

File Hills Qu'Appelle Tribal Council

Annual Report 2023-2024



FHQ

Tribal Council

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Message from FHQTC Tribal Chief Jeremy Fourhorns



I am honoured to present the File Hills Qu'Appelle Tribal Council (FHQTC) Inc. 2023-2024 Annual Report. This report provides an opportunity to share with our stakeholders the accomplishments of the entire FHQTC organization, including our affiliated entities, departments, and staff.

Collectively, this year has been about reaffirming our roles within the Tribal Council to align with our vision and mission statements. As such, strategic planning efforts took place throughout the year to ensure we remain aligned in our vision, purpose, and goals of providing effective and efficient programming and services to the citizens of our 11 member First Nations, both on and off reserve.

This is a moment to acknowledge the success of our Tribal Council as we focused on strengthening our political advocacy in advancing the Treaty and Inherent Rights of our member First Nations. We developed and maintained relationships at the local, provincial, federal, and international levels. This has increased awareness and established allies to honour and respect the treaties that were signed more than a century ago.

I am extremely proud of the collective and individual efforts of everyone at FHQTC. Despite some challenges, we've adapted and adopted modern techniques to support our delivery of programs and services. Serving our communities is a significant responsibility, however, the employees of FHQTC deliver with integrity, dedication, and pride. I witness these traits continually throughout the year as our staff carry out their activities. I acknowledge the contributions and hard work of all employees.

I eagerly anticipate the ongoing journey into the future, working alongside our committed FHQTC team and leaders, as we continue our mission of service. We are excited for a future of continued innovations, investing in our people, and upholding our commitment to our member First Nations.

A handwritten signature in blue ink that reads "Jeremy Fourhorns".

Jeremy Fourhorns

Tribal Chief

File Hills Qu'Appelle Tribal Council

FHQTC Member First Nations



Wood Mountain
Lakota Nation



Carry the Kettle
Nakoda Nation



Little Black Bear Band



Star Blanket
Cree Nation



Muscowpetung Saulteaux
Nation



Okanese
First Nation



Pasqua
First Nation



Peepeekisis
Cree Nation



Piapot
First Nation



Nekaneet
Cree Nation



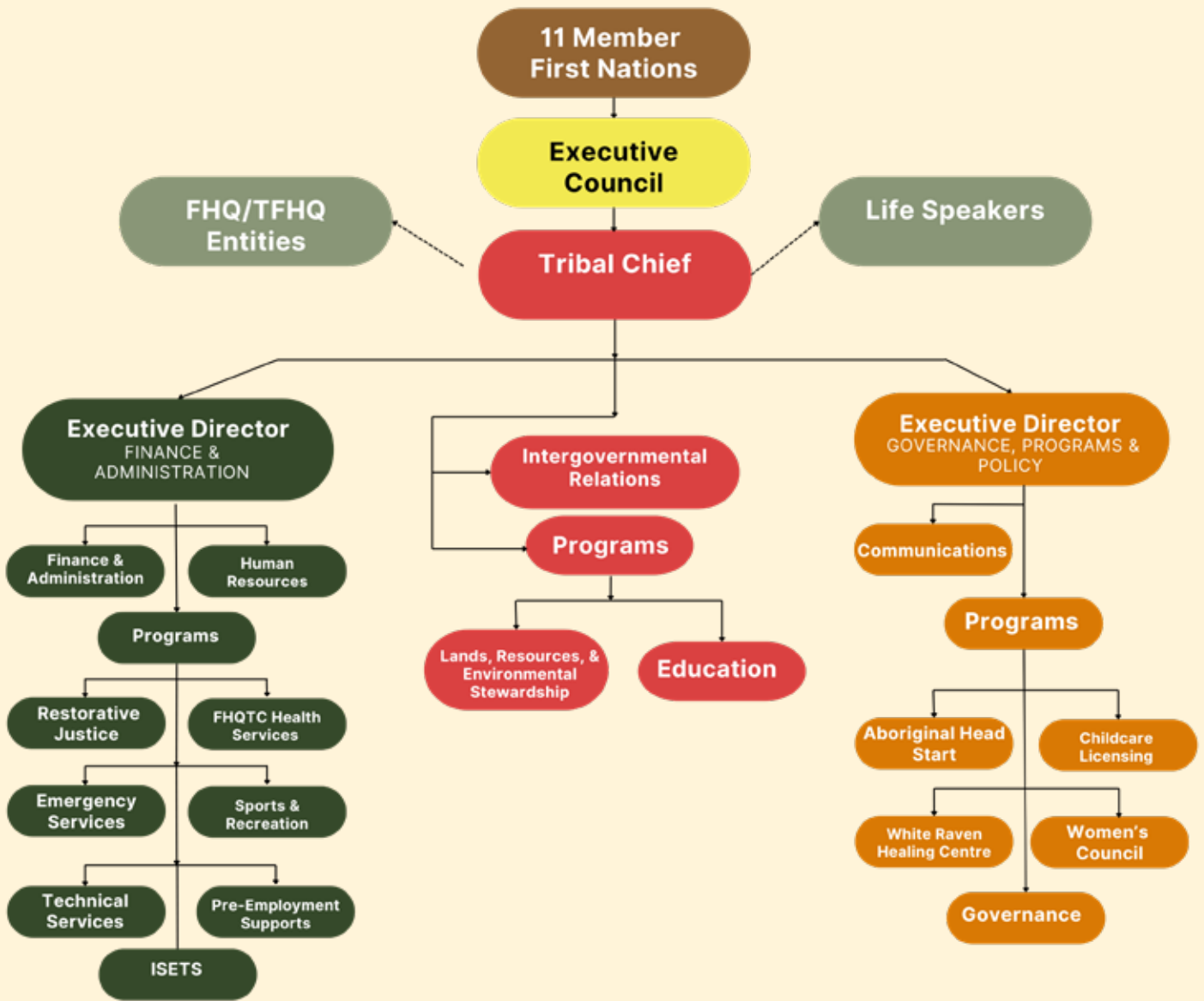
Standing Buffalo
Dakota Nation

FHQTC History

A Proud & Vibrant Journey

- 1970** Sixteen Touchwood, File Hills, and Qu'Appelle Agency bands amalgamate to form Touchwood File Hills Qu'Appelle (TFHQ) District Chiefs Council
- 1978** New Dawn Valley Drug and Alcohol Treatment Centre opens its doors. The treatment facility housed up to thirty clients for its 28 day, live-in-program
- 1983** TFHQ District Chiefs Council becomes Touchwood File Hills Qu'Appelle (TFHQ) Tribal Council, a non-profit focused on administration, service, and program delivery
- 1983** Silver Sage Housing begins operations
- 1983** TFHQ Safe Shelters are established; one in Regina and one in Fort Qu'Appelle
- 1994** Regina Treaty/Status Indian Services (RTSIS) begins operations to meet the needs of urban citizens
- 1995** TFHQ is transferred control of the Fort Qu'Appelle Indian Hospital (FQIH) from Health Canada
- 1999** TFHQ restructures as two separate tribal councils: File Hills Qu'Appelle Tribal Council (FHQTC) and Touchwood Agency Tribal Council (TATC)
- 2000** FHQTC moves into the new Treaty Four Governance Centre in Fort Qu'Appelle
- 2004** All Nations' Healing Hospital (ANHH) proudly opens its doors at a new location on Treaty Four territory, marking the completion of its transition from the former facility (FQIH). The hospital's name was thoughtfully chosen through a youth competition, reflecting the community's engagement and vision.
- 2004** White Raven Healing Centre formally established as a holistic outpatient treatment centre
- 2005** New Dawn Valley Drug and Alcohol Treatment Centre closes its doors to begin its transformation into a new youth treatment centre
- 2007** Leading Thunderbird Lodge, a male youth treatment centre, opens its doors
- 2010** FHQ Developments is established
- 2018** Leading Thunderbird Lodge opens Pēkiwēwin (Coming Home) transition house
- 2018** ANHH opens Pasikow Muskwa (Rising Bear) Healing Centre, a satellite renal dialysis unit
- 2019** Miko-Mahikan Red Wolf opens in Fort Qu'Appelle to provide harm reduction services
- 2022** Red Wolf opens Yellow Thunderbird 'That Sits in the Sun' male transition house in Fort Qu'Appelle
- 2023** Red Wolf opens Yellow Thunderbird 'That Sits in the Sun' female transition house in Fort Qu'Appelle

FHQTC At-a-Glance



FHQTC Vision, Mission & Values

FHQTC is the advocacy and service organization for the Qu'Appelle Agency and the File Hills Agency, delivering programs and services to 11 First Nations in Treaty 4 Territory.

The purpose of FHQTC is to protect, implement, and enforce Inherent Treaty rights; promote self-determination; assist in the development of productive and safe communities; provide technical and advisory services; and address the common interests of First Nations in an equitable and professional manner while respecting the priorities of culture.

OUR VISION:

Our vision is to become a model of First Nations leadership, blending traditional knowledge, innovation, and sovereignty together with our member First Nations. We support a future immersed in our ancestral knowledge, languages, and values, where every individual is empowered, and reconciliation is achieved. Our commitment is to uphold Treaty and Inherent Rights, and to be guided by the profound wisdom of our Life Speakers and Language Keepers.

OUR MISSION:

We serve our member First Nations in building community and good relations. We offer a holistic view of delivering social, economic, and governance programs and services driven with, by, and for our citizens. Rooted in our Inherent and Treaty rights, we support and advocate for: health and healing, wellness, social development, education, justice, economic growth, and governance. The foundation of who we are embodies the languages, cultures, and traditions of our distinct Nehiyaw, Anishinaabe, Nakoda, Dakota, and Lakota Nations.

OUR VALUES:

We value respect, integrity, innovation, collaboration, positive change, and accountability. Our values assist us in establishing core principles that guide actions and decisions, ensuring consistency, integrity, and trust. Values also aid in decision-making and align with the council's mission and vision.



FHQTC Finance

Under the various contribution agreements we administer, financial reports are provided to funders and are supported by individual schedules provided in the Non-Consolidated Audit for financial reporting, which is now at 214 schedules. In addition to our own FHQTC reporting systems, some funders also request periodic financial monitors of our information and systems to verify the information provided.

Included in this annual report are FHQTC's 2023-24 Non-Consolidated Financial Statements, which have gone through the audit process by an independent third-party accounting firm. These financial statements provide a better indication of the financial health of the tribal council, in comparison to the Consolidated Financial Statements required by Indigenous Services Canada that incorporates financials from all tribal council entities.

FHQTC's 2023-24 fiscal year shows another increase in revenues, and we ended the year with a surplus of revenues over expenditures. We've seen a significant increase in funding over the last two years with additional flow through funding to some communities with Head Start Capital funding, as well as an increase of funding due to program growth in LRES, RTSIS, and health.

FHQTC Administration

In many ways, it has been a milestone year for the Administration department, and we are thrilled to share some of the highlights.

To support the recruitment and retention of our staff, we introduced the following initiatives:

Group Benefits Plan:

We introduced expanded coverage options that offer more comprehensive support for employees and their families. These enhancements include:

- Improved health, dental, and vision coverage
- Additional options for mental health support, including Elders and traditional healer services

Health and Wellness Program:

This initiative includes access to gym memberships, fitness incentives, and access to additional health care benefits and resources. This furthers our commitment to a healthy work environment and recognizes the importance of holistic well-being in the workplace.

Flexible Work Schedules:

We introduced a four-day and compressed work week option in some department areas. These flexible work schedules have fostered a more adaptable work environment, improved work-life balance, and contributed significantly to achieving higher job satisfaction and productivity across the organization.

Job Fair:

We hosted a successful job fair with participation from FHQTC departments and entities. We provided the opportunity for potential new employees to meet our FHQTC team and discover what makes us an employer of choice. As a result, several new hires were made across the organization, enhancing our workforce, and building our casual pool.

FHQTC Governance

This year the Governance Office focused on strengthening and supporting the internal governance structure of the Tribal Council.

The Governance Office supported the Office of Tribal Chief and the FHQTC Executive Management Team at:

- FHQTC Inc. Board/Executive Council meetings
- FHQTC Chiefs Political Forum
- FHQTC Senior Management Meetings.

With a commitment to strengthening policies and procedures to ensure accountability, changes were made within the Tribal Council to align the organizational structure with governance policies and processes.

FHQTC Governance Policy Updates:

Work began on updating our main overarching governance policies to align with the current structure of only one elected position. Updates were made to the following:

- FHQTC Inc. Bylaw
- FHQTC Governance Policy on Structure and Roles
- Governance Policy on Relationships with Entities
- FHQTC Election Act

Meetings were held throughout the fiscal year with FHQTC Chiefs to ensure leadership was informed of all updates. The intent was to have policies reflective of FHQTC as of the 2023-24 fiscal year.

Strategic Planning:

FHQTC Governance office focused its effort on completing the FHQTC Strategic Plan for the entire FHQTC organization. The FHQTC Executive Management team met with:

- Program Coordinators and affiliated Entity CEOs/ Executive Directors in November 2023
- Member Chiefs in January 2024.

The plan activity was extended into next fiscal year to allow for a session with the First Nation elected leadership and administration.

Stakeholder Relations

The Governance Office provides support towards stakeholder relations. This fiscal year saw representation at FSIN Assemblies, AFN Assemblies, and municipal meetings with City of Regina, as well as supporting a number of intergovernmental meetings between FHQTC Tribal Chief, member Chiefs, and government representatives at the federal, provincial, or international levels.

Governance Training Opportunities:

On July 11-12, 2023, the Indigenous Leadership Program was delivered to a number of our Leadership and Nation Directors. The program focused on governance, leadership types, nation building, and mission and vision statement building. Nation leadership representatives from Star Blanket, Little Black Bear, Carry the Kettle, Nekaneet, and Piapot attended the program.

Engagement Activities

- On June 20, 2023, Indigenous Services Canada (ISC) partnered with FHQTC for a First Nations Infrastructure Modernization engagement session to discuss ways to improve infrastructure services delivered by ISC, understand the challenges of the current funding models and explore options where ISC can fund infrastructure to meet First Nation needs.
- On July 25, FHQTC presented to Natural Resources Canada (NRCAN) regional representatives from across Canada on Truth and Reconciliation and building positive relationships with First Nations.
- FHQTC meets quarterly with the City of Regina to keep informed of city activities that may affect or impact FHQTC citizens, as two-thirds of FHQTC total population lives off reserve in nearby cities, including Regina.
- On November 22, 2023, FHQTC and member First Nations were part of an ISC engagement session on Tendering Policy Redesign. ISC was interested to hear from First Nations involved in capital project procurement and management process so that they could create a more inclusive, transparent, and efficient procurement framework that aligns more effectively with First Nations.



FHQTC Initiatives

New Tribal Chief Office

In December 2023, FHQTC opened its doors to its new Tribal Chief Office and Boardroom at 496 Hoffer Drive in Regina. It is located alongside the other FHQTC urban offices, FHQ Developments, and Lands, Resources, and Environment and Stewardship (LRES).



2023 PIKAECAH Conference in Batac, Philippines

On May 16-18, 2023 FHQTC leadership, ANHH, and White Raven travelled to the City of Batac, Philippines to present on Indigenous Healthcare Management at the 2023 PIKAECAH Conference. This international conference focussed on prairie and Indigenous knowledge in agriculture, education, culture and the arts, and health (PIKAECAH).



Trade Commissioner Embassy of Canada Visit FHQTC

On June 23, 2023 FHQTC hosted reciprocal visit from the Trade Commissioner, Education, Agriculture and Agri-Food Commodities, Embassy of Canada, Manila, Philippines. A tour of ANHH and White Raven was given, and a presentation was delivered the FHQTC's 11 member First Nations Chiefs.



Treaty 4 Gathering

Every year, FHQTC, regional First Nations, and Treaty 4 affiliated organizations come together for a week of celebrations on or near the grounds where Treaty 4 was signed on September 15, 1874. This is a time to reconnect with one another and to recognize, honour, and affirm the spirit and intent of Treaty 4. FHQTC takes pride in its contributions to the Treaty 4 Gathering.



Annual Great Sand Hills Pipe Ceremony and Feast

On July 5-6, 2023, our FHQTC Nations travelled to the Great Sand Hills for our annual pipe ceremony and feast, hosted by Star Blanket Cree Nation. This is part of our commitment to our traditional governance practices and further establishes our right to practice our ceremonial practices in our traditional territories.



FHQTC Staff Recognition

FHQTC, recognizes and appreciates every member of our staff for their hard work and dedication throughout the year. This year we acknowledge the following individuals for Years of Service, Retirements, New Staff, and Awards & Achievements.

Years of Service

We recognize our employees for their dedication and years of service, ranging from 10 to 25 years. We are proud to celebrate the following individuals who have contributed to the success and growth of our organization over the years:

10 Years

Deon Hassler
Courtney Chicoose
Lillian Campbell
Rhonda Severight
Stuart Dustyhorn

15 Years

Cheryle Brazeau
Shelley Lowenberger

20 Years

Kristal Dickie
Janet Muirhead
Margaret Keewatin

25 Years

Brad Johnson

Retirements

We are grateful for those who dedicate their careers to FHQTC and make meaningful contributions to the well-being of our member First Nations and to the success of our organization. This year, we take time to acknowledge the dedication of three employees and thank them for their years of service. As they step into a well-deserved retirement, we wish them all the best for the next exciting chapter of life.



Darwin Keepness

Darwin Keepness has made incredible contributions to FHQTC, dedicating 26 years to our maintenance management, Circuit rider and water quality programs. He joined FHQTC as the Water Quality Monitor in 1997 and held various roles before retiring on September 15, 2023. Darwin played a vital role in ensuring our community received safe, reliable program and service delivery. His knowledge, experience, and passion for his work have set high standards. We are grateful for the countless ways he has contributed to the growth and success of our organization.



Charlene Horsman

Charlene Horsman has been a valuable member of the Home & Community Care Program since she joined FHQTC Health Services in September 2009. After 14.5 years of dedicated service, Charlene retired on February 1, 2024. Before joining Health Services, Charlene was an RN with ANHH, and her extensive experience has been a tremendous asset to our team. Throughout her time with us, Charlene made a lasting impact as a Home Care RN, providing compassionate care and support to the community. Her expertise, kindness, and unwavering commitment to her patients have been a source of inspiration to us all.



Marlene Peigan

Marlene Peigan has been a valued member of FHQTC Health Services for over 27 years. Marlene joined us as a Home Health Aide on December 1, 1995, and after 27 plus years of dedicated service, she retired on February 14, 2023. Marlene's commitment to providing compassionate care and her unwavering dedication to her role has left a lasting impact on our team and the many individuals she cared for over the years. Her professionalism and strong work ethic have been an inspiration to all of us.

New and Returning Staff

This year we welcomed many new staff members to the FHQTC team.

Finance and Administration:

Julia Haines
Finance Controller
Started August 21, 2023

Education:

Timothy Haywahe
Community Traffic Safety
Coordinator
Started November 14, 2023

Rodello Manalastas
Network Specialist
Started July 10, 2023

Pre-Employment Supports:

Jason Koochicum
Started December 4, 2023

Sports and Recreation:

Tara Griffith
Started November 27, 2023

Justice:

Joletta Littlewolfe
Started August 21, 2023

Serenity Montgrand
Started August 28, 2023

Kim Ryder
Started August 28, 2023

Winnifred Pasqua
Started September 18, 2023

Leading Thunderbird Lodge

Vee Whitehorse
Executive Director
Started October 2, 2023

FHQ Developments

Allan McLeod
CEO
Started February 21, 2024

Staff Achievements:

We also want to recognize staff who have received awards and recognition or have achieved new levels of education and professional development.

Stephanie Montgrand

Received AFOA Certified Indigenous Human Resources Professional designation in March 2024.



Brad Johnson, 25 Years of Service



Kristal Dickie, 20 Years of Service



Margaret Keewatin, 20 Years of Service



Cheryl Brazeau, 15 Years of Service



Stuart Dustyhorn, 10 Years of Service



Shelley Lowenberger, 15 Years of Service



Courtney Chicoose, 10 Years of Service

Programs & Services

Aboriginal Head Start on Reserve Shelley Lowenberger	14
Childcare Licensing Corrina Wajuntah	15
Education Sarah Longman	16
Health Services Lorna Breitzkreuz/Gail Boehme	18
Indigenous Skills Employment & Training Strategy Marilyn Keepness	20
Pre-Employment Supports Jason Koochicum	20
Sports & Recreation Cindy Desnomie	21
Lands, Resources, Environment & Stewardship Shannon Thomson	22
Women's Council Krista Bellegarde	24
White Raven Healing Centre Gaylene Anaquod	25
Technical Services Carol Pinay	26
Emergency Management Keith Pratt	28
Restorative Justice Bev Poitras	30

Aboriginal Head Start on Reserve

Aboriginal Head Start on Reserve (AHSOR) instills a supportive, caring, and nurturing learning environment for pre-school children aged three to four.

AHSOR is guided by six core elements: Promotion and Protection of Language and Culture; Healthy Nutrition; Education; Health Promotion; Social Support; and Parental and Family Involvement.

Our programming, delivered by early childhood educators, is based on a holistic model that encompasses the emotional, spiritual, physical, and mental health needs of children to inspire a lifelong love of learning. We promote culture and language through daily use of language, land-based learning and activities, and Elders through storytelling, visiting, language, and family.



We also provided training opportunities for Early Learning and Child Care (ELCC), such as:

- Nobody's Perfect with Head Start, Daycare and Maternal Child Health in August 2023
- FHQ ELCC Professional Development: Neurodivergent; Autism Spectrum Disorder delivered by Autism Center Services of Alberta in September 2023
- ASQ (Ages and Stages Questionnaire) Developmental Assessment tool, update refresher for all staff who took the training in 2022-23
- Connection Builds Resilience; Trauma Informed Care for Young Children via Zoom in January 2024
- Review of new Forms, Policy & Regulations 2024 for all Head Start Directors in March 2024



Highlights for 2023-24:

- Worked with ISC Health Facility Management staff within the project management teams (PMT) for four new capital builds for the Head Start programs at Okanese, Muscowpetung, Standing Buffalo, and Peepeekisis.
- Completed Moe the Mouse Early Learning Speech and Language Curriculum. We are grateful to Eloise Mosquito and to Jaqueline Francis for sharing their stories and culture in this book that focuses on First Nations culture, language, and traditions.

Saskatchewan First Nations Early Childhood Circle (FNECC):

This working group is chaired and coordinated by FSIN. For FHQTC, both Childcare Licensing and Aboriginal Head Start have a seat on this committee.

Highlights from this year:

- Participated and assisted with organizing in the Early Learning and Child Care (ELCC) Summit conference in Saskatoon, and contributed significantly to the following:
 - Monitoring and Licensing subcommittee
 - Facility Design subcommittee, focusing on the new build design and regulations within the province
 - Update to Forms, Policy, and Regulations for Head Start subcommittee.
 - Completed the FNECC 10 Year Strategic Plan

Childcare Licensing

The FHQ Childcare Program is focused on increasing quality programming and learning strategies to support early childhood development to effectively respond to a child’s early development needs and their overall health and well-being. We are guided by female Elders to integrate traditional values, knowledge, and responsibilities related to child rearing in our communities.

Licensing hearings were held throughout the 2023-24 year to ensure each facility is safe and meets the health and safety requirements of FHQ regulations and policies. Current regulations require an Environmental Health and Technical Service Inspection and Fire Safety Inspection to be completed each year for licensing.

Highlights from 2023-24 include:

- Six centres were open during this fiscal year.
- Six centres continue to adhere to the Covid19 policies previously adopted.
- Two centres offer infant childcare spaces.
- Each centre was reminded to practice planned fire drills each month and submit the record.
- Training provided on autism and stress management and self-care.

This year, FHQTC has a Contribution Agreement with Human Resources Canada, which will result in changes to the existing reporting requirements.

Ongoing Strategic Priorities:

- Review our regulations and policies on an ongoing basis.
- Review and enhance mentoring policies and programming to increase the use of childcare spaces.
- Offer training and curriculum for high quality programs and services to ensure healthy brain development and provide positive outcomes for our children.
- Monitor childcare attendance.
- Ensure proper documentation for staff is in place at each centre.
- Ensure that fire drills are conducted monthly as per FHQ Care Regulations and Policies.

Board Members

File Hills Agency Representatives

Chief Richard Stonechild
Elder: Sharon Strongarm
Community member: vacant

Qu’Appelle Agency Representatives

Chief Melissa Tavita
Elder: Francis Chicoose
Community member: Cathie Johns-Wick

In Memorium

Deborah Marlene Norton (July 1, 1961 – May 22, 2023)

Debbie Norton, a member of Peepeekisis Cree Nation, worked as a childcare monitor at FHQTC for more than 25 years. She had been recently honoured for her many years of service and dedication to her career. Debbie is remembered for her great sense of humour and her ability to bring positivity to her work environment. She was a supportive staff member and a dedicated team worker who is missed greatly by those who worked alongside her. She was very accepting of others and had many friends who loved her. She was predeceased by her daughter Hailey. Debbie is missed by her husband of more than 35 years, Stan (Penny) Norton, her daughter Amy, son Charles, her grandchildren, and her many friends and co-workers.



Education



FHQ Education continues to support our 11 member First Nations in the delivery of holistic, quality education for our children. We deliver a range of second level services including school planning, annual budgets, learning resources, professional development, assessments, technology supports, virtual learning, land-based learning, family support, and more.

Throughout the year, the FHQ Education team has been busy tending to daily events and activities within our schools. In addition, FHQ Education achieved the following:

- Developed Education Service Agreements (ESAs) with each of our nine communities, outlining specifics around tuition, specifically that it be transferable, reciprocal, and mobile. This means tuition amounts move with the student. Additionally, ESAs outline specifics and services rendered on behalf of High-Cost Special Education students attending provincially run school divisions.
- Nation-to-Nation Education Agreements were developed to assist member First Nations that have non-community members attending a school on their nation.
- Policy manuals were created for Peepeekisis, Muscowpetung, Piapot, and Standing Buffalo to provide oversight on the Governance of the Education Program, staff, and operations.-
- School Safety Plans were developed for each school outlining building maps, community maps, and safety protocols such as regular fire drills and hold and secure drills.

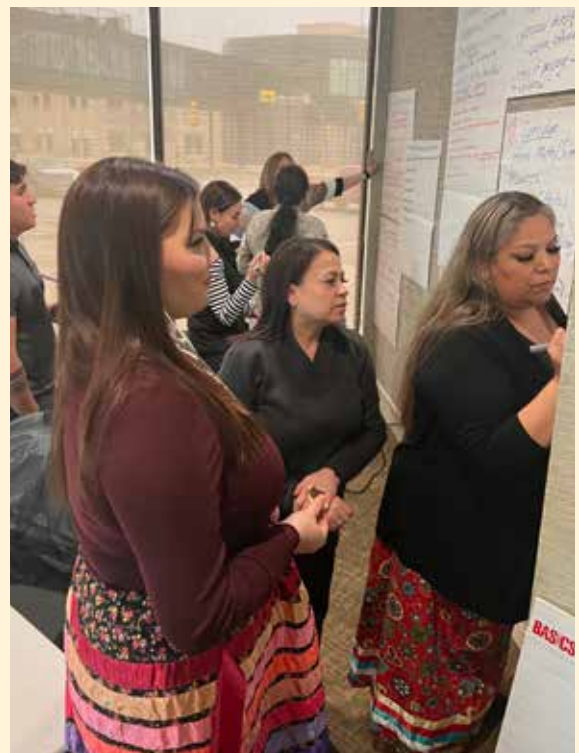
Developing a Ten-Year Plan:

This year, FHQ Education implemented a yearlong consultation with our 11 member First Nations to create a ten-year strategic plan. This was a collaborative and holistic process, focused on community engagement, cultural identity, and shared vision. The plan must reflect each of their distinct values, languages, and worldviews, while also addressing systemic gaps in education and fostering opportunities for growth and self-determination.

Community Engagement Sessions

Central to this process is the inclusion of community voices, especially students, Elders, and Knowledge Keepers. Engagement sessions were vital in the planning and review process:

- In September 2023, FHQ Education developed a process for Re-Imagining Education.
- In October 2023, a Youth Symposium was held at the Governance Centre so students could discuss the impact of the pandemic on their learning and overall well-being.
- In January 2024, a gathering with Elders and Knowledge Keepers was held at the Governance Centre
- In January-February 2024, two additional engagement sessions were held with leaders and education portfolio holders from all 11 member First Nations.



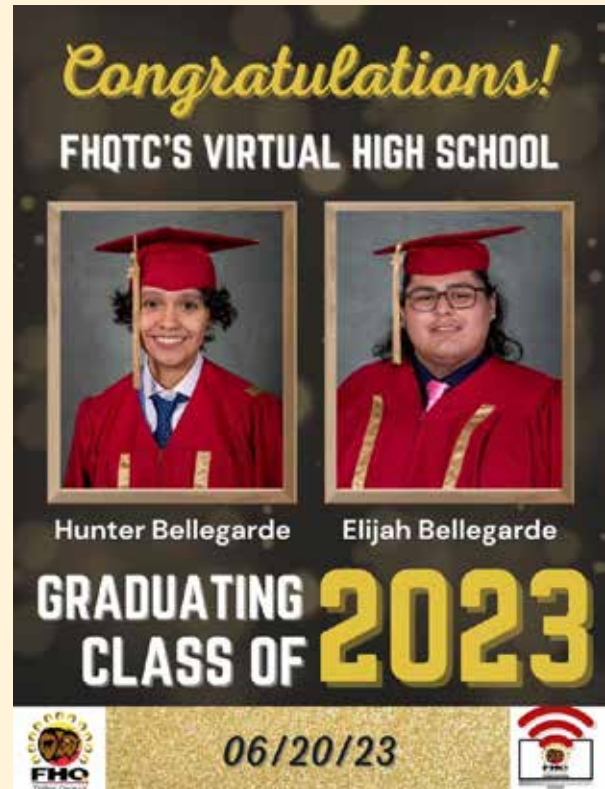
Grassroots Survey

Additionally, a comprehensive survey was made available to all community members of the 11 First Nations to re-imagine education for our youth. Over eight weeks in early 2024, the survey generated 115 responses. This grassroots involvement ensures the plan is comprehensive, addressing not only academic success but also cultural revitalization, mental health, and socio-economic development.

Reviewing Information

In March 2024, the FHQ Education leadership team met with Education Commission Chiefs and elected leaders in an off-site retreat to analyze and synthesize the information gathered in the consultation process. Over four days, we explored issues related to current and informed educational practices and re-imagined education for FHQTC youth.

By approaching the consultations in this way, the ten-year strategic plan becomes a living document, reflective of the voices and aspirations of the 11 FHQTC communities it serves. It is a framework for building educational systems that empower First Nation learners, while honouring the cultural, linguistic, and spiritual heritage of each community.



FHQ Virtual School

We are very proud of our first graduates from FHQ Virtual School: Hunter Bellegarde and Elijah Bellegarde from Little Black Bear First Nation!

FHQ Virtual School is set up to meet the needs of our learners. It has four blocks of instruction in each school year and an additional "Summer School" block in July. We offer two classes for Grades 7 to 12 in each block. The first block was English and Native Studies, so students worked on those subjects until November, then switched to two new classes of Math and Arts Education.

FHQ Virtual School provides an asynchronous learning environment, meaning assignments and lessons are designed so that students can work independently. This is supported by daily tutoring sessions through Google Classroom and Google Meets. There are currently 36 students enrolled. The school focuses on learner-centered approaches, ensuring flexibility and support for students while they complete their coursework.

Health Services



FHQTC Health Services delivers health programs in Southern Saskatchewan, Treaty 4 territory, serving a regional population of more than 5,000 residents within FHQTC's 11 member First Nations.

Guided by a comprehensive health services model that integrates and balances both traditional and contemporary approaches to wellness, Health Services is guided by the communities of FHQTC for health planning and delivery. Within this context, FHQTC Health Services is guided by the following principles:

- Wholistic, healthy people in healthy communities
- Community based needs, including regular communication and meetings with First Nations Health Directors
- Client outcome focused (individual and community)
- Ensuring a Continuum of Services
- Coordinated Primary Care Approach
- Multi-disciplinary/cross-disciplinary teams
- Partnerships and collaboration among communities, health providers, and health jurisdictions.

Programs and Services

FHQTC Health Services is based primarily at All Nations' Healing Hospital (ANHH) in Fort Qu'Appelle, providing services to clients both within the facility and directly in the Member Nation's communities.

Programs and services delivered to the FHQTC member First Nations include:

- Canada Prenatal Nutrition Program
- Community Health Nursing
- Diabetes and Wellness
- Environmental and Public Health
- Home and Community Care
- Information Technology/Telehealth
- Jordan's Principle
- Lactation Consultant
- Maternal Child Health
- Miko-Mahikan Red Wolf
- Rehabilitation Therapies



Kihêw Waciston Eagle Nest Primary Care Centre

FHQTC Health Services and All Nations' Healing Hospital are in the process of constructing a culturally responsive primary care centre, kihêw waciston Eagle Nest Primary Care Centre. The upcoming health clinic is being built adjacent to ANHH on the corner of 8th St. and Sioux Ave. in Fort Qu'Appelle. The clinic will serve residents of Fort Qu'Appelle and the surrounding area to help address the healthcare needs within the community, providing non-emergent care to clients and reducing the burden on the emergency department. The primary care clinic is expected to open in June 2025.



Midwifery Education Partnership with Mount Royal University

To help fulfill the need of midwives and midwifery services at All Nations' Healing Hospital, FHQTC Health Services has partnered with Mount Royal University (MRU). This partnership with MRU will designate one seat in their Bachelor of Midwifery degree program for a midwifery student from the FHQTC area and supported by FHQTC within a return to service model. The midwifery student will attend MRU and have the opportunity to complete their program and course components in both the local area and in Calgary. The first midwifery student will start their first semester in Fall 2024, and recruitment is underway for another student opportunity to begin in Fall 2025.



Accreditation Canada

In 2022, FHQTC Health Services underwent its latest accreditation survey with the not-for-profit organization Accreditation Canada, receiving an Accredited with Exemplary Standing result. Accreditation is ongoing process of assessing health organizations against standards of excellence to identify what is being done well and what needs to be improved.

FHQTC Health Services and All Nations' Healing Hospital will undergo an aligned Accreditation Canada survey in fall 2024, though each organization will be surveyed separately. This aligned survey provides more economies of scale and greater efficiencies for both organizations' staff, clients, and partners.



Indigenous Skills Employment & Training Strategy

The Indigenous Skills Employment and Training Strategy (ISETS) is designed to support individuals in the development and improvement of their skills to find employment.

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

For the period April 1, 2023, to March 31, 2024, the ISETS program case planned a total of 192 participants. Of that, 68 gained employment and 83 returned to school. Twenty participants had continuing case plans into the fiscal year 2024-25.

Eighty-three summer students were funded through ISETS program via eight First Nations who provided summer employment for the students with a variety of job duties.

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

- Interior Design Technology Program: one student completed
- Mental Health & Wellness Year One: two students completed Year One and will continue to Year Two in 2024-2025
- Mental Health & Wellness Year Two: three students completed
- Collaborative Bachelor of Science in Nursing: one student completed their second year.
- Adult Basic Education Program: three students graduated the program
- Business Admin Year Two: one student completed
- Justice Studies Program Year Two, Indigenous Policing Foundations Specialty: one student completed.
- Human Resource Certificate Program: one student completed

EMPLOYERS:

Ministry of Highways	Miko-Mahikan Red Wolf	Banister Pipeline	Okanese First Nation
Contour Developments	Peepeekisis First Nation	ATCO	ICON Construction Ltd.
FWS Group of Companies	Ledcor Industries	Haztech Energy Corp.	Lakeview Lodge
Echo Ridge Golf Course	North American Midway Entertainment	Bird Construction	BHP Jansen Mine
JPROPP Roofing	Darcy's Carpentry & Renovations	Broadhead Electric Ltd.	Co-op Home Centre
TM Carpentry Quality Construction	Standing Buffalo Daycare	PBN Construction	L & J Construction
Chatters Hair & Beauty Salon	Central Urban Metis Federation Inc.	Yellow Thunderbird Lodge YTC	Sherwood Co-op
TOPA Contacting		Ministry of Parks, Culture & Sport	Ocean Man Education Center
Westridge Construction LTD			Boom Construction

Pre-Employment Supports

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 live on-reserve, and must be receiving income assistance.

The program provides supports for active participants in a training program. The PES program can help participants improve life skills through life and work skills workshops. It can also assist in obtaining a driver's license, safety tickets, or with other activities that help prepare people for employment or training. To access PES funding and services, you must see your PES Case Worker or Income Assistance Administrator at your band office.

PES Program 2023-24 Highlights:

This year, the PES Program served 95 clients and 29 clients obtained full-time or part-time employment. We also assisted communities in delivering the following programs:

- Kin Quest Program: Muscowpetung
- Introduction to Hospitality: Peepeekisis
- Good Medicine Circle Training Program: Okanese
- Adult Basic Education: Piapot
- Driver Education: Piapot
- Office Education: Star Blanket

Sports & Recreation

Sports and Recreation provides opportunities for First Nations youth to participate in the annual Tony Cote Winter and Summer Games and the National Jays Care Foundation Indigenous Rookie League. We are committed to encouraging healthy lifestyles through sport and recreation.

2023 North American Indigenous Games (NAIG)

The North American Indigenous Games (NAIG) were held in Halifax, NS in July 2023. We had 38 athletes attend from nine of our member First Nations. FHQTC athletes received 21 medals, bringing home eight gold, eight silver, and five bronze.

FHQTC Athletes who attended NAIG in 2023:

Peepeekisis	6	Muscowpetung	3
Star Blanket	2	Carry the Kettle	4
Okanese	5	Pasqua	3
Piapot	8	Nekaneet	2
Standing Buffalo	5		

2023 Tony Cote Winter Games

Prior to the 2023 Tony Cote Winter Games in Saskatoon, we offered coaching clinics and sports taping clinics to previous and new coaches. Our athletes performed very well at the winter games placing 3rd overall.



Current Partnerships and Initiatives:

This year, we continued our projects and partnerships with the following organizations:

- Collaborating with the University of Regina's Faculty of Kinesiology and Health Studies to encourage long-term athlete development between our member schools and the Uof R
- Hoop Life and the FSIN
- FHQTC athletes trained at K2 Training
- Indigenous in Motion
- Started a yoga program to support mental health and address trauma stored within our bodies.

Two Spirit LGBTQIA+ Forum

FHQTC hosted the first Two Spirit Forum at First Nations University of Canada on February 22, 2024 to share knowledge on providing safe spaces and support, traditional knowledge, and the impact of colonialism on Two Spirit roles and identities. The forum began with a morning pipe ceremony. The day included presenters and Knowledge Keepers who shared about Two Spirit knowledge prior to contact, social impacts on health, and the resiliency and resurgence of our Two Spirit relatives.

The goal of the forum was to:

- Provide a safe space for Two Spirit LGBTQIA+ members
- Be an ally and provide support
- Develop advisory committees
- Prepare and propose service and program delivery options
- Create an inclusive action plan
- Provide an update on education development
- Be inclusive in sport for youth
- Develop a toolkit for health care providers

The forum as well attended, and attendees requested that this be an annual event.

Jays Care Foundation Indigenous Rookie League

The FHQTC Jays Care Rookie League program is in its 6th year, with 10 member First Nations participating. The Jay's program ran from June 22 to August 24. Thank you to Tori McNab and Mackenzie Bigknife who worked hard to ensure the league ran smoothly, coordinating and rescheduling games due to severe weather conditions. At the wrap-up tournament, four Regina Pats players, along with K9 the Mascot, joined the Jays Care teams. Nekaneet won the overall league for 2023 for the Jay's Program and attended the Toronto Blue Jays game on September 10.

The Field of Dreams opened with its very first game during Treaty 4 week. FHQTC and TATC had a Jay Care's League All Star game that weekend. The FHQTC youth won against the TATC Youth, and the FHQTC coaches lost against the TATC coaches.



Lands, Resources, Environment & Stewardship



Lands, Resources, Environment, & Stewardship (LRES) supports sustainable capacity and innovative development opportunities with FHQTC member First Nations in their stewardship responsibilities to the lands, resources, and the environment. We take a “Nation Building Approach” based upon traditional knowledge, language, jurisdiction recognition and assertions, capable institutions, culturally relevant actions, strategic orientations, and inclusivity with all Nations’ leadership and citizens. The initiatives of LRES contribute to shaping public policy and to implementing practical approaches that are inclusive of our member First Nations’ cultural and traditional foundations.



Highlights for 2023-24:

We continued to focus our stewardship, research, and capacity development work toward advancing our inherent sovereign rights and collective interests in Treaty 4 Territory on behalf of our 11 member First Nations. Much of our work is done through engagement and information sharing with leadership, land users, Women’s Council, Youth Advisory Council, Traditional Knowledge Keepers, Elders, and Language Keepers.

Current Initiatives:

Indigenous Community Based-Climate Monitoring

- Air, water, and weather monitoring
- Climate risk communication
- Climate Change and Health Adaptation Program
- Land-Based healing practices
- Land, culture, language, and wellness
- Climate impact on sacred sites
- Language preservation
- Collective Guardian Initiative
- Assessment and monitoring of the Lower Qu’Appelle Watershed
- Language in our Lands and Waters
- Traditional Knowledge preservation and sharing activities

Contaminants Program

- Analysis of methylmercury in fish from the Qu’Appelle River and Chain of Lakes

United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) Act

- Discussion forum with Leadership, Youth Advisory Council and Language Keepers, and Citizens on the Act and Action Plan implementation
- Policy analysis, the intersection of Treaty Rights and UNDRIP

Analysis of Legislation, Policy & First Nation Jurisdiction

We continued to support member First Nations with strategic planning, advocacy, and policy development on a variety of initiatives, including:

- Indigenous Advisory and Monitoring Committee Enbridge Line 3 Replacement Project: Leadership attendance with NRCAN, CER/NEB
- Inherent Treaty Right to Hunt, rights advocacy, and capacity building
- Review of specific claims policy
- CER Filings Review and Project Condition Compliance
- Mapping Resources and GIS capacity development
- Resource Centre Management, Operation and Administration
- Proposal for an Act respecting drinking water, wastewater, and related infrastructure on First Nations lands
- Development of Canada Water Agency and modernization of the Canada Water Act
- Bill 161, Provincial Trespass to Property
- Wetland Drainage
- Prairie Water Apportionment
- Fishing Stations Orders in Council
- Supreme Court of Canada Intervenor- Impact Assessment Agency vs Alberta
- Ministerial meetings with CIRNAC, ISC, ECCC, and senior ministerial offices.



We also continued our work on various initiatives in the following areas:

- Consultation, Resources, and Stewardship Centre
- Indigenous Habitat Program
- Aboriginal Fund for Species at Risk
- Indigenous Climate Leadership Program
- First Nations Climate Adapt
- Indigenous Capacity Support Program, Impact Assessment Agency of Canada

Partnerships and Collaborations

We've continued to strengthen our working relationships with the University of Regina Faculty of Science (Institute of Environmental Changes and Society (IECS), Grandmothers Bay First Nation, and the Canadian Institute of Resources Law (CIRL) at the University of Calgary.

Engagement Sessions, Forums, and other Capacity Development

- Strategic Planning with FHQTC-LRES Chiefs Committee
- Language capacity development with our youth and Language Keepers in Lakota, Nakota, Dakota Cree & Saulteaux
- Cypress Hills Land-Based Camp, August 2023,
- Federal Policy Forum
- Engagement and Training on FHQTC Programs
- First Nations Climate Leadership with Treaty Four First Nations



Women's Council



The File Hills Qu'Appelle Women's Council is committed to advocating for and addressing issues that impact our First Nations women, youth, and children.

In May 2023, the Women's Council held a two-day Strategic Planning Session to ensure the fulfillment of our vision and mandate. In this fiscal year, we focused on the following priorities:

Missing & Murdered Indigenous Women and Girls

- Consulted with the Status of Women to discuss future joint initiatives relating to MMIWG and Human Trafficking.
- Tamra Keepness Awareness Barbecue.
- Qu'Appelle Haven's Domestic Violence Walk

Violence and Exploitation of Women and Children

- We hosted the Raise Your Voice Conference at the Governance Centre. Approximately 100 youth from our 11 member First Nations attended.

Feasibility of Detox and Treatment Centres within the FHQTC area.

- In September 2023, an FHQTC Addictions Support Strategy Team was established with White Raven Healing Centre, FHQ Health Services, and Red Wolf Outreach Program to develop a plan of action regarding supports for addictions. Tours of the Muskowekwan Family Wellness Centre and White Buffalo Detox Centre were held to learn about their programming, supports, and after care.

Addictions

- A task force was created with Balcarres Community High School, FHQ Women's Council, and FHQ Education to develop a strategy to combat drugs and alcohol for students attending Balcarres Community High School.

The Women's Council continued to establish and strengthen relationships with key community stakeholders throughout Saskatchewan. This year we achieved the following:

- Continued to improve and strengthen our communication and partnership with FSIN and the Saskatchewan First Nations Women's Commission
- Joint Committee created with Sports & Recreation, Women's Council, and FHQ Education to provide an Indigenous Wellness, Sport and Culture Program for at-risk Indigenous youth within FHQTC member First Nations.
- Supported FHQ Lands, Resources, Environment & Stewardship's engagement with the First Nations women water research study to develop a regional assessment for water-related projects in the prairies.



White Raven Healing Centre

White Raven Healing Centre provides an integrated approach to self-healing with a focus on holistic mental health and wellness programming. Our programming addresses traumatic experiences and current mental health challenges such as addictions, mental health impacts from residential school, day school, 60s scoop, missing and murdered Indigenous women and girls (MMIWG), and more. The Centre's integrated approach balances and utilizes both contemporary and non-Indigenous therapeutic techniques with traditional healing practices to facilitate individual healing.

During the 2023-24 year, White Raven Healing Centre continued to rebuild FHQTC's Critical Incident Stress Management (CISM) program to support First Nations experiencing crisis and trauma events. The majority of FHQTC member First Nations have received the CISM training. In October 2023, a refresher and level 1 training was offered.

We also provided presentations, workshops, and wellness days to share information and resources on addictions, mental health, cultural wellness, grief and loss, and physical wellness.

Some of the activities and programming delivered during the 2023-24 year included:

Women's Programming:

- Sister's Sharing Circle
- Raise Your Voice: MMIWG & Human Trafficking

Youth Programming:

- Youth Wellness Summit
- Science Camp
- Traditional Games
- Raise Your Voice: MMIWG & Human Trafficking

All-Ages Programming:

- Sacredness of Life and Life Promotion
- Storytelling Series (Dakota/Lakota/Nakota/Saulteaux/Cree speakers)
- Back to Basics Cultural Teachings
- MMIWG Awareness Walk

Trainings:

- CISM Training
- ASIST (Applied Suicide Intervention Skills Training)
- ASK (Assessing Suicide in Kids) Training

Community Outreach:

- White Raven conducted outreach initiatives with individual community wellness programs to support local healing and wellness in Pasqua, Piapot, Wood Mountain, Standing Buffalo, Carry the Kettle, Star Blanket, and Peepeekisis.
- Provided mental health support at Indian Residential School (IRS) events throughout FHQTC.



WRHC Mental Wellness Therapy

White Raven Healing Centre provides out-patient therapy to FHQTC member First Nations, as well as other Indigenous citizens living the local Fort Qu'Appelle region. We have provided clinical supports to the following Indigenous Nations:

Alexander	Ile-a-la-Crosse	Mistawasis	Thunderchild
Big River	Island Lake	Metis	Waterhen Lake
Biigtigong Nishnaabeg	James Smith	Muskowekwan	Waywayseecappo
Canoe Lake	Kahkewistahaw	Ochapowace	White Bear
Cote	Kawacatoose	One Arrow	Yellow Quill
Cowessess	Keeseekoose	Onion Lake	
Day Star	Key First nation	Rolling River	
Fishing Lake	Lekwungen Nation	Sakimay	
George Gordon	Little Pine	Sapotaweyak	
Good Fish	Mik'Maq	Siksika	

Technical Services

HOUSING AND INFRASTRUCTURE:

FHQTC's 11 member First Nations face many housing challenges. Currently, more than half the homes require major renovations, and 1,378 additional housing units are needed. Housing concerns include over-crowding (11%), accessibility issues (24.5%), mold (30%), and vermiculite/asbestos insulation (1%). The average occupancy rate is 3.52 people per unit. Currently, 84 homes (6%) are vacant. Of those, 33 need major renovations, 17 are condemned, 30 are under construction, and four are vacant.

POPULATION:

Total FHQTC membership is **17,839**

Total FHQTC population living on-reserve is **5032**

HOUSING UNITS:

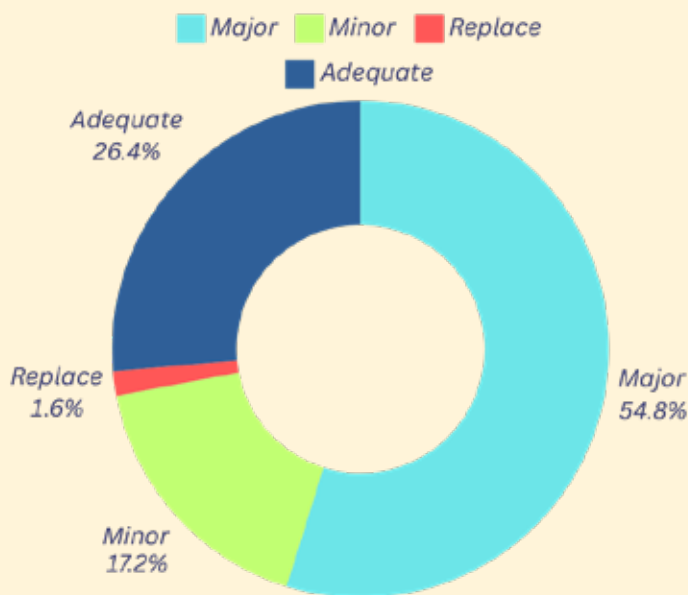
1,514 housing units in total

- 94% are occupied (1,430 units)
- 6% are vacant (84 units)

ADDITIONAL UNITS NEEDED:

1,378 additional housing units are required. Based on Canada Mortgage and Housing Corporation (CMHC) Maximum Unit Price of \$300,000 per housing unit in Saskatchewan, the cost to meet the current housing need is: **\$413,400,000.00**

CONDITION BY RENOVATION NEEDED



HOUSING CONDITIONS:

Minor Renovations Needed:

17% (260 houses) require minor renovations (less than \$5,000)

Cost to repair: **\$1,034,455.00**

Major Renovations Needed:

54.8% (830 houses) require major renovations (more than \$5,000)

Cost to repair: **\$27,935,449.00**

Condemned

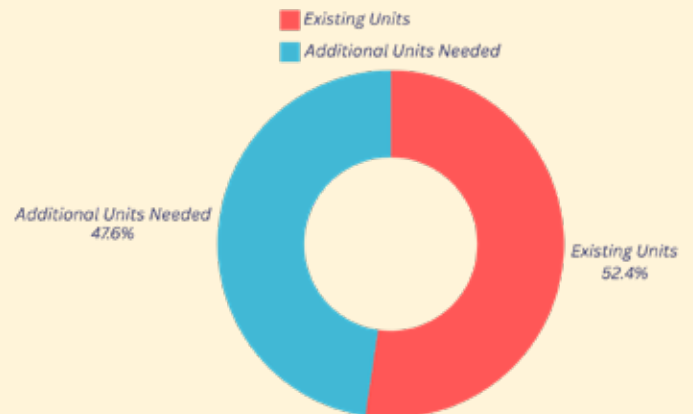
1.6% (24 houses) are beyond repair and need to be replaced.

10 of these condemned houses are still occupied by families.

Adequate:

26.4% (400 houses) are in adequate condition.

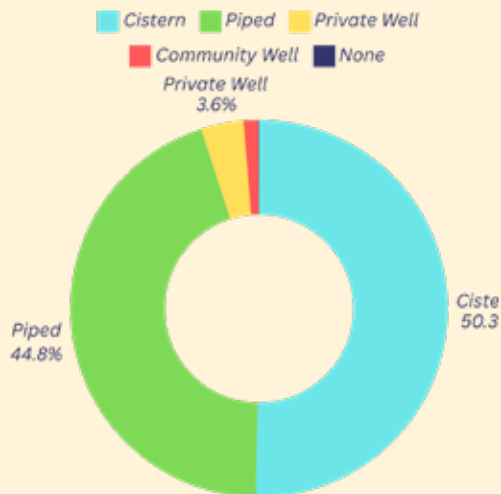
ADDITIONAL UNITS REQUIRED TO FULFILL CURRENT NEED



WATER SYSTEMS:

- One unit: no water system
- 1% (19 houses): Community Wells (treated and untreated)
- 4% (55 houses): Private Wells (untreated)
- 45% (678 houses): Piped System (treated)
- 50% (761 houses): Cisterns (Boil Water Advisory)

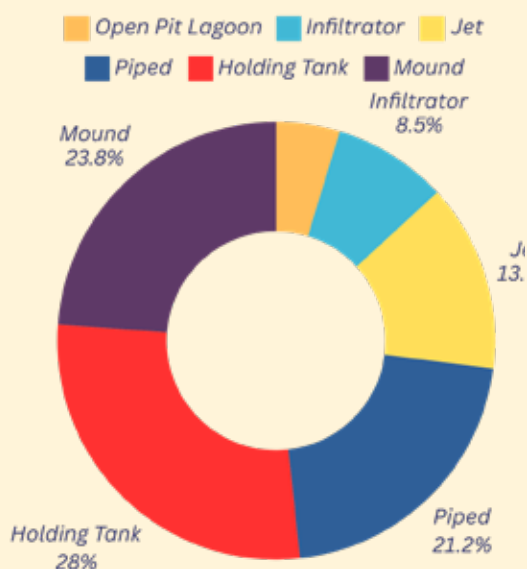
WATER SYSTEMS BY TYPE



SEWER SYSTEMS:

- 5% (71 houses): Open Pit Lagoon
- 8% (128 houses): Infiltrator System
- 14% (210 houses): Jet System
- 21% (321 houses): Piped System (to community lagoon)
- 24% (360 houses) Mound System
- 28% (423 houses): Holding Tanks (emptied weekly)

SEWER SYSTEMS BY TYPE



CMHC RRAP

The 2023-24 allocation for FHQTC member First Nations was \$121,842. Eligibility is determined by CMHC.

CMHC Section 95 Housing

Section 95 Housing Allocation Lifetime Subsidy for 2023-24 was \$2,602,217.00. Eligibility is determined by CMHC and ISC, and must meet the criteria for ISC's Ministerial Loan Guarantee

CMHC Inspections

The Indigenous Technical Services Cooperative (ITSC) is contracted by CMHC to provide inspections services for the Section 95, RRAP, and PCRs programs. ITSC sub-contracts with FHQTC, TATC, YTC, and STC to carry out these inspections in southern Saskatchewan. ITSC sub-contracts FHQTC, YTC, TATC, and STC to provide CMHC programs inspection services. Each compliance inspector remains the employee of their own Tribal Council and are not employees of ITSC.

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 FHQ First Nations.

Progress Inspections: ITSC is currently contracted by CMHC to complete the progress inspections in the Sec 95 program. First Nations may request up to six progress inspections.

RRAP: Only a final inspection by the FHQ Compliance Inspection is required. ITSC is contracted by CMHC to provide the inspections services for RRAP.

PCRs: ITSC is currently contracted by CMHC to complete these inspections.

Annual Housing Conference: Held in Regina April 3-5, 2023 and was well-attended.

Emergency Management



FHQTC Emergency Management (EM) assists member First Nations with a range of activities, including the development of all hazard plans for each First Nation, fire safety assessments, finding and accessing necessary fire protection gear, identifying and training individuals in search and rescue techniques, and many other efforts that promote the safety and well-being of the people in our communities.

We have been busy this past fiscal year preparing our 11 First Nations and assisting with various events. We collaborated with stakeholders and member First Nations on fire protection and gear delivery and assisted all in obtaining fire and wildland fire protection equipment. FHQ Emergency Management continues to work closely with our partners, such as the Red Cross, Yorkton Tribal Council EM, Independent First Nations, Saskatchewan Public Safety Agency (SPSA), Search and Rescue

Saskatchewan Association of Volunteers (SARSAV), and local police agencies. We also continue to hold FHQTC Emergency Management forums twice a year. This year, we expanded to include ten seats for Nekanee Search & Rescue. Other EM highlights include:

- Trained 18 Emergency Medical Responders through Red Cross and ISC, with two responders per member nation. Each participant received \$4,000 worth of medical equipment.
- Work with RTSIS to support northern forest fire evacuees, offering traditional foods, recreation, and spiritual referrals.
- Attend Annual ISC EM forum in Saskatoon in November with three representatives from each Nation.
- Responded to 17 Search and Rescue call-outs, assisting in the search for a missing boy from Red Earth/Nekanee.
- Worked with Wood Mountain on wildland grass fire training.

This year we trained more FHQTC Search and Rescue members. We currently have 33 trained members. Other highlights include:

- Search and Rescue purchased a motorboat with Lands and Resources for water searches and recovery
- Developed plans to train with Prince Albert Grand Council (PAGC) Water Rescue.
- Acquired low-maintenance SAR equipment for year-round use, including compasses, GPS, and high-visibility gear.
- Received an ambulance for EM vehicle use and gear from Fire Fighters Without Borders (Ontario).



Our Fire Smart Program continues to have high engagement in our communities. Highlights from this year include:

- Fire Competition (Aug 14-18, 2023) was a success.
- FHQ provided one chainsaw, one blower, and five water packs for wildland firefighting.
- Live burn training held in Peepeekisis, Little Black Bear, and Piapot (upcoming).
- Six Wildland Level 3 courses held this summer, averaging 15-25 students.
- Fire Suppression and Ground Ignition courses to be offered, focusing on controlled backburns and cultural burns.
- Received a sea can of fire equipment for FHQTC/YTC, distributing structural gear.
- AED successfully used at Winter Games to revive a spectator.
- Supporting fire escape plans with aerial thermal drone photos for fire safety.
- Hired a Fire Smart Technician to support First Nations fire training.



Restorative Justice



FHQTC Restorative Justice provides programming that aims to restore a person’s balance spiritually, mentally, physically, and emotionally. The nature of our approach is to emphasize repairing the harm caused by crime. When those who are hurt and those who are doing the harm meet to decide how to repair the harm caused, the results can be transformational. This is what we strive for in Restorative Justice.

Restorative Justice serves member First Nations with technical and advisory services such as:

Probation: As officers of the court, they supervise the court orders in our communities.

Youth Reintegration: As community liaisons, they work with youth released from court and their community resources.

Court Worker: As liaisons between the court and the community, they offer insight into the workings of the courts, court terminology, and direct clients to legal aid.

Community Justice: as officers, meet with the justice committees, arrange justice gatherings, provide circle facilitation, mediation, and trainings

Highlights from 2023-24:

Our program continues to provide training, mediations for court, and ongoing support for our member First Nations. This year the focus has been on a new training called “Lateral Violence to Lateral Kindness.”

We assisted FHQ Education with an anti-bullying prevention training based on our Domestic Violence elements of: 1) what is the situation, 2) who is affected, 3) how are they affected, 4) what are the consequences, and 5) how can we change. This training provides a rational decision-making process to change violence in our schools.

We also assisted White Raven Healing Centre’s Critical Incident Stress Management calls regarding suicide, searches, school lockdowns, and sudden deaths, as well as training throughout the year.

Other fiscal year highlights include:

- Started a process for law development using the principles in our traditional stories and converting them into contemporary laws.
- Worked with Legal Aid Saskatchewan on a Truth and Reconciliation Committee.
- Sat on the Domestic Violence Death Review for Saskatchewan.
- Assisted with the Tony Cote Summer Games as Mission Staff. Our Director coached the 2023 Winter Games, and the senior team took gold.
- Held a pipe ceremony at the Fort Qu’Appelle Court House on September 15, 2023 to pray and cleanse the court room. The ceremony was attended by many provincial and federal justice personnel. An eagle feather and smudging bowl now reside in the court for participants for use as requested.

Restorative Justice also led and delivered many services throughout the year, including:

Mediations & Circles (63 total):

Court	42	
Community	3	Farmer, Montmarte, Indian Head
School	6	Piapot, Okanese, Sedley, Grenfell, Balcarres, Peepeekisis
Workplace	9	5 at Standing Buffalo, 2 at Muskowekwan, Friendship Centre, Yorkton
Family	3	Fort Qu’Appelle, Standing Buffalo, Okanese

Presentations

Bullying Presentations	7	3 at Peepeekisis School, 2 at Piapot, 2 at Standing Buffalo
Addictions Presentation	1	Peepeekisis

Trainings:

Sentencing Circle Training	3	North Battleford, Saskatoon, Meadow Lake
Sexual Assault Disclosure Training	2	Nekaneet, Pasqua
Domestic Violence Training	2	Nekaneet, Pasqua
Mediation Training	2	Pasqua, Fort Qu’Appelle
Wills and Estates	3	2 at Peepeekisis, one Open to Public
Lateral Violence to Lateral Kindness	5	Piapot, Nekaneet, Pasqua, Conference for LGBTQ2S+, Justice Staff
Gladue Training	3	University of Regina, Justice Staff, Provincial Justice Committee

Domestic Violence Program “The Way”

Fort Qu’Appelle	15 clients
Pasqua	14 clients
Piapot	12 clients
Peepeekisis	11 clients

Domestic Violence Program “The Way”

Carry the Kettle	10 clients
Muscowpetung	2 clients
Okanese	2 clients
Standing Buffalo	1 clients
TATC	2 clients



FHQ Entities

A Leading Indigenous Model

FHQTC is a leader in Indigenous economic development, forging a path towards creating opportunities for other First Nations along the way. The FHQTC's for-profit initiatives are managed through the following entities:

FHQ Developments

FHQ Developments' unique business model is structured around three core pillars: business development, economic development, and human resources. This model has enabled FHQ Developments to build successful and sustainable businesses that generate economic opportunities and significant returns for the province of Saskatchewan's economy overall.

Find out more at fhqdev.com

FHQ eCommerce

FHQ eCommerce pursues opportunities in the electronic commerce sector. This exciting sector presents opportunities upon which FHQTC can expand their expertise in governance and fiscal management by branching into areas including online payment platforms, data management systems, and more.

Find out more at investfhq.com

Keseechiwan Holdings

Keseechiwan manages FHQ Casino Holdings Limited Partnership, and the business related to Living Sky Casino in Swift Current.

TFHQ Entities



Innovative Program & Service Delivery

Working in partnership with member and regional First Nations, and municipal, provincial and federal levels of government, FHQTC has created many important non-profit institutions that deliver essential programs and services across southern Saskatchewan. These organizations advance community health and wellness, develop training and employment, provide education, and protect culture, contributing to an improved quality of life for all people in the region."

All Nations' Healing Hospital	34
Regina Treaty/Status Indian Services	35
Silver Sage Housing Corporation	35
TFHQ Safe Shelters	36
Leading Thunderbird Lodge	36

All Nations' Healing Hospital



All Nations' Healing Hospital (ANHH) provides rural hospital care in Fort Qu'Appelle and the surrounding community which includes emergency services, acute care, inpatient/outpatient services, and medical imaging, in addition to chronic disease management, remote dialysis, women's healthcare, and midwifery services. Patients have access to cultural and traditional services, through traditional knowledge holders, traditional medicines, traditional and spiritual institutes, and spiritual counselling.

ANHH is owned and operated by File Hills Qu'Appelle Tribal Council (FHQTC) and Touchwood Agency Tribal Council (TATC), funded through a transfer agreement from Health Canada, and an operating agreement with the Saskatchewan Health Authority (SHA).

Programs and Services Available:

Acute Care

- 24 Hour Emergency Department and Physician Services
- 14 Acute Care Beds
- Palliative Care Services
- Diagnostic Services

Cultural and Traditional Services

- Traditional Cultural Practitioners
- Traditional Medicine
- Traditional and Spiritual Counselling

Women's Health Centre

- Well women care
- Reproductive care
- Sexual health
- Midwifery-led maternity care (including low risk birthing)

Pasikow Muskwa Rising Bear Healing Centre

Culturally enhanced chronic kidney primary health care services, which provides wholistic care for individuals, families, and communities, including dialysis services.



Regina Treaty/Status Indian Services

Regina Treaty/Status Indian Services (RTSIS) provides assistance, programming, training, advocacy, and referral services for urban First Nations citizens living in Regina and the surrounding area.

Committed to assisting people in the transition between the reserve and city through greater opportunities in training, employment, and housing, RTSIS programs include:

Ataskata Youth Restitution Program for youth ages 12-18 who have been convicted of a property related offence. The goal of this program is for children to stay in the community, rather than being placed in custody, and that they learn a new behaviour influenced by a sense of restorative justice, as opposed to institutionalism and possible cycles of recidivism.

First Nations Family Support Centre (FNFSC) hosts a variety of culturally relevant programming that assists children at risk, and their families.

First Nations Employment Centre (FNEC) works towards the continued advancement of employment and training opportunities for all First Nations people who may be unemployed, disabled, or need to increase their skills and education levels.

Red Feather Youth Integration Program assists youth involved with the youth criminal justice system transition back into community.

Treaty Four Education Centre provides a holistic, culturally sensitive, and supportive environment that recognizes the individuality of each student. The program strives to extend the knowledge, wisdom, and imagination of its students to enable them to take future leadership positions in any occupation or post-secondary institution they choose.

Indian Residential School Resolution Health Support Program works at the community level to ensure eligible former Indian Residential School students and their families have access to emotional health and wellness support services.



Silver Sage Housing Corporation

Since 1983, Silver Sage Housing Corporation (SSHC) has provided and promoted high-quality social housing for First Nations people living in the Regina area.

At present, Silver Sage Housing manages 371 income-based rental housing units to serve the needs of Indigenous people in the city of Regina and across southern Saskatchewan and surrounding communities.

In 2008, Silver Sage Holdings (SSHL) was created to develop and manage affordable housing rental properties. At present, Silver Sage Holdings owns 220 rental housing properties including mature living and transitional supportive housing facilities.



For more information, visit silversage.ca

TFHQ Safe Shelters



Qu'Appelle Haven Safe Shelter and Wichihik Iskwewak Safe House (WISH) are open 24 hours as safe places for women and their children leaving abusive situations. These important organizations provide group support, counselling (both traditional and/or western), advocacy, and referral services to women in need.

Qu'Appelle Haven Safe Shelter

Located in Fort Qu'Appelle, Qu'Appelle Haven is a safe shelter for women and their children who are leaving abusive situations. Programs and services focus on the well-being of the children. Qu'Appelle Haven offers counselling, group therapy, healing circles, parenting skills, and various other activities to help families adjust to their new abuse-free lifestyles.

Wichihik Iskwewak Safe House (WISH)

Located in Regina, WISH is a safe house for women and children fleeing from domestic violence that provides temporary shelter, individual and group support, counselling and therapy (to include either traditional or western), advocacy and referral, children's programming, and outreach services.

Leading Thunderbird Lodge

Leading Thunderbird Lodge (LTL) is a nationally accredited, 15-bed residential youth treatment facility that supports Indigenous male youth experiencing challenges with alcohol, drug, and solvent misuse. LTL is considered a model of excellence for facilities across Canada.

Culturally-based mental health and addiction treatment programming:

- Residential treatment
- 3 streams of programming: clinical, educational, and cultural
- Holistic treatment plans: spiritual, mental, emotional, and physical well-being

Mental health and addictions are addressed through a variety of programming that includes:

- Pre and post assessments
- Individual and group counselling
- Academic and land-based education
- Cultural and spiritual teachings
- Life skills
- Therapeutic recreation

Referrals are accepted through:

- Parents or guardians
- Community Addictions Worker/NNADAP Worker/Wellness Worker
- School teacher or principal
- Justice officials



Financial Statements

Non-Consolidated Financial Statements of File Hills Qu'Appelle Tribal Council Inc.

Year ended March 31, 2023

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.



Jeremy Fourhorns, Chairperson



Brad Johnson, Director of Finance/Admin.



Independent Auditors' Report

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

Opinion

We have audited the accompanying financial statements of **File Hills Qu'Appelle Tribal Council Inc.** which comprise the non-consolidated statement of financial position as at March 31, 2024 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, 2024 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

We draw attention to the fact that the supplementary information included in Schedules 1 through 212 do not form part of the financial statements. We have not audited or reviewed this supplementary information and accordingly, we do not express an opinion, a review conclusion or any other form of assurance on this supplementary information.

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.

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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.

July 31, 2024
Regina, Saskatchewan

VIRTUS GROUP LLP
Chartered Professional Accountants



FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Non-consolidated Statement of Financial Position

March 31, 2024, with comparative figures for 2023

	<u>2024</u>	<u>2023</u>
Financial assets		
Current financial assets:		
Cash	\$ 24,694,640	\$ 23,256,841
Restricted cash and short term investments (note 4)	3,263,356	3,759,158
Accounts receivable (note 5)	10,015,841	6,387,411
	<u>37,973,837</u>	<u>33,403,410</u>
Investment in Keseechiwan Holdings Limited Partnership (note 6)	561,941	531,347
Investment in FHQTC Developments Limited Partnership (note 7)	440,743	440,743
	<u>\$ 38,976,521</u>	<u>\$ 34,375,500</u>
Liabilities		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 6,928,957	\$ 3,342,000
Deferred revenue (note 8)	27,577,552	26,126,754
Reserves (note 9)	3,262,730	3,262,730
	<u>37,769,239</u>	<u>32,731,484</u>
Net financial assets	<u>\$ 1,207,282</u>	<u>\$ 1,644,016</u>
Non-financial assets		
Prepaid expenses	116,522	108,475
Tangible capital assets (note 10)	4,887,656	3,939,754
	<u>5,004,178</u>	<u>4,048,229</u>
Accumulated surplus	<u>\$ 6,211,460</u>	<u>\$ 5,692,245</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, 2024, with comparative figures for 2023

	2024 Budget (unaudited) (Note 15)	2024	2023
Revenue:			
Federation of Saskatchewan Indian Nations (FSIN)	\$ 437,901	\$ 484,622	\$ 523,661
Government of Canada - Other	2,771,834	2,740,433	3,382,073
Human Resource and Skills Development Canada - SITAG	3,877,287	3,928,006	4,017,093
Income from investment in Keseechiwan Holdings Limited Partnership (note 6)	-	120,594	101,055
Income from investment in FHQ Developments Limited Partnership (note 7)	-	-	46,094
Indigenous Services Canada	11,387,858	11,024,410	11,270,028
Indigenous Services Canada (Health Canada)	28,592,182	28,664,862	24,547,459
Interest income	10,330	30,221	26,635
Other income	11,021,089	9,659,473	8,605,315
Province of Saskatchewan	1,810,397	1,810,397	1,942,373
Funds received in advance of expenses, current year	(10,248,133)	(27,577,552)	(26,126,754)
Funds received in advance of expenses, prior year	25,754,585	26,126,754	21,940,785
	<u>75,415,330</u>	<u>57,012,220</u>	<u>50,275,817</u>
Expenses:			
Amortization of tangible capital assets	-	430,827	339,223
Band program support	11,106,231	11,087,416	7,520,573
Bank charges, loan interest, and taxes	209,692	105,591	95,171
Employee benefits	3,320,059	2,243,423	1,924,043
Miscellaneous	1,894,182	1,307,826	1,005,975
Operating expenses	21,099,463	14,805,653	13,953,831
Salaries and wages	22,726,839	17,289,626	14,744,695
Supply expenses	10,957,482	5,279,471	4,336,345
Training purchases and income support	3,877,113	3,943,172	4,493,519
	<u>75,191,060</u>	<u>56,493,005</u>	<u>48,413,375</u>
Excess of revenues over expenses	<u>\$ 224,270</u>	519,215	1,862,442
Accumulated surplus, beginning of year		5,692,245	5,329,803
Transfers to reserves (note 9)		-	(1,500,000)
Accumulated surplus, end of year		<u>\$ 6,211,460</u>	<u>\$ 5,692,245</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, 2024, with comparative figures for 2023

	2024 Budget (unaudited) (Note 15)	2024	2023
Excess of revenue over expenses	\$ 224,270	\$ 519,215	\$ 1,862,442
Amortization of tangible capital assets	-	430,827	339,223
Acquisition of tangible capital assets	(440,540)	(1,378,729)	(975,642)
Change in prepaid expenses	-	(8,047)	10,770
Transfers to reserves	-	-	(1,500,000)
Increase (decrease) in net financial assets	<u>\$ (216,270)</u>	\$ (436,734)	\$ (263,207)
Net financial assets, beginning of the year		1,644,016	1,907,223
Net financial assets, end of the year		<u>\$ 1,207,282</u>	<u>\$ 1,644,016</u>

See accompanying notes to the non-consolidated financial statements

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Non-consolidated Statement of Cash Flows

March 31, 2024, with comparative figures for 2023

	2024	2023
Cash provided by (used in) operating activities:		
Excess of revenue over expenses	\$ 519,215	\$ 1,862,442
Items not involving cash:		
Amortization of tangible capital assets	430,827	339,223
Income on investment in Keseechiwan Holdings LP	(120,594)	(101,055)
Income on investment in FHQTC Developments LP	-	(46,094)
	<u>829,448</u>	<u>2,054,516</u>
Non-cash operating working capital items (note 12)	1,401,278	1,461,385
	<u>2,230,726</u>	<u>3,515,901</u>
Cash provided by (used in) capital activities:		
Acquisition of tangible capital assets	(1,378,729)	(975,642)
	<u>(1,378,729)</u>	<u>(975,642)</u>
Cash provided by (used in) investing activities:		
Increase (decrease) in short term investments	495,802	(1,994,609)
Distributions from Keseechiwan Holdings LP	90,000	(30,000)
Distributions from FHQTC Developments LP	-	25,000
	<u>585,802</u>	<u>(1,999,609)</u>
Increase (decrease) in cash	<u>1,437,799</u>	<u>540,650</u>
Cash position - beginning of year	23,256,841	22,716,191
Cash position - end of year	<u>\$ 24,694,640</u>	<u>\$ 23,256,841</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, 2024

1. Nature of operations

The File Hills Qu'Appelle Tribal Council Inc. ("Council") is continued under *The Non-Profit Corporations Act, 2022* 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 *The Non-profit Corporations Act, 2022* in Saskatchewan. All of these entities use the accounting standards for not for profit organizations as its financial reporting framework. The assets, liabilities, income and expenses of these entities are included in these financial statements, after eliminating intercompany transactions and balances.

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

Investments in limited partnerships

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

Tangible capital assets

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

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

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

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2024

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.

Line of Credit

Council has an authorized line of credit to a maximum of \$500,000 which bears interest at prime plus 1% (2023 - \$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 (2023 - not utilized).

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2024

4. Restricted cash and short term investments

	2024	2023
Cash	\$ 2,605,858	\$ 3,262,729
CIBC Securities Inc. - various mutual funds (at fair market value)	424,680	269,160
Investment in First Nations Bank (at cost)	627	627
Term deposit, bearing interest at .20%, maturing April 26, 2023	5,743	5,732
Term deposit, bearing interest at 2.5%, maturing March 31, 2024	226,448	220,910
	<u>\$ 3,263,356</u>	<u>\$ 3,759,158</u>

5. Accounts receivable

	2024	2023
City of Regina	\$ 803,864	\$ 49,496
FHQ Casino Holdings Limited Partnership	835,525	954,312
FHQTC Developments Limited Partnership	2,254	2,254
FSIN	383,597	234,407
Government of Canada - GST	212,849	187,111
Government of Canada - Indigenous Services Canada	737,718	161,175
Government of Canada - Other	804,310	1,706,415
Indigenous Services Canada (Health Canada)	992,140	284,173
Miscellaneous First Nations	10,712	75,904
Leading Thunderbird Lodge	504,688	101,646
Living Sky Community Development Corporation	43,500	10,286
Other	3,983,184	2,472,714
Province of Saskatchewan	218,155	43,993
SITAG	483,345	103,525
	<u>\$ 10,015,841</u>	<u>\$ 6,387,411</u>

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2024

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, 2024, Keseechiwan's financial position was as follows:

Total assets	\$ 30,360,196
Total liabilities	25,373,009
Net assets	4,987,187
Council's share of partners' capital	\$ 561,941

For the year ending March 31, 2024, Keseechiwan's results of operations were as follows:

Revenue	\$ 3,708,612
Expenses	2,260,998
Net income	1,447,614
Council's share of net income	\$ 120,594

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, 2023, FHQTC Developments' financial position was as follows (March 31, 2024 financial information was not available at the time these financial statements were prepared):

Total assets	\$ 5,555,125
Total liabilities	264,063
Net assets	5,291,062
Council's share of partners' capital	\$ 440,743

For the year ending March 31, 2023, FHQTC Developments' results of operations were as follows:

Revenue	\$ 2,884,727
Expenses	2,331,372
Net income	553,355
Council's share of net income	\$ 46,094

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2024

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>2024</u>	<u>2023</u>
Child Care Licensing	\$ 677,923	\$ 470,190
City of Regina	559,685	545,677
Enbridge	343,244	375,238
FSIN	442,251	435,592
Government of Canada - Other	160,615	691,164
Indigenous Services Canada	6,070,902	5,766,545
Indigenous Services Canada (Health Canada)	15,259,196	13,181,914
Miscellaneous Health	10,385	10,385
Miscellaneous Justice	136,502	111,210
Other Funding	1,313,324	1,846,412
Province of Saskatchewan	138,537	283,931
Qu'Appelle Haven (Indigenous Services Canada)	2,051,014	1,742,727
Saskatchewan Indian Training Assessment Group	48,125	31,769
Silver Sage Rental Agreement	-	92,511
Sports and Recreation	7,821	9,213
Three Band Day Care	265,390	421,938
WISH	92,638	87,338
Women's Council	-	23,000
	<u>\$ 27,577,552</u>	<u>\$ 26,126,754</u>

9. Reserves

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

	<u>2024</u>	<u>2023</u>
All Nations' Healing Hospital Inc.	\$ 766,111	\$ 766,111
Gathering Place	360,000	360,000
Future investment - FHQ eCommerce Ltd.	1,000,000	1,000,000
Safe Shelter - Qu'Appelle Haven	1,134,000	1,134,000
Safe Shelter - WISH	2,619	2,619
	<u>\$ 3,262,730</u>	<u>\$ 3,262,730</u>

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2024

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. In the current year, \$0 (2023 - \$300,000) was allocated to this reserve.

Future Investments - FHQ eCommerce Ltd.

These funds are set aside for future investment as a part of the FHQ eCommerce Ltd. commitment. In the current year, \$0 (2023 - \$1,000,000) was allocated to this reserve.

Safe Shelter - Ou'Appelle Haven

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

Safe Shelter - WISH

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

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2024

10. Tangible capital assets

	Land	Building	Furniture and Equipment	Vehicle	Tenant Improvements	Total
Cost						
As at April 1, 2023	\$ 597,491	\$ 3,910,393	\$ 5,588,274	\$ 446,798	\$ 503,644	\$ 11,046,600
Additions	-	818,125	458,959	9,000	92,646	1,378,730
Disposals	-	-	-	-	-	-
	<u>597,491</u>	<u>4,728,518</u>	<u>6,047,233</u>	<u>455,798</u>	<u>596,290</u>	<u>12,425,330</u>
Accumulated amortization						
As at April 1, 2023	-	1,604,650	4,832,175	188,963	481,058	7,106,846
Additions	-	135,498	197,116	52,467	45,747	430,828
Disposals	-	-	-	-	-	-
	<u>-</u>	<u>1,740,148</u>	<u>5,029,291</u>	<u>241,430</u>	<u>526,805</u>	<u>7,537,674</u>
Net book value - 2024	<u>\$ 597,491</u>	<u>\$ 2,988,370</u>	<u>\$ 1,017,942</u>	<u>\$ 214,368</u>	<u>\$ 69,485</u>	<u>\$ 4,887,656</u>
Net book value - 2023	<u>\$ 597,491</u>	<u>\$ 2,305,743</u>	<u>\$ 756,099</u>	<u>\$ 257,835</u>	<u>\$ 22,586</u>	<u>\$ 3,939,754</u>

11. Commitments and contingencies

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

2025	\$ 396,000
2026	226,000
2027	113,000
2028	30,000

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, 2024

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>2024</u>	<u>2023</u>
(Increase) decrease in current assets:		
Accounts receivable	\$ (3,628,430)	\$ (3,352,287)
Prepaid expenses	(8,047)	10,770
	<u>(3,636,477)</u>	<u>(3,341,517)</u>
Increase (decrease) in current liabilities:		
Accounts payable and accrued liabilities	3,586,957	616,933
Deferred revenue	1,450,798	4,185,969
	<u>5,037,755</u>	<u>4,802,902</u>
	<u>\$ 1,401,278</u>	<u>\$ 1,461,385</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 \$2,267,296 (2023 - \$2,497,956) in Indigenous Services Canada (Health Canada) funding to Council. Of the amount received, \$1,042,874 (2023 - \$674,001) was transferred to All Nations' Healing Hospital Inc. to fund hospital operations. The Council also transferred \$219,959 (2023 - \$nil) to All Nations' Healing Hospital Holding Corp. to fund capital expenditures.

Other income includes \$415,918 (2023 - \$431,768) of rental and administrative services income from related parties.

Accounts receivable from related parties are \$1,395,967 (2023 - \$1,068,498).

Accounts payable and accrued liabilities due to related parties are \$693,732 (2023 - \$337,465).

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

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2024

14. Financial instruments and risk management

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 \$1,428,000 of accounts receivable have been outstanding more than one year (2023 - \$1,658,000). The majority of Council's accounts receivable are from the federal government, provincial government and First Nation members, and are therefore considered low risk. No allowance has been recorded on these amounts.

Interest rate risk

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

Liquidity risk

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

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2024

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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