



KEL Board of Director Wayne Staudt Donated First Nation Artwork to the KEL Office

Ktunaxa Holdings Limited Partnership

Business Group Newsletter

January to June 2022



Over the past six months, KEL primarily focused on our new fiscal year operational plans, budgeting, and capital needs. This included supporting all business units to ensure alignment and coordination as per standard practices. As our business units have evolved and operations stabilized we now find more capacity to support finer details to compliment a higher level of strategic planning and operational efficiencies. This is reflective in our sales projections, growth and margins.

Back in 2019 KEL obtained its first loan agreement to acquire 51 percent ownership of Kettle River. KEL was able to make the final payment of the 60 month loan within a 30 month period. This demonstrates the success of KEL's operational performance and we are exceptionally proud of this achievement.

KEL also advanced our second interest payment to our Limited Partner's (LP) who supported us with initial financial support. We will also be issuing the third interest payment by June 30th of 2022. Further to these interest payments KEL paid out a second proceeds distribution to all LPs on March 31, 2022. Each LP received a payment from KHLP to the value of \$10,000.

We concluded our second full fiscal year on March 31, 2022, and are excited to share the anticipated financial results of another strong year for KEL and the performance of our business units. KEL advanced a well-coordinated approach with our auditors for KEL's/KHLP's financial year and we look forward to sharing the results as they become available.

On the business development front, KEL has advanced the development of multiple projects to complement our business units, including an overarching business development plan focused on the identification of strategic clients to complete and align our diversification efforts together with a multi-year forecast that compliments the alignment of business targets and engagements with identified clients.

New Hires/Staffing Updates

HR changes on key positions that were anticipated from 2021 were successfully filled. These positions include a term replacement for Heather Burrows (currently on family leave) and hiring a Director of Business Development.

Mary Davies filled in the HR Manager and Communications position, for Heather Burrows, on a short-term basis for the first half of 2022. Mary brought her extensive experience in HR work at the College of the Rockies to tackle specific HR policy tasks for KEL. While Mary recently returned to her position at the college her policy work will have lasting benefits for KEL. We are grateful for her contributions to KEL during her short time with us and wish her well at the college.

In January, Kevin Weaver joined KEL as Director of Business Development. Filling this position proved to be a bit of a challenging journey but KEL is once again excited and grateful for onboarding Kevin, bringing his skills and experience to enrich our team.

We would like to extend a warm welcome to Carla Post our new Accountant Technician who will be working with the Director of Finance, taking over accounting and payroll duties for KEL and KHLP. Carla has a Business Administration and Accounting Diploma and a wealth of accounting and payroll experience spanning 15 years in both public and private organizations and accounting firms. We look forward to working with you Carla!

Finally on the staffing front, KEL has have been assisting Kettle River Contracting (KRC) to expand their staffing levels in Cranbrook. An Accounting Technician has joined the Kettle River team in Cranbrook as have three field technical positions. An operations manager to work out of the Cranbrook office is currently being recruited for Kettle River and we look forward to KRC's more robust presence here.

Upcoming Exciting Events



Office Space Plan

As the KEL group expands, we are exploring opportunities to develop a larger physical presence for the collective group in the Cranbrook area. The intention is two-fold and includes;

- Developing space to complement our collective capacity and office needs, and
- Creating an office environment to complement our growing needs and strategic objectives.

KEL has identified Castlegar in the West Kootenays as a critical focus area for diversifying the KEL business group and complimenting our representation throughout Amakis Ktunaxa. We have started with focus meetings and plan to align support from identified clients with our business units and capacities.



KHLP's Second Annual General Meeting

KEL has started planning our second Annual General Meeting at St. Eugene's with a target date of October 2022. At this point, we look forward to sharing another year's strong performance, and some insightful updates of the KEL business group.

Keep a look out for our invitations that will be distributed in July.



Indigenous Stick Game

Community Support & Events

The KEL team was grateful to be able to participate in Tobacco Plains Indigenous People's Day celebration. We enjoyed the opportunity to gather with members of the community. Thank you for hosting such an interactive and successful event; we enjoyed being part of your Indigenous Peoples Day and look forward to future gatherings.

KEL employees participated in St. Eugene's Indigenous Culture Awareness Training. The training provided the whole KEL team with an informative presentation of the Indigenous experience of the past, the effect those experiences continue to have and the efforts to transform the former residential school into the positive, Ktunaxa owned St. Eugene Resort it is today. KEL is proud to be an advocate for the Indigenous business rights and values and is excited to have the Indigenous Culture Awareness Training (ICAT) offered to all employees. We would like to thank Margaret Teneese for taking the time to be our guide throughout our ICAT journey.

Ktunaxa Holdings Limited Partnership was happy to participate through our Ktunaxa Investment Fund as a sponsor for this year's annual charity golf tournament. The group sponsored a hole-in-one prize (worth \$10,000) at St. Eugene's signature, and challenging, 13th hole. Unfortunately, there were no lucky golfers for the hole-in-one that day, however, each golfer received a coveted, KEL-branded, golf tee holder as a consolation prize. KEL was also honoured to contribute \$3,000 to sponsor the tournament's prize table. Proceeds from the tournament will go to support KNC's efforts to preserve Ktunaxa language and culture.



Below: KEL's booth at the Charity Golf Tournament

Above: Tobacco Plains Indigenous Day Celebration Sign



As we navigate the start of a new year, KEL is grateful for the support and commitment of the individuals who work so hard to support a consistent and constructive environment for us to continue building and delivering on our mandate. A big thank you goes out to all of you!

Hennie Tait - CEO

KEL | Hennie Tait, CEO

p: 250-420-2745

e: hennie.tait@ktunaxaenterprises.ca

ktunaxaenterprises.ca



KTUNAXA ENTERPRISES LTD.



?amak?is
Transport



ʔamakʔis Transport

Sales Summary



Q3 & Q4:
~\$234,886

Amakis Transport Inc.

Successes & Challenges

ʔamakʔis successfully concluded the annual BC Forestry Safe license renewals. This renewal is an integral part of our commitment to Canfor for maintaining our Log-Haul agreement and our commitment as a responsible business entity.

ʔamakʔis also obtained the National Safety Code safety certificate issued by the BC Ministry of Transportation - Commercial Vehicle Safety & Enforcement (CVSE) in accordance with Division 37 of the BC Motor Vehicle Act Regulations. The safety certificate is a BC legal requirement and supports us in managing the business in compliance with provincial legislation and National Safety Code standards.

Research and a business case/partnership opportunity was initiated with ʔaqam, through ʔaqam Community Enterprises (ACE) and Kettle River Contracting (KRC), to support the development of ʔaqam's gravel pit. Initial discussions, including a presentation to the ACE board for preparing an agreement to support the gravel pit development have been positive.

Keating Business Strategies Ltd. was retained in February 2022 to undertake a Trucking Expansion Feasibility Study for ʔamakʔis Transport. Funded in part by the Economic Trust of the Southern Interior (ETSI), the study will provide a basis for setting the long-term growth strategy for ʔamakʔis Transport. We wish to thank ETSI for their funding support.

ʔamakʔis and Canfor renegotiated the 2022 Log-Haul agreement. The opportunity included focus areas to streamline our operations and focus on areas that will enhance the agreement. Thank you to Canfor for their support!

Canfor provides ʔamakʔis with their professionally trained log haul truck operators as part of the Log Haul Agreement. Given the drivers of our vehicles are not our employees, we have experienced gaps in the ability to oversee HR practices and vehicle operator efficiencies. We have been working with Canfor to find solutions and look forward to improved results.





Upcoming/Exciting Projects

amak?is has completed a business expansion feasibility study, which will support us in advancing proposed expansion plans to the board for approval. The analysis and subsequent strategic business plan are expected to support future capital requirements and restructuring of the business to a more suitable legal entity, i.e., an LP.

Pending board approval of the strategic plan and the associated expansion strategy, amak?is will pursue vertical and horizontal expansion efforts over the next three to five years. This expansion strategy will follow a phased approach, with the first phase (Phase A) focusing on developing new business opportunities associated with aggregate and flat-bed hauling. Future expansion phases will target additional vertical opportunities related to the pulp and chip/wood waste markets, while the horizontal expansion will increase amak?is Transport's log-hauling business activities.

amak?is Transport has ordered a new log haul truck to meet current commitments with Canfor for log-hauling to replace the aging K185A vehicle. The new log haul truck is anticipated for delivery from Inland Kenworth by the end of December 2022, at which time the current K185A will be re-purposed for use as part of Phase A of the expansion strategy.



KETTLE RIVER
CONTRACTING

Kettle River Contracting Limited Partnership

Successes & Challenges

Sales Summary

○ Q3 & Q4:
~\$10 Million

Kettle River |

Fred Hargrave, President

p: 587-646-4751

e: Fred.Hargrave@kettlerivercontracting.com
kettlerivercontracting.com

Kettle River is very excited to have started up two major projects for Teck Coal at the Greenhills and Fording River Mines. Each contract is expected to run into the fall, support project teams of over 60 people, and exceed \$10M in revenue by the time they're complete.

Again, at Teck Coal Kettle River continues to perform several smaller projects as well. This spring we're continuing work building roads and pads for the Fording River Expansion Project. We've had the opportunity to perform this work for the past two seasons. Crews will also be out supporting Teck operations at Line Creek, Greenhills, and Elkview in various capacities.

The Inland Gas Upgrade Project with Fortis started up again in May. This is a continuation of KRC's successful work from 2020 and 2021. Our teams are clearing access for pipeline work and then reclaiming the areas once it's complete. The sites are spread out all over the East Kootenays.

New Hires/Staffing Updates

Kettle River brought on some new staff in the project coordination/project controls field. Raj Acharjee brings with him decades of senior project experience and has been assigned to the Fording River Water Treatment project. Michael Cleary has started at Greenhills. He has what can be a rare mixture of field supervision experience and business management experience. Both are proving to be valuable assets to their respective project teams.





Corrie Walkey, Director of Kettle River & Fred Hargrave, President of Kettle River visit Kettle River's newly purchased grader assigned to Canfor

Upcoming/Exciting Projects

After a lot of hard work chasing new clients through the winter KRC's estimating group was rewarded with an exciting project for BC Hydro helping with their Natal Substation upgrade in Sparwood. This is an incredible opportunity to demonstrate to a new client how precisely, efficiently, and safely our construction teams can operate.



Nupqu

Nupqu Resource Limited Partnership

Successes & Challenges

The focus at Nupqu since January has been planning and preparation for the 2022 field season. The biggest challenge that we faced in this endeavor was the amount of turnover in our management and administration staff along with the labour shortages that currently exist in the job market. As outlined in the list in our staffing update section, we have had to hire seven new staff since January that form part of our management and administration team. This amount of turnover has put significant strain on the existing staff as we prepare and ramp up for the upcoming 2022 field season. Due to staff shortages we have been focusing on what is necessary to keep our projects operating safely and effectively and onboarding and training new staff. This means that more strategic objectives are put on hold until we can get back to a full team.

Even with the labour shortages, we feel grateful to have hired new staff for the management/administration team and all the other new field employees. Our success in this is an indication of how Nupqu is known as a quality place to work.

As with the new fiscal year, Nupqu finalized and approved our budget and Operations Plan for 2022-2023. We have made significant improvements over this period of time in lining up our financial data with our budgeting process and making sure we are subdividing our operational variables with our predictable administrative costs.

Sales Summary



Q3 & Q4:
\$4,859,461

Nupqu |

Aaron Higgs, President

p: 250-489-5762

e: ahiggs@nupqu.com
nupqu.com



New Hires/Staffing Updates

- David Midbo – Project Manager for Safety Services and Contract Management projects
- Alicia Leasak – Accounting and Administrative Assistant
- Gord Bunston – Safety and Training Coordinator
- Jason Meuleman – Lead Botanist for Native Plants Division
- Sarah Langille – Health and Safety Manager
- Marek Gomolka – Operations Manager for Environmental, Safety Services, Forestry and Archaeology Divisions
- Sara Stewart – Office Administrator/Fleet Manager for the Fernie Office

For anyone interested in employment opportunities, please check out the careers page on our website:

Upcoming/Exciting Projects



Nupqu is excited to complete some major infrastructure improvements at the site of our Native Plants Division. With capital support from TC Energy, Nupqu will complete the construction of our new Storage & Shop Facility. Currently we are using one of our Greenhouses to store raw planting materials, mix soil and prepare trays for planting, which limits our overall growing capacity. With the addition of the new storage and shop space, this will open the availability of that Greenhouse and provide the Nursery the ability to add 100,000 seedlings to our plant- ing capacity. This is an overall increase of 20%, which will make a large impact to our operations.

Nupqu is also anticipating a very busy field season ahead with the number of capital construction projects occurring within the ?Amak?is Ktuanxa. We are continuing to support Teck on their capital work, which includes environmental monitoring on several construction projects at the various sites, many of which are part of Teck's ongoing work to improve the water management and quality in the Elk Valley. The work at Teck also includes ongoing forestry planning support for Teck's Fording Expansion Plan on Castle Mountain. The BC Hydro Natal substation, located just outside of Sparwood, is a multi-year project that kicks off this year, where we are supporting the environmental compliance and archaeology monitoring scopes work. One interesting project that we are engaged with is working on the Environmental Assessment process to support Skookumchuck Pulp Mill in accessing additional groundwater resources for their operations.



From Left to Right: Kevin Weaver, KEL's Director of Business Development, Keon Flamont, TC Energy Representative, Justin Paterson, Teck Coal Representative, & Hennie Tait, KEL's CEO