

About the Artist



Arnold Isbister

Arnold Isbister is an Indigenous artist based in Saskatchewan. In 1975, he attended the International Banff

Centre of Fine Arts where abstract, surrealism, and expressionism were instructed by the likes of Tak Tanabe, Graham Coughtry and Mary Lamb Bobak. In 1976 he enrolled at the University of Saskatchewan. In the 80s he secured solo exhibitions in Saskatoon, Calgary, Edmonton and Winnipeg. He applied and was accepted for exhibitions in SOHO, New York, Nashville, New Jersey, Toronto and Winnipeg, including a Solo at the Wanuskewin Heritage Museum with HRH Prince Charles attending who was presented with one of his paintings.

Writing has now been an integral part of Arnold's Art with a book being released that was short-listed for "Aboriginal-Book-Of-The-Year". He has now combined his paintings with his culture and short stories into a book of storytelling. Recently, as a result of the book (Jan.2006) one of his paintings was juried and purchased for the permanent collection of the National Indian & Inuit Art Center in Ottawa. His novel, "Stirbugs & Screws", and subsequent second book of short stories, "Strange Bannock" were released in 2012 and 2015 respectively.

"My style has varied through the many years and the images produced for this project were created from that experience and cultural perspective. In these paintings there is minimal content to convey a message, information for the public yet sustaining my Art with feeling and Spirituality. I was overloaded with concept, images after reading the text to accompany each illustration but was cognizant of the limited space I had to apply the images to the message. I became aware through innumerable 'doodles' the best application was using a minimal stylistic method as they did 2 centuries ago on the teepees, their shields, horses and themselves. The imagery and colors were symbolic to the Culture and had meaning; a message, information could be shown with minimal space and resources. Early in my journey as a purveyor of Art I realized this, adapting and evolving my Art to visualize our Culture."

Table of Contents

SRC's Indigenous Action Plan	
About the Artist	2
Land Acknowledgement	3
Message from Leadership	3
Mike Crabtree, President and CEO, SRC	3
Mark Calette, Senior Director of Indigenous Relations, SRC	3
SRC's Journey Engaging with Indigenous Communities	4
SRC's Pillars	5
Pillar One: Employment	6
Pillar Two: Leadership	7
Pillar Three: Indigenous Community Relationships	8
Pillar Four: Business Development	9
Engaging with Indigenous Communities:	
The Journey of Reconciliation	10
Project Spotlights	10
Project CLEANS (Cleanup of Abandoned Northern Sites)	10
Cowessess Energy Storage Facility	11
Aboriginal Mentorship Program (AMP)	12
MOU with Meadow Lake Tribal Council (MLTC) to Evaluate	
Potential Microreactor Applications	13
National Indigenous Peoples Day	14
SRC and North West College Collaborate on	
Micro-Credential Programs	15
Accelerated Site Closure Program (ASCP)	16
Spotlight on Indigenous Allies	17
North West College	17
Meadow Lake Tribal Council	17
Prince Albert Grand Council	17
Spotlight on SRC Staff	18
Corey Burgess—Senior Advisor, Environmental Remediation	18
Ryan Jansen—Manager Process Development	1.8

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Message from SRC Leadership

Mike Crabtree, President and CEO

For decades, SRC has proudly collaborated with Indigenous communities across Saskatchewan on a variety of projects. Indigenous involvement is vital to growing Saskatchewan's economy. SRC is a learning organization, and we know the deep connection Indigenous Peoples have to water, land, air and the physical environment. We plan to listen and learn from the Indigenous communities to better understand how we can support the vision, dreams and practical needs of Indigenous Peoples.

We have created this plan to show a continued commitment to working with Indigenous communities and leadership in the spirit of reconciliation. It's imperative that First Nations and Métis people, communities and businesses fully participate in the exciting future that lies ahead. In particular, the areas of critical minerals development and the new possibilities around microreactor development within the province.

SRC's Indigenous Action Plan is built in alignment with the Truth and Reconciliation Commission of Canada's (TRC) Call to Action 92. Our plan focuses on four pillars that engage, empower and prioritize the advancement of Indigenous Peoples within the organization and communities across Saskatchewan.

SRC is proud to put forward an Indigenous Action Plan that centres around Indigenous Peoples, communities and businesses to help us achieve our shared goals. Continuing to build trust and strong relationships with the Indigenous

communities is a hallmark of this plan. Advancing reconciliation with Indigenous Peoples is not only the right thing to do, it is simply good business. We encourage all our staff, collaborators and clients to embrace reconciliation each and every day.

Mark Calette, Senior Director of Indigenous Relations

As a member of the Métis Nation-Saskatchewan, I know the importance of building strong relationships. SRC is committed to listening and learning from communities, building trust and taking time to foster collaborative

relationships. By working together on key strategies, SRC can help cultivate deeper, more meaningful collaborations with Indigenous communities and help raise up Indigenous businesses and Indigenous Peoples across Saskatchewan.



This plan is a living document that will continue to grow and change as we work towards a common goal.

LAND ACKNOWLEDGEMENT

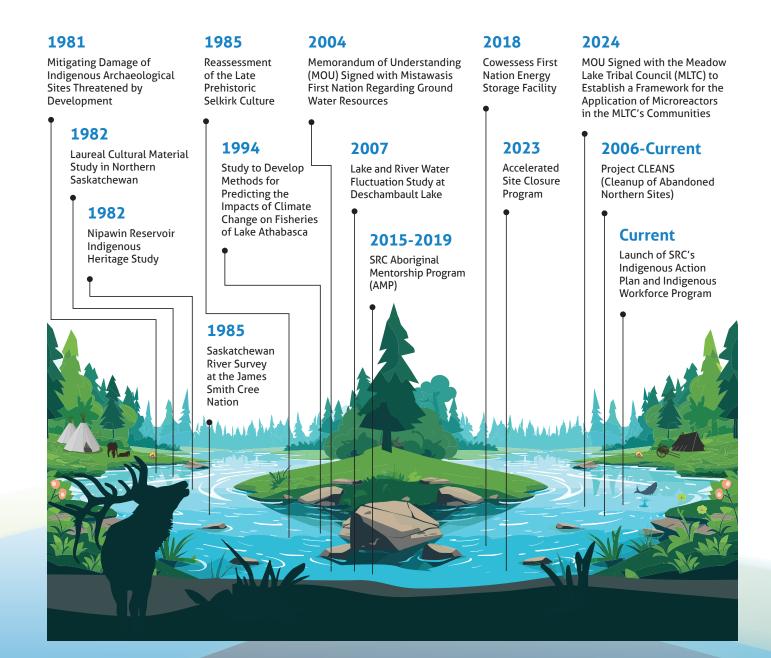
SRC operates on Treaty 6, Treaty 4 and Treaty 8 territory and the Homeland of the Métis. We pay our respects to the First Nations and Métis ancestors of this land and reaffirm our relationship with one another. We understand the importance of acknowledging the past and embracing a future where Indigenous Peoples and their traditions are valued and supported.

Together, we strive for a more inclusive and equitable business environment that benefits all.

SRC's Journey Engaging with Indigenous Communities

SRC has been collaborating with First Nations communities for more than 40 years. To highlight a few examples, our work with communities in the Athabasca Basin began with ecological studies in the early 1990s and continued in 2006 with Project CLEANS (Cleanup of Abandoned Northern Sites)—a multi-year project to assess and remediate 37 abandoned uranium mine and mill sites in northern Saskatchewan. Project CLEANS continues to work closely with Indigenous communities, incorporating traditional knowledge from local Elders into remediation efforts and creating job and training opportunities for Indigenous skilled workers.

In 2013, SRC began working with Cowessess First Nation on the Cowessess Renewable Energy Storage Facility. What began as a wind-battery project expanded in 2018 with the addition of over 1,000 solar panels, becoming the first known utilityscale, hybrid, wind-solar storage system in Canada.



> SRC's Pillars

These four pillars were chosen to align with SRC priorities and to match with current realities within corporate Canada.



Employment

A butterfly woman represented by sacred colour lines (blue, red, green) restores the balance and beauty of Indigenous Peoples who are symbolized by the butterflies working toward a new future. The colour yellow represents a new beginning and butterflies are a rebirth, balance and beauty.



PILLAR TWO Leadership

The wolf is a leader and calls to his pack not the moon. The colours blue, purple, black and green represent power, healing, victory and growth, respectively.



Indigenous Community Relationships

A humble and honest presentation to an Elder adorned with a red blanket. The colour red represents the continuity of relations. The red line means the blood continues through the land. Yellow represents a new beginning and purple is healing.



PILLAR FOUR Business Development

Mother/Father Earth is the provider and protector of natural resources and blows on a sacred circle to create more. The small circle represents an idea. The colour yellow signifies a new beginning, blue is power, teal is continued growth/abundance and green is growth/food.



SRC has always valued and prioritized the inclusion of Indigenous Peoples in its work. The Employment Pillar is defined as the commitment of resources (time and money) to achieving equitable representation of Indigenous persons in the workplace. Through opportunities such as the Aboriginal Mentorship Program (AMP), Project CLEANS (Cleanup of Abandoned Northern Sites), micro-credential pilot training programs and the Accelerated Site Closure Program (ASCP), Indigenous Peoples gain important skill development and work experience in the science, technology, engineering and math (STEM) fields of study.

Saskatchewan's Indigenous employment rate is growing, but there is still work to be done to ensure that Indigenous Peoples have a safe, collaborative working environment and meaningful employment. This pillar is designed to align with TRC's Call to Action 92 by facilitating equitable access to career opportunities and training within the corporate sector.

SRC is reimagining the AMP program as the Indigenous Workforce Program. This new program will allow for positions outside of STEM and include opportunities for apprenticeship. This will be an effort to build on previous success and to facilitate meaningful effort to respond to Call to Action 92.

How Will We Meet Our Goal?

- Increase recruitment and hiring of Indigenous Peoples by removing barriers to attracting, hiring and retaining Indigenous employees
- Collaborate with Indigenous educational institutions and training entities to support SRC's Indigenous student hiring program; explore funding and collaboration opportunities to build programs for Indigenous hiring
- Develop strategies for the retention and advancement of Indigenous employees

Measuring Success

- Track year-over-year percentage increase of new Indigenous hires to SRC
- Sign Memorandum of Understandings (MOUs) with First Nations University of Canada, Gabriel Dumont Institute, Saskatoon Tribal Council, Saskatchewan Indian Institute of Technologies and others
- Review of potential Indigenous hiring barriers with Human Resources; develop and implement strategy to remove three to four common barriers to hiring Indigenous Peoples
- Track the amount of funding acquired to assist Indigenous hiring; find one or two new funding opportunities each year
- Track decreases in voluntary Indigenous employee turnover
- Increase yearly opportunities for promotions and participation in leadership roles for Indigenous employees





For decades, SRC has strived to build an inclusive environment for employees to grow professionally and thrive within their careers.

The Leadership Pillar is defined as actions to reinforce an organizational focus on Indigenous relations by SRC's leadership. In alignment with TRC's Call to Action 92, Pillar Two aims to provide cultural education for staff and leadership and establish strategies to ensure Indigenous history and culture are understood and celebrated.

How Will We Meet Our Goal?

- Develop an Indigenous learning strategy for employees
- Organize and implement a strategy to educate and train staff about Indigenous culture and celebrate Indigenous culture together
- Create an Indigenous Advisory Committee comprised of Elders and youth who can provide guidance and feedback on various SRC initiatives

Measuring Success

- ▶ Track the number of internal and external Indigenous learning opportunities available to employees, including activities on days such as National Indigenous Peoples Day, and attendance at these opportunities
- Assemble the Indigenous Advisory Committee and hold one meeting before the end of the 2024-25 fiscal year



PILLAR THREE Indigenous Community Relationships

SRC believes in building collaborative relationships with Indigenous communities. As we expand and develop new projects, establishing dialogue with and learning from communities is more important than ever.

The Indigenous Community Relationships Pillar is defined as providing time and resources to develop and sustain positive and progressive relationships with Indigenous leadership, people, communities and organizations. SRC is committed to building trust and relationships that benefit Indigenous Peoples.

SRC has always maintained strong Indigenous community relationships. Engaging with Indigenous communities on projects in a meaningful way is important. Some examples of this include signing a Memorandum of Understanding (MOU) with Meadow Lake Tribal Council (MLTC) to evaluate potential microreactor applications and working on the Cowessess Energy Storage Facility.

Measuring Success

- Track the number of Indigenous communities and leadership that are working with SRC; target one or two new communities or tribal councils over the next two fiscal years
- Track how many times SRC staff meet with Indigenous communities and their leadership and how many times SRC staff visit Indigenous communities
- Track the number of projects SRC is exploring that involve collaborations with First Nation and Métis communities; set a new target of at least one or two more collaborations a year with Indigenous nations and organizations
- Track the number of tours at SRC facilities given to Indigenous communities, leaders and affiliate organizations

How Will We Meet Our Goal? Engage meaningfully and consistently with Indigenous communities and leadership on all major SRC projects Create opportunities to learn and understand Indigenous needs, goals, aspirations and community vision Collaborate on joint projects that assist Indigenous communities in fostering growth, adapting to change and adopting innovative technologies Invite Indigenous nations to tour SRC to learn more about technical areas and opportunities



To meet TRC's Call to Action 92, SRC aims to ensure that our corporate policies and core operational activities involve Indigenous Peoples. The Business Development Pillar is defined as the commitment of resources (time and money) to the development of business relationships with Indigenous business entities. These businesses can be owned by the Indigenous nations or private businesses that have been verified as Indigenous by First Nation and Métis governments. SRC strives to include Indigenous Peoples in all areas of its operations by developing an inclusive approach to business.

How Will We Meet Our Goal?

- Provide training, development and mentorship opportunities for Indigenous contractors
- Ensure that Indigenous economic components are included in SRC proposals
- Strive to decolonize SRC's procurement and business development-related policies and processes to create more equitable and inclusive opportunities for Indigenous businesses and for SRC
- Provide industries and clients with information about SRC's Indigenous initiatives and activities as requested

- Listening to industry and client requirements for Indigenous inclusion
- Ensure internal resources are available to advance reconciliation through this plan

Measuring Success

- Track current percentage of Indigenous business across SRC contracts; set a target of one per cent growth on a year-to-year basis
- Review industry and client requirements for Indigenous inclusion with SRC's Business Development team to adapt, grow and evolve our strategy; document our activities and keep track of required metrics
- Work with SRC's Procurement team to measure and track success of Indigenous Procurement Policy; revise in 2025-26 fiscal year based on results and feedback from SRC vendors or potential vendors

GOAL

Our goal is to increase Indigenous procurement by providing more opportunities for Indigenous businesses and vendors to provide goods and services to SRC.

SRC has created an Indigenous Procurement Policy. This policy is designed to encourage increased business with Indigenous contractors and service providers.

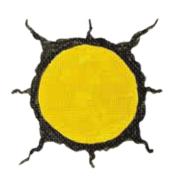
We also strive to ensure that through our Indigenous Relations strategy, our business lines are eligible for opportunities that allow us to attract and retain clients and receive funding.



>

Engaging with Indigenous Communities

The Journey of Reconciliation



PILLAR ONE

Project CLEANS

(Cleanup of Abandoned Northern Sites)

In 2006, the Government of Saskatchewan contracted SRC to manage the remediation of 37 abandoned uranium mine and mill sites (Project CLEANS) in the Athabasca Basin region in northern Saskatchewan, the traditional land of three First Nations and the Homeland of the Métis. These sites operated in the 1950s-60s and were abandoned with little to no decommissioning.

One of the unique project challenges is that the Athabasca communities are isolated from the provincial road system and are distant from economic opportunities. This remoteness adds complexities to the project and to meeting SRC's socioeconomic project goals.

SRC has engaged with Indigenous communities in many ways since the start of the project, such as:

- Working with the Prince Albert Grand Council (PAGC) to gather traditional knowledge and information on traditional food consumption near and at the sites
- Asking for input on assessment results, remediation objectives and design, and postremediation monitoring programs
- Presenting project updates annually to the local communities and organizing site visits for community leaders

 Developing annual project update videos in both English and Dene for the communities; promoting these on social media, SRC's website and through its Project CLEANSspecific email newsletter

To enable communities to benefit economically from the project, SRC has included significant Athabasca Basin region content metrics in its public procurement activities and the resulting contracts, primarily for contracting services. The three metrics (Athabasca Basin Region Indigenous Workforce, Athabasca Basin Region Heavy Equipment and Athabasca Basin Regional Spend) and the percentage targets were developed in consultation with Indigenous nations.

To date, SRC and its contractors have achieved significant metrics of up to 60 per cent for Athabasca Basin Region Indigenous Workforce, 70 per cent for Athabasca Basin Region Heavy Equipment and 50 per cent for Athabasca Basin Regional Spend.

Over the years, SRC has built and maintained strong, trusting relationships and maintained open communication channels with the communities — critical factors for the success of the socialeconomic aspects of Project CLEANS.



Project CLEANS Community Leadership Tour



PILLAR THREE

Cowessess Energy Storage Facility

For decades, SRC has been working on a large-scale renewable energy project with Cowessess First Nation. In 2006, SRC installed a device to measure wind speeds in the area and gauge the feasibility of a wind farm. In 2013, Cowessess and SRC built the Cowessess Renewable Energy Storage Facility, a project consisting of a wind turbine and battery-storage system to smooth out the volatility of windgenerated power.



1,400 solar panels were added to the Cowessess Energy Storage Facility in 2018.

A 2018 expansion of the project saw the addition of 1,400 solar panels, making it the first utility-scale hybrid wind-solar-storage system in Canada. The facility produces enough energy to power over 340 homes and illustrates the complementary nature of combined wind and solar energy.

Along with the design and initial installation, SRC has provided training in system operations and maintenance to Cowessess and ongoing support.

For more than a decade, the Cowessess microgrid has been generating power for the southern Saskatchewan First Nation, setting an example for renewable energy projects spurring Indigenous economic development.



PILLAR ONE

Aboriginal Mentorship Program (AMP)

SRC is committed to fostering Indigenous participation in the science, technology, engineering and math (STEM) disciplines by supporting students as they progress through their post-secondary education with opportunities to learn and grow both personally and professionally.

From 2015-2020, SRC ran a highly successful Aboriginal Mentorship Program (AMP) that connected post-secondary Indigenous students in the STEM disciplines with SRC mentors in the same or similar disciplines to help them take their education and experience to the next level. The program included coaching and mentoring throughout the school year, along with meaningful summer employment and opportunities that helped the students develop valuable skills and gain experience for their studies and future careers.

During the five-year program, SRC welcomed more than 25 students. These students came from different Saskatchewan post-secondary institutes and represented a variety of First Nations across Saskatchewan, Alberta and Manitoba.

The students contributed to SRC's work

in sectors including mining, energy, environment and corporate support services. The true success of the program was reflected in the number of students that either



Students from SRC's Aboriginal Mentorship Program

returned for a second summer, were hired either temporarily or permanently with SRC after their studies finished or were able to find meaningful employment within their industries of choice.

Collaboration was key to the program's success. SRC received funding from both the Saskatoon Tribal Council and Gabriel Dumont Institute to supplement the students' wages. The program also received referrals from both Saskatchewan universities.

SRC is currently reimagining AMP and is in conversation with educational institutions and training and development organizations to build a more robust program.



SRC Model of an eVinci™ Microreactor

PILLAR THREE

MOU with Meadow Lake Tribal Council (MLTC) to Evaluate Potential Microreactor Applications

Microreactors have the potential to be transformative for Saskatchewan's economy, particularly for northern and remote industries and communities that are edge-of-grid or off-grid.

On June 6, 2024, SRC and Meadow Lake Tribal Council (MLTC) signed a Memorandum of Understanding (MOU) to establish a framework for collaboration regarding the potential applications of a microreactor in MLTC's communities.

SRC will share relevant resources, reports and studies related to microreactors to help MLTC evaluate how nuclear energy technology can address long-standing issues related to reliable and affordable heat and power in northern communities. MLTC will provide SRC with traditional knowledge, cultural perspectives and community-specific considerations that may inform the deployment of a microreactor.

SRC is the primary organization responsible for microreactor development in Saskatchewan. SRC is also the sole organization authorized to hold the regulatory licences and be the licensed operator of microreactors in the province, while the sector is in the early stages of commercial development.



PILLAR TWO National Indigenous Peoples Day

In celebration of National Indigenous Peoples Day on June 21, 2024, SRC employees participated in Indigenous activities and hands-on demonstrations provided by Dore Land Based Learning. This was an opportunity for employees to learn from local Elders about Indigenous culture and traditional activities such as ribbon skirt making, rope winding, hunting, games and more!



PILLAR ONE

Src.sk.ca

SRC and North West College Collaborate on Micro-Credential Programs

In the fall of 2023, SRC and North West College announced an innovative plastic welding pilot training program, a first of its kind in the province. The value-added, micro-credential program was developed for individuals looking to expand their welding capabilities. The program included short-term training that equipped students with the specialized skills required for welding polyvinyl chloride (PVC) materials.

The students had the opportunity to practice their new skills at SRC's solvent extraction fabrication facility in Saskatoon. SRC discovered the need for plastic welding expertise when developing prototypes of solvent extraction cells for its Rare Earth Processing Facility. To date, two groups of students have successfully completed the program.

SRC also launched an additional micro-credential program with North West College focused on training Indigenous students around metal smelting technology developed at SRC. In July 2024, the first cohort of students completed the program and received safety-focused training that allowed them to experience working with an industrial-grade smelting unit.

Both collaborations offered training and employment opportunities to five Indigenous students enrolled at North West College, growing Saskatchewan's economy and workforce.

With two campuses located in North Battleford and Meadow Lake, North West College provides educational programs and services to over 2,600 Saskatchewan residents, including 20 First Nations communities.



Dr. Eli Ahlquist, President and CEO of North West College, speaks at program launch.



Students received hands-on training in plastic welding.



PILLAR ONE

Accelerated Site Closure Program (ASCP)

In May 2020, the Government of Saskatchewan launched the Accelerated Site Closure Program (ASCP) with \$400 million in federal stimulus funding through Ottawa's COVID-19 Economic Response Plan. The initiative was a collaborative effort between the Saskatchewan Ministry of Energy and Resources, SRC, the Saskatchewan Ministry of SaskBuilds and Procurement and the Saskatchewan First Nations Natural Resource Centre for Excellence.

From the beginning, SRC and the program team recognized the importance of building trusting relationships with Indigenous communities and knew that Indigenous participation was vital for the program's success. For decades, SRC has been working to ensure that Indigenous communities are at the table and actively engaged with projects that directly impact their land and people.

By working closely with the Saskatchewan First Nations Natural Resource Centre for Excellence—who helped establish strong working relationships with Indigenous communities and Indigenous-owned and operated businesses—the ASCP was able to surpass its projected goals. Over \$90 million of the program funds were spent supporting Indigenous participation in the ASCP and over \$32 million was used for projects on First Nation reserves.

The ASCP contributed to 9,823 well abandonments, 4,041 flowline abandonments, 66 facility decommissions and 16,710 site remediation and reclamation activities. Many of these sites were on First Nations land and over \$59 million in site closure work was completed by Indigenous-owned service companies. Four Indigenous-owned companies were included in the top ten service providers for the project, including the company that took the spot as the number one service provider. In total, there were about 55 approved Indigenous vendors for the program.

SRC is proud to have been a part of a program that saw significant collaboration and dedication to reciprocal trust, strong cooperation and a commitment to environmental remediation.

Spotlight on Indigenous Allies

North West College

Council leverages the unique strengths of both organizations to jointly develop innovative and highly specialized micro-credentials. By focusing on Indigenous learners in the northwest region of Saskatchewan, we aim to create future-focused career pathways that empower local communities and drive sustainable growth.

Additionally, Indigenous art created by North West College students is showcased at SRC. Our ongoing collaborations not only enrich educational opportunities but also underscore our shared commitment to reconciliation with First Nations, promoting inclusivity and fostering excellence in career education."

- Dr. Eli Ahlquist, President and CEO, North West College

Prince Albert Grand Council

the importance of a more holistic and culturally sensitive understanding of abandoned mines. This approach has allowed Indigenous communities to contribute their traditional knowledge and connection to the land, while SRC provided technical expertise.

As a result, the project has been successful in cleaning up contaminated sites while building relationships between the two groups. The partnership between SRC and Indigenous communities is an excellent example of community-led initiatives and collaboration driving positive change.

By recognizing the concerns and perspectives of Indigenous communities, the project promotes a more inclusive and sustainable approach to mining and environmental management. Through this collaboration, the Athabasca region can move towards a cleaner and safer future."

Vice-Chief Joseph Tsannie,
 Prince Albert Grand Council

Meadow Lake Tribal Council

In 2023, the Saskatchewan Research Council (SRC) and the Meadow Lake Tribal Council (MLTC) began discussions regarding a collaborative partnership focused on exploring the opportunity of small-scale nuclear energy deployment in northern and remote communities. The team at SRC have been outstanding in their support of MLTC through hosting informational meetings, discussion forums and recognition events.

The SRC team members are responsive to the needs of MLTC and are open to accommodating Indigenous values into the development of future opportunities. We are pleased to be part of the SRC ecosystem. MLTC looks forward to an exciting future in collaboration with SRC."

Tribal Chief Jeremy Norman,
 MLTC Industrial Investments LP

> Spotlight on SRC Staff

Corey Burgess Senior Advisor, Environmental Remediation

"I have been with SRC for over five years, collaborating with various First Nations leaders across our province for more than a decade. Engaging with portfolio holders in areas such as housing, business development and education has allowed me to tailor our relationships to best serve the First Nations of Saskatchewan. I am committed to integrating our traditions and culture into the workplace while identifying potential business opportunities between SRC and First Nations and Métis communities in our province."

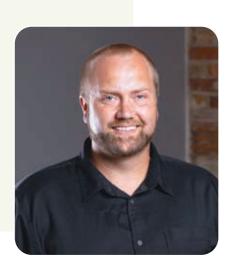
Corey Burgess is a member of the Montreal Lake Cree Nation from central Saskatchewan, with roots in the Little Red River community near Prince Albert. This community amalgamates members from both Montreal Lake and La Ronge.



Ryan Jansen Manager, Process Development

"I have had the privilege to work with several Indigenous groups both in Saskatchewan and beyond over the past 15 years in the areas of building efficiency, sustainable food production and energy. Our collaborations have been overwhelmingly positive, and it's been an honour to work with progressive nations."

Ryan Jansen leads much of SRC's work in renewable energy technologies, including the Cowessess Energy Storage Facility project, as well as smart grids and microgrids—all with an eye on developing a reliable, smart and sustainable energy supply for communities and industries.

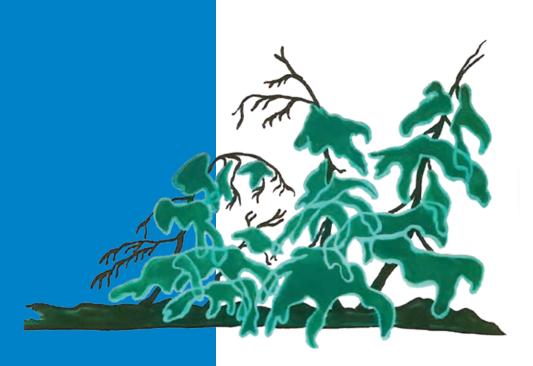


Project Locations

- Nipawin 1982 Nipawin Reservoir Indigenous Heritage Study
- 2 Lake Athabasca 1994 Study to Develop Methods for Predicting the Impacts of Climate Change on Fisheries of Lake Athabasca
- James Smith Cree Nation 1985 Saskatchewan River Survey
- Deschambault Lake 2007 Lake and River Water Fluctuation Study at Deschambault Lake
- Cowessess First Nation -2006-Present Cowessess First Nation Energy Storage Facility
- Athabasca Basin 2006-Present
 Project CLEANS (Cleanup of Abandoned
 Northen Sites)
- 7 SRC and North West College -2023-2024 Micro-Credential Program at SRC's Rare Earth Processing Facility (Under Construction)
- 8 SRC Head Office Saskatoon







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