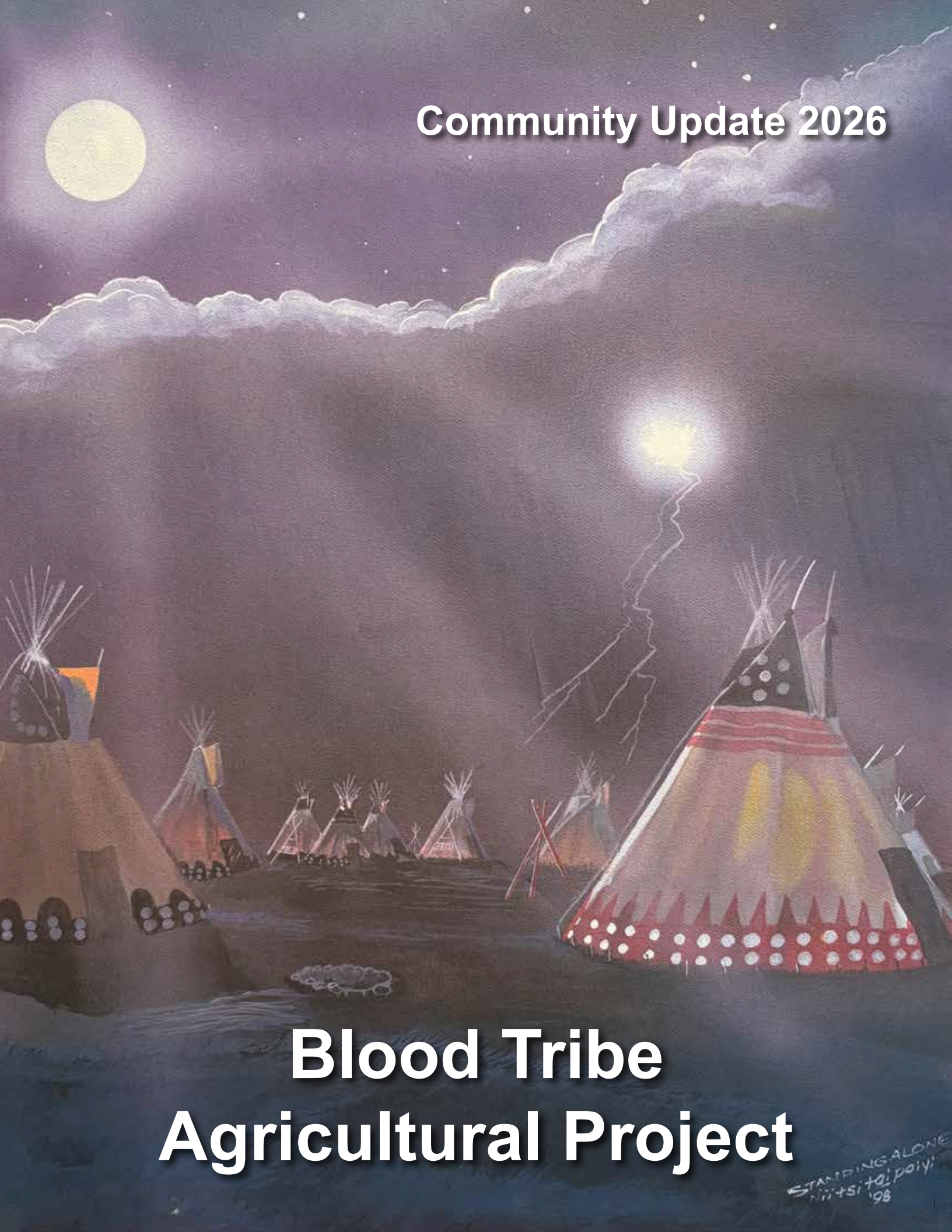

Community Update 2026
Blood Tribe
Agricultural Project
STANDING ALONE
Nii+si+ta! poiy!
'98

Table of Contents

Message from Chief Plaited Hair	1
BTAP Board of Trustees	2
General Manager Report	3
Aohkii (2018) Capital Reserve Fund Trust	5
BTAP Administration Report	7
Finance Report	8
Operations and Maintenance Report	10
BTAP Irrigation Map 2026	12
Mataki Farms Map 2026	14
Kainai Forage	15
Elder Profile - Wilton Good Striker	19
BTAP Staff Memories and Appreciation	20
BTAP Highlights for 25/26	22
BTAP Visits Gila River Indian Community	24

Front cover art by Henry Standing Alone. Henry provided artwork annually to BTAP in the 1990s. His beautifully themed art depicts agriculture and tradition reflected around irrigation on the Blood Reserve. BTAP continues to use his art for reports and newsletter graphics. His prints are proudly displayed in the BTAP office.



Message from Chief Travis Plaited Hair

Oki

Once again, I am honoured to be in the role as Head Chief of the Blood Tribe and as a trustee for the Blood Tribe Agriculture Project (BTAP) Board of Trustees for the 2025/26 fiscal year. I want to acknowledge Blood Tribe leadership, past and present, as well as BTAP staff for their hard work and dedication in making BTAP a standard of excellence in the business of agriculture.

Since BTAP was established in 1991, it has become synonymous on the world's ag sector stage and is a globally recognized name. We continue to provide world-class timothy hay to markets in Asia and the Middle East. This is a result of the combined efforts between BTAP and the Kainai Forage hay plant.

This year, we are excited with the construction of BTAP's new Makiinima building that will be opening its doors this fall. The new facility will be state of the art and will accomodate our adminstration staff and technical crew in continuing to provide the proper irrigation infrastructure and operation.

This year BTAP had the opportunity of visiting the Gila River Indian Community in Arizona.The visit provided valuable insights into the community's agricultural and economic development initiatives. BTAP also hosted Saddle Lake Chief and Council. The primary focus was giving them insight on how the Blood Tribe successfully transformed our land into a thriving agricultural enterprise. This is just a snapshot of how other Indigenous communities look towards the Blood Tribe as a benchmark in the success of agriculture.

We want to recognize Len Ring for his years of dedicated service on the Blood Tribe Agri-business Trust Board of Trustees. Len announced his resignation as trustee at the end of the 25/26 fiscal year. We wish him well and will continue to utilize his expertise in an advisory role.

On behalf of the Blood Tribe Chief and Council, BTAP Board of Trustees, and BTAP staff, we look forward to many more years of success in providing opportunities and economic growth for the Blood Tribe.

Chief Travis Plaited Hair

Blood Tribe Agricultural Project (BTAP) Board of Trustees



Chief Travis Plaited Hair
Trustee



Hank Shade - Chairman



Mike Zubach - Treasurer



Kirby Many Fingers
Trustee



Piinaakoyim Tailfeathers
Trustee



Marcel Weasel Head
Trustee



General Manager Report

Levi Blackwater

Oki,

Greetings from the management and staff of the Blood Tribe Agricultural Project (BTAP). For the past 10 years BTAP has provided an annual update to the membership in understanding the importance of transparency and timely communication. All organizations have experienced challenges in their history, BTAP was no exception. With a period of analysis, reorganization and tweaking of the business model BTAP has steadily turned a profit.

Here are some highlights of the past 10 years;

- Land issues – amended Headlease with extended term (2068) added Mataki and West end expansion lands to Headlease. Total of 143 pivots irrigating 24,000 acres.
- Made improvements to Accounting, cash flow forecasting and cash management systems.
- 2019 formed Kainai Forage Limited Partnership – Tribe majority partner 51%
- Pivot refurbishment 2021 – $3.1 million.
- Capital expenditures on canal infrastructure – SCADA, canal drop structure upgrades.
- Extensive drainage and road upgrades
- Paid out pivot expansion loan early to avoid high interest, $2.1 million
- Created Aohkii Capital Reserve Fund Trust to replace pivots and infrastructure repairs beginning in 2035. $6.1 million invested, value at spring 2026 $8 million.



In recent years, the current building has shown significant signs of aging, such as increasing maintenance costs and persistent pest control issues. As the facility was originally intended to be temporary, the board of directors and management have concluded to retire the existing building, as it has fulfilled its intended purpose.

The new Makiinima Building is designed to provide a modern, efficient workspace for our staff, featuring a resource center for our Operations & Maintenance team. As well as, enhancing capacity to welcome and host community members and visitors in the new boardroom and gallery area.

Construction of a much-needed office building will be the headquarters of our operations that features a Resource center that will accommodate various training sessions for the O&M staff. The Grand opening is set for early October 2026, the community is welcome to attend.



Computer rendering of Makiinima building preliminary design



Construction on the new building begins in November 2025



Floor plan

The 2026 community update will detail our operations including Property management and Systems maintenance. Also a report on the partnership Kainai Forage LP which is a separate entity from BTAP. The Blood Tribe is represented through Aohkii LP and is the majority partner holding 51% share. Indigena is the managing partner.

AOHKII (2018) Capital Reserve Fund Trust

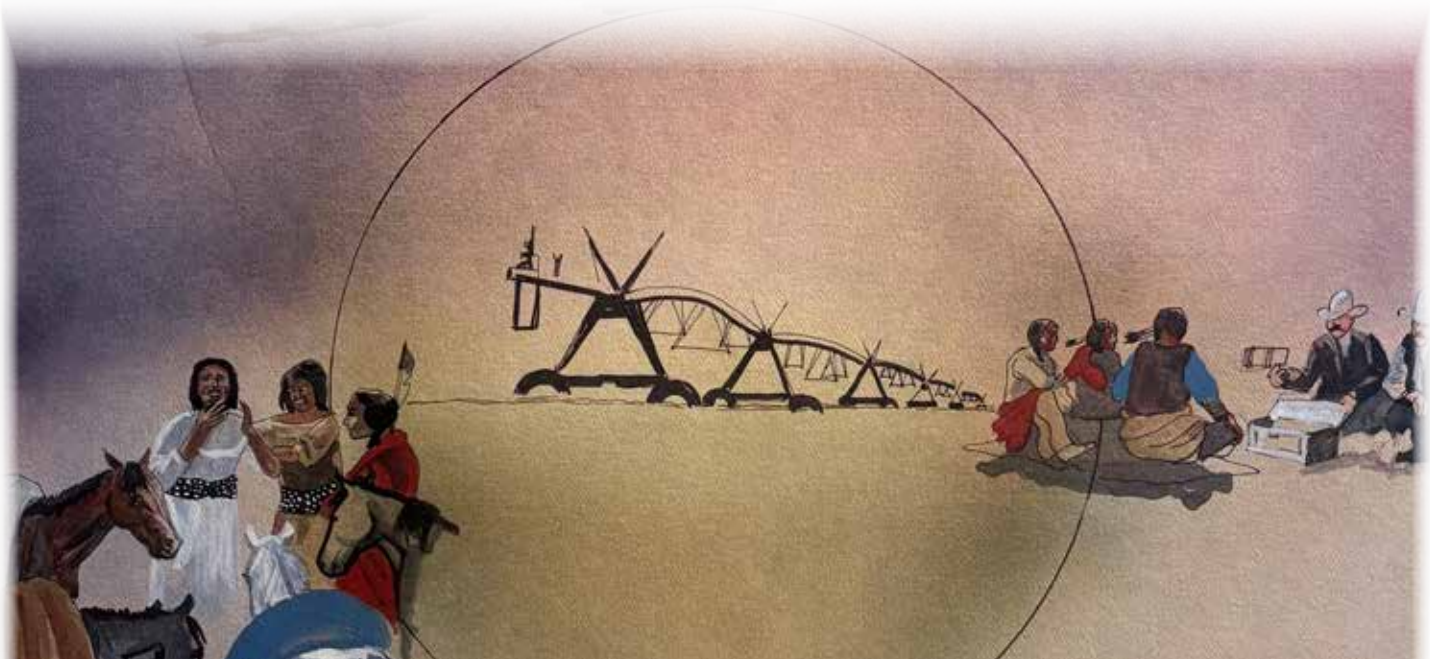
The Trust has also established Aohkii (2018) Ltd Capital Reserve Fund Trust; these dollars are set aside for future replacement of the irrigation infrastructure and to ensure that capital replacement costs are available for future generations. Total contribution to date is approximately $6.1 million and the present value is $8.3 million. These funds cannot be accessed until Tranche 1 in 2035 and then only for authorized payments (pivots, pumps pipelines etc). In 2036 Tranche 2 funds will begin with deposit of 60% of the 2026 contribution.

Tranche 1 Replacement Funds

The purpose of the Tranche 1 Replacement Funds is to receive certain funds from the Company **up to and including Fiscal 2035**, as follows:

- on or before September 1, 2022, the sum of $2,000,000;
- on or before September 1, 2022, the sum of $900,000, then;
- **beginning the calendar year 2024**, on or before January 15 each year through Fiscal Year 2035, the sum of no less than $900,000 **adjusted annually for inflation**.

Thereafter, a Tranche 2 Replacement Funds account will be opened. Funds received into that account will be a sum equal to 60% of the 2035 contribution, adjusted annually for inflation, on or before January 15 of each Fiscal Year beginning in 2036 through to either renewal of the Headlease or the Termination Date of the Trust.



AOHKII (2018) Capital Reserve Fund Trust

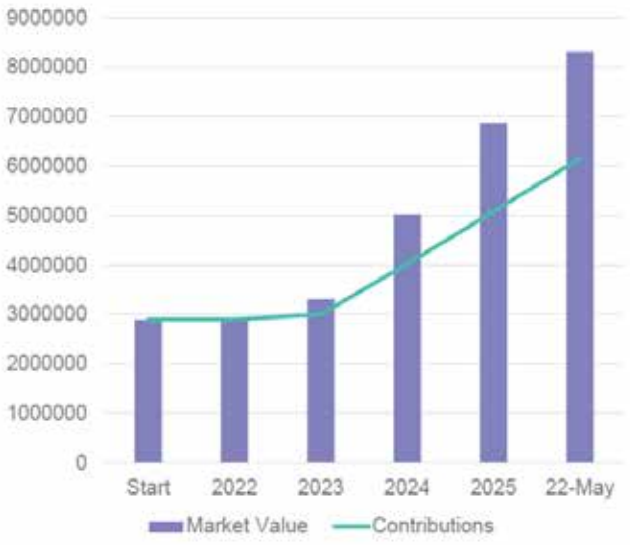
continued

Tranche 1 Replacement Funds – Revenue Account

ANNUAL CONTRIBUTION SUMMARY

Year #	Date	Amount Received	Contributor
1	September 23, 2022	2,000,000	Aohkii (2018) Ltd.
2	September 27, 2022	900,000	Aohkii (2018) Ltd.
2	March 1, 2023	100,000	Aohkii (2018) Ltd.
3	January 15, 2024	926,866	Aohkii (2018) Ltd.
3	April 17, 2024	100,000	Aohkii (2018) Ltd.
4	January 15, 2025	952,612	Aohkii (2018) Ltd.
4	April 8, 2025	100,000	Aohkii (2018) Ltd.
5	January 6, 2026	970,522	Aohkii (2018) Ltd.
5	April 21, 2026	100,000	Aohkii (2018) Ltd.
	Total	**6,150,000**	

Tranche 1 Replacement Funds



2025 YTD Financial Results

Total Contributions to 31Dec25:	$ 5,079,478
Value on 31Dec2025:	**$ 6,869,125**
Total Contributions to 22May26:	$ 6,150,000
Value on 22May2025:	**$ 8,309,931**

Investment of the Trust Property has provided a value-add of $1,875,739 since inception to 31Dec2025.

($2,277,554 to 22May26)

BTAP Administration Report



L to R: Crystal Oka; Receptionist, Robin Day Chief, Custodian; Montana Shade - YP, Administration Manager & Tori Soop - Little Bear, Purchasing Clerk.
Missing: Bailey Giesbrecht, Finance/Office Manager; Debbie Day Chief, Purchasing Agent

Oki,

Nikso'kowaiksi, nitanikkoo Naato'iaisaapiiaakii (Holy Looking Women), my English name is Montana Shade-Young Pine. As of Fiscal Year 2025/26, I have been with AOHKII (2018) Ltd, c/o Blood Tribe Agricultural Project (1991) (BTAP) for 2.5 years. After concluding my employment term and acting position in January 2025, I was honoured to accept a permanent role as the Administration Manager. Since I started working with BTAP, I have experienced tremendous professional growth and development. This journey has brought both challenges and rewards, allowing me to effectively apply my background in Agriculture. This experience has created a strong foundation for my career.

I have had the privilege of working alongside a great administration team that has grown together and cultivated a culture of collaboration and support. I am especially proud of Crystal, Tori, Robin, and Debbie, whose return we eagerly await. This team truly serves as the backbone of our organization, playing a crucial role in maintaining staff morale and the efficiency and effectiveness of our daily operations

.

During my time at BTAP, I have taken immense pride in contributing to the strategic plan of AOHKII (2018) Ltd, which is anchored by the innovative irrigation mall concept. This vision drives the ongoing expansion, operation, and maintenance of irrigation infrastructure across BTAP's head lease lands. By subleasing these lands to agricultural entities such as Kainai Forage, AOHKII (2018) Ltd maximizes resource efficiency and secures reliable bi-annual rental income.

These subleases clearly define AOHKII (2018) Ltd's responsibilities, including providing land, delivering irrigation services such as pivot maintenance, and managing water application. In addition, AOHKII oversees critical infrastructure like irrigation assets, the Mokowan Ridge canal, and other essential water resources. This effective oversight is key to maintaining financial stability and achieving our strategic goals. As Administration Manager, I am committed to continuing my support for our Management team and Board of Trustees in executing the strategic objectives outlined in the strategic plan.

I am deeply grateful to my dedicated staff, our management and O&M teams, and the Board of Trustees for their ongoing support, guidance, and shared wisdom. I look forward to many more years of growth and working with this incredible team.

Finance Report

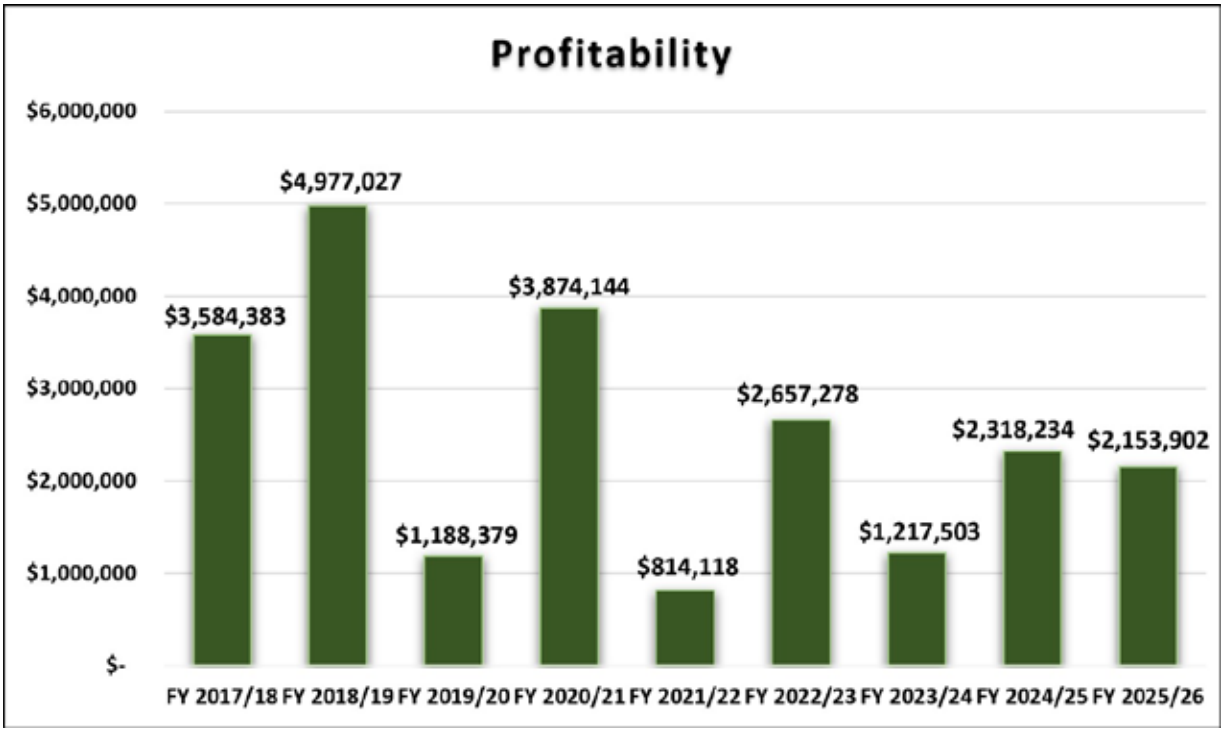
As Administration Manager, I am proud to present the financial report for Fiscal Year 2025/26. The AOHKII (2018) Ltd has developed a 10-year financial projection plan to aid in the work required for planning and budgeting. Monthly assessments are conducted by the management team to evaluate future income and expenses, with a primary emphasis on the maintenance of irrigation infrastructure and administrative costs. I am very proud to report as a result of these strategic business practices, our managers, who demonstrate passion and a strong work ethic; combined with the unwavering dedication and hard work of all our staff members, AOHKII (2018) Ltd has achieved success that has garnered attention at a world-class level.

As highlighted in our General Manager's report, our staff are eagerly anticipating the completion of the new Makiinima Building. This important development will not only enhance our operational productivity but also showcase the dedication and hard work of our team.

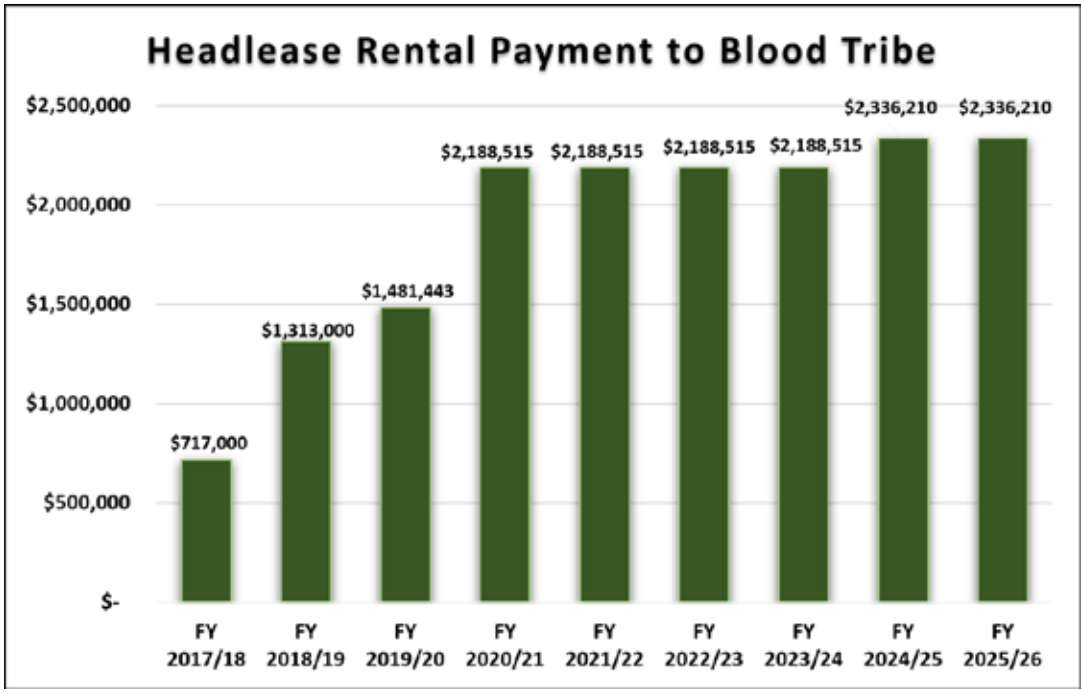
Financial Highlights:

For Fiscal Year 2025/26, AOHKII (2018) Ltd reported a net income of $2,153,902 and an EBITDA of $2,914,545, representing the net income based on actual operations. In response, AOHKII (2018) Ltd allocated an additional $100,000 to the AOHKII Capital Reserve Trust, bringing its total value to $8,309,931 as of May 2026. A further $500,000 in surplus cash was invested in a Short-Term Redeemable Investment. Additionally, in support of the new Makiinima Building project, AOHKII (2018) Ltd contributed $2.4 million in equity and secured $2 million in First Nation Development Funds (FNDF) from the Tribe. Notably, the project is being entirely funded with cash, with no debt financing was required.

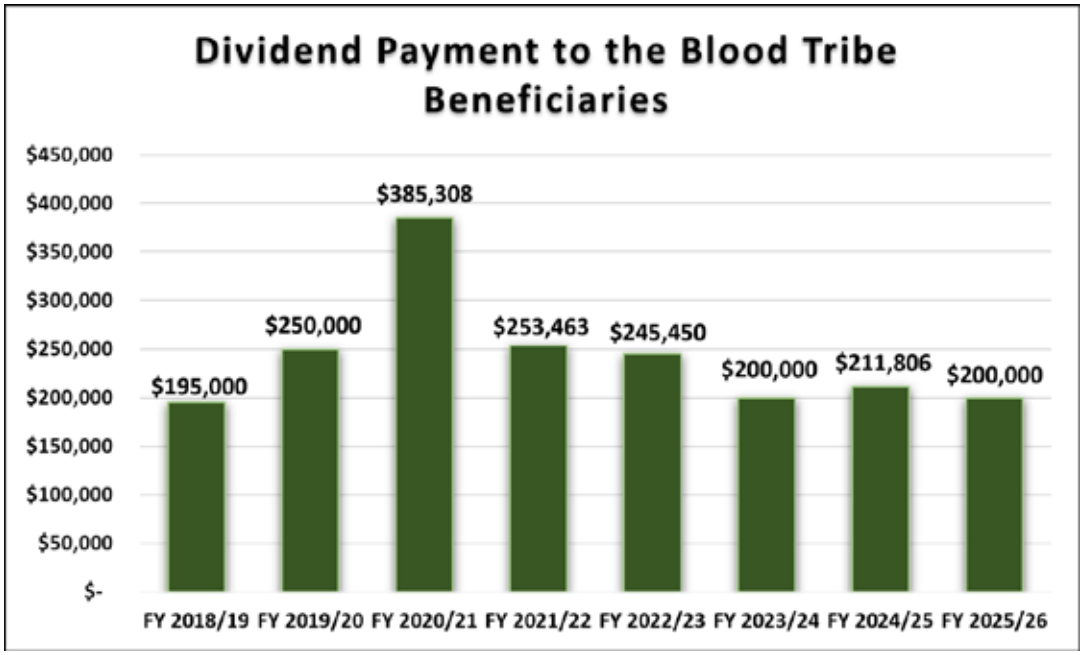
Below, you will find the profitability of BTAP since 2017.



What does this mean for the Blood Tribe?



Under the Blood Tribe Agricultural Project (1991) head lease, BTAP is required to make an annual rental payment of $2,336,210 for the next 5-years, this is following a Fair Market Rent Review completed in FY 23/24. The graph above shows the rental payments made each fiscal year, totaling $17,654,924 that will be paid to the Blood Tribe as of October 2026.



An obligation of AOHKII (2018) Ltd c/o Blood Tribe Agricultural Project (1991) is to pay a 10% dividend payment, based on net income to the Blood Tribe Beneficiaries, represented by the Blood Tribe Chief and Council. The dividend for FY 2025/26 was paid in May 2026 in the amount of $200,000, this brings the total of dividends paid as of this year to $1,941,027.

As the Administration Manager, I am pleased to announce that, as a result of the strategic plan of AOHKII (2018) Ltd c/o Blood Tribe Agricultural Project and the dedication of our staff, a total of $19,595,951 will have been paid to the Blood Tribe over a period of 9 years. This amount includes the head lease rent and dividend payment since FY 2016/17.For more information, please visit our website btap.ca

Operations & Maintenance (O&M) Report



OKI Blood Tribe Community,

For this community update, I want to focus on the most important resource that we have at the Blood Tribe Agricultural Project. That is water. Water is life.

Water is the foundation of everything we do at BTAP. It sustains our land, supports agriculture, and creates opportunity for our community. Without water, there is no irrigation, no crop production, and no agricultural growth. Simply put, water is what drives this entire project. BTAP is licensed to use 40,000 acre-feet of water, and with that comes great responsibility.

Our role in Operations & Maintenance is to ensure water is delivered safely, efficiently, and reliably through our irrigation infrastructure while minimizing downtime and protecting the systems that make delivery possible.Water moves through our reservoir, canals, pump houses, and pivots before reaching the lands that depend on it. Delivering water requires daily monitoring, planning, maintenance, and quick response to operational challenges.

This is where our Operations & Maintenance (O&M) team plays a critical role. The O&M team works hard every day behind the scenes to keep water flowing. Their dedication, commitment, and work ethic ensure water continues to move where it is needed most. Without their efforts, efficient water delivery would not be possible.

The success of BTAP also depends on strong leadership, clear direction, and sound operational policies. Through strong management, planning, and accountability, BTAP continues to build a system focused on responsible water management, operational efficiency, and long-term sustainability. Included in this update is water usage data, maps, and system information to provide transparency and help the community better understand the scale and importance of water delivery at BTAP. I am proud of our team, proud of the work we do, and proud to be part of an organization focused on serving both the land and the community.

With respect,
Marvin Mistaken Chief
Operations & Maintenance Manager



BTAP Work Crew L to R: Scott Chief Calf, Water Master; Jamison Russell, Operator; Gary Scout, SR Pivot Tech; Marvin Mistaken Chief, O&M Manager; Quincy Sun, Operator; Jamie Striped Wolf, Water Master; Stephen Jr. Wadsworth, Sr Pivot Tech ; Brandon Pace, Operator. **Missing:** Dwight Old Shoes, Operator; Manuel Blood, Mechanic; Donovan Blood, Security; Wesley Shouting, Security.

BTAP Water Source and Distribution Infrastructure Facts Sheet

Water Source & Storage:

Source: St. Mary's Irrigation Canal – supplies water to the BTAP and other regional agricultural projects.
Storage: Mokowan Reservoir – 3,000 dam³ (3 million m³) capacity; ensures stable water supply during peak demand.

Distribution Infrastructure Conveyance:
- Over 33 km of canals and pipelines.
- 11 drop structures control water speed and prevent erosion.
- 7 turnouts, most with motorized, computer-controlled pumps, direct water to fields.

Pressurized Underground System:
- 5 main lateral pipelines deliver water with minimal loss.
- Feeds 125 Lindsay Zimmatic center pivots for uniform, efficient irrigation.

Control Structures:
- Gates regulate flow paths.
- Trash screens prevent debris blockages, especially after
- storms.

Seasonal Operations:
Irrigation Season: Early May – Mid-September.
Pre-Season Maintenance:
- Pivot track grading and repairs.
- Inspection of pivots (structure, electrical, mechanical).
- Flushing and pressure testing of pipelines and pivots

Technology & Automation

SCADA System:
- Centralized monitoring of water levels, flow, pumps, and gates.
- Automates operations and issues alerts.

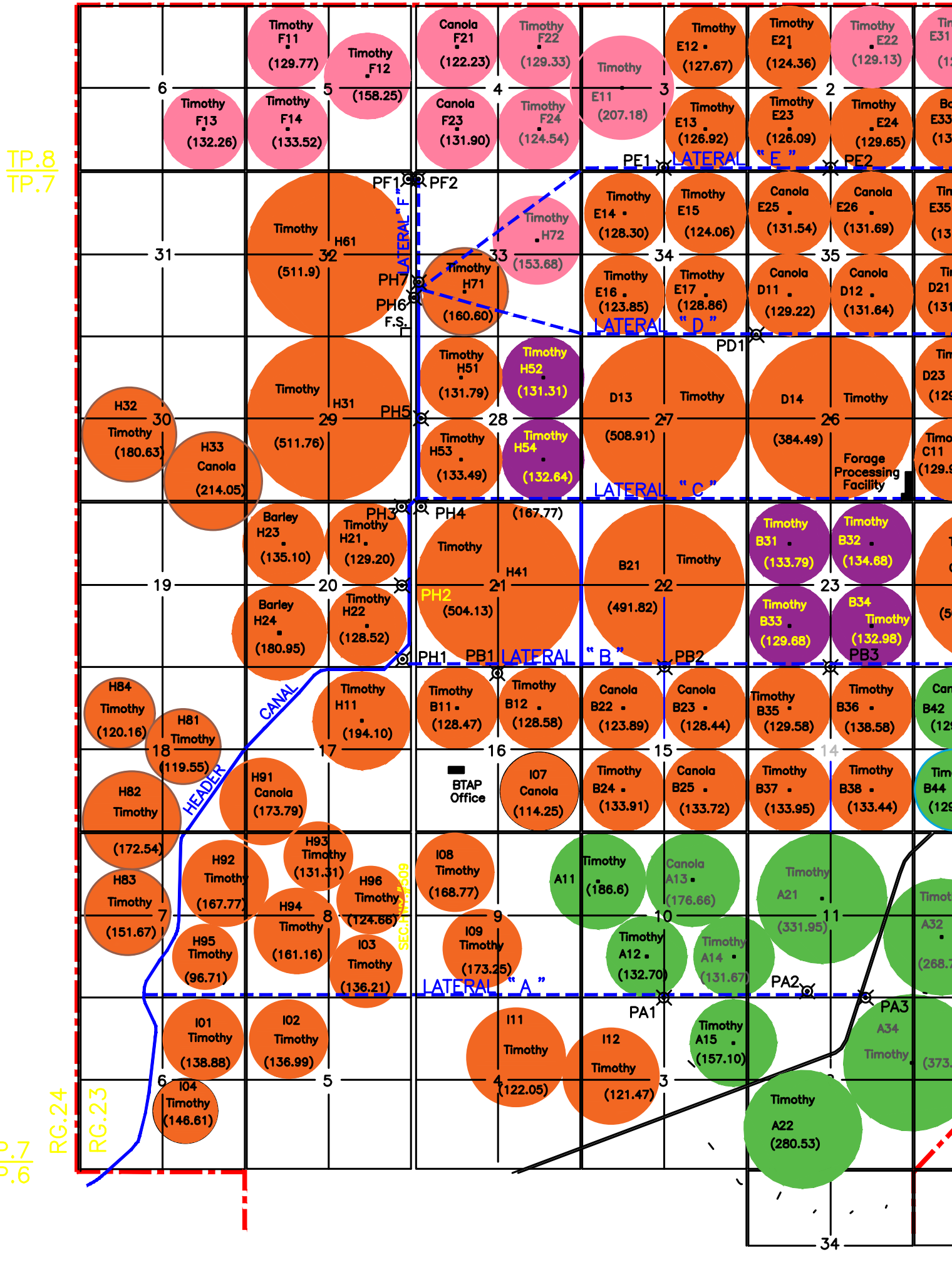
FieldNET by Lindsay:
- Remote control of pivots (start/stop, scheduling, diagnostics).
- Real-time monitoring accessible via any internet-connected device.

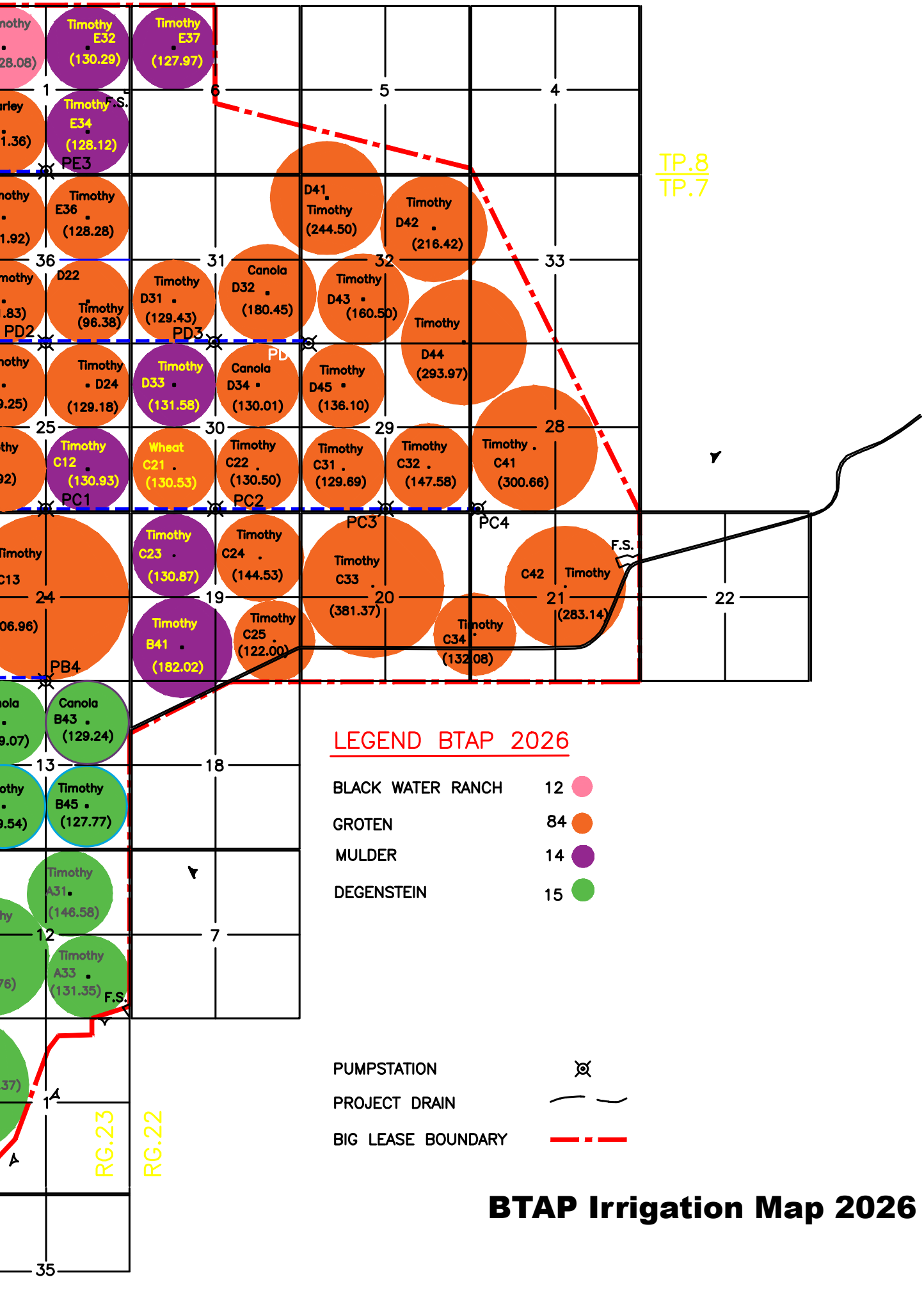
Zendesk:
- Manages maintenance tasks and water orders.
- Provides accountability and traceability for service and user
- requests.

Conclusion:
BTAP integrates modern infrastructure with advanced technology to deliver water reliably, efficiently, and sustainably across the Blood Reserve. Its systems promote precision agriculture, reduce labor, and ensure long-term operational excellence.

BTAP-AA+I Mokowan Turnout — Data Supplied by: Alberta Agriculture & Irrigation — Acre Feet per month

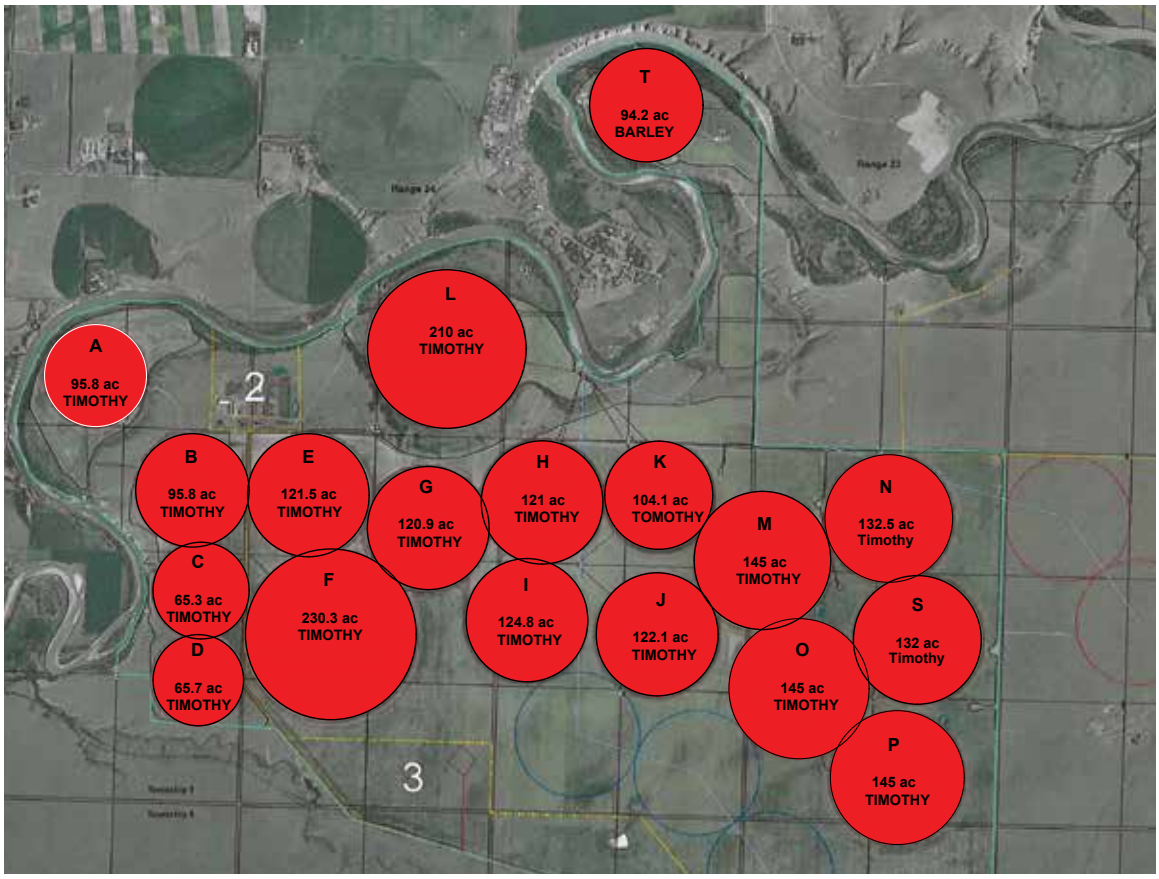
MONTH	2020	2021	2022	2023	2024	2025
April	0.00	0.00	0.00	0.00	67.13	552.09
May	1,685.51	1,709.81	6,301.30	3,556.92	138.88	6,099.29
June	6,172.77	7,308.56	1,597.25	4,742.09	4,996.93	6,162.40
July	6,736.64	7,639.24	5,406.12	7,120.84	4,238.39	386.05
August	2,131.84	3,774.76	6,093.27	7,553.02	7,762.90	3,863.12
September	445.00	1,433.13	2,044.28	379.65	893.57	2,132.85
October	0.00	0.00	0.00	2,950.32	0.00	0.00
Annual Total	17,172	21,866	21,442	26,303	18,098	19,196
Interim Water Licence (ac.ft.):	40,270	40,270	40,270	40,270	40,270	40,270
% of water licence:	43%	54%	53%	65%	45%	48%


TP.8
TP.7
RG.24
RG.23
LATERAL "F"
LATERAL "E"
LATERAL "D"
LATERAL "C"
LATERAL "B"
LATERAL "A"
PE1
PE2
PF1
PF2
PH7
PH6
F.S.
PD1
PH5
PH3
PH4
PH2
PH1
PB1
PB2
PB3
PA1
PA2
PA3
CANAL
HEADER
BTAP Office
Forage Processing Facility
Timothy F11 (129.77)
Timothy F12 (158.25)
Canola F21 (122.23)
Timothy F22 (129.33)
Timothy E11 (207.18)
Timothy E12 (127.67)
Timothy E21 (124.36)
Timothy E22 (129.13)
Timothy F13 (132.26)
Timothy F14 (133.52)
Canola F23 (131.90)
Timothy F24 (124.54)
Timothy E13 (126.92)
Timothy E23 (126.09)
Timothy E24 (129.65)
Timothy H61 (511.9)
Timothy H72 (153.68)
Timothy E14 (128.30)
Timothy E15 (124.06)
Canola E25 (131.54)
Canola E26 (131.69)
Timothy H71 (160.60)
Timothy E16 (123.85)
Timothy E17 (128.86)
Canola D11 (129.22)
Canola D12 (131.64)
Timothy H51 (131.79)
Timothy H52 (131.31)
Timothy H31 (511.76)
H32 Timothy (180.63)
H33 Canola (214.05)
Timothy H53 (133.49)
Timothy H54 (132.64)
D13 Timothy (508.91)
D14 Timothy (384.49)
Barley H23 (135.10)
Timothy H21 (129.20)
Timothy (167.77)
H41
B21 Timothy (491.82)
Timothy B31 (133.79)
Timothy B32 (134.68)
Barley H24 (180.95)
Timothy H22 (128.52)
Timothy B33 (129.68)
B34 Timothy (132.98)
H84 Timothy (120.16)
H81 Timothy (119.55)
Timothy H11 (194.10)
Timothy B11 (128.47)
Timothy B12 (128.58)
Canola B22 (123.89)
Canola B23 (128.44)
Timothy B35 (129.58)
Timothy B36 (138.58)
H82 Timothy (172.54)
H91 Canola (173.79)
I07 Canola (114.25)
Timothy B24 (133.91)
Canola B25 (133.72)
Timothy B37 (133.95)
Timothy B38 (133.44)
H93 Timothy (131.31)
I08 Timothy (168.77)
A11 Timothy (186.6)
Canola A13 (176.66)
Timothy A21 (331.95)
H83 Timothy (151.67)
H92 Timothy (167.77)
H96 Timothy (124.66)
H94 Timothy (161.16)
H95 Timothy (96.71)
I03 Timothy (136.21)
I09 Timothy (173.25)
Timothy A12 (132.70)
Timothy A14 (131.67)
I01 Timothy (138.88)
I02 Timothy (136.99)
I11 Timothy (122.05)
I12 Timothy (121.47)
Timothy A15 (157.10)
A34 Timothy
I04 Timothy (146.61)
Timothy A22 (280.53)
SEC. INT. #509



BTAP Irrigation Map 2026

Mataki Farms Map 2026



Mataki Farms is situated along the Belly River and covers a total area of 4,062.29 acres.This includes 2,320.08 acres of irrigated land and 1,742.21 acres of dryland. The farm is equipped with 18 center irrigation pivots to enhance agricultural production, with water supplied to these pivots from the Belly River.

The name "Mataki Farms" originates from its leasing to potato producers, who cultivated and processed their crops on-site. On April 1, 2019, an amendment was made to the Headlease agreement with Canada and the Blood Tribe Agricultural Project (1991), which incorporated the South West Expansion area along with Mataki Farms. As a result, Mataki Farms is now included in the Headlease and is subleased to Kainai Forage and various end-users for forage production









Kainai Forage Site—July 2025

2026 Update from Kainai Forage

This year's update is different.

In the past, the focus has been on milestones: growth, expansion, and record-setting production. Those achievements matter, and we are proud of them. But they are only part of the story.

What is being built at Kainai Forage is not just a business on paper. It is a real operation, one that requires people, commitment, and resilience every single day.

The truth is simple: **building a business is not easy.**

The Reality Behind the Growth

Building a business means navigating uncertainty: weather, markets, logistics, labour, and global supply chains, all at once. It means making decisions without all the answers and owning the outcome. Weather during the 2025 harvest resulted in one of the most challenging growing seasons in recent history, requiring us to adapt operations, revise budgets, and delay shareholder distributions.



Despite all of that, it is worth it.

This is not just about producing hay. This is contributing to **long-term financial independence for the Kainai/Blood Tribe; built through skills, leadership, and opportunity that will carry forward for generations.**

Real Growth, Real Impact

Kainai Forage has continued to grow at a remarkable pace year-over-year.

- Production is now **almost 2,000 metric tonnes per week.** In 2019 it was only 350 MT per week.
- Revenues and earnings continue to rise
- The workforce continues to expand and advance.

Kainai/Blood Tribe members are stepping into leadership roles across the business, managing global logistics, supply chain, farming, production, and quality.

These are not just jobs. They are **long-term careers**.

From Expansion to Discipline

In the first years, the focus was on building and growing the business.

Today, the focus is on adding value to the business by:

- Improving efficiency across operations
- Managing costs with greater precision
- Strengthening systems and accountability
- Reinvesting to protect long-term value, competitiveness, and growth creation.

Growth alone does not create a great business. **Consistency and structure do.**

continued pg.2

Growth Highlights:	2019	2026
Rent to AOHKII/BTAP	$4.5 million	$6.9 million
Salaries	$523,865	$3.4 million
Earnings	2019-2021: negative	2022-present: positive and reinvested
Stored Harvest	21,100 MT	73,000 MT (2025)

We have a strong foundation, a terrific team, real scale, and momentum built on experience

Why This Matters

Kainai Forage represents more than a successful company. It represents a strategic shift toward sustainable revenue for the community.

For too long, others captured the value from Kainai/ Blood Tribe lands. Today, the Nation through its majority ownership in Kainai Forage is participating in the full value chain, competing globally and building something that belongs to the entire community. AOHKII/BTAP still receives the rent associated with the land, but today, along with receiving annual rent, the Kainai/Blood Tribe through its ownership in Kainai Forage, also holds an interest in a profitable business tied to those same acres.

This business:

- Generates revenue for the community and it is **projected that dividends to BTAP/AOHKII, the Kainai/Blood Tribe shareholder, will begin within the next 12 months.**
- Creates meaningful employment within the community
- Builds community members skills for future opportunities and career paths
- Supports long-term incremental value

It also proves that large-scale, globally competitive businesses belong on-Reserve, and can be built with the right model, access to capital, and disciplined execution.

Looking Ahead

We hope the community is proud of how far we have come. But there is more work ahead. Challenges will continue. Markets will change. Expectations will rise. That is the reality of building something meaningful.

What we have today is a strong foundation, a terrific team, real scale, and momentum built on experience.

The Work Continues

Building a business is hard work, and progress is not always understood from the outside, but we remain focused, structured, and committed to what we are building.

A strong business is one of the most powerful tools to create opportunity, financial independence, and long-term prosperity for the community.

Thank you to our team, Chief and Council, AOHKII/ BTAP, our farming partners, and the community for the continued support.

The work continues, and so do we! ■

No shortcuts. No distractions.



We keep building. Every day.







Inside Logistics: Powering Kainai Forage from the Ground to Global Markets

By: Tammy Oka, Manager of Logistics, Kainai Forage



When people think about Kainai Forage, they often think about the fields or the plant. What they don't always see is everything that happens in between, how product actually gets from the shed to customers around the world.

Logistics touches every part of the business. From the moment a customer places an order, we are coordinating what gets pressed, where it comes from, how it is loaded, and how it moves by truck, rail, and ship to its final destination. Every container has to be weighed, documented, photographed, sealed, and tracked. Every detail matters.

When I started, I was doing logistics on my own, while covering other roles. At that time, we were moving maybe 10 to 15 containers a week. Today, we are moving 65 to 85 containers a week, and what used to be one role is now a full team.

Our team has grown to five people, plus support across the operation. We work closely with production, marketing, accounting, inventory, quality control, trucking companies, rail lines, and ports. Everyone has to be in sync. If one part falls behind, everything is impacted.

A successful week means staying ahead, having production lined up, containers booked, and trucks scheduled so we are not reacting but planning. But that is not always easy. Weather, rail cutoffs, shipping lines, fuel costs, and customer timelines all have to be managed at the same time. Small decisions can have real cost impacts, so we are constantly adjusting to make sure we deliver just-in-time worldwide without unnecessary expense.

This is not a nine-to-five job. It is a 24/7 operation. Just like Amazon, containers are always moving, and there is always something that needs attention.

Beyond the growth, what has changed the most is the level of control we now have. Bringing more of the process in-house, especially around tracking shipments to final destination, means we know exactly where product is, when it arrives, and whether it meets expectations.

Our role is complex but it comes down to making sure the right product gets to the right customer, at the right time, at the right quality.

But doing that at this scale takes a team and it takes constant focus. From shed to customer delivery, we ensure it happens. ■





About the Kainai Forage Expansion

In 2019, Chief and Council identified that the Blood Tribe Forage Processing Plant was not delivering the level of economic impact the Nation expected and diagnosed the need for a new strategic direction. The decision was made to reposition the business for long-term success.

To support this transition, Indigena Capital was asked to become a partner to provide growth capital and business expertise. From there, a plan was developed and implemented to build a more resilient, scalable operation to fully empower the Nation's agricultural strengths and position Kainai Forage as a competitive participant in global markets.

The Kainai Forage partnership was carefully structured with the following Kainai/Blood Tribe goals:

1. **Transform the business from a jobs program that was costing the Community money every year to a profitable business that could sustain itself**
2. **Secure a capital partner to provide growth capital and specific business expertise for rapid expansion**
3. **Ensure that a long-term business model maximizes the value chain of the land and resources making Kainai Forage stable and sustainable**
4. **Ensure Kainai Forage had the needed financial and human resources to provide for the highest levels of safety and care for its employees in the operation**
5. **Maintain majority ownership of the business**

The objective was clear: establish best-in-class business practices, significantly expand processing and export capacity, and create a business that contributes meaningfully to the long-term socio-economic wellbeing of the Kainai/Blood Tribe.





Since the start of the expansion:

- Six new storage sheds have been built
- A new processing plant capable of handling 100,000 MT of exports per year has been built
- The customer base has doubled
- Staff has increased from 10 to 70
- Reached year over year profitability in 2022 with profits being reinvested for growth

With the revamped business model, Kainai Forage is no longer at the mercy of farmers or commodity cycles. It is now a market maker internationally, realizing more than $20 million in yearly revenue, **contributing more than $10 million annually to the Kainai/Blood Tribe economy through wages and rent, and projecting to start dividends within the next 12 months to shareholders.** ■



Kainai Forage's Team is Growing

Thanks to the success we are having growing Kainai Forage, we are continuously on the search for team members. If you are a Kainai/ Blood Tribe member please reach out:

careers@kainaiforage.com—403.737.3496



Elder Recognition

Wilton Good Striker

"Any water way that runs through our land, we will have full access and full interest in the water."

Wilton Good Striker was traditionally raised by his maternal grandparents Morris and Annie Many Fingers on the Blood Reserve. His heritage includes, from his mother Christine Many Fingers side, the Fish Eaters clan and from his father Rufus Good Striker side, the Lone Fighter clan. Both clans were hailed as strong leadership clans. Wilton's grandfather Morris was a lifetime councillor for the Blood Tribe, and as a youngster, he was often allowed to sit amongst his grandfather's visitors as they shared stories. It was here that he heard many traditional stories and the knowledge that was passed on to him. His father Rufus Good Striker was also Chief of the Blood Tribe in the 1960s, and he too shared with Wilton, stories, events, and issues that faced the community.

Wilton attended residential school on the reserve and then went onto Calgary to attend high school as a part of the federal government program to integrate students from first nations in being a part of the public school curriculum. Upon graduation Wilton married, started a family and embarked on a career in law enforcement joining the Calgary police service in June of 1970. He holds the distinction of being the first Indigenous Blackfoot member to serve as a police officer within the agency. Wilton returned to the community and was instrumental in starting the Blood Tribe's first police program and service in the early 1980s.

It was at this time that Wilton was asked by the leadership to sit in the Blood Band Manager position until they could find a suitable candidate. Wilton ended up doing an 11-year stint and gained much knowledge about the tribe's administrative processes that included the irrigation program on the Blood Reserve. Wilton remembers the Elders stating that "any water way that runs through our land, we will have full access and full interest in the water." This included Waterton River connecting to the Belly River. The Elders also predicted that water would soon be worth more than gold and it was important to protect it and the environment.

Over the years Wilton has witnessed the development and success of BTAP from its early beginnings to what it has become today. A few years back, Wilton travelled to Tokyo with the Blood Tribe leadership regarding the marketing of the tribe's timothy hay. Representatives from Japan made mention that the hay coming from the Blood Tribe was its best product. Wilton is proud that BTAP engages traditional ceremonies as a part of the day-to-day work schedule. He strongly believes it has brought good medicine to the growth of the organization. A spiritual connection to the land and water with respect is always important.

Today Wilton is still involved with the tribe's sacred societies as an advisor. His many years of traditional knowledge and life's experience has revered him as a respected Elder. The Blood Tribe leadership, community and the Blood Tribe Administration (BTA) continue to utilize his expertise and has been a wealth of knowledge for any endeavour. This often includes participating in events as a master of ceremonies (MC). BTAP would like to acknowledge his support for the organization and to the community for his guidance. Wilton was recently inducted into Indian National Finals Rodeo (INFR) Hall of Fame as an All-Around Cowboy in 2025.



Calgary Police Service 1970



IRCA Hall of Fame Inductee 2025


Wilton conducts a name giving ceremony

BTAP Staff Memories and Appreciation













The Blood Tribe Agribusiness Trust Board of Trustees and the Blood Tribe Agricultural Project Management team would like to acknowledge and express sincere gratitude to our front-line staff for their dedication, hard work, and commitment over the years.

Your efforts have been instrumental in the success and growth of our organization.
We deeply appreciate the passion and resilience you bring to your roles, ensuring our operations run smoothly and our community is well served.

Thank you for your continued excellence and outstanding service.



BTAP Agri-business Trustee Len Ring Resignation



BTAP Board of Trustees present Len Ring (fourth from left) a portrait of Blood Chief Bull Back Fat in appreciation for his tenure as trustee,

The Blood Tribe Agribusiness Trust - Board of Trustees and management honoured Len Ring with a gift in recognition of his years of dedicated service on the Blood Tribe Agri-business Trust Board of Trustees. At the conclusion of the 2025-26 fiscal year, Trustee Len Ring announced his resignation from the Blood Tribe Agribusiness Trust Board of Trustees.

Len Ring has been a dedicated advocate for the Blood Tribe Agricultural Project (BTAP) since its inception. During the early planning stages, he collaborated with the Prairie Farm Rehabilitation Administration (PFRA) of Canada to design an effective irrigation system for BTAP. Len's expertise was instrumental in optimizing the layout of the irrigation pivots. In 2020, BTAP General Manager Levi Blackwater asked Len to lend his technical expertise to a major project of the 21-pivot expansion on the southwest end of the headlease. After successfully guiding this project, Len rejoined the organization as a Public Director on the Blood Tribe Agribusiness Board of Trustees, where he continued to share his knowledge and experience.

Although Len has stepped down from the board, he remains committed to BTAP. He continues to share his invaluable knowledge with our O&M staff and takes great pride in representing BTAP within the agriculture sector. Most recently, Len spoke alongside irrigation infrastructure leaders at the Pacific Northwest Economic Region (PNWER) Annual Summit, where he showcased BTAP's ongoing investment in irrigation infrastructure.

"The Blood Tribe Agricultural Project continues to demonstrate how strategic investment in irrigation can create long-term economic opportunity, food production and prosperity while supporting Indigenous economic development and self-determination." - Trevor Lewington, Alberta's Irrigation Infrastructure Drives Economic Growth



BTAP Hosts Saddle Lake Chief and Council

On April 9, 2026, the Blood Tribe Agribusiness Board of Trustees and BTAP Management and staff welcomed Saddle Lake Chief and Council, along with respected elders and their delegation.

The visitors expressed interest in learning more about the Blood Tribe Agricultural Project (1991) and Kainai Forage. Their primary focus was understanding how the Kainai/Blood Tribe successfully transformed their land mass into a thriving agricultural enterprise.

During the meeting, the board of Trustees and management provided an overview of the Blood Tribe Agricultural Project (BTAP) journey, highlighting the business model, strategic planning and partnerships. The Elders and leaders shared valuable insights on the importance of cultural preservation and land stewardship within the agricultural initiative.



Chief Travis Plaited Hair presents gift to Saddle Lake Chief Dale Steinhauer.

The Blood Tribe Agribusiness Board of Trustees and BTAP appreciated the expressed interest of the Saddle Lake and hope to continue networking and collaborating with other nations, as we recognized the potential for shared learning and growth between their communities.

DIVIDENDS PAID TO THE BLOOD TRIBE



AOHKII (2018) Ltd Board of Trustees presents an annual dividend payment of $200,000 to the Blood Tribe Chief and Council for the fiscal year 2025/26.

BTAP VISITS GILA RIVER INDIAN COMMUNITY



On October 9th and 10th, 2025 the Blood Tribe Agri-Business Board of Trustees including Councilman Elliot Fox, Blackfoot Confederacy CEO Kimmy Shade, BTAP General Manager Levi Black Water, BTAP Managers Marvin Mistaken Chief and Montana Shade-Young Pine visited the Pima Maricopa Irrigation Project and Gila River Farms, and held a meet and greet with Governor Stephen Lewis of the Gila River Indian Community.



Blackfoot Confederacy CEO Kim Shade, BTAP Chairman Hank Shade, and Blood Tribe Councillor Elliot Fox learn about Gila River's most successful crop production of American Pima (long staple) cotton.

The visit provided valuable insights into the community's agricultural and economic development initiatives. Both groups reflected on their histories and previous collaborations in irrigation and agriculture, reaffirming their shared commitment to strengthening partnerships and fostering Indigenous leadership.

A highlight of the visit was Elder Marvin Mistaken Chief, Misammisiskstaki, honouring Governor Stephen Lewis with a traditional Blackfoot name: Naataiyak'sikiim, meaning Sacred Red Pipe. In Blackfoot tradition, bestowing a traditional name is among the highest forms of recognition, signifying a lasting commitment to strengthen relations between the two Nations, work together in meaningful partnership, and ensure both communities continue to prosper through unity, mutual respect, and the upholding of traditional values.

We look forward to further engagement with the Gila River Indian Community.



Elder Marvin Mistaken Chief bestows Gila River Indian Community Govenor Stephen Lewis a traditional Blackfoot name Naataiyak'sikiim meaning Sacred Red Pipe.



Back Row: Len Ring, Trustee; Marvin MC Jr, BTAP O&M Manager; Hank Shade, Trustee; Pii, Trustee; Elliot Fox, BT Council; Chief Travis PH, Marvin MC Sr, BT Elder; Stephen Roe Lewis, Governor of the Gila River; Kirby Many Fingers, Trustee; Levi BW, BTAP GM; Michael Zubach, Trustee; Gila River Delegate.

Front Row: Kimmy Shade, CEO Blackfoot Conferecy; Montana Shade – YP, BTAP Administration Manager; Diana Antone, Gila River Intergovernmental Liaison; Kelly Whitman, Assistant to Gila River Governor and Lt. Governor



On September 26th, 2025 AOHKII (2018) LTD c/o Blood Tribe Agricultural Project (1991), held a groundbreaking ceremony for the construction of the new Makiinima Building. In attendance: Board of Directors, Elders: Francis First Charger and Wilton Good Striker, BTAP Staff, and project managers MPE Engineering.

Blood Tribe Agricultural Project
PO Box 90
Stand Off AB T0L 1Y0
(403) 737-3900
www.btap.ca
info@btap.ca