



AHTAHKAKOOP CREE NATION 2022-2023 ANNUAL REPORT





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Ahtahkakoop Cree Nation Chief Ahenakew's Message



Tansi,

Elders, Youth & On and Off reserve Membership,

Welcome to our Annual Report of 2023. This past year has been very busy for me, the Council, and my staff, with a lot of projects and events going on. In what follows, I will be giving brief updates on the projects we have been working on. The department heads will also be giving more information in their reports.

Our Audit for 2022/2023 is again unqualified. It was completed on time, and once again, we had surpluses in the different departments. I would like to thank our finance staff and Department Heads for working with our auditors, MNP, for preparing it on time. Which is the first time in a while that has happened. Our 2022/2023 Audit will be included in this Annual Report.

In closing, I would like to thank leadership, our department heads, and staff for all the projects, activities, and events they have for our youth, elders, and community both on and off reserve. At this time, I would like to extend my gratitude to the Council and all my staff for the tireless hours you work, even on weekends and after hours. Especially our Operations and Management staff.

Seeing all the hard work the staff have put in makes it difficult for me to listen and read all the negative criticisms or hateful posts on social media. I know it is incredibly stressful not only for the staff but also for the families who see these posts. This negativity really affects our immediate family and our children. Members ask why we cannot do anything about the negative posts. And to address this issue, a committee will be set up with our Elders to help our staff. Staff and leadership know that you all have my support and prayers that you will be safe. I ask that you also continue to pray for our community.

Thank You,

Chief Larry Ahenakew

AHTAHKAKOOP CREE NATION



DIRECTOR OF OPERATIONS REPORT

KERRIE GLADUE

It has been such an honor and pleasure to work with my Nation. I had such a remarkable team, who all worked extremely hard to ensure that administration is accountable and transparent to our membership. The work that was completed set up a solid foundation with best practices.

The administration department is a support system for all departments and is responsible for the development and implementation of policies as instructed by the Chief and Council. Throughout the 2022-2023 Fiscal year, we allocated a significant portion of technical resources to ensure that Financial Administration Law (FAL) was followed by implementing four (4) key policies were created, passed, and implemented.

Ahtahkakoop Cree Nation-entered into the 10-year Fiscal Relationship with Indigenous Services Canada (ISC) in 2019. This changed the dynamics of the relationship and all funding that is received by our Nation, is accountable to band membership.

Key Accomplishments

The Financial Administration Law (FAL) is a regulatory framework that our Governance Director worked hard on ensuring we are following best practices. Our Nation started this journey by signing off on the Financial Administration By-Law (FAB) November 30,2018 and March 18,2022 the leadership made this bylaw to the Financial Administration Law (FAL).

Working with the First Nations Financial Management Board (FMB) our Nation had eighteen (18) months after the Financial Administration By-law was signed off to ensure that we have our policies completed and compliant with FMB standards and best practices.

Once the policies & procedures are approved, ratified, and implemented the next phase is a Finance Management Systems Certification. This is a coveted title owned by First Nations that demonstrate best practices in the application of their financial controls. To qualify for the best practices title, we set out to demonstrate that we deliver all the main sections of our FAL as evidenced below.

Evidence

Creation of a Finance & Audit Committee

Terms of Reference and call out for members.

Audit

The Audit is to be completed yearly by July 29th.

When I started as the Band Administrator, our annual audits were behind. Within eighteen (18) months, lots of hard work and dedication from our ladies who work in Finance, that three (3) fiscal years are completed, getting the band moving in a positive direction.

Fiscal Year	Audit Completion
2020-2021	February 18,2022
2021-2022	November 10,2022
2022-2023	July 28, 2023

Annual Report - This has a yearly due date of September 30th.

Policies & Procedures

Policy	Completion Date
Governance Policy	February 24,2023
Finance Policy	May 31,2023
Information Technology	In Progress- third reading
Human Resource Policy	In Progress -third reading

Reflection and Department Strategic Alliance

Training and hard work has given us the capacity to work through our Financial Administration Law (FAL) and all activities. We can see how best practices will benefit the Ahtahkakoop Cree Nation and are looking forward to sharing how through improved transparency. Our biggest hurdle is balancing the needs of the government and the monies available to do it.

- Program decentralized to the Nation is a positive step. The key to this process is hiring the most qualified applicants.
- We work with all departments. From our viewpoint we can see there is the opportunity for departments to work together to avoid duplication of efforts and strengthen existing programs.
- Training for staff to ensure that they have all the tools to be successful in their work.

Department Strategic Alignment

Administration supports all departments, and thus all strategic priorities. Some strategic priorities are more obvious such as "Economic Sustainability" for our community through effective management of band revenues and management of the budgets.

ISC utilizes the following Ratio Measurements in determining a recipient's financial solvency and sustainability.

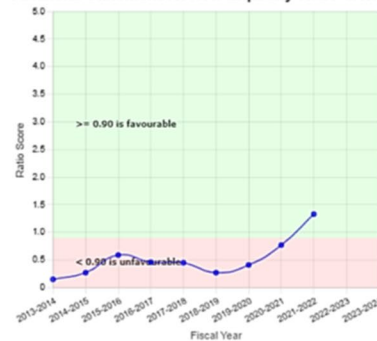
These financial ratios are factored into the recipient's General Assessment and in any situation where financial risk may be required to be assessed.

RATIO	2019-2020	2020-2021	2021-2022
Liquidity Ratio	0.41	0.77	1.33
Sustainability Ratio	0.12	0.31	0.91
Working Capital to Revenue Ratio	-0.15	-0.05	0.08

Liquidity Ratio:

- Reports on the ability to meet short term obligations.
- It is a measure of short-term financial health and calculates whether or not a recipient has sufficient assets to cover liability in the short term.
- A rating of 0.90 or 90% is deemed the minimum acceptable score.
- A rating of 0.90 or higher (0.91, 0.92...etc.) is favourable and a score below the 0.90 (0.89, 0.88...etc.) benchmark is unfavourable.

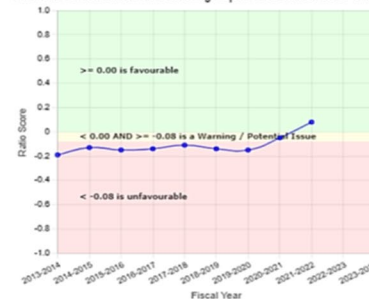
Financial Statement Review Liquidity Ratio Trend



Working Capital to Revenue Ratio

- Illustrates efficiency in operations. It determines a recipient's ability to cover working capital deficiency with one month's revenue.
- Optimal level is 0.00 as a one month deficiency is -0.08.
- A rating of 0.00 or higher (0.01, 0.02...etc.) is favourable, 0.00 to -0.08 is neutral (identifying a potential issue) and below -0.08 (-0.09, -0.010...etc.) is unfavourable.

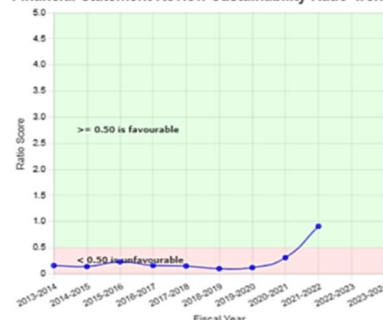
Financial Statement Review Working Capital to Revenue Ratio Trend



Sustainability Ratio

- Determines whether there are adequate current assets to meet total financial liabilities in accounts payable and accruals, deferred revenue and both current & long term debt.
- It is a measure of the long-term financial health and calculates a recipient's ability to meet operational and capital obligations in the long-term. A rating of 0.50 or 50% is deemed the minimum acceptable score.
- A rating of 0.50 or higher (0.51, 0.52...etc.) is favourable and a score below the 0.50 benchmark (0.49,

Financial Statement Review Sustainability Ratio Trend



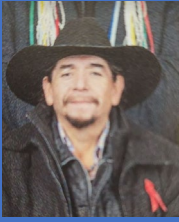
The General Assessment scores are moving in a positive direction. During my time in Ahtakakooop we have paid off loans to ensure that we are not creating debt for our Nation.





CHIEF
LARRY AHENAKEW

Ahtahkakoop Leadership



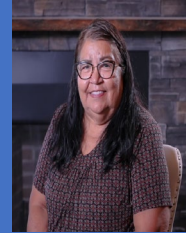
COUNCILLOR
BEN AHENAKEW



COUNCILLOR
DEAN GENERAUX



COUNCILLOR
LANNY AHENAKEW



COUNCILLOR
PATRICIA ISBISTER



COUNCILLOR
EVAN WILLIAMS



COUNCILLOR
RUSSELL AHENAKEW



COUNCILLOR
JAMES ISBISTER



COUNCILLOR
DAVID MUSKAPOE



COUNCILLOR
CHAD PEEKEEKOOT



COUNCILLOR
RODNEY SASAKAMOOSE



COUNCILLOR
CYNTHIA
WILLIAM-JOHNSTONE



COUNCILLOR
STANLEY SASAKAMOOSE



YOUTH, SPORTS & RECREATION

Our recreation department is continuing to be a lot busier each year. Thanks to our Recreation coordinator Stanley, his staff and volunteers for helping our youth attend various competitions and events. Which included: NAIG - 17 athletes and three coaches in Halifax, FSIN Youth Hockey Championships in Saskatoon, FSIN Youth Soccer in North Battleford, Summer Games 2022 and Winter Games 2023. Also, for helping with other sports fees, hockey equipment, hockey fees, and giving rides to those who cannot get rides. Thank-you! I would also like to thank the coaches for doing the spring soccer in Prince Albert during May and June each year.

Again, another successful Sports Days was held on August 25th, 26th and 27th. Thank you to the organizer - Danielle Ahenakew, and the volunteers who assisted in all the Sports Day events. Thank-you to Stanley Sasakamoose for taking care of the Soccer events. Winners for the Men's and Women's Soccer events are as follows:

Thank-you to all the other event organizers for the Chuckwagon and chariot races, Bingo, Texas hold'em, talent show, neckbone eating contest, volleyball, closest to the pin, and fireworks. Finally, thank-you to those who helped with the children's events, i.e., bouncy castles and tiny tot rodeos.



LANDS & RESOURCES

Our vision is to ensure our members share the same vision of protecting our traditional land holders, asserting our rights, and preserving our traditional values and cultural. As stewards of the land, it is our responsibility to ensure we protect our lands and waters for our children's children.

Our current concerns deal with the needs of the Land and Environment within the community. Many concerns were noted such as Lake water contamination, Fish diseases, lost and fallen trees from the Plough winds in 2018, low lake water levels, beaver damns, and food security. Our Land and Environmental strategy include working with other ACN departments, Industry and Government to ensure our department meets the needs of the community.

Our strategies include:

The First Nation led food sovereignty initiative. We are in year 4 of this initiative and have found ways to ensure all community members benefit, learn and break barriers to free access to food. Ideally the garden is meant to be a gathering place to share stories, go back to living off the land and become producers again. We are in our final year of funding which has led us to find ways to regenerate money back to the program to ensure long term viability and encourage children and youth to learn about seeds, growth, and healthy living. We also work closely with Health to ensure, pre and post-natal families have access to fresh fruit and vegetables. Everyone is encouraged to be a part of the growth cycle, understand nutritional needs, gain new skills, and regain traditional knowledge by Elders.

The food forest partnership recently formed with PA Model Forest includes a temporary part time silviculture position and donation of 1000 seedlings. the seedlings include birch trees, spruce, willow, poplar and fruit bearing trees, and shrubs. These were plotted at lover's lane, the community market garden food forest, and the east side of the lake.

To date, all trees have been planted we are monitoring, mapping, and reporting on the growth.



2023 Community Garden

Due to the loss of trees from the plough winds in 2018 we received Environmental Lake clean up funding and partnered up with Social Development and PAGC to certify 2 - 8-man crews with level 2 chainsaw training. Edwin Johnstone is the Lands foreman. He oversees all projects with respect to overseeing his crew, ensuring safety, clearing and cleanup of deadfall, brush, and work orders.

The initiative began in April. We have been working along the lake to remove all deadfall and find ways to ensure Hines Lake natural regeneration.

Our goal is to utilize the wood by building benches in and around the lake, provide wood to elders and wake services, and utilizing the poles for community signs, teepee poles and economic development opportunities such as running our own sawmill.

We have been approved for Pre-Land use planning funding. this will grant us an opportunity to work with the community to ensure our values and align and are better able to identify any land related concerns. We will be creating a lands committee to include youth, elders and leaders within the community and are working toward land guardian training to ensure lands are protected and conserved in ways that ensure our future generations. The purpose of a traditional land use study and pre-planning is to have provincial lands recognition of our traditional areas so we can better assert our rights and title to hunt, fish, and harvest.

Another exciting update is that we have received another grant for Water Contamination Assessment and Reclamation of Hines Lake. We will be working with Field Scientists and Environmental Officers to ensure the lake and water species are in good health.

Lastly for Lands we have approved for an SGI community safety grant that will grant us the opportunity to use our wood to install signs throughout the community. Our purpose for this is language revitalization and safety within the community.



AC Developments is working with the Saskatchewan Health Authority to build an Urgent Care Center and Diagnostic Services Center in Saskatoon and is planning construction for the spring of 2024.

ECONOMIC DEVELOPMENT

Economic development holds an immense significance for our First Nation, as it plays a pivotal role in addressing historical injustices, fostering self-sufficiency, and improving overall well-being. First and foremost, Economic Development provides an avenue for our Nation to break free from the cycle of poverty and dependency that has persisted for generations. By creating jobs and generating income, it empowers our People to achieve economic self-sufficiency and reduce their reliance on assistance programs.

Furthermore, economic development allows our Nation to assert greater control over our destiny and resources. We have valuable natural assets such as land, forests, and waterways that can be leveraged for economic gain. By developing these resources sustainably, they can not only generate revenue but also protect their cultural and environmental heritage. This sense of ownership and stewardship enhances our Sovereignty and Self-determination

Economic development also has the potential to address disparities in education, healthcare, and infrastructure that have plagued not only our Nation but many others. Increased revenue from economic activities can be reinvested in these vital areas, leading to improved living conditions, higher quality of education, and better healthcare services. This, in turn, contributes to the overall wellbeing and prosperity of our First Nation.

Moreover, economic development can foster partnerships and collaborations with neighboring Nations and businesses, creating opportunities for economic growth and cultural exchange. By participating in regional and national economies, our Nation can strengthen our presence in mainstream business arenas while preserving our unique identity and traditions. In essence, economic development is a key pathway towards empowerment, self-determination, and a brighter future for our Nation.

We are assessing community needs and are working toward economic development opportunities on reserve which includes feasibility studies for a laundromat, car wash and cafe. As well, we currently have a call out for Community Business Grants and are looking to create ways to better assist our members with local supports with startups, business plans, loans and grants.



Greetings to the Elders, community members and youth. As we approach the change in season, we are also approaching a fresh perspective on the goals and objectives for Ahtahkakoop Education. Ahtahkakoop is a community that is well known for the leadership, and it is with this legacy that the Education Board, Administration and I approach the challenges of student retention/success, community training needs and parental involvement. But through vision and support from all stakeholders, education will be at the forefront and our school will flourish with graduating students. Community leadership gathered in July 2023 and set some action plans. Following are two Education strategic plans and actions to support these for the 2023-2024 school year.

1. Parental Engagement

- a. Incentives for parents to support their children to attend classes.
- b. Incentives for students to remain in classes, student allowance.
- c. Parent Support Group

2. Literacy and Math Academic Goals.

3. Enhancing Language and Culture

- a. Teaching Treaties in the Classroom
- b. Enhanced Elders program
- c. Enhanced Language program in School, Head Start, and Day Care Centre.

We have observed a considerable increase of participation in extra-curricular activities and a decrease in youth criminal activity. This is great movement toward positive and happy lifestyles, and it is attributed to increased youth programming. However, parental support is a very strong component to student success, and we encourage the parents to honor the role of parenting and supporting the child. If both school and parent are supporting education, the student can only succeed. TSEC (Treaty Six Education Council) has provided second level services to the school. These services are allocated by four educational needs in addition to language and culture programming. These needs are student retention, early learning, math and literacy. Therefore, we have math and literacy consultants supporting the teachers and students, resources for all areas, and programs for early learning. These services are great and well received by the school. The following school calendar is now approved by Education Board, and we will follow this for the next school year. "The road to a better life for Canada's Aboriginal people begins with a good education" (Cowley, 2006) and the way to achieve this is to work together as a community to ensure the children to school every day.



2023 AHTAHKAKOOP GRADE 12 GRADUATES

Congratulations to our 17 Grade 12 class of 2022/23 this year and to the parents, guardians, and all school staff who helped them get through. Congratulations to our off-reserve graduates as well. Thank you to all those who helped with yet another successful Grade 12 trip to Disneyland and Los Angeles.

On-Reserve Graduates

Uriah Ahenakew
Keshawn Dee
Lane Genereaux
Trisha Genereaux
Mikisiw Ledoux
Jaxson Little
Kameron Little
Tanner Little
Trina Hymen
Hope Peeace
Shinerra Nayneecassum-Morin
Skyler Nayneecassum-Morin
Raine Nayneecassum- Morin
Braxton Sasakamoose
Chester Thomas Jr
Graycen Thomas
Kayleen Williams-Starblanket



Off Reserve Graduates

Brook Downy
Damien Forsythe
Sophie Beloin
Arabella Little
Desaray Pott
Kailen Vandall
Rebecca Grimard
Kakishew Ahenakew
Mya Genereaux
Morgan Conley
Anna Wuttunee
Avery Berezowski
Chantelle Watrin
Deylan Watson
Corey Peekeekoot
Beau Ahenakew
Taylor Reide Ahenakew
Keetain Isbister
Devin Benjamin
River Tait





Our School has approved another seven portables for this school year, to be completed by February 2024. Due to overcrowding and structural issues regarding the leaking roof, now completed. We are not on the capital plan yet, but a new school is being requested to be included in the ISC capital plan for the next 5-year capital plan. The new school will be built separately from our existing school. It will be situated south of our second village, with a new subdivision being constructed in 2024.

Due to the timing of a new school, which may take up to 5 years, and the current overcrowding at Ahtakakoop School, we also purchased the Shell Lake School Building for continued educational purposes. Training and youth programs can use the gym in the evenings and weekends. The grand opening after Renovations is scheduled for October 6th, 2023. Everyone is welcome to attend the grand opening and viewing of the new learning Centre (AHTAHKAKOOP TRAINING AND EMPLOYMENT).



Applications for Adults 5-10 and Adult 12 please apply with *Pearl Vandall* at 1 306 961 5512 or *Diane Ahenakew* at 1-306-468-4750. We are also planning other smaller programs in the ACN T&E. It can also be used for any kind of gathering by Request. We are still developing a policy for the use of the Learning Building



AHTAHKAKOOP DAYCARE

MISSION STATEMENT

To provide a safe, cultural and academic learning environment for our children that foster the development of their emotional, physical, mental and spiritual growth within our community.

VISION STATEMENT

We Believe Each child is unique and develops at his/her own rate and it is the caregiver's responsibility to adapt to each individual child. That culture and language must be incorporated into everyday practices. That the children learn by what they live, therefore our centre will provide positive role models and a variety of learning experiences offered by trained professionals who are knowledgeable in all aspects of child development and understand our culture. That all children regardless of their physical, emotional, social abilities, spiritual or cultural background has the right to participate in our service that the children need a safe nurturing environment to become healthy, caring individuals.

Our goal is to provide all children with a safe, nurturing, and enjoyable learning environment that supports their development with the skills and knowledge necessary to succeed in school and in life. A place where children can grow socially, emotionally, physically, intellectually, linguistically, culturally, and

The Ahtahkakoop Daycare staff has also recently started the Cree Immersion Program that teaches and promotes the Cree language to children and staff. There is also an elder that comes in daily that speaks Cree to the children.

The daycare is open from 7:30 a.m. to 4:30 p.m. Monday - Friday, excluding statutory holidays.

Ages served is 6 months to 12 years of age and offers before and after school services as well.

The children have a daily nutritional breakfast, hot lunch, and a snack, however, when a child becomes hungry, we will provide snacks in between meals.

To ensure your daycare spot, please come to the daycare for the application forms. If you have any questions, please call the daycare 306-468-2998.

All Ages	First child	Each Additional Child
* FULL TIME MONTHLY	\$250.00	\$150.00
**PART TIME MONTHLY	\$150.00	\$100.00
DAY DROP OFF	\$30.00	\$15.00
½ DAY DROP OFF	\$15.00	\$10.00
Before and After School	\$75.00	\$50.00



HEADSTART

The goal of the Head Start program is to support the Early Childhood Development of Aboriginal children through activities that help them grow socially, emotionally, physically, and spiritually. Head start helps give children a positive sense of themselves as a Nehiyaw and to learn Nehiyaw knowledge, language, and culture in our community. Ahtahkakoop is a bilingual classroom, and our goal is to be a full Cree emersion classroom.

We are currently running classes on Monday, Tuesday, Wednesday, and Thursdays from 10am-2pm. We provide breakfast, lunch, and snacks for the children every day and provide rides for pick up and drop off. We encourage all parents to come and participate in our everyday activities. We try to support our parents as much as we can, as they are the primary teachers and caregivers to our children. Our parents' days are every Friday.

This year we have thirty-eight eligible children that can attend Head Start, so we will be starting a home visiting program for children who are on our waiting list. This would give parents access to community resources, parent support groups as well as culturally based programming.

We look forward to working with our children and giving them a head start on their educational journey.



GOVERNANCE

Vision Statement

Ahtahkakoop Cree Nation aspires to be a leader in Governance, focusing on Administration and Policy Development, while respecting the guiding principle of Chief Ahtahkakoop.

“Let Us not think of Ourselves, but of Our Children’s Children.”

Mission Statement

The mission of the Governance Committee will be to strategically and in unison create applicable rules and regulations for members, staff, and leadership to abide by.

2022-2023 Leadership/Governance Highlights

- Signed the *Ahtahkakoop Cree Nation Governance Policy, 2023* - February 24th, 2023.
- Signed the *Ahtahkakoop Cree Nation Financial Management Policies and Procedures, 2023* - May 16th, 2023.
- Signed the *Ahtahkakoop Cree Nation Human Resources Policy, 2023*
- Signed the *Information Management and Information Technology Policy, 2023*
- Set up the Finance and Audit Committee - First Introduction meeting was held August 31st, 2023.
- Reviewed the Terms of Reference for the Committees.
- Updated the website and acquired a Communications Coordinator.
- Elder’s Advisory Senate was approved by council on July 23, 2023

Short Term Goals

- Have staff trained by FMB on the policies above?
- Create an Elder’s Advisory Senate Terms of Reference
- Include traditional governance and cultural practices in decision-making and in the implementation of programs and services.
- Create a Communications Plan
- Complete the Community Development Plan

Long-Term Goals

- Create the Occupational Health and Safety Plan
- To get Financial Management System Certification with FMB
- Convention Act
- Custom Election Code
- Custom Membership Code



HOUSING & INFRASTRUCTURE

It has been a busy year with renovations (major and minor) and new units in the housing department. With last year's renovations list, we selected and completed sixty-four renovations for the year 2021-22. We also converted sixteen diesel furnaces to high-efficient natural gas furnaces, repaired twenty-five roofs and repaired numerous aged sewer systems. In June of 2021 and 2022 we were approved for three houses per year but did not start construction until June of 2022 due to the price of material. Those six houses are planned to be completed in fall/early winter of 2023.

This year we did the renovation call out and got sixty-five units approved (59 capital and 6 CMHC) application with a budgeted cost. Each unit was inspected by our certified inspector from BATC. With the inspections he made the recommendations on what needed to be repaired structurally. With these renovations we plan to have them completed by next summer and will start the new application process in April 2024. We also got approved funding to renovate bathrooms for seven elder units and replace their existing bathtubs with walk in showers to make them more accessible.

We are approved for four new CMHC units, 3-3 bedrooms with basements and 1 2 bedrooms on crawl space. The application deadline for new housing was in July and will begin again next. For renovations and new housing, we recommend that you apply each year. You can apply in office, online or on the website.



PROPOSED DRAFT OF NEW YOUTH FACILITY FOR AHTAHKAKOOP

Our Recreation department is also planning to build our own Youth Center facility with a gym, offices for elders, land-based learning, and youth workers. Planned construction is scheduled for the spring of 2024.

HOMELESS SHELTER AND SOBER LIVING

Our Homeless Shelter, unfortunately, burnt down in the summer of 2022. The money received for insurance for the building, and the money received will be going to renovating a few houses as homeless shelter homes before winter sets in.

We also purchased a transitional duplex home (Sober Living) in Prince Albert, and we will be looking for new and other funding sources for the Operations and Maintenance of the home.

NEW CREE NATIONS TREATMENT CENTRE

We are approved for a New Cree Nations Treatment Center with 20 beds and 10 beds for detox. Construction will begin this fall. To date, we are working hard to add a 10 bed Detox Center to the new facility.

The old Cree Nations Treatment Centre will be returned to Ahtahkakoop and moved into one of our subdivisions for future use.



AHTAHKAKOOP HEALTH

Vision Statement

The Ahtahkakoop Cree Nation Health Services is a forward looking and progressive community that has a vision to build a strong and healthy foundation using the guiding principles of Chief Ahtahkakoop, "Let us not think of ourselves, but of our children's children."

Mission Statement

kahkiyaw nanātawihowin

Ahtahkakoop Cree Nation Health Services will advocate for the protection and preservation of the necessary medicines, health care providers, and medical services as promised in the Medicine Chest clause of Treaty No. 6 (1876). We commit to improving the quality of life for our people through healthcare services and programs delivered in a holistic, caring, and respectful manner.

Our Ahtahkakoop Health Centre remains a bustling hub of community health, tirelessly working to provide and secure vital health services for our Ahtahkakoop community. The Centre is not only committed to proactive health prevention but is also perpetually striving to expand its breadth of services by introducing a rising number of visiting specialists. This initiative aims to bridge the service gaps that our community members have been encountering. Our successful collaborations with off-reserve services are indicative of our progress, and we eagerly anticipate forging new partnerships to better cater to our community's health needs.

Our Health Centre employs thirty-five dedicated full-time professionals, supplemented by contract workers as necessitated by our funding, community requirements, and service delivery. As a team, our goal is to work alongside our community leaders, ensuring we adequately fulfill their wellness needs while providing opportunities for health education.

At the heart of all our endeavors is the mission to uphold our Inherent & Treaty Right to health, enhancing it to ensure that future generations have access to health services, traditional and cultural wellness, and understand the importance of Treaty Rights to health.

In November 2022, Ahtahkakoop Cree Nation Health Services obtained funding to embark on a two-day strategic planning exercise. Building upon the Community Strategic Plan developed in Autumn 2022, we further refined our health objectives, aiming for a community that is healing, confident, and balanced in lifestyle. Our strategic plan reflects the collective input of CAN Health Services, the Chief and Council, current and previous health directors, Health Staff, Health Committee Members, and Elders. We pay respect to former Health Directors for their invaluable experience and wisdom.

This strategic plan has been formulated with a conscientious regard for the past, present and future, and future health needs of our Nation and is designed to evolve with the community's growing needs.

The strategic plan envisions the preservation and protection of the Treaty & Inherent Right to health and the Medicine Chest Clause of Treaty No. 6, as envisioned by Chief Ahtahkakoop and our ancestors.

The Strategic Planning identified three key priorities:

1. Health Governance: Establish a health governance model rooted in Treaty & Inherent rights, offering a holistic, membership-driven approach to healthcare, integrating both traditional and Western medicinal practices.
2. Communication, Networking, and Partnerships: Enhance internal communication channels to address knowledge gaps between staff and programs. Ensure consistent, clear, and accessible health messaging that empowers patients to advocate, for their own wellness.
3. Quality of Care: Implement a Quality-of Care Model to address the evolving healthcare needs of the Nation through innovation, and proactive, informed health planning.

ACN Health remains steadfastly focused on the health and wellness needs of our community. As our members heal from the impacts of cultural genocide, colonization, and residential schools, this plan will guide future program plans and work plans, supporting mental, spiritual, emotional, and physical well-being through targeted, holistic healthcare services. Our health centre adapts with the community's growth and changes, we present you with this annual report. Kinanāskomitinawaw, thank you all.

Sekwun Ahenakew
Ahtahkakoop Health Director



HUMAN RESOURCES

In the Payroll-HR department we strive to look after all employees and their best interests based on policy and best practises. All employees should be treated equal and fair, and everything done that pertains to their well being which includes personal information such as payroll, personnel, benefits, other incidents, and information as it arises. Confidentiality is huge in the Human Resource Department and must be kept as such.

Our goal in the HR department is to treat everyone with respect, equality, and dignity that we all deserve. Our most precious assets are us the people; our employees; no one is better than the next and no one is of greater value than another, we are all equal no mater what job we do or which table we sit at. My mission and vision are basically the same in the HR department which is: "Respect is given to all, without regard to their position in the organizational chart".

We currently have 350 employees, staff and students, and the trend is only increasing as we grow as a community and business thus continuing to expand our departments within.

The staff is growing and ever changing on a day-to-day basis. New postings and positions are needed by the Directors and daily recommendations of each program as they continue to learn and grow. Administration works to accommodate them all to the best of their ability.

We live in an on-demand age where we expect answers and solutions on the go. A Nation as big as ours needs to be flexible to strive to accommodate these requests, or if they can't be accommodated an answer should be given as to why. Communication is Key and we all need to improve on this including myself.

Once again, I commend our leadership and staff on their commitment to the work of the 2022-2026 Strategic Plan, its content, and goals. They have become very good at juggling their busy lives to accommodate their duties assigned to them for the betterment of the operations and the overall governance of the Band. I see them go above and beyond their call of duty. We have a hard-working leadership team along with staff who work hard which you may not see or are aware of just because a lot of this work is done behind the scenes.

TRAINING AND EMPLOYMENT

Our training and employment department has been hard at work over the last year offering many programs and services to our members. Our goal is to give our membership the opportunity to get the skills and training necessary to get into the workforce. We offer a lot of programming including Life Skills, Job Readiness and Training Opportunities to remove barriers for those looking for employment on and off reserve. We have offered the following programs:

- SGI Courses for Learners and Class 5
- Safety Tickets including CPR and WHMIS
- Class 1A Driver Training
- Esthetician Course
- Chainsaw Training
- Security Training

We have also offered job placements within our community. The following departments have offered real hands-on experiences for our membership.

- Construction- Transition home, sub office, Arena, house renovations, rebuilds, sports grounds
Demolition /New Benches, teamwork, Time management, multitask.
- Beautification- Graveyard clean up, new crosses, beaches, clean ups, teamwork, time management multitask,
- Community Garden- How to Till a garden, clean, plant seeds /Potatoes, maintain a garden, teamwork, multitask.
- Arena - Run a plant. put in ice, maintain the building, new lights on and off the ice, assist with kids, organizing, working with kids, customer service, teamwork, time management, multitask and communication.
- Kitchen - Run a till, cook, shop, inventory, maintain equipment, customer service, teamwork, Time management multitask, communication.
- Security - Dealing with people, how to deal with people, Logging, teamwork, safety exercises, time management, multitask, communication.
- Receptionist - Customer Service, Faxing, Printing, logging, teamwork, time management, multitasking
- Mechanic -Oil changes, Brakes, starters, learning all the tools as to be a mechanic, time management, communication & team building.
- Daycare
- School Teacher Assistant
- School Janitor
- Janitor



CULTURE & TRADITION

Bringing back culture and traditions is a goal of the Ahtahkakoop Cree Nation. Our Culture Coordinator has been very busy working with our elders, youth and members to bring song and dance back to the people. We hosted numerous classes this past year including beading, sewing, belt and breast plate making to help those wanting to make powwow outfits. It was of great success, and we now have 31 new dancers from Ahtahkakoop that joined the powwow circle this summer. The classes have been great, full of positive energy and an opportunity to socialize with those of all ages from our community while sharing traditional teaching and protocols.

Ahtahkakoop is currently building a new arbour which will be ready for the 2024 powwow season. Our goal through out cultural programming is to have our people out dancing in our new arbour. We will continue to put on workshops and classes for those interested in participating and being initiated into the powwow circle. All the programs are free and open to everyone interested in powwow. Come out and learn to bead, sew and dance. We plan to continue to bring back the traditional knowledge, culture and language back to our Nation through the programming offered. We encourage our elders and youth to come out and join us in revitalizing Cree culture and traditions.



**AHTAHKAKOOP FIRST
NATION
TRADITIONAL
POW WOW**

DATE:
AUGUST 20th, 21st, 22nd.
2024



Ahtahkakoop Cree Nation
Consolidated Financial Statements
March 31, 2023



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For the year ended March 31, 2023

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Management's Responsibility



To the Members of Ahtahkakoop Cree Nation:

The accompanying consolidated financial statements of Ahtahkakoop Cree Nation are the responsibility of management and have been approved by the Chief and Council.

Management is responsible for the preparation and 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 Ahtahkakoop Cree Nation Chief and Council is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the consolidated financial statements. The Chief and Council fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Chief and Council is also responsible for the appointment of the Nation's external auditors.

MNP LLP is appointed by Chief and Council to audit the financial statements and report directly to the members of Ahtahkakoop Cree Nation; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Chief and Council and management to discuss their audit findings.

July 26, 2023


Management

To the Members of Ahtahkakoop Cree Nation:

Opinion

We have audited the consolidated financial statements of Ahtahkakoop Cree Nation (the "Cree Nation"), which comprise the consolidated statement of financial position as at March 31, 2023, and the consolidated statements of operations and accumulated surplus, changes in net financial debt, cash flows and the 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 Cree Nation as at March 31, 2023, and the results of its consolidated operations, its consolidated changes in 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 Cree Nation 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.

Emphasis of Matter

Without modifying our opinion, we draw attention to Note 14 to the consolidated financial statements which describe that the Cree Nation initiated a claim against the Government of Canada for damages sustained by the Cree Nation. The Cree Nation has obtained a loan to fund the costs of negotiations and has taken insurance to cover the repayment of the loan if it is in excess of settlement proceeds.

Responsibilities of Management and Chief and Council 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 Cree Nation'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 Cree Nation or to cease operations, or has no realistic alternative but to do so.

Chief and Council is responsible for overseeing the Cree Nation's financial reporting process.

Independent Auditor's Report *(Continued from previous page)*

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.

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 Cree Nation'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 Cree Nation'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 Cree Nation 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 Cree Nation 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 Chief and Council 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 26, 2023

MNP LLP

Chartered Professional Accountants





Ahtahkakoop Cree Nation Consolidated Statement of Financial Position

As at March 31, 2023

	2023	2022
Financial assets		
Current		
Cash resources	10,156,966	9,564,133
Accounts receivable (Note 4)	5,029,247	825,087
Portfolio investments (Note 5), (Note 6)	1,750,236	750,236
Restricted cash (Note 5)	15,584,198	6,593,231
Due from Government agencies - Treaty Land Entitlement Settlement (Note 24)	-	42,145,803
	32,520,647	59,878,490
Investment in Government Business Enterprise (Note 7)	2,055,611	1,837,876
Funds held in trust (Note 8)	144,198	203,802
Total financial assets	34,720,456	61,920,168
Liabilities		
Current		
Bank indebtedness (Note 9)	-	49,160
Accounts payable and accruals (Note 10)	4,427,525	3,867,118
Deferred revenue (Note 11)	18,770,953	6,968,645
Due to Ahtahkakoop Treaty Land Entitlement Trust (Note 24)	-	42,145,803
Current portion of long-term debt (Note 13)	1,369,680	1,460,710
	24,568,158	54,491,436
Asset retirement obligations (Note 12)	2,348,641	-
Long-term debt (Note 13)	9,783,363	11,442,723
Total financial liabilities	36,700,162	65,934,159
Net debt	(1,979,706)	(4,013,991)
Contingent liabilities (Note 22)		
Contingent assets (Note 14)		
Non-financial assets		
Tangible capital assets (Note 16) (Schedule 1)	50,666,017	42,982,539
Prepaid expenses	45,129	21,827
Total non-financial assets	50,711,146	43,004,366
Accumulated surplus (Note 17)	48,731,440	38,990,375

Approved on behalf of the Chief and Council


Chief


Councillor



Ahtahkakoop Cree Nation

Consolidated Statement of Operations and Accumulated Surplus

For the year ended March 31, 2023

	Schedules	2023 Budget (Note 19)	2023 Actual	2022 Actual
Revenue				
Indigenous Services Canada (Note 18)		21,591,454	39,751,119	44,381,694
Canada Mortgage and Housing Corporation		1,267,378	1,697,453	1,216,454
Other revenue		184,000	1,442,036	1,151,220
Battlefords Agency Tribal Chiefs Inc.		431,267	1,369,416	724,303
First Nations Trust		610,868	1,359,657	610,871
Ahtahkakoop Treaty Land Entitlement Trust		-	1,220,354	-
Saskatchewan Indian Institute of Technologies		402,919	881,940	510,721
Rental income		688,876	760,002	386,347
Battle River Treaty 6 Health Centre Inc.		-	493,331	134,036
Other Government Agencies		-	173,038	98,071
Lease revenues		-	145,152	138,415
		25,176,762	49,293,498	49,352,132
Program expenses				
Administration	3	1,205,595	1,716,369	5,121,256
Economic Development	4	99,438	478,879	876,309
Education and Post Secondary	5	13,602,404	15,777,720	12,977,171
Operations & Maintenance	6	1,850,270	4,295,652	2,692,225
Capital	7	1,182,511	3,576,454	3,388,180
Training & Development (Social)	8	-	7,854,618	4,839,051
Justice	9	-	160,687	93,861
Health	10	3,729,691	4,684,376	4,769,445
Other Programs	11	243,418	1,323,164	331,002
		21,913,327	39,867,919	35,088,500
Surplus before other items		3,263,435	9,425,579	14,263,632
Other items				
Earnings from Government Business Enterprise (Note 7)		-	311,906	470,857
Gain on disposal of capital assets		-	3,580	451,376
Ahtahkakoop Treaty Land Entitlement Settlement (Note 24)		-	-	43,275,501
Contribution to Ahtahkakoop Treaty Land Entitlement Trust (Note 24)		-	-	(42,145,804)
		-	315,486	2,051,930
Surplus		3,263,435	9,741,065	16,315,562
Accumulated surplus, beginning of year		38,990,375	38,990,375	22,674,813
Accumulated surplus, end of year		42,253,810	48,731,440	38,990,375

The accompanying notes are an integral part of these financial statements



Ahtakakoop Cree Nation Consolidated Statement of Change in Net Financial Debt

For the year ended March 31, 2023

	2023 <i>Budget</i> <i>(Note 19)</i>	2023 <i>Actual</i>	2022 <i>Actual</i>
Surplus	3,263,435	9,741,065	16,315,562
Purchases of tangible capital assets	(2,034,656)	(8,273,145)	(10,386,259)
Amortization of tangible capital assets	-	2,776,781	3,368,093
Gain on sale of tangible capital assets	-	(3,580)	(451,376)
Asset retirement obligation recognized	-	(2,280,234)	-
Proceeds of disposal of tangible capital assets	-	96,700	645,847
	(2,034,656)	(7,683,478)	(6,823,695)
Acquisition of prepaid expenses	-	(45,129)	(21,827)
Use of prepaid expenses	-	21,827	10,996
	-	(23,302)	(10,831)
Decrease in net debt	1,228,779	2,034,285	9,481,036
Net debt, beginning of year	(4,013,991)	(4,013,991)	(13,495,027)
Net debt, end of year	(2,785,212)	(1,979,706)	(4,013,991)

The accompanying notes are an integral part of these financial statements



Ahtahkakoop Cree Nation Consolidated Statement of Cash Flows

For the year ended March 31, 2023

	2023	2022
Cash provided by (used for) the following activities		
Operating activities		
Surplus	9,741,065	16,315,562
Non-cash items		
Amortization	2,776,781	3,368,093
Gain on disposal of capital assets	(3,580)	(451,376)
Income from investment in government business enterprise	(311,906)	(470,857)
Accretion on asset retirement obligation (Note 12)	68,407	-
	12,270,767	18,761,422
Changes in working capital accounts		
Accounts receivable	(4,204,160)	(175,698)
Prepaid expenses	(23,302)	(10,831)
Accounts payable and accruals	560,407	2,236,458
Deferred revenue	11,802,308	4,329,252
	20,406,020	25,140,603
Financing activities		
Advances of long-term debt	287,679	460,000
Repayment of long-term debt	(2,038,069)	(3,699,621)
Advances of Treaty benefit claim loan	-	45,483
Advances of Native claims loan - TLE	-	321,000
Repayment of Native claims - TLE (Note 24)	-	(1,129,698)
Change in bank indebtedness	(49,160)	(53,271)
	(1,799,550)	(4,056,107)
Capital activities		
Purchases of tangible capital assets	(8,273,145)	(10,386,259)
Proceeds of disposal of tangible capital assets	96,700	645,847
	(8,176,445)	(9,740,412)
Investing activities		
Purchases of portfolio investments	(1,000,000)	(4,183)
Proceeds from portfolio investments	-	1,500,000
Net change in trust funds held by federal government	59,604	(138,415)
Net change in restricted cash	(8,990,967)	(5,352,704)
Contributions to (distributions from) government business enterprise	94,171	(208,849)
	(9,837,192)	(4,204,151)
Increase in cash resources	592,833	7,139,933
Cash resources, beginning of year	9,564,133	2,424,200
Cash resources, end of year	10,156,966	9,564,133

The accompanying notes are an integral part of these financial statements



Ahtahkakoop Cree Nation

Notes to the Consolidated Financial Statements

For the year ended March 31, 2023

1. Operations

The Ahtahkakoop Cree Nation (the "Cree Nation") is located in Treaty 6 Territory, Canada, and provides various services to its members. Ahtahkakoop Cree Nation includes the Nation's members, government and all related entities that are accountable to the Nation and are controlled by the Nation.

2. Change in accounting policies

Asset retirement obligations

Effective April 1, 2022, the Cree Nation adopted the Public Sector Accounting Board's (PSAB) new standard for the recognition, measurement and disclosure of a liability for asset retirement obligations under PS 3280 Asset Retirement Obligations. The new standard establishes when to recognize and how to measure a liability for an asset retirement obligation, and provides the related financial statement presentation and disclosure requirements.

Under the new standard, a liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset when certain criteria are met, as described in Note 3.

Pursuant to the recommendations, the change was applied prospectively and prior periods have not been restated. As such, the Cree Nation recognized asset retirement obligations for those arising on or after April 1, 2022, as well as for those arising prior to April 1, 2022 but for which an obligation was not previously recognized. In addition, previously recognized asset retirement obligations have been adjusted to reflect the requirements in this standard.

The cumulative effect in the current year of adopting this new standard is to increase liabilities by \$2,348,641, increase the associated tangible capital assets by \$2,052,211, increase expenses by \$296,430.

Financial instruments

Effective April 1, 2022, the Cree Nation adopted the Public Sector Accounting Board's (PSAB) new recommendations for the recognition, measurement, presentation and disclosure of financial assets, financial liabilities and derivatives under Section PS 3450 *Financial Instruments*. The new Section is applied prospectively, and prior periods have not been restated. There was no material impact on the consolidated financial statements from the prospective application of the new accounting recommendations.

3. 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 Cree Nation reporting entity, except for Cree Nation business entities. Trusts administered on behalf of third parties by Ahtahkakoop Cree Nation are excluded from the Cree Nation reporting entity.

The Cree Nation has consolidated the assets, liabilities, revenue and expenses of the following entities and departments:

- Ahtahkakoop Cree Nation
- Ahtahkakoop Cree Nation CMHC Housing
- Ahtahkakoop Cree Nation - TLE Board Operating Account
- Ahtahkakoop Cree Nation - TLE Revenue Account

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.

Ahtahkakoop Treaty Land Entitlement Trust has not been included in these consolidated financial statements as Chief and Council do not control the Trust.



Ahtahkakoop Cree Nation

Notes to the Consolidated Financial Statements

For the year ended March 31, 2023

3. Significant accounting policies (Continued from previous page)

Reporting entity (Continued from previous page)

Ahtahkakoop Cree Nation business entities, owned or controlled by the Cree Nation's Council but not dependent on the Cree Nation for their continuing operations, are included in the financial statements using the modified equity method. Under the modified equity method, the equity method of accounting is modified only to the extent that the government business entity accounting principles are not adjusted to conform to those of the Cree Nation. Thus, the Cree Nation's investment in these entities is recorded at acquisition cost and is increased for the proportionate share of post acquisition earnings and decreased by post acquisition losses and distributions received. Entities accounted for by the modified equity basis include:

- Ahtahkakoop Cree Developments Limited Partnership.

Other economic interests

The Cree Nation is a member of several other entities. The Cree Nation does not share in the profit or loss of these entities nor has control. As a result, these entities have not been included in the consolidated financial statements.

Basis of accounting

Sources of revenues and expenses are recorded on the accrual basis of accounting. The accrual basis of accounting recognizes revenue as they become 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.

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.

Cash and cash equivalents

Cash and cash equivalent include balances with banks and short-term investments with maturities of three months or less. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash. Restricted cash consists of the C.M.H.C. Building, C.M.H.C. Rental, Replacement Reserve and various capital project bank accounts.

Portfolio investments

Long-term investments in entities that are not owned, controlled or influenced by the Cree Nation reporting entity are accounted for using the cost method. They are recorded at cost, less any provision for other than temporary impairment.

Funds held in Ottawa Trust Fund

Funds held in trust on behalf of Cree Nation members by the Government of Canada in the Ottawa Trust Fund are reported on the statement of financial position with an offsetting amount in accumulated surplus. Trust moneys consist of:

- Capital trust moneys derived from non-renewable resource transactions on the sale of land or other Cree Nation tangible capital assets; and
- Revenue trust moneys generated primarily through land leasing transactions or interest earned on deposits held in trust.



Ahtahkakoop Cree Nation

Notes to the Consolidated Financial Statements

For the year ended March 31, 2023

3. Significant accounting policies (Continued from previous page)

Tangible capital assets

Tangible capital assets are initially recorded at cost, which includes amounts directly related to the acquisition, design, construction, development improvement or betterment of the assets. Costs includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset. Contributed tangible assets are recorded at their fair value at the date of contribution.

The Cree Nation's original reserve land is not recognized in the consolidated financial statements.

Amortization

Tangible capital assets are amortized annually using the following methods at rates intended to amortize the cost of the assets over their estimated useful lives:

	Method	Rate
Roads	straight-line	40 years
Buildings	straight-line	30 years
Housing	straight-line	20 years
Infrastructure	straight-line	20 years
Equipment and vehicles	straight-line	5 years

Land is not amortized. Projects under constructions are not amortized until they are put into use.

Asset retirement obligation

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date when there is a legal obligation for the Cree Nation to incur retirement costs in relation to a tangible capital asset (or component thereof), the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made. The best estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at March 31, 2023. The best estimate of an asset retirement obligation incorporates a present value technique, when the cash flows required to settle or otherwise extinguish an asset retirement obligation are expected to occur over extended future periods.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset (or component thereof). The asset retirement cost is amortized over the useful life of the related asset.

At each financial reporting date, the Cree Nation reviews the carrying amount of the liability. The Cree Nation recognizes period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset.

The Cree Nation continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

Liability for contaminated site

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the Cree Nation is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at March 31, 2023.



Ahtahkakoop Cree Nation

Notes to the Consolidated Financial Statements

For the year ended March 31, 2023

3. Significant accounting policies (Continued from previous page)

Liability for contaminated site (Continued from previous page)

At each financial reporting date, the Cree Nation reviews the carrying amount of the liability. Any revisions required to the amount previously recognized is accounted for in the period revisions are made. The Cree Nation continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

There are no known liabilities at March 31, 2023.

Net financial debt

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

Revenue recognition

Non-government 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 funding

The Cree Nation 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 Cree Nation recognizes revenue as the liability is settled. Transfers of non-depreciable assets are recognized in revenue when received or receivable.

Funds held in Ottawa Trust Fund

Revenue is recognized when amounts can be reasonably estimated and collectability is known which is typically when amounts are deposited into the trust accounts.

Other revenue

Rental and user fees revenue is recognized over the agreement term. Other revenue is recognized when the service has been performed.

Segments

The Cree Nation conducts its business through 8 reportable segments: Administration, Economic Development, Education and Post Secondary, Operations and Maintenance, Capital, Training and Development (Social), Justice, Health and Other Programs. These operating segments are established by senior management to facilitate the achievement of the Cree Nation's long-term objectives, to aid in resource allocation decisions, and to assess operational performance.

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. Inter-segment transfers are recorded at the exchange amount.

Retirement benefits

The Cree Nation has a defined contribution pension plan covering substantially all full-time employees who have completed one year of service. There are no prior service costs. Contributions are discretionary, and are based on 7.5% of participants' contributions, which is matched by the Cree Nation. The Cree Nation follows the policy of funding retirement plan contributions as accrued. The Cree Nation contributions totalled \$294,390 (2022 - \$397,425).



Ahtahkakoop Cree Nation

Notes to the Consolidated Financial Statements

For the year ended March 31, 2023

3. Significant accounting policies (Continued from previous page)

Financial instruments

The Cree Nation recognizes its financial instruments when the Cree Nation becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value.

At initial recognition, the Cree Nation may irrevocably elect to subsequently measure any financial instrument at fair value. The Cree Nation has not made such an election during the year.

All financial assets except derivatives are tested annually for impairment. Management considers whether the investee has experienced continued losses for a period of years, recent collection experience for the loan, such as a default or delinquency in interest or principal payments in determining whether objective evidence of impairment exists. Any impairment, which is not considered temporary, is recorded in the statement of operations. Write-downs of financial assets measured at cost and/or amortized cost to reflect losses in value are not reversed for subsequent increases in value. Reversals of any net remeasurements of financial assets measured at fair value are reported in the statement of remeasurement gains and losses.

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 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.

Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites that the Cree Nation is responsible for. Liabilities for legal contingencies are recorded if it is more likely than not the Cree Nation will incur an expense and the expense can be reliably estimated.

A liability for asset retirement obligations reflects management's best estimate of the amount required to retire the related tangible capital asset (or component thereof). The best estimate of the liability is based upon assumptions and estimates related to the amount and timing of costs for future asset retirement.

Changes to the underlying assumptions and estimates or legislative changes in the near term could have a material impact on the provision recognized.



Ahtahkakoop Cree Nation

Notes to the Consolidated Financial Statements

For the year ended March 31, 2023

4. Accounts receivable

	2023	2022
Ahtahkakoop Treaty Land Entitlement Trust	1,879,335	-
Indigenous Services Canada	1,416,926	-
Battlefords Agency Tribal Chiefs Inc. (BATC)	690,235	235,410
Canadian Mortgage and Housing Corporation (CMHC)	562,023	101,952
Other accounts receivable	480,728	487,725
	5,029,247	825,087

5. Restricted assets and portfolio investments

During the year, the Cree Nation received federal assistance through CMHC, pursuant to Section 95 of the National Housing Act, to reduce mortgage interest and enable the Cree Nation to provide housing to members.

The continuation of this interest rate reduction is contingent on the Cree Nation being in compliance with the terms of the agreement, which requires that a monthly amount be set aside to provide for major renovations to Nation housing in future years.

The Cree Nation has established a replacement reserve to ensure replacement of buildings financed by the CMHC, as well as a reserve related to surpluses generated in the post-1997 program, which are to be set aside and used to meet future subsidy requirements of income tested occupants over and above the maximum federal assistance.

The CMHC reserve funds must be held or invested only in accounts or instruments guaranteed by the Canada Deposit Insurance Corporation, or as otherwise approved by the CMHC. Reserve withdrawals are credited first to interest and then to principal.

Restricted cash also consists of cash managed by a capital project manager who is responsible for payments of expenses relating to capital projects funded by ISC.

Restricted assets are comprised of the following:

	2023	2022
ISC - Sewer System - cash	8,124,357	-
ISC - School capital project - cash	4,679,069	2,246,728
ISC - Water treatment plant upgrade project - cash	1,253,958	3,617,662
CMHC - replacement reserve - cash	1,225,661	518,612
ISC - Water treatment plant upgrade project - GIC	1,000,000	-
CMHC - replacement reserve - GIC	750,236	750,236
TLE Operating Board Account - cash	136,121	-
CMHC - operating reserve - cash	101,367	-
ISC - Subdivision - cash	63,665	-
ISC - FNIF roads project - cash	-	139,367
ISC - Storm sewer project - cash	-	70,862
	17,334,434	7,343,467

The Cree Nation has five Guaranteed Investment Certificates ("GIC") which consists of the following:

- \$150,000 GIC with a one year term interest rate of 3.00%, maturing January 2024
- \$350,000 GIC with a three year term interest rate of 1.25%, maturing January 2025
- \$250,236 GIC with a two year term interest rate of 0.40%, maturing October 2023
- \$500,000 GIC with a one year term interest rate of 1.50%, maturing June 24, 2023
- \$500,000 GIC with a one year term interest rate of 1.50%, maturing June 24, 2023



Ahtahkakoop Cree Nation

Notes to the Consolidated Financial Statements

For the year ended March 31, 2023

6. Portfolio investments

Portfolio investments include investments in the following entities:

- BATC Investments Limited Partnership 20.0%
- BATC Land Holdings Ltd. 20.0%
- FN Island Forest Management Inc. 20.0%
- FN Cannabis Limited Partnership 33.3%

The Cree Nation's portfolio investments are in entities which are not traded publicly and for which no active market exists to determine fair value. As such, no fair value of portfolio investments has been provided. The Cree Nation has reported the investments at cost, which is a nominal amount represented by \$nil within these financial statements.

7. Investment in Government Business Enterprise

The Cree Nation holds a 99.99% ownership interest in Ahtahkakoop Cree Developments Limited Partnership (ACDLP). ACDLP was established on April 1, 2010. The operations of ACDLP include two convenience stores, a cafe, a tire shop and a canteen. The investment in ACDLP has been accounted for in accordance with the modified equity method. The general partner Ahtahkakoop Cree Developments Ltd. holds a .01% interest in ACDLP and is carried at a nominal amount.

The Cree Nation has investments in the following entities:

	<i>Balance, beginning of year</i>	<i>Distributions to Partners</i>	<i>Net income</i>	<i>Balance, end of year</i>
First Nation Business Entity - Modified Equity:				
Ahtahkakoop Cree Developments LP (ACDLP)	1,837,876	(94,171)	311,906	2,055,611

The Cree Nation's investment in Ahtahkakoop Cree Developments Limited Partnership was established for the purposes of maintaining business entities operated on the Cree Nation.

Summary financial information for each Cree Nation business partnership, accounted for using the modified equity method, for their respective year-end is as follows:

	<i>ACDLP As at March 31, 2023</i>
Assets	
Current	1,445,298
Long-term	990,528
Total assets	2,435,826
Accounts payable and accruals	
Current	380,215
Total liabilities	380,215
Partnership equity	2,055,611
Total revenue	8,922,986
Total expenses	8,611,080
Net income	311,906
Comprehensive income	311,906



Ahtahkakoop Cree Nation

Notes to the Consolidated Financial Statements

For the year ended March 31, 2023

8. Funds held in trust

Capital and revenue trust monies are transferred to the Cree Nation on the authorization of the Cree Nation's Council, with consent of the Minister of Indigenous Services Canada.

Disbursements from the trust have been utilized as follows:

BCR 2022-01 \$204,718 - Purpose: Grad, treaty, funerals, elders. Costs recorded in Administration - Elders fees, designated projects, funeral.

	2023	2022
Revenue Trust		
Balance, beginning of year	203,802	65,389
Interest	1,848	1,940
Land leases	143,266	136,473
	348,916	203,802
Less: Transfers to Cree Nation	204,718	-
	144,198	203,802

9. Bank indebtedness

The Cree Nation has a revolving line of credit by way of overdraft with the Royal Bank of Canada ("RBC"), which is secured by direction of funding and a general security agreement. The interest rate is at the bank's prime lending rate plus 1.25% (2022 - 1.25%) on a limit of \$900,000 (2022 - \$900,000) with additional overdraft charges as applicable. As at March 31, 2023 \$nil (2022 - \$49,160) was drawn upon. The remaining bank indebtedness includes amounts made up of outstanding cheques greater than the cash balance.

The Cree Nation also has a second revolving line of credit by way of overdraft with RBC, which is secured by direction of Health Canada funding and a general security agreement. The interest rate is at the bank's prime lending rate plus 2.00% on a limit of \$50,000 with additional overdraft charges as applicable. As at March 31, 2023 \$nil (2022 - \$nil) was drawn upon. The remaining bank indebtedness includes amounts made up of outstanding cheques greater than the cash balance.

10. Accounts payable and accruals

	2023	2022
Trade payable	2,455,474	1,718,433
Capital projects	1,067,183	1,410,988
Accrued payroll	307,263	307,263
ISC payable	286,935	72,409
ACDLP payable	121,622	188,977
Other accrued liabilities	110,500	90,500
Accrued interest	78,548	78,548
	4,427,525	3,867,118



Ahtahkakoop Cree Nation
Notes to the Consolidated Financial Statements
For the year ended March 31, 2023

11. 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>Amount recognized</i>	<i>Balance, end of year</i>
ISC - Sewer System	590,688	8,000,000	564,419	8,026,269
ISC - School Capital	2,749,011	5,000,000	2,702,023	5,046,988
TLE Revenue Account	-	3,279,335	1,405,000	1,874,335
ISC - WTP Upgrade	2,896,642	254,082	2,173,414	977,310
ISC - Child & Family Prevention	-	2,609,925	1,860,018	749,907
Treaty Land Entitlement Band Development	-	1,400,000	810,000	590,000
ISC - Construction - Immediate Needs	246,310	1,265,806	1,012,316	499,800
ISC - CFS FN Representative	-	562,321	199,138	363,183
TLE Operating Board Account	-	526,475	405,354	121,121
ISC - Jordan's Principal - various	56,530	215,742	166,978	105,294
ISC - Specific Claims	-	155,000	52,428	102,572
ISC - IAFNYES	-	397,095	321,617	75,478
ISC - Community Development Initiative	-	85,000	10,479	74,521
ISC - Land Management Environment	-	75,350	21,882	53,468
ISC - Adult Education	-	58,843	5,884	52,959
ISC - Capacity Innovation Housing	-	51,588	5,157	46,431
ISC - Asset Management Plan	-	30,000	18,683	11,317
ISC - Mental Wellness Program (COVID)	413,137	-	413,137	-
Government of Canada - Justice	16,327	-	16,327	-
	6,968,645	23,966,562	12,164,254	18,770,953

12. Asset retirement obligation

The Cree Nation has housing and buildings that will require additional costs in order to remediate due to asbestos. The Cree Nation recognized a liability for the asset retirement obligation and a corresponding amount has been capitalized as an asset retirement cost and added to the carrying value of housing and buildings. The asset retirement cost is amortized on a straight-line basis over the useful life of the asset.

The Cree Nation estimated the amount of the liability using the discounted cash flow method. The significant assumptions used to determine the best estimate of the liability include:

- Estimate of 10 years until housing is remediated and 10 years for community buildings
- Expected inflation rate of 3% (risk free rate estimated to approximate inflation)

	2023	2022
Liabilities incurred	2,280,234	-
Accretion	68,407	-
Balance, end of year	2,348,641	-



Ahtahkakoop Cree Nation
Notes to the Consolidated Financial Statements
For the year ended March 31, 2023

13. Long-term debt *(Continued from previous page)*

Back Hoe and Grader Loan - Term loan repaid during the year	-	443,433
New Roads Loan - Term loan repaid during the year	-	200,000
	11,153,043	12,903,433
Less: current portion	1,369,680	1,460,710
	9,783,363	11,442,723

Principal repayments on long-term debt in each of the next five years, assuming long-term debt subject to refinancing is renewed, are estimated as follows:

2024	1,369,680
2025	1,902,089
2026	1,095,076
2027	1,046,890
2028	988,768

14. Contingent assets

Treaty Benefit Claim - Cows and Plows

Ahtahkakoop Cree Nation has initiated a Cows & Plows claim against the Government of Canada. The Cree Nation has obtained a loan to finance certain costs of negotiating the settlement. Insurance has been obtained to mitigate the risk that the settlement proceeds may be less than the total loan outstanding at such time the claim is resolved.

Royal Bank of Canada term loan due on demand RBC bank prime plus 0.25%. The credit facility is repayable in full at the earlier of receipt of funds pursuant to a claim settlement or July 4, 2024.

As of March 31, 2023, expenses totaling \$599,587 (2022 - \$563,978) have been incurred and available financing drawn. The Cree Nation anticipates these costs will be paid from settlement proceeds. When the claim is finalized or the insurance proceeds are paid the amounts will be recognized in revenue.

Residential Schools - band reparations class action settlement

On March 9, 2023, the Federal Court of Canada approved a settlement between Canada and 325 First Nation communities for the collective harm suffered by Indigenous communities as a result of Indian Residential Schools. The Cree Nation has been included in the class action settlement. The Cree Nation expects to receive an initial one-time payment of \$200,000 for the purposes of developing a plan to carry out one or more of the objectives set out in the settlement. Further funds may be available upon submission of additional documentation. There may also be an annual entitlement payment for a share of annual investment income on funds related to the settlement.



Ahtahkakoop Cree Nation

Notes to the Consolidated Financial Statements

For the year ended March 31, 2023

15. Related party transactions

During the year, the Cree Nation conducted the following transactions with related entities. All transactions were undertaken at normal market prices for similar goods and services.

	2023	2022
Ahtahkakoop Cree Developments Limited Partnership - Expenses	2,952,869	1,404,785
Ahtahkakoop Cree Developments Limited Partnership - Balances in accounts payable at year-end (Note 10)	121,622	188,977

16. Tangible capital assets

The tangible capital assets reconciliation is included in Schedule 1.

Buildings, housing and equipment includes capital assets under construction with a carrying value totaling \$14,543,605 (2022 - \$12,728,177). No amortization of these assets has been recorded during the year as they are currently under construction with various anticipated completion dates.

The Cree Nation holds works of art and historical treasures, which have not been included in tangible capital assets due to the inability of estimating future benefits associated with such property.

17. Accumulated surplus

Accumulated surplus consists of the following:

	2023	2022
Ottawa Trust Fund	144,198	203,803
CMHC Reserve	2,104,401	1,863,200
Tangible Capital Assets	36,696,736	29,232,098
Business Investments	2,055,611	1,837,876
Treaty Benefit Claim (Cows & Plows)	(599,587)	(563,979)
Operating	8,330,081	6,417,377
	48,731,440	38,990,375

18. Indigenous Services Canada revenue reconciliation

	2023	2022
Balance per confirmation	49,202,363	48,737,627
Balance per Statement of Operations	39,751,119	44,381,694
Add: Current year deferred revenue	16,185,498	6,952,319
Add: ISC recovery of funding	218,065	43,008
Less: Prior year deferred revenue	(6,952,319)	(2,639,394)
Reconciled balance	49,202,363	48,737,627



Ahtahkakoop Cree Nation

Notes to the Consolidated Financial Statements

For the year ended March 31, 2023

19. Budget information

The disclosed budget information has been approved by the Chief and Council of the Cree Nation at the Chief and Council meeting held on November 30, 2022.

The disclosed budget is required to be presented on the same basis as the actual results. Certain capital projects were not included in the original budget as funding for these projects was not finalized or available until after the completion of the consolidated budget.

Management does not budget for lease revenues deposited into the Ottawa Trust Fund account or funds withdrawn from the Ottawa Trust Fund account. As such, no amounts have been included in the annual budget for the Cree Nation for the deposit lease revenues or withdrawal of Ottawa Trust Funds.

20. Segments

The Cree Nation provides a range of services to its members. For management reporting purposes, operations and activities are organized and reported by department. The segments of the Cree Nation and the services provided by each are as follows:

- Administration — handles the finances and administration of the Cree Nation including support to Chief and Council and all other departments. The department provides internal support and central services to ensure the efficient and effective operations of the Cree Nation.
- Economic development — represents a variety of band owned activities and economic development initiatives, including the Bingo, CEDO programs and other programs.
- Education and Post Secondary — provides a variety of services for students from nursery school to grade 12 that meet all provincial criteria with a cultural influence that reflects the First Nation's identity. The department includes a nutrition program, student counselling services, a resource centre, a Cree language and culture program, and a community school program.
- Operations and Maintenance — responsible for the capital projects, such as waste systems, roads and schools, etc. The projects are non-recurring and require both capital funding and band funding.
- Capital — this department is responsible for larger maintenance projects that are non-recurring in nature and require both capital funding and band funding. Capital projects include housing renovations and new housing.
- Training and Development (Social) — responsible for delivering social programs to the members such as service delivery, basic needs, special needs, PES and other programs.
- Justice — handles the major justice activities, including the police management board, tribal police, the alternative measures program, and the court worker program.
- Health — offers twenty-six community based programs aimed toward the well-being and health of the Cree Nation's residents. The Cree Nation operates a health centre with both health and dental services, as well as a home care program, counselling for drug and alcohol addictions, community health representatives, daycare and headstart.
- Other programs — a variety of different programs.

For each segment separately reported, the segment revenue and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis.



Ahtahkakoop Cree Nation

Notes to the Consolidated Financial Statements

For the year ended March 31, 2023

21. Scope of Operations

Ahtahkakoop Cree Nation receives substantially all of its revenue from Indigenous Services Canada ("ISC") as a result of Treaties entered into with the Crown in Right of Canada. These Treaties are administered by ISC under the terms and conditions of the Indian Act. The ability of the Cree Nation to continue operations is dependent upon the Government of Canada's continued financial commitments as guaranteed by these Treaties.

22. Contingent liabilities

a) These consolidated financial statements are subject to review by the Cree Nation's funding agencies. It is possible that adjustments could be made based on the results of their reviews. Any forfeited funding will be recorded in the year the amounts are determined.

b) The Cree Nation has engaged legal counsel to represent them in various claims against the Government of Canada. Fees relating to these claims may not yet be invoiced and it is not possible to estimate any amount not yet invoiced. It is expected a significant portion of fees relating to these claims will be invoiced when the claim is resolved and will be paid from settlement proceeds.

23. Comparative figures

Certain comparative figures have been reclassified to conform with current year's presentation.

24. Ahtahkakoop Treaty Land Entitlement Settlement

In 2022, the Cree Nation settled its outstanding Treaty Land Entitlement Claim against the Government of Canada and the Province of Saskatchewan for \$43,275,501, which includes additional monies of \$1,373,193 for costs associated with acquisition, ratification and negotiating the claim. The order for the Respondents to pay was issued during in March 2022 with \$1,129,698 being deducted to cover the Cree Nation's outstanding loans related to this claim from Canada. In the current year, funds were received from Canada and \$42,145,803 was transferred to the Ahtahkakoop Treaty Land Entitlement Trust.

25. Financial Instruments

The Cree Nation as part of its operations carries a number of financial instruments. It is management's opinion that the Cree Nation is not exposed to significant interest, currency or credit risks arising from these financial instruments except as otherwise disclosed.

Credit Risk

Credit risk is the risk of financial loss because a counter party to a financial instrument fails to discharge its contractual obligations. The carrying amount of accounts receivable represents the maximum exposure to credit risk.

Accounts receivable from four entities represents 90% of total receivables at March 31, 2023 (2022 - three entities 54%). As at March 31, 2023, \$4,138,579 (2022 - \$162,668) of accounts receivable was aged less than 30 days, \$205,261 (2022 - \$492,332) 30 to 90 days, and \$685,409 (2022 - \$170,092) over 90 days.

Risk management

The Cree Nation manages its credit risk by performing regular assessments. The Cree Nation believes there is limited credit risk as the majority of accounts receivable is due from government entities.



Ahtahkakoop Cree Nation

Notes to the Consolidated Financial Statements

For the year ended March 31, 2023

25. Financial Instruments *(Continued from previous page)*

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk. The Cree Nation is exposed to interest rate risk primarily relating to long-term debt, and marketable securities. In seeking to minimize the risks from interest rate fluctuations, the Cree Nation manages exposure through obtaining debt with a combination of fixed and variable rates, entering into agreements with Canada Mortgage and Housing Corporation (CMHC) to provide subsidy for the payment of principal and interest on the related loans from CMHC, and obtaining marketable securities with varying maturity dates.

Liquidity Risk

Liquidity risk is the risk that the Cree Nation will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivery of cash. The Cree Nation enters into transactions to purchase goods and services for which repayment is required at various dates.

The Cree Nation manages the liquidity risk resulting from accounts payable and accruals, and deferred revenue by collecting accounts receivable, maintaining liquid assets and through authorized operating lines of credit of up to \$950,000.



Ahtahkakoop Cree Nation

Schedule 1 - Consolidated Schedule of Tangible Capital Assets

For the year ended March 31, 2023

	<i>Infrastructure</i>	<i>Roads</i>	<i>Buildings</i>	<i>Housing</i>	<i>Equipment & Vehicles</i>	<i>2023</i>	<i>2022</i>
Cost							
Balance, beginning of year	1,910,327	10,090,503	28,024,726	33,985,860	8,123,856	82,135,272	72,299,805
Acquisition of tangible capital assets	-	192,803	4,875,437	671,741	2,533,164	8,273,145	10,386,259
Asset retirement obligations recognized	-	-	604,115	1,676,119	-	2,280,234	-
Disposal of tangible capital assets	-	-	-	-	(148,242)	(148,242)	(550,792)
Balance, end of year	1,910,327	10,283,306	33,504,278	36,333,720	10,508,778	92,540,409	82,135,272
Accumulated amortization							
Balance, beginning of year	1,393,768	3,898,309	5,177,971	23,729,065	4,953,620	39,152,733	36,140,961
Annual amortization	60,684	237,488	713,531	563,027	1,202,051	2,776,781	3,368,093
Accumulated amortization on disposals	-	-	-	-	(55,122)	(55,122)	(356,321)
	1,454,452	4,135,797	5,891,502	24,292,092	6,100,549	41,874,392	39,152,733
Balance, end of year	455,875	6,147,509	27,612,776	12,041,628	4,408,229	50,666,017	42,982,539
2022 Net book value of tangible capital assets	516,559	6,192,194	22,846,755	10,256,795	3,170,236	42,982,539	



Ahtahkakoop Cree Nation
Schedule 2 - Schedule of Consolidated Expenses by Object
For the year ended March 31, 2023

	2023	2022
Consolidated expenses by object		
Salaries and wages	13,100,218	12,400,772
Social assistance	4,414,936	3,335,270
Supplies	3,187,137	2,758,858
Repairs and maintenance	3,023,193	1,264,551
Designated projects	2,825,703	3,786,545
Amortization	2,776,781	3,368,093
Sports, recreation and culture	1,735,846	650,906
Travel and honorarium	1,410,281	1,091,199
Contracted services	1,131,725	796,278
Training and development	713,653	783,609
Tuition	641,164	640,106
Emergency assistance	632,151	344,489
Insurance	626,779	607,370
Student allowance	614,767	508,717
Utilities	549,560	490,642
Room rentals and meals	375,567	315,550
Nutrition program expense	336,963	197,769
Professional fees	274,904	641,369
Bank charges and interest	214,409	215,709
Governance travel, training and honouraria	209,479	118,989
Telephone	201,154	143,413
Interest on long-term debt	186,427	89,066
Funeral	127,488	172,533
Extra-curricular	117,870	35,705
Elders fees	101,102	80,741
Accretion (Note 12)	68,407	-
On-reserve student allowance	68,099	57,770
Community donations	67,881	22,001
Textbooks	57,643	59,296
Graduation	41,468	27,272
Election costs	31,554	78,612
Scholarships	3,610	5,300
	39,867,919	35,088,500



Ahtahkakoop Cree Nation Administration

Schedule 3 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2023

	2023	2022
Revenue		
Indigenous Services Canada	1,702,032	3,420,092
First Nations Trust	1,359,657	610,871
Ahtahkakoop Treaty Land Entitlement Trust	1,220,354	-
Battlefords Agency Tribal Chiefs Inc.	660,551	2,500
Other revenue	613,214	92,993
Lease revenues	145,152	138,415
Other Government Agencies	-	25,500
	5,700,960	4,290,371
Expenses		
Salaries and wages	1,056,585	1,369,721
Amortization	831,303	819,790
Travel and honorarium	688,293	558,644
Sports, recreation and culture	389,354	42,031
Professional fees	267,548	610,556
Designated projects	250,855	1,513,848
Contracted services	238,916	213,733
Room rentals and meals	237,049	154,257
Governance travel, training and honouraria	190,852	99,552
Supplies	168,133	259,897
Bank charges and interest	127,795	78,783
Funeral	121,803	145,762
Repairs and maintenance	75,712	60,566
Telephone	71,498	34,653
Insurance	67,573	53,806
Community donations	36,965	5,642
Election costs	31,554	78,612
Training and development	31,055	24,857
Emergency assistance	27,065	344,489
Graduation	13,400	11,850
Elders fees	13,001	12,650
Utilities	12,577	-
Scholarships	600	-
Administration (recovery)	(3,233,117)	(1,372,443)
	1,716,369	5,121,256
Surplus (deficit) before other items	3,984,591	(830,885)
Other items		
Gain on disposal of capital assets	3,900	10,199
Earnings from Government Business Enterprise	311,906	470,857
Ahtahkakoop Treaty Land Entitlement Settlement	-	43,275,501
Contribution to Ahtahkakoop TLE Trust	-	(42,145,804)
	315,806	1,610,753
Surplus before transfers	4,300,397	779,868
Transfers between programs	(742,924)	(183,493)
Surplus	3,557,473	596,375



Ahtahkakoop Cree Nation
Economic Development
Schedule 4 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2023

	2023	2022
Revenue		
Indigenous Services Canada	350,884	1,435,010
Other revenue	26,001	228,849
Rental income	-	10,200
	376,885	1,674,059
Expenses		
Designated projects	351,484	446,266
Supplies	81,206	6,284
Salaries and wages	26,801	41,237
Insurance	9,956	9,445
Telephone	6,866	2,503
Travel and honorarium	2,566	3,062
Sports, recreation and culture	-	293,660
Administration	-	71,852
Community donations	-	2,000
	478,879	876,309
Surplus (deficit) before transfers	(101,994)	797,750
Transfers between programs	-	(602,826)
Surplus (deficit)	(101,994)	194,924



Ahtahkakoop Cree Nation
Education and Post Secondary
Schedule 5 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2023

	2023	2022
Revenue		
Indigenous Services Canada	13,511,083	14,068,901
Saskatchewan Indian Institute of Technologies	881,940	510,721
Other revenue	606,991	288,515
Battle River Treaty 6 Health Centre Inc.	493,331	134,036
	15,493,345	15,002,173
Expenses		
Salaries and wages	7,147,370	6,946,470
Administration	1,492,629	762,545
Supplies	1,436,928	1,208,903
Designated projects	1,414,150	878,953
Contracted services	741,852	361,364
Tuition	641,164	640,106
Student allowance	614,767	508,717
Amortization	350,438	308,503
Nutrition program expense	336,917	197,769
Travel and honorarium	262,553	255,000
Sports, recreation and culture	201,905	94,446
Utilities	192,964	163,731
Training and development	168,532	112,548
Repairs and maintenance	166,074	103,250
Extra-curricular	117,870	35,705
Room rentals and meals	109,322	74,406
Elders fees	82,851	52,568
On-reserve student allowance	68,099	57,770
Textbooks	57,643	59,296
Insurance	53,113	54,468
Telephone	48,700	40,075
Graduation	28,068	15,422
Community donations	22,067	11,359
Governance travel, training and honouraria	18,627	19,437
Scholarships	3,000	5,300
Bank charges and interest	117	597
Professional fees	-	8,463
	15,777,720	12,977,171
Surplus (deficit)	(284,375)	2,025,002



Ahtahkakoop Cree Nation
Operations & Maintenance
Schedule 6 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2023

	2023	2022
Revenue		
Indigenous Services Canada	9,124,738	11,186,317
Rental income	52,915	56,649
Other revenue	49,707	219,417
Battlefords Agency Tribal Chiefs Inc.	-	38,720
	9,227,360	11,501,103
Expenses		
Salaries and wages	1,223,533	924,095
Amortization	843,732	241,120
Supplies	656,372	440,965
Repairs and maintenance	484,384	229,536
Administration	273,714	91,768
Designated projects	259,121	236,622
Utilities	242,630	186,805
Insurance	79,669	129,951
Accretion	68,407	-
Travel and honorarium	64,938	38,376
Contracted services	54,440	91,671
Bank charges and interest	28,763	73,211
Telephone	9,935	6,453
Training and development	5,049	1,472
Room rentals and meals	965	180
	4,295,652	2,692,225
Surplus before other items	4,931,708	8,808,878
Other items		
Gain on disposal of capital assets	-	36,023
	4,931,708	8,844,901
Surplus before transfers	4,931,708	8,844,901
Transfers between programs	105,926	371,826
	5,037,634	9,216,727
Surplus	5,037,634	9,216,727



Ahtahkakoop Cree Nation Capital

Schedule 7 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2023

	2023	2022
Revenue		
Indigenous Services Canada	1,526,586	2,816,226
Canada Mortgage and Housing Corporation	1,697,453	1,216,454
Rental income	707,087	319,498
Other revenue	30,633	75,179
	3,961,759	4,427,357
Expenses		
Repairs and maintenance	2,175,281	764,598
Amortization	395,415	1,668,427
Insurance	334,816	298,872
Salaries and wages	230,921	180,396
Interest on long-term debt	159,509	74,696
Supplies	156,646	55,627
Administration	63,008	106,380
Bank charges and interest	39,324	48,320
Travel and honorarium	29,917	25,118
Contracted services	9,578	42,028
Elders fees	5,000	5,500
Telephone	1,670	2,052
Room rentals and meals	874	5,780
Designated projects	(25,505)	110,386
	3,576,454	3,388,180
Surplus before other items	385,305	1,039,177
Other items		
Gain on disposal of capital assets	-	405,154
Surplus before transfers	385,305	1,444,331
Transfers between programs	-	130,564
Surplus	385,305	1,574,895



Ahtahkakoop Cree Nation
Training & Development (Social)
Schedule 8 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2023

	2023	2022
Revenue		
Indigenous Services Canada	8,849,288	5,852,085
Battlefords Agency Tribal Chiefs Inc.	704,865	670,304
	9,554,153	6,522,389
Expenses		
Social assistance	4,414,936	3,335,270
Administration	1,003,786	63,744
Salaries and wages	700,289	267,451
Emergency assistance	605,087	-
Training and development	453,712	570,386
Designated projects	246,939	300,658
Travel and honorarium	96,392	55,312
Sports, recreation and culture	79,053	-
Utilities	64,045	105,576
Repairs and maintenance	54,699	527
Supplies	50,054	49,836
Contracted services	41,802	21,802
Bank charges and interest	13,832	14,798
Community donations	8,500	3,000
Telephone	7,567	6,437
Funeral	5,685	26,772
Insurance	4,709	806
Professional fees	2,100	-
Room rentals and meals	1,135	16,676
Elders fees	250	-
Nutrition program expense	46	-
	7,854,618	4,839,051
Surplus before transfers	1,699,535	1,683,338
Transfers between programs	(890,948)	-
Surplus	808,587	1,683,338



Ahtahkakoop Cree Nation Justice

Schedule 9 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2023

	2023	2022
Revenue		
Other Government Agencies	173,038	72,571
Battlefords Agency Tribal Chiefs Inc.	-	12,779
	173,038	85,350
Expenses		
Salaries and wages	85,728	68,928
Travel and honorarium	46,365	14,686
Supplies	12,445	2,867
Training and development	6,177	865
Room rentals and meals	4,348	974
Telephone	2,534	2,105
Insurance	2,050	-
Contracted services	840	-
Utilities	200	-
Administration	-	3,436
	160,687	93,861
Surplus (deficit) before transfers	12,351	(8,511)
Transfers between programs	19,765	8,510
Surplus (deficit)	32,116	(1)



Ahtahkakoop Cree Nation Health

Schedule 10 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2023

	2023	2022
Revenue		
Indigenous Services Canada	4,686,508	5,603,063
Other revenue	115,490	175,540
	4,801,998	5,778,603
Expenses		
Salaries and wages	2,494,968	2,563,468
Supplies	622,701	720,999
Administration	399,980	272,718
Amortization	355,893	330,251
Designated projects	292,087	299,813
Travel and honorarium	172,867	121,046
Insurance	69,469	59,507
Repairs and maintenance	62,423	106,075
Telephone	49,806	46,972
Training and development	44,904	73,480
Contracted services	44,297	65,680
Utilities	37,145	34,529
Room rentals and meals	18,104	63,276
Sports, recreation and culture	16,752	-
Professional fees	2,285	1,607
Community donations	350	-
Bank charges and interest	345	-
Elders fees	-	10,024
	4,684,376	4,769,445
Surplus before other items	117,622	1,009,158
Other items		
Loss on disposal of capital assets	(320)	-
	117,302	1,009,158
Surplus	117,302	1,009,158



**Ahtahkakoop Cree Nation
Other Programs**

Schedule 11 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2023

	2023	2022
Revenue		
Battlefords Agency Tribal Chiefs Inc.	4,000	-
Other revenue	-	70,726
	4,000	70,726
Expenses		
Sports, recreation and culture	1,048,783	220,769
Salaries and wages	134,023	39,005
Travel and honorarium	46,390	19,955
Designated projects	36,573	-
Interest on long-term debt	26,918	14,370
Insurance	5,426	516
Repairs and maintenance	4,619	-
Bank charges and interest	4,233	-
Training and development	4,225	-
Room rentals and meals	3,770	-
Professional fees	2,972	20,742
Supplies	2,654	13,481
Telephone	2,578	2,164
	1,323,164	331,002
Deficit before transfers	(1,319,164)	(260,276)
Transfers between programs	1,508,181	275,419
Surplus	189,017	15,143