



*Cover Photo – Honorary Puck Drop – The Battlefords North Stars hockey game with Chief Kenny Moccasin and Tribal Chief Cheryl Kahpeaysewat for Acâhkos Awâsisak (Star Children -Indian Residential School Project – Delmas/Battlefords Industrial School) fund raising partnership. Courtesy of BATC Communications Sheldon Fox.

ANNUAL REPORT

2021/2022

PREPARED BY :

Sheldon Fox

PRESENTED TO :

Battlefords Agency Tribal Chiefs Inc.

**SPECIAL THANKS TO ALL OUR FUNDERS FOR THEIR
GENEROUS CONTRIBUTIONS TO BATTLEFORDS AGENCY
TRIBAL CHIEFS IN THE 2021-2022 YEAR.**

BATC 
Community Development Corporation



**Indigenous
Services Canada**

SASK SPORT



**Western Economic
Diversification Canada**



**Agriculture and
Agri-Food Canada**

**SPECIAL THANKS TO ALL OUR BOARD MEMBERS, SENATOR SPYGLASS,
ELDERS, STAFF AND VOLUNTEERS FOR THEIR CONTRIBUTIONS THIS YEAR.**

**DEDICATED TO THE MEMORY OF ALL OUR STAR CHILDREN
INCLUDING OUR SURVIVORS AND THE ONES THAT DIDN'T
MAKE IT HOME**



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Ahtahkakoop Cree Nation



Moosomin First Nation



Red Pheasant Cree Nation



Stoney Knoll Band



Sweetgrass First Nation



Saulteaux First Nation



**Mosquito Grizzly Bear's
Head Lean Man First Nation**

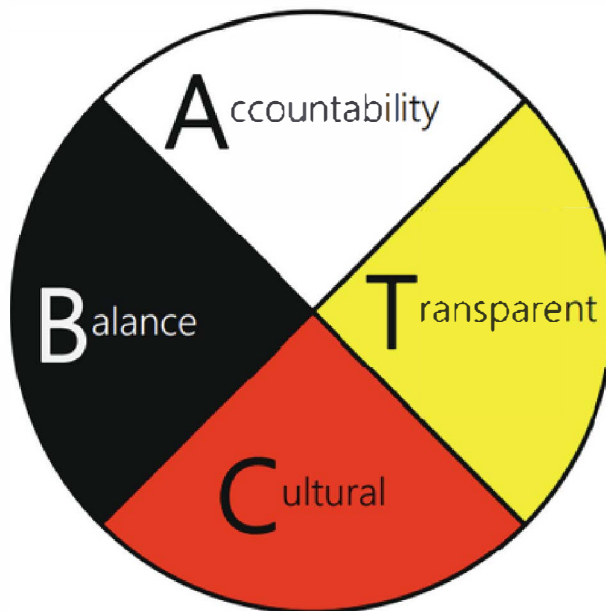
VISION STATEMENT

Helping member Nations succeed in all areas of operations and supporting urban services in the Battlefords region while following the spirit and intent of the Treaties.

"A partner in building our communities' success"

MISSION STATEMENT

BATC creates opportunities for our members as expert resources while following our culture and values.



Message From BATC Tribal Chief

Chief Cheryl Kahpeaysewat, Moosomin First Nation

Tansi

Another has year gone by. It is wonderful to see all the exciting work within the organization and the initiatives that are ongoing in each department of the Tribal Council. Our BATC Executive Council, leadership, administration, and employees have done an excellent job in their services to the communities.

As Tribal Chief, I have attended many public events including supporting families searching for loved ones on the lands, lakes, and rivers. As First Nations people, we must continue to build on the strengths we have within our communities. This includes access to land and resources so that we can reclaim our self-sufficiency.

I look forward to continuing the amazing work with BATC Executive Council, Leadership, and Administration as we move forward to restore our Rights and Responsibilities as self-sufficient, self-reliant, self-determining, and self-governing Indigenous Peoples & Nations.

Special thank you to our funding partners and the Federal Government for the funding support provided to BATC and our 7 First Nations.

Sincerely,

Cheryl Kahpeaysewat

Chief Cheryl Kahpeaysewat
BATC Tribal Chief



MESSAGE FROM OUR CEO

The 2021/2022 year was very busy with a great deal of activity to support our member First Nations. Neil Sasakamoose is the outgoing Chief Executive Officer as of June 1, 2022. He was with BATC Inc. since it's inception in 2007 and is a credit to BATC for all the hard work and numerous accomplishments achieved in helping the Chiefs set up the organization and all related corporate business entities. Many thanks for his years of dedication, service and business expertise.

The 2021-22 Annual Report of activities speaks for itself with strong leadership and hard-working staff moving our Nations forward. Special thanks to all our Chiefs and Board Members and respected Elders for their time, expertise, knowledge, wisdom, and dedication to the operations of BATC. The AGM Binder package has full departmental charts/graphs for further details.

As the Circle of Life and Medicine Wheel Teachings are sacred in respect to life changes, so the seasons of change will affect the growth and development of BATC in the coming years. The organization is relatively young, but carries a rich knowledge base from Nation Leadership, Elders and Knowledge Keepers' input. This knowledge is woven into our daily operations as part of our cultural heritage.

Progressive thinking and innovation have been key words found throughout historical records of the organization as our Chiefs and Leadership find new ways of doing things to address evolving needs for growth and development. The organization takes pride in its approach to Strategic Planning and keeping these plans updated and reviewed on a regular basis.

The future looks very bright for creating new partnerships and relationships for progressive growth and development of the organization as a whole. This will be achieved through the practical means of excellent governance practices, well constructed work plans, budgets, program/service evaluations, continuous quality improvement and staff professional development for capacity enhancement. We will ensure we have the continued expertise to carry out our objectives for Chief-led strategic initiatives.

As my spirit touches yours,



Joan Bear, B.Mgt., CFNHM, Pro.Dir
Chief Executive Officer



MESSAGE FROM OUR COO

I am pleased to be a member of the executive having recently joined BATC in August of this year in a leadership role. We all acknowledge that there has been significant change within leadership roles however with change comes resilience and strength. BATC has deep roots in the member communities through the support of our Chief in Executive Council, the community members, and our employees. BATC will continue to grow as our stakeholder relations strengthen and new partnerships are fostered.

To be part of a growing and dynamic organization is rewarding and the future looks bright. The development of new service delivery programming and innovation will capture the strength and knowledge of our elders and deep history. Lets us all give thanks for what he creator has gifted to us and what the future for the next generation will be.

BATC will continue to provide first class service to our member nations and community members and continue to develop new and innovative ideas to better serve them. This work is possible only with the passion of the entire BATC staff led by the experience of our elected leadership; I thank them for their dedication and resilience in the faces of challenges we have overcome, and those that lie ahead.

Terrance Thomas

**Terrance Thomas,
Chief Operations Officer**

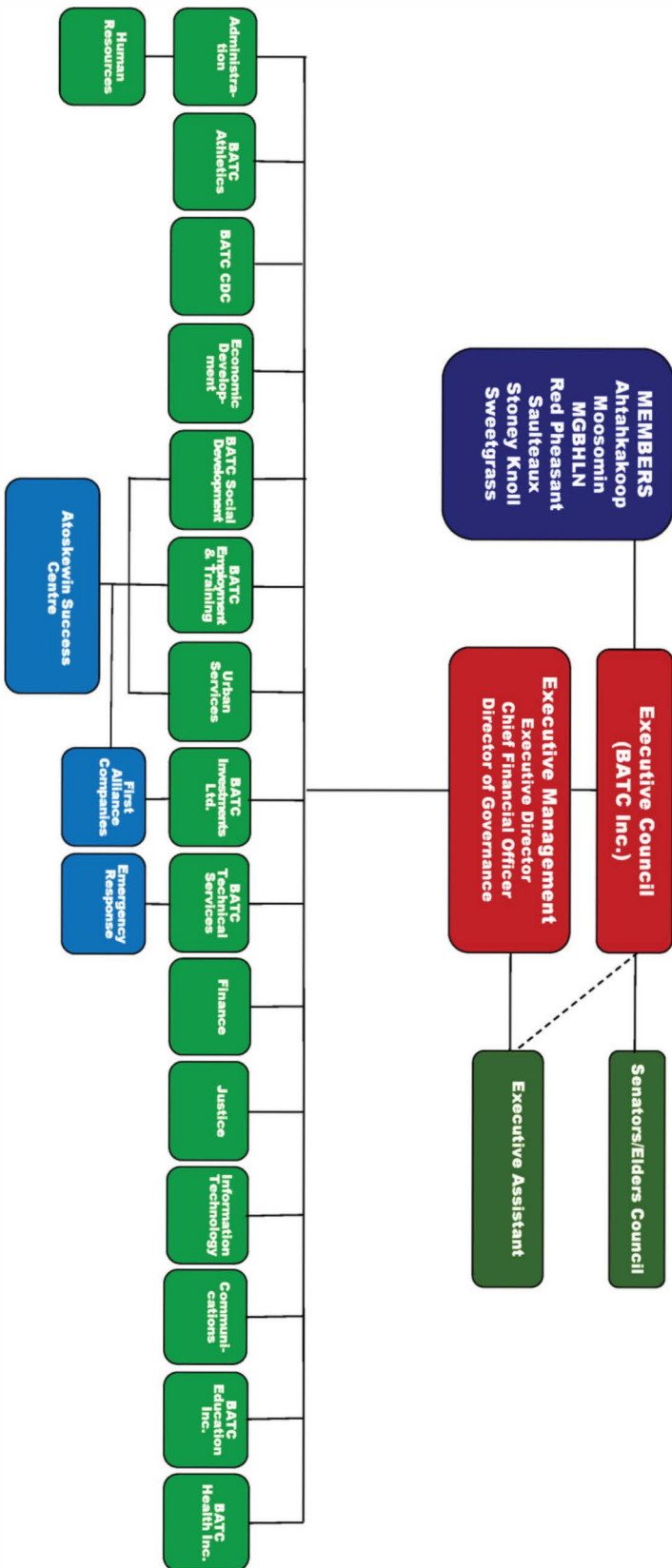


...”Looking behind I’m filled with gratitude. Looking forward I’m filled with vision. Looking upwards, I’m filled with strength. Looking within I discover peace”...

ORGANIZATIONAL CHART



Battlefords Agency Tribal Chiefs, Inc. Governance Structure



July 2020

BATC Board Listings

BATC Sports & Recreation:

Leanne Albert-BATC
Jason Chakita-Red Pheasant Cree Nation
Preston Weenie-Moosomin First Nation
Sandy Wahobin-MGBHLM
Adam Houle-Saulteaux First Nation
Trina Albert-Sweetgrass First Nation
Stanley Sasakamoose-Ahtahkakoop Cree Nation
Kathy Kissick - BATC

BATC CDC Inc.

Chief Kenny Moccasin, Chair, Saulteaux First Nation
Chief Lux Benson, Red Pheasant Cree Nation
Chief Sylvia Weenie, Stoney Knoll Band
Chief Larry Ahenakew, Ahtahkakoop Cree Nation
Iver Swiftwolfe-Moosomin First Nation
Brad Starchief MGBHLM
Rod Atcheynum-Sweetgrass First Nation
Mayor David Gillan-North Battleford
Mayor Ames Leslie-Battleford

BATC Housing

Adam Houle-Saulteaux First Nation
Trina Albert-Sweetgrass First Nation
Dana Falcon-Red Pheasant Cree Nation
Chief Cheryl Kahpeaysewat-Moosomin First Nation
Sandy Wahobin - MGBHLM
David Masuskapoe-Ahtahkakoop Cree Nation

BATC Acahkos Awasisak Inc.

Chief Sylvia Weenie -Chair
Chief Lorie Whitecalf - Co-Chair
Chief Larry Ahenakew
Chief Ken Moccasin
Chief Cheryl Kahpeaysewat
Tina Daniels-Secretary/Treasurer

BATC Woman's Leadership Inc.

Chief Sylvia Weenie-Chair
Chief Lorie Whitecalf-Sweetgrass
Chief Cheryl Kahpeaysewat-Moosomin
Chief Tanya Aguilar-Antiman-Mosquito

BATC Health Inc.

Chief Tanya Aguilar-Antiman-Chair-MGBHLM
Chief Larry Ahenakew-Ahtahkakoop Cree Nation
Councillor Rebecca Gopher-Saulteaux First Nation
Chief Cheryl Kahpeaysewat-Moosomin First Nation
Chief Lux Benson-Red Pheasant Cree Nation
Chief Sylvia Weenie-Stoney Knoll Band

BATC Education Inc

Chief Cheryl Kahpeaysewat-Chair Moosomin First Nation
Chief Lux Benson - Red Pheasant Cree Nation
Chief Larry Ahenakew-Ahtahkakoop Cree Nation
Chief Ken Moccasin-Saulteaux First Nation
Chief Tanya Aguilar-Antiman - MGBHLM
Chief Sylvia Weenie-Stoney Knoll Band
Chief Lorie Whitecalf-Sweetgrass First Nation

BATC Employment & Training Inc

Chief Lux Benson - Chair-Red Pheasant Cree Nation
Trina Albert -Sweetgrass First Nation
Fabian Swiftwolfe -Moosomin First Nation
Dolphus Moccasin-Saulteaux First Nation
Kerrie Gladue - Ahtahkakoop Cree Nation
Tristan Bird - MGBHLM
Leanne Albert-BATC
Kathy Kissick - BATC

BATC Social Development Inc

Chief Kenny Moccasin-Chair, Saulteaux First Nation
Leanne Albert-BATC
Gage Bird - Moosomin First Nation
Trina Albert - Sweetgrass First Nation
Kerrie Gladue - Ahtahkakoop Cree Nation
Dolphus Moccasin - Saulteaux First Nation
Debbie Stone - MGBHLM

Kathy Kissick - BATC

STRATEGIC GOALS 2021-2022

The three priority strategic goals are:

- 1. Communication** – Improving internal and external communication.
- 2. Governance and Risk Management** – Review current structures, policies, terms of references, and procedures used for decision making, accountability, transparency, and risk management to ensure effectiveness and consistency of the operations of BATC.
- 3. Human Resource Development** – Develop the support service of human resources in all areas for all operational aspects of BATC.

Strategies and Objectives:



Communication

- To improve the amount and quality of information shared between departments, leadership, member Nations, and other stakeholders.
- Support change management and program delivery.



Governance and Risk Management

- To review and improve the consistent application of policies and other governance supports.
- To ensure all employees, participants, and assets are properly protected to maximize support of member Nation's and other stakeholders



Human Resource Development

- To focus on recruitment and retention of key staff, while planning for succession.
- Ensure adequate and appropriate training and professional development
- Maintain values and culture

BATC Investments Inc.

Donovan Arcand – Sweetgrass First Nation
Preston Weenie-Moosomin First Nation, Chair
Kerrie Gladue-Ahtahkakoop Cree Nation
Alison Tatar
Celest Sanders -MGBHLM
Hazen Paskemin-Sweetgrass First Nation
Dana Falcon-Red Pheasant Cree Nation
Gabe Moccasin-Saulteaux First Nation
Kathy Kissick - BATC

BATC Land Holdings Ltd

Celest Sanders, MGBHLM
Chief Ken Moccasin, Saulteaux First Nation
Chief Lorie Whitecalf, Sweetgrass First Nation
Chief Cheryl Kahpeaysewat, Moosomin First Nation
Chief Lux Benson, Red Pheasant Cree Nation
Kerrie Gladue, Ahtahkakoop Cree Nation

MAIN PRIORITIES

Battlefords Agency Tribal Chiefs is an innovative Tribal Council exploring new and improved ways of doing things in keeping with changing needs and priorities. The organizational five year strategic plan is reviewed and updated annually by our Executive Council and staff to ensure we are on top of emerging trends concerning our strengths, weaknesses, opportunities and threats. The departments conduct compressed versions of the overall strategic plan as it relates to their respective areas in moving our corporation Mission and Vision forward.

STRATEGIC GOALS 2021-2022

The BATC management determined the following significant areas of priority for BATC:

- 1. Communication** – increase communication between departments; formalize external communication policies and processes (considering both member Nations and strategic partners); use of social media, website, newsletter, annual reports,
- 2. Information Technology** – Reduce reliance on external service providers for managed services; ensure protection of data and physical assets (restricted access to area where computer located, policy of screen lock-out enforced, control tags to monitor listing of assets owned).

STRATEGIC GOALS 2021-2022

3. Housing Services – Expand current services to reduce reliance on external service providers; support member Nations with housing and tenancy policy enforcement, training provided for basic maintenance and repairs, and housing development plans; housing data management system.

4. Recruitment of Staff – find trained, well-qualified people to fill key roles; succession planning for key roles including mentoring and training; administration support for all departments; review term projects to create more job security for employees in those areas.

5. New Program Offerings – Development and implementation of new program services to member Nations which may include justice/policing, IT managed services, financial management, urban Elder care and housing authority, policy development support, etc.; identification process for new or upcoming changes affecting Nations (general advisory service)

6. Governance – Reviewing current structures/policies/terms of reference to ensure effectiveness and consistency, supporting increased communication and continuity of leadership; revising organization chart to include expected areas of future growth;

7. Strategic Partnerships – evaluate current partnerships to assess alignment with strategic plan and effectiveness; identify missing key partnerships and create plan to initiate discussions and agreements; identify plan for dealing with City issues; facilitate aggregation of partners services to be more effective in deliver to member Nations;

8. Infrastructure – Review on-reserve office locations for staff safety/morale and options; support member Nations development of urban reserve locations; planning for central office and training centre on urban reserve; capital asset plan to support expected growth; identify opportunity for increased cultural support facilities in urban locations.

BATC COMMUNICATIONS

Sheldon Fox, Communications Coordinator

Communications is one of BATC's top priority strategic goals with an aim to improving internal and external communications.

The department was instrumental in establishing updates for our social media pages, attending and capturing photo evidence of events throughout the year.

Initiatives:

- Annual Reports
- Websites
- Social Media
- Speech Writing
- Public Relations
- Press Releases
- Media
- Events
- Photography
- Video
- Graphic Design (in house and professional)
- Logos
- Brochures
- Advertising
- Calendar of events
- BATC Membership Contact
- Templates
- Board Meetings
- Coordination
- Branding
- Attendance at External Events
- Printing
- Signage
- Staff Communication Training
- Leadership
- Technology



BATC COMMUNICATIONS



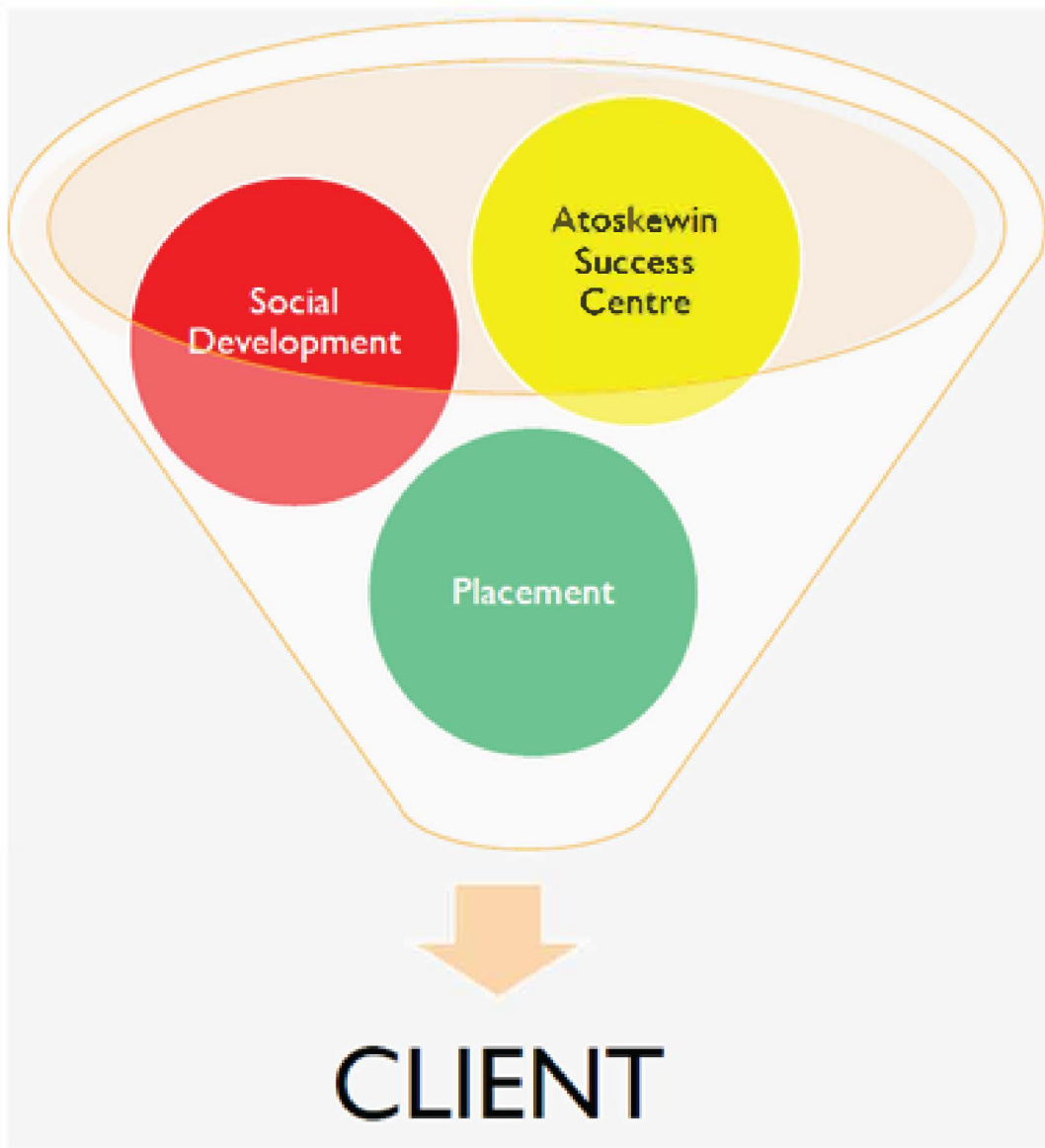
BATC EMPLOYMENT & TRAINING

ATOSKEWIN SUCCESS CENTRE

The Vision is for Healthy Communities and the Mission is Provide Training and Employment to Decrease Dependency.

BATC created a one-stop center called Atoskewin Success Centre to encompass a client centered approach to service delivery. Social Development clients are provided services to reduce dependency through client assessment, programming and employment readiness training and then funneled into work placements.

Five of the Six First Nations participated.



BATC EMPLOYMENT & TRAINING

Income Assistance Clients			
	20/21	21/22	Inc/Decrease
Ahtahkakoop	423	438	3%
Saulteaux	156	119	-31%
Moosomin	300	264	-14%
Sweetgrass	144	145	1%
Red Pheasant	259	181	-43%

***This reduction could point to short term employment solutions at the Nation level for COVID-19 related activities such as border security. ***



BATC EMPLOYMENT & TRAINING

Types of Programming Funding

**WEP,
SITAG,
Agriculture,
Youth Employment Strategies,
Summer Programs,
Readiness Program,
Driver Training,
Safety Ticket Training,
Entry Level Work Training**

\$317,000 Family Violence – flow through based on reserve population with priority on reduction in Family Violence.

\$70,000 BATC Urban Readiness and Land Based Learning.

\$625,000 Urban COVID 19 Support Dollars.

\$454,000 SAET (NCB) for IA Clients only targeted for 18-25; priority is reduction of IA. Funding received for Sweetgrass, Moosomin, Saulteaux with Ahtakakoop and Red Pheasant purchasing services.

\$425,000 (Deferred) IAFNYES – Age 18-30 – 50 IA clients hired.

\$473,000 Urban SITAG – must be First Nations, Metis or non, living off reserve, Glaslyn-Cando-Maymont-Payton. Projects included Esthetics, PPE, Job Cost Sharing, Miwasin Shelter.

\$102,000 FNIYES – Age 15-30 In school or returning, 6 Summer Jobs; Ages 15-30 Career Promotion. \$39,000 Canada Summer Jobs Age 15-30 for 10 positions.

\$2,300,000 PES – Pre Employment Supports – IA Clients or could be.

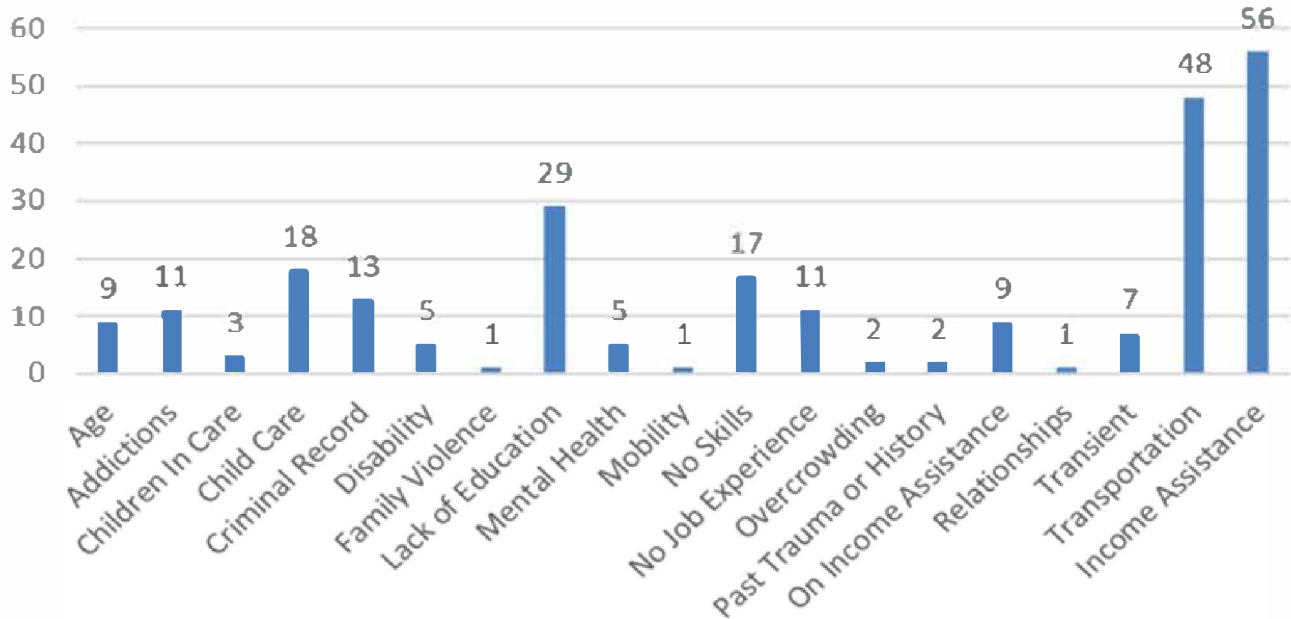
Exit – Placement Hires with target of 350. 30% exit – 60% services. Priority is to reduce IA. (MGBHLM \$150,000).

\$29,000 Youth Agriculture Age 16-30; work experience positions – First Nation or Metis.

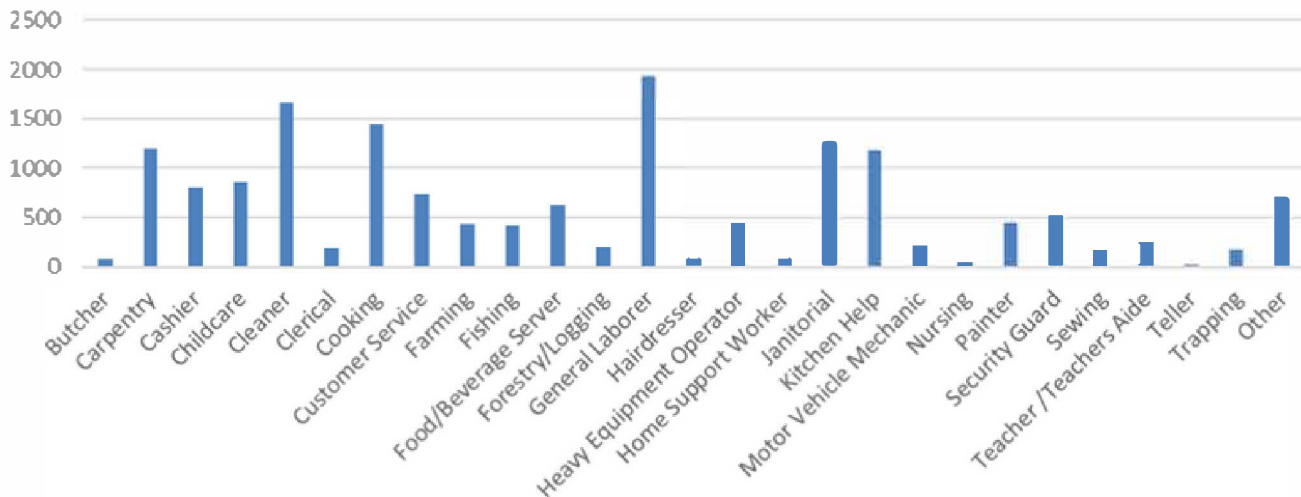
BATC EMPLOYMENT & TRAINING

2021/22 Training and Employment Statistic 1618 received training and 253 were employed.

Challenges



Experience and Skills



BATC EMPLOYMENT & TRAINING

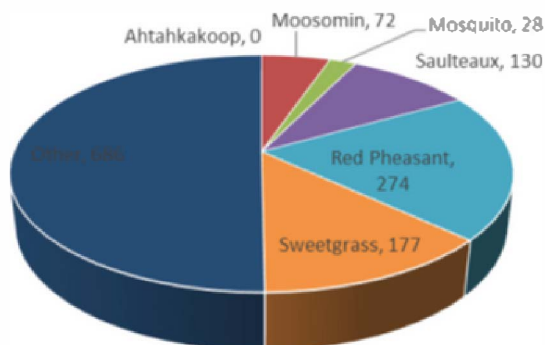
HOMELESS SHELTER – MIWASIN KIKANAW (APR-JUNE 2022 REPORT)

Programs and services were provided to this population group with the following kinds of reporting collected.

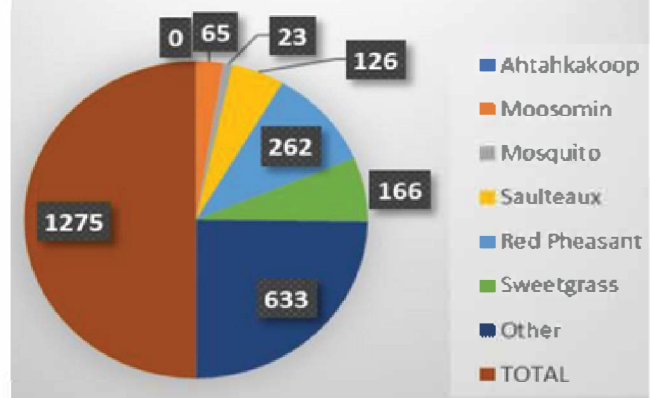
Approximately half the clients coming in are from our member nations for shelter and nutritional needs. Stays at the transitional houses were up to three months. This is a much needed service and BATC would do well to expand services in transitional housing as the need greatly surpasses the availability of resources to meet those needs.

There is an overall need for affordable housing in the Battlefords that is accessible for this population base that is under served.

All Bands Miywasin Kikanow # of Nights Report -
Apr 1, 2022 to Jun 30, 2022



SOUP KITCHEN/MEALS
APRIL 1-JUNE 30, 2022



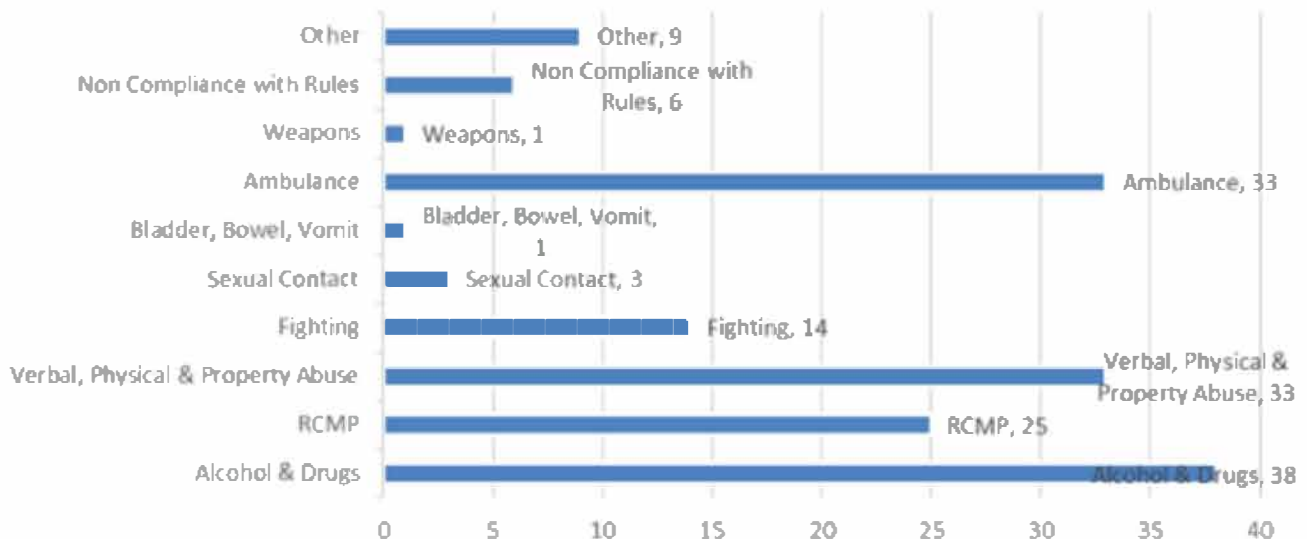
BATC EMPLOYMENT & TRAINING



- Services:**
- Elders
 - Addictions Counseling
 - AA/NA Meetings
 - Self Care
 - Grief & Loss Counselling
 - Life Skills & Readiness
 - Mentoring & WEP
 - Health & Mental Assessments
 - Social Services
 - Transportation
 - Activities
 - Referrals

Services provided are listed above for Miwasin relatives and clients. Funding dollars to help support decreased dependence are needed for operational and services. The next table provides some insight into the types of incident reports received from Miwasin

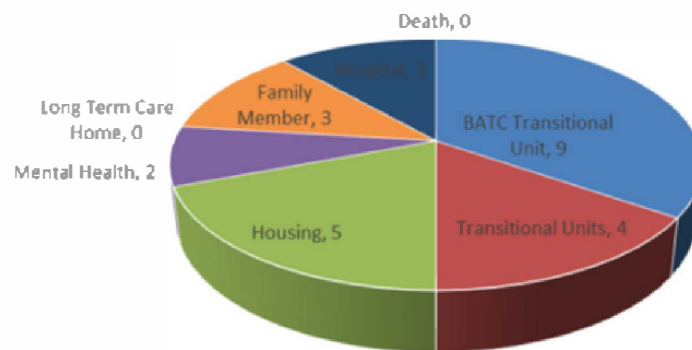
All Bands Miywasin Kikanow Incident Report - Apr 1, 2022 to Jun 30, 2022



BATC EMPLOYMENT & TRAINING

Exiting strategies show a clear need for much better supports for transitioning out of the Miwasin Shelter to affordable housing solutions. Intensive three month case plans are required to support client for a successful transition. Intakes were made available on a 24/7 basis with funds accessed for employment and training programming.

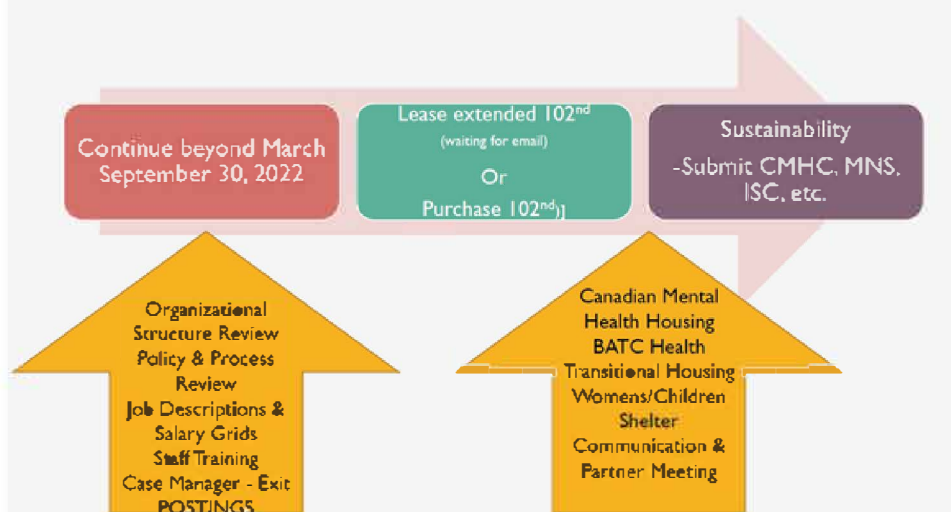
Miwasin Kikanow Exit Report - All Bands - Apr 1, 2022 to Jun 30, 2022



Street Outreach took place from November to March 2022 from 5 pm to 10 pm to provide services for referrals, hot beverages, mitts, toques, snacks, and transportation. The period of Nov 23-Dec 31 saw an average of 14 people seen daily with a majority being Miwasin clients.

Changes in 2022 are a planned transition from operations by Employment and Training to that of future oversight by the newly planned Health Department.

MIWASIN KIKANOW WHATS NEW & BEYOND



BATC HEALTH SERVICES INC

Tania Lafontaine CEO - Health Services Inc



BATC is a leader in innovation through COVID-19 and has established a foundation in health service supports to each member Nation through the Health Navigator, Pandemic Nurses for testing, immunizations, and Laboratory Licensing to run testing, recent requests for 2nd Level Nursing supervision, a proposal for a Treatment Facility designed to support Residential School Survivors, and the intergenerational impacts that are manifested in epidemic proportions of Crystal Meth and opioid addictions that transcend health and impact rates of domestic violence and criminal activity (justice).

In response to these immediate and impending needs for second level supports for community-based health programs and delivery systems, BATC has developed a governance structure and established a BATC Health authority with a Board of Directors, with the exception of Sweetgrass who continues to receive services from BRT6. BATC Health continues to support any request for support made by Sweetgrass First Nation. In response to immediate needs for clinical supervision and support during the COVID-19 Pandemic, a Health coordinator has been hired and Community Health Nursing staff have been contracted to conduct testing, contact tracing, and most importantly, provide vaccinations in each community, with partner communities and for urban First Nations and others requiring these services.

Through the retrofitting of a Mobile Health Bus at targeted sites, immunization rates and testing rates continue to rise in Battlefords area First Nations. BATC Health delivered 13,500 COVID vaccinations with regards to the broader determinants of health. BATC has also responded to the homelessness crisis in the Battlefords area by assuming operation of the Lighthouse effective October 1, 2021. The demonstrated alignments of homelessness with addiction and substance abuse. Must have appropriate counter measures.

In June 2020, BATC developed a Health governance board with the intent to develop a framework to support First Nations health needs, desires and direction to assume greater control over health services through community-based health services planning, implementation, delivery and evaluation, while recognizing that second and third level health support is essential to quality health services capacity and growth, and that fourth level health services in the areas of primary care and treatment are key to impacting health outcomes.

BATC HEALTH SERVICES INC

Looking forward, BATC Health has been honored to provide surge capacity support through ongoing dialogue with member Nations, provincial and federal partners. We will continue to work on physician recruitment, pharmacy depots located on each nation, the implementation of Tether which provides direct lines of communication to health care providers and patients/families to ensure continuity of care. We will continue to explore the ambulance services starting with community paramedicine. BATC Health Services has been truly blessed by the prayers of our Elders/Traditional Knowledge Keepers, as well as strong support and direction from our Chiefs Health Board and our Health Director Council. The more sovereign our members nations are, the better the health outcomes for all our relations.

Yours in good health,

Tania LaFontaine

CEO - Health Services Inc



BATC HOUSING, INFRASTRUCTURE, TECHNICAL SERVICES

Band Assets Management Inventory Systems (BAMIS) Report.



Mission: BATC is an expert resource creating opportunities for its members by following our culture and values.

Merv Night – Director, leads a team of experts to carry out programming and services for this department that includes Circuit Riders, BAMIS support, Emergency Management Assistance Program (EMAP) Coordination, CMHC supports and Inspection Services and the Capital Facilities and Maintenance Program (CFMP).

CFMP invests in the planning, design, construction, renovation, acquisition, operations and maintenance of community infrastructure supporting First Nations to build healthy, safe and prosperous communities and enables engagement in the economy. Advisory services are provided for advisement on BATC Nations capital facilities operations, maintenance, planning and design. This is done through Maintenance Management Plans (MMPs) for each community.

Coordination and Training is facilitated through coordination services for water and waste water Band employment operated personnel involved with the Sask water Circuit Rider program.

EMAP Training activities support the Nations for first responder kits, safety training, network support development, Occupational Health and Safety support, mapping services, drone support, search and rescue, fire and flood support, fire hall assessment and inventory, liaison with City and Rural Municipality service supports, and insurance policy development for asset protection. Training includes First Aid, First Responder Command Center, Disaster risk program and Red Cross affiliation support.

Asset tracking is done through the Capital Management database and the Capital Asset Inventory System.

BATC HOUSING, INFRASTRUCTURE TECHNICAL SERVICES

Community Based Planning - Mapping services identify the locations of housing units, buildings and roadways. Workplans identify the five year cycle for each community's plan by a qualified community planner.

Housing inspections and advisory services are provided when requested. BATC uses fully certified Saskatchewan Class 1 licensed building officials. Rapid Housing Initiative include projects to be completed within 18 months, remain affordable for 20 years with minimum project size of 5 homes and minimum funding request of \$1M.

Immediate Needs and Capacity budgets are based strictly for on-reserve populations and include new construction, renovations, lot servicing and additions.



ISC UPDATE IMMEDIATE NEEDS & CAPACITY, BUDGETS 2021 & 2022



BUDGET 2021 YEAR	ANNEX A/WORKPLAN	PROGRESS REPORT	FINAL REPORT
2021-2022	DECEMBER 22, 2021	NOVEMBER 30, 2022	JUNE 30, 2023
2022-2023	AUGUST 30, 2022	MARCH 1, 2023	JUNE 30, 2024
2023-2024	TBD	TBD	TBD

BUDGET 2022 YEAR	ANNEX A/WORKPLAN	PROGRESS REPORT	FINAL REPORT
2022-2023	NOVEMBER 1, 2022	JUNE 1, 2023	MARCH 31, 2024
2023-2024	TBD	TBD	TBD
2024-202	TBD	TBD	TBD

BATC HUMAN RESOURCES

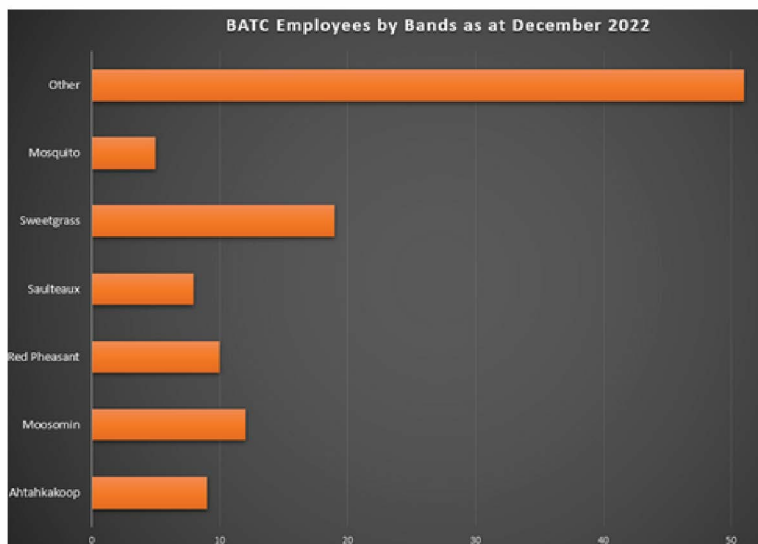
- Veronica Sinclair ● *Human Resource Manager*
- Janet Ness ● *Human Resource Officer*
- Charlene Esperance ● *Human Resource Officer*
- Robin Roan ● *Human Resource Administrative Assistant*

Human Resources at BATC expanded from two (2) staff members to four (4) staff as a result of the rapid expansion of new hires within the last fiscal year, which includes the new Health Department.

BATC reported a total of eighty-six (86) staff in 2021. BATC now has a total of one hundred and fourteen (114) staff which does not include the twenty four (24) Summer Students who were hired at Atoskewin from June to August 2022.

As per the Strategic Plan 2022-2025 the Human Resource Department has initiated better communication with other departments and have assigned one Human Resource Officer to work out of Atoskewin two times per week allowing all staff the opportunity to have direct contact with Human Resources. The Human Resource department has attended various meetings within the past year by invitation which assists with better communication by all.

Employees By Band	
Ahtahkakoop	9
Moosomin	12
Red Pheasant	10
Saulteaux	8
Sweetgrass	19
Mosquito	5
Other	51



The Human Resource department has improved the Hiring Process and has begun including the Hiring Manager or designate in all hiring processes to ensure a fair and transparent process. All new job posting continue to be posted on the BATC website as well as any Social Media websites such as the Atoskewin Facebook page, the BATC Facebook page and all postings are also shared with the member Nations for posting.

A new and improved Performance Evaluation developed by Okimaw HR Solutions has been implemented along with the job descriptions and salary grid. The Human Resource Officers have developed job descriptions that were not previously developed with the assistance of the managers of each department. This practice will continue as new positions are created within BATC.

An Occupational Health and Safety committee was formed within the last few months with the Policy and Procedures being completed and implemented.

BATC INDIAN RESIDENTIAL SCHOOL (IRS) ACAHKOS AWASISAK – STAR CHILDREN PROJECT

April 1 - March 31, 2022 Report



acâhkos awâsisak
Star Children

Research Update

- The IRS Team continues to research archives to search for children that have gone missing from the schools or passed away while at the school
- Presently working on compiling a student list for Battlefords Industrial School, as one has never been located.
- Have begun individual students files and continue to add to them as we come across any information in our research
- Bishop of Prince Albert Roman Catholic Diocese has agreed to share records with us, however there continues to be barriers to accessing them
- We have hired a lawyer to help with accessing records and to deal with privacy issues regarding the records and restricted files.
- IRS team to begin visiting the surrounding First Nations to speak with anyone that may have heard of children going missing, or being buried on school grounds, etc.
- IRS team continues to follow any leads

Elders and Protocols

The team consulted with the BATC Elders and followed cultural protocol for pipe ceremony and traditional feasts for the Battlefords Industrial School. The 2nd Annual Feast was held for the Children of Delmas. Cultural guidance is important and ensuring all cultural protocols are being followed. The Cultural Gathering was a success with a lot of good comments.

Public Relations

The IRS team was invited to partake in a Traditional Pow Wow hosted by the Western Development Museum. An information booth was set up for awareness and assist with gathering information about Survivors that lived in the Battlefords.

Numerous public relations events were planned to include the September 30 Truth and Reconciliation events with the Flag Raising events at City Hall for both North Battleford and Battleford. SWAG items were purchased for distribution to raise awareness of the project for Star Children and this research project. 50/50 tickets were sold at the North Stars Hockey games with strong public relations present along with having our BATC Chiefs doing the honorary puck drops.

Other Activities

IRS commenced the Battlefords Survivor Group. Plans were made to attend the Wicitowin Conference and the conference/gathering was a good start for the survivor group. Long term it would be good to set up on-Nation survivor groups. The purposes were to bridge the cultural & language gap that was created by the Indian Residential School era and provide a safe place for survivors to gather, share stories and participate in healing programming.

Concerning the Delmas Site, the owners have decided to donate a parcel of land to establish a monument on the land. Battlefords Industrial School has a committee started and they have been working on the monument for a couple years, we formed a partnership with the committee and will assist with the plans for a monument at the Battlefords Industrial School. Commemoration portion of the project has started, we will be contacting an architect to help with the planning of the monuments for the two schools.

BATC INDIAN RESIDENTIAL SCHOOL (IRS) ACAHKOS AWASISAK – STAR CHILDREN PROJECT

- Conference & Gala took place at The Western Development Museum in North Battleford, with over 150 attendees within the 2 days
- Over 30 guest speakers, breakout activities and cultural demonstrations. Gala included supper with a comedy show and live band & silent auction



June 2022 Cultural Gathering

The IRS team coordinated the Cultural Gathering held in the Battlefords for the IRS Survivors and their families in June 2022 with 150 in attendance.

Acâhkos Awâsisak "A Gathering to Share Cultural Healing" Conference & Gala June 29 & 30, 2022



Chief Cheryl with the IRS Research Team accepting a cheque of funds raised by The Battlefords Stars.
Amount raised: \$6,212.50




Battlefords for the IRS Survivors and their families in June 2022.

GPR Summary & Findings – Delmas 2021

- The field, the residence and the river bank were scanned from June to November 2021
- The foundation of Thunderchild Residential School was found
- Two subsurface anomalies that require clarification to determine the nature of the anomaly. Through forensic scientists, archeologists or possible exhumation.

Delmas GPR searches resume..

- 
- Scanning was done near the site of the school on August 19-21, 2022 & September 30- October 3, 2022
 - November 26, Doug & Donna's basement was scanned
 - Findings report expected to be done in January 2023
 - Scanning of the area is not fully complete.. GPR team would like to get an earlier start in 2023 to finish up at Delmas and start at Battleford's Industrial School site
 - Lidar technology may be required for future searches due to the terrain

BATC ATHLETICS

SPORT, CULTURE, YOUTH & RECREATION

Fenton Favel Report Submission

TONY COTE SUMMER GAMES were hosted by the James Smith Cree Nation. TEAM BATC placed 1st overall with 77.50 points that includes 15 gold, 20 silver & 21 bronze including winning the most improved team for the 2nd games in a row.

Points Per Sport	
Canoe	13
B. Volleyball	12
Athletics	14
Golf	9.5
Softball	4
Soccer	14
Archery	13
Total Points	77.50



Medals Per Nation	
Ahtahkakoop	56
Moosomin	14
Red Pheasant	23
Saulteaux	33
Sweetgrass	35
Mosquito	17
Other	45
Total Medals	223

TEAM BATC was successful in winning overall in soccer for the 1st time in games history.

GRANTS

BATC accessed grants through Rivers West for the summer the games FSIN CHAMPIONSHPS.

FSIN CHAMPIONSHPS

Sweetgrass First Nation hosted the 2019 FSIN adult soccer championships Sept 4-6, 2022. This event was very successful with all four (4) divisions filled. Sweetgrass were awarded the FSIN adult hockey in 2019 and due to the pandemic, no championships were held.

MGBHLM submitted a successful bid to host the 2022 FSIN youth soccer championships.

BATC ATHLETICS



BATC SOCIAL DEVELOPMENT

Elaine N. Moosomin, CAFM – Director

Annual Summary

- Covid Payments received of \$4,018,750
- Covid Payments distributed of \$3,471,635
- Transfer to Service Delivery of \$400,133
- Transfer to Employment & Training Projects of \$323,541
- Special needs surplus expended from prior year 2019-20
- Assisted Living Institutional Care continues to reconcile expenses and will top up
- FNARF – paid out 2018-19 funding

Income Assistance Basic Needs

Income Assistance Special Needs

Assisted Living Home Care

Assisted Living Institutional Care

FNARF

Service Delivery/Core

SAET & PES are Social Development programs but were transferred to Employment & Training around 2015-16



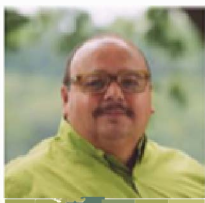
BATC COMMUNITY DEVELOPMENT CORPORATION

Tracy Benson - General Manager

Vision: BATC Community Development Corporation will provide grants through support of catchment area projects for the development of healthy communities.

Mission: BATC Community Development Corporation distributes a portion of casino proceeds to communities, in compliance with the Gaming Regulation Framework Agreement

Message from the Chair



On behalf of the Board of Directors of BATC Community Development Corporation, I am pleased to present our 2020-2021 Annual Report. The annual report is a requirement as part of the Gaming Framework Agreement between the Federal of Indigenous Sovereign Nations (FSIN) and the Province of Saskatchewan. The report shall include: a copy of the audited financial statement, a list of all recipients who received grants from the Community Development Corporation, the strategic plan for the upcoming fiscal year, and an analysis of the operations for the fiscal year, including an analysis of the actual results compared to the goals, objectives and performance measures determined in the previous year. The board also presents this report is to ensure our key audience is aware of our annual operations and activities.

BATC CDC maintains a process for a fair and equitable distribution of funds. This year we provided a total of \$ 952,758.09 in grants, to non-profit and charitable organizations within our funding area. This includes Ahtahkakoop Cree Nation, Chief Big Bear Nation, Moosomin First Nation, Mosquito First Nation, Red Pheasant Cree Nation, Saulteaux First Nation, Sweetgrass First Nation, Young Chippewyan First Nation (Stoney Knoll First Nation), the City of North Battleford, the Town of Battleford, and last but not least, the communities within a 100 km radius of The Battlefords.

The Board of Directors count on the management team to provide support by communicating with grant recipients and potential recipients, ensuring the application process is adhered to and reporting by recipients is completed. The governance aspect is also adhered to by ensuring the board completes an annual strategic plan, and that goals and objectives within the plan, are met.

Our annual report is a summary of the operations of BATC Community Development Corporation. Please feel free to contact myself, any board member, or our management team if you have any questions.

Once again, the Board of Directors would like to thank the Gold Eagle Casino for the ongoing support by providing BATC CDC with a portion of their revenue, so that we may continue to support the development of healthy communities.

Neil Sasakamoose, Chair
BATC Community Development Corporation

BATC ECONOMIC DEVELOPMENT

John Walker – Director

Prior to July 19, 2022 the Economic Development department never existed and was a program that was co-managed & administered by Neil Sasakamoose and Kathy Kissick at BATC.

Significant work and strong business relationships and existing projects are due in large part to the great work and trail blazing that Neil and Kathy did during their tenure at BATC and set the stage for the Economic Development department.

Successes in 2022

During my tenure starting July 19, 2022;

- Majority of time in this position has been focused on getting a grasp on the different Businesses and Boards and attending meetings with the Chiefs, Boards, internal departments, industry and Governments.
- Board composition will be a big one and that we need strong representation that are committed to attendance and a desire to bring value and leadership to the Board. Board restructuring is needed.
- Networked with Economic Development representatives from our Nations .
- Continued work with outside agencies such as the Provincial Government, Federal Government, Industry and other First Nation organizations & PTO's.
- Build on the inter-agency relationships to develop and collaborate increased programming and opportunities i.e. Health, Economic Development, Employment & Training.

Plan for the 4th quarter

- Increased stability in Economic Development
- Organizational – internally
- Budgeting
- Support staff
- Funding sources
- Self-sufficient & own source funding

BATC ECONOMIC DEVELOPMENT

Workshops in the communities

- Collaborating and liaison with the local Economic Development representatives from our Nations.
- Increased workshops, seminars, and training sessions such as sponsorships, grant writing, proposal writing, applying for bursaries and entrepreneurship assistance i.e., feasibility studies, business plans and forecasting.

Forward looking with Joint Ventures and Limited Partnerships

- More engagement with the Province, both Indigenous and non Indigenous businesses and other First Nation Development Corporations i.e. PBCN Group of Businesses, FLFN Ventures Inc, BHP Billiton etc.
- Tourism Development and Marketing working with Christian Boyle from Glyph Creative Strategy on our Tourism Committee.
- Plant Protein Fund.
- Above Foods Ltd. is a first of its kind, plant-based food company.

Economic Development Forum with the Economic Development Representatives from the Nations to share best practices, success stories, showcases and upcoming proposals and projects

More collaboration and communication with the Economic Development representatives from the Nations and my office.

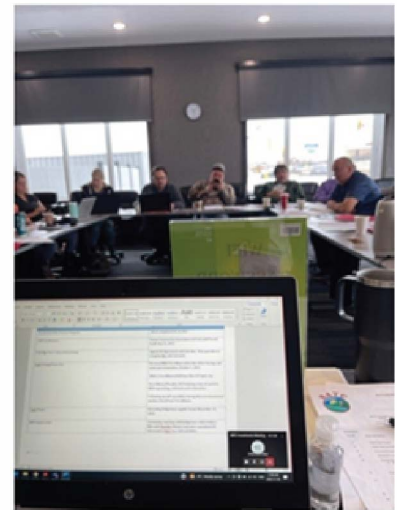


BATC ECONOMIC DEVELOPMENT

Nikihk Manufacturing Ltd

Board members

Alison Tatar - Independent
Kathy Kissick – BATC
Kerrie Gladue - Ahtahkakoop
Dana Faloon – Red Pheasant
Gabriel Moccasin – Saulteaux
Preston Weenie - Moosomin
Donovan Arcand - Sweetgrass
Chief Kenny Moccasin - Saulteaux



Economic Development Representatives for our Nations

Willie Blind - Moosomin
Grant Beaudry - MGBHLM
Ben Ahenakew – Ahtahkakoop
Austin Ahenakew - Red Pheasant
Jamie Mooswa - Moosomin
Donovan Arcand - Sweetgrass
Chief Kenny Moccasin-Saulteaux
Chief Sylvia Weenie-Stoney Knoll



BATC FIRST ALLIANCE

AGM Report December, 2022

First Alliance General Manager - Vince Sauvie



First Alliance Projects 2021

Accelerated Site Closure Program (ASCP)

First Alliance Energy Services LP /Nu-Wave J/V partner was approved vendor for (ASCP) Indigenous credit pool.

First Alliance Energy Services LP/Hoffman Elite Enterprise LTD partner was approved vendor for (ASCP) Indigenous credit pool.

First Alliance Energy Services LP/Gee Construction partner was approved vendor for (ASCP) Indigenous credit pool.

Update

BATC Investment LTD/Ridgeline Canada supplied 6 workers for project. First Alliance Energy Service LP was approved vendor for (ASCP) Indigenous credit pool

Paradox Geo Cell Project Neilburg, Saskatchewan

- First Alliance supplied 4 workers for project.

Paradox Geo Cell Project Churchill, Manitoba

- First Alliance Supplied 2 workers for project.

Paradox rig matting project Cold Lake, Alberta

- First Alliance supplied 4 workers for project.

Enbridge Lines

- Hydro vac project with partner Hoffman Elite received a percentage of profits.

First Nation Cannabis Build Shell Lake, SK. First Alliance Project Managed build.

- First Alliance Project managed build

BATC INVESTMENTS LIMITED PARTNERSHIP

Chair Preston Weenie

BATC Investments Limited Partnership Consolidated Balance Sheet

As at December 31, 2021
(Unaudited)

	December 31 2021	December 31 2020
Assets		
Current		
Cash	329,665	260,778
Trade and other receivables	517,518	239,256
Inventory	661,735	579,894
Prepaid expenses and deposits	32,431	47,683
Receivable from shareholders	5,000	5,000
Current portion of finance lease receivable	157,418	143,179
	1,703,767	1,275,790
Property, plant and equipment	823,904	294,323
Goodwill	-	294,162
Finance lease receivable	2,508,500	2,665,925
Advances to FN Cannabis Limited Partnership	452,093	-
	5,488,264	4,530,200
Liabilities		
Current		
Bank indebtedness	167,626	331,126
Trade and other payables	205,373	232,686
Advances from related party	740,478	115,478
Current portion of long-term debt	321,131	290,742
	1,434,608	970,032
Long-term debt	3,094,839	3,072,879
	4,529,447	4,042,911
Partners' Capital	958,817	487,289
	5,488,264	4,530,200

BATC Investments Limited Partnership Consolidated Statement of Earnings (Loss)

For the year ended December 31, 2021
(Unaudited)

	12 Months Ended December 31 2021	9 Months Ended December 31 2020
Revenues		
Retail - Cleaning supplies	4,497,094	845,876
Construction and labour	655,891	1,154,571
	5,152,985	2,000,447
Cost of sales		
Retail - Cleaning supplies	2,581,782	643,658
Construction and labour	500,902	750,868

Consolidated Statement of Earnings (loss) Continued Below

BATC INVESTMENTS LIMITED PARTNERSHIP

Cost of sales		
Retail - Cleaning supplies	2,561,762	643,658
Construction and labour	500,902	750,868
	3,082,664	1,394,526
Gross margin	2,070,301	605,921
Other revenues		
Grants and other	307,214	304,528
Finance income (SIGA rent)	282,228	204,386
ATM	37,901	41,486
	627,343	550,400
Expenses		
Salaries, wages and benefits	371,236	215,130
Office and supplies	298,103	85,904
Travel and meals	193,331	204,636
Rental and building costs	187,760	88,401
Interest and bank charges	185,997	126,317
Professional fees	181,130	155,254
Management fees	180,000	-
Advertising and promotion	89,094	7,407
Insurance	63,920	21,608
Amortization	60,810	55,561
Utilities	31,979	23,088
Contract work	15,335	11,639
Repairs and maintenance	14,000	55,533
Other	8,582	-
Training and education	5,425	-
Bad debts	2,856	49,790
	1,890,558	1,100,268
Earnings from operations	807,086	56,053

Continued on next page

BATC Investments Limited Partnership Consolidated Statement of Earnings (Loss)

For the year ended December 31, 2021
(Unaudited)

	12 Months Ended December 31 2021	8 Months Ended December 31 2020
Earnings from operations (Continued from previous page)	807,086	56,053
Other items		
Loss on disposal of equipment	(41,516)	(7,920)
Earnings before discontinued operations	765,570	48,133
Loss from discontinued operations	(65,837)	(60,183)
Net earnings (loss)	699,733	(12,050)
Allocation of net earnings (loss)		
BATC Investments Ltd.	698	(10)
Mooseomin First Nation	139,807	(2,408)
Ahlahtakooop Cree Nation	139,807	(2,408)
Saulteaux First Nation	139,807	(2,408)
Sweetgrass First Nation	139,807	(2,408)
Red Pheasant First Nation	139,807	(2,408)
	699,733	(12,050)

BATC INVESTMENTS LIMITED PARTNERSHIP

Vince Sauvie (General Manager)
Garnet Senger Project Manager
Tessa Masters HSE Advisor

Laid Off Sept 1, 2021
Hired Sept 22, 2021

Initiatives

Update

<i>Acadia Construction</i>	<i>Signed a M.O.U.</i>
<i>Somerville</i>	<i>Signed a M.O.U.</i>
<i>Trans-Gas/SaskEnergy</i>	<i>Signed a MSA for minor contracts</i>
<i>Ridgeline Canada</i>	<i>First Alliance has an agreement with BATC Investment LTD/ Ridgeline LP Canada to supply environmental monitors for Accelerated Site</i>
<i>Nu-wave</i>	<i>Closure Program</i>
<i>Hoffman Elite</i>	<i>Signed a Joint Venture with them</i>
<i>Gee Bee Construction</i>	<i>Signed a Joint Venture with them</i>
<i>Paradox Solutions</i>	<i>In Discussion to sign Joint Venture</i>

SaskPower Project

Submitted pricing for hydro-vac

Transgas/SaskEnergy Vanscoy to Rosetown Pipeline Project.

Provide pricing to MAstec, A&B Pipeline, OJ Pipeline and Steel River. Submitted bid for 18k for fencing.

Strategic plan

Develop new partnerships and agreements with companies and crown corporations.

- Ongoing discussions with companies and crown corporations. Following up with SaskPower for tenders on projects. First Alliance signed (MSA) with Transgas/SaskEnergy for minor contracts. Ongoing Joint Venture discussion with companies

Diversify First Alliance capacity to work in all areas of construction other than oil and gas projects. Renewable Resources, Environmental services, Potash mines, civil construction, commercial and residential, construction and capital projects.

- J/V agreements signed on-going discussions with companies

BATC 2021/2022 AUDITED FINANCIAL STATEMENTS

It has been a real honor to be a part of the growth and success experience by the Tribal Council over the past 11 years.

Throughout the years, strong leadership and dedicated staff have committed to continued financial transparency and compliance, sound governance and operational achievement.

Fiscal 2021/22 was once again a successful year, operationally and financially, posing an overall accumulated financial surplus for fifth consecutive year in a row.

Respectfully,



Kathy Kissick, CPA, CA, CAFM
Chief Financial Officer



Battlefords Agency Tribal Chiefs Inc.
Consolidated Financial Statements
March 31, 2022



Battlefords Agency Tribal Chiefs Inc.
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For the year ended March 31, 2022

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BATC 2021/2022 AUDITED FINANCIAL STATEMENTS

Management's Responsibility



To the Members of Battlefords Agency Tribal Chiefs Inc.:

Management is responsible for the preparation and fair presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of consolidated financial statements.

The Board of Directors is composed entirely of Directors who are neither management nor employees of the Tribal Council. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities. The Board fulfills these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for the appointment of the Tribal Council's external auditors.

MNP LLP, an independent firm of Chartered Professional Accountants, is appointed by the Board to audit the consolidated financial statements and report directly to the Members; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

July 19, 2022


Management

BATC 2021/2022 AUDITED FINANCIAL STATEMENTS



Independent Auditor's Report

To the Members of Battlefords Agency Tribal Chiefs Inc.:

Opinion

We have audited the consolidated financial statements of Battlefords Agency Tribal Chiefs Inc. (the "Tribal Council"), which comprise the consolidated statement of financial position as at March 31, 2022, and the consolidated statements of operations and accumulated surplus, changes in net financial assets (net debt) and cash flows, and related schedules for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Tribal Council as at March 31, 2022, and the results of its consolidated operations, its consolidated changes in net financial assets (net debt), and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

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 Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Tribal Council in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, 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.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Tribal 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 Tribal Council or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's 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 consolidated financial statements.

MNP LLP

119 4th Ave South, Suite 800, Saskatoon SK, S7K 5X2

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MNP.ca

BATC 2021/2022 AUDITED FINANCIAL STATEMENTS

Independent Auditor's Report (continued from previous page)

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 consolidated 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 Tribal 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 Tribal 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 auditor's report to the related disclosures in the consolidated 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 auditor's report. However, future events or conditions may cause the Tribal Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Tribal Council to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Saskatoon, Saskatchewan

July 19, 2022

MNP LLP
Chartered Professional Accountants

MNP

BATC 2021/2022 AUDITED FINANCIAL STATEMENTS



Battlefords Agency Tribal Chiefs Inc. Consolidated Statement of Financial Position

As at March 31, 2022

	2022	2021
Financial assets		
Current		
Cash	7,086,059	7,198,546
Accounts receivable (Note 3)	1,239,395	461,534
Subtotal of current assets	8,325,454	7,660,080
Advances to related entities (Note 4)	901,733	428,879
Total financial assets	9,227,187	8,088,959
Liabilities		
Current		
Accounts payable and accruals	2,990,142	2,676,205
Deferred revenue (Note 6)	6,530,916	5,724,392
Total financial liabilities	9,521,058	8,400,597
Net debt	(293,871)	(311,638)
Contingent liabilities (Note 7)		
Commitments (Note 14)		
Non-financial assets		
Tangible capital assets (Note 8)	1,030,634	990,145
Prepaid expenses	2,966	-
Total non-financial assets	1,033,600	990,145
Accumulated surplus (Note 15)	739,729	678,507

Approved on behalf of the Board

 Director

 Director

The accompanying notes are an integral part of these consolidated financial statements

BATC 2021/2022 AUDITED FINANCIAL STATEMENTS



Battlefords Agency Tribal Chiefs Inc. Consolidated Statement of Operations and Accumulated Surplus

For the year ended March 31, 2022

	Schedules	2022 Budget (Note 11)	2022 Actual	2021 Actual
Revenue				
Indigenous Services Canada (Note 12)		18,123,988	23,325,721	21,752,380
Red Pheasant Cree Nation		98,000	2,387,263	-
Government of Saskatchewan - CDC		1,957,049	1,077,490	1,245,966
Saskatchewan Indian Institute of Technologies		423,000	854,354	423,817
Other		250,191	472,528	695,864
Education and training		-	266,217	156,931
Provincial Metis Housing Corporation		-	225,731	-
Rental		56,896	133,370	10,871
Government of Saskatchewan		70,000	70,000	-
Saskatchewan Lotteries		-	48,100	47,000
Federation of Sovereign Indigenous Nations		27,841	35,580	17,841
Interest		8,000	8,104	8,202
		21,014,965	28,904,458	24,358,872
Program expenses				
Administration	2	8,226,506	6,789,379	3,021,635
Economic Development	3	1,002,541	884,006	605,337
Employment and Training	4	1,375,223	7,483,447	5,435,152
Health	5	3,663,158	4,335,207	49,688
Housing and Engineering	6	732,952	548,609	322,808
Recreation	7	-	95,657	122,500
Social Development	8	6,179,556	8,680,703	15,355,630
Other	9	-	23,516	4,854
		21,179,936	28,840,524	24,917,604
Surplus (deficit) before other item		(164,971)	63,934	(558,732)
Other item				
Loss on disposal of capital assets		-	(2,712)	-
Surplus (deficit)		(164,971)	61,222	(558,732)
Accumulated surplus, beginning of year		678,507	678,507	1,237,239
Accumulated surplus, end of year		513,536	739,729	678,507

The accompanying notes are an integral part of these consolidated financial statements

BATC 2021/2022 AUDITED FINANCIAL STATEMENTS



Battlefords Agency Tribal Chiefs Inc. Consolidated Statement of Change in Net Financial Assets (Net Debt)

For the year ended March 31, 2022

	2022 Budget (Note 11)	2022 Actual	2021 Actual
Surplus (deficit)	(164,971)	61,222	(568,732)
Purchases of tangible capital assets	-	(241,747)	(155,400)
Amortization of tangible capital assets	-	180,545	177,761
Loss on sale of tangible capital assets	-	2,712	-
Proceeds of disposal of tangible capital assets	-	18,001	-
Acquisition of prepaid expenses	-	(2,966)	-
Use of prepaid expenses	-	-	5,178
Change in net financial assets (net debt)	(164,971)	17,767	(531,193)
Net financial assets (net debt), beginning of year	(311,638)	(311,638)	219,555
Net debt, end of year	(476,609)	(293,871)	(311,638)

The accompanying notes are an integral part of these consolidated financial statements

BATC 2021/2022 AUDITED FINANCIAL STATEMENTS



Battlefords Agency Tribal Chiefs Inc. Consolidated Statement of Cash Flows

For the year ended March 31, 2022

	2022	2021
Cash provided by (used for) the following activities		
Operating activities		
Surplus (deficit)	61,222	(558,732)
Non-cash items		
Amortization	180,545	177,761
Loss on disposal of capital assets	2,712	-
	244,479	(380,971)
Changes in working capital accounts		
Accounts receivable	(777,861)	140,206
Prepaid expenses	(2,966)	5,178
Accounts payable and accruals	313,937	1,461,980
Deferred revenue	806,524	4,328,292
	584,113	5,554,685
Financing activities		
Repayment of long-term debt	-	(81,305)
Capital activities		
Purchases of tangible capital assets	(241,747)	(155,400)
Proceeds of disposal of tangible capital assets	18,001	-
	(223,746)	(155,400)
Investing activities		
Repayment of advances to related entities (net)	(472,854)	120,558
Increase (decrease) in cash resources	(112,487)	5,438,538
Cash resources, beginning of year	7,198,546	1,760,008
Cash resources, end of year	7,086,059	7,198,546

The accompanying notes are an integral part of these consolidated financial statements

BATC 2021/2022 AUDITED FINANCIAL STATEMENTS



Battlefords Agency Tribal Chiefs Inc. Notes to the Consolidated Financial Statements

For the year ended March 31, 2022

1. Operations

The Battlefords Agency Tribal Chiefs Inc. (the "Tribal Council") is incorporated under the Saskatchewan Non-profit Corporations Act, is located in Treaty 6 territory, Canada, and provides various services to its Member Nations and their members. Battlefords Agency Tribal Chiefs Inc. includes the Tribal Council's entities that are controlled by the Tribal Council. The Tribal Council's Member Nations include Ahtahkappee Cree Nation, Mosquito, Grizzly Bear's Head, Lean Man First Nation, Meeosmin First Nation, Red Pheasant First Nation, Sauteaux First Nation, Stoney Knoll First Nation, and Sweetgrass First Nation.

COVID-19 (coronavirus) impact on operations

In early March 2020, there was a global outbreak of COVID-19 (coronavirus) which has had a significant impact on the Tribal Council due to the restrictions put in place regarding travel, business operations and isolation/quarantine orders.

The Tribal Council's operations were impacted by COVID-19 due to increased pandemic expenditures and decreased Government of Saskatchewan - CDC funding due to casino closures.

Funding has been received by Indigenous Services Canada to assist with the COVID-19 response.

These impacts are expected to continue until the pandemic has ended.

2. Significant accounting policies

These consolidated financial statements are the representations of management, prepared in accordance with Canadian public sector accounting standards and including the following significant accounting policies:

Reporting entity

The financial statements consolidate the financial activities of all entities and departments comprising the Tribal Council reporting entity.

The Tribal Council has consolidated the assets, liabilities, revenue and expenses of the following entity:

- BATC Community Development Corporation

All inter-entity balances have been eliminated on consolidation; however, transactions between departments have not been eliminated in order to present the results of operations for each specific department.

BATC Land Holdings Limited Partnership and BATC Investments Limited Partnership, including the following subsidiaries, First Alliance Construction Services Limited Partnership, First Alliance Energy Services Limited Partnership, First Alliance Energy Labour Solutions Limited Partnership, Canadian Underground Construction Ltd., and Nihik Manufacturing Limited Partnership, have not been included in the consolidated financial statements. The Tribal Council does not control these entities they are owned by member First Nations who appoint the board of directors.

Basis of presentation

Sources of revenue and expenses are recorded on the accrual basis of accounting. The accrual basis of accounting recognizes revenue as it becomes available and measurable; expenses are recognized as they are incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay.

Tangible capital assets

Tangible capital assets are initially recorded at cost.

BATC 2021/2022 AUDITED FINANCIAL STATEMENTS



Battlefords Agency Tribal Chiefs Inc. Notes to the Consolidated Financial Statements

For the year ended March 31, 2022

2. Significant accounting policies (Continued from previous page)

Amortization

Amortization is provided using the following methods at rates intended to amortize the cost of the assets over their estimated useful lives:

	<i>Method</i>	<i>Rate</i>
Leasehold improvements	straight-line	8 %
Computers	declining balance	30 %
Equipment	declining balance	20 %
Software	declining balance	30 %
Vehicles	declining balance	30 %

Asset classification

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations. Non-financial assets are acquired, constructed or developed assets that do not normally provide resources to discharge existing liabilities but are employed to deliver government services, may be consumed in normal operations and are not for resale in the normal course of operations. Non-financial assets include tangible capital assets and prepaid expenses.

Net financial assets (net debt)

The Tribal Council's financial statements are presented so as to highlight net financial assets (net debt) as the measurement of financial position. The net financial assets (net debt) of the Tribal Council is determined by its financial assets less its liabilities. Net financial assets (net debt) combined with non-financial assets comprise a second indicator of financial position, accumulated surplus.

Revenue recognition

Funding

Revenue is recognized as it becomes receivable under the terms of applicable funding agreements. Funding received under funding arrangements that relate to a subsequent fiscal period are reflected as deferred revenue on the statement of financial position in the year of receipt.

Government Transfers

The Tribal Council recognizes a government transfer as revenue when the transfer is authorized and all eligibility criteria, if any, have been met. A government transfer with stipulations giving rise to an obligation that meets the definition of a liability is recognized as a liability. In such circumstances, the Tribal Council recognizes revenue as the liability is settled. Transfers of non-depreciable assets are recognized in revenue when received or receivable.

Externally restricted revenue

The Tribal Council recognizes externally restricted inflows as revenue in the period the resources are used for the purpose specified in accordance with an agreement or legislation. Until this time, the Tribal Council records externally restricted inflows in deferred revenue.

Measurement uncertainty

The preparation of consolidated financial statements in conformity with Canadian public sector accounting standards 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 consolidated financial statements, and the reported amounts of revenue and expenses during the reporting period.

Accounts receivable and advances to member Nations and entities are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of tangible capital assets. Accounts payable and accruals include year-end accruals and other contingencies based on estimates services received in the fiscal year or likelihood of the contingent liability.

BATC 2021/2022 AUDITED FINANCIAL STATEMENTS



Battlefords Agency Tribal Chiefs Inc. Notes to the Consolidated Financial Statements

For the year ended March 31, 2022

2. Significant accounting policies (Continued from previous page)

Segments

The Tribal Council conducts its business through 8 reportable segments: Administration, Economic Development, Employment and Training, Health, Housing and Engineering, Recreation, Social Development, and Other.

For each reported segment, revenue and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements.

Long-lived assets

Long-lived assets consist of tangible capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

The Tribal Council performs impairment testing on long-lived assets held for use whenever events or changes in circumstances indicate that the carrying amount of an asset, or group of assets, may not be recoverable. The carrying amount of a long-lived asset is not recoverable if the carrying amount exceeds the service potential of the asset. Impairment is measured as the amount by which the asset's carrying amount exceeds its fair value. Fair value is measured using prices for similar items. Any impairment is included in surplus (deficit) for the year.

3. Accounts receivable

	2022	2021
Indigenous Services Canada	465,012	-
Minister of Agriculture and Agri-Food	284,800	142,400
Saskatchewan Indian Institute of Technology	256,120	98,384
Other	92,876	25,763
Social development clients	76,119	27,827
Federation of Sovereign Indigenous Nations	50,382	115,733
Member Nations	31,927	63,161
Goods and services tax	3,832	3,832
Employee advances	1,290	7,397
	<u>1,262,358</u>	<u>484,497</u>
Allowance for doubtful accounts	(22,963)	(22,963)
	<u>1,239,395</u>	<u>461,534</u>

4. Advances to related entities

	2022	2021
BATC Land Holdings Limited Partnership - no fixed terms of repayment and non-interest bearing	265,648	310,500
BATC Investments Limited Partnership (including First Alliance subsidiaries) - no fixed terms of repayment and non-interest bearing	636,085	118,379
	<u>901,733</u>	<u>428,879</u>

BATC Land Holdings Limited Partnership and BATC Investments Limited Partnership are associated with the Tribal Council as Member Nations own these entities.

BATC 2021/2022 AUDITED FINANCIAL STATEMENTS



Battlefords Agency Tribal Chiefs Inc. Notes to the Consolidated Financial Statements

For the year ended March 31, 2022

5. Bank indebtedness

At March 31, 2022, the Tribal Council has a line of credit authorized to a maximum of \$500,000 (2021 - \$500,000) of which \$nil was drawn (2021 - \$nil). The line of credit bears interest at First Nations Bank of Canada Prime plus 0.8%.

6. Deferred revenue

The following table represents changes in the deferred revenue balance attributable to each major category of external restrictions:

	<i>Balance, beginning of year</i>	<i>Contributions received</i>	<i>Contributions utilized</i>	<i>Balance, end of year</i>
Basic Needs - ISC	2,900,199	5,442,805	5,032,633	3,310,371
CORP - ISC	161,000	-	161,000	-
COVID Infrastructure Operations - ISC	17,829	-	1,592	16,237
COVID - The Ridge - COVID Infrastructure - ISC	1,196,776	739,535	1,936,311	-
COVID - The Ridge - Operations - ISC	34,968	890,235	888,528	36,675
COVID W5 - ISC	-	73,615	8,144	65,471
Education (administration) - ISC	-	157,117	-	157,117
Emergency Management - ISC	65,991	69,300	76,085	59,206
Emergency Preparedness - ISC	193,600	-	193,600	-
ESST Training - ISC	-	43,439	9,205	34,234
Health - ISC	94,358	135,280	229,638	-
Housing Circuit Rider - ISC	-	24,942	6,777	18,165
IA FNIYES - ISC	-	1,072,930	666,312	406,618
IRS Research - ISC	-	1,086,485	390,240	696,245
Ministry of Government Relations - CDC	815,249	805,367	1,077,490	543,126
Pandemic Wave 2 - ISC	24,371	-	24,371	-
PES Client Supports - ISC	-	1,521,217	1,442,348	78,869
Plant Protein Feasibility - ISC	-	200,000	151,551	48,449
Saulteaux Surge - ISC	80,183	-	54,464	25,719
Special Needs - ISC	139,868	333,420	193,434	279,854
Urban COVID Wave 7 - ISC	-	705,955	56,703	649,262
Vaccine Bus - ISC	-	767,952	662,664	105,298
	5,724,392	14,069,614	13,263,090	6,530,916

Under PSAS, amounts received as government transfers are recognized as revenue provided eligibility criteria have been met and any stipulations governing the use of the transfers do not meet the definition of a liability.

7. Contingent liabilities

In the year ended March 31, 2011, BATC Community Development Corporation received and distributed funds relating to 2007 - 2008 first quarter Community Development of Gold Eagle Casino totaling \$947,279. Subsequently a lawsuit was filed against the Board of Directors claiming that these funds should have been received and distributed by Gold Eagle Community Development Corporation. It was agreed at the time that if the court directs the Province to make distributions contrary to the existing agreement, the Province would withhold future payments. Any adjustments relating to this matter will be recorded in the period in which they are known.

The Tribal Council has been named as a defendant in a lawsuit on behalf of an individual seeking damages allegedly sustained. As litigation is subject to many uncertainties, it is not possible to predict the ultimate outcome of this lawsuit or estimate the loss, if any, which may result. The Tribal Council plans to defend the lawsuit.

The consolidated financial statements are subject to review by organizations that provide funding to the Tribal Council. It is not possible to determine what funding may be required to be repaid to these organizations. Any amounts owed will be recorded in the period they are determined.



Battleford Agency Tribal Chiefs Inc.
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

8. Tangible capital assets

For the year ended March 31, 2022

	Cost				Accumulated Amortization				2022
	Opening balance	Additions	Disposals	Ending balance	Opening balance	Current amortization	Disposals	Ending balance	Net book value
Leasehold improvements	895,352	163,307	-	1,058,659	267,128	81,411	-	348,539	710,120
Computers	141,489	-	-	141,489	133,852	2,291	-	136,143	5,346
Equipment	229,064	-	-	229,064	79,114	29,990	-	109,104	119,960
Software	330,187	-	-	330,187	300,174	9,004	-	309,178	21,009
Vehicles	583,670	78,440	(49,729)	612,381	409,349	57,849	(29,016)	438,182	174,199
	2,179,762	241,747	(49,729)	2,371,780	1,189,617	180,545	(29,016)	1,341,146	1,030,634

For the year ended March 31, 2021

	Cost				Accumulated Amortization				2021
	Opening balance	Additions	Disposals	Ending balance	Opening balance	Current amortization	Disposals	Ending balance	Net book value
Leasehold improvements	895,352	-	-	895,352	198,275	66,853	-	267,128	628,224
Computers	141,489	-	-	141,489	130,578	3,274	-	133,852	7,637
Equipment	73,664	155,400	-	229,064	61,052	18,062	-	79,114	149,950
Software	330,187	-	-	330,187	287,311	12,863	-	300,174	30,013
Vehicles	583,670	-	-	583,670	334,640	74,769	-	409,349	174,321
	2,024,362	155,400	-	2,179,762	1,011,856	177,761	-	1,189,617	990,145

BATC 2021/2022 AUDITED FINANCIAL STATEMENTS



Battlefords Agency Tribal Chiefs Inc. Notes to the Consolidated Financial Statements

For the year ended March 31, 2022

9. Segments

The Tribal Council has 8 reportable segments. These segments are differentiated by the major activities or services they provide. The Tribal Council's segments are as follows:

- Administration - includes administration and governance activities.
- Economic Development - includes business development activities.
- Employment and training - includes employment and training activities.
- Health - includes health service activities.
- Housing and engineering - includes housing and band asset management activities.
- Recreation - includes recreational activities.
- Social Development - includes social program and activities.
- Other - includes operations related to other activities of the Tribal Council.

10. Scope of operations

Battlefords Agency Tribal Chiefs Inc. receives a significant portion of its revenue from the Government of Canada as a result of Treaties entered into between each of the member First Nations and the Crown in Right of Canada. These Treaties are administered by Indigenous Services Canada (ISC). The ability of the Tribal Council to continue to provide services to its members is dependent upon Canada's financial commitments as guaranteed by these Treaties.

Continued receipt of these transfers are also subject to member First Nations' commitment to allow the Tribal Council to administer program services funding on their behalf. Continued receipt of funding is also subject to compliance with the requirements of the funding agreements Indigenous Services Canada. Management believes it is in compliance with the requirements of the funding agreements.

11. Budget information

The disclosed budget information was approved by the Chiefs of Battlefords Agency Tribal Chiefs Inc. in July 2021.

12. Indigenous Services Canada Reconciliation

Funding per confirmation	\$ 24,432,036
Plus:	
Deferred revenue - prior year	4,909,143
Minus:	
Institutional care - recovery	(27,670)
Deferred revenue - current year	(5,987,790)
	<hr/>
	\$ 23,325,721

BATC 2021/2022 AUDITED FINANCIAL STATEMENTS



Battlefords Agency Tribal Chiefs Inc. Notes to the Consolidated Financial Statements

For the year ended March 31, 2022

13. Related party transactions

The Tribal Council received \$300,000 (2021 - \$320,000) from BATC Community Development Corporation to cover administration activities related to operations of the community development corporation and for grant allocations for programming. The Tribal Council is the sole member of the BATC Community Development Corporation.

Included in accounts receivable are amounts due from Ahlakahkooop Cree Nation \$2,363 (2021 - \$14,379), Mosquito First Nation \$18,380 (2021 - \$15,828), Red Pheasant Cree Nation \$11,184 (2021 - \$nil), and Sweetgrass First Nation \$nil (2021 - \$32,954).

Included in accounts payable and accruals are amounts due to Member Nations including Ahlakahkooop Cree Nation \$285,410 (2021 - \$92,537), Ahlakahkooop Cree Development Limited Partnership \$nil (2021 - \$1,425), Moosomin First Nation \$61,209 (2021 - \$54,840), Mosquito First Nation \$nil (2021 - \$55,500), Red Pheasant Cree Nation \$2,400 (2021 - \$11,928), Red Pheasant Centex \$5,992 (2021 - \$nil), Saulteaux First Nation \$13,104 (2021 - \$100,161), and Sweetgrass First Nation \$35,050 (2021 - \$54,840). Also included in accounts payable and accruals are amounts due to Nihkik Manufacturing LP \$218,373 (2021 - \$nil).

Included in expenses - supplies and purchases are amounts from Nihkik Manufacturing LP of \$3,688,965 (2021 - \$nil). Nihkik Manufacturing LP is owned by 5 of the members of the Tribal Council.

14. Commitments

The Tribal Council has entered into a lease agreement expiring July 2028 with BATC Land Holdings Limited Partnership, an entity owned by 6 of the Tribal Council's member First Nations, with estimated minimum annual payments as follows:

2023 - \$114,000
2024 - \$114,000
2025 - \$114,000
2026 - \$114,000
2027 - \$114,000

15. Accumulated surplus (deficit)

Accumulated surplus (deficit) consists of the following:

	2022	2021
Unrestricted	(290,905)	(311,638)
Invested tangible capital assets	1,030,634	990,145
	<u>739,729</u>	<u>678,507</u>

At March 31, 2022 the Tribal Council had approximately \$688,312 (2021 - \$1,474,591) of unexpended funding which has not been recognized as a liability in these financial statements as it can be carried forward, utilized in future years and transferred between programs under certain conditions. These amounts will result in a reduction of the accumulated surplus when utilized.