

File Hills Qu'Appelle Tribal Council

Annual Report 2024-2025



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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. 2024–2025 Annual Report. This report provides an opportunity to share the accomplishments and ongoing work of the Tribal Council, affiliated entities, departments, and staff in serving the citizens of our 11 member First Nations.

This year, my office continued to build partnerships and identify new opportunities that will benefit our member First Nations. We placed a strong emphasis on governance and strengthening relationships with all elected leadership. By engaging both Chiefs and Councillors, we are ensuring that our advocacy and support reflect the full voice of our Nations' leadership.

In 2024-25, we evolved to address changes in laws and legislation at both the provincial and federal level. Our Tribal Council maintained a strong commitment to advancing the Treaty and Inherent Rights of our member First Nations. We coordinated targeted engagement sessions that provided important space for dialogue and shared understanding, supporting Nations in strengthening their governance and preparing for the future. I want to acknowledge and thank our Chiefs, Councillors, and Elders for trusting us to facilitate this work.

I also want to acknowledge and thank our entire FHQTC staff for their dedication and commitment to our vision, mission, and goals. The integrity and commitment to work together ensure that programs and services are carried out with care, consistency, and professionalism. The success of the Tribal Council reflects this collective effort.

As we move forward, I remain committed to working alongside our committed FHQTC team and leaders to continue to strengthen governance, build opportunities, and serve our member First Nations with unity, respect, and purpose. Together, we will continue to advance our vision for healthy, strong, and self-determined First Nations.

Thank you,

A handwritten signature in blue ink, appearing to read "Jeremy Fourhorns". The signature is fluid and cursive.

Jeremy Fourhorns

Tribal Chief

File Hills Qu'Appelle Tribal Council

FHQTC Member First Nations



Wood Mountain
Lakota First Nation



Carry the Kettle
Nakoda Nation



Little Black Bear's Band



Star Blanket
Cree Nation



Muscowpetung Saulteaux
Nation



Okanese
First Nation



Pasqua
First Nation



Peepeekisis
Cree Nation



Piapot
First Nation



Nekanee
First Nation

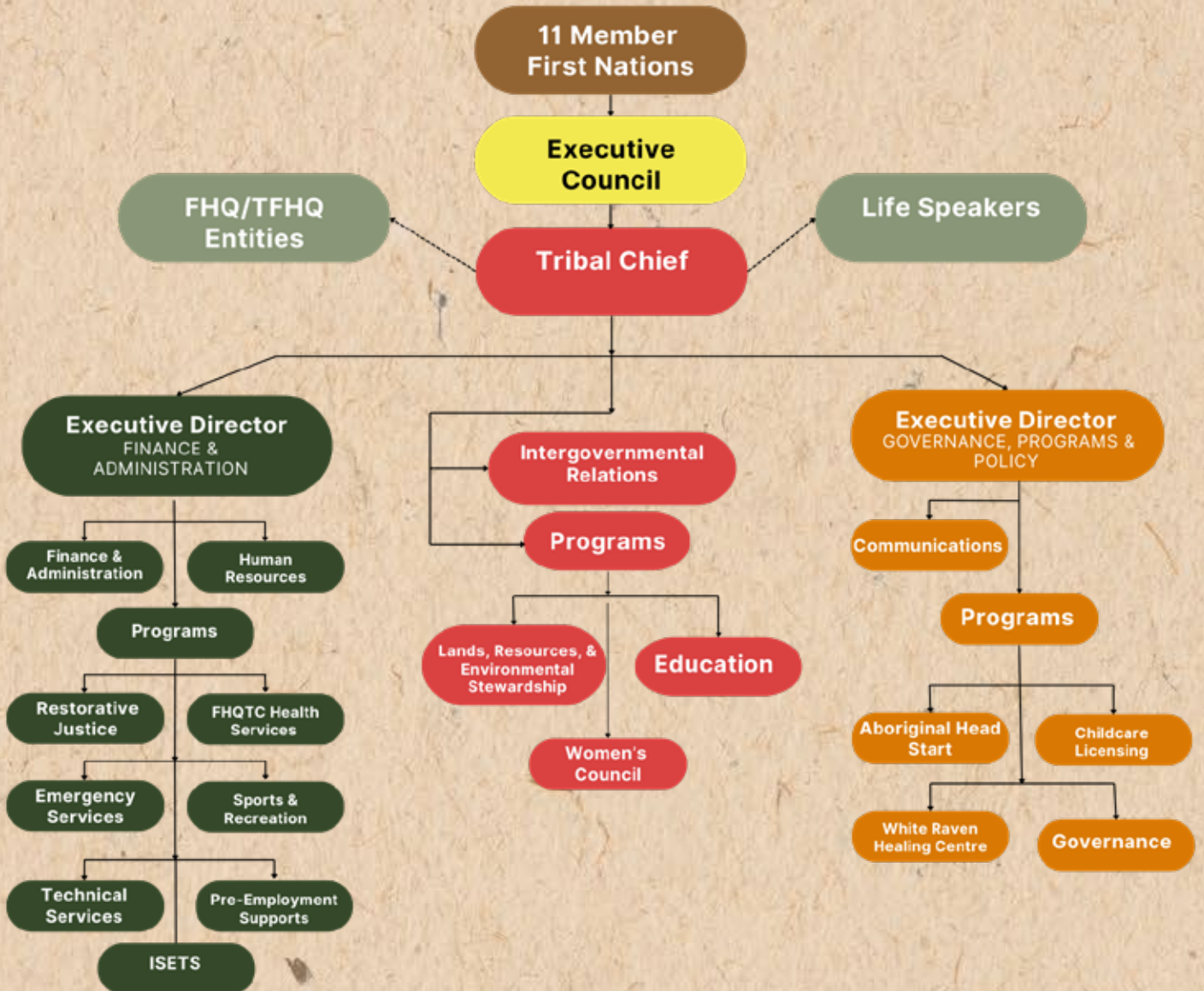


Standing Buffalo
Dakota Nation

FHQTC History

- 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 File Hills Agency and the Qu'Appelle 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 within the Non-Consolidated Audit. This year, the audit expanded to 222 schedules, reflecting the growth of programming. In addition to FHQTC's own internal reporting systems, several funders also conduct periodic financial monitoring to independently verify information and strengthen confidence in our financial processes.

This Annual Report includes the 2024–25 Non-Consolidated Financial Statements, audited by an independent third-party accounting firm. These statements provide a clear and transparent picture of FHQTC's financial health and are considered a more accurate reflection of operations than the Consolidated Financial Statements required by Indigenous Services Canada, which combine the financial activity of all FHQTC entities.

The 2024–25 fiscal year reflects continued growth, with another increase in revenues and a year-end surplus of revenues over expenditures.

Over the past two years, FHQTC has seen significant funding increases, including:

- Flow-through funding to Silver Sage Housing Corp. for the Urban Rural Indigenous Housing Strategy.
- Expanded departmental budgets to support program growth and service delivery.

The Finance department remains committed to effective stewardship of resources while supporting expanded programming and services to member First Nations.

FHQTC Administration

FHQTC remains committed to fostering a respectful, supportive, and progressive workplace environment. Through policy development, wellness programming, and strategic recruitment and retention efforts, we continued to strengthen the FHQTC workforce in the 2024-25 fiscal year.

Personnel Policy Updates

Several personnel policy amendments and updates were reviewed and approved this year. These changes ensure our policies remain relevant, equitable, and responsive to evolving workplace needs. The updates are now in effect and have been communicated to all staff to support consistent application across the organization.

Health and Wellness Program

Building on the success of last year's launch, the Health and Wellness Program has continued to grow and support our employees' well-being. This initiative includes access to gym memberships, fitness incentives, and access to additional health care benefits and resources. Activities and initiatives have been well received, promoting balance, healthy lifestyles, and stronger workplace morale. This program remains a cornerstone of our commitment to supporting the overall health of our workforce.

Recruitment and Retention

As part of our ongoing strategies, Human Resources has continued to explore and implement initiatives that attract and retain top talent. This includes:

- Expanding recruitment outreach to reach a wider pool of candidates.
- Professional development opportunities for employees to support career growth.
- Permitting flexible work arrangements and implementing compressed and reduced work week schedules where appropriate, to enhance work-life balance.
- Continuing to review compensation and benefits to remain competitive and responsive to staff needs.

FHQTC Governance

The Governance Office continued its work in 2024-25 with a strong focus on strengthening and supporting the internal governance structure of the Tribal Council. A key priority this year was finalizing engagement with leadership on the Tribal Council's overarching governance policies:

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

The Governance Office also continued its support to the Office of Tribal Chief, the FHQTC Executive Management Team, and leadership throughout the year at the Tribal Council's structured governance forums and meetings:

- FHQTC Inc. Board / Executive Council meetings
- FHQTC Chief's Political Forum
- FHQTC Senior Management Meetings
- Life Speakers (Senators) gatherings

Stakeholder Relations

This fiscal year saw FHQTC representation at Federation of Sovereign Indigenous Nations (FSIN) Assemblies, Assembly of First Nations (AFN) Assemblies, and municipal meetings with City of Regina. The office also supported several intergovernmental meetings between FHQTC Tribal Chief, member First Nation Chiefs and government representatives at the federal, provincial, and international levels.



FHQTC Initiatives

FHQTC hosted several targeted workshops and forums with member First Nations during the 2024-25 fiscal year to facilitate broader understanding and conversations around common goals, shared challenges, and opportunities for collaboration.

Treaty Annuities Workshop – January 2025

FHQTC hosted a Treaty 4 Annuity Indexing Strategy Workshop to provide Chiefs and Headpersons the opportunity to learn about the unique nature of Treaty Annuity Claims and how indexing applies within the claims process.

Child and Family Services Workshop – January 2025

FHQTC hosted a CFS Workshop to bring member First Nations together to learn about and collectively explore their respective CFS paths. The workshop provided leadership an opportunity to reflect on their current structures, identify gaps, and discuss practical solutions to meet the needs of their respective Nations.

FHQTC also participated in several Nation-driven initiatives throughout the year:

Standing Buffalo Water Treatment Plant Groundbreaking – May 28, 2024

Standing Buffalo Dakota Nation hosted a groundbreaking ceremony for its new water treatment plant, marking an important step in community infrastructure development.

Star Blanket Every Child Matters Walk – July 1, 2024

Star Blanket Cree Nation led its annual Every Child Matters Walk to honour survivors and those lost to residential schools.

Star Blanket Water Treatment Plant Opening – July 4, 2024

Star Blanket Cree Nation welcomed Minister Patty Hajdu for the official opening of its new water treatment plant. The Nation hosted the Minister and other FHQTC member First Nations at Wa-pii-Moos-Toosis in Lebreton, SK, where she was presented with a star quilt. The Minister later met with other member First Nations at FHQTC’s new urban office to hear updates on business, issues, and opportunities for collaboration.



RT/SIS Jacket Distribution – December 11, 2024

Regina Treaty/Status Indian Services Inc. worked with the Federation of Sovereign Indigenous Nations (FSIN) and FHQTC to acquire and distribute winter clothing for individuals (Indigenous and non-Indigenous) experiencing homelessness in Regina. The distribution took place at the New Beginnings Shelter.



Great Sand Hills Traditional Ceremony

On July 17, 2024, FHQTC and its member First Nations once again travelled to the Great Sand Hills to hold their annual ceremonial gathering on these historic and sacred traditional lands. This year's ceremony was hosted by White Raven Healing Centre, who sat with member First Nations' representatives for a traditional pipe ceremony and feast.



Treaty 4 Celebrates 150 Years!

On September 15, 2024, Treaty 4 Nations came together to commemorate 150 years since the signing of Treaty 4 in 1874 at the historic Treaty 4 Grounds in Fort Qu'Appelle. This annual week-long celebration brings together thousands of First Nations and non-First Nations people to the Qu'Appelle valley and town of Fort Qu'Appelle. FHQTC proudly participated in this historic commemoration co-hosted by Treaty 4 affiliated Tribal Councils, First Nations and organizations.



FHQTC Staff Recognition

Years of Service

FHQTC proudly honours the dedication of our employees through the Years of Service Awards. We recognize and appreciate their long-standing commitment, which has strengthened FHQTC and contributed to our success and growth over the years.

10 Years

Angelo Wasteste
Bryan Taypotat
Earlene Keewatin
Jonathan Kaiswatum
Marlene Wolfe
Shannon Arnason
Susan Kaye
Trista McNab

15 Years

Bev Poitras
Cory Gambler
Ken Kinequon
Richard Cyr
Richard Pelletier
Robert Favel

20 Years

Melissa Stanley
Lorna Breitzkreuz

25 Years

Lana George

30 Years

Marilyn Keepness

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 recognize **Marilyn Keepness**, who concluded an outstanding career after more than 30 years of dedicated service to FHQTC. Marilyn began her career with the Tribal Council in 1994 and worked in several departments throughout the years. She served as Indian Business Management Education Counsellor and briefly Manager, before moving to the Head Office as an Analyst in the Social Development department. She later stepped into the role of Acting Director of Social Development, overseeing Child Care Licensing and the Aboriginal Head Start Program. Marilyn then moved on to oversee coordination of the new Indigenous Skills & Employment Training Strategy (ISETS). Marilyn played a central role in the development of the FHQTC Women's Council, which she coordinated for FHQTC and has since remained on as an ex-officio member.

We recognize and thank Marilyn for her many years of service and leadership at FHQTC, and we honour her dedication and lasting contributions to our organization and member First Nations. We extend our sincere gratitude and best wishes to her as she embarks on a new chapter.

Retirement of Chief Todd Peigan, Pasqua First Nation

In January 2025, Chief Todd Peigan of the Pasqua First Nation announced his retirement. For decades, Chief Peigan has been a relentless champion of our rights as First Nations people. His leadership has been instrumental in advancing critical issues, including child welfare, ensuring our children remain connected to their families and communities. His steadfast advocacy in addressing the long-standing flooding claims through the Qu'Appelle Valley Indian Development Authority (QVIDA) reflects his deep commitment to protecting our lands, resources, and addressing historical grievances. He has also been a strong voice on many other powerful issues affecting our Nations, working tirelessly to ensure justice and fair treatment for our people.

Chief Peigan's influence has been felt at every level of First Nations advocacy. At the Tribal Council level, he has strengthened our collective economic and political voice, leaving a lasting impact on our shared work.



Programs & Services

Aboriginal Head Start on Reserve Shelley Lowenberger	14
Child Care Licensing Corrina Wajuntah	15
Education Sarah Longman	16
Emergency Management Keith Pratt	18
Health Services Lorna Breitzkreuz/Gail Boehme	20
Indigenous Skills Employment & Training Strategy Jacinda Bigknife	22
Lands, Resources, Environment & Stewardship Shannon Thomson	23
Pre-Employment Supports Jason Koochicum	25
Restorative Justice Bev Poitras	26
Sports & Recreation Cindy Desnomie	28
Technical Services Carol Pinay	31
White Raven Healing Centre Diane Campeau	33
Women's Council Krista Bellegarde	35

Aboriginal Head Start on Reserve

Aboriginal Head Start on Reserve (AHSOR) provides a supportive, caring, and nurturing learning environment for pre-school children ranging from infancy (when accompanied by a parent/guardian) to six years of age.

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

Programming, delivered by early childhood educators, follows a holistic model that supports the emotional, spiritual, physical, and mental well-being of children, inspiring a lifelong love of learning. Culture and language are promoted daily through land-based learning, storytelling, play, and Elder involvement with children and families.

Highlights for 2024–25:

Major Capital

- Completed year three of finalized payment flow-through. Four Head Start programs in FHQTC were granted major capital funding for new Head Start buildings through surplus funds secured by ISC Facilities Management. Final funding payments were issued to three communities in 2024–25.
- Continued work with the Project Management Team to advance final design stages for the Head Start and Day Care new builds.
- Year seven of the IELCC New Investment and Fall Economic Statement continued, with a further three years of funding growth confirmed.
- Funding for major capital and infrastructure is now directed from ESDC/ISC to FSIN, to flow through to 74 First Nations ELCC communities in Saskatchewan.

Training & Professional Development

- Delivered ASQ (Ages & Stages Questionnaire) refresher training in 2024, supporting early detection and ongoing developmental assessments for children under six.
- Collaborated with FHQ Education, ELCC programs (Head Start and Day Care), and Maternal Child Health Parent Mentor programs to strengthen a continuum of assessments and supports from home through to school years.
- Hosted a potty-training webinar in December 2024 for Head Start Directors, with strategies shared with staff and families.
- Participated in First Nations Early Childhood Circle (FSIN ELCC Working Group) events, including:
 - *Directors Summit Conference – October 2024*
 - *Head Start and Day Care Program Staff Conference - March 2025, attended by approximately 350 participants.*



Child Care Licensing

The FHQ Child Care Program is focused on enhancing 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. The program combines First Nations traditional child-rearing teachings with contemporary early childhood practices, integrating cultural values, knowledge, and responsibilities related to child rearing in our communities. The FHQ Child Care Program and day care centres are funded through Service Canada.

Licensing hearings were held throughout the 2024–25 year to ensure all facilities remain safe and compliant with FHQTC child care regulations and policies. These regulations incorporate federal requirements, including annual Environmental Health Inspections, Technical Service Inspections, and National Fire Inspections aligned with the National Building Code.

Highlights from 2024-25 include:

- Seven day care centres were operational this fiscal year.
- Three day care centres offer infant child care spaces.
- Each day care centre was required to plan and submit a fire drill each month.
- Early Childhood Educator (ECE) training was delivered to support programming for children in day care facilities.
- Several ECE classes were offered for the certificate program and the diploma program at Suncrest College.

Ongoing Strategic Priorities:

- Review the File Hills Qu'Appelle Child Care Regulations and Policies on an ongoing basis.
- Review and enhance the ECE Programming to strengthen quality of care across all child care spaces.
- Provide ongoing training and curriculum support to ensure healthy brain development and positive outcomes for children.
- Monitor child care attendance to ensure families have access to available spaces.
- Ensure that the child care data system is receiving reports from the day care centres.
- Ensure financial reporting requirements for all funding agencies are understood and completed on time.
- Conduct monthly fire drills in accordance with FHQ Child Care Regulations and Policies.
- Review and resolve deficiencies identified in Environmental Health, Technical Services, and Fire Inspections, with confirmation letters submitted upon completion.
- Meet with each First Nation to review program and financial reporting requirements and ensure understanding of the licensing process.
- Engage with political representatives to advocate for increased funding from Service Canada and additional training opportunities

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

Education

FHQ Education continues to support our 11 member First Nations in delivering holistic, high-quality education for First Nations children. We provide second level services in four key areas: academic, technology, professional, and advocacy.

Throughout the 2024-25 fiscal year, the FHQ Education team has worked diligently to support schools with day-to-day activities, long-term planning, and strategic initiatives that reflect our commitment to student success and community well-being. The following were our key initiatives and services for this year:

- **Education Service Agreements (ESAs):** We continued developing Education Service Agreements with our communities, focusing on tuition that is transferable, reciprocal, and mobile to ensure tuition funds follow students wherever they learn. These agreements also clarify services provided for High-Cost Special Education students attending provincially-run schools.
- **Nation-to-Nation Education Agreements:** FHQ Education developed Nation-to-Nation Education Agreements to assist member First Nations with students enrolled from outside their communities, supporting equitable access to education.
- **School Board Training:** Customized School Board Training was offered to enhance governance and leadership capacity for member First Nations.
- **School Safety Plans:** Comprehensive School Safety Plans were finalized for each school. These plans include detailed building and community maps, as well as safety protocols such as regular fire drills and hold-and-secure procedures.

Re-Imagining Education: Inspiring Change – A Ten-Year Vision (2024–2034)

This year, FHQ Education completed and began implementing our ten-year strategic framework, “Re-Imagining Education: Inspiring Change – A Ten-Year Vision 2024–2034.”

Developed through a collaborative and holistic process centered on community engagement, cultural identity, and a shared vision, the plan serves as a roadmap for building educational systems that:

- Empower First Nations learners
- Honour cultural, linguistic, and spiritual heritage
- Support the development of thriving, self-determined communities

Implementation has started with school leaders embedding this vision into their annual school improvement plans.

Data-Informed Instruction

Leadership Gatherings

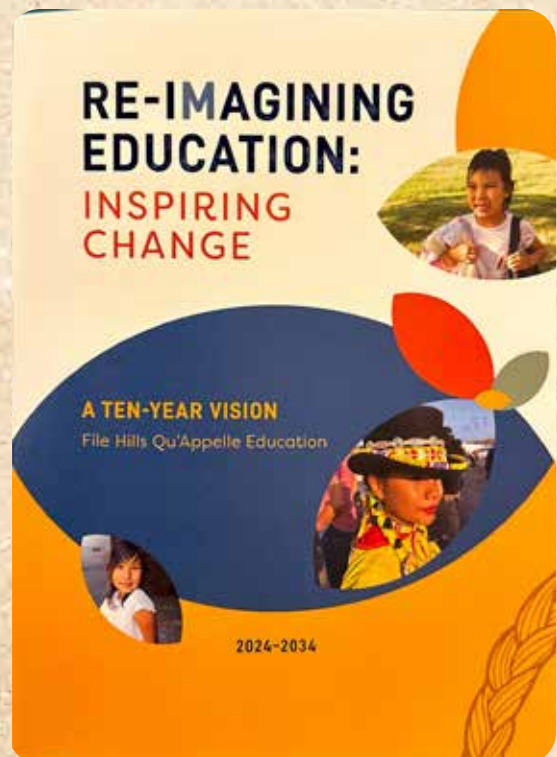
- 2024 Fall Gathering: School leaders explored how effective data collection supports instructional planning and cultivates a growth mindset.
- 2025 Winter Gathering: Instructional leaders deepened their understanding of data-driven instruction, incorporating best practices into classrooms.

Acadience Assessment Tools

To enhance literacy achievement, FHQ Education expanded the use of Acadience, a research-based tool that evaluates foundational reading skills, including phonemic awareness, phonics, fluency, and comprehension.

Ongoing training equips teachers to:

- Use data for instructional decisions
- Plan targeted interventions
- Communicate student progress with families and school teams

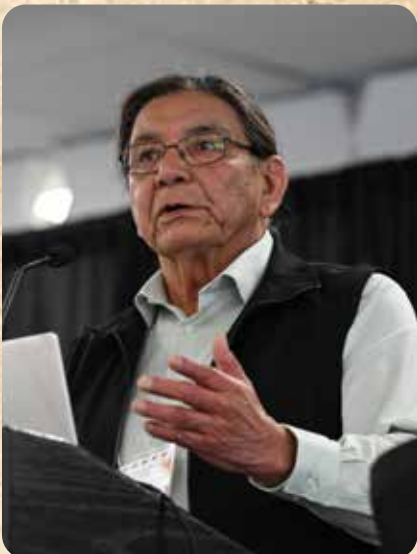


Events and Highlights (2024–25)

- July 2024
Land-Based & Literacy Camp
Integrating traditional knowledge with literacy skill development
- August 2024
Welcome Back Teachers' Gathering Theme: "Nurturing Our Gifts" – Keynote: Willie Ermine
- September 2024
Treaty Four 150th
Celebrating Treaty history and commitments
- February 2025
Winter Gathering for Instructional Leaders
Deep Dive into Data
Keynote: Omid Mirzaei on Data Sovereignty: Implications for Education
- February 2025
STEM Fair
Promoting science, technology, engineering, and math excellence
- March 2025
Two-Spirit Symposium
Celebrating Spirit – Hearing Our Voices
- March 2025
FHQ Education Strategic Plan Unveiling
Presentation of our refreshed roadmap for success

2024-25 Community Engagement

FHQ Education staff are actively present in our communities, providing academic, technology, professional, and advocacy support. Staff also participate in local events throughout the school year, strengthening relationships and fostering collaborative approaches to student achievement.



FHQ Virtual School

We are very proud of our June 2024 graduate from FHQ Virtual School, Muriel Stevenson from Muscowpetung Sauleaux Nation.

FHQ Virtual School is set up to meet the needs of our learners. It has 4 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. In the 2024-25 school year, there were 81 students enrolled. The school focuses on learner-centered approaches, ensuring flexibility and support for students while they complete their coursework.

Emergency Management

FHQTC Emergency Management Assistance Program (EMAP) 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.

In 2024-25, we continued working with our 11 member First Nations and assisting with various events. We collaborated with stakeholders and Nations on fire protection and gear delivery and assisted all in obtaining fire and wildland fire protection equipment.

FHQTC 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. Other EMAP highlights include:

- Provided support to evacuated communities with supplies and activity programming.
- Provided PPE (personal protective equipment) and assistance to Carry the Kettle First Nation during a crisis event.



This year we trained more FHQTC Search and Rescue members. We currently have 45 trained members. Other highlights include:

- Purchased a new DJI Matrice 350T drone to assist with search and rescue.
- Responded to 20 search and rescue call-outs, including Sturgeon Lake First Nation, Big River First Nation, Thunder Rapids, Peepeekisis Cree Nation, Muskowekwan First Nation, and Cote First Nation.
- We continue to outfit our command vehicle with equipment, including handheld radios, a large screen monitor for drones, Starlink internet, a generator, and a cellphone booster.
- Trained 10 new members in Basic Ground Search and Rescue.



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

- Hired a Fire Services Technician for fire training and needs assessment.
- Supported FHQ Fire Departments at the annual First Nations Firefighting Competition.
- Trained 52 personnel in Type 2 and 3 wildfire firefighting.
- Provide 2 leaf blowers, 10 pairs of coveralls, 10 pairs of boots, gloves, backpack sprayers, fire nozzles, and fire-resistant face masks to each of our 11 member First Nations.



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 member First Nations' communities. Programs and services delivered include:

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

Eagle Nest Primary Health Care Clinic

The Eagle Nest Primary Health Care Clinic is a culturally responsive facility developed in collaboration between FHQTC Health Services and All Nations' Healing Hospital. Construction began following a sod-turning and site-blessing ceremony on April 29, 2024. Located at the corner of Sioux Avenue and 8th Street, adjacent to All Nations' Healing Hospital in the heart of Treaty 4 Territory, the clinic will provide non-emergent care for residents of the Fort Qu'Appelle region and surrounding First Nations. Services will integrate both western medical practices and traditional healing approaches, ensuring wholistic care that reflects the needs and values of the community.



Accreditation Canada

Accreditation Canada's Qmentum program surveys and assesses health care institutions to ensure services are safe, effective, and people centred. Health care providers such as FHQTC Health Services and All Nations' Healing Hospital participate in this process approximately every four years as part of the accreditation process.

From October 20–24, 2024, FHQTC Health Services and All Nations' Healing Hospital underwent an aligned survey for the first time, with both being reviewed

simultaneously, but separately. Following the assessment, FHQTC Health Services and All Nations' Healing Hospital each received Accreditation with Exemplary Standing, the highest level awarded by Accreditation Canada. Key strengths highlighted in the results included the integration of cultural programming in health care, strong staff engagement with supportive leadership, and active communication and engagement with clients, families, and communities.



Dialysis Expansion, Pasikow Muskwa Rising Bear Healing Centre

Pasikow Muskwa Rising Bear Healing Centre has been providing comprehensive chronic disease management to clients since opening in 2018. Satellite dialysis services have been a fixture from the beginning, with six dialysis machines operating three days a week on Monday, Wednesday, and Friday.

Discussions between All Nations' Healing Hospital, FHQTC Health Services, and the Saskatchewan Health Authority have been ongoing during the 2024-25 fiscal year. These discussions began as Rising Bear's dialysis waitlist has been growing and there is a need to increase the number of days dialysis services are available to the community. Rising Bear Healing Centre is planning and making the resulting preparations to double the number of days per week dialysis services are provided from three days to six days, Monday through Saturday. This will increase the number of clients able to access satellite dialysis from 12 (one in the morning and one in the afternoon across six machines) to 24, reducing the dialysis unit's waitlist.

Rising Bear Healing Centre is a continuation of the partnership between All Nations' Healing Hospital, File Hills Qu'Appelle Tribal Council, and the Saskatchewan Health Authority. The provincial kidney health program is providing additional funding for equipment and supplies to support the expansion.



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.

In 2024-25, the ISETS program case planned a total of 210 participants. Of that, 86 gained employment and 82 returned to school. Thirty participants had continuing case plans into the fiscal year 2025-26. Eighty-two 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:

- Practical Nursing Year One: 1 completed
- Indigenous Practical Nursing Year Two: 1 completed
- Mental Health & Wellness Year Two: 2 completed.
- Addictions & Community Health Professional: 1 completed
- Collaborative Bachelor of Science in Nursing: 1 completed
- Primary Care Paramedic: 1 completed
- Adult Basic Education Program: 2 graduated
- Business Admin Year One: 1 completed, obtained work placement with FHQTC.
- Saskatchewan Apprenticeship & Trades Carpentry Level 3: 2 completed
- Disability Support Worker: 1 completed
- Medical Device Reprocessing Technician Program: 1 completed
- Fundamentals of Automotive Service Technician: 1 completed
- Commissionaires Security Training, Okanese First Nation: 10 completed
- Employability Skills for Success Program: 8 completed

- Pathways to Education & Employment: 5 completed
- Introduction to Office Administration: 1 completed
- Lifeskills Resilience for Success, Little Black Bear's Band: 6 completed

Indigenous Labour Market Information (ILMI) Survey Initiative:

This initiative strengthens the capacity to collect, analyze, and apply labour market information. The data supports First Nations communities in labour market planning and service delivery, while also informing Employment and Social Development Canada (ESDC) in the design of Indigenous labour market policies, programs, and funding decisions

Data collection started in September 2024. Total collected: 467 surveys

ILMI Survey Collection included: Jay's Care Wrap Up Tournament, Treaty 4, Living Sky Pow Wow, File Hills Community Health Fair, FHQ Education Science Fair, Nekaneet Community Engagement and client intake for ISETS.



Employment Partners Include:

- | | | |
|--------------------------------------|------------------------------|---|
| BHP Jansen Mine | K&B Roofing | Park Derochie |
| Buffalo Crossing | KNT Consulting | Pasikow Muskwa Rising Bear Healing Centre |
| CF Asphalt | Larson's Abattoir | Prairie Crane |
| DLR Electric | Let's Eat Kitchen | RW & Sons |
| Echo Valley Provincial Park | McKay Construction | Saskatchewan Indian Gaming Authority |
| ECL Fiberglass | Muscowpetung Sauleaux Nation | Ultra Cuts |
| File Hills Community Health Services | New to Old Construction | URSA Cannabis and Holistic Health |
| Fluid Pro Oilfield Services | NIS Contractors | Vale Industries |
| Hilderman Construction | Okanese First Nation | Xtended Hydraulic & Machine Inc. |
| Iron Feather Security Corporation | Ouelette Contractors | Yellow Thunderbird Lodge YTC |

Lands, Resources, Environment & Stewardship



Lands, Resources, Environment, and Stewardship (LRES) supports sustainable capacity and innovative development opportunities with 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 2024–25

In 2024–25, we continued to focus our stewardship, research, and capacity development work toward advancing inherent sovereign rights and collective interests in Treaty 4 Territory. Engagement and dialogue were carried out with Leadership, Land Users, Women’s Council, Youth Advisory Council, Traditional Knowledge Keepers, Elders, and Language Keepers. The Youth Advisory Council and Language Keepers continued to play a key role in training, engagement, research, and environmental monitoring activities.



Initiatives 2024–25

Indigenous Habitat Protection Program

- Sediment coring and analysis of Pasqua, Echo, Mission and Katepwa Lakes

Climate Change Adaptation Program

- Analysis of the Federal Climate Adaptation Strategy
- Engagement and reporting on member First Nations’ priorities in climate adaptation

Lake Winnipeg Basin

- Analysis of nutrient trends in the Lower Qu’Appelle watershed and chain of lakes
- Engagement on water quality and impact of urban wastewater impacts on water quality

Regional Restoration Priorities

- Engagement and reporting on member First Nations’ restoration priorities for fish habitat
- Engagement and analysis of the Fisheries Act

Lands and Economic Development Services Program

- Water quality surveys across Treaty 4 territory
- Water quality analysis, reporting and information sharing with member First Nations

Renewal of Federal Consultation Guidelines

- Engagement, research, analysis, and recommendations report

Impact Assessment Agency Policy Dialogue Program

- Co-Administration Agreement Regulations, analysis, and recommendations
- Review of Physical Activities Regulations, analysis, and recommendations
- Ministerial Orders, analysis, and recommendations

Pre-Engagement on the Review of the Canada Water Act

- Engagement, analysis and recommendations

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

- Consultation, Resources, and Stewardship Centre
- Indigenous Community Based-Climate Monitoring
- Climate Change and Health Adaptation Program
- Guardian Initiative
- Aboriginal Fund for Species at Risk
- Contaminants Program
- Indigenous Climate Leadership Program
- First Nations Climate Adapt
- Indigenous Capacity Support Program, Impact Assessment Agency of Canada
- United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) Act

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
- Lake Diefenbaker Irrigation Project
- Bill C-15 UNDRIPA action plan
- Bill S-5 Canadian Environmental Protection Act
- Bill 161, Provincial Trespass to Property
- Bill C-5, Species at Risk Act
- Wetland drainage and prairie water apportionment
- Supreme Court of Canada Intervenor – Impact Assessment Agency vs. Alberta
- Ministerial meetings with CIRNAC, ISC, ECCC, and senior ministerial offices

Partnerships and Collaborations

We've continued to strengthen our working relationships with the University of Regina Faculty of Science (Institute of Environmental Change and Society), 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 Youth and Language Keepers in Lakota, Nakota, Dakota, Cree & Saulteaux
- Federal Policy Forum with FHQTC member First Nations Leadership
- Engagement and Training on FHQTC Programs
- Treaty 4 Youth Voices in Climate Action Forum, September 2024
- AFN Climate Gathering, October 2024
- Approved to attend Adaptation Futures Conference, Christchurch, New Zealand, October 2025



Pre-Employment Supports

The Pre-Employment Supports (PES) program assists clients to transition from income assistance to employment by addressing barriers to work and supporting participation in training. Eligible clients must be 18–64 years of age, live on-reserve, be receiving income assistance, and be willing to work.

The program provides individualized action plans and a range of supports, including assistance with driver's licenses, safety tickets, child care, work gear, transportation, and transition allowances. Caseworkers work directly with clients to identify employment readiness needs and build skills that lead to training and job opportunities.



In 2024–25, the PES program supported 181 clients. These clients participated in the following programs:

- Adult Basic Education, Southeast College
- Adult Basic Education, Piapot
- Office Administration, Star Blanket and Peepeekisis
- Essential and Employability Skills, Star Blanket
- Good Medicine Program, Okanese
- Intro to Construction, Peepeekisis
- Life Skills, Little Black Bear
- Security Guard Training, Carry the Kettle

Clients also earned certifications such as First Aid/CPR, Fall Arrest, Confined Spaces, Ground Disturbance, H2S, and 6 & 6 Driver Training. These outcomes reflect our commitment to equipping clients with the skills, tools, and confidence needed for success in the workforce.



Restorative Justice



FHQTC Restorative Justice delivers programming that helps individuals and communities restore balance in the spiritual, mental, physical, and emotional aspects of their lives. Our approach emphasizes repairing the harm caused by crime through dialogue, accountability, and healing. When those who are harmed and those responsible for the harm come together to determine how to make things right, the outcomes can be transformational. This is the vision we strive for in Restorative Justice.

Restorative Justice supports member First Nations through technical and advisory services in the following areas:

Probation: Probation Officers are officers of the court who supervise court orders within communities.

Adult & Youth Reintegration: Community liaisons who work with individuals returning to communities from corrections to connect them with community supports and resources.

Criminal & Family Court Worker: Liaisons between the court and the community who provide guidance on court processes and terminology and assist clients navigating the court process.

Community Justice: Community Justice Workers provide mediation services and circle facilitation. They are also liaisons who meet with community committees, coordinate gatherings and assist with trainings.

2024-25 Highlights:

- Continued to provide training, mediations, and ongoing support for member First Nations while developing and seeking out new training opportunities.
- Partnered with FHQTC Education to deliver healthy relationships and anti-bullying prevention programming.
- Assisted White Raven Mental Health and Critical Incident Stress Management calls and training.
- Began law development work rooted in traditional stories and principles.
- Participated in the developmental process of the Tri-Nation Partnership between Muscowpetung Saulteau Nation, Piapot First Nation, and Pasqua First Nation.
- Expanded adult reintegration supports with the addition of a second worker dedicated to federal corrections.
- Collaborated with the File Hills Justice Alliance on shared justice priorities.
- A member of our team worked with Legal Aid Saskatchewan on a Truth and Reconciliation Committee.
- A team member served as a member of the Domestic Violence Death Review Committee for Saskatchewan.
- From March 24-28, 2025, the Justice team traveled to Calgary, Alberta to engage with and learn from the Tsuu T'ina Peacemaker Court, Siksika Justice, and Calgary Indigenous Court.
- Members of the Justice team continued to contribute to the Tony Cote Games by providing staff support during the 2024 summer games.
- In April 2024, members of the Justice team had hosted a Justice Gathering featuring program updates, emerging justice issues, and presentations focused on mental health and wellness.
- Developed and delivered Lateral Violence to Lateral Kindness workshops for schools, community staff, and organizations.

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

Mediations & Circles (87 total):

Court referrals	57	
Community based referrals	3	Fort Qu'Appelle, Peepeekisis, Standing Buffalo, RCMP
In-school Mediations	6	Balcarres, Okanese, Peepeekisis, Sedley, Grenfell, Piapot
Workplace Mediations	9	Fort Qu'Appelle, Regina, Standing Buffalo, Yorkto, Muskowekwan
Family mediations	12	Carry the Kettle, Piapot, Muscowpetung, Standing Buffalo, Star Blanket, Regina, Fort Qu'Appelle

Presentations (21 total)

Bullying Presentations	7	3 at Peepeekisis School, 2 at Piapot, 2 at Standing Buffalo
Addictions Presentation	1	Peepeekisis
Youth Leader Program	10	Balcarres
Law Development	2	Okanese, Peepeekisis
Justice Gathering	1	FHQTC

Trainings: (20 total)

Sentencing Circle Training	3	North Battleford, Saskatoon, Meadow Lake
Sexual Assault Disclosure Training	2	Nekaneet, Pasqua
Domestic Violence Training	2	Nekaneet, Pasqua
First Nations Mediations	2	Pasqua, Fort Qu'Appelle
Wills and Estates	3	Public offering, Peepeekisis
Lateral Violence to Lateral Kindness	5	FHQTC, Piapot, Nekaneet, Pasqua
Gladue Training	3	University of Regina, Justice Staff, Provincial Justice Committee

Domestic Violence Program "The Way"

Fort Qu'Appelle	4 clients
Pasqua	14 clients
Peepeekisis	11 clients
Carry the Kettle	10 clients
Muscowpetung	2 clients
Okanese	2 clients
Standing Buffalo	1 clients



Sports & Recreation

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

2024 Tony Cote Summer Games

The 2024 Tony Cote Summer Games were hosted in Lac La Ronge in August. FHQTC had 165 athletes from across our member First Nations competing. Our teams placed fourth overall, with a total of 71.50 points, winning 10 gold, 16 silver, and 8 bronze medals.



Highlights included:

- Softball – 1st overall with two gold and three silver medals.
- Athletics – 4th overall with 26 medals (8 gold, 12 silver, 6 bronze).
- Archery – 6th overall, with individual medals for Scott Eashappie Jr. (bronze, Traditional U17) and Gabriel Bird (silver, Compound U15).
- Strong performances in Canoeing (5th), Golf (6th), and Soccer (7th).



FHQTC Athletes who attended the 2024 Tony Cote Summer Games:

Carry the Kettle	17
Little Black Bear	7
Muscowpetung	15
Nekaneet	5
Okanese	13
Pasqua	22
Peepeekisis	20
Piapot	26
Standing Buffalo	10
Star Blanket	17
Transfers	13

Total Athletes: 165



FHQTC Cross Country

FHQTC Cross Country event was held in October 2024 on the Treaty 4 Grounds. Education staff and Sports and Recreation staff ensured youth had a safe and fun event. We had a total of 51 athletes, 24 female and 27 male.

Grades 3-4 competitors ran 2km, 5 female and 3 male
 Grades 5-6 competitors ran 2km, 7 female and 10 male.
 Grades 7-8 competitors ran 4km, 7 female and 8 male.
 Grades 9-12 competitors ran 4km, 5 female and 6 male.

Placement:

1st was Peskastew School
 Peepeekisis Cree Nation

2nd was Payepot School
 Piapot First Nation

3rd was Nakoda Oyate Education Centre
 Carry the Kettle Nakoda Nation

4th was Chief Paskwa Education Centre
 Pasqua First Nation

5th was Muscowpetung Education Centre
 Muscowpetung Saulteaux Nation

2024 FSIN Youth Volleyball Championships

FHQTC along with Set4 and YTC hosted the 2024 FSIN Youth Volleyball Championships. They were held in Regina in early January 2025 due to facility shortage during 2024. The Championships had 83 teams with 175 games being held during a 3-day period at Campbell Collegiate, Douglas Park School, Seven Stones, and māmawéyatitān centre.



Partnerships and Initiatives

This year, Sports and Recreation continued to build partnerships to support athlete development and coaching capacity, including:

- Collaborating with the University of Regina Faculty of Kinesiology to encourage long-term athlete development and pathways to post-secondary education.
- Hoop Life
- Working with Sask Sport in the development of our coaches and athletes.
- Partnering with the City of Regina and Education for the FSIN Youth Volleyball Championships.
- Working with FHQTC schools on development, training, and tryouts for the FSIN Games.

Jays Care Foundation and Indigenous Rookie League

The Jays Care Indigenous Rookie League completed its 7th year in 2024, with 10 member First Nations participating. The Jays Care program ran from June to August. Thank you to Tori McNab, Lance Bellegarde, and Tara Griffith for ensuring the program ran successfully. The wrap-up tournament was held at the Field of Dreams, where players were joined by members of the Regina Pats hockey team and their mascot, K9. Piapot First Nation won the 2024 championships and the wrap-up tournament was held in Brampton, Ontario.



Technical Services

HOUSING AND INFRASTRUCTURE:

FHQTC's 11 member First Nations face many housing challenges. Nearly two-thirds of homes require major renovations, and 1,396 additional housing units are needed. Housing concerns including over-crowding (13%), accessibility issues (23%), mold (32%), and vermiculite/asbestos insulation (1%). The average occupancy rate is 3.98 people per unit. Currently, 80 homes (5%) are vacant. Of those, 39 need major renovations, 11 are condemned, 19 are under construction, and 11 are vacant.

POPULATION:

Total FHQTC membership is **18,722**

Total FHQTC population living on-reserve is **5,928**

HOUSING UNITS:

1,571 housing units in total

- 95% are occupied (1,491 units)
- 5% are vacant (80 units)

ADDITIONAL UNITS NEEDED:

1,396 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: **\$418,800,000.00**

HOUSING CONDITIONS:

Minor Renovations Needed:

17% (245 houses) require minor renovations (less than \$5,000)

Cost to repair: **\$1,485,785.00**

Major Renovations Needed:

65% (1005 houses) require major renovations (more than \$5,000)

Cost to repair: **\$35,509,249.00**

Condemned

2% (40 houses) are beyond repair and need to be replaced.

16 of these condemned houses are still occupied by families.

Adequate:

16% (261 houses) are in adequate condition.

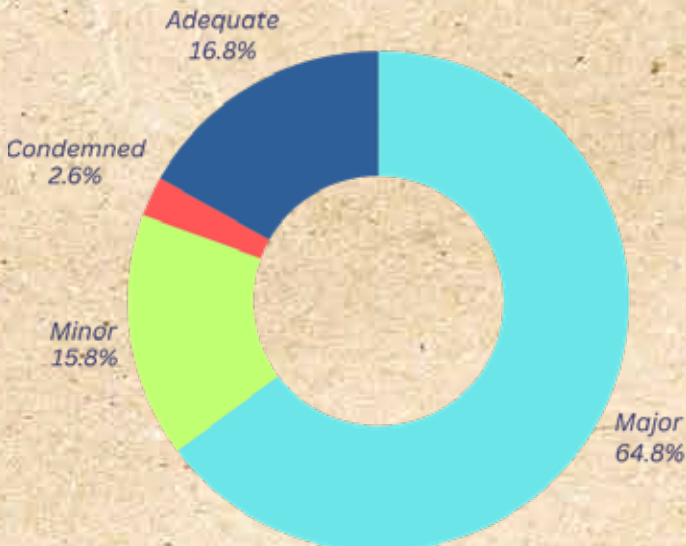
ADDITIONAL UNITS REQUIRED TO FULFILL CURRENT NEED

- Existing Units
- Additional Units Needed



CONDITION BY RENOVATION NEEDED

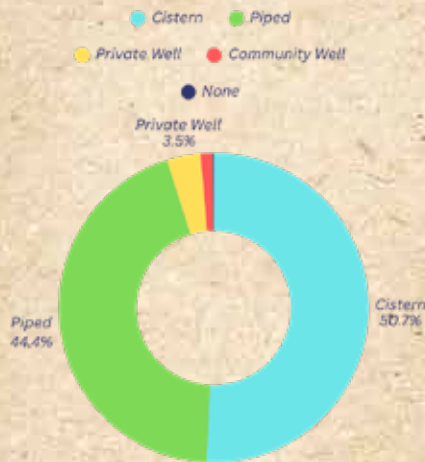
- Major
- Minor
- Condemned
- Adequate



WATER SYSTEMS:

- Two units: no water system
- 1% (19 houses): Community Wells (treated and untreated)
- 4% (55 houses): Private Wells (untreated)
- 44% (691 houses): Piped System (treated)
- 51% (790 houses): Cisterns (Boil Water Advisory)

WATER SYSTEMS BY TYPE



CMHC RRAP

The 2024-25 allocation for FHQTC member First Nations was \$129,218.13. Eligibility is determined by CMHC.

CMHC Section 95 Housing

Section 95 Housing Allocation Lifetime Subsidy for 2024-25 was \$2,602,217.00. Eligibility is determined by CMHC and ISC, and must meet the criteria for ISC’s Ministerial Loan Guarantee

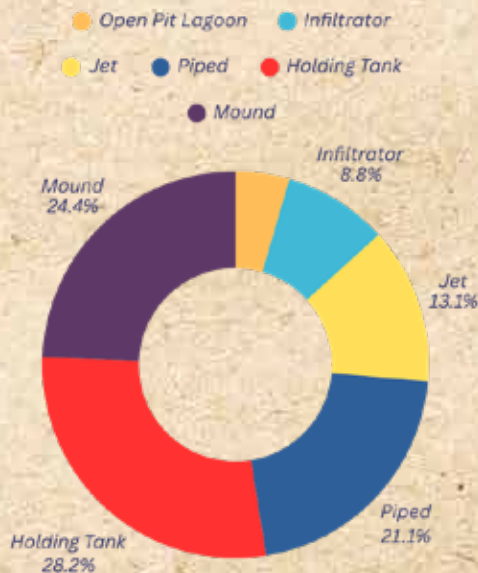
CMHC Inspections

The Indigenous Technical Services Cooperative (ITSC) continues to contract with CMHC to provide inspections services for the Section 95, RRAP and PCR programs for the First Nations in southern Saskatchewan. ITSC sub-contracts with FHQTC, YTC, TATC, and STC to provide CMHC programs inspection services.

SEWER SYSTEMS:

- 5% (70 houses): Open Pit Lagoon
- 9% (136 houses): Infiltrator System
- 13% (203 houses): Jet System
- 21% (327 houses): Piped System (to community lagoon)
- 24% (378 houses) Mound System
- 28% (437 houses): Holding Tanks (emptied weekly)

SEWER SYSTEMS BY TYPE



White Raven Healing Centre



White Raven Healing Centre provides holistic mental health and wellness programming to support healing from past traumatic experiences and current inter-generational impacts resulting from residential school, day school, 60s scoop, MMIWG, and more. The Centre's programming balances contemporary and non-Indigenous therapeutic techniques with traditional Indigenous healing practices to address mental health challenges such as anxiety, addictions, trauma, suicide, violence, and other related impacts.

In 2024-25, White Raven Healing Centre continued to rebuild FHQTC's Critical Incident Stress Management (CISM) program to support First Nations experiencing crisis and trauma events. This year, 72 members were trained in the Level 1 CISM Training.

White Raven's three wellness teams facilitated a variety of programs to FHQTC member First Nations. There were 6,900 individual interactions that took place during presentations, workshops, and wellness days where information and resources were shared on addictions, mental health, cultural wellness, grief and loss, life promotion, and physical wellness.

Youth Wellness Team

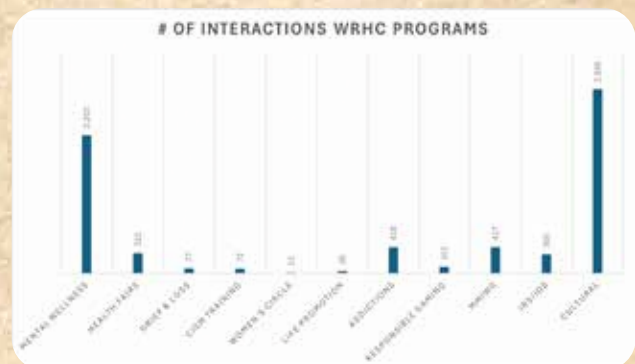
- Addictions
- Grief and Loss
- Life Promotion/Suicide Prevention
- Mental Health

Mental Health and Wellness Team

- Addictions
- Counselling
- Grief and Loss
- Health Fairs
- Life Promotion/Suicide Prevention
- Mental Health Support
- Responsible Gaming
- Women's Circle

Cultural Wellness Team

- Continues to lead in the coordination of:
 - Monthly FHQTC Pipe Ceremony
 - Sweat lodges (men's, women's and co-ed)
 - Quarterly feasts
 - Treaty 4
 - Annual Great Sand Hills Ceremony
- Ensures medicines are available for ceremonies when requested.
- Provides cultural and ceremonial support within member First Nations when requested.



WRHC Mental Wellness Therapy

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

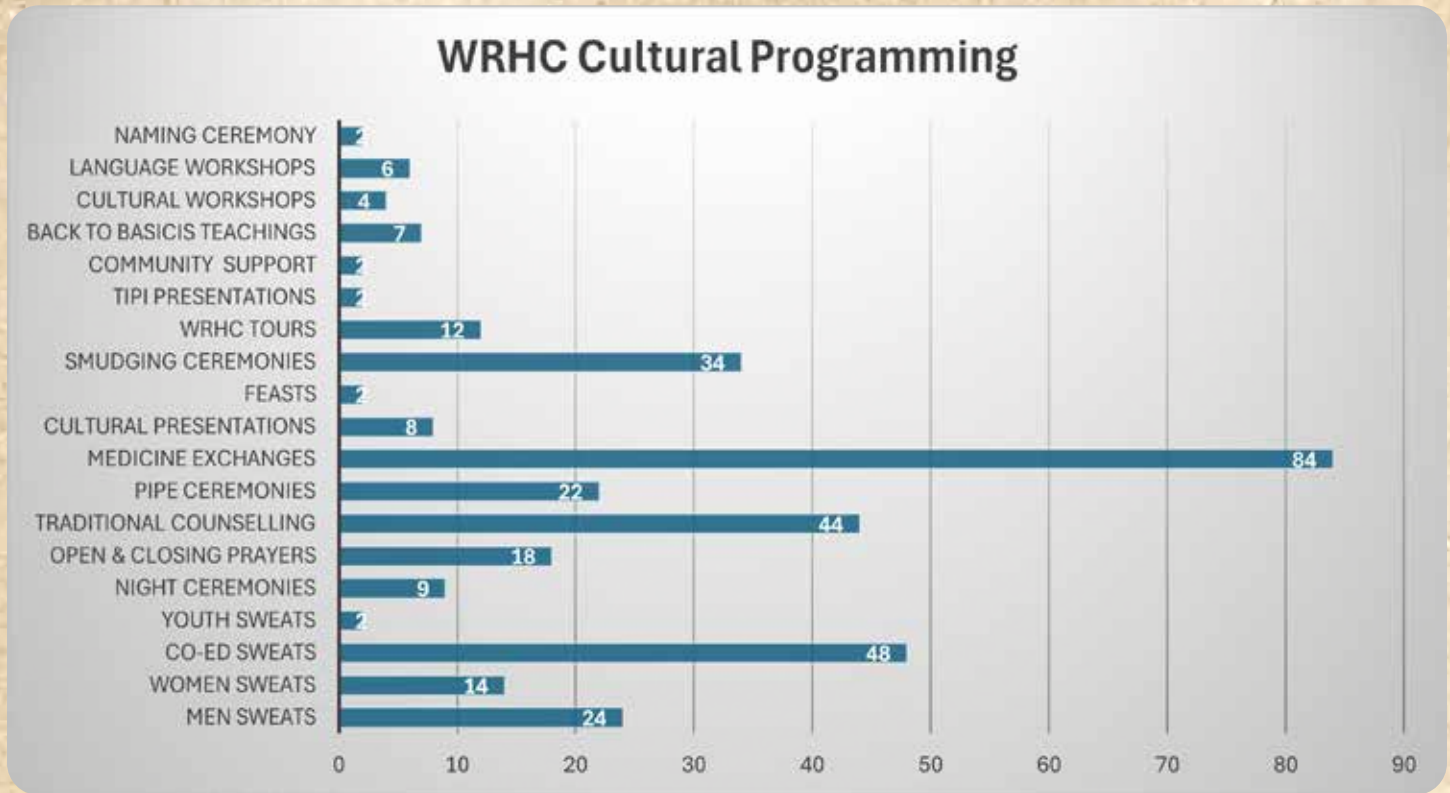
Ahtahkakoop
Alexander
Big River
Biigtigong Nishnaabeg
Canoe Lake
Cote
Cowessess

Ermineskin
Fishing Lake
George Gordon
Good Fish
Kahkewistahaw
Kawacatoose
Keeseekoosie

Key
Little Pine
Mi'kmaq
Metis
Muskeg Lake
Muskowekwan
Ochapowace

One Arrow
Rolling River
Saddle Lake
Sapotaweyak
Siksika
Waterhen Lake
White Bear

In 2024-25, we provided the following cultural services:



White Raven provides cultural support services to Indian Residential School (IRS) and Indian Day School Survivors (IDS) and families who have been impacted by Missing and Murdered Indigenous Women, Girls and 2S+ (MMIWG2S+). We provided support during the Raise Your Voice initiative with the FHQTC Women’s Council, developed a partnership with Bert Fox Community High School with their MMIWG Awareness Walk, supported survivors within our programming, and held IRS/IDS engagement sessions. The following numbers reflect only those who chose to self-identify when attending programs:

- Indian Residential School Survivors: 210
- Indian Day School Survivors: 58
- MMIWG2S+ Family Members: 65



Women's Council

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

In May 2024, the Women's Council held a two-day strategic planning session to review its short- and long-term objectives and ensure we are fulfilling our vision and mandate. In this fiscal year, we focused on the following priorities:

Missing & Murdered Indigenous Women and Girls

- Women's Council and Bert Fox Community High School MMIWG Smudge Walk
- Tamra Keepness Awareness Barbecue
- Qu'Appelle Haven's Domestic Violence Walk
- Treaty Four Celebration - FHQ Women's Council Red Dress Special

Violence and Exploitation of Women and Children

- We hosted the Raise Your Voice III Conference August 1-2, 2024 at the Treaty 4 Governance Centre. Approximately 70 youth from our 11 member First Nations attended.

Treaty Teachings for FHQTC youth

- Office of the Treaty Commissioner's 'Treaty Learning Journey'
- Treaty Four 150th Celebration Parade



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 the relationship and ongoing collaboration with the FSIN and FSIN Women's Commission.
- Strengthened our relationship and collaboration with the Office of the Treaty Commissioner through participation in engagement sessions relating to the UNDRIP Act Action Plan.
- Continued to support FHQ Lands, Resources, Environment & Stewardship by participating in various workshops, including those focused on Indigenous Ministerial Arrangements, Canada Energy Regulator and Onshore Pipeline Regulations, Climate Adaptation Strategy, Fish Contaminants, At-Risk Species, the Canadian Environmental Protection Act, the United Nations Declaration Act Implementation, and the National Adaptation Strategy.



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	38
Regina Treaty/Status Indian Services	39
Silver Sage Housing Corporation	39
TFHQ Safe Shelters	40
Leading Thunderbird Lodge	

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:

Atoskata 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.

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, 2025

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, 2025 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, 2025 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 222 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.

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 30, 2025
Regina, Saskatchewan

VIRTUS GROUP LLP
Chartered Professional Accountants



FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Non-consolidated Statement of Financial Position

March 31, 2025, with comparative figures for 2024

	<u>2025</u>	<u>2024</u>
Financial assets		
Current financial assets:		
Cash	\$ 19,179,504	\$ 24,694,640
Restricted cash and short term investments (note 4)	4,718,866	3,263,356
Accounts receivable (note 5)	11,320,181	10,015,841
	<u>35,218,551</u>	<u>37,973,837</u>
Investment in Keseechiwan Holdings Limited Partnership (note 6)	606,091	561,941
Investment in FHQTC Developments Limited Partnership (note 7)	429,250	440,743
	<u>\$ 36,253,892</u>	<u>\$ 38,976,521</u>
Liabilities		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 4,334,406	\$ 6,928,957
Deferred revenue (note 8)	26,756,741	27,577,552
Reserves (note 9)	4,122,130	3,262,730
	<u>35,213,277</u>	<u>37,769,239</u>
Net financial assets	<u>\$ 1,040,615</u>	<u>\$ 1,207,282</u>
Non-financial assets		
Prepaid expenses	99,713	116,522
Tangible capital assets (note 10)	4,941,132	4,887,656
	<u>5,040,845</u>	<u>5,004,178</u>
Accumulated surplus	<u>\$ 6,081,460</u>	<u>\$ 6,211,460</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, 2025, with comparative figures for 2024

	2025 Budget (unaudited) (Note 15)	2025	2024
Revenue:			
Federation of Saskatchewan Indian Nations (FSIN)	\$ 871,358	\$ 871,358	\$ 484,622
Government of Canada - Other	3,941,438	4,708,561	2,740,433
Human Resource and Skills Development Canada - SITAG	4,769,319	4,595,120	3,928,006
Income from investment in Keseechiwan Holdings Limited Partnership (note 6)	-	104,150	120,594
Income (loss) from investment in FHQ Developments Limited Partnership (note 7)	-	(11,493)	-
Indigenous Services Canada	13,030,012	12,691,713	11,024,410
Indigenous Services Canada (Health Canada)	32,183,003	32,183,003	28,664,862
Interest income	10,352	37,888	30,221
Other income	11,807,796	5,891,991	9,659,473
Province of Saskatchewan	5,331,638	5,381,038	1,810,397
Funds received in advance of expenses, current year	(18,381,483)	(26,756,741)	(27,577,552)
Funds received in advance of expenses, prior year	27,701,873	27,577,552	26,126,754
	<u>81,265,306</u>	<u>67,274,140</u>	<u>57,012,220</u>
Expenses:			
Amortization of tangible capital assets	-	469,630	430,827
Band program support	13,082,249	12,778,117	11,087,416
Bank charges, loan interest, and taxes	378,600	125,879	105,591
Employee benefits	2,935,291	2,362,483	2,243,423
Miscellaneous	8,775,044	7,545,564	1,307,826
Operating expenses	20,869,844	14,155,825	14,805,653
Salaries and wages	22,319,269	18,557,212	17,289,626
Supply expenses	8,756,547	6,719,089	5,279,471
Training purchases and income support	3,820,529	3,830,941	3,943,172
	<u>80,937,373</u>	<u>66,544,740</u>	<u>56,493,005</u>
Excess of revenues over expenses	<u>\$ 327,933</u>	729,400	519,215
Accumulated surplus, beginning of year		6,211,460	5,692,245
Transfers to reserves (note 9)		(859,400)	-
Accumulated surplus, end of year		<u>\$ 6,081,460</u>	<u>\$ 6,211,460</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, 2025, with comparative figures for 2024

	2025 Budget (unaudited) (Note 15)	2025	2024
Excess of revenue over expenses	\$ 327,933	\$ 729,400	\$ 519,215
Amortization of tangible capital assets	-	469,630	430,827
Acquisition of tangible capital assets	(546,827)	(523,106)	(1,378,729)
Change in prepaid expenses	-	16,809	(8,047)
Transfers to reserves	-	(859,400)	-
Increase (decrease) in net financial assets	<u>\$ (218,894)</u>	\$ (166,667)	\$ (436,734)
Net financial assets, beginning of the year		1,207,282	1,644,016
Net financial assets, end of the year		<u>\$ 1,040,615</u>	<u>\$ 1,207,282</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, 2025, with comparative figures for 2024

	<u>2025</u>	<u>2024</u>
Cash provided by (used in) operating activities:		
Excess of revenue over expenses	\$ 729,400	\$ 519,215
Items not involving cash:		
Amortization of tangible capital assets	469,630	430,827
Income on investment in Keseechiwan Holdings LP	(104,150)	(120,594)
Income on investment in FHQTC Developments LP	11,493	-
	<u>1,106,373</u>	<u>829,448</u>
Non-cash operating working capital items (note 12)	<u>(4,702,893)</u>	<u>1,401,278</u>
	<u>(3,596,520)</u>	<u>2,230,726</u>
Cash provided by (used in) capital activities:		
Acquisition of tangible capital assets	<u>(523,106)</u>	<u>(1,378,729)</u>
Cash provided by (used in) investing activities:		
Increase (decrease) in short term investments	(1,455,510)	495,802
Distributions from Keseechiwan Holdings LP	60,000	90,000
	<u>(1,395,510)</u>	<u>585,802</u>
Increase (decrease) in cash	(5,515,136)	1,437,799
Cash position - beginning of year	24,694,640	23,256,841
Cash position - end of year	<u>\$ 19,179,504</u>	<u>\$ 24,694,640</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, 2025

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
- One Day the Children Shall Lead Us 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, 2025

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% (2024 - \$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 (2024 - not utilized).

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2025

4. Restricted cash and short term investments

	2025	2024
Cash	\$ 3,878,945	\$ 2,605,858
CIBC Securities Inc. - various mutual funds (at fair market value)	596,109	424,680
Investment in First Nations Bank (at cost)	627	627
Term deposit, bearing interest at .20%, maturing July 15, 2025	5,754	5,743
Term deposit, bearing interest at 3.1%, maturing March 31, 2026	237,431	226,448
	<u>\$ 4,718,866</u>	<u>\$ 3,263,356</u>

5. Accounts receivable

	2025	2024
All Nations' Holding Company Inc.	\$ 1,132,387	\$ -
City of Regina	808,211	803,864
FHQ eCommerce Ltd.	3,788,632	3,421,931
FHQ Casino Holdings Limited Partnership	744,945	835,525
FHQTC Developments Limited Partnership	2,254	2,254
FSIN	325,050	383,597
Government of Canada - GST	366,721	212,849
Government of Canada - Indigenous Services Canada	1,008,439	737,718
Government of Canada - Other	956,061	804,310
Indigenous Services Canada (Health Canada)	83,128	992,140
Miscellaneous First Nations	136,353	10,712
Leading Thunderbird Lodge	615,243	504,688
Living Sky Community Development Corporation	98,621	43,500
Other	449,913	561,253
Province of Saskatchewan	45,313	218,155
SITAG	758,910	483,345
	<u>\$ 11,320,181</u>	<u>\$ 10,015,841</u>

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2025

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, 2025, Keseechiwan's financial position was as follows:

Total assets	\$ 29,539,476
Total liabilities	24,146,194
Net assets	5,393,282
Council's share of partners' capital	\$ 606,091

For the year ending March 31, 2025, Keseechiwan's results of operations were as follows:

Revenue	\$ 3,722,984
Expenses	2,472,762
Net income	1,250,222
Council's share of net income	\$ 104,150

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, 2024, FHQTC Developments' financial position was as follows (March 31, 2025 financial information was not available at the time these financial statements were prepared):

Total assets	\$ 5,683,096
Total liabilities	53,010
Net assets	5,630,086
Council's share of partners' capital	\$ 429,250

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

Revenue	\$ 2,474,966
Expenses	2,613,356
Net income (loss)	(138,390)
Council's share of net income (loss)	\$ (11,493)

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2025

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>2025</u>	<u>2024</u>
Child Care Licensing	\$ 489,509	\$ 677,923
City of Regina	574,576	559,685
Enbridge	435,228	343,244
FSIN	682,024	442,251
Government of Canada - Other	555,008	160,615
Indigenous Services Canada	8,765,031	6,070,902
Indigenous Services Canada (Health Canada)	11,712,017	15,259,196
Miscellaneous Health	10,385	10,385
Miscellaneous Justice	114,423	136,502
Other Funding	1,289,873	1,313,324
Province of Saskatchewan	78,108	138,537
Qu'Appelle Haven (Indigenous Services Canada)	1,351,125	2,051,014
Saskatchewan Indian Training Assessment Group	389,080	48,125
Sports and Recreation	-	7,821
One Day the Children Shall Lead Us Day Care Centre	222,674	265,390
WISH	87,680	92,638
	<u>\$ 26,756,741</u>	<u>\$ 27,577,552</u>

9. Reserves

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

	<u>2025</u>	<u>2024</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	1,993,400	1,134,000
Safe Shelter - WISH	2,619	2,619
	<u>\$ 4,122,130</u>	<u>\$ 3,262,730</u>

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2025

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.

Future Investments - FHQ eCommerce Ltd.

These funds are set aside for future investment as a part of the FHQ eCommerce Ltd. commitment.

Safe Shelter - Ou'Appelle Haven

These funds are set aside for capital replacement, repairs and maintenance, and renovations. In the current year, \$859,400 (2024 - \$nil) was allocated to this reserve.

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, 2025

10. Tangible capital assets

	Land	Building	Furniture and Equipment	Vehicle	Tenant Improvements	Total
Cost						
As at April 1, 2024	\$ 597,491	\$ 4,728,518	\$ 6,047,233	\$ 455,798	\$ 596,290	\$ 12,425,330
Additions	-	11,170	292,813	219,123	-	523,106
Disposals	-	-	-	-	-	-
	<u>597,491</u>	<u>4,739,688</u>	<u>6,340,046</u>	<u>674,921</u>	<u>596,290</u>	<u>12,948,436</u>
Accumulated amortization						
As at April 1, 2024	-	1,740,148	5,029,291	241,430	526,805	7,537,674
Additions	-	148,813	232,870	64,786	23,161	469,630
Disposals	-	-	-	-	-	-
	<u>-</u>	<u>1,888,961</u>	<u>5,262,161</u>	<u>306,216</u>	<u>549,966</u>	<u>8,007,304</u>
Net book value - 2025	<u>\$ 597,491</u>	<u>\$ 2,850,727</u>	<u>\$ 1,077,885</u>	<u>\$ 368,705</u>	<u>\$ 46,324</u>	<u>\$ 4,941,132</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>

11. Commitments and contingencies

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

2026	\$ 447,000
2027	318,000
2028	172,000

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, 2025

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>2025</u>	<u>2024</u>
(Increase) decrease in current assets:		
Accounts receivable	\$ (1,304,340)	\$ (3,628,430)
Prepaid expenses	16,809	(8,047)
	<u>(1,287,531)</u>	<u>(3,636,477)</u>
Increase (decrease) in current liabilities:		
Accounts payable and accrued liabilities	(2,594,551)	3,586,957
Deferred revenue	(820,811)	1,450,798
	<u>(3,415,362)</u>	<u>5,037,755</u>
	<u>\$ (4,702,893)</u>	<u>\$ 1,401,278</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 \$2,283,784 (2024 - \$2,267,296) in Indigenous Services Canada (Health Canada) funding to Council. Of the amount received, \$757,084 (2024 - \$1,042,874) was transferred to All Nations' Healing Hospital Inc. to fund hospital operations. The Council also transferred \$6,354,800 (2024 - \$219,959) to All Nations' Healing Hospital Holding Corp. to fund capital expenditures.

Other income includes \$414,424 (2024 - \$415,918) of rental and administrative services income from related parties.

Accounts receivable from related parties are \$6,368,755 (2024 - \$4,807,898).

Accounts payable and accrued liabilities due to related parties are \$221,320 (2024 - \$693,732).

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

FILE HILLS QU'APPELLE TRIBAL COUNCIL INC.

Notes to Non-consolidated Financial Statements

Year ended March 31, 2025

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 \$4,760,000 of accounts receivable have been outstanding more than one year (2024 - \$3,326,000). 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, 2025

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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