplace cultural awareness training to the next level of practical value in most industrial workplaces. This new Training Program will be available to all STC business partners and it will include more in-depth discussion and preparation for:

- Tips and tools on better recruitment strategies,
- Review of many specific HR challenges and workplace scenarios,

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- Greater awareness of the distinct difference in extended family ties with Aboriginal employees and added awareness of customs, norms and traditions to better understand your employees,
 - Added tips and tools to help with better on-boarding and workplace coaching,
 - Ideas on how to create a customized training plan for future workers,
 - Ideas on how to review and adjust your company's wellness plans, and
 - Other practical HR tips and pointers.

This expanded training program will be promoted across the potash industry supply chain. STC and ACS will deliver this training inside specific companies or hold combined and open seminars and workshops on a regular basis.

Professional Business Coach and Mentor

STC's new Legacy Partnerships Unit will see the benefits of added consultant services through a Professionally Certified Business Coach. The Business Coach will be available to bring added HR, executive management, business planning and business development skills to our Aboriginal companies and our future industry partners. He/she will be able to provide a supplementary Business Coaching Program of one-on-one confidential business advising and mentoring on all aspects of business to ensure the best possible success to the owners and senior managers of our STC industrial partners.

SUB-CONTRACTING

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Cliff Tawpisin
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Readers of this section of the Playbook are encouraged to discover the many new and growing business opportunities by subcontracting your industrial needs to STC-owned or the seven Tribal Council First Nations EDCs and their separate economic development areas. Businesses engaged in the potash industry supply chain or other industries will be surprised and impressed by the rapid growth of very competitive First Nation enterprises under the overall STC network. Here again, as part of participation in the PotashCorp procurement policies, all the organizations and companies listed below are well trained, well managed and eager to work with industry.

Our STC Legacy Partnership Services Unit serves as an added Business Development team to help you make the right introductions and explore how to include these businesses in your Local Aboriginal Content Strategy.

You can either contact these Economic Development and Business Leaders directly - or please contact us - and we will schedule, coordinate and deliver a one-stop process to further ensure that good business happens!

STC ECONOMIC DEVELOPMENT, STC INVESTMENTS LP



The Saskatoon Tribal Council has an Economic Development Department that is focused on creating wealth and employment opportunities for STC members through the creation and/or acquisition of profitable ventures. Its primary driver and contact for future business opportunities is STC Investments LP with a Mission *to create sustainable economic opportunities and generate wealth for our seven First Nations*. Its vision is to be the premiere strategic investment company that serves as a catalyst for the economic success of the STC First Nations.

Through access and use of this Playbook, STC Investments will be eager to look at any potential investment partner that has:

- Minimum five year operating history,
- Annual sales between \$2.5 - \$20 Million,
- Superior technology, products, comparative cost advantage and exceptional management,
- A strong history of profitable operations,
- Low leverage on the company's balance sheet,
- Good succession capability, and
- Strong banking history and a reasonable acquisition purchase price...just to list a few of the investment criteria.

This investment arm of STC is governed by the Economic Development leaders from each STC First Nation. It takes great pride in a well-developed and professional governance manual and proper governance training of each Board Member. STC Investments will only invest in businesses that are of equal interest to all the seven STC First Nations and in operations that do not directly overlap with the other STC First Nation owned companies listed in the remaining sections of this Playbook. Currently, STC Investments LLP is confidentially engaged in detailed partnership discussions with several leading service and industrial companies.

STC owns STC Casino Holdings, which is a partnership company for the ownership of the \$70 Million Dakota Dunes facility, with revenues from profits channeled back to STC communities and eventually, future STC investments. STC also owns Cress Housing Corporation to provide affordable accommodation for many urban residents.

STC INDUSTRIAL CONTRACTING

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BDarbyshire@STCIndustrial.ca (306) 220-0109



STC Industrial Contracting is an Industrial General Contractor that is now wholly owned by STC Investments LLP and able to provide construction and maintenance solutions to the mining and power generation sectors of Western Canada. Services include mechanical, piping, electrical and instrumentation (MPEI), as well as civil, fabrication supply and install capacities. This company has extensive experience with the Saskatchewan potash industry and SaskPower, to name a few successful projects, and is recognized as a Tier One Stakeholder. It carries the following certifications:

- ISNetworld
- COR Certified
- CWB Certified

STC Industrial Contracting is able to handle most above-ground projects in potash mining and other industries, including scheduled maintenance and off-site fabrication. It has developed a strong mix of reliable and competent sub-trades and affiliates such as I & M Welding and Fabricating Limited from Saskatoon (a 12-year-old, established supplier). STC Industrial Contracting will provide the following services:

- Turnkey product management
- Welding and mechanical services
- Fabrication services and projects
- Skid packages
- Civil construction
- Modularization
- Demolition
- Plant maintenance, site services and repair
- Field construction and maintenance
- Procurement services, including linkage with other STC First Nation companies
- Reclamation services

To demonstrate stronger Aboriginal content and commitment, STC Industrial Contracting would be very interested in entering into an MSA (Master Service Agreement) followed by some development targets under a longer-term Site Services Contract.

STC Industrial Contracting has a safety goal of zero incidents and zero injuries across all company operations. It has had zero loss time incidents in three years of operations and has a commitment to ongoing safety training for all staff at every level and position.

KINISTIN SAULTEAUX FIRST NATION, KINISTIN ECONOMIC DEVELOPMENT

Contact: Chief Greg Scott
(306) 878-8188



Kinistin First Nation is located 39 kilometres southeast of Melfort, with a total population of 909 people and about 540 people off reserve, mostly in the Saskatoon area. Kinistin's vision is to grow as a progressive, prosperous and successful community of First Nation peoples and they have many trained employees ready to work in the potash industry. For example, at PCS Cory Kinistin First Nation workers have been contracted out in maintenance on brine tanks and other facilities. This First Nation is looking forward to finding other potential business partners, employers and customers.

MISTAWASIS FIRST NATION, MISTY VENTURES LP

Contact: Robert (Bobby) Daniels
President/ CEO, Misty Ventures
rdaniels1741@gmail.com (306) 370-8198

Chantelle Watson
Iron Buffalo Training Centre
(306) 713-0793



Mistawasis First Nation is 68 kilometers west of Prince Albert, with a large population of over 2,350 people and over 1,100 off-reserve residents, many living in Saskatoon. Mistawasis is the General Partner of Misty Ventures Inc. which is the operating arm of the First Nation Development Corporation.



Economic development is not new to Mistawasis Nêhiyawak. It has always been based on the need to provide for the community, but also driven by a desire for a better quality of life for its people. What culturally and historically started as being keepers of the land, grew to a trading industry, and has evolved into modern day business. It was with this mindset that Mistawasis First Nation started their journey to become a business-ready entity that would provide financial stability, as well as to develop opportunities for the Nation. In 2011, Mistawasis First Nation made the decision to separate business from governance and applied to be part of the Business Ready Investment Development Gateway Program. The bridge program was created by Indigenous and Northern Affairs Canada (INAC) and overseen by a group of board members from the private sector. The Program chose nine First Nation communities to become partners and help them get business ready. Mistawasis First Nation was one of the nine communities chosen and Misty Ventures Incorporated was created.

Working from the knowledge and success of the BRIDG Program, Mistawasis First Nation was confident in their abilities to keep growing, and in 2013 there was further restructuring. With support and guidance from the leaders of the community, a new Board was created that consisted of Mistawasis First Nation band members. From 2013 to 2015, with the new Board in place, there was significant strategic planning, including incorporating and getting its financials in order to truly become a business-ready entity. In January 2016, Mistawasis Nêhiyawak hired Robert Daniels as the CEO of Misty Ventures Incorporated (Misty Ventures).

Since 2016, Misty Ventures has created a total of seven prosperous companies:

- ***Misty Petroleum*** - a gas station and café located in the town of Leask, Saskatchewan;
- ***Misty Ventures Property Management*** - a property management entity that manages the building and infrastructure assets of Mistawasis Nêhiyawak;
- ***Misty Ventures Storage and Containers*** – a new company based on the growing need for storage bins that are compactible and easily dismantled to move from location to location;
- ***Misty Burton Concrete Services*** – a new company created to handle any aggregate work above ground such as concrete, gravel and topsoil;
- ***Misty Chemco*** - a general contractor service developed to assist with most heavy industrial, electrical and instrumentation projects; and
- ***Misty Clifton Engineering*** - an engineering firm developed to complete site testing, collect soil samples and provide many other environmental services.

Each Misty Ventures subsidiary works independently of each other with its own Manager/Director/CEO to oversee the business and its progress. However, each entity is supported by separate Boards that are between partners (if applicable) and Misty Ventures. All companies work together as the economic development arm of Mistawasis Nêhiyawak, along with good governance and support from the community. Misty Ventures can provide meaningful employment to band members, financial independence for the Nation and continue to give back and provide a better quality of life for its members. Today, Misty Ventures is truly business ready, open for business and always looking for new opportunities to grow and give back to the community of Mistawasis Nêhiyawak.

Misty Ventures is on track to become a very successful economic development arm of Mistawasis Nehiyawak. With the inclusion of the community, and by creating employment now and into the future, its people will become independent and prosperous. The team at Mistawasis Nehiyawak is committed to success because they all care about the future of the people and the land. It has delivered outstanding training services in such areas as scaffolding and concrete training.

MISTY PETROLEUM

Contact: Carol Pechawis
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Misty Petroleum was created by Misty Ventures Inc. The grand opening for the Gas Station and Convenience Store took place on April 11th, 2016. The Gas Station has been expanded to include Misty Café, which opened in September 2016. Misty Petroleum is also able to provide bulk fuel sales. It currently employs 14 people. This number fluctuates during the busy season of May to September. Staff is trained in First Aid, WHIMS and Safety Training and all have completed their Grade 12 Diploma. This company sets up its staff for success by encouraging them to try their best, believe in themselves and give them opportunities to transfer to other positions within the firm.

Misty Petroleum is dedicated to its entire staff by helping them to build work experience and encouraging them to continue to work in order to pursue future jobs that are being created by Misty Ventures. Some of the staff will stay as a career, while others move on when the opportunity arrives. This labour growth is encouraged. This company is the perfect place to build self-confidence, customer service skills and self-sufficiency. It also allows for a chance to work close to our home community of Mistawasis, without having to relocate to an urban center. Misty Petroleum is always looking for new talent. This company is 100% owned by Misty Ventures.

MISTY VENTURES STORAGE & CONTAINERS

Contact: Kurt Daniels
kurdaniels66@hotmail.com (306) 270-9211



Misty Ventures Storage & Containers is a way to bring its unique storage products to everyone worldwide. Its mission is to be the best portable storage container provider possible by providing customers with the highest quality products paired with premier service. This company strives to be a trusted business partner. It is determined to provide a full range of standard and custom built-products for sale and rental to the storage industry, disaster restoration industry, government as well as homeowners or anyone else who requires portable storage. If a potential partner or customer already owns a self-storage facility - or are thinking about investing in public storage or portable storage – Misty Venture Storage and Containers should be considered as a great option. As stated by its CEO, *“Why pay for bricks and mortar that can’t be moved, when for less money, you can set up a portable storage fleet of Quick Build containers that give you the*

versatility you need to compete. We can increase your profitability and gain a competitive advantage because this sets us apart from other self-storage and portable storage operators."

The storage containers provided by Misty Ventures are the lightest in industry, a quick build and flat packed to save you money and time. All components are completely man portable and can be carried into locations with restricted access such as in underground parking or inside buildings. These storage containers are designed for use both indoors or in an outdoor, fixed storage facility. Each storage container is fitted with built-in fork lift pockets and lifting hooks for easy mobility. These containers can be custom ordered with a few options to suit the user's needs including powder coating, double doors, self-storage lock, vandal bar and connector kit. They are available in a large range of colors to match the brand of any customer. Misty Ventures Storage & Containers is the best priced product in the industry. This company is 100% owned by Misty Ventures.

Other key features of these storage containers are:

- Full 5-10-year warranty available
- Quick build design – thus allowing for fast & easy tool free setup in minutes by just two people
- Container panels made of (0.6 mm) 24-gauge galvanized steel for maximum durability
- Chassis frame is 1.5 mm -galvanized steel with forklift guides and sheeted with .75" (18 mm) OSB
- Floor load of 500 kg/m² (100 PSF), evenly distributed
- Snow load of 190 kg/m² (40 PSF), evenly distributed
- Single door 1250 mm (50 inches) wide, with several lock options
- Flat-packed delivery (stacked 8 feet high), thus saving freight charges
- Forklift guides, lifting hooks and man portable which allow for containers to be deployed almost anywhere
- Powder coating (optional)
- Self-storage lock (optional)
- Vandal Bars (optional)
- Connector kits (optional)
- Double doors (optional)
- Delivered flat-packed, in order to save added freight charges
- Delivered pre-assembled, ready for use

MISTY VENTURES PROPERTY MANAGEMENT

Contact: Robert (Bobby) Daniels
rdaniels1741@gmail.com (306) 370-8198



This company is 100% owned by Misty Ventures and is an entity created to support all of its commercial and residential properties and assets. Misty Ventures Property Management will manage the assets to ensure satisfied customers and tenants have a great experience. It provides maintenance, leasing, purchasing, infrastructure, leasehold improvements, etc. A new project is in planning stage for a 10,000 square foot office building near Saskatoon on Mistawasis reserve land that has been purchased through Specific Trust Agreement.

MISTY BURTON

Contact: Waylyn Burton
waylynburton@gmail.com (306) 441-4006



Misty Burton Concrete does almost everything related to cement work and provides all First Nation staff to fit the size of any project. This company is owned 51% by Misty Ventures and 49% Burton Aggregates. From stamped concrete to ICF basements built to the rafters, Misty Burton does it all. Colored concrete, driveways, sidewalks, grade beams and much more are all within its capacity. Misty Burton also offers other custom concrete services from driveways and sidewalks to footings, patios, shop floors and bin floors. They also supply all their own washed aggregates. They will custom screen to meet the material needs of every customer. They can also select material from other suppliers in each customer's area or they can help customers choose material from suppliers in each area. This alternative may save money in the overall cost of the project.

Misty Burton has poured concrete from Beauval to Lloydminster, Dundurn to Biggar, Big River, Turtle Lake, Duck Lake, Blaine Lake and all areas in between. They mix on-site so distance is never an issue. Its customers will only pay for what they use. Ask for a free estimate.

MISTY CLIFTON ENGINEERING

Contact: Geoff Haanen
geoff_haanen@clifton.ca (306) 281-8353



This partnership was created to provide quality engineering services to industry. The relationship was built from over 10 years of working together on several projects. The partnership was formalized in 2017. Clifton Associates is an engineering, science and technology company that provides technical solutions for problems involving soil, rock, water and air. Its core areas are civil engineering, environmental engineering, geotechnical engineering and earth sciences. Misty Clifton use technical and management skills to provide solutions for all clients and primarily those operating in the oil and gas, transportation, mining, industrial, public works and international development sectors. This company is 51% owned by Misty Ventures and 49% owned by Clifton Associates. Its motto is *Tailored Engineering and Environmental Solutions that Embrace Each Client's Values.*

Since the launch of the company in 1978, Clifton Associates has focused on providing great value. This requires an understanding of each client's particular needs as value means something different to everyone. Recognizing the unique value it offers to clients means asking them what their priorities are and then taking the time to tailor solutions to suit each client in a unique and careful way. Over the years, Clifton has accommodated many client needs from cutting costs and also allowing them to assist with their own construction.

For more information on this engineering capacity see the website www.clifton.ca.

MISTYCHEMCO

Contact: Gene Ouellette
gouellette@mistychemco.com (306) 260-8917



Mistychemco was started with the vision of creating a multi-faceted construction company leveraging the ever-increasing talent of the Indigenous workforce and backed by the construction experience of Chemco. This company is owned 51% by Misty Ventures and 49% by Chemco Ltd.

Mistychemco can handle all sizes of projects and they have the tradespeople, on-site management skills, equipment, experience and a broad range of certifications.

Industrial services that can be provided by Mistychemco include:

- Access matting
- Civil construction and earth works
- Electrical contracting and electrical materials supplies
- Electrical engineering
- Temporary power
- Instrumentation
- Fibre optics networks, data cabling, telephone systems and video monitoring systems
- Hydrovac/hydrovac excavation/horizontal drilling
- Logistics and fleet delivery
- Construction equipment leasing and supplies
- Welding and fabrication shop

Mistychemco's end goal is to build more than careers and meaningful opportunities for all Indigenous people in Saskatchewan. A key part of its strategy is utilizing the nationally recognized Iron Buffalo Training Center, located on Mistawasis First Nation. It has delivered outstanding training services in such areas as scaffolding and concrete training. Allowing individuals to receive local, relevant, industry-approved training is a cornerstone strategy for this company. It ensures that all Mistychemco employees have the necessary pre-employment training and skill sets when they arrive on site.

Based in Saskatoon, Mistychemco strives to listen carefully and understand its client's needs to provide solutions that work. While safety is always top priority, Mistychemco also understands that meeting costs and timelines are what makes industrial success. Trades people and operators come to site knowing that by executing every project in a safe, professional, timely manner and with the highest degree of quality means that Mistychemco will probably be back on the same client's next project sooner than later. They take pride in earning repeat business from customers. Building trust and that relationship is at the core of its business. For more information please visit the website: www.chemco.com/company/mistychemco-contractors

MUSKEG LAKE CREE NATION, MUSKEG LAKE PROPERTIES

Contact: Mike Icton
President of IMCP, CEO/President MLCN Investment Management Corp
mike@mlcninvestment.ca (306) 291 – 9622



Muskeg Lake Cree Nation (MLCN) has a long and rich business history and is home to approximately 387 community members with a total membership of 1,868. Social and economic growth at MLCN was guided by a long tradition of well-trained and experienced war veterans that provided guiding principles to encourage community-based decisions which in turn influenced the negotiations of two important Treaty Land Entitlement Agreements. MLCN TLE Trusts led to acquisition of agricultural land and urban land parcels located in Saskatoon which is now known as Asimakaniseekan Urban Reserve.



McKNIGHT
COMMERCIAL CENTRE



In 2014, MLCN's real estate development in Saskatoon were further developed through an added link to ICR Commercial Real Estate. What began as a simple client and property representation has evolved into a comprehensive brokerage representation and a professional property management relationship. MLCN Investment Management Corp (MLCNIMC) and ICR have worked together to plan for future capital investment strategies with existing buildings and the development of the remaining 13.5 acres located on the Asimakaniseekan Urban Reserve. New acquisitions are also being considered of which will create many new tenant and partnership opportunities. Muskeg Lake Properties are managed by MLCNIMC (Muskeg Lake Cree Nation Investment Management Corporation) which is responsible for the overall operation of the (McKnight Commercial Center) totaling 122,000 sq. ft. on 35 acres of urban reserve land in Saskatoon.

Other Muskeg Lake First Nations Investments include Creeway Gas Limited which offers bulk fuel supply and includes two retail locations (both located on urban reserve land), Creek Investments, Jackpine Holdings, Pitihkwakew Lake Park & Camping facilities and co-investment in Dakota Dunes Golf Links LP, STC Inc and IMCP.

INDUSTRIAL MAINTENANCE CANADA PARTNERSHIP



Industrial Maintenance Canada Partnership (IMCP) is a new partnership formed between MLCNIMC and the Northern Strands Group of Companies (NSGC). For over 45 years, Northern Strands Group of companies has served the potash and mining industries providing one-stop-shop services in specialized areas of design, engineering, manufacturing and installation of a wide variety of products in the mining and construction industry.

Together as IMCP the new company will have the knowledge and experience to manage, maintain and service all infrastructure as it pertains to industrial/commercial maintenance and construction opportunities. One division that has derived from this includes rail car servicing.

IMCP's rail division's

core services are:

- Production and operations management
- Rail car maintenance
- Interior lining and exterior paint application and inspection
- Mobile call outs
- Asset management
- Computerized maintenance management systems
- New car inspections, joint inspections and repairs
- Car cleaning and graffiti removal
- Added Aboriginal training to suit other partnership needs

MUSKODAY FIRST NATION, MUSKODAY ECONOMIC DEVELOPMENT AUTHORITY LP

Contact: Randy Bear

Portfolio Councilor, Economic Development, Lands, Roads, Bison Project, Muskoday First Nation
rbear.mfn@sasktel.net (306) 930-7056



Muskoday First Nation is 19 kilometers south east of Prince Albert and has a population of almost 1,600 band members with about 1,000 people living off their three reserve lands. Muskoday owns other lands in its holding company, in the RM of Leroy, the RM of Paddockwood, the RM of Prince Albert and 55 acres in the RM of Corman Park. They have just recently formed the Muskoday Economic Development Authority LP (MEDA) and MEDA has a blue chip board of very experienced and credible professionals with a strong track record in economic development.

Key business assets and economic activities of this First Nation include:

- A revitalized bison herd, with new and stronger blood lines,
- Ongoing development of MFN truck stop and self-storage project (in RM of Prince Albert),
- A LeRoy bulk fuel project – still in planning and negotiation, including a possible service agreement with BHP Billiton,
- Potential large Northern Gateway truck stop – also on land near PA,
- Possible solar power generation project – very preliminary discussions,
- Current review and assessment of potential gravel extraction business
- New Bingo/Pool Hall just west of PA, and
- MFN Store and Restaurant.

Muskoday is particularly open for business with respect to its land and properties and are well advanced in development of their own MFN Land Code and environmental management plan. They are interested in target business ventures/partners that can also bring its own management capacity to run the day to day operation of the business. They also have a dedicated Labour Force Development Coordinator and their own SITAG Funding Agreement, ready to assist in future employee recruitment and training.

ONE ARROW FIRST NATION ECONOMIC DEVELOPMENT

Contact: Chief Tricia Sutherland
tricias@onearrow.ca (306) 321-5767



One Arrow First Nation is a Cree Nation Band government located in Bellevue, Saskatchewan, with its main reserve just south of Batoche and about 100 km north east of Saskatoon. It has a total of about 1,500 band members, with over 900 people living off reserve.

A major opportunity for partnership with One Arrow First Nation is to support the Equine Assisted Learning Program, which has proven to be hugely successful from its beginning in January 2011. It operates from a beautiful, multi-functional facility and the Program also includes various classes and training programs. The real value of this facility is that it builds school retention, pride in the community and confidence in the heart of Aboriginal youth. It has also strengthened the spirit of many kids taken out there from the White Buffalo Youth Lodge in Saskatoon.

Another youth development and partnership opportunity is to support the One Arrow First Nation Almighty Voice Education Centre Youth Business Club. Youth Business Clubs exist in many of the STC member nations, but the One Arrow Business Club even auditioned before CBC Dragon's Den with a very innovate building product. The One Arrow High School is a strategic asset to career transitions for future employers in the Province. One Arrow has also partnered with Carlton Trail Regional College to deliver various Essential Skills in the Workplace Programs.

One Arrow First Nation also has some land holdings in Saskatoon and near Cudworth and is looking at the following other areas for development potential:

- A large bison herd
- Gas station and general store
- Eco-tourism, especially near the river
- Potential RV park and golf development

They are currently looking for the right business partners and joint ventures.

WHITECAP DAKOTA FIRST NATION, WHITECAP DEVELOPMENT CORP

Contact: Darrell Balkwill
CEO Whitecap Development Corporation
dbalkwill@whitecapdakota.com (306) 477-0908



The Whitecap Dakota First Nation (WDFN) is a modern and progressive First Nation with a long history of establishing partnerships and accountable and transparent governance, economic development and stable land tenure management. It is located 26 kilometers south of Saskatoon and has established Whitecap Development Corporation (WDC) as its investment corporation.

Based on strategic planning and investment criteria, the corporation makes investments inside and beyond the Whitecap community and invites partnership on various projects with other companies that have a complimentary investment strategy. It has undertaken the following:

- Dakota Resort Division - A 20 year tourism master plan focusing on a resort style development with multiple complementary attractions including the existing The Dakota Dunes Golf Links, The Dakota Dunes Casino, Whitecap Trail Convenience and Gas; and the proposed resort hotel, resort residential, RV camping facilities, retail, and four-season recreation and cultural activities.
- Whitecap Industrial Park – A 50 acre light industrial park for commercial development, just 20 minutes from downtown Saskatoon and with business friendly land leasing.
- Whitecap Commercial Real Estate – A construction and real estate development partnership established to provide build to suit construction for the business park.
- Whitecap Agriculture Division – Tatanka Ranch raising bison for breeding stock and meat also historical significance for the Whitecap community. Flexible agricultural leases available.
- Employment and Training Services – through active Labour Force Development with the Saskatoon Tribal Council, provides flexible pre-employment training and pre-qualification programs to enhance employer needs for qualified labour.



WHITECAP INDUSTRIAL SERVICES

Contact: Darrell Balkwill
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Jackie Pilon
Business Development Manager, Whitecap Development Corporation
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Whitecap Industrial Services is a division of Whitecap Development Corporation that provides services to the resource, oil and gas, utilities and pipeline sectors. Whitecap Industrial Services will become the leading supplier for projects in these four sectors through beneficial partnerships with existing best in class companies. These partners will provide complementary business lines to create a multi-dimensional group of companies that is well positioned to allow Whitecap Industrial Services to become the top of mind choice for industry for major projects.

Each Partnership shall focus on four key pillars:

- Revenue generation for the Partnership
- Aboriginal Employment & Recruitment including Education and Training
- Equity investment in business assets
- An operating business location within the WDFN Community



Whitecap Allnorth Consulting Services Limited Partnership

Whitecap Allnorth Engineering is a multidisciplinary engineering and technical services consulting company, servicing clients in the Mining, Oil & Gas, Infrastructure, Pulp & Paper, Power and Chemical sectors. We provide a full range of services including; Engineering, Environmental, Ground-Penetrating Radar Scanning, Planning, Surveying, Materials Testing, as well as Geospatial and GIS services. We have been recognized with awards both locally and nationally for our commitment to safety.

Summary of services:

- Multi-disciplinary engineering services
- Environmental
- Ground-penetrating radar scanning
- Planning
- Surveying geospatial
- GIS
- Site materials testing
- 3D scanning



Whitecap/NCSG Crane and Heavy Haul Limited Partnership

Whitecap NCSG Crane and Heavy Haul is well-positioned to be your lifting and specialized transportation solutions provider of choice. We offer over 405 mobile cranes of up to 1,350 ton capacity, 400 conventional trailers, 300 lines of hydraulic platform trailers, as well as SPMTs, hydraulic gantry systems, module weighing systems, and Jack-and-Slide capabilities. We provide crane and heavy haul services to various industries such as oil & gas, utilities, forestry, mining and wind energy. Whitecap NCSG Crane and Heavy Haul is committed to the protection of our employees, contractors, customers and the general public with respect to health, safety and environment. Safety First! is our #1 core value and it is non-negotiable for our employees.

Summary of services:

- Mobile cranes up to 1,350 ton capacity
- 90 Tractors
- 300 Conventional trailers
- 235 Lines of hydraulic platform trailers
- SPMTs
- Hydraulic gantry systems
- Module weighing systems



Whitecap PTW Industrial Services Limited Partnership

Whitecap PTW is a limited partnership managed by Tarpon Energy Services Ltd, an industry leader of Electrical & Instrumentation service providers with more than 2,000 employees across Western Canada and international markets. Our talented and dedicated workforce delivers comprehensive services to the utility, mining and oil and gas sectors within Saskatchewan. We are dedicated to safety and quality service and have been recognized with a Canada's Safest Employers award for three consecutive years.

Summary of services:

- Electrical and instrumentation construction
- Electrical and instrumentation site maintenance services
- Control systems
- Integrated modular solutions



Whitecap Black Diamond

Whitecap Black Diamond rents and sells portable workforce accommodation and space rental solutions and provides specialized field rentals to the oil and gas industries. In addition, we provide turnkey lodging services, as well as a host of related services that include transportation, installation, dismantling, repairs, maintenance and ancillary field equipment rentals. We serve multiple sectors including oil and gas, mining, power, construction, engineering, military, government and education. We pride ourselves on delivering quality service in difficult terrain and conditions. We flourish where others fear to tread.

Summary of services:

- Remote lodging and camp leasing and set up
- Premium furnishings and camp amenities
- Energy services
- BOXX Modular facilities for lease
- Equipment rentals



Whitecap Haztech Industrial Services Limited Partnership

Whitecap Haztech is a vertically integrated, full-service occupational focused Medical, Health, Safety, Security, and Training service provider, with our prime focus being Safety and Service Delivery. We have established ourselves as the new standard in the health and safety fields by providing best-practice services throughout western Canada. With a constant focus on innovation, we are proud to offer a holistic suite of services to an array of industrial, construction, oilfield and mining clients, including public sector. We believe that health is wealth and are committed to ensuring that our employees and clients get home safe every day.

Summary of services:

- Medical
- Health
- Safety
- Security
- Fire
- Rescue
- Training
- Environment

YELLOW QUILL FIRST NATION, YELLOW QUILL HOLDINGS LTD

Contact: Ron Waddington
Managing Director, Yellow Quill Holdings
info@yqfn.ca OR r.waddington@sasktel.net (306) 652-2849



Yellow Quill is a Saulteaux First Nation located approximately 300 kilometers east of Saskatoon and 12 kilometers east of Rose Valley. It is home to 2,800 registered band members, of whom roughly 800 reside on reserve and the remaining membership is off reserve and dispersed in Saskatoon and other urban centres.

Thanks to a strong original land base and TLE settlements, working with Yellow Quill First Nation will generate prime opportunities for added land development with its properties on 4th Avenue South. Yellow Quill Holdings is primarily involved in commercial real estate ventures. Land adjacent to its current building is to be the future home of LEED Design Class A Office Space. They have invested wisely in a high profile location in the central business district of Saskatoon.

Other business Projects at Yellow Quill include the Yellow Quill Store and full service gas and diesel bar. Yellow Quill also has several talented entrepreneurs, including Yellow Ford Welding Services located in Archerwill. In recent years, Yellow Quill Holdings (its main economic development agency) has been looking to expand and diversify its portfolio and is eager to find new relationships with business, industry and government. Opportunities include:

- Manufacturing – and the local Carlton Train College has provided a 20 week training program to 12 local welders. The manufacturing training space at Archerwill is still available as a manufacturing investment opportunity;
- Resource Development – always seeking new opportunities; and
- Added Land Development - Yellow Quill also has lands in the RM of Kelvington, RM of Ponass Lake, RM of Corman Park (northeast of Saskatoon near Cathedral Bluffs and Wanuskewan Heritage Park), the RM of Porcupine and the Rm of Caledonia (south of Regina).

SASKATCHEWAN INDUSTRIAL MINING & SUPPLIERS ASSOCIATION PARTNERSHIP

STC Legacy Partnership Services has developed an excellent relationship with Saskatchewan Industrial Mining and Suppliers Association (SIMSA) based in Saskatoon. For example, as a result of recent discussions SIMSA has developed Aboriginal Inclusion Guidelines for its member companies to plan and enact their efforts towards including more Aboriginal people in Saskatchewan economic opportunities. They have set the following targets as guidelines for their members:

- 17% of a company's employees to be Aboriginal, in keeping with current ratio for all of Saskatchewan,
- Encouraging companies to at least develop a detailed plan on how to get there, or on how to achieve other credible targets,
- More industry support in Aboriginal mentoring, education and training/cultural awareness programs. While a 17% target may be difficult for smaller sized businesses, this is an area where all companies can do *something* to build upon Aboriginal talent in our economy,
- Encouragement of SIMSA member investment into areas positively impacting programs and services for Aboriginal people, and
- Encouraging their members to demonstrate Aboriginal engagement through subcontracting in a supply chain.

While the evaluation of a company's Aboriginal inclusion will not be done by SIMSA, their new document is intended to be used as a guideline for companies to develop, monitor and evaluate their own programs (i.e. self-monitoring). SIMSA is now encouraging this self-reporting on Aboriginal engagement as part of each company's corporate communication and marketing efforts.

As a major element in our overall Supply Chain Playbook, the Legacy Partnership Services Unit of STC will continue to work very closely with SIMSA. Specifically, we are beginning to plan the following projects in the year ahead:

- Co-promotion and co-hosting of an annual supplier development event with all STC and related First Nation companies, as a regular “speed dating” opportunity for both non-Aboriginal and Aboriginal industrial suppliers to better know each other;
- Greater SIMSA promotion of the value of the ASETS Database within STC Employment Services, as a source of valuable employee recruiting prospects,
- Continued participation in future supply chain forums, including added concepts such as a reverse trade show for major industries and vendors to demonstrate new opportunities for local import replacement;
- Added profiling and distribution of this STC Industry Playbook to all SIMSA members, including co-promotion of the many community investor and social responsibility engagements to help our STC communities; and
- A new Annual Land Development Forum co-sponsored and potentially co-hosted by SIMSA and STC Legacy Partnership Services. The intent of this annual event would be to specifically profile and link First Nations and the land development industry with awareness of TLE Trust Fund Investing Opportunities and the potential for land development, new land leasing and other real estate development partnerships as part of the growing commercial land base of all STC and other First Nations.

SUPPORTING ENTREPRENEURSHIP

Contact: Valerie Harper
Education Director, STC
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The bold new requirements by PotashCorp for enhanced Aboriginal Content Strategies, also identifies support for new Aboriginal Business and Entrepreneurship. Accordingly, our new office of STC Legacy Partnership Services is here to link potential investors and philanthropic companies within the potash industry supply chain, to help support this next generation of entrepreneurs. The following connections and linkages are available.

FIRST NATION BUSINESS CLUBS

Entrepreneurship education benefits students from all socio-economic backgrounds because it teaches kids to think outside the box and to discover unconventional talents and skills. It also links our teaching to the real world and provides many practical examples of why math, language arts, science and other academic education is important for business. Currently across STC, some 50 high school students regularly meet with the Entrepreneurial Business Clubs, coordinated under the enthusiastic leadership of Joe Taylor as STC Program Coordinator. The first Youth Business Club began as a pilot at One Arrow First Nation in 2014. It is now expanded across many more STC communities. For example:

- In the past, the One Arrow/Almighty Voice Business Club invented a sewer vent extension kit that raised rooftop vents to eliminate the need to remove snow and ice accumulation in winter. The Club has since sold about 300 units. They also received great profile in presenting to Dragon's Den auditions;
- The Yellow Quill Business Club created The Wolves Catering Company to serve high-quality, home-cooked meals for special occasions in the school and the community;
- The new Kinistin First Nation Business Club showcased their t-shirt company at the Youth Business Excellence Awards;
- The start-up Muskoday Business Club experimented with the making of braided area rugs and created stickers and other promotional material to celebrate First Nation culture, language and history; and



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- The Mistawasis Business Club manufactured and sold hand-made and painted feather boxes, with over 100 orders to date.

All of these students prepare business plans and have opportunities to showcase their businesses at various business pitch competitions. Kudos to PotashCorp for investing \$87,000 in the last year to support these student entrepreneurial initiatives! Now other companies in the potash industry supply chain are encouraged to also top up and find other ways to keep this capacity building going!

NETWORKING AND AWARENESS OF FIRST NATION SMALL BUSINESS CLIENTS

Most of the STC First Nations make small business start-up loans and/or grants for their band members as part of their overall Economic Development portfolios. Some of these small businesses have potential to serve other industries and are eager to find their first customers.

Please contact STC Legacy Partnership Services to learn more about these fledgling entrepreneurs.

CAREER PRESENTATIONS AND YOUTH MENTORING

STC is always looking for other real world business leaders to speak to their high school and post-secondary students or volunteer as a mentor to help some promising young talents. Such connections are always inspiring.

Please contact STC Legacy Partnership Services or our Director of Education, Valerie Harper (as per above) if you have an interest in helping to meet and talk about your company, your industry, your personal success story or the success stories of any of your key staff. Stories from other successful Aboriginal role models in your company are especially appreciated.

ENTREPRENEURIAL TRAINING AND INCUBATOR PROGRAMS

STC Legacy Partnership Services works with other Entrepreneurial Training Programs and Support Networks. We can put you in touch with ways to support entrepreneurship beyond direct STC programming. Here are examples of potential support:

- The EMPOWER Program at Ideas Inc helps incubate and offers support to select Aboriginal start-up companies and recently added the on-line training of the Kendal Netmaker Academy (ideasyxe.com),
- The U of S Aboriginal Youth Challenge (president@enactussask.ca) or the Brett Wilson Centre (info-wilsoncentre@usask.ca),
- The Saskatchewan Aboriginal Entrepreneurial Support Program (SOAR) of SREDA (afallon@sreda.com),
- Added support to Aboriginal entrepreneurs through the Saskatoon Raj Manek Mentorship Network (info@manekmentorship.sk.ca), and
- Saskatoon Public Schools Foundation (info@spsfoundation.ca).

SUPPORT AND EXPANDED PARTNERSHIPS WITH SQUARE ONE

Contact: DonnaLyn Thorsteinson
Senior Director, Entrepreneurship and Indigenous Affairs, Square One
dthorsteinson@squareonesask.ca (306) 370-6283

The Square One office of SREDA provides small business and entrepreneurial services such as:

- Pathfinding to other programs and networks,
- A Guest Advisor program to connect with advisory professionals,
- Business registration assistance,
- Background fact sheets and document templates, and
- Extensive market research and demographic, competitive analysis reports and industry profiles.

STC Legacy Partnership Services and Square One continue to be interested in supporting a new Indigenous Business Development Service in the Saskatoon Region. Square One has proven to be an important part of our entrepreneurial support system and has the tools, resources, programs and staff to support Indigenous business development.

SREDA and Square One currently lack a full-time employee to focus on Aboriginal services and travel to First Nation communities in the STC catchment area. Both STC and Square One would be interested in industrial support to further develop and grow this entrepreneurship initiative. This would also borrow heavily from the Aboriginal Business Services Network from Business Link in Alberta – and which is more specific to Saskatchewan’s Aboriginal citizens.

OPPORTUNITIES FOR COMMUNITY INVESTMENT

Contact: Cliff Tawpisin
Industry Relations Manager, STC
ctawpisin@sktc.sk.ca (306) 229-1523

Community Investment is the final cornerstone and most readily available way for a PotashCorp supplier to demonstrate commitment to a Local Aboriginal Content Strategy. PotashCorp is a shining example of Corporate Social Investment and Social Responsibility at work at the local level. Our Partnership with PotashCorp has led to incredibly generous financial support to address the social needs of our First Nation communities without the expectation of a commercial return. PotashCorp contributions have greatly enhanced STC programming and service delivery. Thanks to this Partnership, the funding has reached even beyond STC's seven First Nation member communities and also supports many STC urban services and the 20,000 First Nation people that live in Saskatoon.

PotashCorp has put \$556,000 in annual support for programs in the last year, geared toward enhancing education, school-to-work transitions, literacy, career development and counseling. Other PotashCorp interests lie in community building, environmental stewardship, arts and culture and food security. **But under the new PotashCorp Playbook and working with our own parallel STC Playbook, it is time to promote and gain other partners. PotashCorp cannot and should not be the only socially responsible community investor, trying to do this all alone!**

The following is a list of STC Community Investment Opportunities in two categories:

- Education Programs
- Other Community Investment in Vital Community, Environmental and Food Services

Each of these initiatives is receiving investment by PotashCorp. It is time to awaken other members of the potash industry supply chain to these community investment opportunities.

The new STC Legacy Partnership Services Unit is standing by to work with you to develop a customized, unique Community Investment Plan for your company which would build upon and leverage the good work started by PotashCorp.



EDUCATION

Super Saturday Programs, Science Fairs and Career Camps

These programs encourage Aboriginal youth to be more interested and engaged in STEM (Science, Technology, Engineering and Mathematics) programming and learning. Opportunities are open for corporations to fund extra-curricular programs with STC students and to support various science-related supplies and summer student support. Community investors can also help sponsor the annual PotashCorp Mini Science Fair and the Grade 4 Science and Culture Camps.

Each year a group of STC students from across all STC First Nation Schools has an opportunity to learn about the services and programs available to them at the University of Saskatchewan. This includes tours of the College of Engineering, the Gordon Oakes Red Bear Student Centre and other key campus features and supports to ease transition of students moving to the University and away from home communities.

With only about six percent or less of all new jobs available to those *without* a high school education, staying in school and going on to post-secondary education is absolutely vital. These Career Camps play a critical role and STC could use more industry support.

The Future is Yours Career Fair

Every year, students from Saskatoon and surrounding areas come together for the STC *The Future is Yours Aboriginal Youth Career Expo* usually in February. This Career Expo is a vital component of First Nation youth development. It allows our young people to explore both non-traditional and traditional career choices and to ask industry directly about their career options. High school youth come in from the entire catchment area, including students from five STC schools. More industry support and sponsorship of this key event would be greatly appreciated, beyond the great leadership already being demonstrated by PotashCorp.

Summer Literacy Camps

These are hosted by all STC First Nation schools in summer. They provide culturally relevant reading material and incorporate teachings of Elders in the programing, along with a lot of community volunteers. Youth participate in themed literacy activities including reading, storytelling, drama, creative writing, art and field trips. Lunch and nutritious snacks are also provided. This program does important work in engaging and accelerating young learners in literacy intervention programs and it helps offset the lack of home reading support in some low income families. Major literacy gaps and learning loss can take place when students lose opportunities to participate in educational activities over the summer months.

STC-Industry Sponsored Resource Rooms across the Seven FN Schools

Every STC First Nation school is challenged by a major funding gap from the federal government compared to off reserve education. There are many community investment opportunities for companies to be recognized for helping to supplement the resource rooms, libraries, science rooms, sports equipment and other school supplies. Added investment at STC schools or more corporate sponsorships can help support various special education needs like Occupational Therapists and Speech and Language Pathologists. This investment will be greatly appreciated!

Annual Back-to-School Back Pack Campaign

Every year, there are big smiles for over a 1,000 families in Saskatoon's core neighbourhood as a result of the Back-to-School Back Pack Program at White Buffalo Youth Lodge. One thousand backpacks were assembled last year with quality school supplies for youth in need (83% self-declared as Aboriginal). The event drew a line up around the block with over 3000 in attendance and it created a real sense of community. Next year, we would really appreciate more industry support!

Atoske Youth Camps

The STC Atoske summer training program is a 10-day summer camp for youth ages 14-17, delivered in partnership with STC Employment and Training Services, Gabriel Dumont Institute and the City of Saskatoon. It is an excellent opportunity for students to strengthen their academic, leadership and life skills while exploring careers. Atoske Youth Camps provide pre-employment/work preparation, resume writing and portfolio development workshops as well as job shadowing and touring of a PotashCorp mine site. They also profile Aboriginal role models for our youth. Here again, more supply chain industrial support would be greatly appreciated.

Support for Education Experience and Summer Student Employment

Approach STC and our youth as part of a curriculum work experience program or on a summer job with your company. Contact STC Legacy Partnership Services and we will find you this young talent.

STC and the Seven STC First Nation Scholarship Funds – Various

Every STC First Nation has its own Scholarship Program and the Saskatoon Tribal Council is also establishing its Home Fires Foundation to fund future scholarships and bursaries to encourage more high school completion and finish post-secondary education. STC Legacy Partnership Services welcomes any community investment support for named scholarships for our youth.

FOOD SECURITY, THE ENVIRONMENT, COMMUNITY BUILDING, ARTS & CULTURE

White Buffalo Youth Lodge

The White Buffalo Youth Lodge (WBYL) in the core neighbourhood of Saskatoon works to improve the quality of life and health for children, youth, young adults and their families living in the inner city. White Buffalo Youth Lodge's ambition is that no children should ever be turned away from programs because of a lack of qualified staff, equipment or materials. Community partnerships are vital here!

WBYL provides support to at-risk inner city Aboriginal youth for more than fifteen hours every day, six days a week - in one of the few safe, inclusive environments that many of these youth can ever get. While White Buffalo has garnered support from many community investors, especially PotashCorp, it has a never ending demand for more support. There is a need for stable funding to cover core operational spending gaps. There is also a need for more instructors, summer youth supervisors and enhanced support programs as needs get larger and ever more complex.

Here are just a few examples of where your added investment could help:

- Before School and After School Care Camps
- Drop In Sports Programs like floor hockey, basketball and lacrosse,
- Activities like cooking classes (Kitchen Warriors), homework help and art classes among inner city youth from disadvantaged economic backgrounds (e.g. to go to a swimming pool, to go bowling or even for a nature hike)
- Family and Life Skills Training and Job Readiness Programs for young adults
- Computer access
- Cultural Awareness and Celebrations e.g. smudging, beading, seasonal feasts, round dances and pipe ceremonies for youth and their families to come together
- Pow Wow fitness classes and Pow Wow singing
- Annual Back to School Carnival
- Annual Christmas Dinner

Vampire Gala

Aside from directly looking for ways to support the White Buffalo Youth Lodge, WBYL is also supported by corporate attendance and sponsorship at the Annual Vampire Gala. This is a cultural highlight for our Saskatoon corporate community. Proceeds from this Gala support the new Home Fires Foundation in addition to WBYL. By participating at and attending this Annual Gala, industrial suppliers can engage in one of the easiest ways to demonstrate community investment to our Aboriginal community. Over 500 attendees each year learn more about the great work of WBYL and the STC.

One Arrow First Nation Equine Assisted Learning Program

Equine Therapy is available for the least confident or critically at risk youth including those who come from WBYL programs. However, this facility at One Arrow First Nation is in need of more corporate support.

Iron Buffalo Training Centre

The Iron Buffalo Training Centre at Mistawasis First Nation is a way to reach out and provide vocational training to Aboriginal youth and adults who are not yet ready to leave a rural environment. It is always in need of more support and sponsorships for computer equipment and software and other technical resources and equipment.

Elders' Camp

Elder care and geriatric support to STC seniors takes place at many levels and especially at an annual Elders' Camp. There is an opportunity for more community investment to support our elder statesmen and women in their golden years.

Dakota Dunes CDC Matching Donor Program

Contact: Wilma Isbister
General Manager, Dakota Dunes Community Development Corp
wisbister@dakotadunescdc.com (306) 956-6133

The Dakota Dunes Community Development Corporation takes a portion of SIGA profits from gaming and reinvests it in to a long list of community initiatives in economic development, social development, justice initiatives, health projects, education development, recreational facilities, senior and youth development, community infrastructure and capital and maintenance needs at a community level. The Dakota Dunes CDC received over 380 requests for funding last year (2015-2016) and awarded 320 community grants. This group has already undertaken extensive and professional due diligence in review of each potential community application.

Industry philanthropists who want to demonstrate Aboriginal Content Strategies are encouraged to contact STC Legacy Partnership Services or the General Manager of the Community Development Corp (CDC) to identify hundreds of other opportunities to top up or match existing CDC investments.

Healthy Choices Nutrition Program

Many studies demonstrate the importance of nutrition to improve students' behavior, thinking skills and overall health. The STC Healthy Choices Nutrition Program supports the ongoing nutritional requirements of school programs and services offered in seven STC communities. Several schools (Whitecap, Yellow Quill, Muskoday and Muskeg Lake) have Head Start Breakfast Clubs that start the day off right with a well-balanced breakfast meal. There are also opportunities for community investment dollars to help sponsor:

- School snacks
- Cooking clubs
- Other nutritional counselling programs and services

Community investment by corporate donors in these areas help reduce student absenteeism, improve classroom behavior and increase grades and learning outcomes for our next generation of workers.

Other Areas for Community Investment and Industry Support

Working with STC Legacy Partnership Services, we can link our future corporate and industrial partners with many other badly needed community investment projects. A sample list of future ideas may include the following:

- A STC ceremonial room at Sask Polytech,
- A daycare program for STC post-secondary students, and
- STC health-medical equipment.

PotashCorp already provides annual support to car seat safety for parents and assists in the purchase of car seats for the children of our communities. They also help finance car seat safety clinics, along with proper inspections. Added PotashCorp funding is designed to support remedial traffic safety courses such as grants to help those needing to regain their licenses through DWI Course or other relicensing. STC partners with SGI and PotashCorp on educating community members through use of a driving simulator, which gives clear messages on why people should never drive while they are distracted or get behind the wheel while drinking. Other presentations are offered by MADD Canada and this could be an area of added community investment. By working with the new STC Legacy Partnership Services Unit, industrial investors may only be limited by their imagination, goodwill and energy. For example, Tribal Chief Felix Thomas from the Saskatoon Tribal Council, along with Wayne Brownlee, CFO of PotashCorp both Chair the *Thundering Ahead* Campaign to expand the spiritual, cultural and ecological significance of Wanuskewin Heritage Park. STC will also direct community investors to this added funding opportunity.

A SPECIAL PROJECT

Contact: Kevin Rogers
Director of Applied Research and Innovation, Saskatchewan Polytechnic
kevin.rogers@saskpolytech.ca (306) 659-3938

PROPOSAL FOR ESTABLISHMENT OF A NEW SASKATCHEWAN POLYTECHNIC / STC CENTRE FOR INDIGENOUS FOOD SECURITY AND SUSTAINABLE COMMUNITY DEVELOPMENT

The Saskatoon Tribal Council and Saskatchewan Polytechnic are in active and ongoing discussions with respect to the value and importance of establishing a new initiative to enhance both training and research aimed at Indigenous food sovereignty.

The proposed new Program would focus on rural horticulture and market garden development, including related greenhouse design and operations in remote and rural areas. On the urban side, this training could also support the rapid rise of urban agriculture, green roof design and vertical and hydroponic farming. Vocational Agriculture Technicians will be increasingly required by First Nation communities and smaller-scale economic development projects - to farm, build, design and operate these new rural greenhouses and to operate these new generation horticultural facilities. This new area of local development will require more expertise on the growing of traditional native plant species and traditional medicines. There is extensive interest in building this capacity from all STC seven First Nations communities.

In addition to vocational training and future operator certifications, this initiative may also include an STC-Industry funded Research Chair as a high profile focal point to stimulate more innovation in Indigenous Food Sovereignty. Discussions have already begun with similar Research Chairs at the Yukon College Cold Climate Innovation Centre. The Yukon Centre is a somewhat related Research Program (with over nine different Food Security Projects). This sister agency in the Yukon is ready to partner with STC, Sask Polytech and other future industrial partners in Treaty Six Territory.

A social sciences and health component of this Initiative will include research on ways to combat against urban food deserts and to minimize nutritional deficiencies in isolated rural areas. Nutritional deficiencies occur in many impoverished/marginalized urban Indigenous populations. They account for very high rates of diabetes and other unique health issues.



Next steps will be to identify key industrial partners to contribute the necessary in-kind and other funding partnerships. STC and Sask Polytech are looking for added industry support to help us investigate the scope, feasibility and fiscal sustainability for this proposal for a Centre for Food Security among Indigenous communities.

STC Legacy Partnership Services is eager to work with you on this project.



MUSKEG LAKE
CREE NATION



SASKATOON TRIBAL COUNCIL

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