



FHQ

Tribal Council

**File Hills Qu'Appelle Tribal Council
2018/2019 Annual Report**

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FILE HILLS QU'APPELLE TRIBAL COUNCIL

TRIBAL CHIEF & CHIEF EXECUTIVE OFFICER

EDMUND BELLEGARDE



I am pleased to present this 2018/2019 Annual Report to the Membership of the File Hills Qu'Appelle Tribal Council (FHQTC), our stakeholders, and to all of FHQTC and Entities staff.

It's always an honour to work alongside our committed staff, as this report will not only showcase some of the amazing commitments of our staff, but also their initiative and passion for the programs and/or services that they work. Our staff are equally as excited to share the challenges and accomplishments of our growing organization and entities over the course of the last year.

As an innovative organization, we came together to deliver an impactful year filled with opportunity, growth, connection, and identity. We have set high standards for service and program delivery, and it shows.

Over the past year we have seen many programs geared toward community connection and unity, such as the Jays Care Program, which brought out hundreds of our people at a time. We have seen our Language and Culture Program connect our Knowledge Keepers, youth, and citizens to each other in ways our ancestors would be proud of. We have experienced tragedy and triumph throughout this year, and the important thing is we were there for each other through it all.

From our Governance Transition Project to our business development entity, to our Education Department, we invested in relationships. Our dedicated staff went the extra mile to create, build, develop, and honour relationships. Our relationships and community connections are our strength. We are excited for the year to come and look forward to the work ahead.

On behalf of all of us, I acknowledge the contributions and hard work of our staff, their many successes, and continuing work to meet the many challenges highlighted in this report.

Kininaskomitinawaw!

Edmund Bellegarde
Tribal Chief & Chief Executive Officer

ADMINISTRATION

The File Hills Qu'Appelle Tribal Council is dedicated to serving our membership and supporting our communities with quality program and service delivery. The commitment of all of our employees does not go unnoticed. We would like to thank everyone for their hard work in demonstrating their very best. You have all helped shape the organization into what it is today.

Over the past year we've continued planning for anticipated change in governance and organizational processes.

Moving forward, we remain committed to conducting work plans in a diligent and strategic manner that will position this organization to deliver strong work performance to our nations. We have a vast amount of experienced staff that come from our communities, understand our culture and able to assist with identifying what is needed to move forward in the best interests of our communities.

We continue to see an increase in the number of long-term employees acknowledged and is a true reflection of the commitment, dedication and loyalty our employees bring to this organization. Clearly, our employees are integral to the success of this organization and we take pride in creating a work place that cultivates a personal sense of pride and belonging.

The following employees have achieved their years of service milestones.

10+ YEARS OF VALUED SERVICE

Jan Cyr	Donna Okeeweehow	Darcy Eagles	Earlene Keewatin
Brad Hudy	Suzanne Ewenin	Joanne Graham	Shannon Thomson
Erick Gordon Sr.	Wendell Starblanket	Shelly Lowenberger	Edmund Bellegarde
Anna Crowe	Shawn Baker	Carla Patterson	Cheryle Brazeau
William Koochicum	Melissa Stanley	Michelle Bellegarde	Gail Boehme
Lorna Breitzkreuz	Karen Main	Dorothy LaFontaine	Norris Pasqua

15+ YEARS OF VALUED SERVICE

Lisa Acoose	Frances Montgrand	Kristal Dickie	Janet Muirhead
Margaret Keewatin			

20+ YEARS OF VALUED SERVICE

Darwin Keepness	Marilyn Keepness	Dean Bigknife	Marlene Peigan
Pam Desnomie	Corrina Wajuntah	Linda Poitras	Lana George
Jody Langan	Brad Johnson	Dianne McKay	Stephanie Montgrand

ADMINISTRATION Continued...

25+ YEARS OF VALUED SERVICE

Margaret Crowe

30+ YEARS OF VALUED SERVICE

Heather Lafoy

Carol Pinay

FINANCE

Another fiscal year has passed and once again it's time for the Annual Report Finance submission. The Finance Department is responsible for the overall management of the financial resources of the File Hills Qu'Appelle Tribal Council to ensure that the financial integrity and accountability of FHQTC is regulated to the highest standard.

As with prior years, the Non-Consolidated Financial Statements have been included. The Non – consolidated Financial Statement is more representative of the organization's direct financial activities, whereas the Consolidated Statement includes all financial activities of the entities under the control of the Tribal Council.

In 2018/19, FHQ Tribal Council showed a significant increase in revenues from the previous year by approximately 6.1 Million. Because a lot of the new funding came to the Tribal Council late in the Fiscal Year, it also shows a significant increase in the deferred Revenues for the year. Expenses also increased with the increase in program administration.

The Tribal Council did finish the year with a surplus. FHQTC continues to show an increase in the number of the agreements it administers and the various partnerships we've established have added positively to the overall financial picture.

Finance looks forward to another challenging but rewarding year.



FHQTC LANDS, RESOURCES, ENVIRONMENT, AND STEWARDSHIP

Background

FHQTC mandated and instituted the Lands, Resources, Environment & Stewardship department in November 2018. Our approaches to the impelling issues that our Nations are challenged with, both individually and collectively, are vested from the values and practices of our distinct Nations of the Anishinaabe, Lakota, Dakota, Nakoda and Nehiyaw.

The work of the Lands, Resources, Environment & Stewardship department is actuated from long standing issues and guided by the contiguous direction from our FHQTC Lands & Resources Chiefs Committee: Chief Todd Peigan and Chief Brady O'Watch.

The work of the Lands, Resources, Environment & Stewardship department is affected by the "Nation Building Approach" based upon Traditional Knowledge, Language, Jurisdiction Recognition & Assertions, Capable Institutions, Culturally Relevant Actions, Strategic Orientation and Inclusivity with all Nations Leadership & Citizens.

Our strategic focus is to support sustainable capacity and innovative development opportunities with our Nations, in collaboration with other FHQTC departments/entities and through the mobilization of experts to support our Nations in their stewardship responsibilities to our lands, resources and the environment & the Nations' initiatives and projects.

Highlights

In all of our foundational year of activity we have centered much of our stewardship work toward our inherent sovereign rights and collective interests in Treaty 4 Territory and Treaty 4 Grounds Reserve lands, on behalf of the 11 First Nations of FHQTC.

We have finalized the formal Terms of Reference for our FHQTC Lands, Resources, Environment & Stewardship Advisory Council that upon implementation will have a representative from each of our 11 Nations to:

- be an advocate for First Nation recognition and inclusion by providing their expertise on:
 - provincial/federal policies and legislation;
 - major project applications; and
 - reports of provincial and federal bodies charged with the responsibility of lands, resources and the environment (climate)
- oversee the development of internal policies & frameworks dealing with lands, resources and the environment for our inherent sovereign rights and collective interests in Treaty 4 Territory and Treaty 4 Grounds Reserve lands, on behalf of the 11 First Nations of FHQTC
- Other



Initiatives 2018/2019

- FHQTC Climate Adapt Initiative- Engagement & Report
- Prairie Resilience Engagement Initiative- Engagement & Report
- Stewardship Resource Centre
- Impact Assessment Agency of Canada- Agency Policy Dialogue Program
- Legislative & Policy Analysis
 - Bill C-68, Modernized Fisheries Act of Canada
 - Bill C-69, Impact Assessment Act
 - Bill 161, Provincial Trespass to Property
- Indigenous Advisory and Monitoring Committee, Enbridge Line 3 Replacement Program
- Federal Discussion Papers & Responses:
 - Transport Canada, Navigable Water Act, Proposal to add the Qu'Appelle River and Last Mountain Lake to the Schedule of Protected Waters
 - Government of Saskatchewan, report on Prairie Resilience and Carbon Offset regulations
 - Submission to the Senate Standing Committee on Energy, the Environment and Natural Resources
 - Discussion paper on the Upper Qu'Appelle Derivation Project
- FHQTC Emergency Management Oversight Committee
- FSIN Lands & Resources Commission and AFN Climate, Environment & Biodiversity

Partnerships

We have initiated the development of a formal partnership between the Faculty of Science and the Institute of Environmental Changes and Society (IECS) at the University of Regina for FHQTC and our Nations. The partnership is based on a mutual exchange of knowledge, expertise and shared interest in protecting and stewarding the lands, air and water of Treaty Four Territory.

We are also working toward developing partnerships with the Canadian Institute of Resources Law (CIRL) at the University of Calgary and the Global Institute for Water Security at the University of Saskatchewan.

Engagements Sessions, Forums and other Outreach Activities

From November 2018 to March 2019, we have organized and hosted over 16 engagement sessions, forums and outreach activities with our Nations regarding First Nation directed initiatives and policy reforms proposed by federal and provincial governments and industry proponents.

TECHNICAL SERVICES

Technical Services Staff:

Director of Technical Services: Brad Johnson
Database Technician: Carol Pinay
Compliance Inspector: Erick Gordon
Circuit Rider Technician: Deon Hassler
Circuit Rider Coordinator: Darwin Keepness
Contract: Tim Green – Technical Advisory Specialist

HOUSING AND INFRASTRUCTURE:

FIRST NATIONS:

There are **11 First Nations** in the File Hills Qu'Appelle Tribal Council, located in southern Saskatchewan

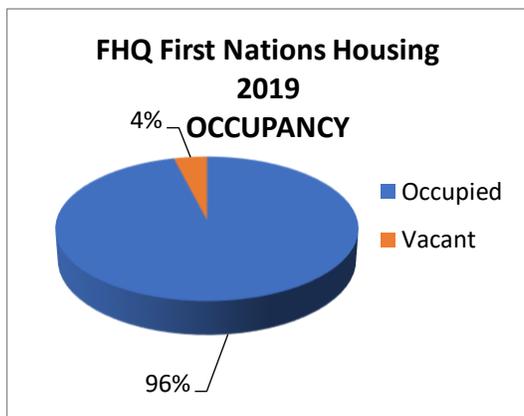
POPULATION:

Total membership for the 11 FHQ First Nations is **15,072**

HOUSING UNITS: There is a total of **1415 housing units** on the 11 FHQ First Nations.

Occupied: 1354 Housing units = **96%**

Vacant: 61 Housing units = **4%**



OCCUPANCY RATE: 3.5 people per housing unit. The average occupancy rate ranges from 1.7 people per unit on our smallest First Nation to a high of 6.03 people per unit on another First Nation.

VACANCY: 4% (61 houses) units are vacant due to: Major Renovations required
Condemned and need to be replaced, under construction, in selection of occupants, vacant

OVER CROWDING: 8.2% (111 houses) of the 1356 occupied housing units are overcrowded.

ELDERLY / DISABLED: 17.6% (238 houses) of the 1356 occupied houses have disabled or elderly occupants.

Not all of these homes are equipped to accommodate the easy access for the disabled or elderly.

HOUSING CONDITION: (Based on the total number of 1415 housing units.)

- **24 %** (342 houses) require Minor Renovations (up to \$5,000)

Total cost to repair = **\$1,346,980.00**

MAJOR RENOVATIONS NEEDED:

- **52%** (737 houses) require Major Renovations (over \$5,000)

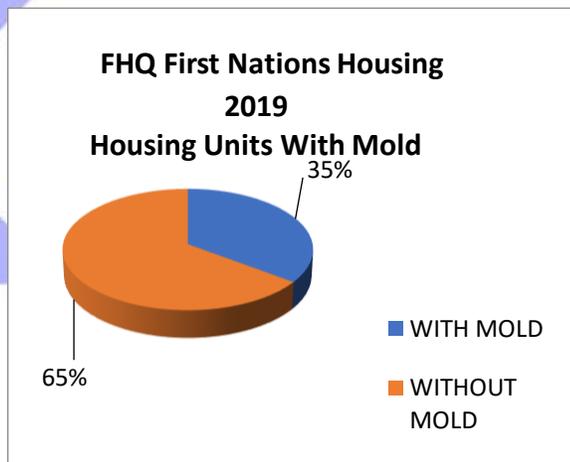
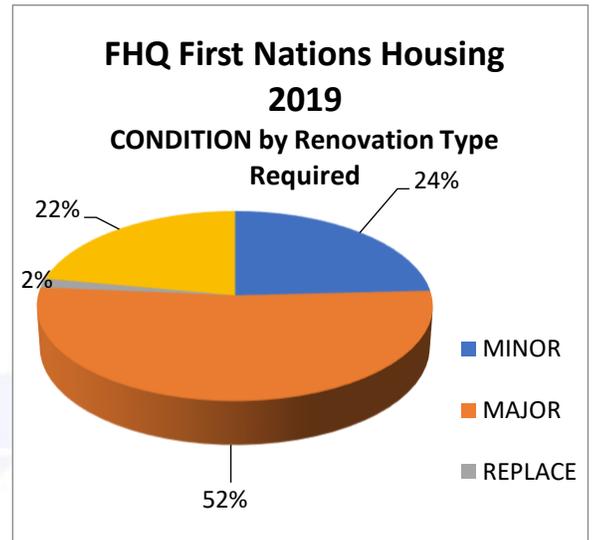
Total cost to repair = **\$17,463,467.00**

CONDEMNED / REPLACE:

- **2%** (22 houses) are beyond repair and need to Be replaced. **8 of these condemned houses are still occupied by families.**

ADEQUATE:

- **22%** (312 houses) are in adequate condition.



MOLD:

37 % (498 houses) on the 11 FHQ First Nations have mold. Families are living in these units.

Mold in these homes range from minimal to excessive.

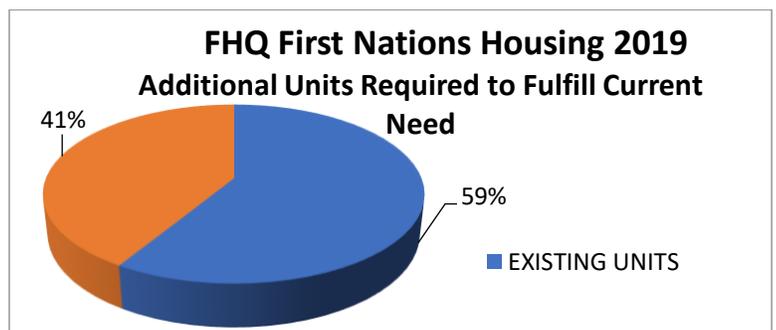
VERMICULITE:

1.1% (16 houses) of the homes have vermiculite / asbestos insulation.

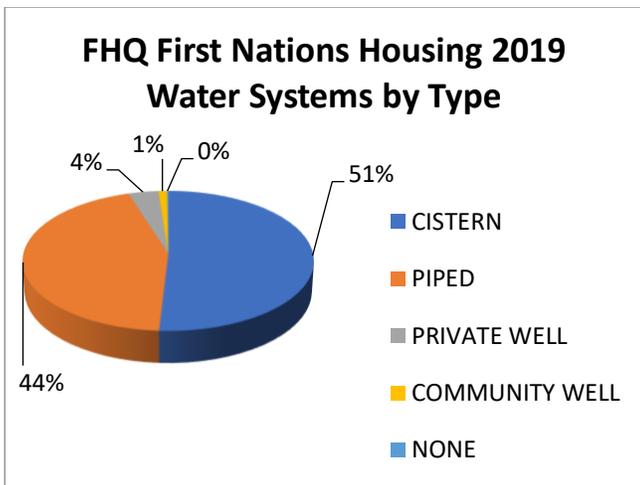
BACKLOG – ADDITIONAL UNITS NEEDED:

1415 existing housing units

997 additional housing units are required at this time to fulfill the need for homes on the 11 FHQ First Nations. (Waiting lists, over-crowding, multiple families per unit, etc.)



WATER SYSTEMS:

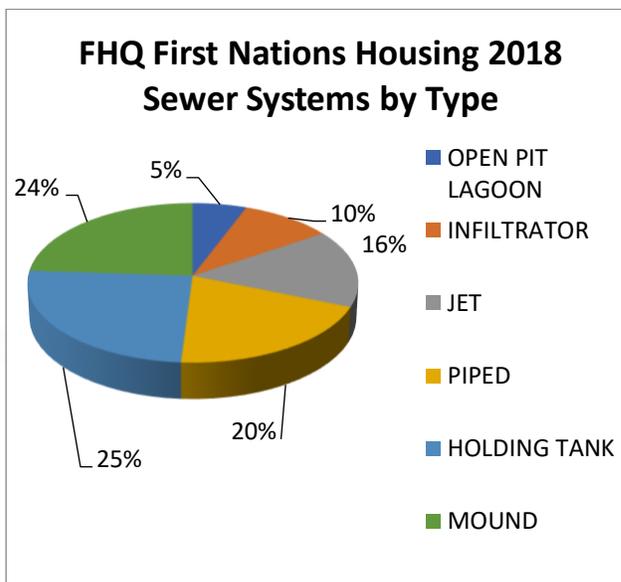


- **4%** (50 houses) of the FHQ Housing Units have private wells with **UNTREATED** water.
- **44%** (621 houses) of the houses are on a piped water system connected to the Water Treatment Plant.
- **51%** (727 houses) of the houses have cisterns and have water trucked from their local Water Treatment Plant. Majority of these cisterns are on a **continuous Boil Water Advisory due to the poor condition of the Cisterns.**

- **1%** (15 houses) of the housing units are connected to **Community Wells** which **MAY or MAY NOT** have treated water.
- 2 units do not have any Water System

SEWER SYSTEMS:

- **5%** (79 houses) of the houses have individual open pit lagoon sewage systems (piped to an open hole in the ground)
- **10%** (138 houses) of the houses have infiltrator systems
- **16%** (221 houses) of the houses have jet systems
- **20%** (280 houses) of the houses have piped sewer system to a community lagoon
- **25%** (360 houses) of the houses have holding tanks which have to be emptied on a regular basis.



- **24%** (336 houses) of the houses have mound sewage systems.

CMHC SECTION 95 HOUSING

FHQ Tribal Council CMHC Section 95 Housing Allocation Lifetime Subsidy for 2019/20 year is **\$2,947,000**. Nine of the eleven FHQ First Nations are eligible to participate in the Section 95 program. Eight First Nations will participate.

CMHC RRAP

The 2019/20 allocation for the File Hills Qu'Appelle First Nations was **\$131,858**. RRAP process is currently in progress.

CMHC INSPECTIONS

SECTION 95:

Code Compliance: 3 inspections

- The First Nation may hire and pay for whichever qualified Inspector they may choose.
- The FHQ Compliance Inspector is currently available to provide these inspections at no cost to the FHQ First Nation at this time.

Progress Inspections:

- The Indigenous Technical Services Cooperative (ITSC) is currently contracted by CMHC to complete the 6 progress inspections in the Sec 95 program.

RRAP, PCRs, ETC.,:

- ITSC currently contracted by CMHC to complete these inspections.

DEVELOPMENTS ON CMHC INSPECTIONS:

Each province submitted proposals to contract with CMHC for the inspections. Saskatchewan submitted two proposals, one from PAGC for the northern First Nations and one from the Saskatchewan First Nations Technical Services Cooperative to provide inspection services for all First Nations including Saskatoon Tribal Council and south. This will include all independent First Nations as well.

The contract for inspections is a 1 year term contract. The contract is nearing the one year mark. There has been no indication from CMHC whether the contract will be renewed or not.

The Co-op sub-contracts with the respective Tribal Councils to provide CMHC programs inspection services. Each Compliance inspector will therefore remain the employees of their own Tribal Council.

BAMIS

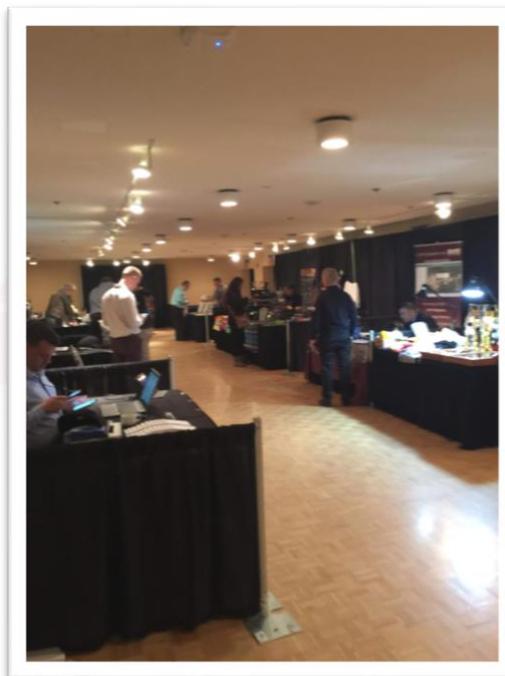
All activities as per the BAMIS agreement are on-going. This includes Housing & Infrastructure Database, Capital Asset Inventory System, BBC inspections, Cyclical inspections, Community Plans, mapping, new construction, major renovations, etc.

The annual Housing Conference was held in January. The conference was hosted by the FHQTC, TATC, STC and YTC Tribal Councils. Attendance was excellent with positive feedback on the agenda presented.

The staff of the Water Circuit Rider Training program continue to remain very active in the communities assisting the First Nations in maintaining functioning Water Treatment and the Water Treatment Plants.

The Major Capital Project to decommission abandoned wells on the FHQ First Nations has started. The FHQTC staff are working closely with the First Nations to identify and locate those wells that will be included in this project.

Annual 3-Tribal Council Housing & Asset Management Forum 2019 FHQTC – YTC – TATC



ECONOMIC DEVELOPMENT

Nation and citizen business readiness that drive economic opportunities is a critical component to achieving financial independence. This readiness requires a capacity of Limited Partners and their citizens to engage and partner with industry and assume a greater role as industry leaders. Improved citizen livelihood and Nation economic development is recognized as the result of organizational-level outcomes as well as through individual successes and growth in entrepreneurship.

FHQ Developments supported 22 community engagements with our Nations throughout the year that included CORP requests, economic development facilitation and business supports. This has resulted in several new funding opportunities and seed capital for new projects.

We also supported our Nations through the Treaty 4 Business Forum, Gas Station Forum, SIMSA - Nutrien - FHQ Developments Supplier Engagement Session, Advanced Business Match, and recently secured new funding for the establishment of a new Agriculture Conference that will focus on Indigenous engagement in new sectors such as Ag Tech, Manufacturing, and Supply Chain.

Our entrepreneurs also received greater support with connections being made with other organizations in partnership to better serve their needs. This included the establishment of Matchstick, a program built specifically for Indigenous women entrepreneurs in partnership with WESK. By building greater relationship in the community we are hoping to build a bridge so that our entrepreneurs are more comfortable accessing resources that they have not accessed in the past.

A partnership with WED (Western Economic Diversification) and EDR (Ec Dev Regina) will provide funding towards the creation of a new strategy that will help our Nations better align with agriculture opportunities that will be the result of the Protein Industries Canada investments being made.

By supporting the advancement of our Nations and entrepreneur's businesses we are helping to grow a stronger Indigenous business eco-system that will build a greater foundation for more sustainable business together.



Investments & Partnerships

This strategic core focus is recognized by FHQ Developments as a primary driver and responsibility of the organization. In order to attain financial independence for its Limited Partners and citizens, FHQ Developments will need to excel in its wealth generation capacity, management, and performance. Four key drivers necessary to advance this priority include:

- deal flow development and management;
- business growth and sustainability (current and new businesses);
- investment portfolio management; as well as,
- industry diversification.

We have established three new companies in 2019 that include Topa Contracting, a partnership with Noble Construction, Badger Daylighting (hydro vac company), and Spring Lake Wind (wind energy company).

Topa Contracting will help to expand our construction services into the underground mining sector and compete on new contracts that we will see with Mosaic and Nutrien. Through our relationship building we were able to align our companies values to ensure we formed our new corporation in a way that will sustain us for years to come. Chris Miller, Noble Construction's CEO, has spent many years looking for the right Indigenous partner to help share and transfer knowledge in the industry. We look forward to the new opportunities and prosperity in the years to come.

We continue to see an increase in potential business deals but our due diligence process allows us to quickly screen opportunities to ensure they will align well with our strategy and sustainability model. Mitigating the necessary risk in any business deal is very complex at times but we want to ensure that we find the right businesses and partnerships that will bring prosperity over the long term.

Our current businesses continue to perform well in the market despite a slowdown in industrial construction for Great Plains Contracting. Trinidad Drilling has been purchased by Ensign Energy and will become our new partner on the drilling rig asset which continues to be operated by Crescent Point Energy. SHP6 Home Inn & Suites hotel will expand by 24 rooms in the coming year due to the market conditions aligning well for expansion.



EMPLOYMENT & RETENTION SERVICES

This strategic priority is fundamental to attracting and growing business partnerships. Employment readiness and retention services is recognized as a competitive advantage regarding business sustainability, citizen livelihood, and Nation economic development. The ability to recruit and sustain work-ready individuals, establish employment opportunities, and support career advancement is vital to long-term economic independence and prosperity of our limited partners and our citizens.

We have made extensive changes to the way we provide employment and retention services to allow for more successful work placements. This has resulted in our services moving towards a fee for service model that has seen great success in its first year of operations.

There was a total of 376 Indigenous candidates that were recruited into our database of over 2,000 and of that 173 were employed through our services.

We expanded our services to offer more supports and training opportunities to candidates that qualified which gave them the ability to work in other positions that they would not have accessed in the past.

We have also begun recruiting more Indigenous professionals to increase the talent sources that we have as we are often given opportunities to fill roles with professionals in management positions or make referrals. We have since partnered with other Indigenous organizations throughout Regina to establish joint networking events.

As we look forward to the expansion of our services, Employment & Retention Services will look to establish more HR consulting services to truly act as a resource to Indigenous and non-Indigenous companies in the long term.



EDUCATION

Overview

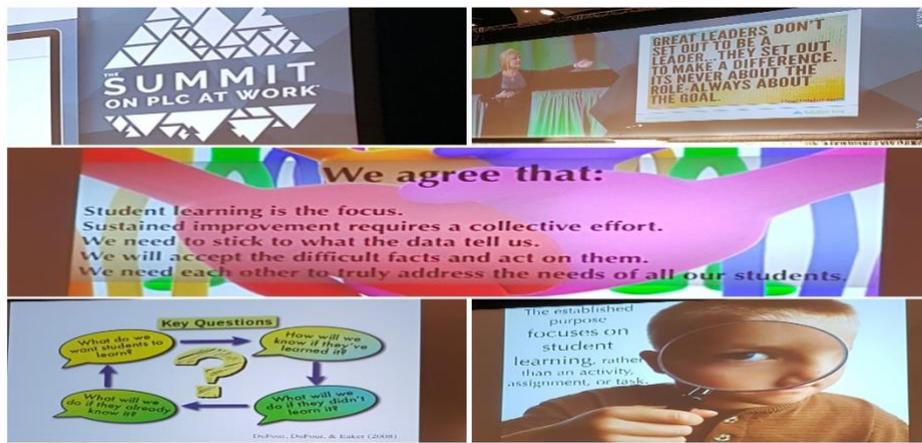
The autonomy, jurisdiction and sovereignty of Nations provides the foundation on which FHQTC Education Services are built. As a complement to first level services (directed by each Nation), our second level Education Services enhance learner academic achievement and life success. Second level services are based on Indigenous Services Canada proposals through First Nations Student Success, New Paths for Education and Special Education programs. File Hills Qu'Appelle Tribal Council Education personnel include Director of Education, specialized Coordinators providing best practices in Literacy, Numeracy, Assessment, Early Years, Inclusive Education, an Information Technology team, Sports and Recreation and administrative/management support staff. Additionally, File Hills Qu'Appelle Tribal Council Student Advocates work full-time within the schools to support student success and well-being. Budgets are allocated to schools to support outcomes addressing culture and language, learning resources, extra-curricular, land-based learning, elders/knowledge keepers, traditional arts, assessments, literacy/numeracy, science/math fairs, technology, career and youth development, to name a few.



Our System, Our Ways

The leadership and vision of our Nations are respected in continued developments regarding education-related decision making. Chiefs and Councillors/Headmen provide overall direction to the work of the File Hills Qu'Appelle Tribal Council Education Services team, as demonstrated by support given in the submission of ISC education funding proposals. Additionally, education direction is guided by two Education Chiefs (File Hills and Qu'Appelle). Education Committees and Education Portfolio holders have the opportunity to engage with File Hills Qu'Appelle Tribal Council Education staff to ensure local priorities are met. At the school level, principals and File Hills Qu'Appelle Tribal Council Education staff provide management and leadership. Children, youth and their families are provided with opportunities to meaningfully shape the content of their learning program and its outcomes. Since education success is defined in a variety of ways, File Hills Qu'Appelle Tribal Council Education strives to be strength-based, flexible, qualified in best practices and innovative in meeting the needs of children, youth, families and Nations.

Each Nation's school is involved in determining annual School Success goals which provide a road map to work collaboratively to achieving growth in the areas of mental/intellectual growth, emotional well-being, social development, physical wellness and community engagement. Leadership, elders, knowledge keepers, language speakers and community members provide direction and support to achieving School Success goals.



Best Practices

The education target for File Hills Qu'Appelle Tribal Council is to aim high when considering education outcomes for our children and youth. The File Hills Qu'Appelle Tribal Council education staff are qualified to work with school staffs to implement best practices and to innovate. Professional Development is available to each school on every aspect of File Hills Qu'Appelle Tribal Council Education second level services. Our goal is to exceed provincial education standards/outcomes to ensure our students are successful based on our own terms. We focus on culture and language as an element of all File Hills Qu'Appelle Tribal Council Education second level service delivery, supporting land-based learning, language resource materials/people and professional development. We continue to utilize Assessment for Learning strategies which produce data relevant to setting annual School Success goals.

Education Transformation

In the future, with changes to funding approaches introduced by ISC, we anticipate opportunities to excel even further in meeting the needs of learners within our First Nation education systems. We expect to continue with proven best practices and move forward through the affirmation of our sovereignty in growing our own education systems.

It is an honour to serve the needs of children, youth and families within our Nations. We believe in the unlimited potential we have as Nations to determine our own destiny.

PRE-EMPLOYMENT SUPPORTS PROGRAM

The objective of the Pre-Employment Supports (PES) program is to improve the employability of eligible clients. Eligible clients for the PES program are:

- must be 18-64 years of age
- must be on-reserve
- must be receiving income assistance

To access PES funding and services, you must see your Income Assistance Administrator at your band office. The PES program provides supports while you participate in a training program.

PES Program Highlights

- 276 clients used PES client supports.
- 72 clients found employment.
- 24 clients exited to further education.

PES Programs

- Piapot ABE
- Residential Renovation and Construction Program at Standing Buffalo.
- Okanese Job Series Program
- Buffalo Pathways – Reawakening Our Spirit Program at Fort Qu’Appelle
- Essential Skills for Emergency Services and Criminal Justice Careers in Fort Qu’Appelle
- Standing Buffalo Maintenance Program
- Office Education Program at Pasqua First Nation
- Muscowpetung Life Skills Program
- SIIT Job Focus Program at CTK
- Budgeting Workshop at CTK
- Safety Tickets at CTK and Standing Buffalo
- Employability/Lifeskills Program for Piapot in Fort Qu’Appelle
- Essential Skills for the Workplace at Muscowpetung First Nation
- Peepeekisis Life Skills Program
- Security Guard Training at Nekaneet
- Driver Training



COMMUNICATIONS



The Communications Unit has maintained a steady sprint throughout the past year with a focus on our larger scale events. The department has also spearheaded and seen a number of successful initiatives in the areas of Language and Culture. This mandate was born out of the Transition Team's direct work with our Nations. We heard the voices and have worked diligently to produce results.

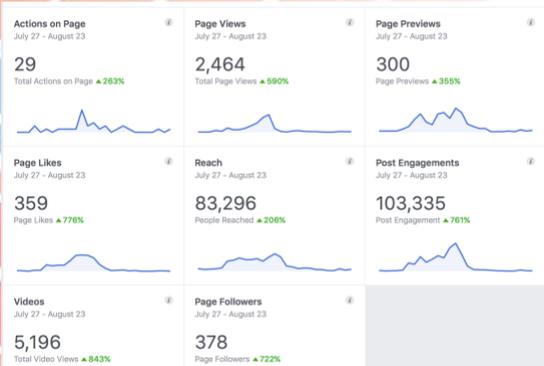
We have now joined the forefront of language and culture integration and development. This manifested in many ways - from livestreams to lectures, community discussions to content creation, and various events. Of particular note, the Great Plains Culture & Language Gathering (GPCLG) was created from this focus. This past fiscal year, there were over 300 registered participants.

The special thing about the Great Plains Culture & Language Gathering is it is planned by our Elders, Knowledge Keepers, and Language Professionals from FHQ.

The Communications Unit seen the addition of Arlen Starblanket to the team. Arlen is a recent graduate of the Sask Polytech Multi-Media Program and aids mostly in website maintenance, social media, and event coverage.



With respect to the Transition Project, the department has been very busy organizing and building capacity for our Elder's committee. This council has been coming together and were the primary leaders in the planning of the Great Plains Culture & Language Gathering. Their guidance and knowledge has been immensely valuable and will continue to be so in the coming year. We are excited about the next phase in the growth and formalization of this committee into the File Hills Qu'Appelle Tribal Council. This is again a direct answer to the prior community engagements of the previous year of including more culture, language, and our Nations' Elders and Knowledge Keepers in the process.

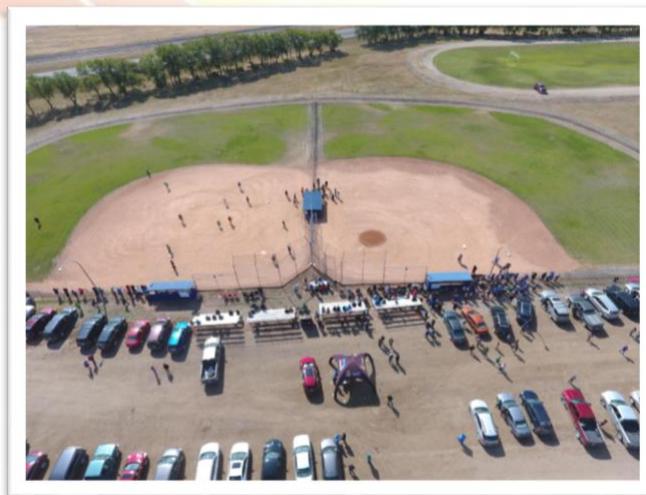


**monthly average reach via Fb*

Our online presence continues to maintain a steady growth with a monthly consolidated interaction in the tens of thousands of unique visitors. Our messages are getting out there!

Throughout the year, our Communication Specialist assisted many programs, services, entities and First Nations on Media Relations, Crisis Communications, photo shoots and event planning.

The Saskatchewan Indigenous Cultural Centre, alongside SaskCulture have been instrumental partners in reaching our culture and language goals in the Communications Unit. This partnership continues to grow and advance alongside the Tribal Council and they are very supportive of the initiatives we are achieving and dreaming into action.



RESTORATIVE JUSTICE

2018 was an exciting year for our Restorative Justice Unit. We added funding from the Aboriginal Justice Strategy for a Domestic Violence Coordinator to work with our Domestic Violence Program “The Way”. We had interviews but were not able to fill the position this year. The one staff position we did add is the Adult Reintegration officer. This position works closely with the Federal Corrections Parole and Aboriginal Liaison Unit. The officer works to provide community assisted parole hearings. Two were held one in Carry the Kettle and one in Piapot. The officer hired was Sarah Ironeagle from Pasqua who was a graduating student from the Human Justice studies.

The Restorative Justice Unit focuses on four pillars, technical services, community development, training and governance. This is the basis for the activities the team provides to the communities. The technical services include mediations, circle facilitation, probation, reintegration and Courtworker advocacy.



The community development involves the supports we provide to the justice committees and our sister agencies. Governance is a pillar that covers our laws, natural law, bylaws, and our newly formed Justice Alliance. The final pillar is training. The unit provides a variety of trainings from resolving conflict constructively, anti-gang, anti-bullying to wills and estates. The Way our domestic violence program has been operating for eight years. This year we have added sites at Carry the Kettle and Pasqua.



Highlights of the services:

- The overall program conducted 62 mediations plus 9 circles. Thirteen of the mediations were community referrals including child custody, separation, and workplace conflict.
- The court worker provided services to over 254 clients from our rural court points; Fort Qu'Appelle and Indian Head.
- The probation Officers provide supervision for an average of 80 clients per month each with a variety of high, medium or low risk community orders. These include Serious Violent Offenders, Domestic Violence, Sexual Offenders and 810's. Other probation orders include driving offenses, assault, theft etc.
- The youth reintegration program maintains a consistent level of 8 clients referred from the Correction and Public Safety Ministry. The clients age range from 12 to 24 depending on the year of the offense. The focus this year was getting the youth ready for school or employment.



In conclusion 2018 year was a busy year. Most of the times during our summer season court referrals are low and this gives the staff opportunity to complete administrative duties, get prepared for treaty four and the new school year but, this year it never slowed down. We had worked on two strategic planning sessions on weekends and assisted with the Bear Lodge in Peepeekisis. It was exciting with 7 community justice committees operating.

INDIGENOUS SKILLS EMPLOYMENT & TRAINING STRATEGY

The ISETS program involves an enhanced case management process with a greater focus on employment results for participants.

For the period April 1, 2018 to March 31, 2019 the ISETS program case planned a total of 307 participants.

Of the 307 participants 101 gained employment and 73 returned to school.

73 summer students were funded through the ISETS program via ten First Nations who provided summer employment for the students with a variety of job duties.

ISETS provided fund for participants who were enrolled in the following programs:

Continuing Care Program	Interactive Design & Technology	Various apprentices – through Sask. Apprentice & Trades
Aboriginal Police Prep	Heavy Equipment Operator	CPA School of Business
Health Information Management	Mental Health & Wellness Training	Professional Fire Fighters training
Education Assistants	Business Administration	Carpentry training
Youth Care Worker	Machinist	Security training
Early Childhood training		

ISETS provided funds for safety ticket training to approximately 8 clients.

The following are Employers that hired clients:

K & S Potash	Enbridge	Stoney Tribal Admin
DCH Inspections LTD.	JCL Constructors	Prince Albert Grand Council
Harrison House	Saskatchewan Construction Association- Capital	J Pipelines
Ministry of Highways	Petroleum	Great Plains Contracting
Provincial Pole Specialists	Smith Built	Banister Pipelines
Tim Hortons – Valley Drugs	Qu’Appelle Beef – Northern	Danello Beauty Center & Spa
Meadow Lake Tribal Council	Natural Processing	Symmetry Reinforcement
Tangerine in the Valley	Wicehtowak Limnos	JD Building Movers
Wakayos Development Ltd.	Consulting	Pro Active Consulting
St Annes Personal Care Home	Cervus Equipment	Rubicon Pharmacies
	Mosaic Mine	

WHITE RAVEN HEALING CENTRE

White Raven Healing Centre is located in the All Nations Healing Hospital, Providing client-centered, culturally based programs for those requiring services on site as well as referrals from outside agencies and communities of File Hills Qu'Appelle Tribal Council.

White Raven Healing Centre offers a variety of services, all provided by Approved Therapists recognized by Health Canada, National and International Certified Addictions Councilors/Specialist.

THE VISION of White Raven Healing Centre is to provide client- centered Mental Health and Addictions Services that integrate the best of mainstream therapeutic techniques with traditional First Nation's healing practices to provide a holistic approach to heal from past traumatic experiences and current psychological issues.

OUR MISSION: To promote guiding principles that will encourage open communication with all individuals, families and communities. Our primary focus is to provide traditional and conventional therapeutic counseling designed to address the legacy of intergenerational impacts of residential schools and unresolved trauma and family violence.

White Raven Healing Centre Staff

Murray Ironchild, Male In-House, Traditional Knowledge Keeper
Michelle Bellegarde, MASW, RSW. IRS Resolution Health Support Worker
Dianne McKay, ICADC, CGC, CCAC. A/Director, Addictions Specialist, FNARF
Donna Okeewehow, Administrative Assistant
Ethel Dubois, BSW, RSW, CACII, CGC.
Joyce Poitras, BSW, BA, RSW. CISM Crisis Coordinator
Melinda Moosemay, CACII Mental Health Wellness Worker/Addictions Worker
Dale Whitecap, CACII Outreach and Addictions Counsellor
Margaret Keewatin, Female In-House, Traditional Knowledge Keeper
Wendell Starblanket, Traditional Helper



White Raven Healing Centre includes Mental Health and Addiction Services. The culture and spiritual services are part of the culturally sensitive environment to assist individuals' families and communities in healing trauma and to maintain emotional wellness. The centre operates within a First Nation culturally appropriate, community specific frame-work, utilizing the principle of empowerment to promote and facilitate individual and collective development.

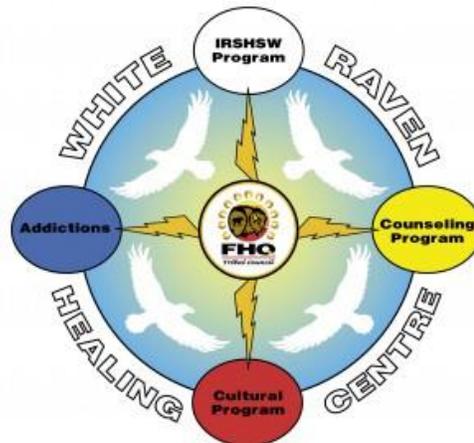
The Centre offers a holistic healing program of services delivered by an integrated, interdisciplinary team of staff. Within the Centre's "Healing Model", as depicted in Figure 1, cultural/spiritual services are the fundamental component encompassing all within a cultural framework. The focus is on integrating traditional healing practices and First Nations philosophies and beliefs into a clinical setting-this is accomplished through the creation of a facility that is fundamentally based on "culture." The elements of the model interact within the cultural framework and are each made up of the following subcomponents Setting, Therapeutic Approaches, Helping Services and Circle of Care

Setting - "Setting," at the top of the model comprises the environment created at the WRHC that includes the architecture, ceremonial rooms, visible Aboriginal symbols and artifacts, and the "safe" atmosphere created by the clinical and professional staff.

Therapeutic Approaches - The Therapeutic Approaches component of the model includes all of the clinical approaches that are utilized at the WRHC

The Helping Services- Are comprised of all of the programs that are targeted at supporting the overall individual, family and community. Programs like family, group and couples counselling, grief counselling and recovery, anger management, suicide intervention. As well initiatives that involve the WRHC to provide training to First Nations front-line workers, consultation and support for First Nations working in mental health and addictions, and other activities for First Nations like program development, information and resource sharing, and community crisis intervention.

The "Circle of Care" – is the administrative and case management process that integrates the various elements of the model. Clients are processed into the WRHC system and integrated into the Healing Model through the application of the "Circle of Care."



WOMEN'S COUNCIL



As the Women's Council Coordinator, it has been a busy year working with the FHQ Women's Council. I am honoured to work with these strong women from each of the eleven FHQ communities.

Through the year we have held our Strategic Planning Session in January, 2019; hosted a Suicide Prevention & Awareness workshop "Igniting Mind, Body & Wellness" in April, 2019; held the FHQTC Women's Council Golf Tournament in Melville, SK in May, 2019; participated in the PAGC Women's Commission's MMIW Walk in June, 2019;

attended the 15th Annual Tamra Keepness BBQ in July, 2019; participated in the Treaty Four Parade in September, 2019; sponsored the Red Dress Special at the Treaty Four Gathering in September, 2019; we continue in our fundraising efforts and we are currently planning an additional Youth workshop and a Women's Gathering in Regina, SK in December, 2019.

Our Women's Council is comprised of one representative from each of the FHQ communities:

LEILA THOMSON
Carry the Kettle (Ceg-A-Kin) First Nation

DARLENE STONECHILD
Okanese First Nation

JOEL BELLEGARDE
Little Black Bear's Band

LINDA POITRAS
Peepeekisis First Nation

MELISSA TAVITA/JOYCE KEEPNESS
Muscowpetung First Nation

FARRAH SUGAR
Piapot First Nation

BRENDA MOSQUITO/DOREEN OAKES
Nekaneet First Nation

MINNIE RYDER
Standing Buffalo First Nation

BEV CHICOOSE/JANOVA PASQUA/JESSICA
GORDON CINDY DESNOMIE/DANIELLE
POITRAS
Pasqua First Nation

CATHY STONECHILD
Star Blanket First Nation

LORETTA LETHBRIDGE
Wood Mountain First Nation



PAGC 15th Annual MMIW Walk



Red Dress Special

CHILD DAY CARE PROGRAM

The FHQ Child Day Care Licensing Hearings were held on April 16 and 17 2018. A total of eight Day Care Centres were licensed for 2018 2019 year, thus ensuring that the facilities were safe and met the health and safety requirements of the File Hills Qu'Appelle Child Day Care Regulations and Policies, The FHQ Child Care Regulations state that an Environmental Health and Technical Services Inspection and the Fire Safety Inspection will be completed yearly as part of the licensing, deficiencies at each centre have been identified in the Appendix A's for each Day Care Centre.

All deficiencies will be reviewed and documented that the deficiencies are completed for the Licensing year (2018 – 2019).

A total of \$143,469.00 for capital dollars was received from Human Resources Development Canada and was allocated to each Day Care Centre as per request submitted. An additional amount of capital dollars for \$50,399.00 was received for fire safety issues and playground equipment and a computer and windows for two-day care centres.

The Child Care Co-ordinator and Monitor have been trained to offer the Ages and Stages Questionnaire. Training will be offered by July 2019.

“THE CRITICAL IMPORTANCE OF QUALITY ECE ENVIRONMENTS: (FHQ Child Care 2019-20 Work Plan Highlights)

The File Hills Qu'Appelle Child Care Program will focus on increasing Quality Programming and Early Learning Supports that reflects the Children's Early Childhood Development needs to be a priority that relates to health and well-being throughout life.

Host the File Hills Qu'Appelle Child Care Licensing Hearings in April 2019.

Host a Strategic Planning Training for FHQ CC Licensing Board and FHQ Child Care Staff.

Complete the required additions to FHQ Child Care Regulations and Policies.

Review the FHQ Child Care Regulations and Policies with Board and staff.

Host a FHQ Child Care Licensing Regulations and Policies for FHQ Licensing Board – FHQ TC Staff – FHQ Day Care Centres.

Continue to offer a variety of in-house ECE training in partnership with SITAG to ensure the importance of healthy brain development and positive outcomes for young children.

A workshop will be planned for the Early Childhood Educators and staff for information on the Jordan's Principle Navigator – Health Education - FHQ TC Health Services.

The target date for the full usage of the Age and Stages and Questionnaire is September 2019. A training will be provided to FHQ Child Care Early Childhood Educators from the Day Care Centres



ECE COMMITMENT TO OUR CHILDREN – STRATEGIC ISSUES:

Complete the Review of the FHQ Child Care Regulations and Policies and provide information for the Chief's review, provide a review of the File Hills Qu'Appelle Child Care Regulations and Policies to all individuals that involved in the delivery of Early Childhood Development Services.

Deliver "Roles and Responsibilities in the Child Care Program" a document relating to the roles and responsibilities of each level in early childhood development and promoting the full ownership of each ECE Centre through increased communication with Chiefs and Councils, with the involvement of the File Hills Qu'Appelle Child Day Care Licensing Inc. Board Members.

Child Day Care attendance will be monitored with each Day Care Facility and if required strategies will be implemented with the Day Care Centre.

Early Childhood Staff training requirements will be monitored to ensure Early Childhood staff is trained to increase the development of Early Childhood Programming at the First Nation Child Care Centres to reflect quality of care standards.

Strategic Issues:

Continue to seek additional child day dollars to offer quality Early Childhood training to continue to invest in Early Childhood Development training for Early Childhood staff within the File Hills Qu'Appelle Child Care area.

Ensure File Hills Qu'Appelle Child Care Regulations and Policies are adhered to: FHQ Child Care forms are utilized and submitted as required.

Ensure proper documentation for staff who are employed at centre have been completed and submitted to FHQ Child Day Care Licensing Inc.

Review and enhance monitoring/mentoring polices and programming and to also increase child care space usage.

Seek the guidance of female elders to implement the kinship roles in regards to traditional values and responsibilities that passed through the First Nation languages to provide additional programming options at the Early Childhood Centres.

Research and participate in the various training options in regards to curriculum with the Early Childhood Educators (ECE's). The File Hills Qu'Appelle Child Care Program will focus on increasing Quality Programming and Early Learning Supports that reflects the Children's Early Childhood Development needs to be a priority that relates to health and well-being throughout life.

"EARLY CHILDHOOD COMMITMENT TO OUR CHILDREN" – Strategic Issues:

Continue to offer Early Childhood Training and curriculum as the FHQ Child Care Regulations and Policies as the foundation for high quality programs and services to ensure the importance of healthy brain development and to provide positive outcomes for young children in enriching environments that are supportive and healthy and to include the process of utilizing traditional values and languages of each First Nation.

SPORTS & RECREATION

The goal of the Sports & Recreation Department is to encourage and work with our 11 First Nations to develop and facilitate sport and recreation programs and services for First Nation Youth.

In 2018/2019, the Sports & Recreation Department created and hosted a symposium, "Sharing Knowledge to Enrich our Lives". Submitted evaluations show it was a success with positive reviews at the end of the symposium, and we plan on making this an annual event.



TORONTO BLUE JAYS CARE FOUNDATION FHQ ROOKIE LEAGUE PROGRAM

The Jays Care Foundation Indigenous Rookie League program is a summer baseball for development program created and delivered in partnership with First Nations, urban city centres, and Inuit communities across the country.

In January 2018, FHQTC entered into an agreement with the Jays Care Foundation to carry out a Rookie League Program. The program is designed to engage community members which include youth, parents, and elders in a weekly baseball program; to enhance self-esteem and self-confidence of children and youth; connect participating communities to each other; and reduce the number of mental health concerns reported by children and youth. The Rookie League program was held over a nine-week period that included weekly practices and inter-community games for all eleven communities.



File Hills Qu'Appelle Health Services

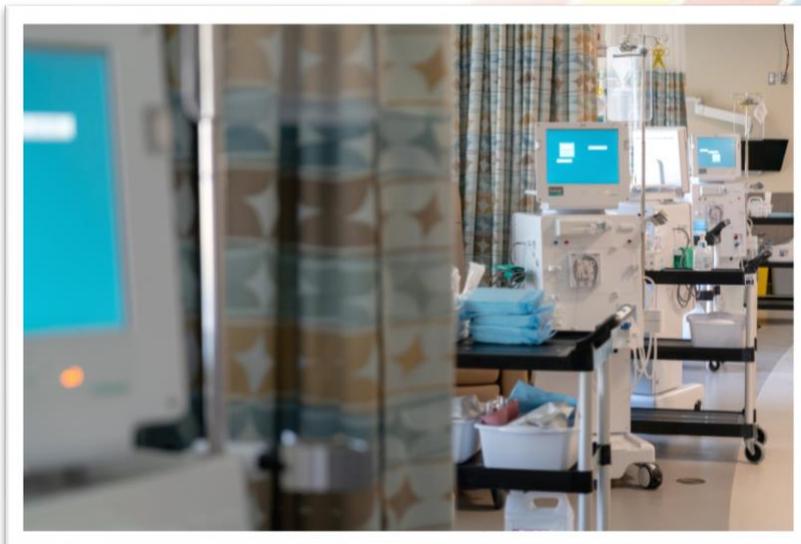
File Hills Qu'Appelle Health Services (FHQHS) consists of Environmental Health, Youth Leadership, Health Education, Diabetes and Nutrition, Home Care, Information and Technology, Health Planning and Management. We provide a variety of programs and services to all FHQTC community members, maintaining a working relationship with health staff and leadership in the communities.

Environmental Health

The FHQHS Environmental Public Health team offers a wide variety of Environmental Public Health and Drinking Water Quality services to the 11 communities of the Tribal Council. The Environmental Health team delivered Food Safety course, inspected food facilities, daycares, school and other public facilities, conducted new build site assessments, participated in several building projects and continue to support the FHQTC communities in areas of environmental health and drinking water quality.

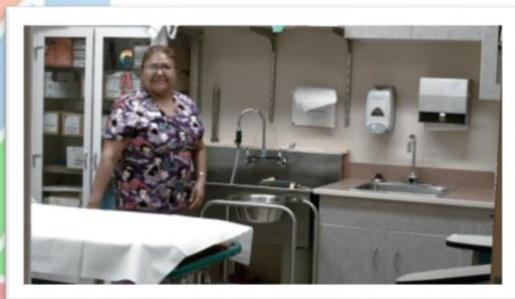
Home Care

The home care team provides home health services in the FHQTC communities. Home Care staff is highly qualified in this specialty, participating in continuous professional development opportunities. Equipment purchases, dressing changes, foot care, and bathing are the services provided as needed to the home care clients of FHQTC. Working closely and in collaboration with the communities Health Services Departments and FHQHS Diabetes Team we attend monthly wellness clinics and offer in home services. Additionally, we serve as an advocate for clients to ensure they received the services they require and offer respite services for palliative patients and their caregiver. We continue to collaborate and liaise with health care services such as hospitals, SHA public health services, physicians, nutritionists and the Women's Health Centre.



Community Health Nursing Program

The transfer of second level services continues to be a priority of FHQTC. Health Services is near completion on the transfer of second level management of the Community Health Nursing (CHN) Program from FNIHB to the Tribal Council. The transfer will complete the range of services required to ensure a comprehensive and integrated service delivery model that will best meet the health needs of the FHQTC Communities.



Diabetes and Nutrition Education

The Diabetes and Nutrition team continues to offer wellness clinics, nutrition education and cooking classes in the community, and responds to referrals for individual consultations and support. The ADI team also collaborates with the community health staff and visiting professionals to support their services to meet the needs of clients. The team continues to refer to, collaborate and liaise with health care services such as hospitals, SHA public health services, physicians, dietitians, and the Women's Health Centre. Tools such as the Electronic Medical Record confirm we have the most current client information available when working with the client ensuring the team works together with the client to offer the best health outcome.

Through the Canada Prenatal Nutrition Program, we continued to offer nutrition education including meal planning and preparation in the community.

Youth Leadership

The FHQ Youth Leadership team continues to provide a broad range of interactive and arts based programming to the youth of the 11 First Nations of FHQTC. The team also provides programming in the surrounding rural community schools in an effort to reach the urban FHQTC youth. The team continues to attend health fairs to provide information and resource material for distribution. The youth leadership team continues to work with the Youth Action Plan (YAP) by providing a number of YAP meetings that are based on topic identified by the youth.

The focus of The School of Tobacco and Wellness Challenge has been on the reduction of commercial tobacco use. The Community Challenge continues to see a reduction in commercial tobacco. As a result of an increase in youth experimenting with vaping, presentations and the risks of vaping are held with communities. The Team will assist Communities to coordinate a Youth Reduction Challenge.

Maternal Child Health Program/Aboriginal Headstart On-Reserve

The Maternal Child Health Program is a strength-based approach to home visiting to foster open, non-judgemental communication with families. We continue to support Parent Mentor home visitors in each community through training and education, professional development opportunities and case management support.

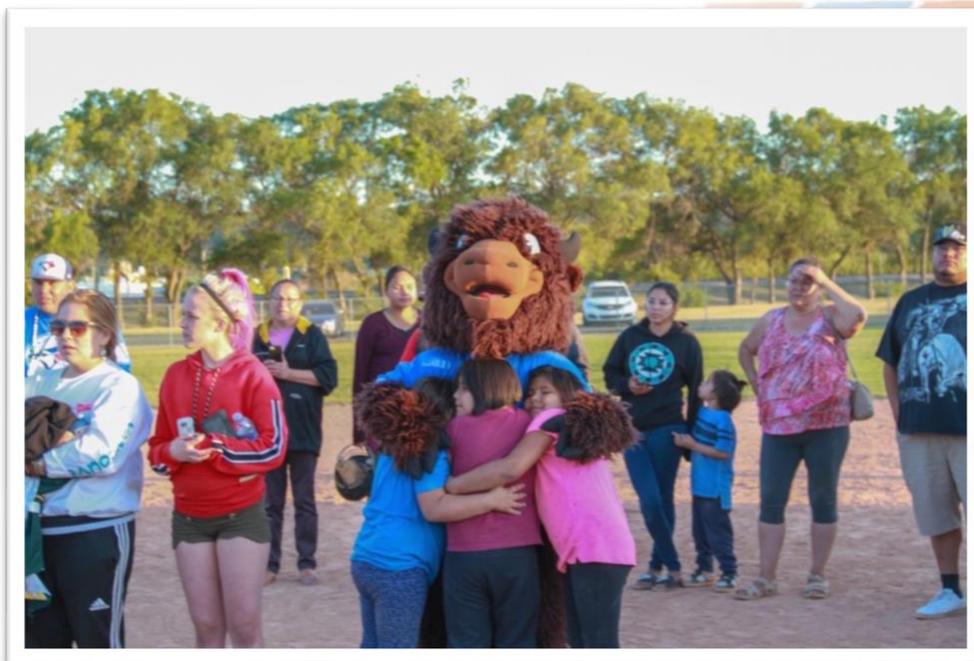
Health Services provides coordination of the Aboriginal Head Start on Reserve for 8 First Nations Communities. AHSOR is a program that supports activities focused on early childhood learning and development for First Nations children from birth to age six and their families. The goal is to support programming that is designed and delivered by First Nations communities to meet their unique needs and priorities.

Health Education/SGI Traffic Safety Program

The Health Educator works closely with the Youth Team to deliver youth related programs and services to the communities. The Health Educator also delivers the Traffic Safety Program which include presentations to communities on traffic safety, car seat safety, driver education training for FHQTC high schools. In addition to presentations, promotion of the traffic safety program is also done through attendance at career fairs and wellness days.

Jordan's Principle

Health Services Navigator continues to assist families through case planning and coordinating services for children by connecting them to services and resources children require both on and off reserve ensuring children receive quality appropriate health, social and educational services.



Partnerships

Health Services continues to partner with the First Nations University of Canada with the Indigenous Dementia Research Project. The Research team attended community events throughout the year to provide resources on Dementia awareness. The work of the Dementia project will continue to expanding Models of Indigenous Dementia Care, Canadian Indigenous Cognitive Assessment (CICA), and digital storytelling.

FHQ Health Services will continue to participate in and expand the health care dialogue through our partnerships fostering discussions and generating insights and ideas on how to address the growing challenges in health care and working collectively to find solutions to complex issues with our partners.



New Initiatives

As a member-driven health care organization, delivering safe, high quality care and services to our members is our top priority. Health Services continues to work on quality and client safety, safe work practices and identifying areas for improvement.

Health Services team look forward to participating in and expanding the health care dialogue this year through our partnerships fostering discussions and generating insights and ideas on how to address the growing challenges in health care and working collectively to find solutions.

GOVERNANCE AND TRANSITION PROJECT PLANNING 2018-2019

Renewed Mandate

The FHQTC Transition team received a renewed mandate with member nation Chiefs voting unanimously to continue with the Transition planning process; with an emphasis on:

- supporting member First Nation on their efforts to strengthen their governance systems and structures
- developing an overall governance structure for the Tribal Council built on the foundation of the five language and cultural groups. This will require continued consultations.
- developing engagement activities with youth and member First Nation citizens.

Progress

Since the renewed mandated; the Transition team:

- Gathered together to revitalize the project with a Strategic Planning Session aimed at producing annual work plan, project strategies with clear outputs.
- Contracted with Manley Begay and Pam Palmater, Indigenous Experts in Indigenous Governance; to undertake an external review—a review and assessment on direction, evaluation of progress, and recommendations moving forward.
- Undertook extensive consultations on the cultural and traditional side with Language Knowledge Keepers, Life Speakers, Medicine People to look at how the tribal council governance structure might transition and evolve to offer an overall embodiment of a traditional governance model. These consultations resulted in two outputs:
 - A proposed blueprint (visual display) for the foundation of governing structure for FHQTC was then developed —respective of FHQTC’s five linguistic, culture and traditional groups.
 - The development of a Knowledge Keepers Council for FHQTC, with proposed mandate and terms of reference.
- Began gathering and compiling records of internal Tribal Council (and entities) policies and record management processes to support coordination of alignment efforts provide consistent organizational structure.

Moving Forward

The Transition Team will continue its planning process to hold engagement and consultation with its key stakeholders—internally and externally—to move the governance transition work forward. It will utilize available tools, resources, and networks to help achieve its objectives.



Non-consolidated Financial Statements of

**FILE HILLS QU'APPELLE
TRIBAL COUNCIL INC.**

Year ended March 31, 2019

Management's Responsibility for Financial Statements

The Tribal Council's management is responsible for the preparation and presentation of the accompanying non-consolidated financial statements in accordance with Canadian public sector accounting standards (PSAS). The preparation of the statements necessarily includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgments and estimates by management is required.

In discharging its responsibilities for the integrity and fair presentation of the non-consolidated financial statements, management designs and maintains the necessary accounting, budget and other related internal controls to provide reasonable assurance that transactions are appropriately authorized and accurately recorded, that assets are properly accounted for and safeguarded, and that financial records are properly maintained to provide reliable information for the preparation of the non-consolidated financial statements.

The FHQTC Executive Council is composed of elected officials who are not employees of the Tribal Council. The FHQTC Executive Council is responsible for overseeing management in the performance of its financial reporting responsibilities. The FHQTC Executive Council fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with external auditors. The FHQTC Executive Council is also responsible for recommending the appointment of the Tribal Council's external auditors.

Virtus Group LLP, an independent firm of Chartered Professional Accountants, is appointed by the FHQTC Executive Council to audit the non-consolidated financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the FHQTC Executive Council and management to discuss their audit findings.



Edmund Boflegarde, Chairperson



Brad Johnson, Director of Finance/Admin.



Independent Auditors' Report

**To the Members,
File Hills Qu'Appelle Tribal Council Inc.**

Opinion

We have audited the accompanying financial statements of **File Hills Qu'Appelle Tribal Council Inc.** which comprise the non-consolidated statement of financial position as at March 31, 2019 and the non-consolidated statements of operations and accumulated surplus, change in net financial assets (debt), and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, these non-consolidated financial statements present fairly, in all material respects, the financial position of the Council as at March 31, 2019 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Council in accordance with the ethical requirements that are relevant to our audit of the financial statements in Saskatchewan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

Our audit was conducted for the purpose of forming an opinion on the financial statements taken as a whole. The supplementary information in Schedules I through 141 is presented for additional information purposes only. This supplementary information has been subjected to procedures in the context of the audit of the financial statements as a whole and thus, no additional or specific procedures have been performed on these schedules.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

Independent Auditors' Report continued

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with those charged with governance regarding, among other matters, the planned scope and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

July 29, 2019
Regina, Saskatchewan

VIRTUS GROUP LLP
Chartered Professional Accountants



FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Non-consolidated Statement of Financial Position

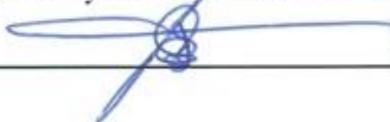
March 31, 2019, with comparative figures for 2018

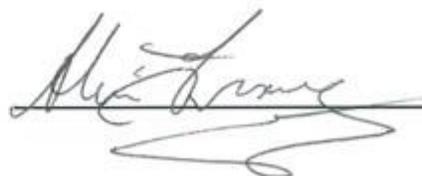
	<u>2019</u>	<u>2018</u>
Financial assets		
Current financial assets:		
Cash	\$ 4,685,535	\$ 345,641
Restricted cash and short term investments (note 4)	1,533,356	1,533,356
Accounts receivable (note 5)	3,818,421	2,714,591
	<u>10,037,312</u>	<u>4,593,588</u>
Investment in Keseechiwan Holdings Limited Partnership (note 6)	388,458	325,595
Investment in FHQTC Developments Limited Partnership (note 7)	518,799	494,473
	<u>\$ 10,944,569</u>	<u>\$ 5,413,656</u>
Liabilities		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,689,102	\$ 1,541,882
Deferred revenue (note 8)	7,030,815	2,472,639
Reserves (note 9)	1,532,730	1,532,730
	<u>10,252,647</u>	<u>5,547,251</u>
Net financial assets (debt)	<u>\$ 691,922</u>	<u>\$ (133,595)</u>
Non-financial assets		
Prepaid expenses	22,842	15,943
Tangible capital assets (note 10)	3,646,032	3,660,816
	<u>3,668,874</u>	<u>3,676,759</u>
Accumulated surplus	<u>\$ 4,360,796</u>	<u>\$ 3,543,164</u>

Commitments and contingency (note 11)

See accompanying notes to the non-consolidated financial statements

Approved by the Executive Council of FHQTC:



Director

Director

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Non-consolidated Statement of Operations and Accumulated Surplus

March 31, 2019, with comparative figures for 2018

	2019 Budget (unaudited) (Note 15)	2019	2018
Revenue:			
Indigenous Services Canada	\$ 10,903,302	\$ 10,203,302	\$ 8,109,143
Indigenous Services Canada (Health Canada)	11,923,153	11,923,153	7,579,549
Human Resource and Skills Development Canada - SITAG	5,098,618	5,042,521	4,998,819
Province of Saskatchewan	1,568,680	1,576,890	1,475,868
Funds received in advance of expenses, current year	(363,226)	(7,030,815)	(2,472,639)
Funds received in advance of expenses, prior year	2,143,335	2,472,639	2,109,390
Government of Canada - Other	919,392	910,522	823,378
Other income	1,505,996	2,168,242	3,037,589
Federation of Saskatchewan Indian Nations (FSIN)	395,291	395,291	401,718
Canada Mortgage and Housing Corporation (CMHC)	10,770	10,770	4,199
Interest income	5,316	8,363	3,457
Income from investment in Keseechiwan Holdings Limited Partnership (note 6)	-	122,863	124,406
Income from investment in FHQ Developments Limited Partnership (note 7)	-	24,326	23,558
	<u>34,110,627</u>	<u>27,828,067</u>	<u>26,218,435</u>
Expenses:			
Amortization of tangible capital assets	-	299,173	279,577
Band program support	3,528,232	3,176,660	2,551,583
Bank charges, loan interest, and taxes	50,151	89,482	129,037
Employee benefits	1,442,358	1,231,968	1,024,646
Miscellaneous	869,966	922,378	1,598,328
Operating expenses	9,385,795	7,276,308	6,762,051
Salaries and wages	12,777,859	9,017,409	7,910,617
Supply expenses	2,728,259	1,871,243	2,501,146
Training purchases and income support	3,201,864	3,125,814	3,142,165
	<u>33,984,484</u>	<u>27,010,435</u>	<u>25,899,150</u>
Excess (deficiency) of revenues over expenses	<u>126,143</u>	<u>817,632</u>	<u>319,285</u>
Accumulated surplus, beginning of year		<u>3,543,164</u>	<u>3,223,879</u>
Accumulated surplus, end of year		<u>\$ 4,360,796</u>	<u>\$ 3,543,164</u>

See accompanying notes to the non-consolidated financial statements

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Non-consolidated Statement of Change in Net Financial Assets (Debt)

March 31, 2019, with comparative figures for 2018

	2019 Budget (unaudited) (Note 15)	2019	2018
Excess (deficiency) of revenue over expenses	\$ 126,143	\$ 817,632	\$ 319,285
Amortization of tangible capital assets	-	299,173	279,577
Acquisition of tangible capital assets	(314,201)	(284,389)	(597,702)
Change in prepaid expenses	-	(6,899)	20,078
Increase (decrease) in net financial assets	<u>\$ (188,058)</u>	<u>\$ 825,517</u>	<u>\$ 21,238</u>
Net financial assets (debt), beginning of the year		(133,595)	(154,833)
Net financial assets (debt), end of the year		<u>\$ 691,922</u>	<u>\$ (133,595)</u>

See accompanying notes to the non-consolidated financial statements

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Non-consolidated Statement of Cash Flows

March 31, 2019, with comparative figures for 2018

	<u>2019</u>	<u>2018</u>
Cash provided by (used in) operating activities:		
Excess (deficiency) of revenue over expenses	\$ 817,632	\$ 319,285
Items not involving cash:		
Amortization of tangible capital assets	299,173	279,577
Income on investment in Keseechiwan Holdings LP	(122,863)	(124,406)
Income on investment in FHQTC Developments LP	(24,326)	(23,558)
Increase in reserves	-	201,000
	<u>969,616</u>	<u>651,898</u>
Non-cash operating working capital items (note 12)	3,594,667	(527,905)
	<u>4,564,283</u>	<u>123,993</u>
Cash provided by (used in) capital activities:		
Acquisition of tangible capital assets	(284,389)	(597,702)
	<u>(284,389)</u>	<u>(597,702)</u>
Cash provided by (used in) investing activities:		
Increase (decrease) in short term investments	-	39,000
Distributions from Keseechiwan Holdings LP	60,000	60,000
	<u>60,000</u>	<u>99,000</u>
Cash used in financing activities:		
Principal payments on long term debt	-	(26,938)
	<u>-</u>	<u>(26,938)</u>
Increase (decrease) in cash	4,339,894	(401,647)
Cash position - beginning of year	345,641	747,288
Cash position - end of year	<u>\$ 4,685,535</u>	<u>\$ 345,641</u>

See accompanying notes to the non-consolidated financial statements

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2019

1. Nature of operations

The File Hills Qu'Appelle Tribal Council Inc. ("Council") is incorporated under the *Non-profit Corporations Act, 1995* in Saskatchewan. Its main functions are to provide services and political representation to the eleven First Nations under its jurisdiction, for purposes of education and other Indian government needs. Council's head office is located on the Treaty Four Reserve #77. Council is exempt from income taxes under the Treaty right to Taxation Immunity.

2. Significant accounting policies

These financial statements have been prepared by management, on a non-consolidated basis, in accordance with public sector accounting standards for government not for profit organizations, issued by the Public Sector Accounting Board ("PSAB") of CPA Canada. Consolidated financial statements for the same period have been separately prepared by the Council. The significant accounting policies used are as follows:

Basis of reporting

Council delivers a portion of its programs and services through the following entities, which are separately incorporated under the *Non-profit Corporations Act, 1995* in Saskatchewan. All of these entities use the accounting standards for not for profit organizations as its financial reporting framework. The assets, liabilities, income and expenses of these entities are included in these financial statements, after eliminating intercompany transactions and balances.

- TFHQ Safe Shelter Incorporated
- Regina Treaty Status Indian Services Inc.
- File Hills Qu'Appelle Child Care Licensing Inc.
- Three Band Day Care Center Inc.
- Oyate Ataya Wakanyeja Owicakiyapi Inc.

Investments in limited partnerships

The investments in limited partnerships are related parties. Council exercises significant influence in these investments and therefore, the investments are accounted for using the equity method.

Tangible capital assets

Tangible capital assets are recorded at cost less accumulated amortization. Amortization is provided over the estimated useful life of the assets at the following annual rates and methods:

Building	Declining balance	4%
Furniture and equipment	Declining balance	20%
Vehicle	Declining balance	20%
Tenant improvements	Straight line	20%

No amortization is provided for assets under construction until available for use.

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2019

2. Significant accounting policies (continued)

Revenue recognition

Council uses the deferral method of accounting for contributions. Council enters into agreements with government agencies and other organizations. Funding is recorded in the period specified in the agreement. Amounts received in advance of the contract period, or for which services have not yet been delivered, are deferred until the next fiscal period. Contributions for tangible capital assets are deferred and recognized into revenue on the same basis as the asset is amortized. Other income such as interest and rental is recorded in the period the amounts are earned.

Statement of remeasurement gains and losses

A statement of remeasurement gains and losses has not been provided as there are no remeasurement gains or losses in the current or previous year.

Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expenses during the reporting period. Significant items subject to such estimates and assumptions include the carrying amounts of tangible capital assets, accounts receivable and investments, and any underlying provision for bad debts. Actual results could differ materially from these estimates.

3. Line of Credit

Council has an authorized line of credit to a maximum of \$500,000 which bears interest at prime plus 1% (2018 - \$500,000 maximum, prime plus 1% interest rate), and is secured by Indigenous Services Canada and other specific funding. At year-end, the line of credit was not utilized (2018 - not utilized).

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2019

4. Restricted cash and short term investments

	<u>2019</u>	<u>2018</u>
Cash	\$ 1,316,420	\$ 1,320,561
Term deposit, bearing interest at 2%, maturing March 31, 2020	210,624	206,494
Term deposit, bearing interest at .20%, maturing July 17, 2019	5,686	5,675
Investment in First Nations Bank (at cost)	626	626
	<u>\$ 1,533,356</u>	<u>\$ 1,533,356</u>

5. Accounts receivable

	<u>2019</u>	<u>2018</u>
City of Regina	\$ 90,648	\$ 102,707
FHQ Casino Holdings Limited Partnership	408,358	357,221
FHQTC Developments Limited Partnership	44,241	20,899
FSIN	120,182	36,885
Government of Canada - GST	155,879	132,471
Government of Canada - Indigeneous Services Canada	326,109	5,317
Government of Canada - Other	133,333	215,790
Indigenous Services Canada (Health Canada)	19,665	19,365
Keseechiwan Holdings Limited Partnership	60,000	60,000
Miscellaneous First Nations	190,719	143,080
Leading Thunderbird Lodge	240,504	(54,764)
Living Sky CDC	-	97,860
Other	1,431,517	1,150,882
Province of Saskatchewan	120,839	72,916
Silver Sage Holdings Ltd.	10,698	1,144
Silver Sage Housing Corporation	35,166	16,236
SITAG	430,563	336,582
	<u>\$ 3,818,421</u>	<u>\$ 2,714,591</u>

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2019

6. Investment in Keseechiwan Holdings Limited Partnership

Council holds a 8.33% ownership investment in Keseechiwan Holdings Limited Partnership ("Keseechiwan"), which is accounted for using the equity method. At March 31, 2019, Keseechiwan's financial position was as follows:

Total assets	\$ 24,069,822
Total liabilities	20,442,752
Net assets	3,627,070
Council's share of partners' capital	\$ 388,458

For the year ending March 31, 2019, Keseechiwan's results of operations were as follows:

Revenue	\$ 3,728,785
Expenses	2,253,934
Net income	1,474,851
Council's share of net income	\$ 122,863

7. Investment in FHQTC Developments Limited Partnership

Council holds a 8.33% ownership investment in FHQTC Developments Limited Partnership ("FHQTC Developments"), which is accounted for using the equity method. At March 31, 2019, FHQTC Developments' financial position was as follows:

Total assets	\$ 6,357,606
Total liabilities	130,422
Net assets	6,227,184
Council's share of partners' capital	\$ 518,799

For the year ending March 31, 2019, FHQTC Developments' results of operations were as follows:

Revenue	\$ 1,693,728
Expenses	1,401,698
Net income	292,030
Council's share of net income	\$ 24,326

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2019

8. Deferred revenue

Council receives its funding based on a March 31 fiscal period. At year end, Council received the majority of its funding, but has not completed delivery of the service obligations encompassed by its various funding agreements. Deferred revenue includes:

	<u>2019</u>	<u>2018</u>
Child Care Licensing	\$ 53,838	\$ 139,986
City of Regina	39,817	114,500
Enbridge	47,435	55,000
First Nation Health Services - Transfer agreement	-	240,000
FSIN	72,134	18,500
Gathering Place	-	10,000
Government of Canada - Other	11,927	90,721
Indigenous Services Canada	2,984,653	892,743
Indigenous Services Canada (Health Canada)	2,970,972	304,667
Miscellaneous Education	1,105	15,100
Miscellaneous Health	24,898	17,903
Miscellaneous Justice	2,552	661
Other Income	25,236	2,395
Province of Saskatchewan	127,877	46,450
Qu'Appelle Haven (Indigenous Services Canada)	94,121	18,872
RTSIS Shared Cost	-	60,000
Silver Sage Rental Agreement	80,114	-
Sports and Recreation	9,213	14,500
Three Band Day Care	429,385	370,823
WISH	54,812	54,818
Women's Council	726	5,000
	<u>\$ 7,030,815</u>	<u>\$ 2,472,639</u>

9. Reserves

Council has established a number of reserves for future development projects. Future projects include the following:

	<u>2019</u>	<u>2018</u>
All Nations' Healing Hospital Inc.	\$ 766,111	\$ 766,111
Gathering Place	60,000	60,000
Safe Shelter - Qu'Appelle Haven	704,000	704,000
Safe Shelter - WISH	2,619	2,619
	<u>\$ 1,532,730</u>	<u>\$ 1,532,730</u>

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2019

9. Reserves (continued)

All Nation's Healing Hospital

These funds are set aside for future capital improvements.

Gathering Place

These funds are set aside for future capital improvements, repairs or operational requirements for the Gathering Place.

Safe Shelter - Qu'Appelle Haven

These funds are set aside for capital replacement, repairs and maintenance, and renovations. In the current year, \$nil was added to this balance (2018 - \$201,000).

Safe Shelter - WISH

These funds are set aside for capital replacement, repairs and maintenance, and renovations.

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2019

10. Tangible capital assets

	Land	Building	Furniture and Equipment	Vehicle	Tenant Improvements	Total
Cost						
As at April 1, 2018	\$ 597,491	\$ 3,759,687	\$ 4,604,838	\$ 159,690	\$ 390,718	\$ 9,512,424
Additions	-	-	284,389	-	-	284,389
Disposals	-	-	-	-	-	-
	<u>597,491</u>	<u>3,759,687</u>	<u>4,889,227</u>	<u>159,690</u>	<u>390,718</u>	<u>9,796,813</u>
Accumulated amortization						
As at April 1, 2018	-	1,548,179	3,787,085	125,626	390,718	5,851,608
Additions	-	100,371	191,989	6,813	-	299,173
Disposals	-	-	-	-	-	-
	<u>-</u>	<u>1,648,550</u>	<u>3,979,074</u>	<u>132,439</u>	<u>390,718</u>	<u>6,150,781</u>
Net book value - 2019	<u>\$ 597,491</u>	<u>\$ 2,111,137</u>	<u>\$ 910,153</u>	<u>\$ 27,251</u>	<u>\$ -</u>	<u>\$ 3,646,032</u>
Net book value - 2018	<u>\$ 597,491</u>	<u>\$ 2,211,508</u>	<u>\$ 817,753</u>	<u>\$ 34,064</u>	<u>\$ -</u>	<u>\$ 3,660,816</u>

11. Commitments and contingency

Council leases premises, office equipment and automobiles under agreements requiring aggregate minimum payments over the next five years as follows:

2020	\$ 387,400
2021	265,300
2022	49,800

Council is subject to certain legal matters arising in the normal course of business, none of which are expected to materially affect the financial results of Council. Costs incurred, if any, as a result of settling these matters will be reported in the year of settlement.

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2019

12. Non-cash operating working capital

Details of the net change in each element of working capital relating to operations excluding cash are as follows:

	<u>2019</u>	<u>2018</u>
(Increase) decrease in current assets:		
Accounts receivable	\$ (1,103,830)	\$ (475,736)
Prepaid expenses	(6,899)	20,078
	<u>(1,110,729)</u>	<u>(455,658)</u>
Increase (decrease) in current liabilities:		
Accounts payable and accrued liabilities	147,220	(435,496)
Deferred revenue	4,558,176	363,249
	<u>4,705,396</u>	<u>(72,247)</u>
	<u>\$ 3,594,667</u>	<u>\$ (527,905)</u>

13. Related party transactions and balances

During the year, Council allocated funds to its eleven member First Nations according to the terms of the funding agreements.

During the year, All Nations' Healing Hospital Holding Corp. transferred \$2,341,210 (2018 - \$1,890,001) in Indigenous Services Canada (Health Canada) funding to Council. Of the amount received, \$713,293 (2018 - \$954,600) was transferred to All Nations' Healing Hospital Inc. to fund hospital operations.

Other income includes \$484,518 (2018 - \$419,176) of rental and administrative services income from related parties.

Accounts receivable from related parties are \$798,967 (2018 - \$496,596).

Accounts payable and accrued liabilities due to related parties are \$329,018 (2018 - \$81,703).

Other amounts received from and paid to related parties are described separately in the financial statements. Other related parties include companies under common control through members of Council and include the following: Silver Sage Housing Corporation, Silver Sage Holdings Ltd., All Nations' Healing Hospital Inc., Leading Thunderbird Lodge Ltd., All Nations Healing Hospital Holding Corp., Living Sky Community Development Corporation, Keseechiwan Holdings Limited Partnership, Casino Holdings Limited Partnership, and FHQ Developments Limited Partnership.

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2019

14. Financial instruments

Council's financial assets and liabilities consist of cash, restricted cash, short term investments, accounts receivable, accounts payable and accrued liabilities. The fair value of cash, restricted cash, short term investments, accounts receivable, and accounts payable and accrued liabilities approximate their carrying value due to the short term nature of these items.

risks assumed with financial instruments. The significant financial risks to which Council is exposed are:

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. Council is exposed to credit risk on its accounts receivable, however, it does not have a significant exposure to any individual funding partner or counterpart. In order to reduce its credit risk, Council has adopted credit policies, which includes the evaluation of any funding partner or counterpart's financial position and ability to pay before extending credit, and conducting regular reviews of its existing accounts receivable. At year end, approximately \$1,220,000 of accounts receivable have been outstanding more than one year (2018 - \$630,000). The majority of Council's accounts receivable are from the federal government, provincial government and First Nation members, and are therefore considered low risk. No allowance has been recorded on these amounts.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council's exposure to interest rate risk is limited to the line of credit. The interest rate on this debt is variable; therefore, Council may face increasing interest costs in an increasing interest rate market.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. Council's exposure to liquidity risk is dependent on the receipt of funds from its operations, external borrowings and other related sources. Funds from these sources are primarily used to finance working capital and capital expenditure requirements, and are considered adequate to meet Council's financial obligations.

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2019

15. Budget

The budget figures are presented for comparison purposes, are unaudited, and are those as approved by the Executive Council and ratified by the Tribal Council Chiefs Forum. Budgeted figures may have been reclassified to conform with the presentation in these financial statements.

16. Comparative figures

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.



FHQ

Tribal Council

**File Hills Qu'Appelle Tribal Council
would like to thank SGI
for their continued partnership
with our organization**

SGI



FHQ

Tribal Council

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