ANNUAL REPORT



Chief Red Bear
CHILDREN'S LODGE

2023-2024
Annual Report

Executive Summary

2023-2024 was a year of transformation for Chief Red Bear Children's Lodge (CRBCL), as we strengthened our foundation and expanded our services to support Cowessess children, youth, and families under the Miyo Pimatisowin Act. We celebrate engagement with over 594 children/youth, 156 parents, and 133 families through our prevention and healing programs. Our Culture Team has fostered cultural revitalization and community connection through traditional ceremonies, community sweats, and skill-building workshops, nurturing the bonds between generations. The Growing Up Well team have been steadfast advocates for Cowessess children in care, reconnecting them with their roots and providing their families with tools to rebuild stability and strength.

Under the guidance of Chief and Council, CRBCL navigated significant leadership changes, established organizational structure, and embraced new strategies for our programs. We dedicated ourselves to creating our Service Model, braiding culture, prevention, intervention, healing, and empowerment into a unified framework that honours Cowessess traditions and values. We also created partnerships with key stakeholders including the Ministry of Social Services, Cowessess First Nation departments, and Yellow Thunderbird Lodge.

This report serves as a reflection of our successes, the challenges we continue to face, and the hopeful plans we hold for the future as we walk the path of self-governance and family resilience. As we continue to expand our reach and refine our services, CRBCL remains dedicated to reclaiming our stories and empowering our community through culturally grounded care. Together, we are building the path to Miyo Pimatisowin—the Good Life.

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Message from Leadership



As we reflect on this past year, we acknowledge the journey of stabilization and transformation undertaken by Chief Red Bear Children's Lodge. The steps we've taken together honor the spirit of Miyo Pimatisowin, the Good Life, and demonstrate our commitment to protecting and nurturing our children, families, and community.

The Lodge's progress this year fills my heart with pride. We have faced many challenges, including navigating significant leadership transitions and rebuilding the trust and strength of our organization. Yet, through perseverance, cultural grounding, and a shared vision, we have emerged stronger.

From the development of the CRBCL service model to fostering partnerships and expanding culturally rooted programs, these accomplishments reflect the resilience and dedication of our people.

CRBCL staff and leadership have worked tirelessly to stabilize services, strengthen relationships and ensure the families we serve receive the support they need. These are not just steps forward but foundational strides for a future rooted in sovereignty, healing, and kinship.

However, our journey does not end here. There is still more work to be done. Together, we must continue refining our services, addressing challenges, and creating opportunities for our families and children to thrive. This work is sacred, and it calls on all of us to remain steadfast and collaborative in our efforts.

We extend gratitude to the staff, families, and partners who have walked this path with us. With their commitment, and with the guidance of our ancestors, we will continue to build the good life for all Cowessess members, now and for generations to come.

- Chief Erica Beaudin, Board Chair
on behalf of the Governance Team


Baby

Organization Overview

Cowessess First Nation (CFN) was the first Indigenous community to sign a Coordination Agreement with provincial and federal governments under Bill C-92, recognizing and supporting CFN's jurisdiction over child and family wellbeing through the Miyo Pimatisowin Act.

The Miyo Pimatisowin Act was voted in by Cowessess Citizens to honour CFN's right to self-governance, affirm its jurisdiction, and set standards for services to support Cowessess children and families.

Launched in 2021, CRBCL is the first Indigenous child and family services agency to operate under its own laws. Created by Cowessess First Nation (CFN) under the Miyo Pimatisowin Act, the Lodge is committed to protecting Cowessess children and families, guided by traditional teachings and self-governance.

January 2020

The Act respecting First Nations, Inuit and Métis children, youth, and families takes effect, affirming Indigenous jurisdiction over child and family wellbeing.

January 2020

Cowessess First Nation enacts its Constitution and passes the Miyo Pimatisowin Act based on Cowessess values.

April 2021

Chief Red Bear Children's Lodge (CRBCL) is launched, operating under Cowessess law.

July 2021

Cowessess First Nation signs a coordination agreement with Canada and Saskatchewan, supporting its jurisdiction over children and families.



Vision

A healthy, proud, and vibrant Nation where all children, families, and future generations achieve wellness from their connection to the homefires.

Mission

In honouring our Nation, we are committed to a holistic, traditional, and culturally based healing model that serves our children and families.

Values

Traditional Indigenous Values and Cultural Practices.
We are committed to traditional teachings, cultural practices, and diverse spirituality that will guide all aspects of Chief Red Bear Children's Lodge in order to sustain the culture of Cowessess First Nation.

Community Connectedness and Engagement.
We encourage involvement, engagement, and empowerment to all community Members. Community is what holds us together, gives us strength, and connects us to our home fire. We are committed to never giving up and always believing in our people and our community.

Mutual Respect, Honour, Integrity, and Truthfulness.
We will act with integrity, honour, truthfulness, and mutual respect. Respect for oneself, mutual respect for co-workers and community members, honesty, and integrity for one another. We honour our people, where they come from, where they are at, and where they are going.

Nurturing, welcoming, loving and accepting community.
We believe family is important to us. Providing a nurturing, welcoming and loving community will create a sense of belonging and a feeling of family and home. We are non-judgemental and are accepting of all cultures and spiritual practices.

Courage, Wisdom, Hope and Humility.
We must always consider ourselves equal to one another and always look forward towards good things. We are guided by the wisdom from our Elders, Knowledge Keepers, and leaders who provide us with a strong course of action. We have the courage to take on the mental and moral strength to protect our children and families.

Foundational Priorities

Child & Family Intervention & Healing Services

Cowessess First Nation Sovereignty & Jurisdiction

Connection To Homefires

Cultural Identity & Healing

Governance

Chief Erica Beaudin and the newly elected council took their place on April 25, 2023. Recognizing the need for change, Chief and Council assumed the role of the Board to address significant challenges in governance and leadership. Chief and Council are the acting Board of Governors while they oversee recruitment and appointment of new Board members.

Staff

In this period of restructuring and development, the Leadership Team has been focused on making changes and improvements while keeping services running smoothly. Since the departure of the former CEO, we are reviewing the structure of the organization and using a collaborative approach to leadership. All levels of staff have a voice in developing the organizational tools and framework to guide our processes.

We want to acknowledge the work of all the frontline and administrative staff who have been a source of strength through times of transition. Our staff work closely with the families we serve and bring valuable insight to our growth and development. We value each and every member of our team.

Leadership Team:

Nicole Cook
Interim CEO

Amber Delorme
Executive Assistant

Andre Harris
Chief Financial Officer

Bevann Fox
Director of Good Life

Cynthia Sparvier
Awasisak Pimatisowin Director

Grady Lerat
Cultural Leader

Susan Delorme
Director of Human Resources

Phyllis Daniels
Director of Growing Up Well



Human Resources

An important part of any organization is ensuring employees are happy and treated well. This year, the Human Resources department developed and standardized processes to ensure fairness, consistency, and alignment with our practices as a growing human services organization.

Key accomplishments include:

- Creating job descriptions and a wage scale to clarify roles and promote equity.
- Finalizing the Human Resources Manual to align practices with cultural values.
- Transitioning to the ADP payroll system, increasing efficiency and aligning with CFN operations.
- Expanding the HR team to include a Director, Generalist, and Assistant.

Data & Research

Data and Research Department tracks and analyzes data in a meaningful way to inform evidence-based practices, evaluate programs, and guide policy development. We support informed decision-making and resource allocation while fostering advocacy and continuous improvement in services.

This year, we have been working to develop a customized database to enhance confidentiality and protection for clients, with a focus on meaningful data tracking. The database will be designed to support our service model, establishing financial and data governance accountability frameworks, and upholding the First Nations principles of OCAP (Ownership, Control, Access and Possession) to support strong information governance on the path to First Nations data sovereignty.

We are also strengthening our strategic partnerships with various stakeholders across Saskatchewan and other provinces and territories, as well as with Indigenous governing bodies and First Nation Child and Family Services at both provincial and national levels.

Financial Highlights

This year, we have enhanced the tools and resources used in our financial practices. We successfully implemented Sage, an accounting software, which has enhanced productivity and efficiency in payment processing, accounts receivable, month-end reporting, and budgeting. We also partnered with Human Resources in the successful transition to the ADP HR/Payroll system.

As we conclude another productive year, the finance department remains committed to building strong working relationships with all departments to ensure we meet the needs of every child and family.

Overview

Annual Operations

For the fiscal year ending March 31, 2024, Chief Red Bear Children's Lodge Inc reported a breakeven result, in contrast to a surplus of $8,134,908 for the fiscal year ending March 31, 2023.

Revenues

In the 2023-24 fiscal year, total revenues were $7,601,951, compared to $13,992,245 in 2022-23.

Deferred Revenue

Deferred revenue includes unspent funds restricted for the Organization's various programs (see note 7 for details)

Expenses

In the 2023-24 fiscal year, total expenses rose to $7,601,951, up from $5,857,337 in 2022-23. This $1,744,614 increase represents a 29.7% growth compared to the previous year, reflecting CRBCL's expansion in providing more programs and support to children and families.

Accumulated Surplus

The accumulated surplus comprises both operating and capital funds. As of March 31, 2024, the accumulated surplus was $18,310,480, unchanged from the $18,310,480 reported on March 31, 2023. This figure includes assets acquired by the organization. The ending balance for designated assets was $1,133,762 as of March 31, 2024, compared to $710,015 on March 31, 2023.

Internally restricted reserves decreased by $8,948.558 from 2023 to 2024. Further details regarding both internally and externally restricted reserves can be found in Schedule 5 of the financial report.

Growing Up Well

The Growing Up Well team advocates for Cowessess children in care, youth, and families in the process of working with child and family services. Our focus now is connecting families to prevention, culture and healing programs and services. This year, under new leadership, we worked to build relationships and ensure families can access the resources they need to thrive.

Highlights

- A new interim Director and Supervisor streamlined internal processes to ensure comprehensive support in alignment with other departments.
- We connected with 80 children in care and their families during engagements filled with activities, food, and information about CRBCL.
- Cowessess children were called home for the annual powwow to experience Cowessess culture, meet their extended family members, and connect to the land
- We worked with the Ministry of Social Services to transfer file information for Cowessess children in care, which is now securely held on the Nation. A ceremony was conducted to honour those children's stories when they arrived.
- An internal working group began developing a Post-Majority Program to support young adults (18–26) and ensure they stay connected to culture and community as they enter adulthood.
- We visited 11 Cowessess children and their families living in Calgary after consultations with Alberta Indigenous Children's Services to discuss their permanent wardship status.
- We conducted community engagements in Yorkton, Cowessess, and Regina, gathering input and surveys from youth and community members.
- Our team strengthened partnerships with local organizations, schools, and families to build a holistic circle of care.

The vision of the Growing Up Well team (GUW) is that the children who encounter or become involved with Chief Red Bear Children's Lodge are always working towards Miyo Pimatisowin, living a good life and growing up well.



Good Life

The Good Life (Prevention & Healing) Department delivers prevention programs based on the needs of the community. We also provide needs-based support to parents, expectant parents, and caregivers, helping them address children's needs in the home and prevent situations that could lead to children entering the care system.

This year, we facilitated the following programs in collaboration with other CFN departments (Health and Social department, Cowessess Urban Office)

We also attended community engagements to build relationships and support the community and members in Regina, including the Treaty 4 Parade, Pride Parade, Urban Christmas Dinners, Winter Fest

Program Statistics

Wholistic Wellness Program
94 children
64 parents
56 families.
18 programs on-reserve
5 programs in Regina

Children & Youth Program
393 children
198 youth
57 parents
8 programs on-reserve
4 programs in Regina

Early Years Program
112 children
127 parents
25 families
41 programs on-reserve
8 programs online
10 programs in Regina

Awayowasawin Program
8 children
10 adults
8 families

Family Support Program
320 children
125 families

Home Fire Program
130 children
47 families

Culture

The Culture Department provides a safe place for individuals to foster their identity and a sense of belonging through connection to culture, community, and spirituality. We help children and families create ties to their chosen culture and support their journey in ways that align with their values and beliefs.

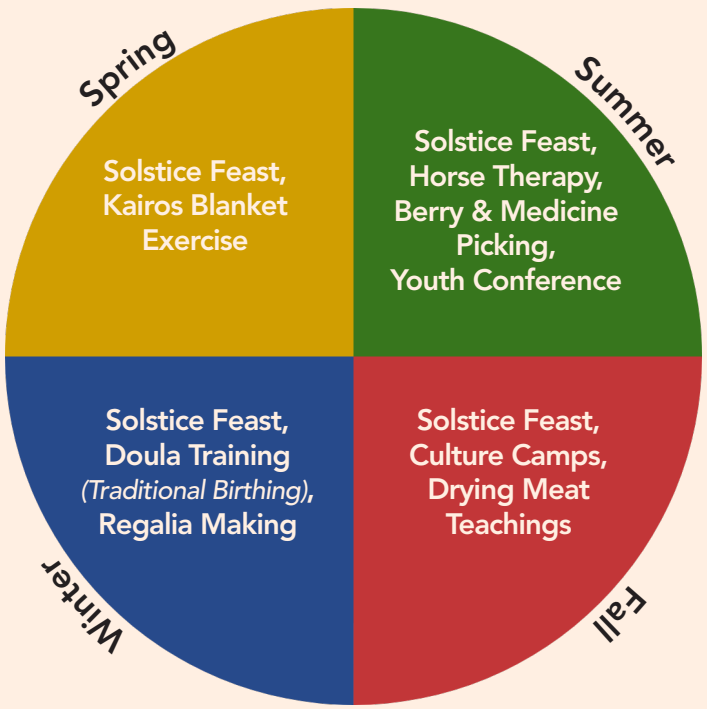
This year, the Culture Team prioritized fostering connection, healing, and revitalization of traditional practices within the community. Through initiatives like student and community sweats, we provided safe spaces for healing and cultural engagement, benefiting participants of all ages. Quarterly Solstice Feasts brought members together to celebrate collective progress in healing, while regalia-making workshops introduced traditional skills to younger generations, growing from 12 to 35 participants.

A successful Cultural Camp created meaningful opportunities for Elders and Knowledge Keepers to share their stories, connecting the community and strengthening ties to the Nation's heritage.

Community Sweats have helped our addictions personnel to create a more personalized approach to healing.

Seasonal Highlights

These activities exemplify our dedication to cultural engagement and knowledge sharing throughout the year.



Culture Team Highlights

The Culture Team hosts and facilitates a wide range of activities. Through these, the Culture Team continuously supports community connection, cultural continuity, and spiritual growth for all Cowessess members.

- **Pipe Ceremonies:** 20+ ceremonies held, with an average of 10 participants per event
- **Sweat Lodges:** 50+ ceremonies, with an average of 9 participants
- **Talking Circles:** 20+ circles, with an average of 10 participants
- **Daily Smudging**
- **Feasts & Family Ceremonies**
- **Solstice Celebrations**
- **Flower Day**
- **Powwow Preparations**
- **Round Dances**
- **Thirst (Raindance/ Sundance) Dance Preparations**
- **Hunting & Gathering Expeditions**
- **Community Engagement Events**
- **Funeral Support and Ceremonies**

Community Impact



1. Enhanced Cultural Involvement

- **Monthly Sweats for At-Risk Students:** Promoting classroom continuity and reducing turmoil, with an average of 10 participants each month.
- **Weekly Community Sweats:** Addressing addiction and offering personalized healing paths, these sweats engage an average of 9 participants weekly.
- **Quarterly Solstice Feasts:** Bringing together approximately 20 participants to honor collective healing, with active involvement from CRBCL staff.

2. Increased Engagement

CRBCL events and workshops have fostered stronger connections among older community members, bridging gaps with younger families and children. We acknowledge that some older individuals also require healing from the trauma of Residential Schools and life struggles, and we are committed to supporting them in this journey.

3. Empowering Through Culture

Regalia Making Workshop: Participation grew from 12 to 35, with families bringing children to learn the craft. The workshop received positive community feedback, and we plan to hold another session in the coming year.

Cultural Camp: The camp provided a safe space for Knowledge Keepers to reminisce, share stories, and alleviate feelings of isolation. It also fostered stronger engagement with community members, helping bridge gaps created by the segregation and trauma caused by Residential Schools.

4. Ayawawasowin and Early Years Programming

This program encourages more parents to attend with their toddlers, fostering parent-child interaction and connecting families to the community. It also promotes father engagement through play activities with children.

5. Middle Years – Wholistic Wellness Summer Program

The program was a success, providing new teachings, connections, praise, and self-discovery to 174 children during the summer months (July to August 2024).

6. Eagle Nest – Kehiew Wacistwan Program

The summer program facilitated connections and meaningful experiences by providing in-home support for 12 families and 16 children, addressing their unique needs while fostering a sense of community and healing.

7. Family Support

Support Statistics: 594 Children/Youth | 156 Parents | 133 Families

Types of Family Support Provided: Food security, furniture (beds), children's clothing, school supplies, advocacy to Ministry of Social Services workers, therapist access, transportation, accommodation, rent, utilities, goal setting, counseling (individual, family, couples), budget & finance workshops, equine therapy, Eagle Nest Program (home supports), community support, personal development workshops, advocacy.

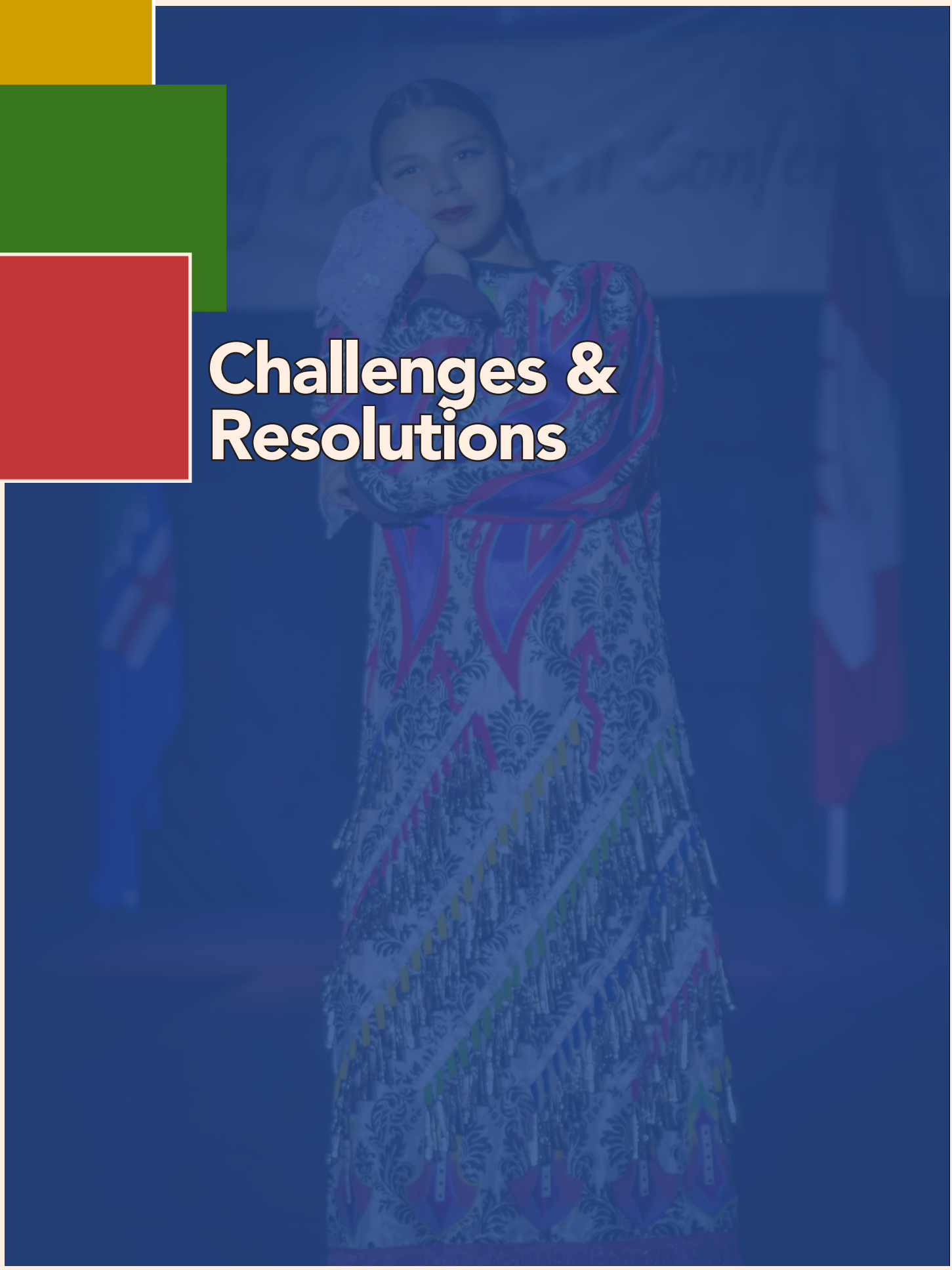
8. Family Reunification

Growing Up Well & MSS Collaboration: Three families worked with the Ministry of Social Services to reunite with their children through services at Sacred Wolf Lodge.

MSS Youth Placements: Two youths were placed at Sacred Wolf Lodge to stay on reserve and were eventually reunited with their families, demonstrating the strength of community-based solutions.

9. Building Community Connections

Through collaboration with CFN & CRBCL departments, we are uplifting and empowering families, children, youth, parents, and the community. Our work focuses on bringing balance to individual healing journeys, enhancing Miyo Pimatisowin (good life) and Wakohtowin (kinship).
Single fathers have shown increased participation in programming aimed at growth and healing.
We continue to collaborate across CFN departments and CRBCL to create partnerships and deliver programming, including urban programming in Cowessess, Regina.



Challenges & Resolutions

Challenge	Resolution
The Miyo Pimatisowin Act was put together quickly, with reference to colonial models.	Sovereignty of the Nation needs to be balanced with the necessities of doing business within colonial structures. Cowessess would have benefited from more consultation from the community and the external partnerships required for CRBCL's operational success. All types of business services required for operations (banks, consultants, accountants) require a corporation or business number in order to provide any services.
The signed Coordination Agreement does not provide enough funding to enable CRBCL to carry out its responsibilities after jurisdiction has been asserted. When jurisdiction was asserted over the first family, the CEO at the time did not secure any funding upon signing the official transfer document, resulting in a deficit.	Part of our journey will be to self-advocate for our needs, being firm in our funding demands to adequately serve our nation.
CRBCL independently developed prevention programs and services to serve our families. Without connection to the existing CFN departments, this led to doubling up on services with costs being taken from multiple funding sources.	We can offer more by coordinating our efforts and integrating services and case management with existing CFN community services. This allows us to stack funding to provide wrap-around services to children and families.
Although a CEO was in place at the launch of the organization, CRBCL has gone through two CEOs since 2020. Each CEO made major changes to the structure and staffing of the organization, and their unplanned exits left unfulfilled obligations. Each departure impacted the culture, structure, and priorities of CRBCL.	Leadership is a team effort, and it should not be left to one person. The leadership team and frontline staff hold up the mission, vision and values of CRBCL collectively. Leadership must be trustworthy, and all positions need oversight and accountability. Onboarding, training, succession planning, and accountability for the CEO are integral to good leadership.

CEO Challenge

New Chief and Council elected on April 25, 2023 → Chief and Council overturned Board and stepped in as acting Board of Governors in July 2023 → Second CEO steps down, and Associate CEO is appointed as Interim CEO

Additional Challenges

- High volume of service requests
- Limited capacity
- Lack of office space

Partnerships

Our development starts within the community. CRBCL is building partnerships with Cowessess First Nation community programs for integrated services and case management.

We are also creating cooperative relationships with the Ministry of Social Services, government programs, and various law enforcement within the province to ensure a cooperative approach to serving families in their respective situations.

Each program is developing partnerships with service providers that are relevant to their area while collaborating with each family's support network, including schools, professional services, and other programs they access to foster a holistic circle of care.

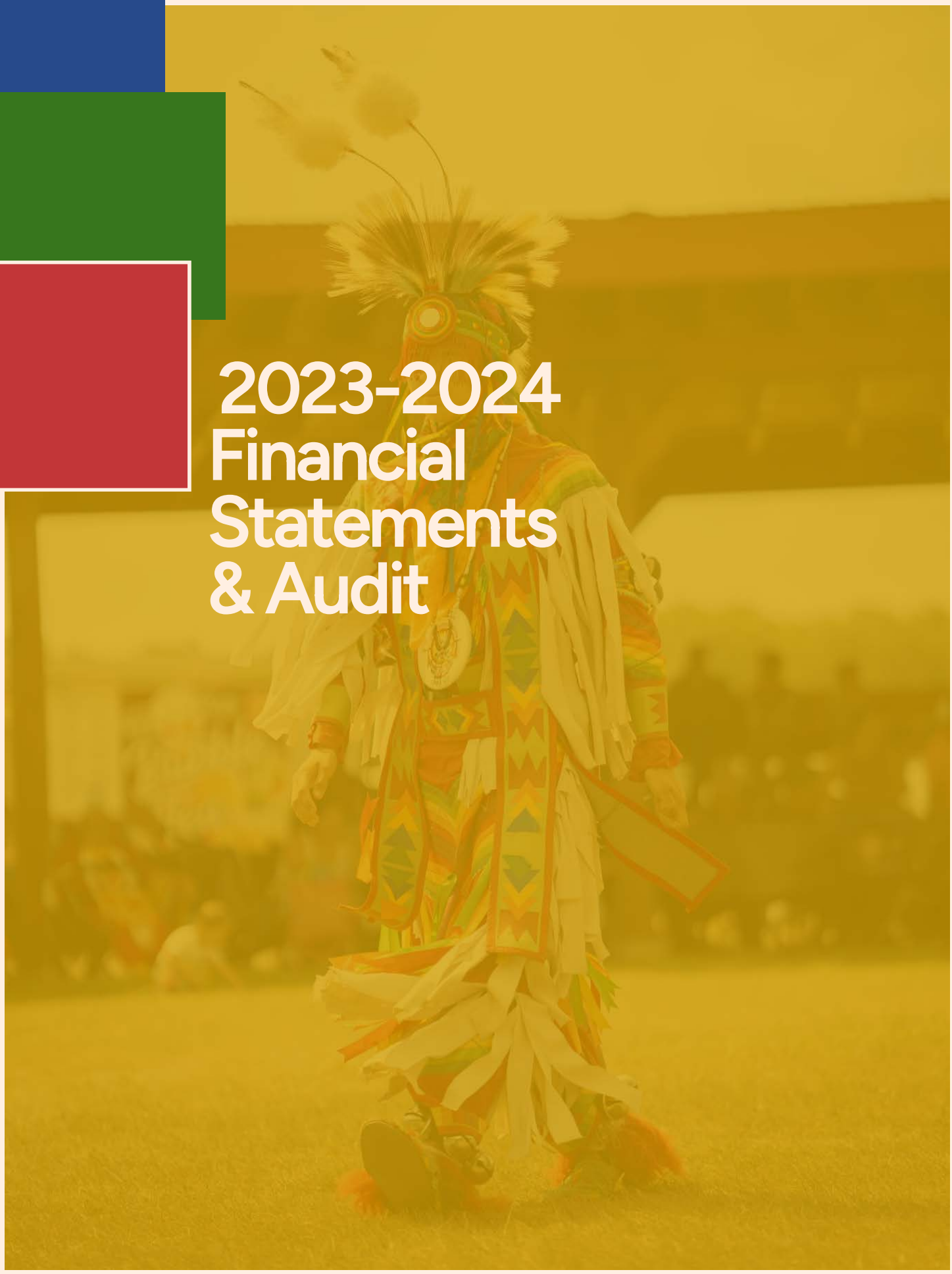
This year, CRBCL strengthened partnerships with Cowessess Health, Jordan's Principle, Eagle Women Tribunal, and Yellow Thunderbird Lodge. Collaboration with CFN departments and programs ensures holistic, wrap-around services for families.

Strategic Direction & Future Plans

Chief and Council are working with the Interim CEO to restructure the organization, using all we've learned to build a new, sturdy foundation before onboarding a new Board of Governors and CEO. We continue to provide prevention services and programs to all Cowessess citizens and establish partnerships with like-minded organizations to foster a circle of care for our families.

Priorities for the Upcoming Fiscal Year

- CRBCL Service Delivery Model
- Program Models for Each Department
- Negotiating a 10-year Fiscal Agreement with Canada



2023-2024 Financial Statements & Audit

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Chief Red Bear Children's Lodge Inc.

Financial Statements

March 31, 2024

Draft

Chief Red Bear
CHILDREN'S LODGE

Independent Auditor's Report

To the Board of Chief Red Bear Children's Lodge Inc.:

Opinion

We have audited the financial statements of Chief Red Bear Children's Lodge Inc. (the "Organization"), which comprise the statement of financial position as at March 31, 2024, and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

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 Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the 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.

Unaudited Schedules and Budget

The supplementary information included on pages 14 to 20 is not a required part of the financial statements and is unaudited and presented for information purposes only. The budgeted information presented on the statement of financial position, statement of operations and accumulated surplus, statement of changes in net financial assets and statement of cash flows are not a required part of the financial statements and is unaudited and presented for informational purposes only.

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

Management is responsible for the preparation and fair presentation of the 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 financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization’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 Organization’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 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 Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Regina, Saskatchewan

January 16, 2025 Chartered Professional Accountants

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Statement 1

Chief Red Bear Children's Lodge
Statement of Financial Position
as at March 31, 2024

	Actual 31-Mar 2024	Budget 31-Mar 2024 (Note 14)	Actual 31-Mar 2023
Financial Assets			
Cash and cash equivalents	**$ 12,666,512**	9,741,421	$ 17,931,840
Accounts receivable	**6,176,632**	5,000	40,541
Investment - int.-bearing *(Note 4)*	**3,332,460**	10,595,990	10,924,259
Portfolio investments (GIC) *(Note 4)*	**77,385**	75,000	75,488
Due from Cowessess First Nation *(Note 10)*	**-**	-	101,592
Total Financial Assets	**22,252,989**	20,417,411	29,073,720
Liabilities			
Due to Cowessess First Nation *(Note 10)*	**5,636**	-	-
Accrued salaries and benefits	**286,746**	200,000	212,243
Accounts payable and accrued liabilities	**1,030,104**	150,000	383,668
Deferred revenue *(Note 7) (Note 8) (Note 9)*	**4,980,982**	11,602,271	12,072,025
Liability for employee future benefits *(Note 11)*	**-**	50,000	93,644
Total Financial Liabilities	**6,303,468**	12,002,271	12,761,580
Net Financial Assets	**15,949,521**	8,415,140	16,312,140
Non-Financial Assets			
Tangible capital assets *(Note 6)*	**1,133,762**	11,262,217	710,015
Prepaid expenses *(Note 5)*	**1,227,197**	100,000	1,288,324
Total Non-Financial Assets	**2,360,959**	11,362,217	1,998,339
Total Accumulated Surplus	**$ 18,310,480**	19,777,357	$ 18,310,480

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On behalf of the Board:

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The accompanying notes and schedules are an integral part of these financial statements

Chief Red Bear
CHILDREN'S LODGE

Chief Red Bear Children's Lodge
Statement of Operations and Accumulated Surplus
for the year ended March 31, 2024

	Actual	Budget	Actual
	31-Mar-24	31-Mar-24 (Note 14)	31-Mar-23
Revenues (Schedule 2)			
Federal Funding from Cowssess First Nation			
Unrestricted funding	**$ 6,063,711**	13,299,202	$ 13,299,195
Restricted start up funding	**-**	1,172,064	196,674
Restricted capital funding	**481,032**	-	172,303
Provincial government			
Capital Projects Revenue	**-**	1,389,415	-
Other revenue			
Cowess First Nation Contribtions *(Note 10)*	**1,800**	-	-
Donation	**100**	1,000	600
Interest	**1,050,694**	250,000	323,473
Other Revenue	**4,614**	-	-
Total revenues	**7,601,951**	16,111,681	13,992,245
Expenses (Schedule 3)			
Governance	**178,374**	615,663	385,927
Operations	**2,373,900**	3,145,864	2,072,109
Start-Up	**481,032**	1,172,065	116,180
Growing Up Well	**1,651,822**	2,467,854	814,948
Good Life	**1,843,256**	4,712,514	2,468,173
Homefire & Resources	**1,073,567**	2,530,844	-
Total expenses	**7,601,951**	14,644,804	5,857,337
Surplus for the Year from Operations	**-**	1,466,877	8,134,908
Accumulated Surplus, Beginning of Year	**18,310,480**	18,310,480	10,175,572
Accumulated Surplus, End of Year	**$ 18,310,480**	19,777,357	$ 18,310,480

The accompanying notes and schedules are an integral part of these financial statements

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Chief Red Bear
CHILDREN'S LODGE

Chief Red Bear Children's Lodge
Statement of Changes in Net Financial Assets
as at March 31, 2024

	2024 Actual	2024 Budget (Note 14)	2023 Actual
Net Financial Assets, Beginning of Year	**16,312,140**	16,312,140	$ 9,943,947
Surplus for the Year from Operations	**-**	1,466,877	8,134,908
Acquisition of tangible capital assets	**(904,779)**	(11,724,268)	(685,998)
Amortization of tangible capital assets	**-**	1,172,066	116,180
Acquisition (use) of prepaid expenses	**61,127**	1,188,325	(1,196,897)
	15,468,488	8,415,140	16,312,140
Change in Net Financial Assets	**(843,652)**	(7,897,000)	6,368,193
Net Financial Assets, End of Year	**15,468,488**	8,415,140	$ 16,312,140

The accompanying notes and schedules are an integral part of these financial statements

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Chief Red Bear
CHILDREN'S LODGE

Chief Red Bear Children's Lodge
Statement of Cash Flows
for the year ended March 31, 2024

	Actual 2024	Budget 2024 (Note 14)	Actual 2023
Operating Activities			
Surplus for the year from operations	**$ -**	$ 1,466,877	$ 8,134,909
Non-cash items included in surplus			
Amortization of tangible capital assets	**481,032**	1,172,066	116,180
Changes in non-cash working capital			
(Increase) decrease in accounts receivable	**(6,136,088)**	35,541	(37,007)
Increase (decrease) in accrued salaries and benefits	**74,504**	(12,243)	33,071
Increase (decrease) in accounts payable and accrued liabilities	**646,436**	(233,668)	262,464
(Decrease) Increase in liability for employee future benefits	**(93,644)**	(43,644)	71,106
Decrease in deferred revenue	**(7,091,045)**	(469,754)	(368,978)
Decrease (increase) in prepaid expenses	**61,127**	1,188,324	(1,196,896)
Increase (decrease) in related party transactions	**107,228**	101,592	(102,891)
Cash Provided (Used) by Operating Activities	**(11,950,450)**	3,205,091	6,911,958
Capital Activities			
Cash used to acquire tangible capital assets	**(904,779)**	(11,724,268)	(685,998)
Cash Provided (Used) by Capital Activities	**(904,779)**	(11,724,268)	(685,998)
Investing Activities			
Interest re-invested on portfolio investments	**(410,099)**	328,756	(323,473)
Investment redeemed on portfolio investments	**8,000,000**	-	-
Cash Provided (Used) by Investing Activities	**7,589,901**	328,756	(323,473)
(Decrease) increase in Cash and Cash equivalents	**(5,265,328)**	(8,190,421)	5,902,487
Cash and Cash Equivalents, Beginning of Year	**17,931,840**	17,931,840	12,029,353
Cash and Cash Equivalents, End of Year	**$ 12,666,512**	$ 9,741,419	$ 17,931,840

The accompanying notes and schedules are an integral part of these financial statements

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1. Incorporation and nature of the organization

Chief Red Bear Children's Lodge Inc. (the "Organization") is located in the province of Saskatchewan under the Non-profit Corporations Act and is registered as a not-for-profit organization and thus is exempt from income taxes under section 149 of the Income Tax Act. The Organization provides preventative and protective child and family services to its members.

The Organization commenced operations as of April 1, 2021.

2. Significant accounting policies

These financial statements are the representations of management, prepared in accordance with Canadian public sector accounting standards using the standards applicable to government not-for-profit organizations, including the following significant accounting policies:

Basis of presentation

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

Cash and cash equivalents

Cash and cash equivalents 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. The cash is maintained in the investment is restricted for the organization's future capital purchases.

Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution plus all costs directly attributable to the acquisition.

Amortization is provided using the straight-line method at rates intended to amortize the cost of assets over their estimated useful lives.

	Rate
Equipment	5 years
Computers	3 years
Automotive	5 years
Leasehold improvements	10 years
System development	3 years

Long-lived assets and discontinued operations

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

When the Organization determines that a long-lived asset no longer has any long-term service potential to the organization, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations. Write-downs are not reversed.

Revenue recognition

The Organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Unrestriced investment income is recognized as earned. Other revenues are earned from other services provided by the Organization and are recognized when the service has been provided.

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Chief Red Bear
CHILDREN'S LODGE

2. Significant accounting policies *(Continued from previous page)*

Employee future benefits

The Organization's employee future benefit program consists of a defined contribution pension plan Contributions to the defined contribution plan are expensed as incurred.

Employee future benefits related to future sick leave payable are expensed as incurred and if the benefits are expected to be used by employee in the future and therefore expensed.

Inter-entity transactions

The Organization recognizes and records all transactions with other entities within Cowessess First Nation #73 at their carrying amount as determined at the transaction date.

Measurement uncertainty (use of estimates)

The preparation of 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 financial statements, and the reported amounts of revenues 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 capital assets.

By their nature, these judgments are subject to measurement uncertainty, and the effect on the financial statements of changes in such estimates and assumptions in future years could be material. These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues over expenses in the period in which they become known.

Financial instruments

The Organization recognizes its financial instruments when the Organization becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value, including financial assets and liabilities orginated and issued in a related party transaction with management.

At initial recognition, the Organization may irrevocably elect to subsequently measure any financial instrument at fair value. Cash and investments is measured at fair value. Fair value is determined by quoted market prices. All other financial assets and financial liabilities are measured at amortized cost. Other financial assets and financial liabilities include accounts receivable and accounts payable and accruals.

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2. Significant accounting policies *(Continued from previous page)*

Transaction costs directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in excess if revenue over expenses. Conversely, transaction costs are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

Financial asset impairment:
The Organization assessess impairment of all its financial assets measured at cost or amortized cost. The Organization groups assets for impairment testing when there are numerous assets affected by the same factors or no asset is individually significant. Management considers whether the issuer is having significant financial difficulty; whether there has been a breach in contract, such as a default or delinquency in interest or principal payments; etc. in determining whether objective evidence of impairment exists. When there is an indication of impairment, the Organization determines whether ith as resulted in a significant adverse change in the expected timing or amount of future cash flows during the year.

With the exception of related party debt instruments initially measured at cost, the Organization reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

For related party debt instruments initially measured at cost, the Organization reduces the carrying amount of the asset (or group of assets), to the highest of: the undiscounted cash flows expected to be generated by holding the asset, or group of similar assets, excluding the interest and dividend payments of the instrument; the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

For related party equity instruments initially measured at cost, the Organization reduces the carrying amount of the asset (or group of assets), to the amount that could be realized by selling the asset(s) at the statement of financial position date.

Any impairment, which is not considered temporary, is included in current year annual surplus.

The Organization reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal isrecognized in annual surplus in the year the reversal occurs.

Fair Value Measurements

The Organization classifies fair value measurements recognized in the statement of financial position using a three-tier fair value hierarchy, which prioritizes the inputs used in measuring fair value as follows:

- Level 1: Quoted prices (unadjusted) are available in active markets for identical assets or liabilities;
- Level 2: Inputs other than quoted prices in active markets that are observable for the asset or liability, either directly or indirectly; and
- Level 3: Unobservable inputs in which there is little or no market data, which require the Organization to develop its own assumptions.

Fair value measurements are classified in the fair value hierarchy based on the lowest level input that is significant to that fair value measurement. This assessment requires judgment, considering factors specific to an asset or a liability and may affect placement within the fair value hierarchy.

3. Economic dependence

The Organization receives a significant portion of its revenues from the Federal Government under the terms and conditions entered through annual funding agreements. The Organization's ability to deliver programs and services to the members is dependent upon the continued receipt of funding from the monies allocated by agencies of these governments.

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4. Marketable securities / Investment

	2024	*2023*
GIC - Matures February 26, 2025 with a 4.25% interest rate.	**77,385**	75,488

The investment of $3,332,460 (2023 - $10,924,259) is maintained in the organization's savings account.

5. Prepaid expenses

Prepaid expense consists of $127,197 relating to operating expenses, program costs, and gift cards. The remainder $1,100,000 is relating to a deposit for the construction of a building in Regina through Cowessess First Nation.

6. Capital assets

	Cost	***Accumulated amortization***	***2024 Net book value***	*2023 Net book value*
Equipment	**32,037**	**8,987**	**23,050**	3,870
Computers	**207,713**	**125,999**	**81,714**	69,284
Automotive	**410,159**	**145,326**	**264,833**	253,176
Leasehold improvements	**167,136**	**24,266**	**142,870**	42,315
Construction in progress	**15,000**	**-**	**15,000**	334,578
System development	**919,926**	**313,631**	**606,295**	6,792
	1,751,971	**618,209**	**1,133,762**	710,015

Amortization expense of $481,032 (2023 - $116,180) was recorded in the statement of operations.

Assets under construction are not amortized until construction is complete and the related assets are available for use.

7. Deferred revenue

Deferred revenue consist of unspent revenue externally restricted for the various programs the Organization is involved in. Recognition of these amounts as revenue is deferred to periods when the specified expenditures are made. Deferred revenue received in the prior year were from the government of Canada, represented by the Minister of Indigenous Services for initial start-up costs. Changes in the deferred revenue balance are as follows:

	2024	*2023*
Balance, beginning of year	**1,652,328**	1,849,003
Less: Amount recognized as revenue regarding start up costs	**-**	(196,675)
Balance, end of year	**1,652,328**	1,652,328

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Chief Red Bear CHILDREN'S LODGE

8. Deferred revenue related to capital assets

Deferred capital revenue consist of the unamortized amount of revenue received for the purchase of capital assets. Recognition of these amounts as revenue is deferred to periods when the related capital assets are amortized. During the year the Organization transferred $8,000,000 to Cowessess First Nation #73. Changes in deferred capital contributions are as follows:

	2024	*2023*
Balance, beginning of year	**10,419,697**	10,592,000
Less: Amounts recognized as revenue during the year	**(481,033)**	(172,303)
Less: Amounts transferred to Cowessess First Nation #73	**(8,000,000)**	-
Balance, end of year	**1,938,664**	10,419,697

9. Deferred revenue related to Child Care Space Development

Deferred contributions consist of unspent contributions externally restricted for the development of Child Care Spaces. Recognition of these amounts as revenue is deferred to periods when the specified expenditures are made.

Changes in the deferred contribution balance are as follows:

	2024	*2023*
Amount received during the year	**1,389,990**	-
Balance, end of year	**1,389,990**	-

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10. Related party transactions

Included in other revenue reported in the statement of operations is a contribution of $1,800 (2023 - $nil) from Cowessess First Nation #73.

As of March 31, 2024, the Organization owes $5,636 (2023 - receivable from Cowessess First Nation $101,592) to Cowessess First Nation #73. The payable bears no interest and has no fixed terms of repayment.

Cowessess First Nation #73 is related through common control.

11. Employee future benefits

The Organization has a defined contribution pension plan, under which the Organization and employees make contributions. Organization contributions and corresponding expense totaled $388,195 (2023 - $116,165).

In the current year, the Organization has recorded future employee benefits relating to the amount of pension expenditures which it expects to pay out in the future of $44,110 (2023 - $22,035).

12. Financial instruments

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

Interest rate risk

Interest rate risk is the risk that the Organization will encounter difficulty in meeting interest expense obligations. The Organization believes that there is minimal risk associated with interest rate fluctuation as the Organization holds no debt at year end.

Liquidity risk

Liquidity risk is the risk that the Organization will encounter difficulty in meeting obligations associated with financial liabilities. The Organization enters into transactions to purchase goods and services on credit and borrow funds from financial institutions or other creditors, for which repayment is required at various maturity dates. Liquidity risk is measured by reviewing the Organization's future net cash flows for the possibility of a negative net cash flow. The Organization manages the liquidity risk resulting from its accounts payable and accruals by investing in liquid assets and paying their liabilities on a timely basis.

13. Commitments

The Organization has entered into a building lease agreements, agreements for copiers, and a contract for IT services and printers with estimated minimum annual payments as follows:

2025	66,133
2026	3,892
2027	1,608
2028	1,474
	73,107

14. Budget information

During the year, the Board approved its operating budget based on planned expenses relating to the current year funding other current year sources of revenue. The budget balances have been attached for information purposes only and are unaudited.

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Chief Red Bear
CHILDREN'S LODGE

Schedule 1

Chief Red Bear Children's Lodge
Schedule of Revenues and Expenses by Function - unaudited
for the year ended March 31, 2024

	2024 Fiscal YTD Actuals												2024	2024	2023
	Governance	Operations	Start-Up	Growing Up Well Programs		Good Life Programs									
						Homefire & Resources		Programs & Groups							
				Growing UP well	Post Majority	House of the Black Bear	SWL	Family & Healing	Day Care Program	Traditional Birthing	Homefire Program	Culture	**Actual**	Budget	Actual
Revenues (Schedule 2)															
Federal government	$ 178,374	$ 1,322,252	$ 481,032	$ 1,462,557	$ 189,265	$ 688,999	$ 384,568	$ 886,838	$ 50,063	$ 41,526	$ 102,891	$ 756,378	**$ 6,544,743**	$ 14,471,266	$ 13,668,172
Provincial government	-	-	-	-	-	-	-	-	-	-	-	-	**-**	1,389,415	-
Other	-	1,051,648	-	-	-	-	-	1,800	-	-	3,760	-	**1,057,208**	251,000	324,073
Total Revenues	178,374	2,373,900	481,032	1,462,557	189,265	688,999	384,568	888,638	50,063	41,526	106,651	756,378	**7,601,951**	16,111,681	13,992,245
Expenses (Schedule 3)															
Administrative Expenses	68,150	619,714	-	11,607	2,970	5,186	4,249	78,814	811	5,839	2,333	14,443	**814,116**	$ 1,770,331	$ 1,320,624
Amortization	-	-	481,032	-	-	-	-	-	-	-	-	-	**481,032**	1,172,066	116,180
Professional Expenses	26,800	406,525	-	32,021	446	12,598	1,000	11,275	-	-	-	-	**490,665**	813,750	431,254
Occupancy Expenses/Facilities	-	88,760	-	-	-	32,279	10,667	157	-	-	74	1,618	**133,555**	172,698	111,334
Direct Operations	38,968	145,132	-	735,397	9,895	37,379	65,274	257,553	1,404	1,843	44,885	209,786	**1,557,516**	3,555,832	910,531
Payroll & Benefits	44,456	1,113,769	-	683,532	175,954	601,557	303,378	530,839	47,848	33,844	59,359	530,531	**4,125,067**	7,160,129	2,967,414
Total Expenses	178,374	2,373,900	481,032	1,462,557	189,265	688,999	384,568	888,638	50,063	41,526	106,651	756,378	**7,601,951**	14,644,806	5,857,337
Surplus (Deficit) for the year	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,466,875**	**$ 8,134,908**

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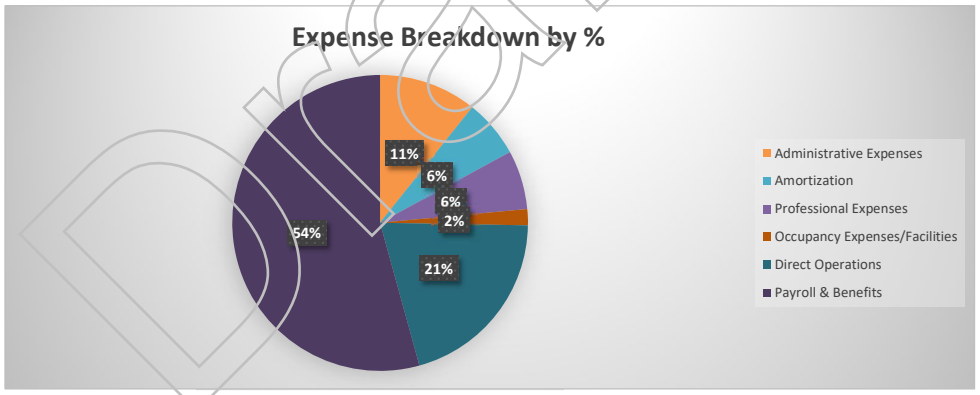

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Chief Red Bear
CHILDREN'S LODGE

Schedule 2

Chief Red Bear Children's Lodge
Schedule of Revenues by Function - unaudited
for the year ended March 31, 2024

	2024 Fiscal YTD Actuals													2024	2024	2023
	Governance	Operations	Start-Up	Growing Up Well Programs		Homefire & Resources		Good Life Programs						Total Revenues	Total Revenues	Total Revenues
				Growing UP well	Post Majority	House of the Black Bear	SWL	Programs & Groups Family & Healing	Day Care Program	Traditional Birthing	Homefire Program	Culture		Actual	Budget	Actual
Federal Government																
Federal Funding	$ 178,374	$ 1,322,252	$ -	$ 1,462,557	$ 189,265	$ 688,999	$ 384,568	$ 886,838	$ 50,063	$ 41,526	$ 102,891	$ 756,378		**$ 6,063,711**	$ 13,299,202	$ 13,299,195
Start-up Projects Revenue	-	-	-	-	-	-	-	-	-	-	-	-		**-**	1,172,064	196,674
Capital Projects Revenue	-	-	481,032	-	-	-	-	-	-	-	-	-		**481,032**	-	172,303
Total Federal	178,374	1,322,252	481,032	1,462,557	189,265	688,999	384,568	886,838	50,063	41,526	102,891	756,378		**6,544,743**	14,471,266	13,668,172
Provincial Government																
Capital Projects Revenue (Prov)	-	-	-	-	-	-	-	-	-	-	-	-		**-**	1,389,415	-
	-	-	-	-	-	-	-	-	-	-	-	-		**-**	1,389,415	-
Total Provincial	-	-	-	-	-	-	-	-	-	-	-	-		**-**	1,389,415	-
Other Revenue																
Other Revenue	-	854	-	-	-	-	-	-	-	-	3,760	-		**4,614**	-	-
CFN Contribtions	-	-	-	-	-	-	-	1,800	-	-	-	-		**1,800**	-	-
Donation	-	100	-	-	-	-	-	-	-	-	-	-		**100**	1,000	600
Interest	-	1,050,694	-	-	-	-	-	-	-	-	-	-		**1,050,694**	250,000	323,473
Total Other	-	1,051,648	-	-	-	-	-	1,800	-	-	3,760	-		**1,057,208**	251,000	324,073
Total Revenues	**$ 178,374**	**$ 2,373,900**	**$ 481,032**	**$ 1,462,557**	**$ 189,265**	**$ 688,999**	**$ 384,568**	**$ 888,638**	**$ 50,063**	**$ 41,526**	**$ 106,651**	**$ 756,378**		**$ 7,601,951**	**$ 16,111,681**	**$ 13,992,245**

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Chief Red Bear
CHILDREN'S LODGE

Schedule 3

Chief Red Bear Children's Lodge
Schedule of Expenses by Function - unaudited
for the year ended March 31, 2024

	2024 Fiscal YTD Actuals													2024	2024	2023
	Governance	Operations	Start-Up	Growing Up Well Programs		Homefire & Resources		Good Life Programs						Total Expenses	Total Expenses	Total Expenses
				Growing UP well	Post Majority	House of the Black Bear	SWL	Programs & Groups Family & Healing	Day Care Program	Traditional Birthing	Homefire Program	Culture		Actual	Budget	Actual
Administrative Expenses																
Administration Fee (Expense)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -
Marketing	-	26,587	-	-	-	-	-	-	-	-	-	-	-	**26,587**	30,600	26,422
Recruitment	-	1,216	-	-	-	-	-	-	-	-	-	-	-	**1,216**	8,000	910
Bank Charges	-	3,578	-	-	-	-	-	-	-	-	-	-	-	**3,578**	2,500	2,031
Community Support and Wellnes	-	36,232	-	-	-	-	-	43,514	-	-	-	-	991	**80,737**	520,429	640,723
Equipment Maintenance	-	371	-	-	-	-	-	-	-	-	-	-	-	**371**	-	70
Equipment Rentals and Leases	-	7,127	-	-	-	478	1,491	-	-	-	-	-	-	**9,096**	9,401	8,500
Dues, Licenses and Fees	-	355,993	-	415	-	-	-	-	-	-	-	-	-	**356,408**	115,072	93,284
Insurance Expense	-	9,507	-	-	-	-	-	-	-	-	-	-	-	**9,507**	8,700	5,888
IT and Computer Expense	-	13,674	-	-	-	-	-	-	-	-	-	-	-	**13,674**	5,000	21,758
Meetings & Travel - Managemen	-	1,284	-	-	-	-	-	-	-	-	-	-	-	**1,284**	10,000	10,227
Meetings & Travel - Staff	15	3,437	-	577	-	-	-	-	-	-	-	-	-	**4,029**	-	4,957
Meetings - Board Honoaria	47,150	85	-	-	-	-	-	-	-	-	-	-	-	**47,235**	66,600	53,832
Meetings - Board Expenses	19,241	19,454	-	-	-	-	-	-	-	-	-	-	-	**38,695**	-	33,723
Office Equipment Maintenance	-	307	-	-	-	-	345	-	-	-	-	-	-	**652**	6,000	1,378
Office Equipment	-	1,853	-	-	-	-	-	-	-	-	-	-	-	**1,853**	29,000	7,035
Office Supplies	-	14,839	-	1,365	303	-	477	1,193	-	562	-	55		**18,794**	25,000	9,457
Postage & Shipping	-	143	-	-	-	-	-	-	-	-	-	86		**229**	7,300	96
Staff Accomodation/Meals/Recoç	105	18,476	-	841	-	-	76	1,447	-	-	-	690		**21,635**	88,000	50,003
Training	-	34,559	-	380	16	2,695	-	27,083	498	4,932	-	5,227		**75,390**	265,000	244,296
Professional Development	-	15,227	-	484	234	-	-	-	-	-	1,020	1,100		**18,065**	370,157	58,112
Travel - Management	1,209	16,989	-	447	106	42	-	286	-	32	-	1,566		**20,677**	135,000	2,977
Utilities - Phone	430	38,776	-	7,098	2,311	1,971	1,860	5,291	313	313	1,313	4,728		**64,404**	68,572	44,945
	68,150	619,714	-	11,607	2,970	5,186	4,249	78,814	811	5,839	2,333	14,443		**814,116**	1,770,331	1,320,624
Amortization	-	-	481,032	-	-	-	-	-	-	-	-	-		**481,032**	1,172,066	116,180
Professional Expenses	-	-	-	-	-	-	-	-	-	-	-	-		**-**	-	-
Accounting and Audit Fees	-	32,749	-	-	-	-	-	-	-	-	-	-		**32,749**	30,000	30,710
Consultants	-	236,424	-	-	-	-	-	-	-	-	-	-		**236,424**	245,000	213,905
Contract Labour	-	10,139	-	-	-	12,598	1,000	11,275	-	-	-	-		**35,012**	208,750	40,021
IT Services Expense	-	59,812	-	-	446	-	-	-	-	-	-	-		**60,258**	55,000	44,467
Legal Fees	26,800	67,401	-	32,021	-	-	-	-	-	-	-	-		**126,222**	275,000	102,151
	26,800	406,525	-	32,021	446	12,598	1,000	11,275	-	-	-	-		**490,665**	813,750	431,254
Occupancy Expenses/Facilities																
Building Maintenance	-	2,752	-	-	-	764	1,551	-	-	-	-	-		**8,067**	34,280	6,818
Property Taxes	-	-	-	-	-	-	-	-	-	-	-	-		**-**	-	-
Rent	-	80,992	-	-	-	27,300	-	-	-	-	-	-		**108,292**	105,192	92,414
Internet	-	-	-	-	-	-	-	-	-	-	-	-		**-**	3,900	-
Utilities	-	5,016	-	-	-	4,215	8,116	157	-	-	74	1,618		**17,196**	29,326	12,103
	-	88,760	-	-	-	32,279	10,667	157	-	-	74	1,618		**133,555**	172,698	111,335
Direct Operations																
Cultural	-	-	-	1,566	-	-	50	-	-	-	500	118,030		**120,146**	357,500	56,856
Events and Workshops	38,361	30,660	-	11,756	3,194	291	-	12,738	-	-	11,785	23,289		**132,074**	607,854	120,663
Food Services	216	4,492	-	353	97	185	-	567	-	-	582	6,128		**12,620**	35,700	1,081
Gifts	391	30,639	-	674	-	-	116	705	-	-	-	-		**32,525**	94,700	14,393
Groceries/Incidentals	-	397	-	-	346	15,850	10,252	17,557	-	-	150	-		**44,552**	231,500	53,166
Hourshold Supplies	-	-	-	-	-	423	295	4,342	-	-	1,135	-		**6,195**	36,000	15,473
Honoraria	-	25,250	-	-	-	-	39,822	-	-	-	-	35,375		**100,447**	172,800	80,527
Small Equipment & Supplies	-	-	-	-	-	7,867	873	(1)	-	-	-	4,717		**13,456**	103,580	17,076
Medical Supplies	-	-	-	-	-	164	-	-	-	-	13	-		**177**	45,575	-
Family Travel	-	-	-	-	143	-	91	1,087	-	45	84	-		**1,450**	53,400	10,222
Program Costs	-	-	-	500	1,002	4,260	5,497	107,524	945	-	5,386	1,785		**126,899**	459,550	190,580
Direct Family Support	-	-	-	12,757	1,048	464	783	105,991	-	-	17,293	-		**138,336**	167,100	19,186
Travel - Staff	-	13,967	-	19,202	3,676	4,434	2,879	9,536	-	-	4,787	14,984		**73,465**	328,500	84,476
Utilities - Family	-	-	-	-	-	-	-	2,847	-	-	2,609	-		**5,456**	26,472	1,681
Vehicle Operating	-	4,999	-	5,911	389	3,441	4,616	4,660	459	1,798	561	5,478		**32,312**	30,000	17,143
Vehicle Repairs and Maintenanc	-	18,108	-	-	-	-	-	-	-	-	-	-		**18,108**	36,000	11,657
Vehicle Insurance	-	16,620	-	-	-	-	-	-	-	-	-	-		**16,620**	21,600	11,313
Caregiver Allowance	-	-	-	682,678	-	-	-	-	-	-	-	-		**682,678**	368,000	205,039
Diverse Needs	-	-	-	-	-	-	-	-	-	-	-	-		**-**	380,000	-
	38,968	145,132	-	735,397	9,895	37,379	65,274	267,553	1,404	1,843	44,885	209,786		**1,557,516**	3,555,832	910,532
Payroll & Benefits																
CPP	-	10,034	-	934	-	11,433	83	5,719	464	1,204	777	616		**31,264**	69,753	21,148
EI	123	17,898	-	12,929	3,168	11,847	6,509	8,390	751	484	1,139	10,540		**73,778**	120,495	48,705
Group Benefits	(2,551)	37,844	-	21,273	7,499	23,751	9,468	17,152	2,130	1,493	5,179	26,327		**149,565**	272,225	218,914
Pension	-	53,257	-	30,392	6,159	9,937	6,498	24,092	2,052	1,338	650	24,096		**158,471**	440,332	116,165
Salary & Wages	46,215	974,393	-	608,639	154,544	538,438	277,910	464,379	41,810	28,614	50,629	459,722		**3,645,293**	6,062,151	2,481,091
Travel Benefits	274	6,459	-	95	531	888	-	3,206	-	-	181	286		**11,920**	130,308	44,796
WCB	395	13,884	-	9,270	4,053	5,263	2,910	7,901	641	711	804	8,944		**54,776**	64,865	36,595
	44,456	1,113,769	-	683,532	175,954	601,557	303,378	530,839	47,848	33,844	59,359	530,531		**4,125,067**	7,160,129	2,967,414

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Chief Red Bear
CHILDREN'S LODGE

Schedule 3

Chief Red Bear Children's Lodge
Schedule of Expenses by Function - unaudited
for the year ended March 31, 2024

	2024 Fiscal YTD Actuals													2024	2024	2023
	Governance	Operations	Start-Up	Growing Up Well Programs		Homefire & Resources		Good Life Programs						**Total Expenses**	Total Expenses	Total Expenses
								Programs & Groups								
				Growing UP well	Post Majority	House of the Black Bear	SWL	Family & Healing	Day Care Program	Traditional Birthing	Homefire Program	Culture		**Actual**	Budget	Actual
Total Expenses	$ 178,374	$ 2,373,900	$ 481,032	$ 1,462,557	$ 189,265	$ 688,999	$ 384,568	$ 888,638	$ 50,063	$ 41,526	$ 106,651	$ 756,378		$ 7,601,951	$ 14,644,804	$ 5,857,338

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Chief Red Bear
CHILDREN'S LODGE

Chief Red Bear Children's Lodge
Schedule of General Expenses by Functional Area - unaudited
for the year ended March 31, 2024

	2024 Fiscal YTD Operational Expenses				2024	2024	2023
	General Operations	Finance and Administration	Human Resources	Data and Resources	**Total General Actual**	Total General Budget	Total General Actual
Administrative Expenses							
Administration Fee (Expense)	$ -	$ -	$ -	$ -	**$ -**	$ -	$ -
Marketing	26,587	-	-	-	**26,587**	30,600	26,422
Recruitment	-	-	1,216	-	**1,216**	8,000	15
Bank Charges	201	3,377	-	-	**3,578**	2,500	2,031
Community Support and Wellnes	36,232	-	-	-	**36,232**	150,000	152,998
Equipment Maintenance	371	-	-	-	**371**	-	70
Equipment Rentals and Leases	3,925	2,901	301	-	**7,127**	6,000	3,050
Dues, Licenses and Fees	295,121	60,817	55	-	**355,993**	111,376	93,284
Insurance Expense	9,507	-	-	-	**9,507**	700	5,888
IT and Computer Expense	13,598	76	-	-	**13,674**	5,000	18,421
Meetings & Travel - Management	1,284	-	-	-	**1,284**	-	7,926
Meetings & Travel - Staff	3,360	-	77	-	**3,437**	-	4,957
Meetings - Board Honoaria	85	-	-	-	**85**	-	-
Meetings - Board Expenses	19,454	-	-	-	**19,454**	-	-
Office Equipment Maintenance	307	-	-	-	**307**	1,000	-
Office Equipment	1,853	-	-	-	**1,853**	21,000	5,863
Office Supplies	13,967	821	51	-	**14,839**	22,500	8,942
Postage & Shipping	143	-	-	-	**143**	5,500	31
Staff Accomodation/Meals/Recog	18,476	-	-	-	**18,476**	75,500	48,531
Training	25,493	-	9,067	-	**34,560**	85,000	207,695
Professional Development	6,850	-	8,377	-	**15,227**	195,157	47,094
Travel - Management	12,280	3,200	1,509	-	**16,989**	50,000	47
Utilities - Phone	33,350	2,715	2,513	197	**38,775**	23,880	27,375
	522,444	73,907	23,166	197	**619,714**	793,713	660,640
Amortization	-	-	-	-	**-**	-	-
Professional Expenses							
Accounting and Audit Fees	618	32,131	-	-	**32,749**	30,000	30,710
Consultants	169,269	53,699	13,456	-	**236,424**	140,000	146,719
Contract Labour	10,139	-	-	-	**10,139**	100,000	10,150
IT Services Expense	54,455	5,257	100	-	**59,812**	55,000	44,467
Legal Fees	59,096	3,343	4,963	-	**67,402**	55,000	66,687
	293,577	94,430	18,519	-	**406,526**	380,000	298,733
Occupancy Expenses/Facilities							
Building Maintenance	2,752	-	-	-	**2,752**	15,000	2,527
Rent	80,992	-	-	-	**80,992**	75,592	68,225
Utilities	5,016	-	-	-	**5,016**	8,000	6,074
	88,760	-	-	-	**88,760**	98,592	76,826
Direct Operations							
Events and Workshops	30,435	225	-	-	**30,660**	100,000	93,308
Food Services	4,255	238	-	-	**4,493**	-	-
Gifts	30,639	-	-	-	**30,639**	6,000	9,168
Groceries/Incidentals	397	-	-	-	**397**	1,500	1,321
Hourshold Supplies	-	-	-	-	**-**	-	5,157
Honoraria	24,550	700	-	-	**25,250**	-	-
Small Equipment & Supplies	-	-	-	-	**-**	6,000	2,907
Program Costs	-	-	-	-	**-**	-	4,319
Travel - Staff	7,468	5,048	1,451	-	**13,967**	52,500	23,512
Vehicle Operating	4,707	293	-	-	**5,000**	30,000	17,143
Vehicle Repairs and Maintenance	18,108	-	-	-	**18,108**	36,000	11,657
Vehicle Insurance	16,620	-	-	-	**16,620**	21,600	11,313
	137,179	6,504	1,451	-	**145,134**	253,600	179,805
Payroll & Benefits							
CPP	1,445	6,212	2,377	-	**10,034**	29,651	10,232
EI	9,823	4,216	3,719	140	**17,898**	22,248	13,024
Group Benefits	17,316	10,022	10,451	55	**37,844**	51,673	61,545
Pension	28,232	13,366	11,493	165	**53,256**	93,573	116,165
Salary & Wages	545,254	249,298	177,656	2,184	**974,392**	1,365,222	740,786
Travel Benefits	1,806	3,279	1,374	-	**6,459**	42,983	11,621
WCB	7,392	3,774	2,625	94	**13,885**	14,608	18,897
	611,268	290,167	209,695	2,638	**1,113,768**	1,619,958	972,270
Total Expenses	**$ 1,653,228**	**$ 465,008**	**$ 252,831**	**$ 2,835**	**$ 2,373,902**	**$ 3,145,863**	**$ 2,188,274**

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Chief Red Bear
CHILDREN'S LODGE

Schedule 5

Chief Red Bear Children's Lodge
Schedule of Changes in Accumulated Surplus from Operations - unaudited
for the year ended March 31, 2024

	Mar 31 2023 Actual	Additions during the year	Reductions during the year	Mar 31 2024 Actual
Invested in Tangible Capital Assets:				
Leasehold Improvements	42,315	117,269	16,714	**142,870**
Vehicles	253,176	93,689	82,032	**264,833**
Machinery & Equipment	3,870	25,588	6,407	**23,050**
Computer Hardware & Office Equipment	69,284	81,667	69,238	**81,714**
Systems Development	6,792	906,145	306,642	**606,295**
Construction in Progress	334,578	15,000	334,578	**15,000**
Amortization	-	-	-	**-**
Net Book Value of Tangible Capital Assets	**$ 710,015**	**$ 1,239,358**	**$ 815,611**	**$ 1,133,762**
Less: Debt owing on Tangible Capital Assets	-	-	-	**-**
	710,015	**1,239,358**	**815,611**	**1,133,762**
Internally Restricted Operating Surplus				
Governance	1,126,210	-	-	**1,126,210**
Growing Up Well	1,626,968	-	-	**1,626,968**
Good Life	14,624,927	-	982,700	**13,642,227**
Contigency Fund	767,293	-	-	**767,293**
Capital Replacement	14,020	-	-	**14,020**
Total Internally Restricted Funds	**18,159,418**	**-**	**982,700**	**17,176,718**
Total Restricted Funds	**18,159,418**	**-**	**982,700**	**17,176,718**
Unrestricted Operating & Surplus	**(558,953)**	**1,798,310**	**1,239,359**	**-**
Total Accumulated Surplus from Operations	**18,310,480**	**3,037,669**	**3,037,669**	**18,310,480**

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Chief Red Bear
CHILDREN'S LODGE



Chief Red Bear Children's Lodge Inc.

2024 Audit Findings

Report to the Audit Committee

March 31, 2024

Gisele Bourgeois, CPA, CA
T: 306.790.7918
E: gisele.bourgeois@mnp.ca

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Overview

We are pleased to submit to you this Audit Findings Report (the "Report") for discussion of our audit of the financial statements of Chief Red Bear Children's Lodge Inc. (the "Organization") as at March 31, 2024 and for the year then ended. In this report we cover those significant matters which, in our opinion, you should be aware of as members of the Audit Committee and the Board.

As auditors, we report to the members on the results of our examination of the financial statements of the Organization as at and for the year ended March 31, 2024. The purpose of this Report is to assist you, as members of the Audit Committee and the Board, in your review of the results of our audit.

This Report is intended solely for the information and use of the Audit Committee, the Board and management and should not be distributed to or used by any other parties than these specified parties.

We appreciate having the opportunity to meet with you and to respond to any questions you may have about our audit, and to discuss any other matters that may be of interest to you.

Engagement Status

We have completed our audit of the financial statements of the Organization which has been carried out in accordance with Canadian generally accepted auditing standards and are prepared to sign our Independent Auditor's Report subsequent to completion of the following procedures:

- Receipt of the signed management representation letter;
- Discussion of subsequent events with the Audit Committee and the Board;
- The Board's review and approval of the financial statements.

No significant limitations were placed on the scope or timing of our audit.

Independent Auditor's Report

We expect to have the above procedures completed and to release our Independent Auditor's Report on January 16, 2025.

Unless unforeseen complications arise, our Independent Auditor's Report will provide an unmodified opinion to the members of the Organization. A draft copy of our proposed Independent Auditor's Report has been included with this report. The matters disclosed in the Independent Auditor's Report are discussed further in the relevant sections of the Report.

Audit Reporting Matters

Our audit was carried out in accordance with Canadian generally accepted auditing standards, and included a review of all significant accounting and management reporting systems, with each material year end balance, key transaction and other events considered significant to the financial statements considered separately.

Significant Audit, Accounting and Reporting Matters

Area		Comments
	**Changes from Audit Service Plan**	No changes from the Audit Service Plan as previously provided to management.
	**Final Materiality**	Final materiality used for our audit was $280,000 for March 31, 2024.
	**Identified or Suspected Fraud**	While our audit cannot be relied upon to detect all instances of fraud, no incidents of fraud, or suspected fraud, came to our attention in the course of our audit.
	**Identified or Suspected Non-Compliance with Laws and Regulations**	Nothing has come to our attention that would suggest any non-compliance with laws and regulations that would have a material effect on the financial statements.
	**Matters Arising in Connection with Related Parties**	No significant matters arose during the course of our audit in connection with related parties of the Organization.

Area		Comments
	**Auditor's Views of Significant Accounting Practices, Accounting Policies and Accounting Estimates**	The application of Canadian public sector accounting standards allows and requires the Organization to make accounting estimates and judgments regarding accounting policies and financial statement disclosures. As auditors, we are uniquely positioned to provide open and objective feedback regarding your Organization's accounting practices, and have noted the following items during the course of our audit that we wish to bring to your attention. The accounting policies used by the Organization are appropriate and have been consistently applied.
	**Financial Statement Disclosures**	The disclosures made in the notes to the financial statements appear clear, neutral and consistent with our understanding of the entity and the amounts presented in the financial statements.
	**Significant Deficiencies in Internal Control**	While our review of controls was not sufficient to express an opinion as to their effectiveness or efficiency, no significant deficiencies in internal control have come to our attention.
	**Matters Arising From Discussions with Management**	There were no significant matters discussed, or subject to correspondence, with management that in our judgment need be brought to your attention.

Significant Risk Areas and Responses

Significant Risk Area	Response and Conclusion
Management override of internal controls	To respond to the overall risk of material misstatement due to fraud regarding management's override of controls, we have performed the following procedures: 1.Tested the appropriateness of journal entries recorded in the general ledger and other adjustements made in preparation of the financial statements. 2. Reviewed accounting estimates for biases and evaluated whether the circumstances producing bias, if any, represented a risk of amterial misstatement due to fraud, if applicable. 3. Evaluated the rationale behind significant transactions that are not in the normal course of

	business and whether they have been entered into to engage in fradulent financial reporting or to conceal missappropriation of assets. No issues were identified as a result of our procedures.
Revenue All revenue from funding agencies has not been captured in the financial statements Risk that revenue has been recorded in the wrong accounting period and possibly should be deferred.	-We have confirmed all government and significant revenue sources. -We have tested a sample of other revenue streams (i.e. donations, interest). -We have reviewed funding agreements to determine if revenue should be deferred. No issues were identified as a result of our procedures.
Deferred revenue and restricted contributions Risk that revenue is recognized that should be deferred, and therefore the deferred revenue balance is not complete.	All government transfered were tied to 3rd party funding agreements and a summary of elgible expenses reviewed. Expenses exaimed to ensure the funding claim fits the criteria per the funding agreement. No issues were identified as a result of our procedures.

Other Areas

Area	Comments
Auditor Independence	We confirm to the Audit Committee and the Board that we are independent of the Organization. Our letter to the Audit Committee and the Board discussing our independence is included as part of the additional materials attached to this report.
Management Representations	We have requested certain written representations from management, which represent a confirmation of certain oral representations given to us during the course of our audit. This letter, provided by management, has been included as additional material to this report.
Summary of Significant Differences	No significant differences were proposed to management with respect to the March 31, 2024 financial statements.

We appreciate having the opportunity to meet with you and respond to any questions you may have about our audit, and to discuss any other matters that may be of interest to you.

Sincerely,

MNP LLP

Chartered Professional Accountants

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Independent Auditor's Report

To the Board of Chief Red Bear Children's Lodge Inc.:

Opinion

We have audited the financial statements of Chief Red Bear Children's Lodge Inc. (the "Organization"), which comprise the statement of financial position as at March 31, 2024, and the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

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 Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the 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.

Unaudited Schedules and Budget

The supplementary information included on pages 14 to 20 is not a required part of the financial statements and is unaudited and presented for information purposes only. The budgeted information presented on the statement of financial position, statement of operations and accumulated surplus, statement of changes in net financial assets and statement of cash flows are not a required part of the financial statements and is unaudited and presented for informational purposes only.

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

Management is responsible for the preparation and fair presentation of the 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 financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization’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 Organization’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 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 Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Regina, Saskatchewan

January 16, 2025 Chartered Professional Accountants

Draft

Chief Red Bear Children's Lodge Inc.
Box 381
Cowessess, SK S0G 5L0

January 16, 2025

MNP LLP
Suite 900, Royal Bank Building
2010 - 11th Avenue
Regina, Saskatchewan S4P 0J3

To Whom It May Concern:

In connection with your audit of the financial statements of Chief Red Bear Children's Lodge Inc. as at March 31, 2024 and for the year then ended, we hereby confirm to the best of our knowledge and belief, the following representations made to you during the course of your audit.

We understand that your audit was made in accordance with Canadian generally accepted auditing standards. Accordingly, the audit included an examination of the accounting system, controls and related data, and tests of the accounting records and such other auditing procedures as you considered necessary in the circumstances, for the purpose of expressing an opinion on the financial statements. We also understand that such an audit is not designed to identify, nor can it necessarily be expected to disclose, misstatements, non-compliance with laws and regulations, fraud or other irregularities, should there be any.

Certain representations in this letter are described as being limited to matters that are material. An item is considered material, regardless of its monetary value, if it is probable that its omission from or misstatement in the financial statements would influence the decision of a reasonable person relying on the financial statements.

Financial Statements

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated June 12, 2024, for the preparation and fair presentation of the Organization's financial statements in accordance with Canadian public sector accounting standards. We believe these financial statements are complete and present fairly, in all material respects, the financial position of the Organization as at March 31, 2024, and the results of its operationsand its cash flows, in accordance with Canadian public sector accounting standards.

2. All transactions have been recorded in the accounting records and are reflected in the financial statements, and are reported in the appropriate period.

3. We acknowledge that we are responsible for the accounting policies followed in the preparation of the Organization's financial statements. Significant accounting policies, and any related changes to significant accounting policies, are disclosed in the financial statements. The selection of accounting policies is appropriate in accordance with the requirements of Canadian public sector accounting standards, and are applied consistently throughout the financial statements.

4. All significant judgments made in making the accounting estimates have taken into account all relevant information of which we are aware.

5. The selection and application of the methods, assumptions and data used in making the accounting estimates are consistent and appropriate.

6. The assumptions relevant to accounting estimates and disclosures appropriately reflect our intent and ability to carry out specific courses of action on behalf of the entity.

7. Disclosures related to accounting estimates, including disclosures describing estimation uncertainty, are complete and are reasonable in the context of Canadian public sector accounting standards.

8. Appropriate specialized skills or expertise have been applied in making the accounting estimates.

9. No subsequent event requires adjustment to the accounting estimates and related disclosures included in the financial statements.

10. We are aware of and concur with the contents and results of the attached journal entries prepared by you, and accept responsibility for the financial statement effects of the entries.

11. We believe the effects of those uncorrected financial statement differences aggregated by you during the audit are immaterial, both individually and in the aggregate, to the financial statements taken as a whole. A summary of these differences has been attached to this written representation.

12. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Canadian public sector accounting standards.

13. All events or transactions that have occurred subsequent to the statement of financial position and for which Canadian public sector accounting standards require adjustment or disclosure have been adjusted or disclosed appropriately in the financial statements.

14. All plans or intentions that may affect the carrying value or classification of assets and liabilities are appropriately reflected in the financial statements in accordance with Canadian public sector accounting standards.

15. All liabilities, both known and contingent, requiring recognition or disclosure in the financial statements in accordance with the requirements of Canadian public sector accounting standards have been adjusted or disclosed as appropriate.

16. All outstanding and possible claims, whether or not they have been discussed with legal counsel, have been disclosed to you and are appropriately reflected in the financial statements.

17. All assets, wherever located, to which the Organization had satisfactory title at the year-end, have been fairly stated and recorded in the financial statements. The assets are free from hypothecation, liens and encumbrances, except as noted in the financial statements. We have disclosed the nature and carrying amounts of any assets pledged as collateral. All assets of uncertain value, and restrictions imposed on assets, are appropriately reported in the financial statements.

18. All aspects of laws, regulations or contractual agreements, including non-compliance, are appropriately reflected in the financial statements.

19. All restricted cash has been appropriately designated and separated from operating funds.

20. All cash accounts have been appropriately recorded in the financial statements and all terms and associated conditions have been disclosed to you in full. We have provided you with the most current banking agreements.

21. Investments in marketable securities are appropriately recorded in the financial statements in accordance with the requirements of Canadian public sector accounting standards. All events or circumstances giving rise to impairments are reflected in the financial statements.

22. Accounts and contributions receivable are correctly described in the records and represent valid claims as at March 31, 2024. An appropriate allowance has been made for losses from uncollectible accounts and for costs or expenses that may be incurred with respect to sales made or services rendered.

23. All charges to capital assets represent capital expenditures. No expenditures of a capital nature were charged to operations of the Organization. Depreciation of property, plant and equipment has been recorded according to our best estimates of their useful lives. All events or circumstances giving rise to impairments are appropriately reflected in the financial statements.

24. Government transfers have been recognized when the transfer is authorized, and all eligibility criteria have been met.

25. Revenue has been recognized only where sales have been made and items delivered, or services rendered, and the amounts have been collected or are collectible. Revenues do not include any amounts arising from consignment sales or from any other transaction from which the Organization is not entitled to the proceeds.

26. Contributions have been recognized only where a non-reciprocal transfer of cash or other assets, or a non-reciprocal settlement or cancellation of liabilities has occurred, and the amounts have been collected or are collectible. Contributions have been recognized in accordance with any stipulated restrictions and are recorded in the financial statements according to the requirements of Canadian public sector accounting standards.

27. We have identified all financial instruments, including derivatives, and hedging relationships. These have been appropriately recorded and disclosed in the financial statements in accordance with the requirements of Canadian public sector accounting standards.

Information Provided

1. We have responded fully to all inquiries made to us and have made available to you:

    - A complete record of all financial records that are relevant to the preparation and presentation of the financial statements, related data, and minutes of the meetings of members and board of directors held throughout the year to the present date as well as summaries of recent meetings for which minutes have not yet been prepared;
    - Additional information that you have requested from us for the purpose of your audit;
    - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.

2. We acknowledge management's responsibility for the design, implementation and operation of controls that have been designed to prevent and detect fraud.

3. We have assessed the risk that the financial statements may be materially misstated as a result of fraud, and have determined such risk to be low.

4. Where the impact of any frauds or suspected frauds, and non-compliance or possible non-compliance with laws and regulations, has a material effect on the financial statements, we have disclosed to you all known significant facts relating thereto, including circumstances involving management, employees having significant roles over controls, and others. We have made known to you any allegations of fraud or suspected fraud communicated by employees, former employees, analysts, regulators and others. The effects of such events, if any, are properly presented in the financial statements.

5. We have disclosed to you all deficiencies in the design or operation of internal controls over financial reporting of which we are aware.

6. We have disclosed to you all aspects of laws, regulations or contractual agreements that may affect the financial statements, including non-compliance.

7. We have disclosed to you the identities of all related parties to the Organization and all related party relationships and transactions of which we are aware.

8. The use of the going concern basis of accounting is appropriate and the Organization will be able to realize the carrying value of its assets and discharge its liabilities in the normal course of business. We have provided you with appropriate and complete information about identified events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern, our plans for future action and the feasibility of these plans.

9. We have no knowledge of side agreements (contractual or otherwise) with any parties that have not been disclosed to you.

10. There are no discussions with your firm's personnel regarding employment with the Organization.

Professional Services

1. We acknowledge the engagement letter dated June 12, 2024, which states the terms of reference regarding your professional services.

2. We are not aware of any reason why MNP LLP would not be considered independent for purposes of the Organization's audit.

Sincerely,
Chief Red Bear Children's Lodge Inc.

Signature

January 16, 2025

Board of Directors
Chief Red Bear Children's Lodge Inc.
Box 381
Cowessess, SK S0G 5L0

Dear Sirs/Mesdames:

We have been engaged to audit the financial statements of Chief Red Bear Children's Lodge Inc. as at March 31, 2024 and for the year then ended.

CAS 260 *Communication With Those Charged With Governance* requires that we communicate with you matters that are significant to our engagement. One such matter is relationships between the Organization and its related entities or persons in financial reporting oversight roles at the Organization and MNP LLP and any affiliates ("MNP") that, in our professional judgment, may reasonably be thought to bear on our independence. In determining which relationships to report, the Standard requires us to consider relevant rules and related interpretations prescribed by the appropriate professional accounting body and applicable legislation, covering such matters as:

(a) Holding a financial interest, either directly or indirectly, in a client;
(b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client or a related entity;
(c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client or a related entity;
(d) Economic dependence on a client; and
(e) Provision of non-assurance services in addition to the audit engagement.

We are aware of the following relationships between the Organization and MNP that, in our professional judgment, may reasonably be thought to bear on our independence. The following relationships represent matters that have occurred from April 1, 2023 to the date of this letter.

MNP was engaged by Chief Red Bear Children's Lodge to provide EASE or External Financial Advisor (EFA) services to the Nation from July 12, 2021 to the current date. MNP was also engaged by Chief Red Bear Children's Lodge to provide assurance services for the year ended March 31, 2024. Our independence is safeguarded by MNP not performing any management functions or make management decisions. In addition, the EFA engagement members are not part of the assurance team.

This report is intended solely for the use of Board of Directors, management and others within the Organization and should not be used for any other purposes.

We look forward to discussing with you the matters addressed in this letter as well as other matters that may be of interest to you at our meeting. We will be prepared to answer any questions you may have regarding our independence as well as other matters.

Sincerely,

MNP LLP

Chartered Professional Accountants

/rv

MADE IN CANADA

And proud of it!

At MNP we're proud to be the national accounting, consulting and tax firm that is 100% Made in Canada.

Our history defines who we are and our approach to business. Being a Canadian firm has helped shape our values, our collaborative approach, and the way we work with our clients, engaging them every step of the way.

We have a unique perspective. Our decisions are made here – decisions that drive Canadian business and help us all achieve success — and we know the impact that our choices have on the cities and towns we call home.

Throughout our six decades of work, we've seen our communities are more than just a place we do business in. They're a place where our families live, play, and thrive, and we work to make them the best places they can be.

Being 100% Canadian is something we wear proudly. This country provides us with great opportunities, and we're here to help our clients seize the opportunities so we can create a brighter future for the generations to come.

MNP Wherever business takes you MNP.ca

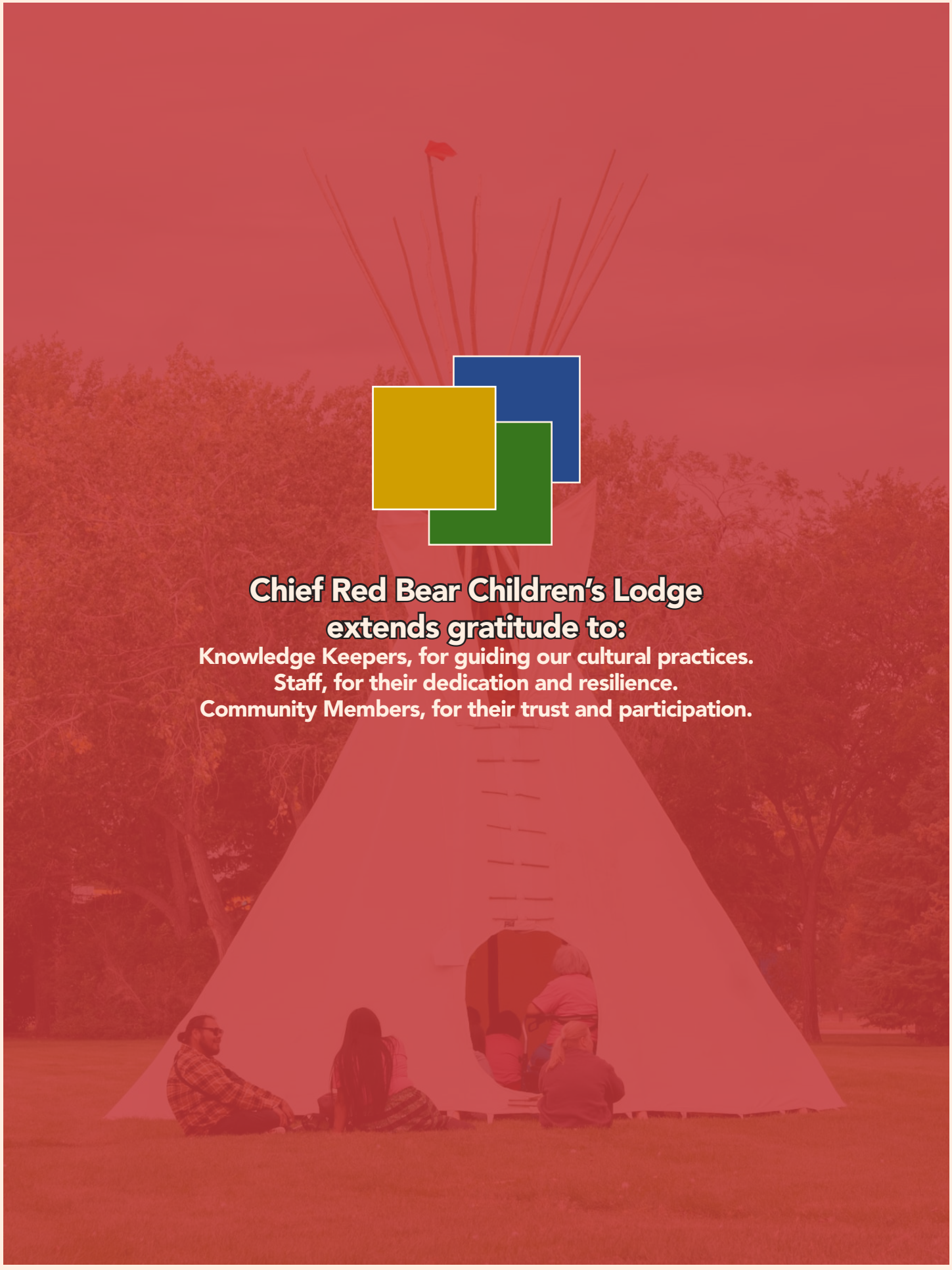


PRAXITY
Empowering Business Globally



Wherever business takes you

MNP.ca



Chief Red Bear Children's Lodge extends gratitude to:

Knowledge Keepers, for guiding our cultural practices.
Staff, for their dedication and resilience.
Community Members, for their trust and participation.



Chief Red Bear
CHILDREN'S LODGE

Chief Red Bear Children's Lodge 2023
Box 381, Cowesses, SK S0G 5L0
contactus@redbearlodge.ca