



**File Hills Qu'Appelle
Tribal Council
2016/2017
Annual Report**

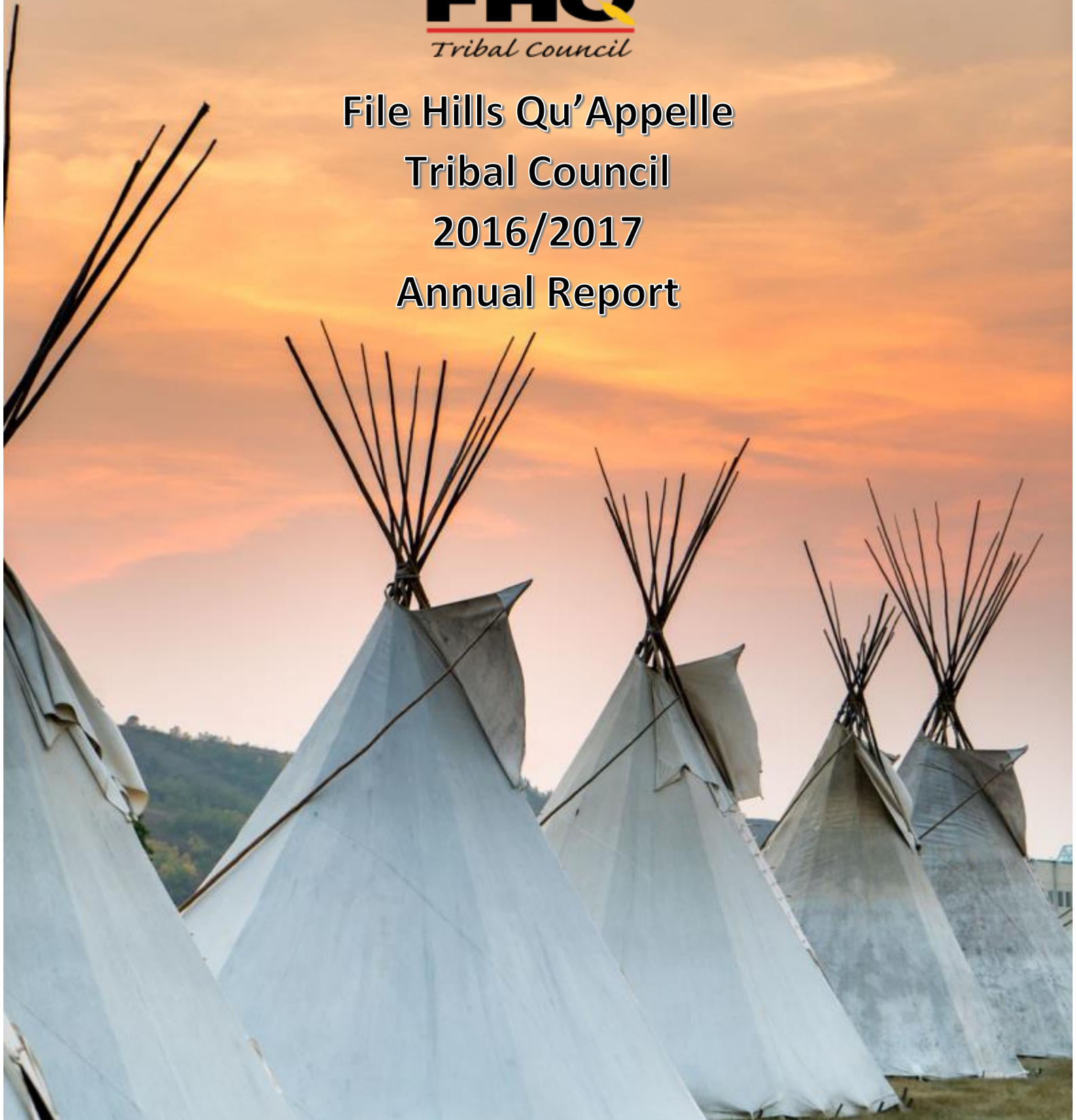




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File Hills Qu'Appelle Tribal Council Tribal Chief & Transition Lead Edmund Bellegarde



It's once again time to reflect on the past year and I am honoured to present our 2016/2017 Annual Report to the Membership of the File Hills Qu'Appelle Tribal Council. It is an opportunity to share the challenges and accomplishments of our committed staff throughout our organization and our entities geared towards providing programs and services to our citizens, both on and off reserve, as well as building relationships and capacity.

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

As we continue with our Transition Project, you will have noticed changes and more are yet to come. This change is about building on the decades of excellence of our Tribal Council and elevating our path to self-determination to the next level, the Iron Nations Confederacy.

We are further developing capacity for good governance. We are shaping better public policy based on our Indigenous foundations. We are committed to strengthening our Nations and in-turn are strengthening our organization for the generations yet to come, just as our ancestors wanted of us.

I am so proud of our staff and honoured to lead our organization through these exciting times.

Edmund Bellegarde,
Tribal Chief & Transition Lead, File Hills Qu'Appelle Tribal Council



File Hills Qu'Appelle Tribal Council Vice Chief Elaine Chicoose



Aniin Sikwa,

With the end of each year, comes new beginnings, the File Hills Qu'Appelle Tribal Council has made leaps and bounds in the 2016/17 year. To be able to participate and witness the compassion and sound decision making from our leaders during our time of transition, it has garnered new hope, new passions, progressive and innovating thinking in everyone who has contributed in transitioning our Tribal Council.

This past year's work really focused on the Missing and Murdered Indigenous Women and Girls (MMIW/G). RTSIS and the Safe Shelters have been instrumental in raising awareness within our territory and keeping vigil of our loved ones that have gone Missing or been Murdered. This work has become very near and dear to everyone that has been involved and we hope to educate and keep this issue in the forefront of everyone's minds and hearts.

It has been a year of cultural growth, change, and major events for the Tribal Council, and the dedication that the employees of the Tribal Council have never ceases to amaze me.

This year's annual report captures all the wonderful work of the Tribal Council and I hope you enjoy reading through all of the department and program reports.

As is with all transitions in life, change is inevitable. The Tribal Vice Chief's office has come to a close, and so too I have moved on. I would like to take this time to say an enormous thank-you to the incredible staff of the Tribal Council. It has truly been an honour serving our Nations and citizens alongside each and every one of you.

Respectfully,
Elaine Chicoose
Tribal Vice Chief



Administration

The File Hills Qu'Appelle Tribal Council (FHQTC) has grown significantly over the past year. This progress is the direct result of our collaborative approaches, commitment and coordination with acknowledgement to our Leadership and our employee's hard work and dedication.

FHQTC is committed to being a leader and an advocate for the delivery of quality services for the sustainability, self-sufficiency, and autonomy of our First Nation membership. This is accomplished within our department by assisting with recruitment of qualified staff and by providing input in to fair and equitable Human Resource, Finance and Administrative procedural matters. During this past year, we had the privilege of working with some of our communities assisting with policy development, information sharing, and providing consultation and support services pertaining to human resource and administrative issues.

We will continue to develop, influence and guide our employees toward a high standard of performance and create an environment where professional growth and development is valued.

One of the top priorities this year involves focus on the proposed organizational changes and structure. As members of the Transition Project, we will continue to contribute to the development of this plan and assist with corresponding governance documents and processes to help facilitate the implementation of the new organizational structure.

We continue to see an increase in the number of long term employees and it is a true reflection of the importance and value our employees bring to the organization. The following employees have received their years of service award in appreciation and recognition for their commitment, dedication and loyalty to our organization:

10+ Years of Service

Kristal Dickie
Earlene Keewatin
Melissa Stanley
Jan Cyr
James Keepness
Joanne Graham
Kim Delorme
Brad Hudy

Lisa Acoose
Janet Muirhead
Cathie Johns
Wendell Starblanket
Theresa Agecoutay
Elaine Lavallee
Michelle Bellegarde
Anna Crowe

Suzanne Ewenin
Carla Patterson
Lorna Breitreuz
Erick Gordon Sr.
Margaret Keewatin
Karen Main
Shawn Baker
William Koochicum



15+ Years of Service

Brad Johnson
Deborah Norton
Lana George

Dianne McKay
Richard Whitecloud

Frances Montgrand
Muriel Ironman

20+ Years of Service

Marilyn Keepness
Vera McNabb
Theresa McNabb
Jody Langan

Dean Bigknife
Stephanie Montgrand
Linda Poitras
Darwin Keepness

Marlene Peigan
Corrina Wajuntah
Pam Desnomie

25+ Years of Service

Margaret Crowe

30+ Years of Service

Heather Lafoy
Carol Pinay

Finance

Another fiscal year has passed and once again it's time for the Annual Report. The Non-Consolidated Financial Statements have been included as part of this report. The Statement is more representative of the direct activities of FHQ Tribal Council, whereas the Consolidated Statement brings in all of the financial activities of the various entities under the FHQ Tribal Council.

In 2016/17, FHQ Tribal Council showed a significant increase in revenues over the previous year by approximately \$3.5 million. Changes occurred over various funding agreements, however, nothing too significant to point out any one area of increase. FHQTC continues to show increases in the number of contribution agreements areas we administer.

Unlike previous years, this year FHQTC ended the year with a surplus of close to \$600,000. Surpluses are difficult to achieve when the majority of the funding is contribution based and must be used as intended or returned to the funding agency. Assisting in the surplus was the partnerships FHQTC are involved in which generated additional revenue.





Technical Services

Technical Services Staff:

The Technical Services Department is overseen by the Executive Director of Finance & Administration, Brad Johnson, and includes the following:

Database Technician: Carol Pinay

Compliance Inspector: Erick Gordon

Circuit Rider Technician: Deon Hassler

Circuit Rider Coordinator: Darwin Keepness

Technical Advisory Specialist: Tim Green (Contract)

Community Physical Development Plans

2016/17: Community Physical Development Plans second round of RFPs included Peepeekisis and Okanese. For 2017/18 Wood Mountain was also included. These were all completed.

Technical Training

Meetings, Workshops and Conferences attended by Technical Services Staff and First Nation Housing Coordinators included:

- GPS Training: July 7 & 8, 2016
- Mold Workshop: FHQ, YTC, TATC Housing Coordinators - April 5, 2016
- Transfer Station Training: February 15 & 16, 2017 and March 22 & 23, 2017
- Quarterly Housing Coordinator meetings planning in progress
- Annual Housing Conference – March 22 - 24, 2017
- Annual Emergency Management Forum – February
- Better Building Approval System – January 26 & 27, 2017
- Saskatchewan Building Officials Association (SBOA) spring & fall conferences

Asset Condition Reporting System (ACRS)

All First Nation Assets are inspected on a 3-year cycle. The reports include pictures of the asset, the condition, deficiencies, and costing. This is conducted by an outside consulting firm.

2016/17: ACRS ROADS update was previously scheduled to be done for this year. INAC has changed the cycle for the **ACRS ROADS** update from a 3-year cycle to a 6-year cycle. Therefore, no ACRS update was scheduled for 2016/17. ROADS are now scheduled to be inspected in 2019.





The Capital Management Database (CMDDB) is updated on an annual basis for all First Nations. This is a database of all housing units on each First Nation, including water & sewer types, condition, costing, garbage pickup, occupancy/vacancy, overcrowding and more.

HOUSING UNITS: There are a total of **1304 housing units** on the 11 FHQ First Nations.

Occupied: 1259 Housing units = **96.55%** **Vacant:** 45 Housing units = **3.45%**

OCCUPANCY RATE: 3.5 people per housing unit. The average occupancy rate ranges from **1.7** people per unit on our smallest First Nation with 10 occupied homes, to a high of **6.03** people per unit on one of the First Nations.

VACANCY: **3.45%** (45 houses) units are vacant due to:

- 27 need Major Renovations
- 11 Condemned and need to be replaced
- 2 under construction
- 2 in selection of occupants
- 3 vacant

HOUSING CONDITION: (Based on the total number of 1304 housing units)

MINOR RENOVATIONS NEEDED:

- **28 %** (356 houses) require Minor Renovations (up to \$5,000)

Total cost to repair = **\$1,438,850.00**

MAJOR RENOVATIONS NEEDED:

- **60%** (780 houses) require Major Renovations (over \$5,000)

Total cost to repair = **\$14,986,066.00**

CONDEMNED / REPLACE:

- **2%** (25 houses) are beyond repair and need to be replaced. **13 of these condemned houses are still occupied by families.**

ADEQUATE:

- **10%** (133 houses) are in adequate condition.

OVER CROWDING: **9.1%** (115 houses) of the 1259 occupied housing units are overcrowded.

ELDERLY/DISABLED: 17% (214 houses) of the 1242 occupied houses have disabled or elderly occupants. **Not all of these homes are equipped to accommodate necessary access for the disabled or elderly.**

MOLD:

45 % (583 houses) on the 11 FHQ First Nations have mold. Families are living in these units. Mold in these homes range from minimal to excessive.

VERMICULITE:

1.3% (17 houses) of the homes have vermiculite/asbestos insulation.

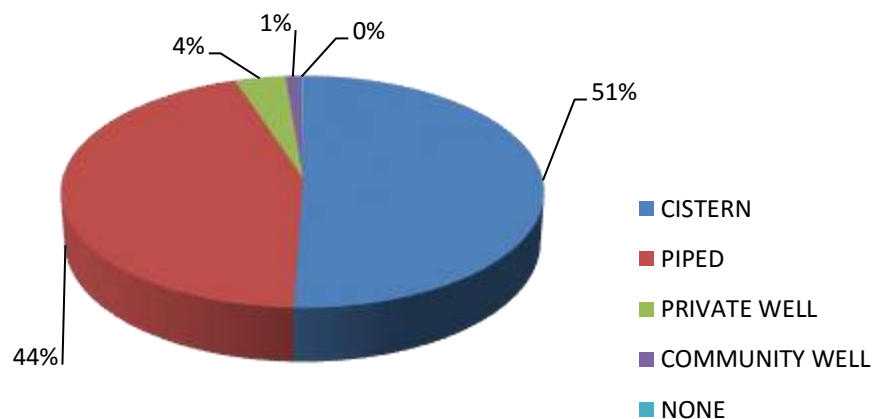
BACKLOG – ADDITIONAL UNITS NEEDED:

1304 existing housing units. 1175 additional housing units are required at **this time** to fulfill the need for homes on the 11 FHQ First Nations. (Waiting lists, overcrowding, multiple families per unit, etc.)

WATER SYSTEMS:

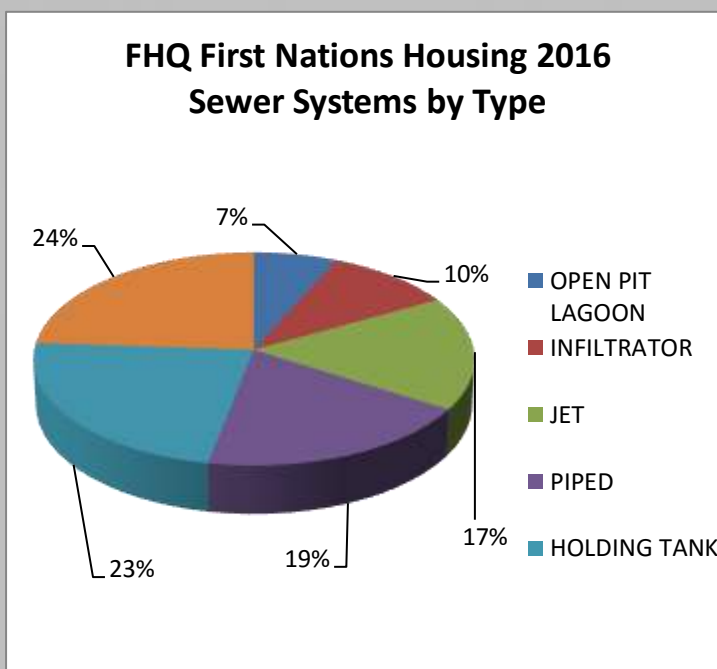
- 2 units do not have any water system
- **1%** (15 houses) of the housing units are connected to **Community Wells** which **MAY or MAY NOT have treated water.**
- **4%** (49 houses) of the FHQ Housing Units have private wells with **UNTREATED water.**
- **44%** (574 houses) of the houses are on a piped water system connected to a Water Treatment Plant.
- **51%** (654 houses) of the houses have **cisterns** and have water trucked from their local Water Treatment Plant. Majority of these cisterns are on a **continuous Boil Water Advisory due to the poor condition of the cisterns.**

**FHQ First Nations Housing 2016
Water Systems by Type**



SEWER SYSTEMS:

- 7% (87 houses) of the houses have individual open pit lagoon sewage systems (piped to an open hole in the ground)
- 10% (132 houses) of the houses have infiltrator systems
- 18% (224 houses) of the houses have jet systems
- 17% (230 houses) of the houses have piped sewer system to a community lagoon
- 23% (299 houses) of the houses have holding tanks, which have to be emptied on a regular basis
- 24% (312 houses) of the houses have mound sewage systems



Maintenance Management

INAC Cyclical Inspections

These inspections are a reporting requirement by INAC and are done by the FHQ Compliance Inspectors on a 3-year cycle. Once every 3 years every housing unit must be inspected and reports on the condition and costs to repair must be sent to INAC.

Fire Incident Reports

In previous years, the Compliance Inspector was required by INAC to inspect and complete a report on all fire incidents that have occurred on the First Nations in order for any Fire Department in attendance at the incident be paid. This no longer applies. Tribal Council inspectors no longer have to do reports on Fire Incidents. The attending Fire Department submits their report to INAC.





New Housing and Renovation Inspection Services:

Housing inspections continue as a service to First Nations. As of June 2017, OZHI First Nations Professional Service, an outside contractor with CMHC, has taken over all CMHC progress inspections. FHQ continues to provide Code Compliance Inspections for CMHC on NEW Builds, if requested by the First Nations. Inspectors continue to work with the First Nations to provide advisory inspections to assist in preparation for the inspections by OZHI. Other inspections include: New housing (other than CMHC), renovations, cyclical, emergency, flooding, disaster, and various other inspections as requested by the First Nations.

INAC 2-year New Funding for Housing:

First Nations submitted applications and proposals for the new funding for housing program for Year 2. Most of this year's proposals were not funded as the budget was spent in Year 1 and allocations for year 2 in year 1.

CMHC Section 95 Housing

FHQ Tribal Council CMHC Section 95 Housing Allocation 2017/18 year is \$3,4763,607 lifetime dollars. Seven FHQ First Nations are currently preparing their Housing Application packages.

First Nations must meet the criteria of CMHC and INAC to be eligible for CMHC Section 95 new units. Each First Nation is to contact each of these organizations to find out if they are eligible or not for the Section 95 program, and what has to be done by that First Nation to become eligible.

CMHC RRAP

2017/18:

- FHQ allocation was \$247,313 RRAP dollars. RRAP process is currently in progress.
- New programs under the RRAP program are available for 2 years
- FHQ First Nations have made applications under the various new programs.

CMHC Physical Condition Reports (PCRs)

FHQ Inspectors no longer do these inspections as of June 2017.

CMHC RFP for On-Reserve Inspections:

OZHI inspectors are contracted by CMHC to complete on-reserve housing inspections.

Economic Development

HIGHLIGHTS

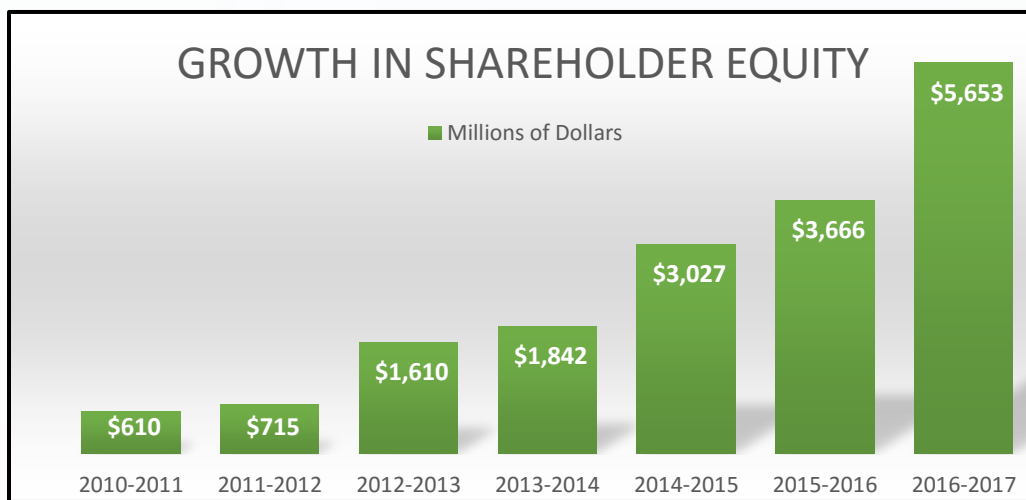
In April 2017, the Board of Directors held a strategic planning session for the creation of a new 4-year rolling Strategic Plan for the Corporation. This 2017-2021 Strategic Plan sets out renewed vision and mission statements for FHQ Developments that provide strategic direction for the Corporation.

Vision: *First Nations benefit from self-directed economic success towards enhanced capacity, wealth generation and independence.*

Mission: *We contribute to the long-term economic independence of our limited partners by investing in and developing profitable business ventures and by advancing community economic development strategies, in a manner consistent with First Nations values.*

Performance

2016-2017 was highlighted by an ongoing commitment to growing shareholder equity. Partners' Equity in FHQ Developments grew by 35% from \$3.666 million in 2015-2016 to \$5.653 million in 2016-2017. At year-end, each of the 12 limited partners had partnership equity in excess of \$470,915.





Investment & Partnerships

FHQ Developments has worked to establish a new process of forming partnerships that focuses on long term sustainability, wealth creation, and capacity building. Several new businesses and partnerships will be formed in the next fiscal year in multiple industries.

FHQ Developments welcomes Murray Gettle of Peepeekisis First Nation who has been hired as the new Business Development Advisor. Murray will support the business development and analysis function.

Along with the focus on new investments and partnerships, FHQ Developments has been working towards influencing procurement strategies with Industry and Government to allow for greater opportunities to participate in the economy with a more meaningful approach to capacity building and sustainability. Relationships with several organizations and joint efforts with other First Nations economic development corporations will support the necessary changes with Industry and Government.

Labour Force Development

FHQ Developments – Labour Force Developments division has begun a move from a provincially-funded entity to a for-profit company that will serve the labour needs of FHQ Developments companies, its partners, and new industry and government clients. It will serve multiple industries and work towards growing the number of First Nations participants in these sectors. The LFD has built capacity in the ARMS (Accountability Resource Management System) database with participants that compiles their skills, strengths, and abilities. This database has grown significantly over the course of the past 5 years with close to 1,600 individuals registered.

The changes with the Labour Force Development program and the creation of a new business plan will allow FHQ Developments to take greater control of new career and job opportunities for stakeholders in the Treaty 4 Territory. A major focus of Labour Force Developments is to focus on the retention of talent helping to build more inclusive work environments with our partners.

FHQ Developments also welcomed Joe Poitras as the new Employment and Recruitment Officer in the spring. Nicolas Gladue also worked with Labour Force Development as a summer student. Nicolas has returned to university to complete his Business Degree.

Community Economic Development

FHQ Developments focus on community economic development continues to be on the following:

- Supporting the completion of CEDO reports and CORP applications
- Providing support services to those communities that wish to engage FHQ Developments
- Establishing seminars to support capacity building in communities
- Creation of a new website with new functions for the promotion of community profiles and a business directory to help market our communities and their businesses to potential partners or industry
- Partnering with organizations to deliver new business forums and conferences

FHQ Developments has participated in the following events over the course of the year:

- **Saskatchewan First Nations Safety Association Conference 2016** (Angela Pratt, panelist)
- **First Nations Night – Regina Pats vs Seattle Thunderbirds 2016**
- **Indigenous Ag Summit 2016** (FHQ Developments & FHQTC major sponsors of the event, Thomas Benjoe, President & CEO, keynote speaker)
- **Sask Mining and Supply Chain Forum 2017** (Thomas Benjoe, panelist)
- **Aboriginal Business Match 2017** (supported communities by covering \$1,200 fees for each community)
- **Saskatchewan Indigenous Business Forum 2017** (Thomas Benjoe, presentation on *Economic Diversification*)
- **First Nation Gas Station Forum 2017** (FHQ Developments initiative to support strategies that increase business and reduce costs for First Nations owned gas stations)
- **RBC Blue Water Community Engagement Sessions 2016 & 2017** (Angela Pratt accompanied University of Saskatchewan Engineering on engagement sessions with communities to discuss water security)
- **Community Outreach** – Thomas Benjoe spoke at over 20 community events to support youth, economic development, truth and reconciliation, and entrepreneurship





Education

Holding children and youth in high esteem is a benchmark of our approach to providing secondary level services to member Nations of the File Hills Qu'Appelle Tribal Council. By recognizing the importance of autonomy and education governance, we have taken steps to transform our approach to supporting the needs of our member Nations. The autonomy of each Nation is foundational to ensuring our support to the learning program, and positive learner outcomes reflects the direction, hopes and desires of the people we serve. Equipped with formal education, life experience, and a strong commitment to achieve learner success, the File Hills Qu'Appelle Tribal Council Education team continues to offer culturally based, high quality and creative approaches to supporting the lifelong learning needs of our children, youth, families and Nations.

Education Governance

Our traditional education systems continue to thrive thanks to the foresight of our ancestors in application of natural laws, treaty making, child rearing and determination to maintain our cultural identities and languages. The File Hills Qu'Appelle Tribal Council Education team understands the importance of combining the richness of our cultural approaches with research-based, outcomes focused approaches to teaching and learning. Our education system is built on a foundation reflecting our Nations' goals, while still maintaining credibility and standards so that our graduates have every door of opportunity open to them upon graduation. This year, File Hills Qu'Appelle Tribal Council leadership, including Education Chiefs, directed that Education Governance development be prioritized resulting in Nation based education authorities being successfully supported by secondary level services delivered through the Education team. Initiatives include gathering elected Education portfolio holders and Nation based Education committees to direct, envision and identify outcomes in support of lifelong learning.

Best Practices and Assessment for Learning

The File Hills Qu'Appelle Tribal Council Education team continues to build upon achievements and best practices to contribute to the academic and life success of our learners. *Assessment for Learning* is an approach that places the learners' needs at the center of all education activity. By using education measurements, we are able to focus on meeting our learners where they are at, and supporting them to move to the next level. We are inspired by the concept that "Every Child Matters", as it allows us to support learners in a dignified, respectful and honourable way.





This learner centered approach includes all significant adults in the circle of our learners' lives and as such we support parent/home engagement, extra-curricular activities, student leadership and culture and language literacy. Our traditional ways guide us in viewing learners holistically in addressing intellectual/mental, physical, emotional and spiritual aspects through *Imprint Learning for Success* goals, established by schools and education centers and supported by File Hills Qu'Appelle Tribal Council Education Team.

Programs and Services

The File Hills Qu'Appelle Tribal Council Education team secondary level services focus on: culture and language: education technology; student retention; numeracy; literacy: curriculum adaptation: instruction: assessments and data analysis; special education: career and life transitions: Treaty education: arts and culture: physical activity and wellness: teacher supervision; and education leadership development. In addition to the Director of Education, there are the following in the File Hills Qu'Appelle Education team: four Education Coordinators that address culture and language, literacy, numeracy and Special Education; an Information Systems Data Coordinator that supports assessment processes, library development, and special event planning; Student Advocates are placed at our schools in support of student achievement and life success, student retention and a variety of student support services; and a reception/administrative support staff.





By building on past successes, the following are Education highlights benefitting our learners, their families and our Nations:

- Motivate Early Years learners to have a great start by providing backpacks and water bottles as a school opening gift;
- Renewing school libraries and resource centers through purchase of L4U software and providing training, by providing staff to organize and improve library functions at the school level, and successfully proposing the hiring of 6 Youth Librarians through the First Nations, Metis and Inuit Youth Strategy program;
- Leading Treaty learning activities during Treaty 4 week and throughout the school year;
- Establishing partnerships with Potash Corp, Prairie Valley School Division and Regina and area Industry Education District Council;
- Assessments for Learning completed, including Early Years, Reading, WIAT, Fountas & Pinnell, and Our School;
- Professional Development supported, including SICC Language Keepers Conference, ASIST training, Colour Spectrum Training, Special Education/Response to Intervention framework, and numerous webinars, mini-workshops and professional exchanges;
- Showcased learner scientific and mathematical literacy by hosting Science and Math is Life Fair;
- Teachers and File Hills Qu'Appelle Tribal Council with Bachelor of Education degrees required to register with the Saskatchewan Professional Teachers Regulatory Board;
- Organized annual Kindergarten Play day, attended Grade 12 graduations, and coordinated sport championships and identified various children/youth special events.

Enhanced Service Delivery

The objective of the Enhanced Service Delivery (ESD) and First Nations Job Fund (FNJF) are to improve the employability of eligible clients. Eligible clients under these programs:

- must be 18-24 years of age**
- must be on-reserve**
- must be receiving income assistance**

To access ESD and FNJF funding and services, you must see your Income Assistance Administrator at your band office.

ESD Program Highlights

- 184 clients used ESD client supports
- 44 clients found employment
- 38 clients exited to further education
- 97 clients were funded using FNJF
- FHQTC received funding from INAC to develop a Client Referral Strategy for those that are 18-24 years of age with Mental Health/Addictions under the Pilot Project with Health Canada

ESD Programs

- Piapot Life Skills/Safety Tickets
- CTK Life Management Program
- Pasqua Career Development
- Essential Skills for Health Care – Fort Qu'Appelle
- Standing Buffalo Life Skills
- Essential Skills in the Workplace – Fort Qu'Appelle
- ABE12 – Southeast College (Carry The Kettle - CTK)
- Career Exploration – Standing Buffalo/Pasqua/Peepeekisis
- Fear of Change – Pasqua/Peepeekisis/Standing Buffalo
- Class 7 Driver Preparation - CTK
- Essential Skills in the Workplace – Balcarres

First Nations Job Fund

- Heavy Equipment Operator – hosted on Standing Buffalo
 - students from Standing Buffalo/Okanese/LBB
- Work Experience Partnerships
- 2 Intakes at Peepeekisis

For 2017-2018 fiscal year, the ESD program name is changed to Pre-Employment Supports program. The FNJF program ended on March 31, 2017.



File Hills Qu'Appelle Health Services

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

Environmental Health

The FHQHS Environmental Health team offers a wide variety of Environmental Health and Water Quality services to the 11 communities of the Tribal Council. The Environmental Health team delivered Food Safety course, Transportation of Dangerous Goods, conducted new build site assessments, participated in several building projects and continues to support the FHQTC communities in areas of environmental health and water quality.

Home Care

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

Diabetes and Nutrition Education

The Diabetes and Nutrition team continues to offer clinics, nutrition education and cooking classes in the community, and responds to referrals for individual consultations and support. The team attended the Nutritious Movement Workshop and is building on the information and incorporating the Nutritious Movement strategies during the Wellness Clinics. The team completed Discovering Diabetes classes in two communities and will be offering the class to the remaining communities. The Aboriginal Diabetes Initiative (ADI) team is also collaborating with the community health staff and the visiting professionals to see how the ADI team can support their services to meet the needs of clients. The team continues to refer to, collaborate and liaise with health care services such as hospitals, RQHR public health services, physicians, nutritionist and the Women's Health Centre. Tools such as the Electronic Medical Record confirm we have the most current client information available when working with the client ensuring the team works together with the client to offer the best health outcome.



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

Youth Leadership and Health Education

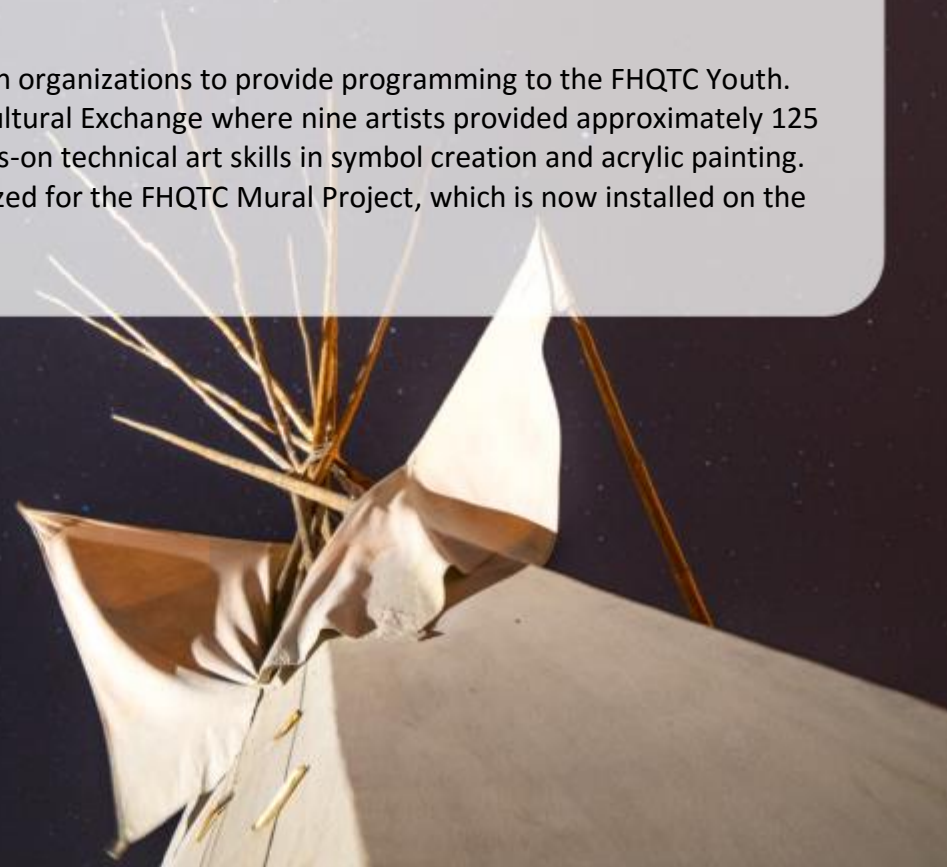
The FHQ Youth Leadership team continues to provide a broad range of interactive and arts based programming to the youth of the 11 First Nations of FHQTC. The team also provides programming in the surrounding rural community schools in an effort to reach the off-reserve FHQTC youth. The team continues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


The focus of The School of Tobacco and Wellness Challenge has been on the reduction of commercial tobacco use. This year the Community Challenge saw a 50% reduction in commercial tobacco. The Maternal Child Health Program is a strength-based approach to home visiting to foster open, non-judgmental communication with families. We continue to support Parent Mentor home visitors in each community through training and education, professional development opportunities and case management support.

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

Partnerships

Health Services continues to partner with organizations to provide programming to the FHQTC Youth. We partnered with the Saskatchewan Cultural Exchange where nine artists provided approximately 125 youth with an opportunity to learn hands-on technical art skills in symbol creation and acrylic painting. Images created by each youth were utilized for the FHQTC Mural Project, which is now installed on the Treaty Four Governance Centre building.





Through a partnership with RT/SIS, Health Services hosted a three-day Youth Arts & Wellness Camp at The Gathering Place, targeting urban youth in August 2017. The camp included: Film/Video and Quilling Techniques workshops, Cultural Arts workshop and a mini health fair that provided health based resources to attendees and drop-in guests.

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

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

New Initiatives

Health Services and the All Nations Healing Hospital continue to embrace innovation and always look for ways to improve our quality and care with certainty, sustainability and stability. In 2016, we began to implement this strategy finalizing the build of the Pasikow Muskwa (Rising Bear) Healing Centre. The Pasikow Muskwa Healing Centre will address the needs identified in our Vision for an Enhanced Chronic Kidney Wellness Program and will transform the way we provide chronic disease services to our clients by providing enhanced chronic kidney wellness services within a wholistic model of care for clients and families of the 11 communities of FHQTC, as well as clients and families within the catchment area of the All Nations Healing Hospital.

As a member-driven health care organization, delivering safe, high quality care and services to our members is our top priority. Receiving exemplary status in 2015 from Accreditation Canada, Health Services continues to work on quality and client safety, safe work practices and identifying areas for improvement in preparation for the 2017 accreditation survey. Health Services team look forward to participating in and expanding the health care dialogue this year through our partnerships fostering discussions and generating insights and ideas on how to address the growing challenges in health care and working collectively to find solutions.





Indigenous Governance, Law & Policy – Communications

Since its creation in 2014, the Indigenous Governance, Law & Policy (IGLP) department continues to build governance and policy for Tribal Council and their entities, and the Member First Nations. To further this mandate, over the past year, the Director assisted many of the Member First Nations, which included the following assistance: creating a housing policy for Piapot First Nation; assisting Peepeekisis Cree Nation with their Election Act review and community consultations; creating a bylaw with Wood Mountain Lakota First Nation; and explaining what type of services can be utilized for Carry The Kettle Health Board, as well as providing that Nation with examples of election tribunals. Based on a request from Star Blanket Cree Nation, the Director provided five sessions on **Governance Strengthening**. This governance training is available to any Member First Nation and Tribal Council entity with topics that range from Nation Building principles to time management techniques to overview of the Nation's laws and policies and their interactions for community governance.

For Tribal Council, a conflict of interest template was created for human resources to fulfill the requirements under the FHQTC Personnel Policies and Procedures Manual. Finally, for the entities, the Director continues to assist the Child Care Licensing Inc. with a review of their regulations and policy, and the Women's Council with developing their Terms of Reference.

Also within the IGLP department is the Communications Unit. Cory Generoux, Communications Specialist, primarily staffs the Communications Unit. At the Chiefs Retreat, the Grant, Special Projects and Events Coordinator position was approved to provide support for other departments by focusing on obtaining grants and managing events like the Treaty 4 Gathering, and is currently staffed by Heather Horsefall-Milton. Between June 2016-2017, Allison Whiteman was on secondment from the All Nations Healing Hospital as the Social Media and Digital Communications Specialist. Communications also received additional staffing support from Allison Whiteman and Arlen Starblanket, RT/SIS summer student, for the **2017 First Nations Summer Games**.

2017 First Nation Summer Games

The IGLP Director and Communications Specialist were board members of the 2017 First Nation Summer Games Host Society. The Director was Chair of the Governance Subcommittee and stepped in as the Volunteer Coordinator. *(See page 33 for more on the Summer Games)*

Partnerships

The IGLP department continues to build their partnerships with various external institutions and organizations. A few examples of such partnerships are facilitating an information session for INAC on the *Descheneaux* decision in Saskatoon on November 16, 2016. In addition, in conjunction with First Nations University of Canada (FNUC), the Director and Tribal Chief Edmund Bellegarde attended and provided input on the development of curriculum for an Indigenous Leadership certificate. Both the Communications Specialist and Director are participating in the Reconciliation Regina efforts with the City of Regina.

Under the **Transition Project** there were a number of endeavours both undertaken by FHQTC and recognized by others. The Tribal Council was nominated by the Institute of Public Administration of Canada (IPAC), Saskatchewan for an award - Innovation in Management and were recognized as a finalist at the IPAC Conference in Charlottetown, PEI on August 21, 2017. In addition, FHQTC approved the use by FNUC of our transition process as a case study for learning. Finally, the Transition Team underwent a session with Dr. Manley Begay, Jr., (Dine), Professor Northern Arizona University, Applied Indigenous Studies Department, and Dr. Pamela Palmater (Mi'kmaq), Eel River Bar First Nation, Associate Professor in the Department of Politics and Public Administration and Chair in Indigenous Governance at Ryerson University. During their time here, Tribal Council and FNUC hosted a moderated session about Indigenous Nation-Building. The facilitated discussion was open to the public and a portion allowed for public question and answers. It was also livestreamed on the FHQTC Facebook page.

Upcoming 2017-2018

The goals for this upcoming year are to bring the TRC Calls to Actions (CTA) to our staff, entities and citizens; continue to collect First Nations laws, policies, and regulations in order to identify gaps, provide more effective briefing notes and technical assistance, and be the clearinghouse for documents; and to create a Records Management policy and protocol for FHQTC and entities, which could also be shared with member First Nations.

31st Annual Treaty Four Gathering

The Annual Treaty Four Gathering was very successful. The Treaty 4 Gathering Planning Committee, with members from across our Treaty territory, were integral in this success. Having people from the many different organizations, Tribal Councils, and First Nations is important in ensuring that the Treaty Four Gathering remains a vibrant part of our community that recognizes the Treaty relationship and all of our First Nations, and the ongoing commitment to reconciliation.



For the **Treaty Four Gathering feast** we had a full arbour. All of Bert Fox High school came, which is 400 students plus their teachers. In addition, the feast was well attended by our local communities and FHQTC and entities staff. Wendell Starr of the White Raven Healing Centre did an excellent job working with such a large group and organizing the student helpers. Thank you to all that attended and to those that provided for the feast.

An important lynchpin for the week of Treaty Four Gathering leading to the powwow is our student activities that take place over three days from Tuesday to Thursday. We had schools register this year and had 3500 registered students, but the numbers that participated were much higher than the registrations. Every FHQTC department participated producing excellent and engaging activities for all three days. In addition, we were joined by Touchwood Agency Tribal Council (TATC), Treaty Four Historical Society, Wapanacik Child and Family Services, Bert Fox High School, Saskatchewan Public Libraries, and Saskatchewan First Nations Safety Association. Bert Fox High School volunteers greeted the buses, helped with a daily inventory of the activities, and tracked participation - they very were hard workers.

At the same time as the Treaty Four Gathering, there were a number of other events that also took place. On Monday, FHQ Developments hosted the first, "Saskatchewan Indigenous Business Forum." On Tuesday, they also hosted a First Nation Gas Station Forum. In the evening there was a Fashion Show hosted by FHQTC Women's Council. On Wednesday, the Career Fair took place and was very well-attended. On Thursday, there was the INAC Treaty annuity payments. Finally, the first **Great Plains Culture and Language Gathering (GPCLG)** took place from Wednesday to Friday. There were numerous vendors and information booths - Royal Alberta, Glenbow, and Royal Saskatchewan museums; Saskatchewan Provincial Archives; and FNUC. There were 290 registered participants, whom identified as:

Cree speakers: 95
Nakota speakers: 33
Dakota speakers: 19
Lakota speakers: 5
Saulteaux/Anishinabe speakers: 91
Assiniboine speakers: 3
English speakers: 4
Oji-Cree speakers: 1
Metis/Mitchif speakers: 2

Overall, it was a very busy and successful week for Treaty Four and all the activities and events that took place during it. The recommendations for next year are to start even earlier on the planning, and continue to include and grow the Treaty Four Gathering Planning Committee – let us know if you'd like to join as everyone is welcome to continue making the Treaty Four Gathering successful.





Communications

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

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

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

Our online presence has maintained a rapid and steady growth with a monthly consolidated interaction in the tens of thousands of unique visitors. Our messages are getting out there!

We have some exciting advancements that you will see in the upcoming year that will have a great impact on external communications with the implementation of the digital signage boards. With the steady advancement of technology, we are able to setup internet ready digital boards almost anywhere.

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

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

We continue to work with various language experts and organizations on developing the #LoveYourLanguage materials.

Restorative Justice

The justice programs across the province received cuts to their provincial funding. We experienced a 20% cut to community justice and 50% cut to the Court Worker program. We lost the Regina Court Worker position and direct program costs to the elders and training expense lines. The total loss to our budgets reached \$88,000 per year.

The focus of this year became the struggle to maintain the services with the cutbacks. In the provincial climate of cutbacks, the staff has retained their routines and increased their responsibility by taking on the mediation services of the Friendship Center in Fort Qu'Appelle because they lost all their justice dollars.

Highlights of the services:

- The overall program conducted 59 mediations plus nine circles. Our community justice highlight was the completion of Peer Mediation to Piapot High School for the Grade 8 to 12 students with 35 graduating from it.
- The Court Workers provided services to over 437 clients from our rural court points - Southey, Fort Qu'Appelle and Indian Head.
- The Probation Officers supervised an average of 80 clients per month each with a variety of high, medium or low risk community orders.
- The reintegration program maintains a consistent level of seven clients referred from the Correction and Public Safety Ministry.

In conclusion, 2016-17 was a refocusing and exciting time for justice. The staff continually steps up to the mark and provides excellent services to all our member Nations. One highlight was the training for front line workers and elders on trauma. Justice also participated in the Aboriginal Shield Program for Peepeekisis and Carry the Kettle; completed circle facilitators training with actors brought in to assist the role plays; and assisted with a Domestic Violence Conference for the province with QBOW Child and Family services. Each year, Justice organizes the Treaty Four parade and participates in the three-days of activities for the youth.



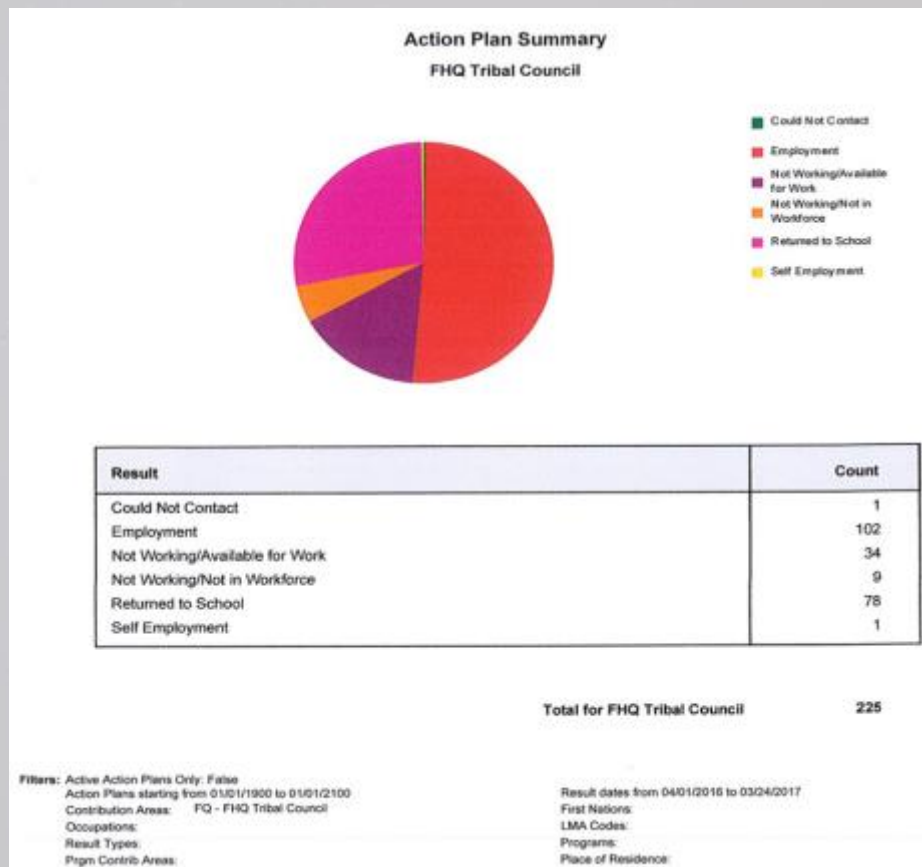
Aboriginal Skills Employment & Training Strategy

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

For the period April 1, 2016 to March 31, 2017, 225 participants received case planning.

Results for 2016-2017: employment results were 103 with a target of 75, exceeding our goal by 37% .

There were 78 summer students funded through the ASETS program via nine First Nations who provided summer employment for the students with a variety of job duties.







Sports & Recreation

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

In 2016-2017, the Sports & Recreation Department created and hosted a symposium, "Sharing Knowledge to Enrich our Lives". Submitted evaluations show it was a success with positive reviews at the end of the symposium, and we plan on making this an annual event.

Summer Games

- Hosted coaching clinics and skill development camps
- FHQTC had 310 athletes registered in the summer games with 46 coaches and 186 volunteers
- We had a total of 55 FHQTC athletes attend the **2017 NAIG Games**, where Saskatchewan Placed 2nd with the following: 14 in Basketball; 2 in archery; 2 in wrestling; 3 in soccer; 1 in Golf; 7 in Softball; 2 in swimming; 1 in badminton; 4 in athletics; 17 in Lacrosse; and 1 in volleyball.

In the **2017 Saskatchewan Summer Games**, we had 12 gold medals, 16 silver and 10 bronze. We had a total of 665 points, placing us fifth out of 13 teams. We placed the following in each category: 3rd in archery; 5th in athletics; 4th in beach volleyball; 6th in canoeing; 5th in golf; 10th in soccer; 2nd in softball; and 1st in lacrosse.

2017 Saskatchewan First Nations Summer Games Medal Standings:

Team	Total Points	10Gold	Silver	Bronze
MLTC	958	20	19	20
Woodland	946	30	20	10
TATC	919	20	23	19
PAGC	811	14	17	20
FHQTC	665	12	16	10
ACTC	580	14	4	10
STC	556	7	10	13
YTC	467	8	6	6
OLTC	459	3	10	11
Set4TC	312	8	8	7
TBOFN	309	7	6	8
BATC	289	5	2	5
BTC	60	1	2	1



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

The Tribal Council Coordinator Program exists to build capacity within our 11 First Nation Communities.

We are working with the schools to have training at the schools for physical literacy whereby sports and movement skills become second nature to our athletes. In turn, this will help them do better in the games and in other activities.

I would like to thank all who've come out and participated in the games, volunteering at the games, as mission staff, coaches, and volunteers. It was a fantastic experience. Miigwech.



White Raven Healing Centre

White Raven Healing Centre is located in the All Nations Healing Hospital, providing client-centered, culturally based programs for those requiring services onsite as well as referrals from outside agencies and communities of FHQTC.

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

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

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

Cultural Program

- Traditional Teachings
- Language & Cultural Resource Room
- Traditional Medicine exchange program
- Smudging Cleansing
- Weekly Co-ed Sweat Lodge Ceremony
- Cliental Services
- Monthly Women Sweat Lodge Ceremony
- Bi-Weekly Men Sweat Lodge
- Various Traditional Ceremonies coordinated with in-house Elders and Elders Helper

Therapists/Counselling Support Program

- Trauma Treatment & Resolution for Residential School Survivors
- Individual Counselling and Treatment Plans
- Couples Counselling
- Family Counselling
- Grief Counselling and Recovery
- Sexual Abuse Counselling
- Domestic Violence Workshops/"Walk The Good Road"
- Parenting Training Programs
- Mental Wellness Team



Crisis Intervention (Critical Incident Stress Management)

- CISM Training for Community members
- Suicide Intervention
- Debriefing and Counselling Services for those involved in the Crisis Situation
- Follow up services and After Care for those involved in the Crisis Situation
- Coordinating of the Accreditation process for 2016-2017

Addictions

- Out Patient/Outreach Services
- Individual Counselling and Treatment Plans
- Assessments on Gambling, Alcohol and Drugs
- Education and Awareness workshops
- Gambling Mobile Treatment/Training Program
- Certified Training for CACCF/CCAC
- Referrals to Various Treatment Programs

Indian Residential School Resolution Program

- Assist IRS Claimants with Future/after care plans
- Wellness Team Coordination Programming
- Attend and Support Claimants through the IAP Process
- Cultural Support services by Elders regarding IRS Issue
- Facilitate informational workshops regarding the IAP, Truth and Reconciliation and Commemoration events
- Elder’s Group Programming
- Moving Forward workshops focusing on wellness
- Reclaiming Culture & Language Resource Room Coordination

	Adult	Adult	Elderly		Child		Youth		Groups	TOTALS
	Female	Male	F	M	F	M	F	M		
Therapists	56	66	0	0	20	23	22	20	587	794
CISM	351	145	3	2	3	1	9	11	2415	2940
Addictions	192	214	1	0	1	28	19	11	4661	5127
IRS	108	49	35	35	0	0	2	0	5498	5727
TOTALS	707	474	39	37	24	52	52	42	13,161	14,588



Culture Stats	Activities	Attendance
Sweats	87	1701
Night Ceremonies	7	127
Open & Closing Prayers	33	928
Traditional Counselling	123	146
Pipe Ceremonies	111	2058
Medicine Exchanges	109	118
Residential School Support	24	24
Culture Presentations	53	12,425
Feasts	93	1572
Smudging Ceremonies	181	4753
WRHC Tours	11	120
TEE Pee Presentations	13	24,631
TOTALS	845	48,603







2017 First Nations Summer Games

The FHQ Tribal Council was awarded the 2017 First Nations Summer Games based on its bid to host in the City of Regina in August 2017. There was a Games Manager and Games Consultant hired to carry out the required work which included sponsorship, sporting venues, food services, equipment, officials, accommodations, opening/closing ceremonies, special events (fundraising), accreditation, lance run, entertainment, medals, medical, results, volunteers and the cultural component.

The Games began August 6 and concluded with Closing Ceremonies on August 10, 2017. Sports included Archery, Athletics (track), Beach Volleyball, Canoeing, Cross Country, Golf, Lacrosse (demonstration sport), Soccer and Softball.

TEAM	# OF ATHLETES	# OF COACHES	# OF MANAGERS
Agency Chiefs TC	277	16	0
Battleford Agency TC	248	21	2
Battleford TC	135	1	0
File Hills Qu'Appelle TC	274	24	5
Meadow Lake TC	341	48	1
Onion Lake	272	15	0
Prince Albert GC	399	23	0
Southeast Treaty 4 TC	210	26	2
Saskatoon TC	288	44	4
Touchwood Agency TC	284	48	5
Beardy's Okemasis	204	20	4
Woodland	314	26	0
Yorkton TC	265	24	0
	3,514	336	23

Thursday, August 10, 2017
2017 Saskatchewan First Nations Summer Games Overall Standings
Unofficial Results

TEAM	Total Points	Medal Count		
		Gold	Silver	Bronze
1 MLTC	958	20	19	20
2 WOODLAND	946	30	20	10
3 TATC	918	20	23	18
4 PAGC	811	14	17	20
5 FHQTC	665	12	16	10
6 ACTC	580	14	4	10
7 STC	556	7	10	13
8 YTC	468	8	6	7
9 OLTC	459	3	10	11
10 SET4TC	312	8	8	7
11 TBOFN	309	7	6	8
12 BATC	289	5	2	5
13 BTC	60	1	2	1

Last Updated: 8/10/17 4:44 PM
Tony Cote Award: Yorkton Tribal Council

File Hills Qu'Appelle Tribal Council Women's Council



FHQ Staff provide administrative services for the Women's Council, linking partners in this initiative, the women's council have a representative from all 11 First Nations of FHQ.

The Women's Council meet to plan for events or to discuss issues that are a priority for the women and families from the communities.

The terms of reference will be reviewed for changes/updates, and is anticipated by March 31, 2018 to present at the annual Chiefs Retreat. Once completed the Women's Council will hire a Coordinator to work exclusively with the Council.



Child Day Care Program

A ten-month First Year ECE Certificate Program was offered from February 2015 and completed on September 30, 2016. Fourteen ECE Students from the Day Care centres have completed the training. Seven more individuals from the First Nation Day Care and communities have to complete the six week and four week practicum requirements. Training dates for the practicums are being confirmed. The Early Childhood Education training was complemented by training in First Nations Traditional Values and Responsibilities in conjunction with a staff from White Raven Healing Centre. The First Nations Traditional Values and Responsibilities training were offered the first five months of the ECE Training.

The training in Standard First Aid and CPR Level C and WHMIS and Safe Food Handling was also part of the training for the Early Childhood Educators.

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

A training program for the Ages and Stages Curriculum has been completed with six of the seven Day Care Directors. The training component was sponsored by the Saskatchewan Indian Training Assessment Group. The Day Care Directors and FHQ Child Care staff have started the implementing process of utilizing the First Nations languages in conjunction with Programming in the Day Care Centres. Elders and other community individuals will be invited to attend and participate in developing an ECE language Development Curriculum-Programming for the Day Care Early Childhood Centres.

The Child Care Coordinator attended a meeting with the Assistant Deputy Minister of HRDC and additional capital dollars for Sprinkler and Water Supply Systems for two Day Care centres in the File Hills Qu'Appelle area were secured. One Day Care Centre has completed the Sprinkler and Water Supply System and the other is in the process of starting.



A review of the File Hills Qu'Appelle Child Day Care Licensing Regulations and Policies and the Licensing Process has begun with representatives from the Qu'Appelle Agency and File Hills Agency and the Child Care Coordinator and the Director from the Indigenous Governance, Law & Policy Department.

The File Hills Qu'Appelle Child Care Program works in conjunction with the File Hills Qu'Appelle Child Care Licensing Inc. in collaboration and to promote the intent of the vision and mission, and reach our priority goals as outlined below:

Vision Statement

The File Hills Qu'Appelle Tribal Council Child Care Licensing Inc. is an early childhood education community that is committed to providing our children with a healthy quality of life through love, respect, education, and language. By building on our family's strengths, we support our children's culture, rights, responsibilities, and holistic well-being.

Mission Statement

We are achieving our vision by:

- Ensuring the availability of quality child care services for all families.
- Empowering our children to live by our traditional values and responsibilities.
- To adapt the services continuously to meet our communities' needs by providing training to the child care educators and community members.
- Ensuring that our facilities are safe and meet the requirements of our File Hills Qu'Appelle Child Day Care Regulations and Policies.

Priority Goals:

1. To provide on-going training for Directors, Workers, Board and Elders and First Nation community members.
2. To actively involve parents, Elders, and community members as partners in our children's education.
3. To secure long-term funding for the Board.
4. To create partnerships with services and organizations involved with our children.
5. To maintain efficient and effective financial accountability and feasibility.
6. To develop and implement effective early childhood programming.
7. To maintain and implement the File Hills Qu'Appelle Child Day Care Regulations and Policies to ensure safety.



Non-consolidated Financial Statements of

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

Year ended March 31, 2017


Management's Responsibility for Financial Statements

The accompanying non-consolidated financial statements of **File Hills Qu'Appelle Tribal Council Inc.** have been prepared by the Tribal Council's management in accordance with the recommendations of the Public Sector Accounting Board ("PSAB") of CPA Canada, and necessarily include some amounts based on informed judgment and management estimates.

To assist management in fulfilling its responsibilities, a system of internal controls has been established to provide reasonable assurance that the financial statements are accurate and reliable and that assets are safeguarded.

The FHQTC Executive Council has reviewed and approved these financial statements.

These non-consolidated financial statements have been examined by the independent auditors, **Virtus Group LLP**, and their report is presented separately.



Edmund Bellegarde, Chairperson



Brad Johnson, Director of Finance/Admin.

Independent Auditors' Report



**VIRTUS
GROUP**
Chartered Professional Accountants
& Business Advisors LLP

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

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, 2017 and the non-consolidated statements of operations and accumulated surplus, change in net financial assets (debt), and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those assessments, the auditor considers internal control relevant to the Council's preparation and fair presentation of the financial statements 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these non-consolidated financial statements present fairly, in all material respects, the financial position of the Council as at March 31, 2017 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.

Other Matter

Our audit was conducted for the purpose of forming an opinion on the financial statements taken as a whole. The supplementary information in Schedules 1 through 114 is presented for additional information purposes only. This supplementary information has been subjected to procedures in the context of the audit of the financial statements as a whole and thus, no additional or specific procedures have been performed on these schedules.

**July 27, 2017
Regina, Saskatchewan**

VIRTUS GROUP LLP
Chartered Professional Accountants

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Non-consolidated Statement of Financial Position


March 31, 2017, with comparative figures for 2016

	2017	2016
Financial assets		
Current financial assets:		
Cash	\$ 747,288	\$ 1,347,445
Restricted cash and short term investments (note 4)	1,572,356	2,378,151
Accounts receivable (note 5)	2,238,855	2,512,881
	<u>4,558,499</u>	<u>6,238,477</u>
Investment in Kesechiwan Holdings Limited Partnership (note 6)	261,189	193,896
Investment in FHQTC Developments Limited Partnership (note 7)	470,915	299,031
	<u>\$ 5,290,603</u>	<u>\$ 6,731,404</u>
Liabilities		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,977,378	\$ 1,201,937
Deferred revenue (note 8)	2,109,390	3,871,703
Reserves (note 9)	1,331,730	2,377,524
Current portion of long term debt (note 10)	15,495	23,423
	<u>5,433,993</u>	<u>7,474,587</u>
Long term debt (note 10)	11,443	26,938
	<u>5,445,436</u>	<u>7,501,525</u>
Net financial assets (debt)	<u>\$ (154,833)</u>	<u>\$ (770,121)</u>
Non-financial assets		
Prepaid expenses	36,021	-
Tangible capital assets (note 11)	3,342,691	3,403,339
	<u>3,378,712</u>	<u>3,403,339</u>
Accumulated surplus	<u>\$ 3,223,879</u>	<u>\$ 2,633,218</u>
Commitments and contingency (note 12)		

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, 2017, with comparative figures for 2016

	2017 Budget		
	(unaudited)		
	(Note 16)	2017	2016
Revenue:			
Indigenous and Northern Affairs Canada	\$ 7,961,468	\$ 7,885,596	\$ 8,115,007
Health and Welfare Canada	6,746,265	6,744,246	6,686,224
SITAG - Human Resource and Skills Development Canada	5,226,628	5,133,555	4,401,000
Province of Saskatchewan	1,504,416	1,501,164	1,777,268
Funds received in advance of expenses, current year	(504,342)	(2,109,390)	(3,871,703)
Funds received in advance of expenses, prior year	3,287,443	3,871,703	2,347,689
Government of Canada - Other	246,209	246,209	208,247
Other income	2,720,349	2,754,270	2,894,991
Federation of Saskatchewan Indian Nations (FSIN)	422,236	422,236	458,918
Canada Mortgage and Housing Corporation (CMHC)	10,100	5,000	16,517
Interest income	4,528	3,593	2,510
Income from investment in Keseechiwan Holdings Limited Partnership (note 6)	-	127,293	110,388
Income from investment in FHQ Developments Limited Partnership (note 7)	-	171,884	46,793
	<u>27,625,300</u>	<u>26,757,359</u>	<u>23,193,849</u>
Expenses:			
Amortization of tangible capital assets	-	266,435	270,117
Band program support	2,177,657	2,046,863	2,216,310
Bank charges, loan interest, and taxes	101,879	72,401	54,781
Employee benefits	1,109,650	952,173	972,842
Miscellaneous	813,590	635,242	1,458,892
Operating expenses	8,511,186	8,256,387	6,175,327
Salaries and wages	8,124,774	7,578,388	7,352,698
Supply expenses	2,560,316	2,313,118	2,067,885
Training purchases and income support	4,164,377	4,045,691	3,107,656
	<u>27,563,429</u>	<u>26,166,698</u>	<u>23,676,508</u>
Excess (deficiency) of revenues over expenses	<u>61,871</u>	<u>590,661</u>	<u>(482,659)</u>
Accumulated surplus, beginning of year		<u>2,633,218</u>	<u>3,115,877</u>
Accumulated surplus, end of year		<u>\$ 3,223,879</u>	<u>\$ 2,633,218</u>

See accompanying notes to the non-consolidated financial statements

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

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

March 31, 2017, with comparative figures for 2016

	2017 Budget		
	(unaudited)		
	(Note 16)	2017	2016
Excess (deficiency) of revenue over expenses	\$ 61,871	\$ 590,661	\$ (482,659)
Amortization of tangible capital assets	-	266,435	270,117
Acquisition of tangible capital assets	(248,656)	(205,787)	(196,872)
Change in prepaid expenses	-	(36,021)	8,442
Increase (decrease) in net financial assets	\$ (186,785)	\$ 615,288	\$ (400,972)
Net financial assets (debt), beginning of the year		(770,121)	(369,149)
Net financial assets (debt), end of the year		\$ (154,833)	\$ (770,121)

See accompanying notes to the non-consolidated financial statements

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Non-consolidated Statement of Cash Flows

March 31, 2017, with comparative figures for 2016

	<u>2017</u>	<u>2016</u>
Cash provided by (used in) operating activities:		
Excess (deficiency) of revenue over expenses	\$ 590,661	\$ (482,659)
Items not involving cash:		
Amortization of tangible capital assets	266,435	270,117
Income on investment in Keseechiwan Holdings LP	(127,293)	(110,388)
Income on investment in FHQTC Developments LP	(171,884)	(46,793)
Increase in reserves	(1,045,794)	4,206
	<u>(487,875)</u>	<u>(365,517)</u>
Non-cash operating working capital items (note 13)	(748,867)	1,781,443
	<u>(1,236,742)</u>	<u>1,415,926</u>
Cash provided by (used in) capital activities:		
Acquisition of tangible capital assets	(205,787)	(196,872)
	<u>(205,787)</u>	<u>(196,872)</u>
Cash provided by (used in) investing activities:		
Increase (decrease) in short term investments	805,795	(4,207)
Distributions from Keseechiwan Holdings LP	60,000	60,000
	<u>865,795</u>	<u>55,793</u>
Cash used in financing activities:		
Principal payments on long term debt	(23,423)	(22,544)
	<u>(23,423)</u>	<u>(22,544)</u>
Increase (decrease) in cash	(600,157)	1,252,303
Cash position - beginning of year	1,347,445	95,142
Cash position - end of year	<u>\$ 747,288</u>	<u>\$ 1,347,445</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, 2017

1. Nature of operations

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

2. Significant accounting policies

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

Basis of reporting

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

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

Investments in limited partnerships

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

Tangible capital assets

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

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

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

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2017

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. This 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. Other income such as interest and rental is recorded in the period the amounts are earned.

Statement of remeasurement gains and losses

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

Use of estimates

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

3. Line of Credit

Council has an authorized line of credit to a maximum of \$500,000 which bears interest at prime plus 1% (2016 - \$500,000 maximum, prime plus 1% interest rate), and is secured by INAC and other specific funding. At year-end, the line of credit was not utilized (2016 - not utilized).

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2017

4. Restricted cash and short term investments

	<u>2017</u>	<u>2016</u>
Cash	\$ 1,362,122	\$ 1,365,049
Term deposit, bearing interest at 1%, maturing March 31, 2018	203,945	201,030
Term deposit, bearing interest at .20%, maturing May 28, 2017	5,663	5,651
Term deposit, bearing interest at .20%, matured April 28, 2016	-	805,795
Investment in First Nations Bank (at cost)	626	626
	<u>\$ 1,572,356</u>	<u>\$ 2,378,151</u>

5. Accounts receivable

	<u>2017</u>	<u>2016</u>
All Nations' Holding Company Inc.	\$ -	\$ 32,169
City of Regina	96,002	61,077
FHQ Casino Holdings Limited Partnership	109,728	32,006
FHQTC Developments Limited Partnership	219	92,344
FSIN	114,517	119,675
Government of Canada - GST	119,628	126,924
Government of Canada - INAC	94,140	128,811
Health and Welfare Canada	140,778	(1,351)
Keseechiwan Holdings Limited Partnership	60,000	60,040
Miscellaneous First Nations	137,481	360,840
Leading Thunderbird Lodge	(104,531)	(93,224)
Living Sky CDC	18,545	(469)
Other	977,215	691,763
Province of Saskatchewan	20,719	284,324
Saskatchewan Indian Gaming Authority	-	(12,493)
Saskatchewan Indian Institute of Technologies	3,000	94,071
Silver Sage Holdings Ltd.	15,379	-
SITAG	436,035	536,374
	<u>\$ 2,238,855</u>	<u>\$ 2,512,881</u>

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2017

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, 2017, Keseechiwan's financial position was as follows:

Total assets	\$ 26,469,389
Total liabilities	24,144,719
Net assets	2,324,670
Council's share of partners' capital	\$ 261,189

For the year ending March 31, 2017, Keseechiwan's results of operations were as follows:

Revenue	\$ 3,733,315
Expenses	2,205,284
Net income	1,528,031
Council's share of net income	\$ 127,293

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, 2017, FHQTC Developments' financial position was as follows:

Total assets	\$ 7,422,800
Total liabilities	1,769,661
Net assets	5,653,139
Council's share of partners' capital	\$ 470,915

For the year ending March 31, 2017, FHQTC Developments' results of operations were as follows:

Revenue	\$ 3,124,846
Expenses	1,137,392
Net income	1,987,454
Council's share of net income	\$ 171,884

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2017

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>2017</u>	<u>2016</u>
Child Care Licensing	\$ 65,000	\$ 120,000
City of Regina	85,534	65,698
Enbridge	67,544	-
First Nation Health Services - Transfer agreement	680,000	465,000
FNREES	-	13,978
Gathering Place	45,000	30,000
Government of Canada - Other	36,442	39,022
Health and Welfare Canada	69,857	59,249
INAC	625,158	2,696,591
Miscellaneous Education	123,005	33,849
Miscellaneous Health	24,253	17,477
Miscellaneous Justice	303	23,250
Qu'Appelle Haven (INAC)	128,850	20,000
Province of Saskatchewan	29,826	45,486
RTSIS Shared Cost	62,633	10,500
Sports and Recreation	50,450	-
WISH	8,400	231,603
Women's Council	7,135	-
	<u>\$ 2,109,390</u>	<u>\$ 3,871,703</u>

9. Reserves

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

	<u>2017</u>	<u>2016</u>
All Nations' Healing Hospital Inc.	\$ 766,111	\$ 1,811,905
Gathering Place	60,000	60,000
Safe Shelter - Qu'Appelle Haven	503,000	503,000
Safe Shelter - WISH	2,619	2,619
	<u>\$ 1,331,730</u>	<u>\$ 2,377,524</u>

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2017

9. Reserves (continued)**All Nation's Healing Hospital**

These funds are set aside for the All Nations' Healing Hospital Inc. During the current year, \$1,045,795 (2016 - \$nil) of the reserve was used to provide funds to the hospital in support of the construction of the new Rising Bear Healing Centre wing. At year-end, this project was not yet completed.

Gathering Place

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

Safe Shelter - Qu'Appelle Haven

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

Safe Shelter - WISH

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

10. Long term debt

	<u>2017</u>	<u>2016</u>
Mortgage payable to Peace Hills Trust in monthly payments of \$1,370 including interest at 4.75%. Secured by a first mortgage over property with a net book value of \$534,932 (The Gathering Place), INAC funding and the assignment of fire insurance.	\$ 26,938	\$ 41,715
Loan payable to Peace Hills Trust in monthly payments of \$765 including interest at 5.5%. Repaid during the year.	-	8,646
	<u>\$ 26,938</u>	<u>\$ 50,361</u>
Current portion of long term debt	15,495	23,423
	<u>\$ 11,443</u>	<u>\$ 26,938</u>

The estimated principal repayments due in each of the next three years are as follows:

2018	15,495
2019	11,443

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2017

11. Tangible capital assets

	Land	Building	Furniture and Equipment	Vehicle	Tenant Improvements	Total
Cost						
As at April 1, 2016	\$ 597,491	\$ 3,349,941	\$ 4,218,095	\$ 152,690	\$ 390,718	\$ 8,708,935
Additions	-	-	205,787	-	-	205,787
Disposals	-	-	-	-	-	-
	597,491	3,349,941	4,423,882	152,690	390,718	8,914,722
Accumulated amortization						
As at April 1, 2016	-	1,379,234	3,426,335	109,309	390,718	5,305,596
Additions	-	78,828	178,931	8,676	-	266,435
Disposals	-	-	-	-	-	-
	-	1,458,062	3,605,266	117,985	390,718	5,572,031
Net book value - 2017	\$ 597,491	\$ 1,891,879	\$ 818,616	\$ 34,705	\$ -	\$ 3,342,691
Net book value - 2016	\$ 597,491	\$ 1,970,707	\$ 791,760	\$ 43,381	\$ -	\$ 3,403,339

12. Commitments and contingency

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

2018	\$ 845,000
2019	462,000
2020	366,000
2021	242,000
2022	41,000

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, 2017

13. 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>2017</u>	<u>2016</u>
(Increase) decrease in current assets:		
Accounts receivable	\$ 274,026	\$ 474,630
Prepaid expenses	(36,021)	8,442
	<u>238,005</u>	<u>483,072</u>
Increase (decrease) in current liabilities:		
Accounts payable and accrued liabilities	775,441	(225,643)
Deferred revenue	(1,762,313)	1,524,014
	<u>(986,872)</u>	<u>1,298,371</u>
	<u>\$ (748,867)</u>	<u>\$ 1,781,443</u>

14. 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 \$1,489,989 (2016 - \$1,761,858) in Health and Welfare Canada funding to Council. This is included in Health and Welfare Canada funding revenue for the year. Of the amount received, \$311,600 (2016 - \$984,544) was transferred to All Nations' Healing Hospital Inc. to fund hospital operations.

Other income includes \$352,184 (2016 - \$364,335) of rental and administrative services income from related parties.

Accounts receivable from related parties are \$99,340 (2016 - \$90,698).

Accounts payable and accrued liabilities due to related parties are \$53,795 (2016 - \$137,022).

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

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2017

15. Financial instruments

Council's financial assets and liabilities consist of cash, restricted cash, short term investments, accounts receivable, accounts payable and accrued liabilities, and long-term debt. 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. The fair value of long term debt is not significantly different from its carrying amount, as the terms are relatively similar to those available in the market.

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 \$400,000 of accounts receivable have been outstanding more than one year (2016 - \$590,000). 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 and long term debt. The interest rate on some of this debt is variable; therefore, Council may face increasing interest costs in an increasing interest rate market. All other credit facilities have fixed interest rates and therefore, do not expose Council to additional risk.

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.

16. 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.

17. Comparative figures

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



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





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