



**File Hills Qu'Appelle Tribal Council  
2020/2021 Annual Report**



# Table of Contents

<b>Tribal Chief &amp; Chief Executive Officer Edmund Bellegarde Message</b>	<b>Page 1</b>
<b>A Tribal Council Operating Within a Pandemic</b>	<b>Page 2</b>
<b>Administration &amp; Finance</b>	<b>Page 3</b>
<b>FHQTC Lands, Resources, Environment, and Stewardship</b>	<b>Page 5</b>
<b>FHQTC e-Commerce Ltd.</b>	<b>Page 7</b>
<b>Technical Services</b>	<b>Page 7</b>
<b>Economic Development</b>	<b>Page 12</b>
<b>Remembering Heather Lafoy</b>	<b>Page 14</b>
<b>Education</b>	<b>Page 15</b>
<b>Pre-Employment Supports Program</b>	<b>Page 17</b>
<b>ISETS</b>	<b>Page 18</b>
<b>Restorative Justice</b>	<b>Page 20</b>
<b>Honouring Marie-Anne Daywalker Pelletier</b>	<b>Page 21</b>
<b>Communications</b>	<b>Page 22</b>
<b>White Raven Healing Centre</b>	<b>Page 23</b>
<b>Women's Council</b>	<b>Page 25</b>
<b>Child Day Care Program</b>	<b>Page 26</b>
<b>Sports &amp; Recreation</b>	<b>Page 28</b>
<b>Toronto Blue Jays Care Foundation FHQ Rookie League Program</b>	<b>Page 28</b>
<b>FHQTC Community Emergency Management Program</b>	<b>Page 29</b>
<b>FHQ Health Services</b>	<b>Page 30</b>
<b>Governance and Transition Project Planning</b>	<b>Page 33</b>
<b>Audited Financial Statements</b>	<b>Page 35</b>





# **TRIBAL CHIEF & CHIEF EXECUTIVE OFFICER**

## **EDMUND BELLEGARDE**

### **MESSAGE**



I am honoured to present the FHQTC Inc. 2020/2021 Annual report to the membership of File Hills Qu'Appelle Tribal Council. 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 the 11 member First Nations of the File Hills Qu'Appelle Tribal Council.

Despite the global pandemic, our diverse program areas and entities have continued to expand our economic interests, build capacity in governance, generate employment and education opportunities, and have adapted to better support overall community well-being for citizens residing in the region.

Public health measures and an intentional prudent approach have limited our ability to gather in large groups and to connect in-person, which has impacted many areas of service delivery and the FHQTC engagement strategy. We look forward to witnessing the outcomes of a successful vaccine rollout and other measures which will allow us to gather again as a wider community, nurturing good relations with one another.

In closing I want to acknowledge this unprecedented period of modern history and the commitment and dedication the FHQTC staff have demonstrated, ensuring we continue to deliver services and provide positive impacts to the citizens of our 11 Member First Nations.

A handwritten signature in blue ink, consisting of a stylized 'E' and 'B' followed by a horizontal line.

Edmund Bellegarde, MBA, Pro.Dir  
Tribal Chief & CEO  
File Hills Qu'Appelle Tribal Council Inc.



# A TRIBAL COUNCIL OPERATING WITHIN A PANDEMIC

The 2020-2021 fiscal year was unlike any other year—it began and ended in an environment of COVID-19 pandemic.

At the beginning of the fiscal year, the Tribal Council followed all organizations and governments around the work and closed its doors of operations to public and employees—operating on essential staff capacity. Immediate planning efforts with our Chiefs began towards ensuring safety of citizens.

Pandemic safety precautions were immediately installed within the Tribal council facilities; with safety screens, PPE, sanitizing and cleaning tools brought in. Interim pandemic policies and processes were developed to support safety of employees and clients.

The Tribal Council shifted its planning of program and service delivery to include innovative—virtual, outside (land-based), and reduced capacity options. The needs of the Tribal Councils clients, citizens and nations did not stop and all of the Tribal Council programs and entities did what they could to continue service. Essential program teams switched to virtual work environments to communicate and maintain program service delivery.

It became quite clear that the pandemic was having profound impact on the mental health and wellness of internal staff, management and communities. All areas within the Tribal Council began to include specific supports for each other and for clients. For example bi-weekly pipe ceremonies were done and special mental health supports were set up for all communities and citizens.

We want to take this time to thank each and every one of our Tribal Council employees for their commitment and dedication. It was a year of unknown and many of you stepped up to take on new and/or added responsibilities to ensure our First Nations and citizens were safe. In fact, throughout the year, many of you temporarily traded in your keyboards to support packing and transporting of PPE and food security. You truly reflect the heart of our Tribal Council. Naskomitan, Kichi Megwetch, Pidamaya, Pinamaya, Pilamaya yelo!





# ADMINISTRATION

On behalf of the Administration team it is my pleasure to highlight the positive outcomes, challenges and adversities we experienced this past year.

This year has been a year like no other due to the pandemic. Whether it was developing new policies, putting new procedures in place, or having staff work from home, we had to respond quickly to create immediate plans to prevent, mitigate and do our part with trying to keep everyone safe and healthy.

As a member of the Administrative team, I can attest to the work conducted behind the scenes in order to help create a strong foundation for a more informed, effective and accountable workforce. Some employees had trouble adjusting to working remotely while other thrived. Productivity levels were affected in some areas and many employees struggled with their own or their family's mental health concerns. Our strong leaders and essential services teams were required to be present in the office to adequately address these and other performance issues while developing proactive methods to engage, inform and motivate teams in an effective and efficient manner.

The Boards, committees and leadership within the File Hills Qu'Appelle Tribal Council (FHQTC) continued to empower our Managers in the day to day management of their teams encouraging respect, collaboration and professionalism with the communities we serve.

Throughout the pandemic, we were able to develop an appreciation of the strengths and values of our people within the organization. We are quite proud of our team, our employees and our community leaders. We were faced with learning and adapting to new ways of conducting business and communicating in an unfamiliar I.T. environment. It did allow for an opportunity for everyone to come together to exchange ideas, contribute updated health information and to share best plans and practices in the middle of an unprecedented time period.

We encountered a number of challenges in trying to provide client access to programs and services during a period of constant change and redirected priorities. Tremendous effort was made by our staff to continue delivering programs and services virtually while adjusting to a remote work environment. This included difficulties in the recruitment and retention of key positions. Succession planning and strategies to strengthen governance processes are being recognized as having positive impacts.

We understand the importance of capacity building for the future and we are committed to supporting the growth, development and well-being of our diversified, professional team members across the organization. We have learned that effective and creative workplaces are the product of focused attention where we identify and build upon the strengths of each member of every team.



## ADMINISTRATION Cont'd

We recognize and encourage the respect, dedication and loyalty to FHQTC and wish to acknowledge all employees for their commitment as they carry out their important work and contributions to the vision and goals of the organization. The following employees have been awarded in 2020 for their years of continuous service:

<b>Celeste Bird</b>	<b>10 years</b>
<b>Destiny Cote</b>	<b>10 years</b>
<b>Joanne Graham</b>	<b>15 years</b>
<b>Frances Montgrand</b>	<b>20 years</b>
<b>Marlene Peigan</b>	<b>25 years</b>
<b>Linda Poitras</b>	<b>25 years</b>

**Behind every organizational success lies a great team!**

## FINANCE

The finance department is responsible for the overall financial management of the Tribal Council, and ensures that this financial management is maintained to the highest level. Our finance team continues to make a determined and focused effort to ensure transparency and full accountability. Under the various contribution agreements we administer, financial reports are given to funders and are supported by individual schedules provided in the Non-Consolidated Audit for financial reporting supports. Some funders decide to do periodic financial monitors of our financial information to verify the information provided.

Included in this annual report is the Non-Consolidated Financial Statements and has gone through an auditing process by an independent third-party Accounting Firm. The financial statements that are provided give a better indication of the financial health of the Tribal Council, in comparison to the Consolidated Financial Statement which is a reporting requirement by Indigenous Services Canada. This consolidated financial statement is also audited and includes a number of the Tribal Council entities.

The 2020/2021 fiscal year was a full financial year under the COVID-19 Pandemic restrictions and reduced program activities. One program, FNARF – First Nations Addictions Rehabilitation Foundation, was supported through Saskatchewan Indian Gaming Authority's casino operations. Gaming revenues were significantly impacted with the negative effects of the COVID-19 pandemic. As a Tribal Council we ended the year with a surplus of revenues over expenditures. Fortunately, the Tribal Council was also able to maintain the majority of its funding levels throughout the year and had revenues that remained fairly consistent with the prior year.



# FHQTC LANDS, RESOURCES, ENVIRONMENT, AND STEWARDSHIP

## Highlights

In our 2020/2021 year of activity we continued to center much of our stewardship, research and capacity development work toward advancing our inherent sovereign rights and collective interests in Treaty 4 Territory and Treaty 4 Grounds Reserve #77 lands, on behalf of the 11 First Nations of FHQTC.

In the challenging year of the COVID-19 pandemic with our Nations, Citizens & our FHQTC organization, we were able to complete our project deliverables as set forth in our approved workplan.

We were able to receive approvals for new federal program projects proposals which presented new growth and adaptation challenges for our department during the pandemic. Much of our engagement and dialogue involved building capacity with our Nations in a new virtual environment.

We are very proud of our ability to have successfully achieved training initiatives with our Nations during this time as well.

## Initiatives 2019/2020

- Environment and Climate Change Canada: Prairies National Wildlife Areas & Canada Water Agency – Advice and Engagement.
- Impact Assessment Agency of Canada: Indigenous Capacity Support Program & Policy Dialogue Program
- Lake Diefenbaker Irrigation Project
- FHQTC Climate Change Adaptation Initiative- Engagement & Report
- Stewardship Resource Centre
- Inherent Right to Hunt Capacity Support Training
- Ongoing Legislative & Policy Analysis
  - Modernized Fisheries Act of Canada (Bill C68)
  - Impact Assessment Act of Canada (Bill C69)
  - Bill C-15 UNDRIP
  - Bill 161, Provincial Trespass to Property
  - Public Offerings Land & Mineral Sales
  - Treaty Land Entitlement & Crown Land Divestiture
  - Carbon Offset Program/Biodiversity
  - Climate Change & Climate Adaptation
- Tools development; mapping & templates
- Analysis of First Nation jurisdictional challenges & cumulative effects research



## Partnerships

With the formal partnership between the University of Regina Faculty of Science (Institute of Environmental Changes and Society (IECS)) for with FHQTC and our Nations, 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 continue to collaborate with various U of R lead projects as well as incorporating western science collaborations into our FHQTC projects. We continue to working toward developing partnerships with the Grandmothers Bay First Nation on traditional use practices along the Churchill River. We continue to collaborate with the Canadian Institute of Resources Law (CIRL) at the University of Calgary toward increasing capacity initiatives with our Nations. We have initiated development of Cumulative Effects research and training initiatives with academic leadership at the University of Saskatchewan.

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

## Engagements Sessions, Forums and other Capacity Development Activities

From April 2020 to March 2021, we have organized, hosted and participant representation with 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.

Highlights include:

### **Hosted:**

- FHQTC Youth Leadership Gathering, Cypress Hills
- National Gathering Workshop of Consultation Resource Centers & Protocols
- Impact Assessment Agency of Canada Level 2 Indigenous Focus Training

### **Presentations:**

- FHQTC Womens Council

### **Participant Representation:**

- Federal Working Group- Flood Mapping, Guidelines Series
- Indigenous Advisory and Monitoring Committee/Enbridge Line 3 Replacement Program
- Committee
- FSIN Lands & Resources Commission
- AFN Climate, Environment & Biodiversity



# FHQ e-Commerce Ltd.

FHQ e-Commerce pursues opportunities in the electronic commerce sector on behalf of the File Hills Qu'Appelle Tribal Council and its 11 Member Nations. Building upon local expertise in business, gaming, and banking, FHQ e-Commerce Ltd. was created to deliver financial and payment solutions to an international market. It is governed by a representative Board of Directors consisting of an Executive Chair, and four Chief Directors appointed for their skills and experience in relation to gaming and economic development.



## 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:**

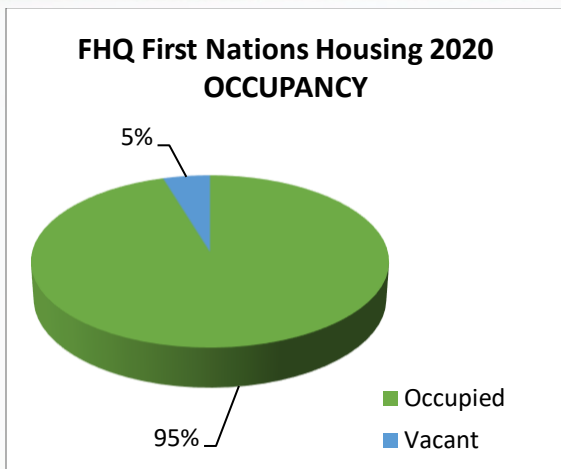
There are **11 First Nations** in the File Hills Qu'Appelle Tribal Council, located in southern Saskatchewan

### **POPULATION:**

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

**HOUSING UNITS:** There is a total of **1440 housing units** on the 11 FHQ First Nations.

**Occupied:** 1372 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 people per unit on another First Nation.

**VACANCY:** 4.78% (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:** 7% (100 houses) of the 1372 occupied housing units are overcrowded.

**ELDERLY / DISABLED:** 19.6% (269 houses) of the 1372 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.)

### **MINOR RENOVATIONS NEEDED:**

- 20.6 % (297 houses) require Minor Renovations (up to \$5,000)

Total cost to repair =

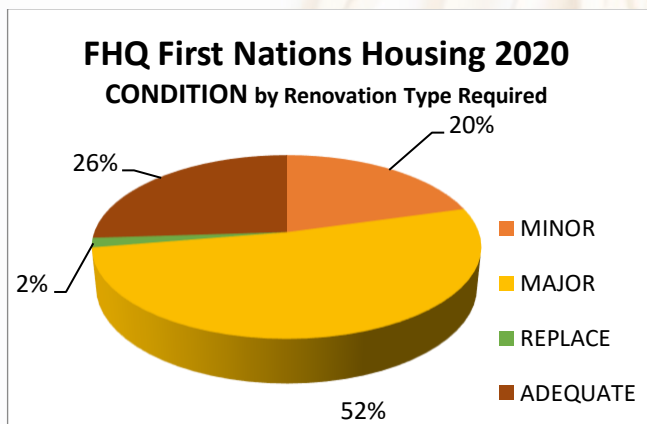
**\$1,339,980.00**

### **MAJOR RENOVATIONS NEEDED:**

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

Total cost to repair =

**\$19,536,467.00**



### **CONDEMNED / REPLACE:**

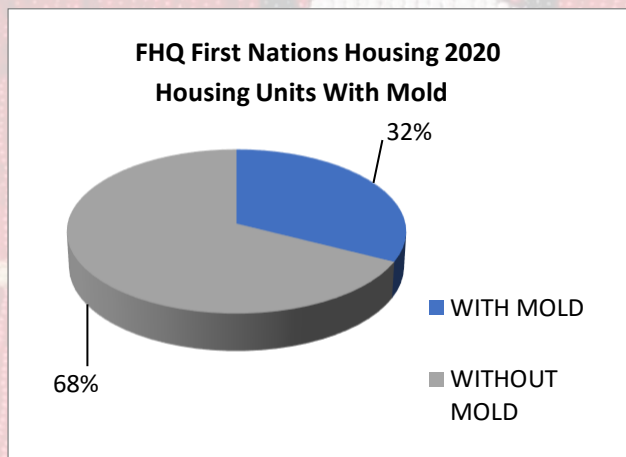
- 2% ( 25 houses) are beyond repair and need to be replaced. **8 of these condemned houses are still occupied by families.**



## Housing Condition Cont'd...

### ADEQUATE:

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



### MOLD:

**32.4% (467 houses) on the 11 FHQ First Nations have mold. Families are living in these units.**

Mold in these homes range from minimal to excessive.

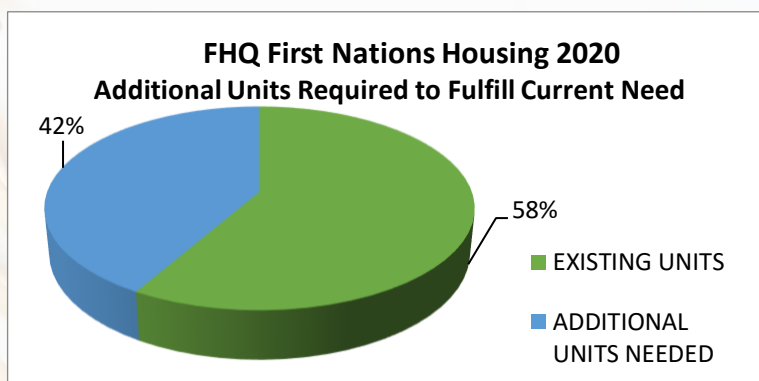
### VERMICULITE:

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

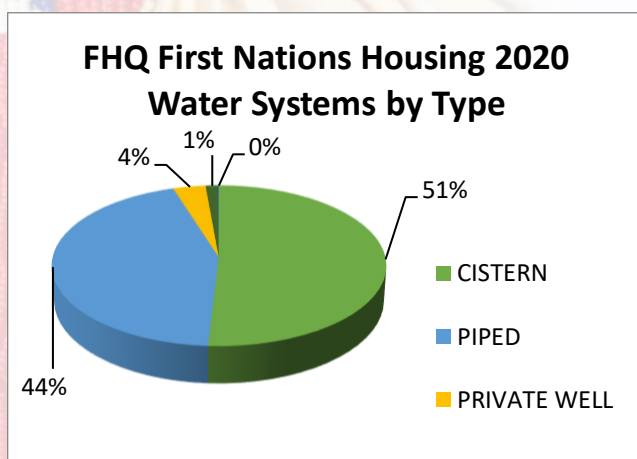
## BACKLOG – ADDITIONAL UNITS NEEDED:

**1440 existing housing units**

1029 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:



- 2 units do not have any Water System.

- **44%** (634 houses) of the houses are on a piped water system connected to the Water Treatment Plant.

- **51%** (738 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, and the risks of contamination during the delivery of the water to the cisterns.

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

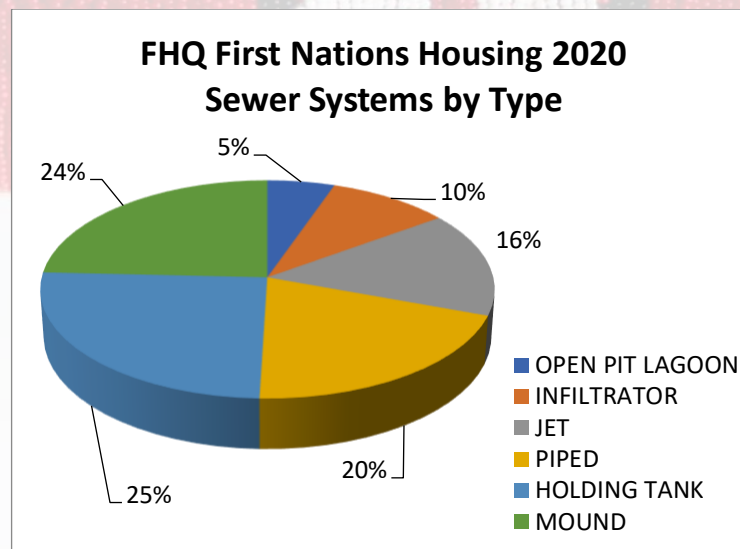


## Water Systems Cont'd...

- **4%** (50 houses) of the FHQ Housing Units have private wells with **UNTREATED** water

### 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 RRAP

The 2019/2020 allocation for the File Hills Qu'Appelle First Nations was \$128,100. Notice of the FHQ 2020/2021 RRAP Allocation has not been announced as of yet. Eligibility of the First Nations to participate in this program is determined by the criteria set out by CMHC.

### CMHC SECTION 95 HOUSING

FHQ Tribal Council CMHC Section 95 Housing Allocation Lifetime Subsidy for 2019/2020 year was \$2,962,000. At the time of this report, notice of the 2020/2021 Section 95 Subsidy Allocation has not been announced.

To be eligible for the First Nations to participate in the CMHC Section 95 Housing program, they must meet the criteria of **BOTH** of the following two organizations:

1. CMHC (one of the requirements is that the First Nation must qualify for a Ministerial Loan Guarantee from ISC)

**and**

2. Indigenous Services Canada. (The First Nation must meet ISC's criteria in order to qualify for a Ministerial Loan Guarantee)



### **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 Nations 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 21/22 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 inspector and the First Nation Housing managers have set up COVID-19 protocols for inspections. The housing occupants are also compliant with the protocols when units are being inspected.

The annual Housing Conference was not held this year due to the COVID-19 Pademic.

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. Assistance to the First Nations has been taking place on-line, phone calls, etc. COVID-19 protocols have been set in place for in-person assistance.

Major Capital: ISC hosted a zoom meeting with FHQ TC to review all Major Capital Applications in January 2021. ISC will send out the updated Regional First Nation Infrastructure Investment Plans (RFNIP) to all First Nations once it is updated. 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.



# ECONOMIC DEVELOPMENT

FHQ Developments continues to make progress towards the growth and expansion of the Indigenous business ecosystem through its Economic Impact model. The strategy focuses on trying to increase the amount of opportunity that exists in the market and pushing for more Indigenous engagement strategies that support the long-term development of Indigenous business including Nation and citizen entrepreneurship.

FHQ Developments has focused on growing the amount of services and professional organizations that Nations and entrepreneurs can access through the expansion of partnerships throughout Regina and across Saskatchewan. Through these partnerships, non-Indigenous organizations can better align their resources for Indigenous business and our Nations and entrepreneurs have additional resources made available to them.

Advocacy continues to play a major role in opening up more opportunity in the market as more and more companies seek out FHQ Developments to talk about how to create greater impact in their Indigenous procurement policies and to be more strategic in the development of their procurement program so that there is opportunity for greater success in the new businesses that become a part of the supply chain.

FHQ Developments signed agreements with WESK to expand the Matchstick program to Matchstick 2.0 which focuses on seeking additional Federal funding for new loans for Indigenous women entrepreneurs who partake in the program.

A renewed partnership with SIEDN is set to deliver training and development opportunities across Saskatchewan as well as joint efforts on further Indigenous engagement opportunities. This aligns well with SIEDN and its strength in hosting and developing Indigenous economic development across Saskatchewan.

Another partnership was formed with the City of Regina through Economic Development Regina to further identify and grow Indigenous resources across the city as well as provide services to Indigenous entrepreneurs that can jointly be invested in opportunities.

Our team at FHQ Developments looks forward to how we work to grow together!

## Investments & Partnerships

Due to the COVID-19 pandemic, we were limited to in-person interactions with our clients and partners. However, this did not stop our investment steam from meeting with clients throughout the year. In fact, the use of virtual meetings has become an intricate part of our business model and will continue to be utilized. This allows our team to meet with clients throughout the global economy and will help us grow, not just locally but provincially.



## Investments & Partnerships Cont'd...

Our two new companies have been established and are generating great revenue and are getting noticed within our business community! Stone& Arrow Consulting, a partnership with Stantec Engineering Services was established in Q4 and has already obtained some significant contracts. Our partners at Stantec Engineering are committed to sharing our vision of creating Indigenous economic impact that our 11nations and citizens will benefit from, both financially and through employment opportunities.

Great Plains Contracting continues to hold strong in an industry that was impacted significantly by COVID-19 pandemic. Great Plains Contracting will continue to work hard to maintain their market share.

TOPA Contracting had a very strong 2020/2021 year with expansion happening across the majority of mines in southern Sask through janitorial services as well as adding many new capacities.

NuWind Energy, a partnership with BluEarth Renewables, was created late last year and continues to hold regular meetings with SaskPower to ensure our members of their procurement team are aware of the capacity and value that NuWind brings to our economy.

Pathway Supply hired a new General Manager to help with setting the foundation of the company, as well as preparing to relocate Pathway to Regina.

PLATO Sask Testing had to move their learning to online due to COVID-19 pandemic, but that did not stop them from achieving a year of tremendous growth.

SHP6 (Home Inn & Suites) seen a sharp decline in vacancy rates at the start of the pandemic but managed to make strong gains towards the end of the year. This was due to the expansion of the hotel by adding an additional 24 new rooms and a quick recovery in the Swift Current market.

Our drilling rig asset continues to remain cash flow positive but the sharp decline in depreciation continues to effect the value of our asset. The rig is one of the most active in the Province.

FHQ Developments continues to grow and we are currently in discussions to keep expanding our portfolio. Currently, FHQ Developments has signed a partnership agreement with Mammoet, which is a global Dutch company that specializes in heavy crane and transportation. We are excited to work alongside Mammoet to work towards future business development opportunities in the future!



# Remembering Our Dear Friend and Colleague Heather Lafoy

In memory of our dear colleague and beautiful soul, Heather Dawn Lafoy who passed away on December 8, 2020 after a long and courageous battle with cancer.

Her death has taken away a genuinely warm and sincere woman, more importantly - a loving wife, mother, grandmother and to many of us, a good friend. Heather was always a joy to work with, and could be counted on for anything. She was consistently kind and supportive, always willing to lend a hand and our office will not be the same without her.

While we continue to mourn the loss of a colleague, we want to pay tribute and honour a life that was well lived. She faced challenges to her life by way of a terrible illness, with great courage and fought till the end. Her determination to carry on despite these circumstances demonstrated her commitment to her responsibilities. In her own quiet and calm manner, she showed how to work through difficult times and to carry everyone along.

Life can be fleeting. But a life lived to the fullest stays in fond memories. Heather, through her humble ways endeared herself to many.

Heather's quiet personality, dedication, loyalty and boundless talents will be sorely missed by everyone at File Hills Qu'Appelle Tribal Council. She was loved and respected by many. Her memory and impact will always be felt here.





# EDUCATION

Similar to year 2020, this new school year of 2021 remains and continues to be an unprecedented year for Education. This year continues to present many challenges and presents many areas and opportunities to embrace change and redirect focus. Many of the changes we have seen the past year continue to revolve around responding to the ever-changing educational landscape during a pandemic.

The past year and a half has been a time like no other within the education sector. The COVID-19 pandemic forced us all to reflect on how we deliver education and asked questions around relevancy, transitions and of course, impacts on learning. As the Director of Education for FHQTC, I am incredibly proud of the staff, educators, teachers, parents and students for navigating the unforeseen changes in a creative and responsive manner.



To address the needs of learners in the schools, FHQTC Staff worked along school administrators in addressing the physical space to ensure safety and health guidelines were in place. Within the buildings, challenges arose regarding, space, sanitization, fiscal resources, bussing, transportation, attendance, and safety for both students and staff. With these pressing issues, usual school activities were put on hold such as recess, use of physical space in the building, and of course face to face instruction. Traditional education functions within the buildings required a shift in allocation of space, function and use. In many cases, gyms became make-shift classrooms and outdoors became learning places.

Beyond the space critical activities such as annual and regular assessments and evaluations were paused during the pandemic peaks. As a result, data used during this school year were from the years 2018-2019. This data included a quick snapshot of how we capture Literacy levels, measure Math skills and assess Mental Health and Well-Being. Much like all divisions throughout the province of Saskatchewan, this set of data is the last completed data and although not current, it will be used as stable historical numbers. With great optimism, we will attempt to gather current data, however, this is dependent of the ongoing changes of the pandemic.



# EDUCATION Cont'd...

As we embark on a new school year full of unknowns, we are proud of the challenges we have undertaken. This year we were able to work, alongside our partners at the Ministry of Education to offer credit recovery to students in grades, 10, 11 & 12. Using the credit recovery system, students are provided the opportunity to redo specific learning outcomes and recover the previous lost credits. This provides our students with an opportunity to carry full credits towards an on-time graduation.

In addition, we were able to provide a summer literacy program for elementary students, aimed at building early reading skills to students in each of our communities. Under the guidance of two teachers, students participated in a variety of language rich activities to build fluency and literacy skills.



File Hills Qu'Appelle Tribal Council continues to deliver a culturally responsive, technically innovative, and supportive role to ensure quality education continues for our each of our communities. FHQTC Education continues to support the work and direction of our nations through providing highly qualified, second level services such as, Director of Education, Superintendent of Education, 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, governance development and many other educational areas.



# 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. 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 you for employment or training.

## PES Program Highlights

• Total Case Managed	98
• Total Employment	17
• Total Return to School/Training	1

## Completed PES Programs included:

- Piapot ABE
- Peepeekisis Carpentry
- Okanese Training with Proactive includes: OHC, grader training, loader/gravel truck training, safety tickets, forklift/skid steer, aerial lift and rigging training.
- Little Black Bear offered Indigenous Foundations to Business through SIIT.
- Introduction to Youth Care Worker through Parkland College in Balcarres.
- Piapot Hydrovac/Safety Tickets and HEO Training
- PES assisted several bands with outfitting security with clothing during the pandemic.

To access PES funding and services, you must see your PES Case Worker or Income Assistance Administrator at your band office.





# **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, 2020 to March 31, 2021 the ISETS program case planned a total of 240 participants, 43 gained employment and 75 returned to school, 92 had continuing case plans in to the new fiscal year 2021 – 2022;

30 clients were not working but available for work,

Seventy-five summer students were funded through ISETS program via 9 First Nations who provided summer employment for the students with a variety of job duties.

ISETS provided funding for participants who were in the following programs:

- Continuing Care Program: 6 students – 5 completed – 1 still has to complete her clinical or can opt to do PLAR to receive the clinical. (May 2020) – 4 are employed
- Business Admin. Year 1: – 14 students started the program in September 2019- Five (5) Students received their Year 1 Business Certificate. (May 2020) Nine (9) students did not complete the program due to illness, personal issues, or academic and attendance issues.
- Child Care Program – Year 2 Diploma: 12 students started the program, 8 students received their First Nations Child Care Diploma (May 2020)
- Culinary Arts Program – 1 student completed 2 years - employed
- Business Admin – Year 2 – ISETS funded 5 students all completed May 2021 – 1 student furthering her studies at university; 3 student are working; 1 unable to contact
- 18 Wheels – 1A license
  - 1 completed in October 2020 – searching for employment
  - 4 completed between January 2021 & March 31, 2021 – 1 working driving across Canada and US
- On line security training – 9 Participants from Little Black Bear; (one completed in October) 7 participants from Standing Buffalo; 2 for Piapot Starblanket originally requested seats for the training however did not register participants. The date for completion has been extended to May 31/21 – Only 1 student completed the program out of all the communities



## Employers:

PLATO Testing  
Muscowpetung Public Works  
Muscowpetung Income support Program  
Dentro Carriers  
Alliance Plumbing & Heating  
Aluma Safway  
Okanese First Nation  
Little Black Bear  
Ironmade Reinforcement  
Katepwa Family Nine Golf Course/Restaurant  
Cohens Beer Republic Restaurant  
South Valley Country Village  
Wolseley Home Care  
Coram Construction  
Cote First Nation – Social & Community Service  
Pole to Win International  
Bangle Brothers Transport  
St. Annes Care Home Wolseley  
Lakewood electric  
Mosaic K2 Potash Mine- Iron workers  
Geophysical Navigation Service  
Chatterson Lumber  
Saskatchewan Health Authority  
CenterGeothermal MiEnergy  
Carry the Kettle- Home support workers

Indigenous Services Canada  
Hallcon Corporation  
Piapot Water System  
K&S Potash  
Echo Electric  
Hayes Haven, Indian Head  
Hiring Hands  
Casino Regina  
Petro Canada Fort Qu'Appelle  
Nekaneet Head Start  
Natural Northern Processing  
Carry the Kettle Home Care  
Echo Lodge  
Wolseley Home Care  
Montmartre Health Center  
Joes Corner Gas & Convenience  
Midwest Pipeline  
3Band Day Care  
EW Construction  
Dr. Brass School Yorkton  
Three O Six Industrial  
Northern Lights Security  
Sunshine Learning  
Carry the Kettle – Electricians  
Allen Construction

### ISETS Coordinator:

- Marilyn Keepness  
306-331-7106  
[Marilyn.keepness@fhqtc.com](mailto:Marilyn.keepness@fhqtc.com)

### ISETS/PES Assistant:

- Nicole Dieter  
306-331-7517  
306-332-8246  
[Nicole.dieter@fhqtc.com](mailto:Nicole.dieter@fhqtc.com)

### ISETS/PES Finance Clerk:

- Tanner Amyotte  
306-332-8266  
[Tanner.amyotte@fhqtc.com](mailto:Tanner.amyotte@fhqtc.com)



# RESTORATIVE JUSTICE

This year was the beginning of the virtual movement because Covid 19 changed the way we do business. The tribal council went through several stages from working remotely to 50% . All staff were updated with computers, laptops, printer and old office furniture to work remotely.

The reintegration programs continued to work with clients dropping off PPE, cleaning supplies, art supplies, and food with new and old clients. The probation services moved to phone contacts for updates, interviews and risk assessments. "The Way" our domestic violence program has conducted one on one sessions by phone and we had twelve



participants graduating this year in our 52-week program. Trainings suffered the most as all person to person contacts were restricted. Mediations were done with three-way phone hookups, email, and zoom. Community referral happened with the safe protocols in Balcarres and Fort Qu'Appelle schools. The staff received training with the University of Regina, Human Justice Studies on such topics as Gladue, 21 things you didn't know about the Indian Act, Decolonizing Restorative Justice, White Fragility and Intergenerational trauma. Two of the staff received sexual disclosure training for frontline workers that will be available when health and safety restrictions are lifted.

Our highlight this year was the acquisition of a home in Lebret for a men's safe shelter. In an elder's ceremony the home was given the name Nápewak Mikiwáhp (Men's lodge). The goal is to work in collaboration with Health services, Starblanket First Nation and Fort Qu'Appelle Friendship Centre to provide governance, policy development and gain sustainable funding.

## Nápewak Mikiwáhp



### Justice Unit

Left to Right: Angie Montgrand, Frances Elliott, Courtney Arlt, Billiejean Dieter, Bev Poitras, Pam Desnomie, Tyson Creeley



# HONOURING OUR LEADER

## MARIE-ANNE DAYWALKER PELLETIER

An unprecedented 40 years of service is celebrated amongst our past leadership. Chief Marie-Anne Daywalker-Pelletier is the longest serving Chief in Canada. Chief Daywalker-Pelletier received the Order of Canada Medal given to outstanding Canadian leaders. We have been blessed to have her guiding us over the decades here at the Tribal Council and we will carry her teachings and example forward in what we do.

Chief Daywalker-Pelletier sat on many boards, commissions, committees, and councils over her tenure as Chief. She has been a strong advocate for language and culture, as well as women and especially children wherever she went. In her home community, she realized a lifelong goal of building a safe home for children in care and their families, so they don't have to leave the community and possibly lose their language and culture. The home is called The Daywalker Homefire Family Centre

In her honour, we are launching a special student bursary of \$40,000.00 to be distributed at \$10,000.00 per year for the next four years! From all of us here, now and in the past, we cannot thank you enough for your decades of leadership! Kininaskomitin okimaw, tapwé!





# COMMUNICATIONS

The Communications Unit has seen an unprecedented year with the COVID-19 Pandemic. Deemed as an essential service, communications was, and is, and integral part of informing our members with reliable, fact-checked resources from official organizations.

A communications kit was developed for our Member Nations that included templates that address many issues our Member Nations faced in the early part of the pandemic.

The pandemic also affected our Culture & Language Program, which changed course and, like everyone else, adapted to a virtual framework to deliver our programming. A vast amount of language videos were created, alongside an entire online platform, with fluent speakers and teachers.

While the language portion was in full swing, our cultural programming through White Raven with the helpers was very well received. They aided in many cultural events that had stiff restrictions, such as funerals.

Through these concerted efforts, our social media platforms and website usage grew exponentially.

Our numbers\* the past year reflect our work during this pandemic:

Facebook – 847,000 total reach

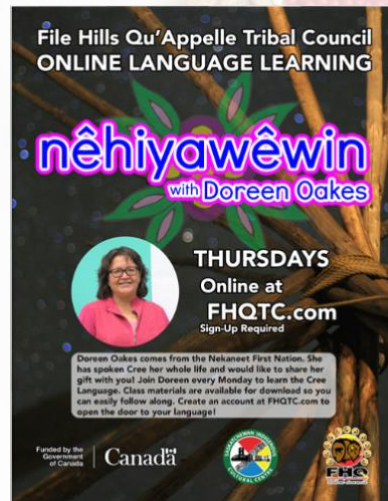
Twitter – 66,000 unique impressions

Website – 772,000 page impressions

YouTube – 18,000 watch hours

\*Numbers are rounded down.

Our YouTube Channel has been growing quickly due to our language videos. We are on track to begin monetizing our content and generating revenue shortly.





# WHITE RAVEN HEALING CENTRE

The White Raven Healing Centre is located within the All Nations Healing Hospital was obtained through a traditional naming ceremony and was named by Grandmother Spirit, White Raven, the head Grandmother who sits in the West.

## **Our Healing Journey**

Traditional First Nations Wellness and Healing originates with language, spirituality, culture, morals, and values which is shared with all my relations.

**Our Purpose** *(note – participants want the words “Our Purpose” listed in the five languages)*

While honouring treaty and inherent rights to health, White Raven Healing Centre encourages hope, builds kinship, and models wellness for all people. We offer support for self-healing through language, ceremony, tradition, and culture. We work in unity with health care providers for those we serve.



## **Our Values/Beliefs/Sacred Teachings**

**Trust** - We honour those we serve by walking with truth and honesty. We act with integrity and confidentiality.

**Respect** - We support self-identity and confidence toward the understanding of self-respect and self-care.

**Kinship** - We are all family. We all belong.

**Humility** - We are all equal on this journey of self-discovery and have much to learn from our values and beliefs.

**Courage** - We encourage strength to face fears and accept positive change.

## **Our Strategic Imperative**

By 2024, White Raven Healing Centre will increase its capacity to serve individuals, Nations and communities while maintaining a balanced caseload for our providers.

**We Succeed by Serving** (This is what our clients and stakeholders would say about us if we serve them successfully)

## **Leaders and All Nations**

*“White Raven helps in preserving our culture and maintain healthy community traditions by sharing kinship”*



# WHITE RAVEN HEALING CENTRE Cont'd...

## Programs and services offered through 2020-2021

### WELLNESS COUNSELLING SERVICES

- Trauma Counselling
- Family Counselling
- Children Counselling

### PROGRAMS

- Child
- Adolescence
- Adult

### Oskâpêwisak HELPER IN-RESIDENCE PROGRAM

- Male and female Elders
- 5 Helpers from Treaty 4

### SUBSTANCE MISUSE

#### Outpatient/Outreach

- Individual Counselling and Treatment Plans
- Individual/Group/Telephone Counselling
- Education and Awareness Workshops
- Treatment and Detox Referrals

### PANDEMIC MENTAL HEALTH SUPPORTS

- Tele-counselling
- Virtual Programming

### WELLNESS TRANSITION TEAM

An all-Indigenous integrated team of frontline support who will mobilize within your community. Our team will provide Traditional and integrated trauma informed care and support for your experience and transition from Crisis to Wellness.

Phone number: 306.331.7416

- 24/7 Support
- Counselling
- Debriefing

Inclusive of:

- Crisis Event
- Crisis Stabilization
- Wellness Transition
- Continuum of Care



# WOMEN'S COUNCIL



The Women's Council has taken a more strategic planning approach in their activities this year. Due to the pandemic, our activities and fundraising efforts were extremely limited.

## Women's Leadership

Currently there are 23 women elected in leadership positions out of a possible 67, which includes 3 women Chiefs within the FHQ member communities. (34.3%)

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

Carry the Kettle  
Little Black Bear  
Muscowpetung  
(Chair)  
Nekaneet  
Okanese  
Pasqua

Leila Thomson  
Joel Bellegarde  
Joyce Keepness

Brenda Mosquito  
Darlene Stonechild  
Bev Chicoose  
Cindy Desnomie  
Jessica Gordon  
Janova Pasqua  
Danielle Poitras  
Linda Poitras

Peepeekisis  
(Co-Chair)  
Piapot  
Standing Buffalo

Farrah Sugar  
Minnie Ryder  
Beckie Yuzicappi  
Jean Redman  
Kim Goodfeather  
Cathy Stonechil  
Loretta Lethbridge  
Krista Bellegarde

Star Blanket  
Wood Mountain  
WC Coordinator

## **Highlights**

- Establishment of the FHQ Women Chiefs Standing Committee to provide an advisory role to the FHQ Women's Council – November, 2020
- Women's Council Alignment with FHQ Tribal Council's Transition Process Session – July, 2020
- Engagement Process of the Assembly of First Nations MMIWG2S Saskatchewan Regional Planning Session to develop a First Nations women led National Action Plan to end violence against Indigenous women, girls, and 2SLGBTQQIA – January, 2021
- Establishment of an internal working group (comprised of Women's Council, White Raven Healing Centre, RT/SIS, Safe Shelters, Women's Health Centre, and FHQ Justice) to develop a *wholistic* strategy to reduce instances of exploitation and violence in FHQ communities, an FHQ Chiefs Task Force was established, and a final comprehensive Community Awareness Strategy '*Strategy to Address Violence and Exploitation within the Region*' was presented to FHQ Chiefs in August, 2020
- Collaborated with FHQTC Lands, Resources, Environment & Stewardship and the Saskatchewan First Nations Women's Commission to provide opportunities to support leadership development.
- Stood in support with Tristen Durocher at his Court Hearing to address high rate of suicide among Youth - September, 2020



# CHILD DAY CARE PROGRAM

A draft COVID-19 policy was drafted from FHQ Child Care, with review of Canada and US Day Care Centres to be used by each Day Care Centre in the FHQTC area. The Day Care Centre's received a one-time financial pandemic funding for each centre. Each Day Care Centre was provided with a heavy-duty fogger and disinfecting cleaner for the fogger. Six Day Care Centres were open during different times during the 2020 2021 Pandemic Year.

Throughout the 2020 2021 year a majority of the time was gathering financial reports for the 2018, 2019, and 2019 2020 ELCCC new funding were gathered from the eight Child Care Centres.

We will also be developing a community needs assessment for Day Care and Aboriginal Head Start to accurately update and project numbers for 0 - 12 years for day care and 0- 6-year-olds.

We are also in the process of seeking an on-line based reporting system for the Day Care programs.

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

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 Ages and Stages and Questionnaire training is being scheduled.

The Day Care Directors and ECE staff from the centre participated in the Early Childhood Certificate and Diploma classes, through Saskatchewan Poly Tech. 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 a review of the File Hills Qu'Appelle Child Care Regulations and Policies to all individuals that involved in the delivery of Early Childhood Development Services.

Review and adapt the "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 PROGRAM Cont'd...

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.

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.

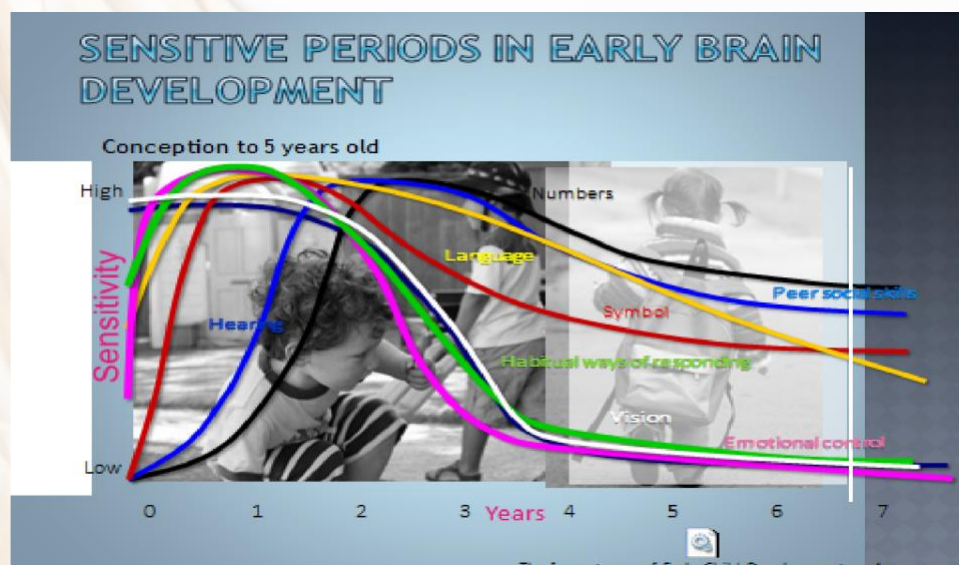
Ensure File Hills Qu'Appelle Child Care Regulations and Policies are adhered to: FHQ Child Care forms are utilized and submitted as required.

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 and roles and responsibilities of First Nation Woman roles in regards to child rearing and to include traditional values and responsibilities. Also to utilize the language components that are passed on through the First Nation languages to provide additional programming options at the Early Childhood Centres.

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

Due to the COVID-19 Pandemic, all Sports and Recreation activities were cancelled.

**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.

## JAYS CARE FOUNDATION FHQTC ROOKIE LEAGUE PROGRAM



Due to the COVID-19 Pandemic, All Jays Care Rookie League Games were put on hold to be resumed in 2021, assuming gathering restrictions are lifted.

**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.



# FHQTC EMERGENCY MANAGEMENT PROGRAM

## Program Description:

- The Emergency Management program continues to work closely with all 11 FHQTC First Nations.
- Due to Covid 19 restrictions, the EM program continued with providing information to all First Nations through Email and phone contact.
- Work done through Zoom calls with ISC and information passed on to First Nations.
- The EM program worked closely with Covid Lead Hand Gaylene Anaquod and provided assistance when needed.
- These tasks included unloading Semi Food supplies and PPE from FSIN and stored.
- Food and PPE delivered to all FHQTC Urban families and households in Regina.
- Food and PPE delivered to each of the 11 First Nations.
- Continued contact with all FHQTC stakeholders through Zoom meetings, phone contact.
- Assisted communities with planning for summer and winter events that occur.
- During past fiscal summer months there was no Forrest Fire evacuations from Northern Communities.
- Participated in Chiefs provincial Vaccine Zoom calls when requested.
- Participated in all ISC, First Nations Health weekly vaccine Zoom calls.
- Participated in Webinar with EM programs within Canada.
- Due to pandemic access was restricted to meeting in person with First Nation EM coordinators.
- Continue to work under FHQTC office Covid 19 protocols.
- Ongoing All Hazard planning with FHQTC First Nations.

## Outcome/Successes:

- Completed EM forum June 29/2020 with all FHQTC First Nations in Fort Qu'Appelle.
- Worked closely with Michelle Ring ISC, there was no ISC EM Forums due to Pandemic.
- Worked closely with Provincial EM group, FSIN, YTC EM, Saskatchewan Public Safety Agency.
- Established a FHQTC Search and Rescue chapter and approved by FHQTC Chiefs February 2021.
- Established a collaboration agreement with Red Cross and approved by FHQTC Chiefs.
- Established a FHQTC Chiefs committee, and terms of Reference with EM program and FHQTC Member First Nations. Due to Pandemic restrictions, no meetings planned.
- Continue to work closely within FHQTC entities and RTSIS.
- Worked on establishing letters of support from RCMP, Regina Police Service, PAGC Search and Rescue, File Hills Police Service, FSIN, and 11 FHQTC First Nations.
- Ongoing relationships with all EM stakeholders and 11 FHQTC EM coordinators.



# FHQTC HEALTH SERVICES

FHQTC Health Services is committed to the delivery of safe, client centered wholistic care and supportive services for the citizens of 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 Program
- Pasikow Muskwa Rising Bear Healing Centre
- Miko Mahikan Red Wolf
- Women's Health Centre

## Highlights from 2020-2021

The global pandemic underscored the need to recognize a growing global need for high-quality, responsive medical and public health care services provided by knowledgeable individuals who are compassionate and dedicated to ensuring client care needs are person directed and addressed with expertise. The world is changing at an increasingly rapid pace with unique challenges and our approach this last year required us to be nimble and responsive to our client base ensuring we moved proactively in identifying and acting on emerging risks of the pandemic before or as they present while still providing those essential services of Public Health.

During the past fiscal year, we turned our focus on the response to the Pandemic and worked directly with communities and the greater Tribal Council team ensuring the continual changes and emerging trends were identified and we were responding to the most current information available. This continues to this day. During the pandemic we collapsed or reduced services to respond to the community needs as identified by leadership and community.

With the successful implementation of the FHQTC Community Health Nursing (CHN) Program in 2019 services quickly transitioned to support the pandemic response in 2020-2021. 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. In addition to the Public Health Programming the CHN program provided education, prevention and access to testing of COVID-19 at the onset of the Pandemic and continuing throughout the period including community swabbing and vaccination events.



## FHQTC HEALTH SERVICES Cont'd

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. It has been recognized that individuals accessing services may have medical needs and are experiencing socio-economic challenges that are quite impactful to their well-being. To address these complexities, the program utilizes education, case coordination, and outreach.

Offering a safe environment free of judgement Red Wolf connects people to care and treatment which often requires a comprehensive approach to expanding access to programs and services across communities and lines of service delivery including providing people with information on FHQTC programs and services and referrals to programming which may assist in and support their care.

Notably over the period of the pandemic are the increased overdose deaths which highlights the need for these essential services to remain accessible for people most at risk of overdose and the need to expand support services for these individuals. Overdoses were increasing in the months preceding the universal pandemic but there has been an acceleration of overdose deaths during the pandemic. Public health measures implemented to contain the spread of the virus substantially affected the provision of and access to services and supports for people experiencing addictions and/or mental health issues.

FHQ Health Services Jordan's Principal program saw significant expansion during 2020-2021 providing ongoing referrals to 40 different service delivery agents ensuring access to health, social, education, government sectors, non-profit agencies, and communities for facilitation of services and collaboration for more than 140 children and youth in more than 20 different communities. Within the 2020-2021 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 2020-2021 fiscal year was \$439,317.51.

Parent/caregiver engagement is an ongoing success, and throughout the pandemic families continued to access coordinator services and seek support with additional applications. Awareness of our capacity continues to increase 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.

### **What is new at Health Services:**

In partnership with Silver Sage Housing, the File Hills Qu'Appelle Tribal Council Health Services created a 4-person residential home, Yellow Thunderbird House that Sits in the Sunrise, focuses on harm reduction and will have a close working relationship with the All Nations Healing Hospital and the programs and services of FHQTC. The Program supports individuals requiring assistance in creating a path to entry, as well as a path forward to find the right person-centred permanent housing. As we operationalize services and working community partners, we envision coaching and mentoring and creating positive relationships between community and government stake holders as well as community members.



# FHQTC HEALTH SERVICES Cont'd

Yellow Thunderbird House that Sits in the Sunrise will officially open its doors and welcome tenants in 2021 assisting less fortunate individuals to find their path forward to permanent housing.

In closing Leadership recognizes the paramount importance of patients and families as key in the delivery of the health-care services provided by FHQTC Health Services. Our commitment to a philosophy of client and family centred care is at the heart of everything we do and is the foundation for our values. This philosophy of care is, in essence, our culture: who we are, the shared purpose that brings us all together and how our patients and families experience care every day. Through genuine engagement with community leaders, forming mutually beneficial partnerships among employees, care-givers, clients, families, and citizens, together we ensure a seamless health system that supports positive health outcomes.

The world changed in over the past year a an increasingly rapid pace with unique challenges. 2020-2021 was completely focused on safely delivering essential services during the pandemic including; remaining vigilant, monitoring and quickly responding to emerging trends, establishing confidence in delivery of care. Our approach required us to be nimble and responsible to the client base ensuring we were able to move proactively identifying and acting on risks before or as they presented. We would like to acknowledge the extraordinary community response to the pandemic and thank communities for their guidance and oversight to the pandemic response. As we look ahead, we will continue to stay the course, putting clients and community interests foremost in all we do.





# GOVERNANCE AND TRANSITION

## PROJECT 2020/2021

The fiscal year 2020-2021 saw the Governance Office shift its focus to partnership development to support governance capacity opportunities for First Nation leadership.

- In the fall of 2020, FHQTC brought in a Board Governance Training refresher course from Governance Solutions, formerly known as Brown Governance, to all former participants of the program. The course was transformed into a virtual course that was held over two months.
- The Governance Office also began working with First Nations University of Canada and Johnson Shoyama Graduate School of Public Policy to develop an Indigenous Board leadership program, as well as enhancements to its Indigenous leadership program for First Nations Chiefs and Councils.
- Continued participation in national research initiatives toward best practices in nation building and self-determination took place to bring future opportunities to member First Nations.
- The Governance office also continued to facilitate partnerships to support internal Tribal Council governance needs such as strategic planning, work plan development, effective reporting processes, etc. For example, in the fall of 2020, the Senior management team attended a strategic planning retreat to begin development of a strategic plan. This meeting was supplemented with follow up virtual zoom meetings.

The Tribal Council Governance Transition team continued with its direction from First Nation leadership to prepare and provide the final report on Transitional Governance to the Chiefs council.

- In-person engagement was a challenge due to the COVID-19 pandemic environment; so, the governance team improvised with surveys, zoom calls, and emails to receive final input and data. One example was an engagement with all staff of FHQTC (entities included), where input was asked regarding our efforts with respect to community engagement, culture and language inclusion in programming, and organizational effectiveness.
- The Governance Transition team also continued to collect and compile all historic documentation relating to the evolvement of the governance transition project work. Documents were being developed in a number of presentation formats to support presentation to leadership and future inclusion in the final report.



# GOVERNANCE AND TRANSITION PROJECT

## 2020/2021 Cont'd...

Internal operational efforts were taken to support leadership and community direction for continued connection to communities and identity:

- The affirmation of connection to our historic identity as First Nations—Nehiyaw, Anishnaabwe, Nakota, Dakota, and Lakota—also became a focus in priority in 2020-2021. Inclusion of all five language cultural groups was encouraged where possible; monthly pipe ceremonies were put in place; and, Head office even provided a designated space for staff to smudge and take time for mental health.
- In 2018-2019, the Tribal Council was directed to maintain connection with the Great Sand Hills. That commitment was fulfilled in September 2020 with each of our nations bringing their Knowledge Keepers and Medicine people to pray with Tribal Council representatives.

In closing, the 2020-2021 year required dedicated time to reflect, prioritize and be innovative in maintaining commitment to achieve the objectives set forth.





Non-consolidated Financial Statements of

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

Year ended March 31, 2021




## 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.



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Edmund Beilegarde, Chairperson



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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, 2021 and the non-consolidated statements of operations and accumulated surplus, change in net financial assets, 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, 2021 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 187 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 auditor's 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.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

### *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.



## Independent Auditors' Report (continued)

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

### *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.

August 11, 2021  
Regina, Saskatchewan

*VIRTUS GROUP LLP*  
Chartered Professional Accountants





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

## Non-consolidated Statement of Financial Position

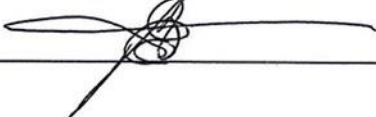
March 31, 2021, with comparative figures for 2020

	2021	2020
<b>Financial assets</b>		
Current financial assets:		
Cash	\$ 13,613,087	\$ 5,776,016
Restricted cash and short term investments (note 4)	1,763,356	1,533,356
Accounts receivable (note 5)	4,031,157	5,117,526
	<u>19,407,600</u>	<u>12,426,898</u>
Investment in Keseechiwan Holdings Limited Partnership (note 6)	350,619	340,273
Investment in FHQTC Developments Limited Partnership (note 7)	444,215	461,811
	<u>\$ 20,202,434</u>	<u>\$ 13,228,982</u>
<b>Liabilities</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 3,446,854	\$ 1,910,301
Deferred revenue (note 8)	13,178,063	8,932,579
Reserves (note 9)	1,762,730	1,532,730
	<u>18,387,647</u>	<u>12,375,610</u>
<b>Net financial assets</b>	<u>\$ 1,814,787</u>	<u>\$ 853,372</u>
<b>Non-financial assets</b>		
Prepaid expenses	62,346	9,835
Tangible capital assets (note 10)	3,211,491	3,701,336
	<u>3,273,837</u>	<u>3,711,171</u>
<b>Accumulated surplus</b>	<u>\$ 5,088,624</u>	<u>\$ 4,564,543</u>

Commitments and contingencies (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, 2021, with comparative figures for 2020

	<b>2021 Budget (unaudited) (Note 15)</b>	<b>2021</b>	<b>2020</b>
<b>Revenue:</b>			
Indigenous Services Canada	\$ 9,065,806	\$ 9,065,806	\$ 9,403,208
Indigenous Services Canada (Health Canada)	18,984,220	18,984,220	15,881,210
Human Resource and Skills Development Canada - SITAG	4,302,528	4,431,575	4,863,716
Province of Saskatchewan	1,842,640	1,842,640	1,591,188
Funds received in advance of expenses, current year	(1,363,300)	(13,178,061)	(8,932,578)
Funds received in advance of expenses, prior year	8,448,367	8,932,578	7,030,815
Government of Canada - Other	1,228,256	1,292,426	1,197,358
Other income	3,706,543	3,780,709	3,180,732
Federation of Saskatchewan Indian Nations (FSIN)	78,693	78,693	383,384
Canada Mortgage and Housing Corporation (CMHC)	-	-	150
Interest income	13,270	16,932	13,289
Gain on disposal of tangible capital assets	-	282,441	-
Income from investment in Keeseechiwan Holdings Limited Partnership (note 6)	-	70,346	11,815
Income from investment in FHQ Developments Limited Partnership (note 7)	-	(17,596)	(56,988)
	<u>46,307,023</u>	<u>35,582,709</u>	<u>34,567,299</u>
<b>Expenses:</b>			
Amortization of tangible capital assets	-	320,257	321,753
Band program support	5,300,914	4,959,904	3,157,250
Bank charges, loan interest, and taxes	153,475	51,490	57,150
Employee benefits	1,678,356	1,479,238	1,365,173
Miscellaneous	1,511,709	2,214,786	2,471,667
Operating expenses	10,866,533	7,719,768	8,935,704
Salaries and wages	16,199,467	11,619,576	11,281,396
Supply expenses	7,365,426	3,332,234	3,140,477
Training purchases and income support	3,302,968	3,361,375	3,632,982
	<u>46,378,848</u>	<u>35,058,628</u>	<u>34,363,552</u>
<b>Excess of revenues over expenses</b>	<u>\$ (71,825)</u>	<u>524,081</u>	<u>203,747</u>
<b>Accumulated surplus, beginning of year</b>		<u>4,564,543</u>	<u>4,360,796</u>
<b>Accumulated surplus, end of year</b>		<u>\$ 5,088,624</u>	<u>\$ 4,564,543</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

March 31, 2021, with comparative figures for 2020

	<b>2021 Budget (unaudited) (Note 15)</b>	<b>2021</b>	<b>2020</b>
<b>Excess of revenue over expenses</b>	\$ (71,825)	\$ 524,081	\$ 203,747
Amortization of tangible capital assets	-	320,257	321,753
Acquisition of tangible capital assets	(529,477)	(272,971)	(377,057)
Proceeds on disposal of tangible capital assets	-	725,000	-
Gain on disposal of tangible capital assets	-	(282,441)	-
Change in prepaid expenses	-	(52,511)	13,007
<b>Increase (decrease) in net financial assets</b>	<b>\$ (601,302)</b>	<b>\$ 961,415</b>	<b>\$ 161,450</b>
Net financial assets, beginning of the year		853,372	691,922
<b>Net financial assets, end of the year</b>		<b>\$ 1,814,787</b>	<b>\$ 853,372</b>

See accompanying notes to the non-consolidated financial statements



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

## Non-consolidated Statement of Cash Flows

March 31, 2021, with comparative figures for 2020

	2021	2020
<b>Cash provided by (used in) operating activities:</b>		
Excess of revenue over expenses	\$ 524,081	\$ 203,747
Items not involving cash:		
Amortization of tangible capital assets	320,257	321,753
Gain on disposal of tangible capital assets	(282,441)	-
Income on investment in Keseechiwan Holdings LP	(70,346)	(11,815)
Income on investment in FHQTC Developments LP	17,596	56,988
	739,147	570,673
Non-cash operating working capital items (note 12)	6,815,895	836,865
	7,555,042	1,407,538
<b>Cash provided by (used in) capital activities:</b>		
Acquisition of tangible capital assets	(272,971)	(377,057)
Proceeds on disposal of tangible capital assets	725,000	-
	452,029	(377,057)
<b>Cash provided by (used in) investing activities:</b>		
Distributions from Keseechiwan Holdings LP	60,000	60,000
	(170,000)	60,000
<b>Increase (decrease) in cash</b>	7,837,071	1,090,481
<b>Cash position - beginning of year</b>	5,776,016	4,685,535
<b>Cash position - end of year</b>	<u>\$ 13,613,087</u>	<u>\$ 5,776,016</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, 2021

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### 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 Wakanyeya 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.

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

### Notes to Non-consolidated Financial Statements

Year ended March 31, 2021

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#### **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% (2020 - \$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 (2020 - not utilized).

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

## Notes to Non-consolidated Financial Statements

Year ended March 31, 2021

**4. Restricted cash and short term investments**

	<b>2021</b>	<b>2020</b>
Cash	\$ 1,416,521	\$ 1,312,185
CIBC Securities Inc. - various mutual funds (at fair market value)	122,000	-
Investment in First Nations Bank (at cost)	627	627
Term deposit, bearing interest at .20%, maturing April 7, 2021	5,708	5,696
Term deposit, bearing interest at .55%, maturing March 31, 2022	218,500	214,848
	<u>\$ 1,763,356</u>	<u>\$ 1,533,356</u>

**5. Accounts receivable**

	<b>2021</b>	<b>2020</b>
All Nations' Holding Company Inc.	\$ 140,377	\$ -
City of Regina	40,881	17,580
FHQ Casino Holdings Limited Partnership	663,949	483,869
FHQTC Developments Limited Partnership	2,485	(1,119)
FSIN	85,842	213,042
Government of Canada - GST	79,003	153,593
Government of Canada - Indigenous Services Canada	62,785	35,331
Government of Canada - Other	468,916	529,014
Indigenous Services Canada (Health Canada)	19,365	228,328
Keseechiwan Holdings Limited Partnership	60,000	60,000
Miscellaneous First Nations	341,861	457,081
Leading Thunderbird Lodge	357,385	120,598
Living Sky CDC	2,984	-
Other	536,647	1,975,549
Province of Saskatchewan	23,819	36,905
Silver Sage Holdings Ltd.	772	198
SITAG	1,144,086	807,557
	<u>\$ 4,031,157</u>	<u>\$ 5,117,526</u>

## FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

### Notes to Non-consolidated Financial Statements

Year ended March 31, 2021

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#### 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, 2021, Keseechiwan's financial position was as follows:

Total assets	\$ 32,765,766
Total liabilities	29,885,957
Net assets	2,879,809
<b>Council's share of partners' capital</b>	<b>\$ 350,619</b>

For the year ending March 31, 2021, Keseechiwan's results of operations were as follows:

Revenue	\$ 3,473,923
Expenses	2,658,102
Net income	815,821
<b>Council's share of net income</b>	<b>\$ 70,346</b>

#### 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, 2021, FHQTC Developments' financial position was as follows:

Total assets	\$ 5,527,916
Total liabilities	195,303
Net assets	5,332,613
<b>Council's share of partners' capital</b>	<b>\$ 444,215</b>

For the year ending March 31, 2021, FHQTC Developments' results of operations were as follows:

Revenue	\$ 1,147,060
Expenses	1,358,292
Net income	(211,232)
<b>Council's share of net income</b>	<b>\$ (17,596)</b>

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

## Notes to Non-consolidated Financial Statements

Year ended March 31, 2021

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**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:

	<b>2021</b>	<b>2020</b>
Child Care Licensing	\$ 248,790	\$ 194,776
City of Regina	114,181	1,159
Enbridge	117,435	17,435
First Nation Health Services - Transfer agreement	-	111,152
FSIN	49,719	20,442
Government of Canada - Other	621,887	25,000
Indigenous Services Canada	4,398,971	3,347,591
Indigenous Services Canada (Health Canada)	5,063,251	3,834,542
Miscellaneous Health	11,039	11,339
Miscellaneous Justice	-	3,412
Other Income	902,365	470,160
Province of Saskatchewan	271,066	162,970
Qu'Appelle Haven (Indigenous Services Canada)	727,577	257,300
Saskatchewan Indian Training Assessment Group	-	48,251
Silver Sage Rental Agreement	9,736	13,372
Sports and Recreation	9,213	9,213
Three Band Day Care	513,231	353,792
WISH	119,602	50,673
	<u>\$ 13,178,063</u>	<u>\$ 8,932,579</u>

**9. Reserves**

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

	<b>2021</b>	<b>2020</b>
All Nations' Healing Hospital Inc.	\$ 766,111	\$ 766,111
Gathering Place	60,000	60,000
Safe Shelter - Qu'Appelle Haven	934,000	704,000
Safe Shelter - WISH	2,619	2,619
	<u>\$ 1,762,730</u>	<u>\$ 1,532,730</u>

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## FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2021

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### 9. Reserves (continued)

#### *All Nation's Healing Hospital*

These funds are set aside for future capital improvements.

#### *Gathering Place*

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

#### *Safe Shelter - Qu'Appelle Haven*

These funds are set aside for capital replacement, repairs and maintenance, and renovations. In the current year, \$230,000 was added to this balance (2020 - \$nil).

#### *Safe Shelter - WISH*

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

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

## Notes to Non-consolidated Financial Statements

Year ended March 31, 2021

**10. Tangible capital assets**

	<b>Land</b>	<b>Building</b>	<b>Furniture and Equipment</b>	<b>Vehicle</b>	<b>Total</b>
<b>Cost</b>					
As at April 1, 2020	\$ 597,491	\$ 3,769,861	\$ 5,256,110	\$ 159,690	\$ 9,783,152
Additions	-	14,959	205,388	52,624	272,971
Disposals	-	(831,416)	-	-	(831,416)
	<u>597,491</u>	<u>2,953,404</u>	<u>5,461,498</u>	<u>212,314</u>	<u>9,224,707</u>
<b>Accumulated amortization</b>					
As at April 1, 2020	-	1,746,134	4,197,793	137,889	6,081,816
Additions	-	78,432	232,202	9,623	320,257
Disposals	-	(388,857)	-	-	(388,857)
	<u>-</u>	<u>1,435,709</u>	<u>4,429,995</u>	<u>147,512</u>	<u>6,013,216</u>
<b>Net book value - 2021</b>	<u>\$ 597,491</u>	<u>\$ 1,517,695</u>	<u>\$ 1,031,503</u>	<u>\$ 64,802</u>	<u>\$ 3,211,491</u>
<b>Net book value - 2020</b>	<u>\$ 597,491</u>	<u>\$ 2,023,727</u>	<u>\$ 1,058,317</u>	<u>\$ 21,801</u>	<u>\$ 3,701,336</u>

**11. Commitments and contingencies**

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

2022	\$ 382,000
2023	202,000
2024	47,000
2025	3,000

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, 2021

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**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:

	<b>2021</b>	<b>2020</b>
<b>(Increase) decrease in current assets:</b>		
Accounts receivable	\$ 1,086,369	\$ (1,299,105)
Prepaid expenses	(52,511)	13,007
	<u>1,033,858</u>	<u>(1,286,098)</u>
<b>Increase (decrease) in current liabilities:</b>		
Accounts payable and accrued liabilities	1,536,553	221,199
Deferred revenue	4,245,484	1,901,764
	<u>5,782,037</u>	<u>2,122,963</u>
	<u><u>\$ 6,815,895</u></u>	<u><u>\$ 836,865</u></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 \$2,456,448 (2020 - \$2,483,845) in Indigenous Services Canada (Health Canada) funding to Council. Of the amount received, \$480,000 (2020 - \$1,979,401) was transferred to All Nations' Healing Hospital Inc. to fund hospital operations.

Other income includes \$496,310 (2020 - \$575,900) of rental and administrative services income from related parties.

Accounts receivable from related parties are \$1,227,952 (2020 - \$663,546).

Accounts payable and accrued liabilities due to related parties are \$1,629,441 (2020 - \$617,460).

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, Keseechiwan Holdings Limited Partnership, Leading Thunderbird Lodge Ltd., Living Sky Community Development Corporation, Silver Sage Holdings Ltd. and Silver Sage Housing Corporation.

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

### Notes to Non-consolidated Financial Statements

Year ended March 31, 2021

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#### **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 \$817,000 of accounts receivable have been outstanding more than one year (2020 - \$1,656,000). 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.

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

### Notes to Non-consolidated Financial Statements

Year ended March 31, 2021

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**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. Significant event**

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

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







**HEAD OFFICE**

**File Hills Qu'Appelle Tribal Council  
Treaty 4 Governance Centre  
Treaty 4 Territory,  
Reserve #77**

**Box 985**

**Fort Qu'Appelle, SK  
S0G 1S0**

**Phone: (306) 332-8200**

**Fax: (306) 332-1811**

**[www.fhqtc.com](http://www.fhqtc.com)**

