

Kwanlin Dün First Nation Annual Report 2011-2012



Table of Contents

Message from the Chief	2
Department Reports	
Community Services	4
Economic Development	6
Education & Social Assistance	8
Executive Council Office	11
Health	14
Justice	17
Lands, Resources & Claims Implementation	21
Financial Summary Statements	23



Message from the Chief

This report represents the fiscal year that runs from April 1, 2011 to March 31, 2012, the first full year of the current Chief and Council. As this report highlights, a lot of good work was accomplished over this year.

Our new Council focused on getting up to speed on our roles and responsibilities, and on learning more about the tremendous amount of work going on in our government. We also felt it was important to hear from our citizens so over this fiscal year we held a number of community consultations. We also continued our 2011 General Assembly over three separate meetings to give our citizens as many opportunities as possible to provide us with feedback and guidance.

Just six years into self-government, we quickly realized just how much work still needs to be done internally. So this year we also began building the structure and policies we need to be a stronger and more effective government. Council and senior staff took governance and leadership training to build our skills and knowledge. We also worked on developing Council's own policies and processes to help make our work more efficient, along with mandating our senior staff to develop or update a number of policies so that our government has clear guidelines to facilitate our work.

But the year certainly wasn't all about policies and consultation! In 2011-12, we also saw some exciting new developments. One of the most significant was the first use of the Kwanlin Dün Cultural Centre. Although not officially opened until June 2012, the Cultural Centre became a hub of activity during the 2012 Arctic Winter Games when we hosted the Dene Games and held our very own Kwanlin Dün Cultural Night on March 7, 2012. It was wonderful to see the Cultural Centre come alive, and to see what our government and community can deliver as a team.

And all of our staff throughout KDFN worked very hard this year, delivering the important programs and services you will read about in this report. Health and wellness services were delivered and special events supported, a men's healing camp was held at Jackson Lake, preparations began for administration of justice negotiations, citizens were supported in their education, young children were taught

their language at Dusk'a, child welfare services were strengthened, options for land development were explored, new cemeteries were planned, community buildings and services were maintained and improved, many renovations took place in housing and the housing committee was reconvened, our financial transfer agreement was completed, new youth recreation programs were delivered, employment opportunities were negotiated and much, much more.

On behalf of Council, I want to recognize the dedication of our staff and all of the hard work they do every day to serve our citizens and keep our government moving forward. As well, our staff rely on the support and guidance of citizens in their work, and for this I would also like to thank all the citizens who lend us a hand formally or informally so that we can better serve our community.

In 2012-13, we will complete our strategic plan, based on everything we have heard from citizens and staff over the past year. This strategic plan will set out our priorities and guide the work of KDFN into the future. We will continue to consult with our citizens, respond to your input as best we can, and be accountable for our work and decisions.

In closing, I would like to add that I am honoured to be able to work with and for our citizens, and that it has been a privilege to do so with such a dedicated Council including: Jessie Dawson, Jennifer Edzerza, Alicia Vance, Charlene Charlie, Ray Sydney and Ron MacIntosh; Youth Council representative Sarina Sydney; and Elder Council representative, Judy Gingell.



Chief Rick O'Brien

Department Reports

Community Services

In 2011-2012 Community Services was made up of two programs: Capital Projects and Housing.

Highlights – Capital

Cultural Centre

The Cultural Centre was a significant focus for staff at Capital in this fiscal year. The Centre was completed on schedule and on budget.

Capital was responsible for completing the final details for the building and supplying audio, lighting and landscaping equipment to the Cultural Centre.

Community Buildings

The Main Administration building was repainted, landscaped and the air quality of the building was improved.

Firesmart

The Kwanlin Dün Firesmart crew continues to be a top performer in the Yukon. This project provides employment and training for several KDFN members each year.

Highlights – Housing

Housing Maintenance

This was a productive year in Housing! The team replaced 42 hot water heaters, 40 furnaces, six chimneys, 32 sets of doorsteps and decks and all fire extinguishers, and smoke detectors. As well, carbon monoxide detectors were installed in all houses.

In addition the housing crew repaired six chimneys, upgraded nine bathrooms, refurbished the apartments, cleaned all water tanks, emptied all septic tanks and field. Nine houses were also completely renovated.



Staff at Capital were instrumental in getting the Cultural Centre built on time and under budget! Staff also worked hard on getting the building ready for the Dene Games which were held at the Centre in March 2012.

Housing Committee Work

A very successful housing meeting was held in October 2011 that provided KDFN with very good feedback from the community.

The Housing Committee was reconvened and implemented a point system for housing allocations that assesses needs and length of time a family or person has been on the waiting list for a house. The committee met on a monthly basis to make an allocation decision on more than 17 rental units.

The Tenancy Agreement was also revised making it more clear now as to what the responsibilities of the landlord (KDFN) are and the tenant.

Housing Staff Highlights

The team grew last year, with the addition of an Oil Burner Mechanic apprentice. As well, all of the maintenance personnel participated in Bobcat training and occupational health and safety training.

The addition of a Tenant Relations Officer was also a positive outcome from last year. This person visits with tenants to handle administrative requirements assists tenants in meeting their rental needs. This person also carries out house inspections to assess and schedule annual maintenance requirements.

Future Directions – Capital

Capital will continue to work in partnership with all KDFN departments to achieve the goals mandated by Chief and Council.

Some of these projects include:

- Construction of single housing units for KDFN Citizens;
- Restoration work of our cemeteries at the bottom of Two Mile Hill and at Marsh Lake;
- Continuation of community improvements including landscaping, recreational facilities and improvements to our existing Community buildings;
- Back to the Land projects on KDFN lands;
- Operational and maintenance support for the Cultural Centre;
- Firesmart work on KDFN lands in the Hillcrest South area.
- Fencing for the Dusk'a Learning Centre and for residences in the community.

We believe that by working together we can all achieve success and create a healthier community.

Future Directions - Housing

Housing Maintenance

Over the next fiscal year, the Housing Crew will continue with the ongoing maintenance program and will focus on: at least 12 more home renovations, deck and doorstep replacements, eavestrough replacements for as many houses as possible and installing anchors on the roofs of the houses.

In the following year, a three year roof replacement program will begin. In addition, upgrades are planned for the O'Brien apartments.

Housing Policy

KDFN will be pursuing projects under the First Nation Market Housing Fund. A number of capacity development initiatives will be launched under that fund including: a new housing policy; home ownership training; home maintenance and repair skills; home financing; developing a will; and other related skills.



Housing hosted a community meeting in October 2011 to get feedback from the community on housing issues.

Housing Staff

The department of Community Services will continue to support Housing crew staff members to obtain Red Seal certification in carpentry, plumbing, heavy equipment operation and others. First Aid training as well as occupational health and safety skills will also be enhanced.

Economic Development

The mission of the Economic Development Department is to promote, plan and facilitate the generation of economic wealth for Kwanlin Dün First Nation, to build the capacity of its citizenry and increase the value of its assets, in order to contribute to the well-being of Kwanlin Dün's current and future generations.

The department's core mandate is derived largely, but not exclusively, from Chapter 22 of the Final Agreement. Of the economic development measures provided for in Chapter 22, the provision for Yukon Asset Construction Agreements (YACA) has been the most significant for the department. Much of the work of the department has revolved around negotiating and implementing benefits arising from these agreements.

Highlights

Cultural Centre

The responsibility for the coordination and oversight of the Cultural Centre's development has resided with the department and this project was our main initiative for 2011-2012.

Following the completion of construction of the Cultural Centre, the department was in full swing planning for the development of artwork and exhibits, programming, training and staffing and finalizing the business plan for the facility. In addition Economic Development leads

the Cultural Centre Steering Committee which provides cultural input and support for the project.

The department was also intensively engaged in marketing the centre to attract paying visitors, space rentals, conferences and conventions, and performances.

The centre opened four months ahead of schedule and hosted the Dene Games portion of the 2012 Arctic Winter Games in March 2012. As part of this event Kwanlin Dün held its first event at the Cultural Centre – the Kwanlin Dün Cultural Night on March 7th. The official Grand Opening of the Cultural Centre will take place as planned on National Aboriginal Day, June 21, 2012.

Yukon Asset Construction Agreements (YACA's)

Economic development continued to negotiate and implement YACA benefits that result in training and employment of KDFN citizens and beneficiaries, as well as income-generating opportunities that result in capacity building and expertise development.

Specific benefits from these agreements include sole source contracts through Canyon City Construction (ranging from landscaping to clearing and grubbing as well as construction of residential units), employment and training opportunities, infrastructure improvements on KDFN parcels and funding opportunities, to name a few.



KDFN's company, Canyon City Construction, helped to construct six duplex buildings in Takhini North.

The project employed a number of KDFN citizens.

Business opportunities

In the 2011-12 fiscal year, Economic Development continued to work with Canyon City Construction and the Dominion/Kwanlin Dün Joint Venture to identify new construction industry opportunities.

Projects underway during this fiscal year by the Dominion/Kwanlin Dün Joint Venture were the construction of the correctional centre and the Cultural Centre.

Canyon City Construction carried out the following YACA-negotiated sole source contracts:

- clearing and grubbing 43 ha, phases 1 & 2 development of Grizzly Valley subdivision;
- construction of six duplex units in Takhini.

In addition, the department continued to engage in the identification and assessment of potential business initiatives outside of the construction industry.

Market Analysis - Property Development

In partnership with KDFN's Lands, Resources and Claims Implementation department, a market analysis was completed which identified the opportunities for Kwanlin Dün in the Whitehorse real estate market. Staff worked with a local consultant to examine the development potential of the Kwanlin Dün land parcels within the City of Whitehorse and identified those parcels that have the highest potential for development. This work will help to guide the development of Kwanlin Dün urban lands and ensure that individual land parcels are developed to their highest and best use.

Future Directions

ICSP and Gas Tax Funding

The second draft of the Integrated Community Sustainability Plan (ICSP) was reviewed in early 2011. Work was done to identify and prioritize identified potential projects for gas tax funding.

In light of the purpose of Gas Tax funding, infrastructural investment (e.g. in sewer and water services), in support of property development

activities and renewable energy projects such as geothermal, are two possible candidates for future fund allocation.

Yukon Asset Construction Agreements (YACA's)

Two projects initiated through YACA agreements will continue in 2011-2012:

Employment & Training Centre

A feasibility and scoping study has been funded and undertaken to determine what would be required to establish a new Kwanlin Dün Employment Centre.

Riverfront pathway

Design of the riverfront pathway, which runs along the waterfront in front of Kwanlin Dün's Cultural Centre was recently completed. Construction of the path and bordering landscaping is planned for 2012. Path features include sitting areas, lighting and a viewing platform with signage.

Staffing

The department aims to become progressively staffed by KDFN members and will continue to seek opportunities for building capacity of KDFN members. The creation of KDFN trainee positions at the Cultural Centre is a positive step in this direction, with a KDFN member being trained as the future Executive Director for the facility.

With the Cultural Centre operating more independently, a review of the department structure and mandate will take place.



The Kwanlin Dün Cultural Centre opened four months ahead of schedule.

Education & Social Assistance

Beginning in April 2010, the Education Department was restructured to bring together all aspects of education under a single department, and to focus the efforts of the department on expanding and improving education services to meet the growing demands of the Nation. The approved transfer of responsibility for Social Assistance out of the Education Department has not, to date, taken place.

Current program responsibilities include: Early Childhood Education; K-12 Education; Adult Education; Occupational Health and Safety; and Social Assistance.

Highlights

Dusk'a Head Start Family Learning Centre

The Dusk'a Head Start Family Learning Centre has been flourishing after its renovations and the program upgrades. Over the winter, the staff and children were able to enjoy and share in a winter camp experience. A moose was provided for the Centre and the students enjoyed watching and participating in the preparation of the meat.

Students engaged in drumming, singing and language lessons weekly. It takes a community to raise a child and as such, Dusk'a was the site of many family luncheons and presentations. Students learned about "Stranger Danger" from local RCMP officers.

Adult Education

The Education Department continued to offer a community-based College Preparation Program including courses such as math, communications, study and computer skills.

Short courses that offer choices for further education and employment opportunities were also provided. Some of the courses included Fire Arms Safety, Enform Chainsaw, Standard First Aid/CPR-C, Bobcat Safety, and the Exploration in Trades program.

Financial Assistance for Training and Education

The upward trend in demand for post-secondary education and training continued in the current year, creating pressure on limited student financial assistance funding in the Post Secondary Student Financial Assistance and ALFA programs.

The Department continued the process of examining current policies in both assistance programs.

Numbers of students involved in programs included;

- 5 graduated from University/College
- 22 are currently studying at University/College
- 14 did College Preparation programs at Yukon College/House of Learning
- 9 did the Skills & Trades Exploration Program at KDFN.
- 156 participated in training or workshops.



Dusk'a had a new playground installed that keeps the kids active and safe during playtime.

Occupational Health and Safety

Occupational Health and Safety is an important part of ensuring the wellbeing of the Nation's workplace. KDFN is setting the trend for other First Nations in Canada by complying with regulations, identifying workplace hazards, and avoiding injury through training and the development of safety policy and procedures.



The House of Learning organized a firearms safety training course in August 2011.

The impact is most obvious within the Housing Department, where the workers are now wearing their brightly coloured personal protective equipment and hard hats. The comprehensive Workplace Occupational Health and Safety policy is close to completion.

Case Management

The case management service is offered to help citizens negotiate the often difficult and complicated steps needed to develop independence and self reliance through education and employment. The assistance provided in connecting services, resolving complex personal issues and developing paths to independence has proven to be highly successful. Seventy-eight citizens have met with the Case Manager during the 2011-2012 year. Many of these citizens have had numerous sessions with the Case Manager for ongoing support, totalling 533 contacts/meetings with clients overall.

Relevant services have included: counselling (trauma, drugs and alcohol, life skills, anger management, job retention, career choice, student support); assistance with the Independent Assessment Process compensation claims and the resulting re-experienced trauma; resume development; resume updating; cover letter development; job search; and job applications online and by fax.

K-12 Education

The Community Education Liaison Coordinators based at Elijah Smith Elementary and Porter Creek Secondary Schools had busy years.

Assistance has been provided to 37 KDFN students at the elementary level, and to 49 KDFN students from all Whitehorse high schools in addition to the Individual Learning Centre and Teen Parent Centre. Both coordinators have also provided liaison services in addition to the organisation of, and involvement in a large range of cultural activities. Seven students graduated from high school.

Elementary School Tutoring Program

A KDFN tutor program was not offered for the 2011-2012 school year, as funding approval from Yukon government was not granted. We look forward to applying and planning for future funds.

Social Assistance

This past year saw an increasing number of SA recipients, with Social Assistance becoming a large expenditure area for KDFN. This has prompted calls for a review of the policy to better suit the needs of KDFN.

continued on next page



Dusk'a students engaged in drumming, singing and language lessons weekly. They got a chance to show some of their skills at a naming ceremony for the Learning Centre in December 2011. Although the Centre has been using the name Dusk'a for many years, there had not yet been a ceremony to honour the person the Centre had been named after. The name Dusk'a was chosen for the Centre in memory of the late respected Elder Emma Burns.

Future Directions

The department will continue to try its best to meet the changing needs of the KDFN community. New program/training initiatives, partnerships, funding sources and physical space allocations within the House of Learning will hopefully expand and enhance the educational opportunities for KDFN citizens.

Dusk'a Head Start Family Learning Centre

The Dusk'a Head Start Family Learning Centre is looking to incorporate more culture and language into the program. This involves the creation of a culturally rich curriculum which will allow children to learn and explore their traditional values.

The Dusk'a staff will continue to strive to ensure that our children will have the readiness skills required for entry into the public school system. This will be accomplished by implementing a strong preschool program that has an emphasis on kindergarten skills.

Occupational Health and Safety

The department will finalize and implement an Occupational Health and Safety policy for KDFN, provide continuing training for staff and assist in the development of a work climate that is committed to the well being and safety of employees.

Case Management

This service will continue to strive to assist citizens acquire the tools required for self-reliance and employment. Steps will be taken to help link the departments within Social Assistance, Education and Human Resources so that the combined resources can be utilized for maximum client benefit.

K-12 Education

The House of Learning will initiate an "after hours" tutoring service for students and provide special services for children as required. Computer-based activities and the possibility of a summer literacy camp will be investigated.

Porter Creek Secondary will see the addition of an "Elders in School" program for the new school year, as well as a new "First Peoples' English" class.

Adult Education

The department will continue in its efforts to support access to adult training and education opportunities. It will investigate new, more flexible learning/training offerings to increase access to education. New partners will be sought to assist where possible.

Financial Assistance for Training and Education

The policy review process will be completed and a new committee for approval of post-secondary education requests will be formed, with the intention of ensuring that limited funding serves as many citizens as possible and the interests of a developing Nation.

Elementary School Tutoring Program

Funding will be pursued in order to provide basic and specialized services for our children at the House of Learning.

Social Assistance

The department will work towards ensuring a full review of the SA policy and system, and implement recommendations from this review. The review should result in a system that ensures a safety net for those that require this support, while guiding and assisting citizens to work towards self-sufficiency.

Executive Council Office (formerly Governance Secretariat)

In the Fall of 2011, the Council directed that the Governance Secretariat be re-named the Executive Council Office (ECO) and that the ECO report directly to the Council rather than through Administration.

The purpose of this change was to enhance the purpose, accountability and core responsibilities for the department. ECO serves as a central source within the First Nation for services, expertise and advice in areas that ultimately influence and guide the overall functioning of the First Nation. ECO works very closely with the Executive Director's office and other departments. It is also actively engaged with the community.

ECO is responsible for coordinating KDFN's Self-Government and Final Agreement implementation, overseeing Financial Transfer Agreements and Programs and Services Transfer Agreement negotiations, conducting intergovernmental affairs, and advising and supporting Council and other KDFN governing bodies. It is also responsible for preparing laws, regulations, terms of reference, policies, procedures and resolutions.

ECO provides communications services and advice to Council and to the departments. The Citizenship Registrar's office is also part of ECO and is responsible for registering citizens and maintaining an up-to-date citizenship list.

Highlights

Capacity Development

This annual report covers the Council's first full year in office and it has been a remarkable year for capacity development. Initiatives have included formal and informal training, orientation, studying, presentations and a great deal of on-the-job training.

The Council undertook a one week accredited governance leadership training program in January 2012 provided by Yukon College. The Council, along with staff and community members, were provided with a Harassment Awareness Workshop in October 2011.

Self-Government Implementation

Progress on implementation activities for 2011-2012 was impacted by staffing shortages in the department. It was nonetheless a busy year on implementation activities and KDFN successfully completed negotiations on the new nine-year Financial Transfer Agreement (FTA).

Others implementation files that were worked on included; resource revenue sharing, fiscal harmonization, Chapter 22 Economic Development measures, Human Resources and Skills Development Canada and Intergovernmental Working Group (IWG).

continued on next page



The community celebrated the inauguration of a new Chief and Council in April 2011.



The Council supported the expansion of ECO in 2012-13 to include a Self-Government Implementation Advisor, a Communications Advisor and a Senior Administrative Coordinator. The full staffing of the department will allow it to better fulfill its mandate in 2012-13.

Legislation and Policies

Despite staffing shortages, some good progress was made on various regulatory measures including the Personnel Policy and Procedures, Terms of Reference for the Trust Working Group, the Occupational Health and Safety Policy (lead by our new OH&S Specialist), and initial work on a draft Finance Policy and Procedures.

In addition, a proper Registry of Laws system was developed, and a great deal of research was undertaken to locate and organize KDFN's original regulatory documents. There is still a great deal of work required to sort through many years of records that were boxed and stored in various offices and rooms.

Support to Governing Bodies

The Council was very active in 2011-2012, dealing with many old and new governance issues. ECO provided ongoing services and advisory support to Council.

ECO provided support to the Youth Council, particularly with respect to meetings, mentoring and efforts to gain greater participation in the activities of the Youth Council by KDFN Youth. In February 2012, Sarina Sydney was elected as the new Youth Council Spokesperson.

Support provided to the Elders Council in 2011-2012 included the development of a Rules of Procedure for the Elders Council, as well as a funding proposal to support the new Elders Dance Group.

ECO coordinated the 2011 General Assembly. The Assembly was originally scheduled for October 28-30, 2011 at Nàkwät'à Kù but was postponed on the last day in respect of the passing of a citizen. The 2011 Assembly was completed on March 25, 2012 at the new Kwanlin Dün Cultural Centre.

Future Directions

Enhanced Support for Governing Bodies

The Council has identified a number of supports it needs to put in place. These include things like a Council orientation manual, rules and procedures for council, roles and responsibilities for Council members, and streamlined processes and tracking accountability. ECO's ability to support Council will be enhanced once the re-structure is complete and the vacant and new positions are staffed.

ECO will continue to provide ongoing support to the Elders Council and Youth Council and oversee the coordination of General Assemblies. In response to citizen requests, a special summer land-based General Assembly is planned for Jackson Lake.

Enhanced Implementation of the Self-Government Agreements

Council has mandated that enhanced measures be taken to implement our Final and Self-Government Agreements and Implementation Plans. ECO will be involved in many negotiations and discussions on a number of different areas of focus including resource revenue sharing, own source revenue, economic development, traditional territories overlap, representative public service and Program and Services Transfer Agreements.

Citizenship / Enrolment

ECO's Citizenship Registrar started in March 2012 and will be busy this year working on updating the citizenship/enrolment list and preparing operating procedures for Council's approval. Under Council's direction, we will also be re-activating the Citizenship Committee, reviewing the issue of dual citizenship and starting work on a draft *Citizenship Act*.

Communications

Good governance requires a well developed communications strategy and strong internal and external communications. A new Communications Advisor is being hired to develop a broad-based communications strategy and work plan and to explore methods to enhance communications with citizens.

Governance and Regulatory Measures

ECO will be working on a number of measures in this area as directed by Council. We are planning to coordinate a review of KDFN's Constitution and work on a number of new pieces of legislation such as the *Elections Act*, *Lands and Resources Act* (led by Lands), *Governance Act* and *Citizenship Act*. There are also many policies that will be either finalized or initiated in the coming year that have been identified by Council as priorities.



At the October 2011 General Assembly, Mark Rutledge got community children to dance with him at the Friday night Community Dinner. The next day, citizens participated in the General Assembly, providing direction and feedback for Council.

A great deal of work is also required to sort, analyze, digitize and properly file large volumes of stored historical records. KDFN citizens will be hired to assist.

Organizational Effectiveness

As directed by Council, ECO will be working on improving the overall organizational performance of KDFN government. We will be finalizing and overseeing the implementation of the strategic plan, improving our records management and undertaking community awareness training on the Constitution, our Final and Self-Government Agreements and our Financial Transfer Agreement.

Health

The Health Department, guided by our culture and our integrity, is committed to improving the quality of life of the community. We strive for culturally appropriate, innovative health programs and service delivery excellence.

The work of the Kwanlin Dün Health Centre staff is based on community need, the “medicine wheel” or circle of life, and the Social Determinants of Health.

The Health Centre staff approach their work using four main goals

- 1) To work to deliver holistic health programs and services.
- 2) To support individuals, families and communities to meet their health needs.
- 3) To honour cultures and traditions in our services and community.
- 4) To work together as an integrated team that is collaborative, creative and accessible.

Highlights

In 2011-12, the Health Department continued to make advancements in how we delivered our services. We added a fourth program area, Recreation Services, to the program areas we had last year: Health Promotion; Home and Community Care; and Clinical Counselling Services.

Recreation Services

Kwanlin Dün Health Centre management was successful in accessing funds through the Community Development Fund to develop a new Recreation Service starting in 2011-12.

Recreational activities for KDFN youth provide many physical, emotional, social and spiritual benefits. It also allows health care staff to more effectively reach this target group with health promotion and active living messages.

Even though the program was in the development phase, a number of projects were accomplished. This included a ten-day Martial Arts Camp in June; wilderness tourism training for three KDFN youth; a youth camp at Jackson Lake; an annual summer recreation program; and a new “Mobile Youth Centre” which connected youth into a number of different winter-time activities.

Health Promotion

Health promotion is an integrated, comprehensive series of health education, disease prevention, harm reduction and health promotion programs and services.

In 2011-12, the program provided a variety of different programs to people of all ages. These included a variety of maternal and child programs, adolescent initiatives, well adult activities, child and adult immunization, STI programming, the No Fixed



KDFN hosted a youth camp at Jackson Lake in 2011. The youth learned how to set net and how to clean and prepare fish. They went canoeing on Jackson Lake and did arts and crafts. They learned about traditional medicines and tried a few martial arts moves too.

Address Outreach Van, and various educational initiatives such as the Lunch and Learn series.

The program also provided walk-in clinic nursing services, community wellness services and programming to Kwanlin Dün citizens involved in Corrections.

Home and Community Care

Home and community care is an integrated, comprehensive case managed home and adult care program.

In this fiscal year, we started to provide weekly outreach clinics at the Salvation Army. The new downtown clinic is staffed by one of Kwanlin Dün's nurses and a Nurse from YTG. Clients came to the clinic for chronic disease management (e.g. medication management, blood pressure checks, weight and blood sugar monitoring), acute care (e.g. wound care, frostbite, pain, support for grief/loss or suture removal) and health promotion/harm reduction.

This program area also provides advocacy and support services for people being discharged from the hospital and to many of the Elders who require extra assistance in their homes. The program delivers home support services through personal care and home management.

In this reporting year, there were approximately 11-15 clients, at any given time, accessing home support services.

Clinical Counselling Services

Clinical counselling provides comprehensive, culturally appropriate, therapeutic, mental wellness, addictions and family violence services to adults, children/youth, families who are Survivors or Intergenerational Survivors of Residential School.

The counselling team consists of four part-time counsellors and one part-time manager who is a psychologist.

Clients served

In 2011-12, the Health Centre served over 1600 different people. However, we see many of these people many times; our staff had over 20,290 separate contacts with people in this one year.

The breakdown of our clients was 65% from Kwanlin Dün First Nation, 31% from other First Nations and 4% non First Nation.

Some additional statistics from individual Health programs for 2011-12 include:

- The new Downtown Salvation Army Outreach Clinic had 493 client clinic visits during its first year of operation of which 179 different people accessed services.
- The Home Care program cooked and delivered a "meals on wheels" program two times per week for a total of 2,500 meals.
- The Doctor's clinic provided clinics two days per week to 235 community members. The total number of contacts was 1,749.
- The counselling program had a total of 2,349 separate contacts.
- The total number of Outreach van client visits was 12,412, with 3,309 nursing-specific clients.

Department-wide activities

Staff from different program areas worked together to deliver a number of successful programs and services in 2011-12.

In May 2011, the Health Centre team successfully hosted a Truth and Reconciliation Commission event on May.

In July, the department hosted the *Choices Youth Conference* a sexual health workshop for youth. At this successful event, 78 Yukon youth received important health information and participated in fun activities designed for their age group.

continued on next page



Kwanlin Dün Health Centre team successfully hosted a Truth and Reconciliation Commission (TRC) event May 26-27 at the Nàkwät'à Kù Potlatch House.

Over 100 people who accessed the event and told their stories of surviving Residential School to the Commission.

As well, the community supported the TRC event in Inuvik in the summer by sending four Health Centre staff and six community members to attend the week-long event.

Other activities included organizing:

- a community celebration to honour graduates, in partnership with Education;
- a community Thanks Giving dinner;
- organizing a community clean-up;
- a community presentation of a play about youth and exposure to drugs and alcohol called *Wake and Bake*;
- an annual Halloween party for the children;
- many different activities during National Aboriginal Addictions Awareness week; and
- a flu campaign.

All health programs and services continued to be delivered as an open-door/ universal service, which means KDFN citizens, other Yukon First Nation citizens, and non-First Nation citizens are accessing the Health Department's services.

Future Directions

Recreation

In 2012-13, we will be implementing the recreation service that was developed in 2011-2012.

As part of the pilot project, we will be hiring two Recreation Support Workers. The program is planning summer camps for youth ages 6-12 and a two week intensive course on injury prevention for First Nation Youth. Recreation will be helping with the KDFN Fish

Camp being hosted by Health. There are also plans for a Mountain Bike Program through the Mobile Youth Centre. We are researching the potential of setting up a Girls Club.

And winter activities are also on the list of things to do. We are looking into after school sports at the Canada Games Centre, archery activities, more activities with the Mobile Youth Centre and a Women's Sewing Group.

Traditional Healing Program

In response to community interest and requests, a traditional healing program is being developed and implemented as a pilot project for the upcoming year.

The program will include opportunities for community members to access traditional healers, a traditional fish camp, traditional healing fires, smudging opportunities, individual counseling and various traditional workshops and teachings.

Ongoing programs and services

Health Promotion, Home and Community Care and Clinical Counseling will continue to offer the same successful services that they have provided in the past. They will be looking for more input from the community about the particular topics/health concerns that are most important to them.

Justice

Highlights

Community Justice

The volume of clients in the areas of victim services, probation and corrections continues to increase and these clients often have complex needs.

The Community Justice staff position was filled and orientation provided for a new worker. However, additional capacity is needed to serve KDFN citizens, as well as others seeking assistance from KDFN.

Service to victims requires dedicated staff and discussions with the Yukon Department of Justice related to funding shortfalls and gaps in service delivery are being planned. Improved funding would provide a foundation for the reinstatement of restorative justice processes and further development of programs and services based in culture and traditional knowledge.

Child Welfare

In the first part of the 2011-12 fiscal year, KDFN and the Yukon government worked to negotiate a new relationship that would address Kwanlin Dün child welfare needs under the Yukon's current *Child & Family Services Act*.

As a result of the negotiations Kwanlin Dün and the Yukon government agreed to establish a joint liaison committee to oversee the delivery of child welfare services to Kwanlin Dün children, families and residents on Kwanlin Dün lands.

The committee was guided by Terms of Reference that outlined the principles, values, administrative structure and process for resolving issues related to Yukon government social workers' activities with Kwanlin Dün cases.

Overall, KDFN and Yukon's Health & Social Services (HSS) staff have been

working towards ensuring that KDFN was aware of HSS presence in the Kwanlin Dün community, that informed decisions were exercised and that all available options to retain Kwanlin Dün children's ties to their families, community and cultural ties were identified, carefully considered and applied.

Administration of Justice

Following the community consultations in March 2011, Kwanlin Dün First Nation established an Administration of Justice negotiations team.

The Kwanlin Dün community sees administration of justice as providing key processes and supports to advance community priorities to invest in young people (child welfare and youth crime prevention programs), to revitalize customary practices that engage families and community to provide support to those going through the court system or who require life skills to change unacceptable behaviors.

Once the negotiation team was established meetings were held with both the Chief and Council and

continued on next page



Making custom knives was one of the activities at the September 2011 healing camp at Jackson Lake. The detailed evaluation showed that each of the eleven men who completed the "Building a Path to Wellness Program" demonstrated significant improvements in their patterns related to use of substances, encounters with the law and connections with friends and family.

The experience of completing the program on the land was highly rated by the men and the reconnection to land and culture seen as very helpful in developing a healthier life.



Justice worked with Sarah MacIntosh (on right) to help her gain custody of her granddaughter, Natelia Lindstrom. At a Welcome Home celebration in October 2011, Ron MacIntosh and Ray Sydney presented Natellia with a button blanket.

the Elders Council to provide an orientation of the administration of justice provisions and KDFN legislative authorities within the Kwanlin Dün Self-Government Agreement.

A key element to a successful negotiations is community engagement and, in March 2012, KDFN Chief and Council directed that a working group to guide the negotiations process be established.

Land-Based Healing

“Building a Path to Wellness: Jackson Lake Land-Based Healing Program” had one group of men participate in a three week program September of 2011.

A new approach to program evaluation was used, with the evaluator involved in programming and regularly meeting with the men throughout the program and at three and six months after the completion.

Review of the Yukon’s Police Force

KDFN Justice had significant input and helped to guide the final recommendation of the review of the Yukon’s police force, which was completed at the very end of the previous fiscal year.

The report entitled *Sharing Common Ground* featured 33 key strategic recommendations. The report was approved by the Yukon Legislature and an implementation plan was put into place. The plan included the creation of an implementation oversight committee to guide the implementation of these recommendations.

The KDFN Director of Justice, along with representatives from CYFN, is a member of this committee.

Key priorities set out by the Yukon Government for the first year of implementation, and endorsed by Yukon First Nations leadership, included:

- The establishment of a Yukon Police Council;
- The construction of a Secure Assessment Centre, now referred to as the Arrest Processing Unit;
- Memorandum of Understanding with Alberta's Serious Incident Response Team (ASIRT) to provide independent investigation of serious or sensitive incidents involving Yukon Police;
- Development of a domestic violence and sexualized crime investigative team;
- Development of a Law Enforcement Career Orientation Program.

Future Directions

Child Welfare

KDFN and the Yukon have proceeded to negotiate a Memorandum of Agreement (MOA), to guide the delivery and administration of child welfare services under the Yukon's *Child and Family Services Act*.

The MOA will enhance the transparency of child welfare services in the Kwanlin Dün community and with Kwanlin Dün children and families and to keep Kwanlin Dün children safe and connected to their families, community and culture.

The MOA will apply to all KDFN staff and to Yukon's Health and Social Services staff involved in the delivery of child welfare services. The Kwanlin Dün Justice department will be the lead contact on behalf of KDFN.

After the MOA is completed, the development of sufficient First Nation capacity plan to resource the full implementation of the new agreement will be a priority.

The implementation plan will include community orientation sessions and provision of information pamphlets to inform Kwanlin Dün families about the details of the agreement.

Once the completed agreement is implemented and the success assessed, KDFN will be in a better position to develop further plans related to continuing the work to prevent family difficulties, intervene early and appropriately and bring children home to

healthy families as soon and as often as possible. The prevention of adoption of KDFN children by families outside the Nation remains a priority focus along with the repatriation of children back to Kwanlin Dün who are in care out of the community.

Land-Based Healing Programs

Work continues on the development of the Jackson Lake Land-based Healing Program using the results of the evaluations done in the 2009-10 and 2010-11.

The development of a detailed program description will guide orientation of program staff and resource people and provide a foundation for enhanced organization and consistency of approach to programming. Funding of the program remains year-to-year and work continues on enhancing the funding base.

The next steps are to identify funds for the delivery of land-based programs in 2012-13 and to further strengthen the program development and delivery through the implementation of the recommendations emerging from the completed evaluations and lessons learned over the years.

Further fundraising will focus on both the territorial and federal levels and also work on identifying and using other revenue streams as identified in a business plan.

continued on next page



Justice continues to work towards getting funding for the Jackson Lake Land-based Healing Centre.

Administration of Justice Agreement (AJA)

The KDFN Administration of Justice Agreement negotiation team will be working with a Kwanlin Dün Justice Working Group (JWG). The JWG will consist of representatives from the Elders Council, Kwanlin Dün Judicial Council and the community at large.

The AJA negotiation team is preparing to commence talks with Canada and Yukon in the autumn of 2012.

As part of the annual work plan, the AJA negotiation team and JWG will provide ongoing community updates as the talks progress.

Capacity for Whitehorse-Based Support to KDFN and Other First Nations

KDFN is well known and respected as a significant source of support by First Nation people living in Whitehorse or visiting the city for court or corrections related activities. KDFN does what it can to serve all those that request help in the health and justice programs, which is taxing on staff and other resources.

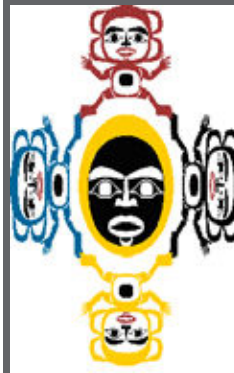
Funding agencies will be asked to recognize the role of KDFN in providing service to a very significant

volume of KDFN citizens as well as citizens of other Yukon First Nations.

Sharing Common Ground Implementation

KDFN Justice has committed to participating long-term in guiding the implementation of the Sharing Common Ground recommendations.

KDFN Justice is also committed to revisiting our own Police Review recommendations established in 2010 and to explore ways of implementing them.



Judicial Council

The Judicial Council, set up under KDFN's constitution, protects the rights of Kwanlin Dün citizens.

The Council can deal with a citizen's challenge of a decision of Chief and Council or another branch of KDFN's government.

It can deal with concerns about how the *Citizenship Code* or the *Elections and Referendum Code* are applied.

Since 2010, Judicial Council members have been busy participating in administrative law courses at Yukon College and at the Foundation of Administrative Justice in Edmonton and Calgary.

Two Judicial Council members are close to completing their course requirements and will receive their Foundation of Administrative Law Certificate.

In addition to training, Judicial Council has reviewed and considered applications for appeals submitted by Kwanlin Dün Citizens.

The following are examples of some appeals submitted to Judicial Council:

- Housing – 2 separate complaints relating to how houses are approved and allocated, waiting list and housing application process.
- Housing – 1 complaint in regards to how contracts are allocated.
- Personnel – 1 complaint for wrongful dismissal.

There were a number of inquiries in regards to housing but the citizens chose not to submit an application.

To date, Judicial Council has only requested information from Kwanlin Dün First Nation staff but these matters have not moved beyond the inquiry stage. No applications have been approved to move beyond the inquiry stage and Judicial Council has not conducted any hearings.

Lands, Resources & Claims Implementation

The department manages land and resources on Settlement Land, and implements the parts of the land claim agreement that affect land and natural resources. We are responsible for legislation, policy and planning. We manage harvest on Settlement Lands and participate in environmental assessment throughout the Traditional Territory.

Highlights

Lands Administration & Planning

The Marsh Lake planning process continued with the participation of Lands staff as representatives of Kwanlin Dün. Mapping and policy work was further developed over the year. It is anticipated that a draft plan for Marsh Lake will be ready for public review in fall 2012.

Lands staff worked to revise and update the zoning governing Kwanlin Dün lands within the City of Whitehorse. This work respects the current uses of Settlement Land within Whitehorse and will allow Kwanlin Dün to more easily bring its urban lands into development.

In partnership with KDFN's Economic Development, a market analysis was completed which identified the opportunities for Kwanlin Dün in the Whitehorse real

estate market. Staff worked with a local consultant to examine the development potential of the Kwanlin Dün land parcels within the City of Whitehorse and identified those parcels that have the highest potential for development. This work will help to guide the development of Kwanlin Dün urban lands and ensure that individual land parcels are developed to their highest and best use.

Funding was secured for the cleanup and restoration of the Kwanlin Dün cemeteries at Two Mile Hill and Marsh Lake as well as the old graveyard behind the Whitehorse Hospital. A plan was completed to undertake this work and the department is committed to finishing this work by the fall 2012.

Staff participated in the ongoing Porter Creek D Working Group discussions regarding the proposed Porter Creek D housing development. The working group discussions were completed this year however a second phase of consultation is expected to start up in fall 2012. Kwanlin Dün staff will remain involved in the next phases of discussion on Porter Creek D to express Kwanlin Dün's position on this important issue.

The department continued work on building the foundation for a system that will be able to make land available for citizens and bring revenue to the

First Nation. A Letter of Understanding "LOU" was signed between KDFN and Yukon government to work together to consider options and opportunities related to development of KDFN Settlement Land.

Lands Act

The *Lands Act* was reviewed by experts at the Government of Yukon and the City of Whitehorse; revisions to the Act, and the associated Land Authorization Regulation, were completed to ensure consistency with their laws.



Funding was secured in 2011-12 for the cleanup and restoration of the Kwanlin Dün cemeteries at Two Mile Hill and Marsh Lake (pictured above) as well as the old graveyard behind the Whitehorse Hospital. A plan was completed to undertake this work and the department is committed to finishing this work by the fall 2012.

continued on next page

Fish and Wildlife Management

The Southern Lakes Wildlife Coordinating Committee was established in 2008. Its composition, mandate and duties are set -out in Schedules B and E, respectively, of Chapter 16 of the Kwanlin Dün and Carcross/Tagish First Nations' Final Agreements.

Nine committee members represent government parties that have authority and responsibilities for land and wildlife management. These governments include Kwanlin Dün First Nation, Carcross/Tagish First Nation, Ta'an Kwäch'än Council, Teslin Tlingit Council, Champagne and Aishihik First Nations, Taku River Tlingit First Nation, Canada, Yukon and British Columbia.

The mandate to develop a Southern Lakes regional wildlife assessment and recommendations is the first joint effort by all governments (Canada, Yukon, British Columbia and First Nations) to recover and conserve wildlife populations and their habitat in this area. The authority, structures and objectives of First Nation final and self-government agreements made this collaboration possible.

A department staff member sat on the committee as a co-chair throughout the four year process. As of March 31, 2012, the Southern Lakes Wildlife Coordinating Committees' mandate to complete a wildlife assessment and develop recommendations finally came to a successful conclusion.

Alaska Highway Pipeline Projects

With funding from the Alaska Highway Pipeline Project (APP), work began on the Kwanlin Dün History Project which documents the history of the Kwanlin Dün people and examines how our community has responded to change brought on by developments such as the Alaska Highway.

Future Directions

Lands Administration and Planning

Funding is currently being sought to support planning initiatives for Lot 226 and Kwanlin Dün's Nisutlin Drive (S-367 B/D) land parcel. These planning

initiatives are intended to examine the development potential of each site and provide realistic development scenarios which would assist Kwanlin Dün in bringing these sites into development. It is anticipated that funding will be secured for these planning initiatives and that the planning work would get underway later this year.

The restoration and cleanup of the Kwanlin Dün cemeteries is planned to begin this summer and be complete by the fall. In addition, a geophysical investigation of the proposed new cemetery site on C-42 is planned to take place this spring in order to ensure that the site would support plans for a cemetery and access road.

The Marsh Lake Local Area Plan is anticipated to be completed by the end of 2012. Departmental staff will continue to represent Kwanlin Dün in the planning process and ensure that the final plan best reflects the interests of Kwanlin Dün and its citizens.

Lands Act

The draft *Lands Act* is under legal review. Once this is completed the final draft will go to second reading and community review.

Fish and Wildlife Management

Southern Lakes Wildlife Coordinating Committee

Now that the Southern lakes Wildlife Coordinating Committees' mandate to develop a Southern Lakes regional wildlife assessment and recommendations is complete, the work by all parties to implement the recommendations begins. These recommendations will help guide and enable the parties to coordinate their efforts in the management of wildlife and habitat in the Southern Lakes area for years to come.

Michie/McLintock Juvenile Chinook Salmon Study

This multi-year project, funded annually by the international Yukon River Panel, supports the maintenance of the Michie Creek Chinook salmon population, which is an important management objective for Kwanlin Dün people. The Kwanlin Dün Lands, Resources and Claims Implementation department continues to manage this project on an ongoing basis.

Financial Summary Statements 2011-12

MANAGEMENT'S STATEMENT OF RESPONSIBILITY

The accompanying non-consolidated financial statements of Kwanlin Dun First Nation (the "First Nation") and all the information in these non-consolidated financial statements are the responsibility of the First Nation's management and have been approved by the Chief and Council (the "Council").

These non-consolidated financial statements have been prepared in accordance with accounting principles as disclosed in Note 2 to the non-consolidated financial statements and, where appropriate, include amounts that are based on management's best estimates and judgments.

Management has established and maintained internal control systems to ensure that the non-consolidated financial information is objective, reliable and accurate and that First Nation assets are appropriately accounted for and adequately safeguarded.

The Kwanlin Dun First Nation's Council is responsible for overseeing management in the performance of its financial reporting responsibilities and for approving the non-consolidated financial statements. The Council fulfils these responsibilities by reviewing the non-consolidated financial information prepared by management and regularly meeting and discussing relevant matters with management and external auditors. The Council is responsible for recommending the appointment of the First Nation's external auditors.

The non-consolidated financial statements have been audited by the independent auditors, M. McKay & Associates Ltd., Certified General Accountants. The independent auditors have full access to both the Council and management to discuss their audit findings. Their report outlines the nature of the audit and expresses an opinion on the non-consolidated financial statements.


Chief


Councillor


Finance Director

INDEPENDENT AUDITORS' REPORT

To the Members of
Kwanlin Dun First Nation:

We have audited the accompanying non-consolidated financial statements of Kwanlin Dun First Nation (the "First Nation") which comprise the non-consolidated statement of financial position as at March 31, 2012, and the non-consolidated statement of operations, non-consolidated statement of changes in net financial assets and non-consolidated cash flows statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these non-consolidated financial statements in accordance with Canadian generally accepted accounting principles for First Nation governments and for such internal control as management determines is necessary to enable the preparation of the non-consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the non-consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the non-consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the non-consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the non-consolidated financial statements.

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

M. McKay & Associates Ltd.
Certified General Accountant

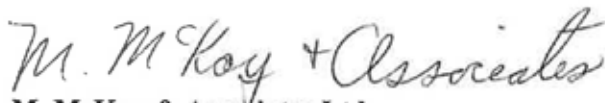
Basis for Qualified Opinion

The Public Sector Accounting Board requires section PS 3150 to be applied to local governments for years starting after January 1, 2009. This section requires that the First Nation disclose the historical cost and accumulated amortization by major category of tangible capital assets. As previous accounting principles did not require these details, no comprehensive list of tangible capital assets and their related historical costs were maintained. Therefore, we were not able to satisfy ourselves as to the completeness of tangible capital assets recorded on the financial statements.

As explained in Note 2 to the financial statements, these financial statements have been prepared on a non-consolidated basis. Generally accepted accounting principles for public sector entities require financial statements to be prepared on a consolidated basis.

Qualified Opinion

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, these non-consolidated financial statements present fairly, in all material respects, the financial position of Kwanlin Dun First Nation as at March 31, 2012, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles for First Nation governments.



M. McKay & Associates Ltd.
Certified General Accountants

Whitehorse, Yukon
August 27, 2012

**KWANLIN DUN FIRST NATION
NON-CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2012**

STATEMENT 1

	<u>2012</u>	<u>2011</u> <i>(As restated - Note 14)</i>
FINANCIAL ASSETS		
Cash	\$ -	\$ 2,376,696
Accounts receivable	3,476,376	3,176,054
Grants receivable	4,447,693	2,160,523
Restricted cash (Note 4)	34,373,071	33,809,226
Long-term investments (Note 5)	566,906	566,906
Due from related businesses	4,233,975	4,723,319
	<u>47,098,020</u>	<u>46,812,724</u>
 LIABILITIES		
Bank indebtedness	1,278,100	-
Accounts payable and accrued liabilities	2,201,650	4,334,225
Deferred revenues (Note 6)	617,727	426,594
Canada Mortgage and Housing Corporation replacement reserves	1,932,247	2,155,915
Long-term debts (Note 7)	3,803,812	5,029,276
	<u>9,833,537</u>	<u>11,946,011</u>
 NET FINANCIAL ASSETS	 <u>37,264,483</u>	 <u>34,866,714</u>
 NON-FINANCIAL ASSETS		
Tangible capital assets (Note 15)	40,019,385	36,367,049
Prepaid expenses	1,000	1,000
	<u>40,020,385</u>	<u>36,368,049</u>
 ACCUMULATED SURPLUS (Note 15)	 <u>\$ 77,284,868</u>	 <u>\$ 71,234,762</u>
 Contingent liabilities (Note 10)		

Approved:

A/Chief Ray Sydney Chief

Ron MacIntosh Councillor

**KWANLIN DUN FIRST NATION
NON-CONSOLIDATED STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2012**

STATEMENT 2

	<u>Budget</u>	<u>2012</u>	<u>2011</u> <i>(As restated - Note 14)</i>
REVENUES			
Government of Canada - Financial Transfer Agreement	\$ 5,786,778	\$ 13,074,836	\$ 10,296,190
Government of the Yukon	2,506,617	6,304,224	11,301,706
Rentals	343,348	1,356,005	1,382,098
Personal Income Tax and First Nation Goods Services Tax	701,954	1,248,177	928,323
Government of Canada - FTA (10/11)	-	1,003,478	-
Kwanlin Dun First Nation contributions to CMHC housing	-	935,835	-
Compensation payment	862,211	862,211	862,212
Health and Welfare Canada	543,889	620,598	927,136
Indian and Northern Affairs Canada	222,514	610,142	213,847
Administration fees	482,946	484,690	419,282
Canada Mortgage and Housing Corporation	-	459,893	505,232
Aboriginal Labour Force Alliance	324,576	367,759	287,733
Interest income	400,000	332,583	300,322
Government of Canada - Others	165,053	321,838	247,178
Indian and Northern Affairs Canada (10/11)	8,856	8,856	-
Others	172,563	550,137	241,832
Council of Yukon First Nations	-	-	69,944
Repayable to funding agencies	-	(8,940)	(54,999)
Transfer from deferred revenue	61,922	286,597	82,810
Transfer to deferred revenue	-	(477,730)	(224,675)
	<u>12,583,227</u>	<u>28,341,187</u>	<u>27,786,171</u>
EXPENSES			
Governance and Implementation	3,266,131	3,936,995	4,283,895
Natural and Cultural Resources	1,117,900	1,100,635	927,453
Health	2,772,343	2,791,491	2,667,715
Human Resources, Education and Social Assistance	5,470,344	5,474,779	4,462,682
Capital, Operations and Community Services	2,483,216	4,965,063	4,742,346
Administration and Finance	2,276,526	2,837,807	1,724,383
Economic Development	7,151,031	1,184,313	639,815
	<u>24,537,491</u>	<u>22,291,083</u>	<u>19,448,290</u>
EXCESS OF REVENUES OVER EXPENSES	(11,954,264)	6,050,105	8,337,880
Transfer from restricted cash	-	-	4,000,000
Allocation to land claims compensation fund	-	-	(862,214)
Transfer to equity in restricted funds	-	-	(282,895)
ANNUAL SURPLUS	<u>\$(11,954,264)</u>	<u>\$ 6,050,105</u>	<u>\$ 11,192,771</u>

