



**FHQ**

*Tribal Council*

**File Hills Qu'Appelle Tribal Council  
2021-2022 Annual Report**

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# TRIBAL CHIEF & CHIEF EXECUTIVE OFFICER JEREMY FOURHORNS MESSAGE



I am honoured to present our 2021-2022 Annual Report to the Membership of File Hills Qu'Appelle Tribal Council. It is an opportunity to share the challenges and accomplishments of our committed staff throughout our organization and our entities geared towards providing programs and services to our citizens, both on and off reserve, as well as building relationships and capacity. On behalf of all of us, I acknowledge the contributions and hard work of our staff and their many successes and continuing work to meet the many challenges highlighted in this report. Thank you!

In recent years, our Tribal Council has gone under significant changes, including coming out of a world pandemic, which had huge impacts on our communities.

Despite the challenges we faced, we've adapted and adopted modern techniques to continuing our outstanding delivery of programs and services. We shared that journey together and it has made us a stronger, more united Tribal Council.

As we make our way into another year, we will build upon our successes and innovations that have come to set us ahead in many ways. Our hospital and Health Services department have expanded and seen the construction of our long-awaited helipad. Our Field of Dreams began construction and will see the grand opening next year, our intergovernmental relations have been strengthened, and many more achievements that are highlighted in this report.

It's a great honour and responsibility to fulfill the duties in which every one of us has in serving our communities, and I look forward to continuing to do so into the future alongside our dedicated FHQTC staff and our leaders.

A handwritten signature in black ink, appearing to read 'Jeremy Fourhorns'.

Jeremy Fourhorns,  
Tribal Chief & CEO  
File Hills Qu'Appelle Tribal Council Inc.



Peepeekisis Cree Nation Settlement Claim Announcement



Little Black Bear's Band Community Centre Grand Opening



Emergency Management-Red Cross Partnership



Daywalker Homefire Family Centre Grand Opening

## A YEAR IN THE EYES OF OUR LENS



LTL Land Based Camp Grand Opening



ANHH Heliport Construction



QHSS Walk Against Domestic Violence



Orange Shirt Day Standing Buffalo Honour Run

# ADMINISTRATION

The File Hills Qu'Appelle Tribal Council recognizes and encourages the respect, and dedication from all FHQTC and Entities' employees and acknowledge them for their commitment as they carry out their important work and consistently contribute to the achievement of our organizational goals.

Administratively, we remain dedicated to spending time and resources to incessantly improve our internal operations and governance processes.

During this past year, we continued to be faced with challenges and successes conducting business in an unfamiliar and unprecedented period. Each one of our employees had to overcome barriers and embrace changes during a period of unknown. Many had to assume increased responsibilities, and develop and implement measures in the workplace to ensure the safety of our member Nations' citizens, our clients, and colleagues. We applaud everyone for their contributions to an organization that continues to thrive with the help from our employees.

With the commitment of the staff and on-going support from our Boards and Committees, we strive to achieve organizational strategies that are responsive and innovative.

In the past year, a compensation market review was conducted to determine the competitiveness of compensation and benefits offered by the organization. Final report findings indicated that our current pay structure was on par with comparative organizations and enabled us to identify how we can incorporate additional advantages or incentives into a recruitment and retention strategy.

An internal review of our hiring processes was undertaken in order help provide perspective and clarity to the current hiring practices, policies, or procedures. Through this process, it allowed those who participated a better understanding and the ability to provide input into the organizational Conflict of Interest, Code of Ethics and Hiring policies. These key feedback points determined recommendations to proceed with as we move forward. With Leadership's support we are in a better position to incorporate a plan for improvement if needed and to acknowledge areas of strength as identified.

FHQTC continues to acknowledge our long-term staff members. The following employees were presented with years of service awards in appreciation and recognition of their commitment, dedication, and loyalty to our organization:

<b>Alana Starr</b>	<b>10 years</b>
<b>Edmund Bellegarde</b>	<b>15 years</b>
<b>Shannon Thomson</b>	<b>15 years</b>
<b>Erick Gordon</b>	<b>15 years</b>
<b>Carla Patterson</b>	<b>15 years</b>
<b>Shawn Baker</b>	<b>15 years</b>
<b>Frances Montgrand</b>	<b>20 years</b>
<b>Pam Desnomie</b>	<b>25 years</b>
<b>Corrina Wajuntah</b>	<b>25 years</b>
<b>Stephanie Montgrand</b>	<b>25 years</b>

# ADMINISTRATION Cont'd

**Special acknowledgement to Carol Pinay for achieving our 1<sup>st</sup> ever 35-year service award. She has been employed as our Database Technician since June 1986!**

We continue to see an increase in the number of long-term employees and is a true reflection of FHQTC's success in creating a workplace that cultivates a sense of pride and belonging.

**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 the financial management is maintain to the highest level. Our finance team continues to make determined and focused efforts 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, now up to 199 schedules from 189 previously. As well, some funders decide to due periodic financial monitors of our financial information to verify the information provided.

Included in this annual report is the Non-Consolidated Financial Statements, this statement has gone through the audit process by an independent third-party accounting firm. These financial statements that are provided gives 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. The consolidated financial statement is also audited and includes all Tribal Council Entities.

The 2021-2022 fiscal year was the second full financial year under the COVID-19 Pandemic, programs and services have adapted to the new way of doing business. As a tribal council we ended the year with a surplus of revenues over expenditures. The tribal council was able to maintain most of its funding levels throughout the year and had shown a slight increase in revenues over the prior year, with everything remaining consistent from the prior year.

# LANDS, RESOURCES, ENVIRONMENT AND STEWARDSHIP

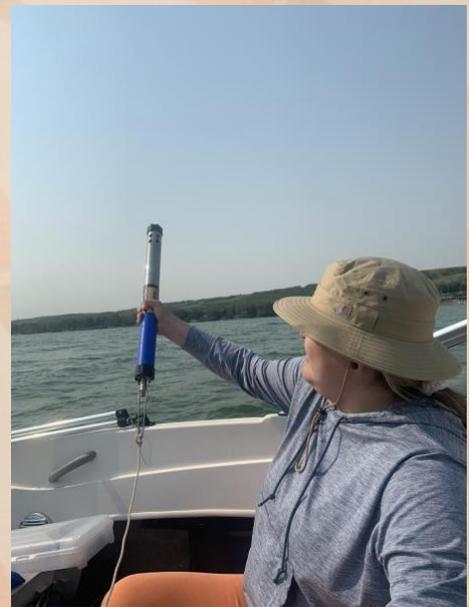
## Background

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

The assignment of the Lands, Resources, Environment & Stewardship department is actuated from long standing issues and guided by the contiguous direction from our FHQTC Lands & Resources Chiefs Committee: Qu'Appelle Agency Chief Matthew Todd Peigan/Pasqua First Nation and File Hills Agency Chief Brady O'Watch/Carry The Kettle First Nation & Chaired by FHQTC Tribal Chief.

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

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



## Highlights

In our 2021-2022 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.

Much of our engagement and dialogue involved building capacity with our Nations that with a hybrid/virtual/in-person environment. 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 annual 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.

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



## Initiatives 2021-2022

### Indigenous Habitat Protection Program (IHPP)

- Research, Engagement and Collaboration on fish habitat
- Curriculum development on fish and fish habitat and Indigenous Water Rights
- Webinars on fish, fish habitat
- Engagements with Women's Council, Youth Advisory Council, Traditional Knowledge
- Holders, Elders, Language Keepers & Leadership
- Contribution to Water Conference

### Indigenous Centre for Cumulative Effects (ICCE)

#### Research & Engagement on Cumulative Effects

- Webinars on cumulative effects in collaboration with the Canadian Institute of Resources Law (CIRL)
- Research on cumulative effects in the Qu'Appelle River Watershed
- Research on cumulative effects in Cypress Hills
- Engagements with Women's Council, Youth Advisory Council, Traditional Knowledge Holders, Elders, Language Keepers & Leadership

### **Impact Assessment Agency of Canada (IAAC)**

Research, Training and Engagement on the Canada Impact Assessment Act

- Mapping tools, development & training
- Cumulative effects assessment training (10 sessions)
- Research and analyses
- Engagements with Women's Council, Youth Advisory Council, Traditional Knowledge Holders, Elders, Language Keepers & Leadership

### **Consultation and Resources Centre**

- Engagement and Information sharing with Leadership, Land Users, Women's Council, Youth Advisory Council, Traditional Knowledge Holders, Elders and Language Keepers
- Support to FHQTC Member First Nations on consultation requests
- Partnership development
- Research development and information sharing

### **Aboriginal Fund for Species at Risk (ASFAR)**

Research and Engagement on Big Mouth Buffalo

- Fish migration patterns (telemetry)
- Water quality mapping
- Diet analysis (stable isotopes)
- Engagements with the Women's Council, Youth Advisory Council, Traditional Knowledge Holders, Elders, Language Keepers & Leadership

### **First Nation Adapt Program (Climate Adapt)**

Research, Engagement and Tool Development

- Research on best practices in climate adaptation
- Information sharing in implementation strategies
- Engagements with Women's Council, Youth Advisory Council, Traditional Knowledge Holders, Elders, Language Keepers & Leadership

### **IAAC Policy Dialogue Program**

- Submission to the IAAC: "Comments on the Onshore Pipeline Regulations Review Discussion Paper"

### **Analysis of Legislation, Policy & First Nation Jurisdiction**

- Rights advocacy with federal Ministers offices
- Lake Diefenbaker Irrigation Project
- Inherent Right to Hunt Capacity Support Training
- Modernized Fisheries Act of Canada (Bill C68)
- Impact Assessment Act of Canada (Bill C69)
- Bill C-15 UNDRIPA
- Bill S5 Canadian Environmental Protection Act
- Bill 161, Provincial Trespass to Property
- Public Offerings Land & Mineral Sales
- Treaty Land Entitlement & Crown Land Divestiture
- Carbon Offset Program/Biodiversity & Sustainable Development

## Partnerships & Collaborations



The formal partnership between the University of Regina Faculty of Science (Institute of Environmental Changes and Society (IECS)) 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 work 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 successfully implemented Cumulative Effects research and training initiatives with academic partners from 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 2021 to March 2022, we have organized, hosted 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. We have hosted teach-in to promote capacity building and in inviting the public to participate, we support our role in reconciliation with non-First Nation peoples.

### Highlights include:

#### Hosted:

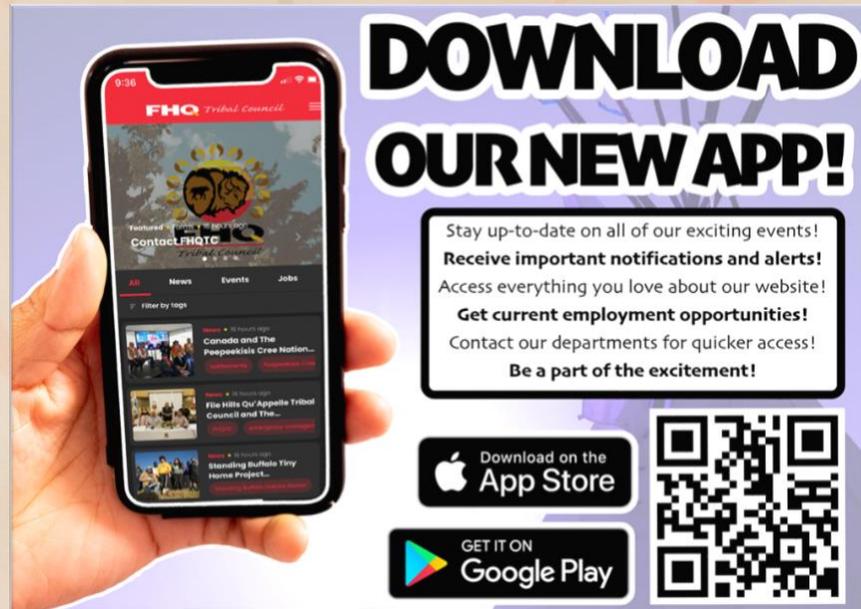
- Language Keepers capacity development with 5 linguistics of Lakota, Dakota, Nakoda, Cree & Saulteaux
- Teach-Ins on First Nations rights topics: Lake Diefenbaker Irrigation Project & Water Diversion Impacts, Blueberry River First Nation Yahey vs BC case law, Duty to Consult & Cumulative Effects, Water Rights & Cumulative Effects, Cumulative Effects & Canada's Adoption of UNDRIPA Bill C-15, Treaty Land Entitlement: Occupancy & Use
- FHQTC Youth Leadership Gathering, Cypress Hills
- Cumulative Effects Training modules with FHQTC Nations' Leadership
- Various meetings with FHQTC Land Users, Land Managers & Lands Trusts

#### Participant Representation:

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

# COMMUNICATIONS

Most Member Nations, our Tribal Council, and most of our associated entities began to lift some pandemic restrictions and opened borders. This led to numerous events that were covered throughout the year.



**DOWNLOAD  
OUR NEW APP!**

Stay up-to-date on all of our exciting events!  
**Receive important notifications and alerts!**  
Access everything you love about our website!  
**Get current employment opportunities!**  
Contact our departments for quicker access!  
**Be a part of the excitement!**

Download on the  
**App Store**

GET IT ON  
**Google Play**

A major highlight for the Communications Department was the launch of our new app! The app is an exciting new tool that has quick access to our various events, job postings, and direct contact to our various departments! In its initial launch, we seen immediate growth and downloads via the Apple App Store and Google Play.

Our various social media accounts and websites continue to see rapid growth and our reach has now reached over 2 million collectively across our numerous platforms. As more restrictions get lifted in the coming year, we will see more events taking place and our reach will only grow.



**YouTube** **SUBSCRIBE**

**1000+ SUBS!**  
**THANK YOU FOR YOUR SUPPORT!**

# 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

FHQTC Jays Care Rookie League program is back, with covid restrictions still amongst our nations, we took great care in safety to deliver the program. It was very minimal; eight Nations participated and followed each nation's covid restrictions set rules. Each community had about 10-15 youth playing baseball. Each team really enjoyed their time to play, as it's been hard for our people not to interact during the pandemic, this gave a chance for each youth to break out of there isolation and engage in a fun activity of Baseball. The points system was still added for the season to determine the winners, in which this season winners were Piapot First Nation, they were awarded a monetary gift to be utilized for their team on this huge success of gaining the most points. The money has been used for wind up event for the kids.

This is the 4th year FHQTC and Jays Care have been in partnership to run the Indigenous Rookie League, set out for first nations youth to develop and create self-esteem, self-confidence, connecting communities. This program also reduces the number of mental health concerns reported by children and youth. The Rookie League program was held over an 8-week period that included weekly practices and inter-community games for all eleven communities.



# FHQ e-Commerce Ltd.

FHQ e-Commerce Ltd. pursues opportunities in the electronic commerce sector on behalf of the File Hills Qu'Appelle Tribal Council and the eleven 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. FHQ e-Commerce Ltd. is supported by a global team of financial, regulatory, and capital markets experts from across the globe.

We always understood the barriers to entry into this highly regulated industry, and for the last year have been pursuing the acquisition of a stable institution in one of the world's most recognized offshore banking centres. This will allow us to capture the growing market opportunity one of the fastest growing industries, the sector that saves time, lowers costs, streamlines operations, and breaks down geographical limitations is predicted to maintain substantial growth in the years ahead.

We would like to thank our shareholders for their continued support as we look to generate returns that will support healthy communities and strong nations.



## 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:**

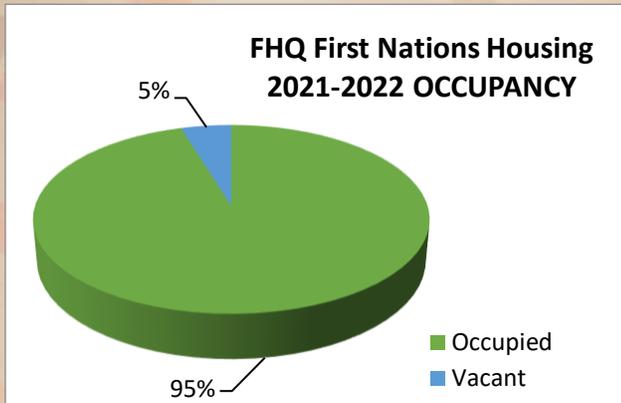
There are **11 First Nations** in the File Hills Qu'Appelle Tribal Council, located in southern SK

### **POPULATION:**

Total membership for the 11 FHQ First Nations is **16,846**

**HOUSING UNITS:** There is a total of **1467 housing units** on the 11 FHQ First Nations.

**Occupied:** 1398 Housing units = 95%      **Vacant:** 69 Housing units = 5%



**OCCUPANCY RATE:** 3.5 people per housing unit.

The average occupancy rate ranges from 1.9 people per unit on our smallest First Nation to a high of 6 people per unit on another First Nation.

**VACANCY:** 4.7% (69 houses) units are vacant due to: 23 Major Renovations required, 16 Condemned and need to be replaced, under 19 construction, in selection of occupants, 11 vacant (other.)

**OVER CROWDING:** 10.5% (147 houses) of the 1398 occupied housing units are overcrowded.

**ELDERLY / DISABLED:** 23.5% (328 houses) of the 1398 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 1467 housing units.)

### **MINOR RENOVATIONS NEEDED:**

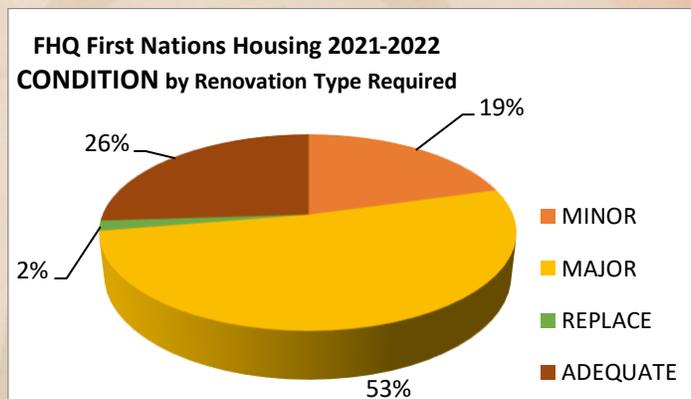
- 19 % (286 houses) require Minor Renovations (up to \$5,000)

Total cost to repair = **\$1,162,195.00**

### **MAJOR RENOVATIONS NEEDED:**

- 53% ( 777 houses) require Major Renovations (over \$5,000)

Total cost to repair = **\$22,836,200**



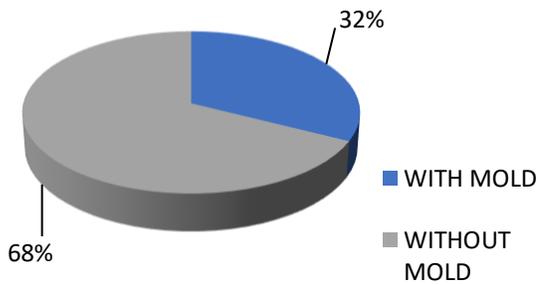
### **CONDEMNED / REPLACE:**

- 2% ( 28 houses) are beyond repair and need to be replaced. **11 of these condemned houses are still occupied by families.**

### **ADEQUATE:**

- 26% (376 houses) are in adequate condition

**FHQ First Nations Housing 2021-2022  
Housing Units With Mold**



**MOLD:**  
32.4% (463 houses) on the 11 FHQ First Nations have mold. Families are living in these units.

Mold in these homes range from minimal to excessive.

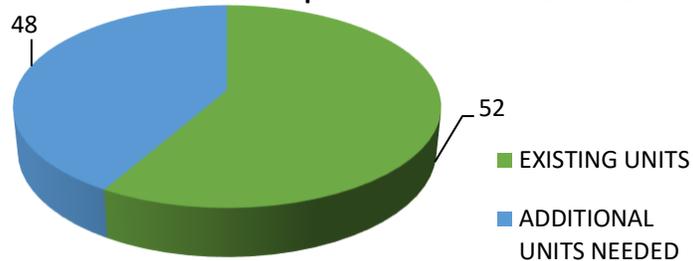
**VERMICULITE:**  
1.2% ( 16 houses) of the homes have vermiculite / asbestos insulation.

**BACKLOG – ADDITIONAL UNITS NEEDED:**

1467 existing housing units

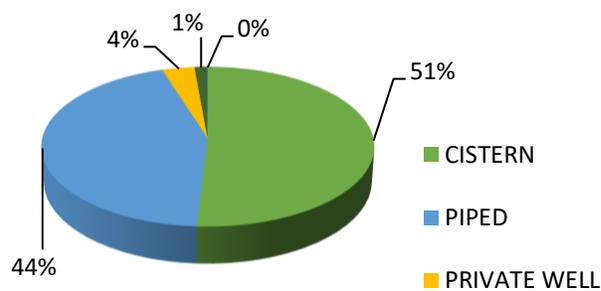
1363 additional housing units are required at this time to fulfill the need for homes on the 11 FHQ First Nations. (Waiting lists, overcrowding, multiple families per unit, etc.)

**FHQ First Nations Housing 2021-2022  
Additional Units Required to Fulfill Current Need**



**WATER SYSTEMS:**

**FHQ First Nations Housing 2021-2022  
Water Systems by Type**



- 1 units do not have any Water System.

- 44% (640 houses) of the houses are on a piped water system connected to the Water Treatment Plant.

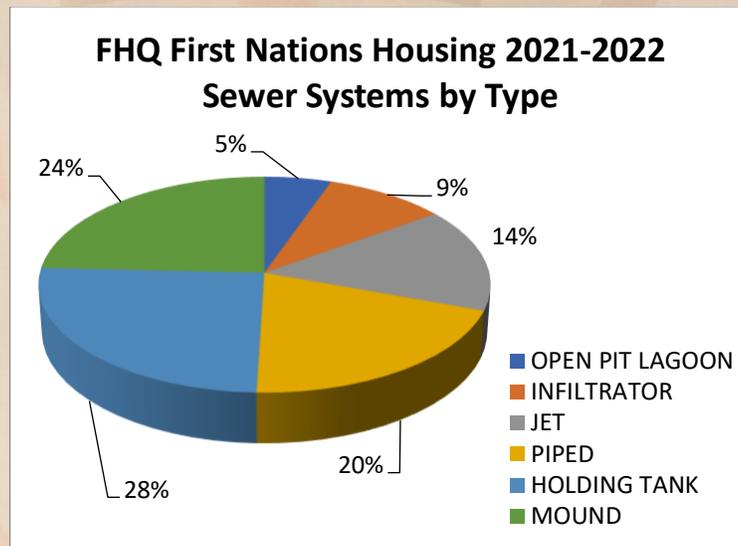
- 51% (749 houses) of the houses have cisterns and have water trucked from their local Water Treatment Plant. Majority of these cisterns are on a **continuous Boil Water Advisory** due to the poor condition of the Cisterns, and the risks of contamination during the delivery of the water to the cisterns.

- 1% (19 houses) of the housing units are connected to **Community Wells** which **MAY or MAY NOT have treated water.**

- 4% (58 houses) of the FHQ Housing Units have private wells with **UNTREATED water**

## SEWER SYSTEMS:

- 5% (78 houses) of the houses have individual open pit lagoon sewage systems (piped to an open hole in the ground)
- 9% (126 houses) of the houses have infiltrator systems
- 14% (211 houses) of the houses have jet systems
- 20% (295 houses) of the houses have piped sewer system to a community lagoon
- 25% (408 houses) of the houses have holding tanks which have to be emptied on a regular basis.



- 24% (348 houses) of the houses have mound sewage systems.

## CMHC RRAP

The 2021/2022 allocation for the File Hills Qu'Appelle First Nations was \$128,255. 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 2021/22 year was \$2,713,082.

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 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 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 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 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. Our strategy focuses on trying to increase the amount of opportunity that exists in the market and push 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 number 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 creating opportunities within 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 Event Participants

FHQ Developments launched the Entrepreneurship Guide, a resource for Indigenous entrepreneurs seeking to start a business allowing them to grow and be successful. The Entrepreneurship Guide can be found on our website, which has been updated making it easier for citizens to access and develop as a resource hub library.

Utilizing our partnerships with WESK and EDR, we collaborated in creating an online community to help all entrepreneurs succeed. This is how theHiveYQR was created, making it the best place to be for any level of entrepreneur to receive advice and for any business expert looking to share their knowledge or give back to Regina's local community. Entrepreneurs, at any stage of business, and experts in the Regina area or a member of the 11 Nations that make up the FHQ Tribal Council, who are interested, ambitious, and eager to network and help grow their business, while helping others find success in their business.

FHQ Developments continues to work with our existing partners: SIEDN, SEDA, WESK and Economic Development Regina. We are currently looking to expand our partners finding more opportunities for our Nations to grow in the market.

We hosted several thought-provoking events that engaged our Nations through our virtual Indigenous Agricultural Innovation Conference, “Knowing our Roots, Growing our Future.” We invited Keynote speaker Chief Scientist of Microsoft, Ranveer Chandra and had viewers across the globe and as far as Ireland, India, and the United States. FHQ Developments held its first Economic Development Forum offering both in-person and online, “Gathering Many Nations to Build a Brighter Future,” with an audience nationwide. We also invited other Indigenous Economic Development Corporations for a panel discussion, which was one of the highlights of the event and not to mention we had Keynote speaker Carol Anne Hilton CEO/Founder of Indigenomics Institute.

Through the growth of our partnerships and relationship building, we were able to offer informative webinars and information sessions increasing the impact in economic development and entrepreneurs. The organizations we worked with are WESK, Northern Visions Developments, Blue Moose Media, Saskatchewan Chamber of Commerce, SIEDN, and SkyAlyne’s FACT Program.

### **Investments & Partnerships Highlights**

#### **Great Plains Contracting**

As many current clients have looked to internally operationalize contracts over the course of the past year this has caused a decline in revenue and ultimately a decline in profitability. Our GM is working through a new strategic plan to increase the internal capacity of the company and further explore opportunities to work directly with Nations. GPC did have the opportunity to work on the new helicopter pad on site at the All Nations Healing Hospital.

#### **TOPA Contracting**

TOPA continues to grow. Revenue increased by 38% in 2021-22 and net income remained solid as well. The company has over 200 employees and has a solid foothold in the janitorial business for the two of the largest potash producers in the province. It also continues to add and diversify its business lines.

#### **Stone & Arrow**

The new engineering start-up has worked on building its brand in the market and has begun to execute on its first contract in the current fiscal year. Outlook for the upcoming fiscal year is very promising with a year of stellar growth ahead and into the future.

#### **Pathway Supply**

Pathway has now relocated its operations to Regina and is looking to build upon the foundations it has laid in developing its customer base. The company has faced some challenges through the pandemic as many of the customers were unable to meet face to face. It is anticipated that once Pathway lands its first large customer that it will be well on its way to profitability.

#### **PLATO Sask Testing**

PLATO Sask Testing saw revenues exceed \$2 million for the first time and posted a net profit for the first time. Growth continues unabated despite the pandemic and PLATO Sask Testing still managed to add employees to its ranks via its training cohort. The expectation is that PLATO Sask Training will continue to grow and generate strong returns for the dev corp.

### **SHP6 (Home Inn & Suites)**

Hotel revenues and occupancy rates returned to pre-pandemic levels in 2021. Gross and net profit margins were above pre-pandemic levels, reflecting the improved margins due in part to the improvements made to the property prior to the pandemic.

### **Ensign Drilling LP#1**

The partnership has seen its fortunes turn around in 2021-22 with the rise in the price of oil and demand increasing. The partnership is both net income and cash flow positive and the outlook for the near-term is solid. The asset was used through the downturn and soon will have positive equity and begin to provide dividends to the development corporation.



FHQ Developments Event

### **Strategic Partnerships with Mammoet Cranes and Badger Daylighting**

With little in the way of large-scale projects within the province during the last year these two partnerships have slowed in terms of momentum, but this isn't to say that FHQ Developments has not been working behind the scenes to help these partners set themselves up for future success in winning bids. The outlook is bright. Since there is no cash invested in these partnerships there is no downside risk associated with them and FHQ Developments manages its time in relation to these partnerships accordingly.

### **NRStor and Other Renewable Energy Initiatives**

FHQ developments continues to work on finding a successful renewable energy project for the corporation and eventually its limited partners. In 2021-22 it signed a MOU with NRStor to develop and present a battery storage project for SaskPower. It remains active and will work to find a home for the projects it has with NRStor, BluEarth and Switch Power.

### **Activity**

FHQ has many initiatives in the works for new partnerships, investments, and business development to grow the current companies within its portfolio. 2022-23 will be a year of rebounding fortunes for the current portfolio and there are some upcoming partnerships that will bode well for future growth of the entity.

# EDUCATION

The school year of 2021-2022 presented many new challenges as well as an abundance of opportunities. This year, education focused on areas of literacy, land-based education and student and staff wellness. With these focus areas in mind, File Hills Qu'Appelle Tribal Council Education team set out to create, support and reconnect learning and learners throughout our communities.



Like other education programs across the country, emphasis was and is placed on the foundations of reading. To address any reading loss over the last while, summer reading programs were essential in maintaining reading ability and reducing cumulative loss. Once again, FHQTC Education offered students in our communities the opportunity to participate in summer literacy camps. The camps were hosted by teachers from Peepeekisis Peskastew School and Standing Buffalo School. Students were involved in cooking and creating art projects. All activities were connected to developing foundational Literacy Skills.

In February during the Winter break, Books, Bedtime and Bannock took place with families from our communities. The families and students participated in day-long activities and had an opportunity to spend the night in one of the tents indoors at the Balcarres Hall.

FHQTC Education was very pleased to partner with GoodMinds.com, a First Nations family-owned business who are passionate about Indigenous Books. This partnership brought in \$55,000.00 of teacher approved books. The books were distributed to each of our 11 Nations and a little library house was built and installed to house the books. The materials for houses were made possible with the support of our generous partners at Nutrien. The concept of the Little Libraries is to remove the barrier to authentic quality reading materials.

During the pandemic, many of our students took the opportunity to learn from the land. Land-based learning provides our families and learners with the opportunity to blend curricular outcomes to learning activities connected to the land and surrounding habitats. The benefits of land-based learning include building a strong sense of community connectedness and resilience by developing a sense of belonging. Land-based learning builds and nurtures mental, physical, and spiritual wellness while incorporating curricular concepts in Science, Social Studies, Climate change, Native Studies, and Language Arts.

We are looking forward to the upcoming year and reconnecting with learners and their families.



Standing Buffalo Tiny Home Project Ground Breaking



Jordan's Principle Staff Celebrating Jordan's Birthday



All Nations Healing Hospital Heliport Grand Opening



Edmund Bellegarde Retiring as Tribal Chief during FHQTC Election Ceremony

## A YEAR IN THE EYES OF OUR LENS



Newly Elected Tribal Chief Jeremy Fourhorns Inauguration Speech



Some Justice Staff During their Annual Justice Conference



First Responders Training



Yellow Thunderbird Home Grand Opening

# 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

With the planning of this year's programs, we have had several successful projects:

- Tri-Trades and Workplace Essential Skills with Life Skills
- Building on Employability Skills Training (BEST)
- Tiny Homes Project
- Good Medicine Circle Training Program
- Adult Basic Education

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



# RESTORATIVE JUSTICE

2021 continued with our programs doing business in new ways. Our court work used the phone or video conferencing for clients to present in court. The First Nations continued with security and locked down so, we had to make client visits in rather unusual ways. Meetings at the security gates, getting security to drop off for us, or asking passer byers to take packages in. It was inventive and we emphasized keep safe. This is the big change in doing business since the pandemic left us reliant on technology.

From phones, video conferencing, live time, to zoom we have conducted meetings, court, and sessions all around the world. Many opportunities that would have never happened in our world pre-covid have allowed us to participate in youth violence curriculum



development in Toronto, Gladue presentations in New Zealand, to developing capacities for Domestic Violence workers in Ottawa. This has allowed our voice to be in areas they never would have been without the development or use of technology.

The actual court files we received were way down, but staff continued with mediations, circles, domestic violence sessions, probation calls and minimal training sessions. Most of all the trainings our staff completed were online. Our home in Lebret Nápewak Mikiwáhp Men's safe lodge is still unfunded. We continue to write proposals to get it open.

Our FASD projects ended this year. It provided new technology and ideas around language in courts for understanding cognitive issues in acquired brain injuries and neurodevelopment disorders. It gave the staff new ideas in how to sustain and maintain observance to court orders.

We have developed a partnership with the University of Regina – Integrated Justice Program. The partnership is supporting each other with Gladue reports for the courts. Our staff can partner with a writer, interviewer or our we do the interviews, and the writing. Dr. Michele Stewart reads and suggests edits for all our reports. All the staff have received on line Gladue Writers Training from Indigenous Perspective Society from BC.

Our highlight this year was staying Covid free. Two of our staff out of the nine were the leaves of the covid tree that went down. Staying safe and still providing front line services continues to be a challenge.

# Aboriginal Head Start Early Learning Program

Aboriginal Head Start on Reserve instills a supportive, caring, inclusive and nurturing learning environment for pre-school children ages 3 & 4 years old. AHSOR is based on a holistic model that encompasses the emotional, spiritual, physical, and mental health needs of children to inspire lifelong love of learning. Our programs promote First Nations culture and language through daily use of language, land-based learning/activities and being inclusive of Elder involvement in ways of storytelling, visiting, language and family.

Services of the program are delivered by early childhood educators, who have a wealth of knowledge, embrace continued learning/professional development, and are truly committed to working with the children in their community.

The six core elements of AHSOR are:

- 1) Promotion and Protection of First Nations Language and Culture;
- 2) Healthy Nutrition;
- 3) Education;
- 4) Health Promotion;
- 5) Social Support; and
- 6) Parental and Family Involvement

Support is provided for Parents, Guardians and Extended Family through social supports that include home visits/outreach, family social activities, parent support groups, community gatherings, sharing of information on health

## **COVID update:**

### **Outreach**

During pandemic peaks and closures, we continued to serve children and families through outreach programs and activities to ensure a supportive learning atmosphere. Staff prepared program material and iPads for delivery to homes for children within the age group of the Head Start program. This included children currently registered or eligible for the program to foster inclusiveness for all children and families during a times of uncertainty.

### **Centre based**

AHSOR learning began a gradual opening earlier this year in many of our communities, while keeping COVID community guidelines and protocols as a top concern for the safety of our children, staff and families. We look forward to a full opening of Head Start programs this fall and kicking off a fantastic new Head Start year of learning for all involved.

## Aboriginal Head Start Early Learning Program Contd...

### Training

Opportunities for professional development throughout covid were limited, although we encouraged continued education via online opportunities for all Directors, AHSOR staff and Coordinators. Meetings, support and workplan developments continued and followed through via ZOOM and phone calls.

As pandemic protocols eased, we partnered with FHQTC Education and were able to offer our community Head Start, Daycare, Maternal Child Health, and Community Health Representatives the opportunity to gain knowledge and skill sets with offering **Ages & Stages Questionnaire (ASQ)** training. ASQ is a developmental screening tool that is culturally sensitive, easily managed by staff and is utilized for early detection and intervention of developmental milestones. With completion of this training, we can offer families screening, support, and referral in many areas of community programs, to ensure are children 0 to 6 years old will have the support of school readiness that encourages positive learning outcomes.

We completed professional development training for a newly developed Early Learning **Language Curriculum** with SICC that was specifically put together for Indigenous Early Learning Child Care (IELCC) programs (AHSOR and Daycare) in Saskatchewan. Plans to incorporate the program will begin this fall.

We are working on a proposal with Morris Interactive to bring a customized **Level 1 and 2 Leadership Training for Managers** in IELCC programs within FHQTC. This training brings forward **7 Modules** that focus on:

- 1) Leading Individuals; Bringing out the Best in each Employee
- 2) Conflict Resolution in the workplace
- 3) Developing as Team Players
- 4) Understanding the Impact of Decisions
- 5) Understanding the Role of a Leader to Facilitate Change
- 6) Adopt Inclusive Leadership Behaviours; Inclusive and positive work environments
- 7) Performance Management; Goal setting, leading and management processes

We are looking forward to a wonderful Aboriginal Head Start on Reserve year of professional development, team building and successful programs for Children and their families!

# WHITE RAVEN HEALING CENTRE

The fact that the 2021-2022 fiscal year was in the middle of a world-wide pandemic highlighted immensely the role and need for all that White Raven Healing Centre offers. FHQTC saw an increased demand for every aspect of service that White Raven Healing Centre offered—mental health therapy, crisis and critical incident stress management support, holistic healing and wellness programming, traditional medicine, and ceremony.

The White Raven team made it a priority to sit together and truly assess its short-term and long-term objectives, programs, services to ensure it was fulfilling the vision set at the establishment of the Centre. All teams within White Raven came together to develop a Strategic Plan with aligning activities to undertake throughout the fiscal year.

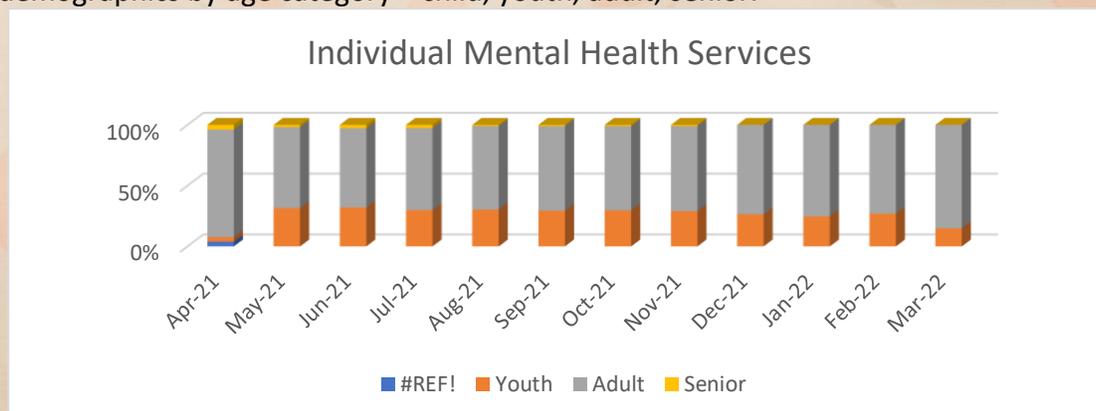
As the year progressed, the Centre determined a need to bring the stakeholders in to discuss the issues and needs from the citizens and nations. The Centre wanted to ensure its annual planning and activities were aligning with the needs and priorities of the nations.

Therefore, the White Raven Wellness Transition and the Youth Action Plan (YAP) teams hosted an in-person Community Engagement Gathering in October 2021. The focus of the engagement sessions involved a review of the WRHC - Strategic Plan 2021, existing Community Wellness best practices, culturally appropriate alternative healing methods, service gaps, and self-care. An engagement report was later produced outlining summary of discussions and outcomes.

The White Raven teams continually assessed and evolved in its it purpose, programs & services within the year to support effective programs and services. The Critical Incident Response Stress Management (CISM) Program evolved its name to that of the Wellness Transition team—to demonstrate a holistic healing path when dealing with crisis (from incident to heathy outcome).

## Mental Health and Wellness Team

The following highlights chart shows the Centre’s individual counselling (therapy) demographics by age category—child, youth, adult, senior.



The following targeted programming to support First Nation and client needs were developed and offered throughout the year.

- Life Promotion
- Health Relationships
- Substance, Misuse, Prevention, Awareness and Aftercare
- Traditional and Cultural Workshops
- Self-Care
- Sacredness is life
- Building Resilience with Indigenous Youth
- How to save a life (Naloxone Training)
- Indian Residential School Healing Programming

A number of community wellness support week activities as well as virtual drop-in support activities were held February and March 2021, answering community requests for family-centered healing and Wellness activities.

### **Cultural Team**

The Cultural team had seen a high-level interest and demand for the traditional and cultural practices as First Nations and citizens acted to mitigate the presence of the Covid-19 virus. Therefore, the Centre's Ketêyak and Helpers began its year planning and preparing for spring lodges and ceremony, followed by a summer of medicine harvesting.

There were monthly pipe ceremonies held every month on behalf of the FHQTC organization, member First Nations, citizens, and clients. The team was present for all the Centre's activities as well as for those in the communities.

Traditional cultural camps were held for developed for students and youth, as well as in-house teachings for those who requested.

### **Youth Wellness team**

Several youth activities were planned throughout the year for youth – in-person activities as well as virtual activities. The collaboration and partnership between all the teams within White Raven Healing Centre were focused on providing programs, services, and support to everyone who was a part of the Tribal Council.

The Youth team established a collaboration agreement with Parks Canada to

- Plan, promote and implement experiences for Family/Youth enjoyment and learning in predominantly open outdoor spaces following COVID precautions
- Plan, promote and implement activities for connection to land/animals
- Plan, promote and implement experiences for Indigenous Tourism in the area
- Plan, promote and implement displays and activities as traditional foods, art, games, and activities

It also established partnerships with the U of R to host several summer science camps in Regina and Fort Qu'Appelle.

All of the teams within White Raven Healing Centre worked closely together in programming and delivery of programs.

# WOMEN'S COUNCIL



The FHQ Women's Council is committed to advocate and address issues that concern our First Nations women, youth, and children.

During 2021-2022, FHQ Women's Council's focus was on priorities such as: Murdered and Missing Indigenous Women and Girls and Violence and Exploitation of Women and Children. As such, the FHQTC participated several key activities happening at national and regional level:

- The Assembly of First Nations held targeted engagement sessions to develop a First Nations women led National Action Plan to end violence against Indigenous women, girls, and 2SLGBTQIA. Engagement Sessions were held for Tribal Councils, Justice Sectors, and Service Providers.
- The PAGC's Women's Commission's hosted a 'WE RISE' event and unveiled a monument early in 2021 which provided an opportunity for the FHQTC committee on MMIWG to obtain additional information and ideas on MMIWG and how we can support our Member Nations.

Over the course of the year, FHQ Women's Council continued to establish partnerships within Saskatchewan as well as maintained and strengthened relationships with key community stakeholders

- Our communication and partnership with the Saskatchewan First Nations Women's Secretariat continued to improve.
- FHQ Women's Council also has representation on the YWCA Truth and Reconciliation Committee to provide direction to the YWCA movement in Regina on the development and implementation of YWCA Canada's *Strategic Direction on Reconciliation*, including the *Reconciliation Framework*.

FHQ Women's Council participated and supported key activities involving women, youth, and children—with fellow Tribal Council programs as well as regional community activities:

- FHQTC Lands, Resources, Environment & Stewardship department virtual workshops on the role of women as water protectors and identified how water affects our traditional medicines and food.
- The Federation of Saskatchewan Indian Nations; Standing Buffalo First Nation and Muscowpetung First Nation partnered to host 'The Resilient 8<sup>th</sup> Generation' Youth Empowerment Water Symposium in coordination with FHQTC Lands, Resources, Environment & Stewardship.
- Tamra Keepness Awareness Barbecue; Qu'Appelle Haven's 'Ending Domestic Violence' Awareness Walk; and Regina Police Service's 'Sisters in Spirit Walk'.

The Women's Council also continued with its own fundraising efforts by holding a Golf Tournament with the proceeds of this event to support the mandate of the FHQ Women's Council.

# CHILD CARE PROGRAM

FHQTC hosted a Strategic Planning Training for the Licensing Board and FHQ First Nation Child Care Staff.

The FHQTC Child Care Licensing office conducted Child Day Care Licensing Hearings from April 2021 through to September 2021 to ensure the facilities are safe and to meet the health and safety requirements of the File Hills Qu'Appelle Child Day Regulations and Policies. The Environmental Health and Technical Service Inspection and Fire Safety Inspection are now included as part of the review.

## Child Care during the Pandemic

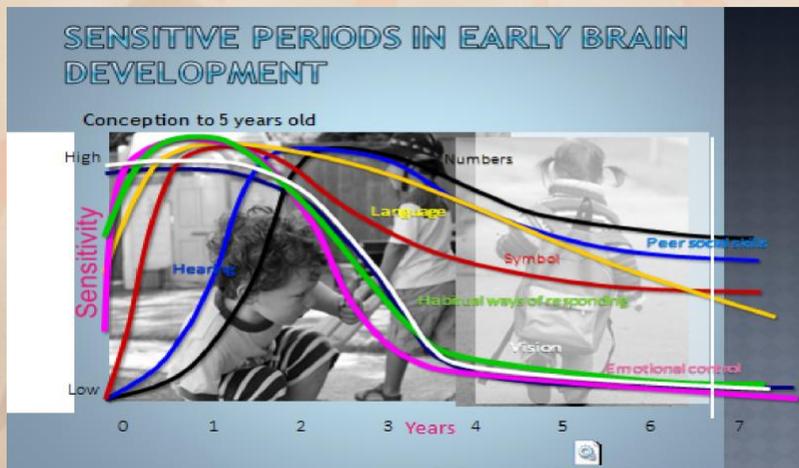
- Six (6) Day Care Centres remained open during different times during the 2021 2022 Pandemic Year; all with reduced child space numbers to ensure pandemic safety was priority.
- A COVID-19 policy was drafted as a prevention process by the FHQ Child Care.

The ECE staff from the centres participated in the Early Childhood Certificate through Saskatchewan Poly Tech. Some of the Day Care Directors also require practicum placements to finish their certificate program.

## ECE COMMITMENT TO OUR CHILDREN!

Every year the FHQTC Child Care Office strives to provide second-level services to member First Nation daycares to support effective and efficient childcare programming. The priorities of the office are:

- 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.



## **CHILD DAY CARE PROGRAM Cont'd...**

- 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.
- 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 centres have been completed and submitted to FHQ Child Day Care Licensing Inc.
- Review and enhance monitoring/mentoring polices and programming and to also increase childcare space usage.
- Ensure Child Day Care attendance will be monitored with each Day Care Facility and if required strategies will be implemented with the Day Care Centre.
- Seek the guidance of female elders to implement the kinship and roles and responsibilities of First Nation Woman roles regarding child rearing and to include traditional values and responsibilities.
- To support language 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.
- 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 the 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.



White Raven Healing Centre Annual Health Conference



Karen Main Retiring from a long, successful career with Leading Thunderbird Lodge



Annual FHQTC Jays Care Rookie League Wrap-Up Tournament



White Raven IRS Healing Gathering

## A YEAR IN THE EYES OF OUR LENS



Chief Stonechild Receiving his items from Coats for Kids Program



FHQTC Staff Honouring MMIWG Red Shirt Day



Knowledge Keeper Margaret Keewatin Officially Signing Tribal Chief Fourhorns



FHQTC Chiefs Meeting with Minister of Indigenous Services

# EMERGENCY MANAGEMENT

## Program Description:

The Emergency Management office has been very busy with various Emergency Events, training, and providing the FHQTC Tribal council 11 First Nation's with necessary EM equipment.

### EMERGENCY PANNING & COORDINATION

- Maintain repository of the EM contacts within the First Nations (in all areas), municipalities, urban centres, as well as provincial and federal governments. This is vital to ensuring immediate support in event of an emergency.
- Works with 11 FHQTC First Nations to ensure their All-Hazard plans are updated and current.

### TRAINING & AWARENESS

- The EM Coordinator maintains continuous communication with all stakeholders (conference calls, zoom calls, and in-person meetings to ensure all opportunities are available to First Nations with regards to necessary training.
- Participate in all EM/ISC Provincial EM zoom meetings to share information and ensure First Nations are aware of important EM information.

### PARTNERSHIPS

The Emergency Management office has been in operation since February 2019 and has established excellent working relationships with the FHQTC First Nations and all stakeholders and partnerships. The FSIN, ISC, SPSA, Red Cross, SAR SAV Saskatchewan, Tribal Councils are a few of the key ones.

- Signed off a collaboration agreement with Red Cross. Red Cross provided and delivered 90 free First Aid/CPR to our Nations.
- Provided First Responder training and 14 FN members received certificates.

### NEW SEARCH AND RESCUE CAPACITY DEVELOPED WITHIN FHQTC

FHQTC is very proud to have established a southern SEARCH AND RESCUE chapter. There have been ongoing meetings, information, and training to the FHQTC SAR 12 members. We continue to offer opportunities to bring in and train new FHQTC First Nation members.

- The FHQTC SAR helped in various Search and Rescues already, most notably the Red Earth missing youth and 6 other requests and call outs.

### ON-SITE SUPPORT FOR EMERGENCY EVENTS

The EM office works very closely with Indigenous Services Canada to ensure immediate support for all EM Events is possible, in as smooth a process possible.

- The Tribal Council was available immediately to provide generators to Nekaneet and Carry the kettle First Nation when power outages occurred.
- During July 2021 FHQTC/YTC/RTSIS and Red Cross supported 400 evacuees from Red Earth First Nation from northern forest fires in temporary transition shelters in Regina.
- Provided on-site support to grass fires and flooding events when requested and establish relationships with Fort Fire Department Dave Sabrich.

# EMERGENCY MANAGEMENT Cont...

## SUCCESSFUL PARTNERSHIPS FOR NECESSARY EM EQUIPMENT

- Purchase EM equipment and a cargo trailer to use when EM events happen.
- Delivered Emergency Operating Centre kits to establish command centres when Events occur.

## CONTINUED PANDEMIC SUPPORT

The EM office was vital to the Tribal Council's delivery of immediate pandemic support for the First Nations, organization, and clients.

- Throughout the year, the Tribal Council continued to deliver PPE to First Nations with EM contacts.

# 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

## Health Planning and Management

With the loss of health care workers in the Health Sector and increased demands on the sector as we move from Emergent to Urgent stage of Pandemic we are finding:

1. Capacity has been strained across the system
2. Health professionals reducing their hours or choosing to leave their profession
3. Immense pressure on system as we emerge from the pandemic
4. Planning focused on maintaining services and mitigating any risks associated with reduced services.
5. Partner with U of R regarding opportunity to offer Nursing Education (clinical and written) education through ANHH and FHQTC Health Services

## Pandemic Response 2021-2022

- As the pandemic evolved through 2021 Health Services were provided as directed by each of our Nations. Our responses to community programming and health service needs evolved accordingly. To ensure we maintained the needed services we:
  - Weekly meetings with Community Health Teams and the FHQTC Pandemic Coordinator sharing updates, successes, challenges, and evolving pandemic trends. Communications were strengthened with the enhancement our local band width and implementation of virtual platforms.
  - As availability of vaccines began and equipment was made available to support communities, we ensured all vaccines and equipment received at our site were blessed and smudged before going into our supply and deployed for use. Support for the immunization programs and for public health measures were met supporting community directed programs and service delivery needs
  - During this period, we also worked with Health Directors to re- introduce regular Health Services Programming following each Nations COVID 19 protocols
- Lead by the Community Health Nursing Team vaccine blitzes were hosted in FHQTC communities who received their nursing services from FHQTC. All team members regardless of program area, participated in the vaccine blitz.
- Although this activity dominated much of our time, the ongoing needs for immunization were addressed and, working closely with the Community, ensured those who required their regular immunizations received them.
- Abbot ID Now's were deployed to each of the FHQTC Nations as well as various programs within our organization promoting early detection of the disease. Staff were trained staff in use of devices and all devices receive regular quality control testing.
- Following approved guidelines for early detection of COVID-19 we were able to address and support employees and their program areas. Citizens from community were able to access several testing areas including their local clinics which also ensured timely access to treatment etc.
  - Programming was always directed by Community which resulted in highly successful outcomes including community engagement and ongoing support for programming.
  - Working with community we continued a strong focus on prevention & promotion to address increased in incidence of Communicable Diseases including; influenza, Syphilis & other Sexually Transmitted Blood Borne Infections
- Increased focus on return to routine programming including child health clinics & prenatal/postnatal care.
- Ongoing Covid-19 vaccination, testing, education and follow up

## Chronic Care

- Training for Palliative care services with our RN's
- Regular Home visits to provide treatments, foot care, baths, immunizations, and social visits
- Re-establish monthly wellness clinics following individual community COVID-19 protocols
- Recognizing food security challenges during the pandemic and the importance of traditional indigenous foods on spiritual, physical, emotional, and mental health in Collaboration with the Knowledge Keepers we Implemented the Food Is Medicine Program in the facility. Through prayer, traditional foods are infused with healing properties by the Traditional Knowledge Keeper. Semi- monthly the meals are prepared and served to patients and employees. This popular event has expanded to interest from the SHA and has been shared with communities in other provinces as a best practice.
- Ongoing Promotion of food skills, nutrition, and physical activity

## Accreditation

1. Accreditation of FHQ Health Services was delayed due to the restrictions associated with the Pandemic. We worked with Accreditation Canada to maintain our accreditation status and attempted an October Accreditation. Unfortunately, Accreditation Canada was unable to confirm onsite surveyors and we proceeded to identify mutually agreeable survey dates for Spring 2022.
2. In the fall of 2024, our Accreditation Survey will be held in alignment with the Accreditation Survey of ANHH. This will provide greater efficiency for governance, management and staff as well provide a cost saving by conducting our surveys every three to four years vs. one survey every 18 – 24 months for both organizations.



# GOVERNANCE

## Governance Transition Project

On November 1<sup>st</sup>, 2021, a Governance Transition Report was presented to the FHQTC Chiefs. This report was a compilation of governance review work that began in 2014. In 2019, Gaylene Anaquod, joined FHQTC with direction to culminate all governance review efforts and begin the drafting of a comprehensive Governance Report that proposed a governance structure for FHQTC.

The report was two-fold it looked at the current hierarchical governance and its accountability effectiveness to that of its key stakeholders (member First Nation, their citizens, and clients with whom the whole organization provides programs and services to. It also included an internal review of the current operational structure of the tribal council—its governance organization structure, policies, and processes—to assess its ability to meet and sustain current and future priorities of all stakeholders and environments. Recommendations for implementation and improvement were part of the outcomes sought.

This report took into consideration the prominent key elements, theories, and recommendations derived from the work undertaken since 2014 when the Tribal Council began its governance review process.

The FHQTC Chiefs made the decision to hold off on final decisions regarding the governance report due the current environment (nearing election of new Tribal Chief and necessary time for onboarding). The Chiefs did expand the Tribal Council's Executive Council (it's Board of Directors) for one year to support the new Tribal Chief.

## Governance Development

The Governance office is continually exploring new opportunities and partnerships to support our member First Nations develop their governance knowledge and skills in a variety of areas. We continue to participate in national research initiatives toward best practices in nation building and self-determination to, potentially develop, and offer future learning opportunities to member First Nations.

In 2021-2022 the Governance office implemented several its governance leadership training programs that focussed on Indigenous governance development and board management.

## Training and Education

### 1. **Brown Governance – Professional Director Refresher Sessions**

In January and February, previous graduates of the Pro.Dir Director Education and Certification program were provided the opportunity to participate in 4 refresher courses that would count towards annual training hours needed to

## GOVERNANCE Cont'd...

maintain Pro.Dir status. There are 53 graduates of this training that encompass nation leadership.

2. **The Kiskēyitamowina First Nations University Board Governance Program** was launched in partnership with FHQTC and Johnson Shoyama Graduate School of Public Policy. This provided board governance training to our 11 nations as well as to employees throughout the whole organization.

In 2021, approximately 13 First Nation leaders (elected Chiefs and Council members) and seven (7) FHQTC Staff participated in these 2 governance offerings. Work and participation in this governance training will continue into 2022 when spring and winter training sessions are offered.

3. **The Indigenous Leadership program** is a 2-day community leadership training program focused on specific needs of each participating Nation. This training includes Strategic Planning, Mission and Vision statement development, and many others.

### **Maintaining the cultural and spiritual connection to the Great Sandhills**

On September 9 2021, the Tribal Chief and members of the Executive Office, along with a number of our member FHQ Nation representatives travelled to the Great Sand Hills for a pipe ceremony and feast. This activity is to maintain the cultural and spiritual connection to the sacred lands within the Great Sand Hills.

Each year FHQTC and our nations have committed to maintain an annual ceremony here in our ceremonial territory.

Okanese First Nation was the 2021 Host Nation for the annual ceremonial visit. The ceremony included a pipe carrier representative from each of the 11 FHQ First Nations with feast provided by Nekaneet First Nation.



Non-consolidated Financial Statements of

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

Year ended March 31, 2022

## 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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Jeremy Fourhorns, 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, 2022 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, 2022 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 199 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 9, 2022**  
**Regina, Saskatchewan**

*VIRTUS GROUP LLP*  
**Chartered Professional Accountants**



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

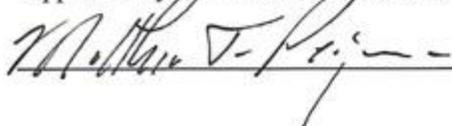
## Non-consolidated Statement of Financial Position

March 31, 2022, with comparative figures for 2021

	<u>2022</u>	<u>2021</u>
<b>Financial assets</b>		
Current financial assets:		
Cash	\$ 22,716,191	\$ 13,613,087
Restricted cash and short term investments (note 4)	1,764,549	1,763,356
Accounts receivable (note 5)	3,035,124	4,031,157
	<u>27,515,864</u>	<u>19,407,600</u>
Investment in Keseechiwan Holdings Limited Partnership (note 6)	400,292	350,619
Investment in FHQTC Developments Limited Partnership (note 7)	419,649	444,215
	<u>\$ 28,335,805</u>	<u>\$ 20,202,434</u>
<b>Liabilities</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 2,725,067	\$ 3,446,854
Deferred revenue (note 8)	21,940,785	13,178,063
Reserves (note 9)	1,762,730	1,762,730
	<u>26,428,582</u>	<u>18,387,647</u>
<b>Net financial assets</b>	<u>\$ 1,907,223</u>	<u>\$ 1,814,787</u>
<b>Non-financial assets</b>		
Prepaid expenses	119,245	62,346
Tangible capital assets (note 10)	3,303,335	3,211,491
	<u>3,422,580</u>	<u>3,273,837</u>
<b>Accumulated surplus</b>	<u>\$ 5,329,803</u>	<u>\$ 5,088,624</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, 2022, with comparative figures for 2021

	<b>2022 Budget (unaudited) (Note 15)</b>	<b>2022</b>	<b>2021</b>
<b>Revenue:</b>			
Federation of Saskatchewan Indian Nations (FSIN)	69,407	69,407	78,693
Government of Canada - Other	2,245,176	2,210,028	1,292,426
Human Resource and Skills Development Canada - SITAG	5,703,052	5,685,959	4,431,575
Income from investment in Keseechiwan Holdings Limited Partnership (note 6)	-	109,673	70,346
Income from investment in FHQ Developments Limited Partnership (note 7)	-	(24,566)	(17,596)
Indigenous Services Canada	\$ 10,804,038	\$ 10,829,621	\$ 9,065,806
Indigenous Services Canada (Health Canada)	20,295,898	20,295,898	18,984,220
Interest income	5,414	22,087	16,932
Gain (loss) on disposal of tangible capital assets	-	(5,361)	282,441
Other income	3,342,353	5,366,549	3,780,709
Province of Saskatchewan	1,847,769	1,847,769	1,842,640
Funds received in advance of expenses, current year	(2,392,512)	(21,940,785)	(13,178,061)
Funds received in advance of expenses, prior year	12,637,271	13,178,061	8,932,578
	<u>54,557,866</u>	<u>37,644,340</u>	<u>35,582,709</u>
<b>Expenses:</b>			
Amortization of tangible capital assets	-	368,950	320,257
Band program support	4,614,204	4,428,662	4,959,904
Bank charges, loan interest, and taxes	15,280	84,900	51,490
Employee benefits	1,871,850	1,605,631	1,479,238
Miscellaneous	1,820,736	1,110,597	2,214,786
Operating expenses	13,310,340	9,874,579	7,719,768
Salaries and wages	18,072,093	12,475,671	11,619,576
Supply expenses	10,765,544	3,169,896	3,332,234
Training purchases and income support	4,257,408	4,284,275	3,361,375
	<u>54,727,455</u>	<u>37,403,161</u>	<u>35,058,628</u>
<b>Excess of revenues over expenses</b>	<u>\$ (169,589)</u>	<u>241,179</u>	<u>524,081</u>
<b>Accumulated surplus, beginning of year</b>		<u>5,088,624</u>	<u>4,564,543</u>
<b>Accumulated surplus, end of year</b>		<u>\$ 5,329,803</u>	<u>\$ 5,088,624</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, 2022, with comparative figures for 2021

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	<b>2022 Budget (unaudited) (Note 15)</b>	<b>2022</b>	<b>2021</b>
<b>Excess of revenue over expenses</b>	\$ (169,589)	\$ 241,179	\$ 524,081
Amortization of tangible capital assets	-	368,950	320,257
Acquisition of tangible capital assets	(118,649)	(508,155)	(272,971)
Proceeds on disposal of tangible capital assets	-	42,000	725,000
Gain (loss) on disposal of tangible capital assets	-	5,361	(282,441)
Change in prepaid expenses	-	(56,899)	(52,511)
<b>Increase (decrease) in net financial assets</b>	<b>\$ (288,238)</b>	<b>\$ 92,436</b>	<b>\$ 961,415</b>
Net financial assets, beginning of the year		1,814,787	853,372
<b>Net financial assets, end of the year</b>		<b>\$ 1,907,223</b>	<b>\$ 1,814,787</b>

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See accompanying notes to the non-consolidated financial statements

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

## Non-consolidated Statement of Cash Flows

March 31, 2022, with comparative figures for 2021

	<u>2022</u>	<u>2021</u>
<b>Cash provided by (used in) operating activities:</b>		
Excess of revenue over expenses	\$ 241,179	\$ 524,081
Items not involving cash:		
Amortization of tangible capital assets	368,950	320,257
Gain (loss) on disposal of tangible capital assets	5,361	(282,441)
Income on investment in Kessechiwan Holdings LP	(109,673)	(70,346)
Income on investment in FHQTC Developments LP	24,566	17,596
	<u>530,383</u>	<u>509,147</u>
Non-cash operating working capital items (note 12)	8,980,069	6,815,895
	<u>9,510,452</u>	<u>7,325,042</u>
<b>Cash provided by (used in) capital activities:</b>		
Acquisition of tangible capital assets	(508,155)	(272,971)
Proceeds on disposal of tangible capital assets	42,000	725,000
	<u>(466,155)</u>	<u>452,029</u>
<b>Cash provided by (used in) investing activities:</b>		
Distributions from Kessechiwan Holdings LP	60,000	60,000
	<u>58,807</u>	<u>60,000</u>
<b>Increase (decrease) in cash</b>	<u>9,103,104</u>	<u>7,837,071</u>
<b>Cash position - beginning of year</b>	13,613,087	5,776,016
<b>Cash position - end of year</b>	<u>\$ 22,716,191</u>	<u>\$ 13,613,087</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, 2022

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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 Wakanyeja Owicakiyapi Inc.
- Regina Treaty Status Indian Services Inc.
- TFHQ Safe Shelter Incorporated
- Three Band Day Care Center Inc.

#### Investments in limited partnerships

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

#### Tangible capital assets

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

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

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

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

Notes to Non-consolidated Financial Statements

Year ended March 31, 2022

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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% (2021 - \$500,000 maximum, prime plus 1%), and is secured by funding from Indigenous Services Canada and other agencies. At year end, the line of credit was not utilized (2021 - not utilized).

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

Notes to Non-consolidated Financial Statements

Year ended March 31, 2022

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

	<u>2022</u>	<u>2021</u>
Cash	\$ 1,284,500	\$ 1,416,521
CIBC Securities Inc. - various mutual funds (at fair market value)	254,000	122,000
Investment in First Nations Bank (at cost)	627	627
Term deposit, bearing interest at .20%, maturing April 2, 2023	5,720	5,708
Term deposit, bearing interest at .55%, maturing March 31, 2023	219,702	218,500
	<u>\$ 1,764,549</u>	<u>\$ 1,763,356</u>

**5. Accounts receivable**

	<u>2022</u>	<u>2021</u>
All Nations' Holding Company Inc.	\$ 12,098	\$ 140,377
City of Regina	20,382	40,881
FHQ Casino Holdings Limited Partnership	807,022	663,949
FHQTC Developments Limited Partnership	2,864	2,485
FSIN	40,860	85,842
Government of Canada - GST	116,097	79,003
Government of Canada - Indigenous Services Canada	71,496	62,785
Government of Canada - Other	139,050	468,916
Indigenous Services Canada (Health Canada)	19,365	19,365
Keseechiwan Holdings Limited Partnership	60,000	60,000
Miscellaneous First Nations	95,296	341,861
Leading Thunderbird Lodge	115,614	357,385
Living Sky Community Development Corporation	-	2,984
Other	1,448,565	536,647
Province of Saskatchewan	29,537	23,819
Silver Sage Holdings Ltd.	-	772
SITAG	56,878	1,144,086
	<u>\$ 3,035,124</u>	<u>\$ 4,031,157</u>

## FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2022

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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, 2022, Keseechiwan's financial position was as follows:

Total assets	\$ 32,098,059
Total liabilities	28,743,919
Net assets	3,354,140
<b>Council's share of partners' capital</b>	<b>\$ 400,292</b>

For the year ending March 31, 2022, Keseechiwan's results of operations were as follows:

Revenue	\$ 3,690,751
Expenses	2,424,792
Net income	1,265,959
<b>Council's share of net income</b>	<b>\$ 109,673</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, 2022, FHQTC Developments' financial position was as follows:

Total assets	\$ 5,390,294
Total liabilities	352,585
Net assets	5,037,709
<b>Council's share of partners' capital</b>	<b>\$ 419,649</b>

For the year ending March 31, 2022, FHQTC Developments' results of operations were as follows:

Revenue	\$ 1,502,487
Expenses	1,745,909
Net income	(243,422)
<b>Council's share of net income</b>	<b>\$ (24,566)</b>

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

Notes to Non-consolidated Financial Statements

Year ended March 31, 2022

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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:

	<u>2022</u>	<u>2021</u>
Child Care Licensing	\$ 352,390	\$ 248,790
City of Regina	454,607	114,181
Enbridge	283,238	117,435
FSIN	69,094	49,719
Government of Canada - Other	1,218,229	621,887
Indigenous Services Canada	5,903,814	4,398,971
Indigenous Services Canada (Health Canada)	9,670,205	5,063,251
Miscellaneous Education	97,245	-
Miscellaneous Health	10,385	11,039
Miscellaneous Justice	33,603	-
Other Funding	1,113,190	902,365
Province of Saskatchewan	227,022	271,066
Qu'Appelle Haven (Indigenous Services Canada)	1,154,795	727,577
Saskatchewan Indian Training Assessment Group	608,026	-
Silver Sage Rental Agreement	3,330	9,736
Sports and Recreation	9,213	9,213
Three Band Day Care	501,789	513,231
WISH	230,610	119,602
	<u>\$ 21,940,785</u>	<u>\$ 13,178,063</u>

**9. Reserves**

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

	<u>2022</u>	<u>2021</u>
All Nations' Healing Hospital Inc.	\$ 766,111	\$ 766,111
Gathering Place	60,000	60,000
Safe Shelter - Qu'Appelle Haven	934,000	934,000
Safe Shelter - WISH	2,619	2,619
	<u>\$ 1,762,730</u>	<u>\$ 1,762,730</u>

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

Notes to Non-consolidated Financial Statements

Year ended March 31, 2022

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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.

**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, 2022

**10. Tangible capital assets**

	<b>Land</b>	<b>Building</b>	<b>Furniture and Equipment</b>	<b>Vehicle</b>	<b>Tenant Improvements</b>	<b>Total</b>
<b>Cost</b>						
As at April 1, 2021	\$ 597,491	\$ 2,953,404	\$ 5,461,498	\$ 212,314	\$ 390,718	\$ 9,615,425
Additions	-	229,211	100,884	65,133	112,927	508,155
Disposals	-	-	-	(52,625)	-	(52,625)
	<u>597,491</u>	<u>3,182,615</u>	<u>5,562,382</u>	<u>224,822</u>	<u>503,645</u>	<u>10,070,955</u>
<b>Accumulated amortization</b>						
As at April 1, 2021	-	1,435,709	4,429,995	147,512	390,718	6,403,934
Additions	-	74,803	216,389	10,001	67,756	368,949
Disposals	-	-	-	(5,263)	-	(5,263)
	<u>-</u>	<u>1,510,512</u>	<u>4,646,384</u>	<u>152,250</u>	<u>458,474</u>	<u>6,767,620</u>
<b>Net book value - 2022</b>	<u>\$ 597,491</u>	<u>\$ 1,672,103</u>	<u>\$ 915,998</u>	<u>\$ 72,572</u>	<u>\$ 45,171</u>	<u>\$ 3,303,335</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>\$ -</u>	<u>\$ 3,211,491</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:

2023	\$ 615,000
2024	165,000
2025	106,000
2026	11,000

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, 2022

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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:

	<u>2022</u>	<u>2021</u>
<b>(Increase) decrease in current assets:</b>		
Accounts receivable	\$ 996,033	\$ 1,086,369
Prepaid expenses	(56,899)	(52,511)
	<u>939,134</u>	<u>1,033,858</u>
<b>Increase (decrease) in current liabilities:</b>		
Accounts payable and accrued liabilities	(721,787)	1,536,553
Deferred revenue	8,762,722	4,245,484
	<u>8,040,935</u>	<u>5,782,037</u>
	<u>\$ 8,980,069</u>	<u>\$ 6,815,895</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 \$2,541,228 (2021 - \$2,456,448) in Indigenous Services Canada (Health Canada) funding to Council. Of the amount received, \$480,743 (2020 - \$480,000) was transferred to All Nations' Healing Hospital Inc. to fund hospital operations.

Other income includes \$335,145 (2021 - \$496,310) of rental and administrative services income from related parties.

Accounts receivable from related parties are \$997,597 (2021 - \$1,227,952).

Accounts payable and accrued liabilities due to related parties are \$725,245 (2021 - \$1,629,441).

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, FHQ eCommerce 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, 2022

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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 \$1,074,000 of accounts receivable have been outstanding more than one year (2021 - \$817,000). 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, 2022

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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.

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

**SaskEnergy**

**SGI**



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