



**File Hills Qu'Appelle Tribal Council
2019/2020 Annual Report**

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FILE HILLS QU'APPELLE TRIBAL COUNCIL

TRIBAL CHIEF & CHIEF EXECUTIVE OFFICER

EDMUND BELLEGARDE



We are privileged to present the File Hills Qu'Appelle Tribal Council Inc. (FHQTC) 2019/2020 Annual report to the membership of our Nations. This report is our opportunity to share the challenges and accomplishments that our organization and entities have undertaken to provide programs and services to the citizens of our 11 member First Nations that make up FHQTC.

During these moments of global uncertainty, our organization has faced extraordinary challenges and successes, highlighting the value of community-focused initiatives such as ours that demonstrate what can be achieved through collaborative work.

We want to acknowledge all the staff within our organization who have provided judicious and timely services to our citizens throughout these unprecedented times, helping build relationships, innovation, connectivity and capacity that brings the Tribal Council to the next level in service delivery.

FHQTC is undergoing changes in its governance structure. Through our transition; we have provided better engagement with our entities and citizens, advanced our technical capabilities that are adjusted to meet the needs of our new environment, and we have begun to offer more cultural teachings and traditions within our framework of governance which intertwines our old ways within our new nation-rebuilding systems. This project will build on the decades of unity and collective excellence our organization has built to push us to the next level of self-determination, The File Hills Qu'Appelle Council of Nations.

A growing number of young Indigenous people are graduating from universities, colleges, and technical schools and are returning to their homes and Indigenous organizations, bringing a new level of knowledge and skills that strengthens our communities. Our leadership recognizes the need to teach young people their culture and language for our Inherent and Treaty rights to self-determination to succeed. We are building capacity within our Nations that are shaping better public policy based on Indigenous foundations and relationships that recognize reconciliation to advance our First Nations. We are so proud of our staff and I am humbled to lead our organization through these uncertain yet exciting times.

Edmund Bellegarde
Tribal Chief & CEO
File Hills Qu'Appelle Tribal Council

ADMINISTRATION

Upon review of past year, we are proud of our accomplishments as identified in this report.

We take a unified approach to ensure we strive to achieve organizational priorities that are responsive and innovative. Administratively, we look to continuously improve our internal operations and governance processes.

With the commitment of the staff and ongoing support from our Boards and Committees, we work together to overcome minor challenges to ensure services continue with minimal interruptions.

Annual work plan processes have been implemented, workforce strategies have been reviewed and strengthened and it's a changing workplace, however, one constant stays the same: the collaborative team work and positive contributions from our employees throughout the organization.

We honoured our long term employees in December for their years of continued service. The following employees were recognized for their dedication, loyalty and positive work ethics.

10+ YEARS OF VALUED SERVICE

Angie Favel	Charlene Horsman	Cory Gambler
Ken Kinequon	Erica Beaudin	Richard Pelletier
Richard Cyr	Tyson Creeley	Miranda Kahnapace

15+ YEARS OF VALUED SERVICE

Lorna Breitzkreuz	Melissa Stanley
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20+ YEARS OF VALUED SERVICE

Lana George

25+ YEARS OF VALUED SERVICE

Marilyn Keepness	Dean Bigknife
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Our commitment is to build on the successes of the 2019-20 year and to move forward respecting the diversity of the nations and clients we serve. With the guidance of our Leadership, Knowledge Keepers and good governance processes, we continue to build on the strong foundation and vision for the future.



FINANCE

Another fiscal year has passed and once again it's time for Finance Department's Annual Report 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 responsibilities and integrity of FHQTC is regulated to the highest standard. We continue to make a determined and focused effort to ensure transparency and full accountability is achieved.

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 2019-2020, FHQ Tribal Council experienced a significant increase in revenues from the previous year by approximately 6.7 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. The FHQ Tribal Council 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

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 Saulteaux (Anishnabe), Lakota, Dakota, Nakoda and Cree (Nehiyaw).

The assignment 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: File Hills Agency Chief O'Watch/Carry The Kettle First Nation and Qu'Appelle Agency Chief Peigan/Pasqua First Nation.

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.

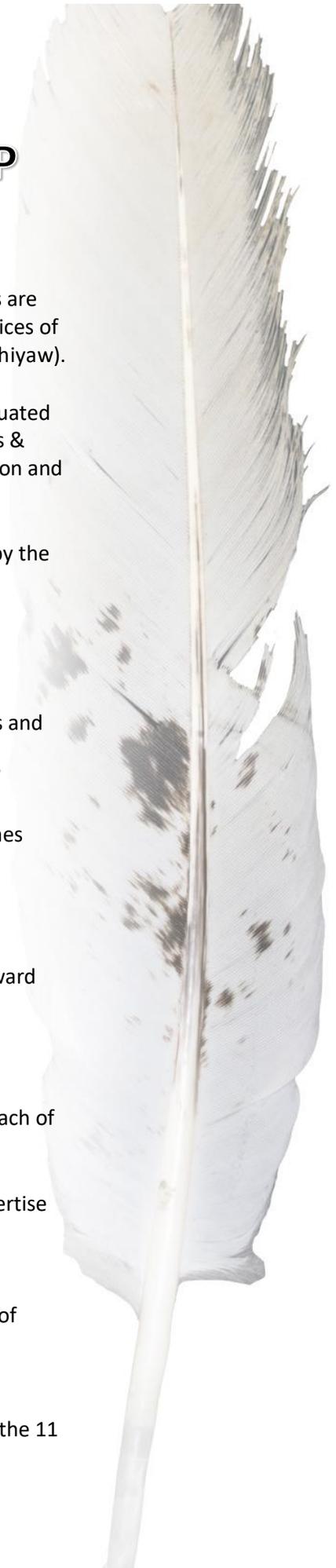
Our strategic focus is to support sustainable capacity and innovative development opportunities with our Nations, in collaboration with other FHQTC departments/entities and through the mobilization of technicians and experts to support our Nations in their stewardship responsibilities to our lands, resources and the environment & the Nations' initiatives and projects. The initiatives of the Office of Lands, Resources, Environment & Stewardship contribute to shaping public policy and to implementing practical approaches that are inclusive of our cultural and traditional foundations.

Highlights

In all of our second 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 and mobilized the call for Member 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
- Legal analysis of legislative jurisdictional challenges





Initiatives 2019/2020

- Environment and Climate Change Canada: Prairies National Wildlife Areas – Advice and Engagement.
- Great Sand Hills- Calling of the Pipes
- Impact Assessment Agency of Canada: Indigenous Capacity Support Program & Policy Dialogue Program
- Lake Diefenbaker, Federal-Provincial Irrigation & Water Diversion Project
- FHQTC Climate Change Adaptation Initiative- Engagement & Report
- Stewardship Resource Centre
- Inherent Right to Hunt Capacity Support Training
- Ongoing Legislative & Policy Analysis
- Bill C-68, Modernized Fisheries Act of Canada
- Bill C-69, Impact Assessment Act
- Bill 161, Provincial Trespass to Property
- Public Offerings Land & Mineral Sales
- Crown Land Divestiture
- Carbon Offset Program
- Tools development; mapping & templates
- Legal analysis of First Nation jurisdictional challenges
- Cumulative effects research

Partnerships

We have finalized the development of a formal partnership between the University of Regina Faculty of Science Institute of Environmental Changes and Society (IECS) for with FHQTC and our Nations. The partnership is based upon 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 Grandmothers Bay First Nation on traditional use practices along the Churchill River, Canadian Institute of Resources Law (CIRL) at the University of Calgary and the Global Institute for Water Security at the University of Saskatchewan.

Through these partnerships and our initiatives, we are strengthening and developing innovative ways to engage our Youth, Women, Citizens and Leadership.

Engagements Sessions, Forums and other Capacity Development Activities

From April 2019 to March 2020, we have organized, hosted and participant representation with over 12 engagement sessions, forums and capacity development activities with our Nations regarding First Nation directed initiatives and related policy reforms proposed by federal/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

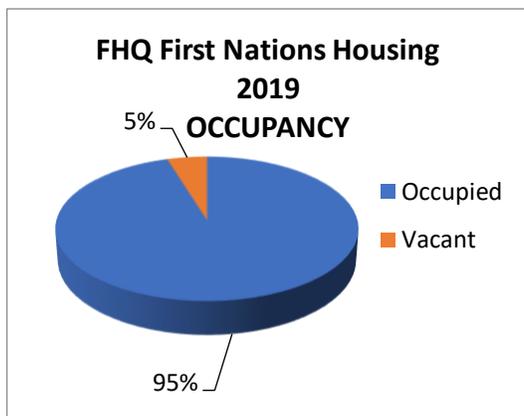
POPULATION:

Total membership for the 11 FHQ First Nations is **16,726**

HOUSING UNITS: There is a total of **1428 housing units** on the 11 FHQ First Nations.

Occupied: 1360 Housing units = 95%

Vacant: 68 Housing units = 5%



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: 5% (68 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% (106 houses) of the 1360 occupied housing units are overcrowded.

ELDERLY / DISABLED: 18.7% (254 houses) of the 1360 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 1428 housing units.)

- **24 %** (340 houses) require Minor Renovations (up to \$5,000)

Total cost to repair =
\$1,339,980.00

MAJOR RENOVATIONS NEEDED:

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

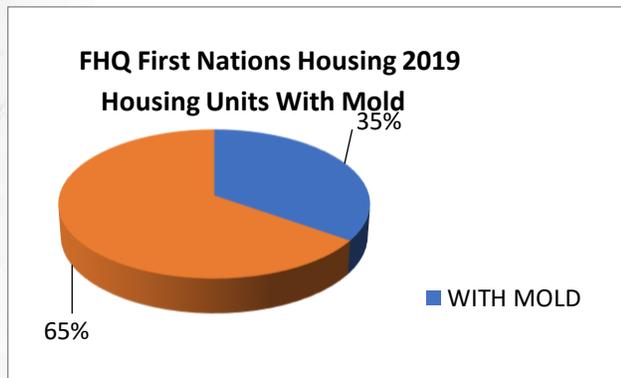
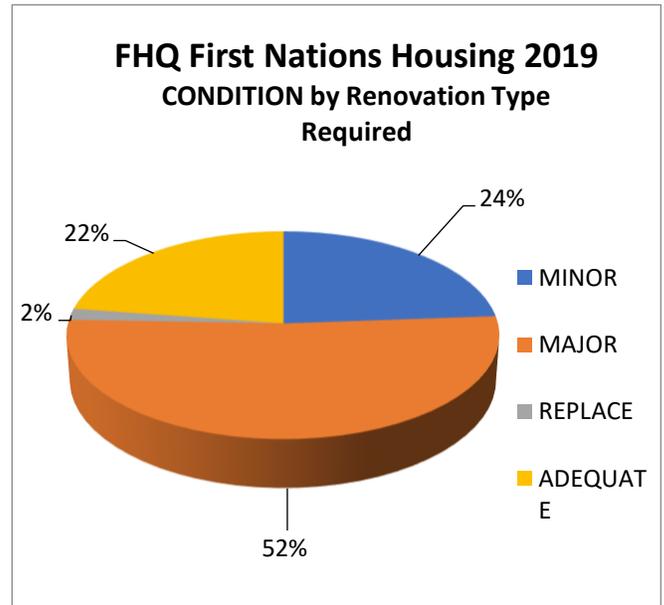
Total cost to repair =
\$19,536,467.00

CONDEMNED / REPLACE:

- **2% (25 houses)** are beyond repair and need to be replaced. **8 of these condemned houses are still occupied by families.**

ADEQUATE:

- **24% (323 houses)** are in adequate condition.



MOLD:

35 % (496 houses) on the 11 FHQ First Nations have mold. Families are living in these units.

Mold in these homes range from minimal to excessive.

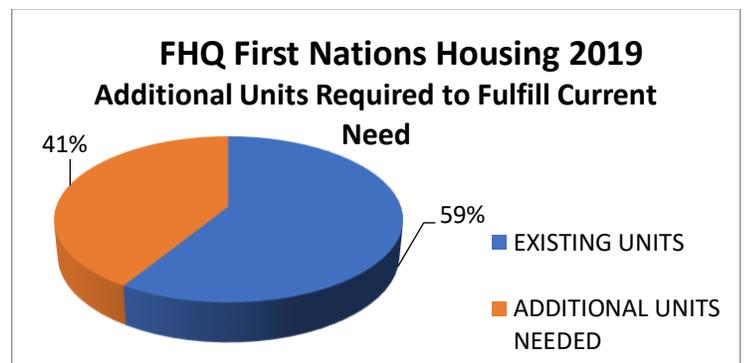
VERMICULITE:

1.2% (16 houses) of the homes have vermiculite / asbestos insulation.

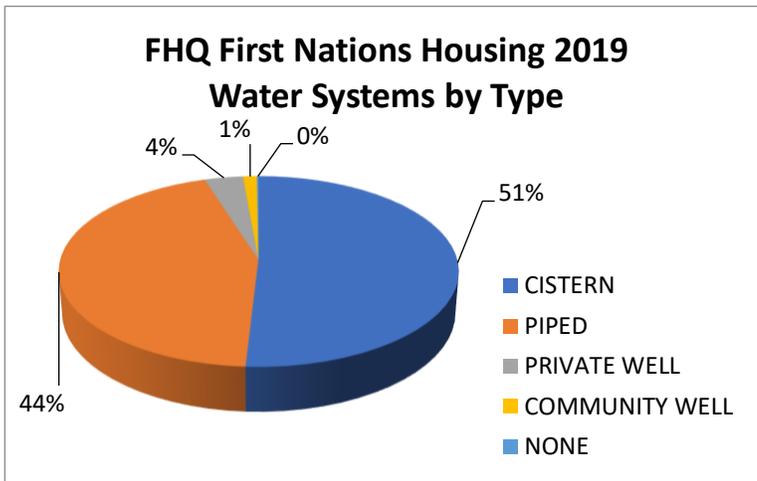
BACKLOG – ADDITIONAL UNITS NEEDED:

1428 existing housing units

998 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%** (631 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%** (18 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:

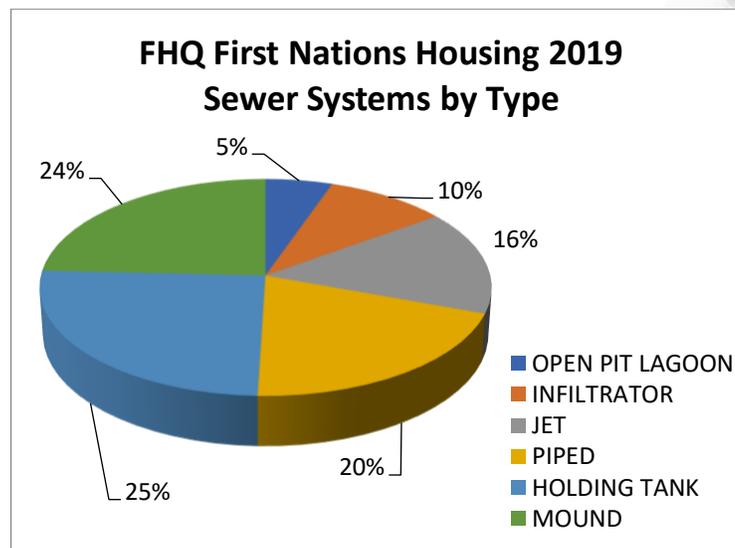
- **5%** (76 houses) of the houses have individual open pit lagoon sewage systems (piped to an open hole in the ground)

- **10%** (138 houses) of the houses have infiltrator systems

- **16%** (222 houses) of the houses have jet systems

- **20%** (284 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%** (346 houses) of the houses have mound sewage systems.



CMHC SECTION 95 HOUSING

FHQ Tribal Council CMHC Section 95 Housing Allocation Lifetime Subsidy for 2019/2020 year is \$2,962,000. Eight of the eleven FHQ First Nations are eligible to participate in the Section 95 program. Seven First Nations will participate.

CMHC RRAP

The 2019/2020 allocation for the File Hills Qu'Appelle First Nations was \$128,100. RRAP process is currently in progress. Ten of the FHQ First Nations will participate in the RRAP program.

CMHC INSPECTIONS

The Indigenous Technical Services Cooperative is currently contracted by CMHC to provide inspections services for the Section 95, RRAP and PCRs programs. ITSC sub-contracts with four Tribal Councils to carry out these inspections in southern Saskatchewan. These are FHQ, TATC, YTC and STC.

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:

CMHC has renewed the one year contract with the Indigenous Technical Services to provide inspections services for all the First Nations in Southern Saskatchewan.

The Co-op sub-contracts with the respective Tribal Councils FHQTC, YTC, TATC and STC to provide CMHC programs inspection services. Each Compliance inspector will therefore remain the employee of their own Tribal Council and will not be employees of the Co-op.

BAMIS

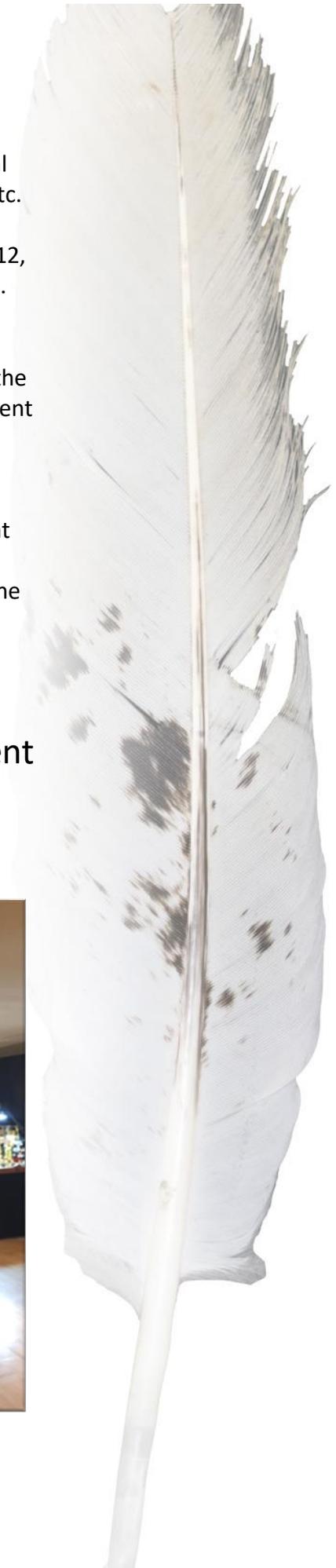
All activities as per the BAMIS agreement are on-going. This includes Housing & Infrastructure Database, Capital Asset Inventory System, BBC inspections, Cyclical inspections, Community Plans, mapping, new construction, major renovations, etc.

The annual Housing Conference was took place in Saskatoon on March 10, 11 & 12, 2020. The conference was hosted by the FHQ, TATC, STC and YTC Tribal Councils. Attendance was excellent with positive feedback on the agenda presented.

The staff of the 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.

Major Capital: ISC hosted a meeting with FHQ TC to review all Major Capital Applications in January 2020. The Regional First Nation Infrastructure Investment Plans (RFNIP) was sent out to all First Nations in May 2020. All First Nations application requests are listed in this report, previous and current. Indicated is the funding amounts over the next five years and also projects that are unallocated funding.

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



ECONOMIC DEVELOPMENT

FHQ Developments continues to shift strategy to meet opportunities in the market as we continue to experience a low down in major projects throughout the Province. This has meant that we needed to focus on diversification of the businesses we are in and look to generate new revenue sources.

We have also spent time developing our strategy to demonstrate greater economic impact in the work that we are doing as a development corporation that will in turn create further contracting opportunities with our clients throughout the province.

We have worked to advocate and continue to convince organizations and governments to change their Indigenous procurement and engagement strategies. FHQ Developments has been a part of the establishment of the Saskatchewan Chamber of Commerce - Indigenous Engagement Charter and helped to change and influence Indigenous procurement policies with clients and governments. We helped to support and influence the commitment from the Federal Government to spend a minimum of 5% of total capital per year with Indigenous companies and provide guidelines on how to do this well. These opportunities to change policy also means that those policy changes will be in greater alignment with FHQ Dev's business model which will give us an edge in the future.

We have also brought on many new partners in the community and welcomed and said farewell to new staff throughout the year that are well aligned with the vision of the organization. We are at an exciting position in time that all of our work will soon be realized in new business opportunities and an increase in contracts in multiple service areas.



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 4 new companies in 2019/20 that include Topa Contracting, a partnership with Noble Construction, PLATO Sask Testing, Pathway Supply and FHQ Dev Co-Work.

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.

Our investment into PLATO Sask Testing has given FHQ Developments the opportunity to be the first Indigenous owned Tech company in Saskatchewan. PLATO Sask Testing was also named as part of Saskatchewan's Economic Growth Plan to help grow the Tech sector further in the province. We currently have a staff of 15 working on projects across Saskatchewan and in other provinces.

FHQ Dev Co-Work space allows us to manage space for our investments and for members. The space has 3 new offices and 25 workstations to support the increased amount of staff working for FHQ Developments businesses. These relationships will bring many new opportunities!



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 major changes to the HR business model that included the renaming of the division to Tokata HR Solutions. Tokata is now responsible for the recruitment and retention aspect of our business and we have also added HR Consulting to our capacity. We are currently seeking additional capacity partners to help diversify the types of services we offer.

As more clients in the province begin to understand how our model is different and helps to strengthen recruitment and retention issues we are beginning to see more of a take up of service towards Q4 of the year. It has had its challenges due to organizations not feeling comfortable in paying for a service they have typically received for free through government funded programs but we have been able to leverage our talented HR team to diversify our content and deliver on a better model.

The additional HR Consulting capacity will allow our team to provide additional HR Services to our Nations within the territory. This additional capacity also helps us further develop policies for FHQ Dev as an organization.

This part of the business has helped keep FHQ Dev successful over the years and has become a major key resource to our ability to scale up and deploy Indigenous talent in the market.



Supporting Our Communities

FHQ Developments has continued to support many different youth initiatives in the community through sponsorship and donations that would support entrepreneurship, sports, STEM, arts, culture, and participation in major events such as Regina Pats hockey games, Memorial Cup (500+ tickets provided to youth), and attendance at conferences.

We are also very proud of our 2nd year of hosting the FHQ Developments golf tournament which raised over \$25,000 in funding for scholarships that will support Indigenous women in the trades. The scholarship funding also supported our summer students on their return back to school. The event was sold out and was well received in the community.

Our partnership with the Regina Pats has opened new doors of recognizing leaders, community members, veterans and youth at the beginning of each home game and recognition of the Treaty 4 territory. This partnership also allows us to share First Nations Appreciation Night with performances from members of our community

We continue to support the youth from our Nations through investments in sports, recreation, entrepreneurship, STEM, arts, and culture. The investment allows us to support our future workforce.



EDUCATION

Overview

2020 has been an unprecedented year for Education. This year has presented us with many challenges and has also presented many areas and opportunities to embrace change and redirect our focus. Although we have done so one area that remains a clear and consistent focus is the autonomy, jurisdiction and sovereignty of each of our nations. With this in mind, FHQTC Education continues to support the work and direction of our nations through providing complimentary second level services. In the new Indigenous Services Canada Education Framework second level services are provided through Director of Education, Superintendent of Education, Education Manager, Education Governance Coordinator, Mental Health Family Therapist, Literacy and Home-Based Education Consultant, Assessment & Virtual Learning Consultant and our Network & Technology team. Together we provide school planning, annual budgets, learning resources, professional development, assessments, technology supports, land-based learning, family support, and many other educational areas.



Respecting Our Ways

Elders hold an important role in the ongoing education of our youth, parents, educators and staff. FHQTC Education believes parents are the first teachers of their children. With this in mind, the Education team believes in consulting first with parents regarding what works best for their students.

As an Education team we work alongside Elected Leadership through continuous consultation with our Tribal Chief and two Education Chiefs, each representing File Hills Nations and the Qu'Appelle Nations. In developing annual plans and allocation of resources, Education Portfolio Holders, Education Committees and Chiefs or Headsmen are provided opportunities to participate in all levels of decision making from regular meetings, annual school meetings, education symposiums and regular communication between FHQTC Education staff and school personnel. Throughout the school year, community events are hosted to provide an opportunity to gather the insights and perspectives of our grassroot stakeholders. In a collective manner, voices are utilized and reflected through immediate and future planning. This particular year has required reflection on the processes previously in place and has insisted on changes in practices to respond to the ever-changing landscape of education.

Reconceptualizing Education

Throughout each school year there are times when we pause and reflect on the critical work we are doing and, in each case, assess if we need to change direction. This school year has presented many opportunities to pause and reflect.



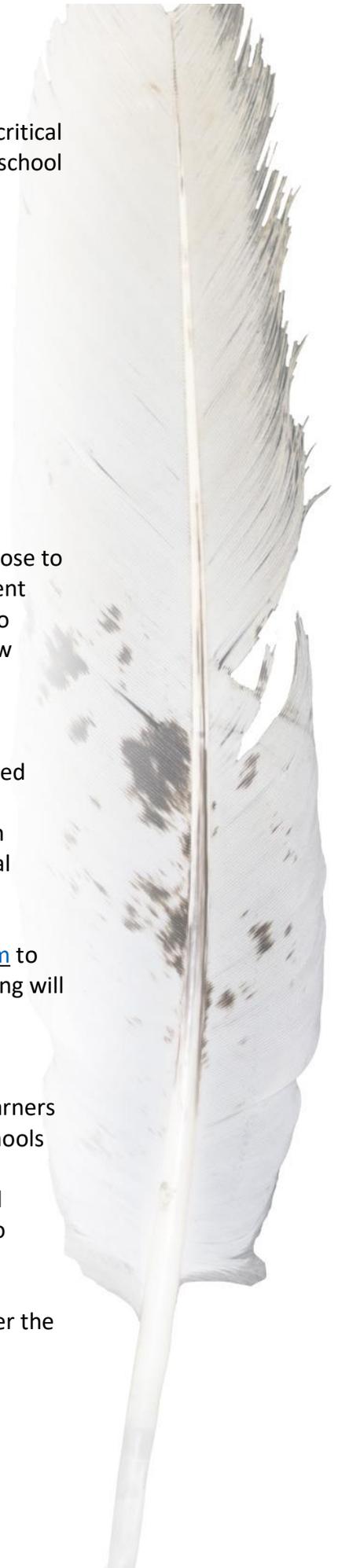
We are very proud of the work that has been done by our school teams as they rose to new challenges of moving into virtual learning environments. Many were confident moving forward and others requested professional development opportunities to hone their technological skills. Teachers, parents and students entered into a new learning environment that required us to pause and reflect on how learning is delivered.

To respond to these unforeseen circumstances, FHQTC Education reconceptualized what learning is and how learning needs to be delivered. Together alongside the parents, teachers and Elected Leadership, the Education Chiefs, plans were set in motion to build virtual spaces and places to accommodate the needs of individual learners and First Nations communities.

FHQTC Education team developed and launched a web page education.fhqtc.com to share the new platforms with our communities and families. Home-based Learning will launch in September 2020 and will be a new second level of service provided to families in our communities.

Virtual Learning spaces have been created to provide an alternative space for learners who cannot return to a regular face-to-face environment. Teachers in FHQTC schools can participate in professional training on how to navigate this space, therefore, passing this learning to students in their classrooms. Working alongside staff and parents, this virtual learning environment provides the student with the ability to transition from a face-to-face session to an online platform.

This new look of education will continue to grow and as an Education team, under the direction of Leadership, we will pause, reflect and re-plan accordingly.



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

To access PES funding and services, you must see your PES Case Worker or Income Assistance Administrator at your band office. The PES program provides supports while you participate in a training program. The PES program can assist you with obtaining your driver's license, safety tickets or prepare for employment or training.

PES Program Highlights

- 147 clients participated in PES client supports. Completed PES Programs included:
 - Piapot ABE
 - Buffalo Pathways – Reawakening Our Spirit Program at Fort Qu'Appelle
 - Standing Buffalo Maintenance Program
 - SIIT Job Focus Program at Carry-The-Kettle
 - Peepeekisis ISE Home to Work Training Program
 - Ready to Work Program at Carry-The-Kettle
 - Security Guard Training at Carry-The-Kettle
 - Piapot Essential Skills
 - Little Black Bear's Career Options Open and Learning (COOL) Program
 - Nekaneet Pre-Employment in partnership with SIIT and SIGA
 - Okanese Life Skills Program

The pandemic has changed how programs will be delivered in 2020-2021. Programs are preparing for more on-line or virtual training delivery. More technology is required along with safety precautions within the classroom.



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, 2019 to March 31, 2020 the ISETS program case planned a total of 271 participants, of the 271 participants 95 gained employment and 68 returned to school.

68 summer students were funded through ISETS program via 11 First Nations who provided summer employment for the students with a variety of job duties.

Unable to contact 11 clients, change in phone number and relocated; 41 clients were not working or in training. 56 clients still had active action plans continuing into April 2020.

ISETS funded participants who were enrolled in the following programs:

- South East College: Continuing Care Program: 7 students enrolled
- SIIT - Business Admin. Year 1: 14 students started the program Sept. 2019 as of March 2020 there were 8 students continuing.
- First Nations Early Childhood- Year 2: 12 students started year two and as of March 2020 there were 10 students continuing
- Aboriginal Police Prep Program: 1 student
- Parkland Business Admin – 4 students received Business Certificate Year 1
- SIIT – Mental Health & Wellness – Saskatoon - 1 student received 2 year Diploma and secured employment immediately after.
- Sask. Polytech – Culinary Arts Program: 1 student
- Parkland ABE – 1 student
- SIIT – Mental Health Yorkton – 1 student received 2 year Diploma and secured employment immediately after
- Sask. Polytech – Machinist – 1 student –started September 2018 student withdrew in April 2019
- SIIT Early Childhood year 1 – 6 students started September 2018 and received their certificate in May 2019
- Aboriginal Police Prep – 1 student - completed
- Parkland- HEO partnership with Muscowpetung: 3 students completed
- Plumbing – 1 student Completed Level 4 apprentice – secured employment May 2019
- Electrician- 2 completed training – 2 employed
- Fire Fighter – 1 completed – employed
- Basic Carpentry program – Incremental funding proposal – 4 students completed August 2019 – 2 employed
- Security - 2 completed
- Safety ticket training – 5 clients
- Automotive Service Technician – Apprentice Level 4 completion – 1 client
- Home to Work program – Peepeekisis FN – 5 students





Employers:

Rail City Industries	Wood Land Building Products
Indian Head Dodge	TSP Installations LTD.
Nekaneet Healing Lodge	Alpha Employment Group
Peepeekisis First Nation	CCR Construction
All Nations Healing Hospital	Harrison House
Belectrics MW Solar Project	Cowessess Gas & Grocery
Dollar Tree – Fort Qu’Appelle	Great Canadian Solar
SIIT	Balcarres Extended Homecare
Natural Northern Processing/ Qu’Appelle Beef	
Ironquill Plumbing	Town of Fort Qu’Appelle
WP Construction	Bergen Excavating
TWI Trans Canada Pipeline	Atim-Ka-Mikosit/ONEC
Alliance Energy	JCL Constructors
ATC Performance	Lynco Construction
Dept. of Highways	Helping Hands Care Group
Banister Pipeline	Pride Hydrovac
Banff Constructors LTD	Style Academy
Muscowpetung Saulteaux Nation	Red Eagle Tail Consultants
File Hills Qu’Appelle Tribal Council – Justice Program	
4 Directions Child & Family Services	Federation of Sask. Indian Nations
Carry the Kettle Prevention Program	Dairy Queen – Fort Qu’Appelle
Standing Buffalo Health Station	Wheatland Town & Country
Health Canada	Slick Inspections
Apache Construction	Pasqua First Nation
Tim Hortons	JD Building Movers
Carry the Kettle First Nation	Harrison House
Montmarte Health Center	

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Tanner.amyotte@fhqtc.com

RESTORATIVE JUSTICE

The Restorative Justice Unit focuses on four pillars, technical services, community development, training and governance. This is the basis for the services the justice team provides to the communities. The technical services include mediations, sentencing circle facilitation, probation, reintegration Adult and Youth 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 natural laws, bylaws development, and our Justice Alliance (All justice portfolio holders and justice committee representatives).



The final pillar is training. The unit provides a variety of trainings from resolving conflict constructively, domestic violence facilitation to wills and estates. “The Way” our domestic violence program has been operating for nine years and this year we had 88 court referrals.



Highlights of the services:

- Our highlight this year is the movement our provincial counterparts made in respect to Treaty Four. They requested a Treaty Four flag for the Fort Qu'Appelle Court. It is displayed with the Canadian and the Provincial flags. September 13 during our Treaty Four gathering Chief Judge Plumel received a Treaty Four flag in a ceremony at the governance center tipi. A lunch followed. The significance of the flag in the court is important to us in justice as our Treaty outlined respect for the legal system and its laws.



COMMUNICATIONS

The Communications Unit has seen quite a busy year of events, initiatives, and online activity. The department has also spearheaded and seen a number of successful initiatives in the areas of Language and Culture. As with every other industry around the world, we were affected by the global pandemic. We immediately mobilized to begin writing and disseminating credible information for our organization and Member Nations. Due to the global pandemic and the restrictions that come with that, we anticipate a large uptick in use of our online services, and have begun to address this, as well as rapidly build infrastructure for a prolonged circumstance of restrictions and online virtual use.

As we move to the forefront of language and culture integration and development, we have begun to develop programs and materials geared toward Language and Culture through the Aboriginal Languages Initiative - 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 250 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.



Over the past year, we have seen a large surge in the use of our online assets. The website in particular was revamped and upgraded to handle the surge in continuous use. We continue to maintain 5 full websites and 8 social media accounts. We have also worked toward the use of interactive digital boards, which we hope to have fully implemented in all of our buildings and Member Nations in the coming year to enhance inter-connectivity. Currently, we have two test screens built.



WHITE RAVEN HEALING CENTRE

White Raven Healing Centre is located in the All Nations Healing Hospital. WRHC provides culturally based support and services to clients as well as referrals from others and communities of File Hills Qu'Appelle Tribal Council.

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

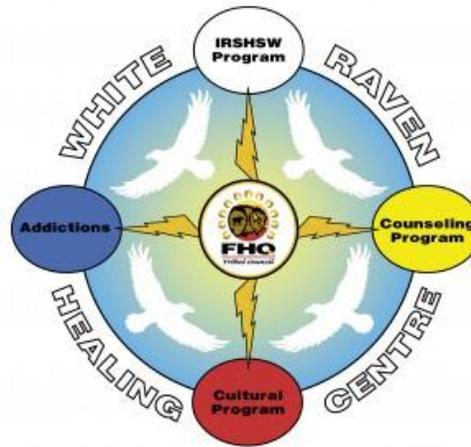
Senator Margaret Keewatin, Female In-House, Traditional Knowledge Keeper
Murray Ironchild, Male In-House, Traditional Knowledge Keeper
Dr. Kim McKay-McNabb, Executive Director
Rhonda Rosebluff, Executive Assistant
Joyce Poitras, BSW, BA, RSW. CISM Crisis Coordinator
Melinda Moosemay, CACII Mental Health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



White Raven Healing Centre provides Mental Wellness, Community Crisis and Substance Use Services. Mental wellness services include individual, family and group sessions. Workshops are provided on site, as well as in the community. The culture and spiritual services are provided by the Knowledge Keepers in a culturally sensitive environment to assist individuals' families and communities in healing trauma and to maintain emotional wellness.

The Centre offers a holistic healing program of services delivered by an integrated, interdisciplinary team of staff where cultural/spiritual services are the fundamental component encompassing all within a cultural framework.

WRHC is comprised of programs that are targeted at supporting the overall individual, family and community. Programs include 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.



WOMEN'S COUNCIL



The File Hills Qu'Appelle Women's Council is a group of eleven representatives from the File Hills Qu'Appelle Tribal Council Member First Nations who work as an advocacy council to the FHQ Chiefs and its programs, services and entities.

Women's Leadership

Currently there are 25 women elected in leadership positions out of a possible 67, which includes 4 women Chiefs within the FHQ member communities. (37.3%)

Highlights

- 'Igniting Mind, Body & Wellness' Youth workshop – April 2019
- FHQ Women's Council Golf Tournament – May 2019
- FHQ Women's Council Red Dress Special – September 2019
- 'Battle from Within' Youth workshop – November 2019
- Indigenous Women's Leadership Forum - January 2020

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 (Co-Chair)
Peepeekisis First Nation

JOYCE KEEPNESS (Chair)
Muscowpetung First Nation

FARRAH SUGAR
Piapot First Nation

BRENDA MOSQUITO
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



CHILD DAY CARE PROGRAM

The FHQ Child Day Care Licensing Hearings were held on April 16 and 17 2019. A total of eight Day Care Centres were licensed for 2019 2020 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 (2019 – 2020).

A total of \$619,197.00 was received as per workplans submitted received from FNIB.

“THE CRITICAL IMPORTANCE OF QUALITY ECE ENVIRONMENTS:

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 Jordon'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

The Day Care Directors and ECE staff from the centre participated in the Early Childhood Certificate and Diploma classes. Some of the Day Care Directors also require practicum placement to finish their certificate program.

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 an 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.





ECE COMMITMENT TO OUR CHILDREN – STRATEGIC ISSUES: CONT'D

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.

A review process of the Programming Component of each Centre has begun. This will enhance and increase the Early Childhood Development of each child attending the Day Care Centres. Research shows that early childhood education is definitely a good investment. Best practices in Early Childhood are identified as Developmentally Appropriate Practice, (DAP) is age, individually, and culturally appropriate. Early Intervention effects include lower rates of retention, higher levels of academic achievement, fewer special education services, and a stronger commitment to graduating from high school, (Steglin, 2004) Children who participate in these programs build confidence, competence, and skills. Recent brain research has verified the importance of cognitive and social development in the Early years. (Begley, 2000)

“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

Mission - The department is committed to providing opportunity for all First Nations youth to participate in the Saskatchewan Tony Cote Winter and Summer Games, as well as encouraging healthy lifestyles through sport and recreation.

Some activities include:

- Coordinating Team FHQ for the Tony Cote Summer and Winter Games
- Coaching and skills clinics
- Planning sports and recreation activities within the FHQ Tribal Council
- Promoting athletes involvement in the FSIN Championships and provincial games
- Identifying sports and recreation needs in each community to develop programs

Successes:

- Tony Cote Summer Games 2019 • July 14-19
- Team FHQ finished 5th out of 13 overall at the 2019 Tony Cote Summer Games in Flying Dust FN
- Team FHQ won the overall sport of Archery at the 2019 Tony Cote Summer Games
- FHQTC Athlete Tori McNab of Standing Buffalo won a total of 5 Gold Medals



JAYS CARE FOUNDATION FHQTC ROOKIE LEAGUE PROGRAM

Background: FHQTC partnered with the Toronto Blue Jays Care Foundation to launch an Indigenous Rookie League Program, hugely impacting our 11 communities and bringing our Tribal Council together in sport like never before.

Scope of Impact: FHQ Rookie League Coordinator, Tara Griffith, describes the League, “I’ve never witnessed a program impact communities like Rookie League, it incorporates all generations to laugh, have fun and learn the game while representing their Nations. It has really brought them together in a positive way that will have a ripple effect for inspiring our youth”.

2019 FHQ Rookie League Highlights:

2019 FHQ Rookie League Champions: Peepeekisis Cree Nation

2nd Place: Piapot First Nation

3rd Place: Starblanket Cree Nation

2019 FHQ Rookie League Tournament Champions: Peepeekisis Cree Nation



FHQTC COMMUNITY EMERGENCY MANAGEMENT PROGRAM

Program Description:

- Emergency management program started February 1/2019.
- Provide learning and training opportunities in emergency management to our 11 FHQTC First Nations.
- Ensuring the Tribal Council has the resources available to provide integrated leadership to communities on emergency management.
- Working collaboratively with Indigenous Service Canada to ensure Emergency Management Assistance Program objectives are aligned with community-based strategies.
- Developing more proactive partnerships with rural municipalities as well as public health and safety organizations and external stakeholders.
- Developing more comprehensive community profiles about EMAP risks and capacity.
- Engage elders and youth in program design through community presentations.
- Follow 4 basic principles of emergency management: Preparedness, Mitigation, prevention, and recovery.
- Assist communities in establishing an all hazards plan.
- Continue to meet with Chief and council and others to assist in EM planning.

Outcome/Successes:

- Provided training for each FHQTC community EM contacts in Firesmart Workshop, provided through PAGC EMAP new Fire equipment to fight grass fires and Fire Trucks to most bands, Stars Air ambulance session, provided 2 FHQTC Forums/updates based on seasonal emergencies, established 2 EM contacts per community.
- Assisted in establishing all hazard plans for community and updated current AH plans.
- Provided community presentations/power point on EM throughout the fiscal year 2019-2020.
- Assisted in Pikangikum First Nation(Ontario) Fire Evacuation July 2019 at UorR Regina.
- Established partnerships with Emergency organizations in Saskatchewan and Police Services.
- Completed presentations with Climate Change program to all 11 FHQTC Chief and Council, membership, Elders, youth on commencement of EM program February 1/2019.
- Worked closely with Michelle Ring ((DISC) and attended 2 EM DISC sponsored forums in Saskatoon along with community EM contacts.
- Work with FSIN, other Tribal Council EM Coordinators, and Saskatchewan Public Safety agency newly formed January 2020.
- Assisted with CTK water treatment plant fire, and drowning of young Cote First Nation member with YTC EM Bonnie Austman.
- Supported the Tribal Council's COVID-19 pandemic planning for the organization and First Nations

File Hills Qu'Appelle Health Services

FHQ Health Services is a program of the FHQTC dedicated to the delivery of safe, client centred wholistic care and supportive services for and with our member Nations that are consistent with our member First Nations that are consistent with our values and meet the needs of our Nations. Our services include:

- Health Promotion and Education
- Chronic Disease and Injury Prevention
- Healthy Children and Youth
- Environmental Health
- Communicable Diseases
- Home and Community Care
- Community Health Nursing
- Pasikow Muskwa Rising Bear Healing Centre
- Miko Mahikan Red Wolf
- Women's Health Centre

2019-2020 Highlights include the following:

Miko-Mahikan Red Wolf

The Miko-Mahikan Red Wolf program provides comprehensive services that focus on improving all areas of wellness and is directed by Traditional Knowledge Keepers. The program is based on person-directed care, which includes meeting people where they are at in their journey and supporting them to work toward their goals. The program promotes an integrative and cultural approach to address the prevalence of HIV/HCV. This includes the screening and treatment of HIV/HCV and also the treatment of opioid use disorder. It has been recognized that individuals accessing services may have other medical needs and experience socio-economic challenges that are quite impactful to their well-being. To address these complexities, the program utilizes education, case coordination, and outreach.

The program offers a safe environment that is free of judgement. In the last year, there were 879 harm reduction visits in which supplies were provided. Through these visits a level of trust has been established among many people accessing the services, which provides an opportunity to engage and connect people with services if they choose to do so.



To promote service delivery the centre offers, Miko-Mahikan partnered with the Town of Fort Qu'Appelle and hosted an open-air HIV testing event on the annual National HIV Testing Day, June 27, 2020. The event promoted wellness and shared the latest information about blood borne illnesses such as HIV and Hepatitis C. Our nurses provided and continue to provide confidential testing and health counselling for anyone who wants it.

In 2019-2020 fiscal year the Miko-Mahikan Red Wolf program provided the following:

44,259 Sterile Needles Distributed & 28,487 Used Needles Collected
79 Educational Presentations (in house and community)
667 Appointments with Health/Outreach Navigators
804 Appointments with Nurse Practitioners
Participated in 36 Community Needle Pickups
46 People Started Opioid Agonist Therapy

Jordan’s Principal

FHQ Health Services Jordan’s Principal program saw significant expansion during 2019-2020 providing ongoing referrals to 40 different service delivery agents ensuring access to health, social, education, government sectors, non-profit agencies, and communities where facilitation of services and collaboration occur for children. Within the 2019-2020 fiscal year, forty-eight applications and or renewals were submitted to the Jordan’s Principle focal point resolution fund, which were successfully approved. Total dollars approved for the 2019-2020 fiscal year was \$392,603.51. Also within the 2019-2020 fiscal year a second Jordan’s Principle Coordinator position was funded by Indigenous Services Canada. This coordinator is currently managing a caseload. Parent/caregiver engagement is an ongoing success, current families are continuing to access coordinator services and seek support with additional applications. Community capacity is increasing both in understanding of services and eligibility for services and with education and support parents are becoming more inclined to explore and utilize assessment services for their children.

Expansion of Mid-Wifery Services at the Women’s Health Centre

The Women’s Health Centre provides comprehensive services that focus on improving access to preventative health care for women. In a safe environment reproductive health care is available to meet the needs of the women from all our communities. In 2019-2020 the Women’s Health Centre has 6113 client visits. Services have been expanded through the addition of a third full time permanent midwife position. Also in 2019-2020 there was one temporary full-time position added to service deliver. In July 2019 the program celebrated its 100th birth.



2020 Community Research Advisory Committee (CRAC) is comprised of Elders, Knowledge Keepers, Health Directors, community members, healthcare providers and policy makers/stakeholders. This committee was created with the intent that FHQTC communities drive the research and that it is done in an ethical and respectful way.

FHQTC Community Health Nursing (CHN) Program

We are happy to report the successful implementation of the FHQTC Community Health Nursing (CHN) Program in April of 2019. Providing public health nursing services to the Nations of FHQTC the CHN Program improves relevance of Community Based Services, and was identified as an essential community service. The CHN program provided education, prevention and access to testing of COVID-19 at the onset of the Pandemic and continuing throughout the period.

Community Health Research/Partnerships

FHQ Health Services is partnered with Morning Star Lodge (University of Saskatchewan) which is an Indigenous Health Research Lab located in Regina, SK on the following 8 research projects: The Centre for Aging and Brain Health (CABHI), Canadian Indigenous Cognitive Assessment (CICA), The Canadian Consortium on Neurodegeneration in Aging (CCNA), Water Economics, Policy, and Governance Network (WEPGN), AGE-WELL Indigenous Technology Needs Exploration (ITNE), CABHI SPARK – Community Greenhouse, CABHI SPARK – Community-based respite care and CABHI SPARK – Practicing brain health through traditional teachings and arts.

FHQ Health Services Executive Director - Gail Boehme, Co-Investigator of The Canadian Consortium on Neurodegeneration in Aging (CCNA)'s Team 18: Issues in Dementia Care for Indigenous Populations is awarded \$115,500.00 per year for the total period of the grant 2019-2024



GOVERNANCE AND TRANSITION PROJECT 2019-2020

The Executive Office received clear direction from its First Nation leadership to bring the whole transition project to fruition. In the 2019-2020 fiscal year, the Executive Office added two new members to the Transition planning team—Gaylene Anaquod and Michael Dubois—to support its commitment to move forward.

Governance:

In 2019-2020 the FHQTC established strategic partnerships to support its mandate to strengthen First Nations governance systems and structures toward the goal of self-determination, self-sovereignty, nation-building.

- Successful partnerships with Northern Arizona University, Carlton University and First Nation Indigenous Governance Institute along with Johnson Shoyama Graduate School of Public Policy and First Nations University of Canada resulted in an ability to provide First Nation leadership training opportunities to support governance capacity building.
- The Tribal Council also continued its partnership with Praxis Consulting to strengthen governance within the Tribal Council. The 2019-2020 fiscal year saw continued efforts to deliver board governance and strategic planning capacity for its entities and program areas; ensuring a strengthened effective and consistent leadership oversight throughout all Tribal Council.



Transition Planning:

The Governance and Transition Planning Office undertook renewed efforts to review and analyze all previous transition models, plans, and work, towards development of strengthened models based on all previous engagement feedback. Here are a few key activities that took place throughout the year:

- The Tribal Council continued internal work to ensure Culture and Language continued to be integrated within our organization, respective of our five language groups that make up our Tribal council region—Nehiyaw, Anishinabek, Dakota, Nakoda, and Lakota. An internal culture and language committee was established and planning work began towards developing an internal models and processes to support the integration of a strong cultural and language foundation built on the Inherent and Treaty Rights of Treaty 4.
- The FHQTC Transition team built on the progress and work done previously to develop engagement presentations on the Transition project and plans. Focused meetings and engagement sessions took place in December, January with leadership, Councilors, and internal the staff and management of the Tribal Council.
- The 2019-2020 fiscal year saw the Tribal Council receive dedicated funding from the Aboriginal Languages Initiative to support language revitalization and revitalization of traditional laws. Planning began to develop language initiatives representative of all five language groups; however, progress was stalled due to the COVID-19 pandemic.
- FHQTC was offered support from Northern Arizona University in the area of research and analysis of the Tribal Council policy and evaluation structures. Michael Petillo, graduate student, offered this as part of his graduate work. He began his review, travelled to Saskatchewan in early February 2020 to learn and gather organizational information.

Moving Forward

The Governance and Transition team will continue to move forward on an aggressive plan to finalize its comprehensive review of all transition project work; engage, and build on and strengthen the models provided for a strong Tribal structure—within the next fiscal year. The renewed governance structure sought will embody and affirm the cultural, language and traditional governance ways of our five representative language groups.



Non-consolidated Financial Statements of

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

Year ended March 31, 2020

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 Bellegarde, 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, 2020 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, 2020 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 1 through 157 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.

Information Other than the Financial Statements and Auditors' Report Thereon

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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 31, 2020
Regina, Saskatchewan

VIRTUS GROUP LLP
Chartered Professional Accountants



FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Non-consolidated Statement of Financial Position

March 31, 2020, with comparative figures for 2019

	<u>2020</u>	<u>2019</u>
Financial assets		
Current financial assets:		
Cash	\$ 5,776,016	\$ 4,685,535
Restricted cash and short term investments (note 4)	1,533,356	1,533,356
Accounts receivable (note 5)	5,117,526	3,818,421
	<u>12,426,898</u>	<u>10,037,312</u>
Investment in Keseechiwan Holdings Limited Partnership (note 6)	340,273	388,458
Investment in FHQTC Developments Limited Partnership (note 7)	461,811	518,799
	<u>\$ 13,228,982</u>	<u>\$ 10,944,569</u>
Liabilities		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,910,301	\$ 1,689,102
Deferred revenue (note 8)	8,932,579	7,030,815
Reserves (note 9)	1,532,730	1,532,730
	<u>12,375,610</u>	<u>10,252,647</u>
Net financial assets	<u>\$ 853,372</u>	<u>\$ 691,922</u>
Non-financial assets		
Prepaid expenses	9,835	22,842
Tangible capital assets (note 10)	3,701,336	3,646,032
	<u>3,711,171</u>	<u>3,668,874</u>
Accumulated surplus	<u>\$ 4,564,543</u>	<u>\$ 4,360,796</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, 2020, with comparative figures for 2019

	2020 Budget (unaudited) (Note 15)	2020	2019
Revenue:			
Indigenous Services Canada	\$ 9,403,208	\$ 9,403,208	\$ 10,203,302
Indigenous Services Canada (Health Canada)	15,881,210	15,881,210	11,923,153
Human Resource and Skills Development Canada - SITAG	4,461,259	4,863,716	5,042,521
Province of Saskatchewan	1,603,625	1,591,188	1,576,890
Funds received in advance of expenses, current year	(559,796)	(8,932,579)	(7,030,815)
Funds received in advance of expenses, prior year	7,030,815	7,030,815	2,472,639
Government of Canada - Other	1,197,358	1,197,358	910,522
Other income	2,778,295	3,180,732	2,168,242
Federation of Saskatchewan Indian Nations (FSIN)	384,160	383,384	395,291
Canada Mortgage and Housing Corporation (CMHC)	150	150	10,770
Interest income	9,054	13,289	8,363
Income from investment in Keseechiwan Holdings Limited Partnership (note 6)	-	11,815	122,863
Income from investment in FHQ Developments Limited Partnership (note 7)	-	(56,988)	24,326
	<u>42,189,338</u>	<u>34,567,298</u>	<u>27,828,067</u>
Expenses:			
Amortization of tangible capital assets	-	321,753	299,173
Band program support	3,270,458	3,157,250	3,176,660
Bank charges, loan interest, and taxes	32,995	57,150	89,482
Employee benefits	2,737,377	1,365,173	1,231,968
Miscellaneous	2,118,326	2,471,667	922,378
Operating expenses	12,934,154	8,935,703	7,276,308
Salaries and wages	12,674,784	11,281,396	9,017,409
Supply expenses	5,128,579	3,140,477	1,871,243
Training purchases and income support	3,332,099	3,632,982	3,125,814
	<u>42,228,772</u>	<u>34,363,551</u>	<u>27,010,435</u>
Excess of revenues over expenses	<u>(39,434)</u>	<u>203,747</u>	<u>817,632</u>
Accumulated surplus, beginning of year		<u>4,360,796</u>	<u>3,543,164</u>
Accumulated surplus, end of year		<u>\$ 4,564,543</u>	<u>\$ 4,360,796</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, 2020, with comparative figures for 2019

	2020 Budget (unaudited) (Note 15)	2020	2019
Excess of revenue over expenses	\$ (39,434)	\$ 203,747	\$ 817,632
Amortization of tangible capital assets	-	321,753	299,173
Acquisition of tangible capital assets	(146,212)	(377,057)	(284,389)
Change in prepaid expenses	-	13,007	(6,899)
Increase (decrease) in net financial assets	\$ (185,646)	\$ 161,450	\$ 825,517
Net financial assets (debt), beginning of the year		691,922	(133,595)
Net financial assets, end of the year		\$ 853,372	\$ 691,922

See accompanying notes to the non-consolidated financial statements

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Non-consolidated Statement of Cash Flows

March 31, 2020, with comparative figures for 2019

	2020	2019
Cash provided by (used in) operating activities:		
Excess of revenue over expenses	\$ 203,747	\$ 817,632
Items not involving cash:		
Amortization of tangible capital assets	321,753	299,173
Income on investment in Keseechiwan Holdings LP	(11,815)	(122,863)
Income on investment in FHQTC Developments LP	56,988	(24,326)
	<u>570,673</u>	<u>969,616</u>
Non-cash operating working capital items (note 12)	836,865	3,594,667
	<u>1,407,538</u>	<u>4,564,283</u>
Cash provided by (used in) capital activities:		
Acquisition of tangible capital assets	<u>(377,057)</u>	<u>(284,389)</u>
	(377,057)	(284,389)
Cash provided by (used in) investing activities:		
Distributions from Keseechiwan Holdings LP	60,000	60,000
	<u>60,000</u>	<u>60,000</u>
Increase (decrease) in cash	<u>1,090,481</u>	<u>4,339,894</u>
Cash position - beginning of year	4,685,535	345,641
Cash position - end of year	<u>\$ 5,776,016</u>	<u>\$ 4,685,535</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, 2020

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 that it serves. 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.

- File Hills Qu'Appelle Child Care Licensing Inc.
- Oyate Ataya Wakanyeja Owicakiyapi Inc.
- Regina Treaty Status Indian Services Inc.
- TFHQ Safe Shelter Incorporated
- Three Band Day Care Center 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, 2020

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% (2019 - \$500,000 maximum, prime plus 1% interest rate), and is secured by funding from Indigenous Services Canada and other agencies. At year-end, the line of credit was not utilized (2019 - not utilized).

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2020

4. Restricted cash and short term investments

	<u>2020</u>	<u>2019</u>
Cash	\$ 1,312,185	\$ 1,316,420
Term deposit, bearing interest at 2%, maturing March 31, 2021	214,848	210,624
Term deposit, bearing interest at .20%, maturing July 17, 2020	5,696	5,686
Investment in First Nations Bank (at cost)	627	626
	<u>\$ 1,533,356</u>	<u>\$ 1,533,356</u>

5. Accounts receivable

	<u>2020</u>	<u>2019</u>
City of Regina	\$ 17,580	\$ 90,648
FHQ Casino Holdings Limited Partnership	483,869	408,358
FHQTC Developments Limited Partnership	(1,119)	44,241
FSIN	213,042	120,182
Government of Canada - GST	153,593	155,879
Government of Canada - Indigenous Services Canada	35,331	326,109
Government of Canada - Other	529,014	133,333
Indigenous Services Canada (Health Canada)	228,328	19,665
Kesechiwan Holdings Limited Partnership	60,000	60,000
Miscellaneous First Nations	457,081	190,719
Leading Thunderbird Lodge	120,598	240,504
Other	1,975,549	1,431,517
Province of Saskatchewan	36,905	120,839
Silver Sage Holdings Ltd.	198	10,698
Silver Sage Housing Corporation	-	35,166
SITAG	807,557	430,563
	<u>\$ 5,117,526</u>	<u>\$ 3,818,421</u>

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2020

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, 2020, Keseechiwan's financial position was as follows:

Total assets	\$ 32,889,490
Total liabilities	30,018,967
Net assets	2,870,523
Council's share of partners' capital	\$ 340,273

For the year ending March 31, 2020, Keseechiwan's results of operations were as follows:

Revenue	\$ 3,730,766
Expenses	3,590,258
Net income	140,508
Council's share of net income	\$ 11,815

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, 2020, FHQTC Developments' financial position was as follows:

Total assets	\$ 5,753,954
Total liabilities	210,109
Net assets	5,543,845
Council's share of partners' capital	\$ 461,811

For the year ending March 31, 2020, FHQTC Developments' results of operations were as follows:

Revenue	\$ 677,949
Expenses	1,361,843
Net income	(683,894)
Council's share of net income	\$ (56,988)

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2020

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>2020</u>	<u>2019</u>
Child Care Licensing	\$ 194,776	\$ 53,838
City of Regina	1,159	39,817
Enbridge	17,435	47,435
First Nation Health Services - Transfer agreement	111,152	-
FSIN	20,442	72,134
Government of Canada - Other	25,000	11,927
Indigenous Services Canada	3,347,591	2,984,653
Indigenous Services Canada (Health Canada)	3,834,542	2,970,972
Miscellaneous Education	-	1,105
Miscellaneous Health	11,339	24,898
Miscellaneous Justice	3,412	2,552
Other Income	470,160	25,236
Province of Saskatchewan	162,970	127,877
Qu'Appelle Haven (Indigenous Services Canada)	257,300	94,121
Saskatchewan Indian Training Assessment Group	48,251	-
Silver Sage Rental Agreement	13,372	80,114
Sports and Recreation	9,213	9,213
Three Band Day Care	353,792	429,385
WISH	50,673	54,812
Women's Council	-	726
	<u>\$ 8,932,579</u>	<u>\$ 7,030,815</u>

9. Reserves

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

	<u>2020</u>	<u>2019</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, 2020

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.

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, 2020

10. Tangible capital assets

	Land	Building	Furniture and Equipment	Vehicle	Tenant Improvements	Total
Cost						
As at April 1, 2019	\$ 597,491	\$ 3,759,687	\$ 4,889,227	\$ 159,690	\$ 390,718	\$ 9,796,813
Additions	-	10,174	366,883	-	-	377,057
Disposals	-	-	-	-	-	-
	<u>597,491</u>	<u>3,769,861</u>	<u>5,256,110</u>	<u>159,690</u>	<u>390,718</u>	<u>10,173,870</u>
Accumulated amortization						
As at April 1, 2019	-	1,648,550	3,979,074	132,439	390,718	6,150,781
Additions	-	97,584	218,719	5,450	-	321,753
Disposals	-	-	-	-	-	-
	<u>-</u>	<u>1,746,134</u>	<u>4,197,793</u>	<u>137,889</u>	<u>390,718</u>	<u>6,472,534</u>
Net book value - 2020	<u>\$ 597,491</u>	<u>\$ 2,023,727</u>	<u>\$ 1,058,317</u>	<u>\$ 21,801</u>	<u>\$ -</u>	<u>\$ 3,701,336</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>

11. Commitments and contingency

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

2021	\$ 491,000
2022	122,000
2023	43,000

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, 2020

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>2020</u>	<u>2019</u>
(Increase) decrease in current assets:		
Accounts receivable	\$ (1,299,105)	\$ (1,103,830)
Prepaid expenses	13,007	(6,899)
	<u>(1,286,098)</u>	<u>(1,110,729)</u>
Increase (decrease) in current liabilities:		
Accounts payable and accrued liabilities	221,199	147,220
Deferred revenue	1,901,764	4,558,176
	<u>2,122,963</u>	<u>4,705,396</u>
	<u>\$ 836,865</u>	<u>\$ 3,594,667</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 \$2,483,845 (2019 - \$2,341,210) in Indigenous Services Canada (Health Canada) funding to Council. Of the amount received, \$1,979,401 (2019 - \$713,293) was transferred to All Nations' Healing Hospital Inc. to fund hospital operations.

Other income includes \$575,900 (2019 - \$484,518) of rental and administrative services income from related parties.

Accounts receivable from related parties are \$663,546 (2019 - \$798,967).

Accounts payable and accrued liabilities due to related parties are \$617,460 (2019 - \$329,018).

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: All Nations' Healing Hospital Inc., All Nations' Healing Hospital Holding Corp., FHQ Casino Holdings Limited Partnership, FHQ Developments Limited Partnership, Kesechiwan Holdings Limited Partnership, Leading Thunderbird Lodge Ltd., Living Sky Community Development Corporation, Silver Sage Holdings Ltd. and Silver Sage Housing Corporation.

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2020

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.

Council has a comprehensive risk management framework to monitor, evaluate and manage the principal 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 \$1,655,669 of accounts receivable have been outstanding more than one year (2019 - \$1,220,000). 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, 2020

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.

17. Subsequent event

On March 11, 2020, the World Health Organization declared a global pandemic for the COVID-19 virus. Council is following health advisories and mandatory requirements from local, provincial and national health and government organizations. The impact of the pandemic on Council's future operations and finances, if any, is unknown at this time.



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





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