

20
23

Fort McKay First Nation
ANNUAL REPORT

FORT MCKAY FIRST NATION







Fort McKay **First Nation**

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FORT MCKAY FIRST NATION

FROM OUR
CHIEF & COUNCIL

DENEK'ODHERI CHU
DENE K'ODHERAZE OT'SI

KIMAHKÁN EKWO
OWIYASIWEWIK



Without question, the highlight of the year for all of us was being elected in April, 2023. It is hard to imagine a greater honour.

The most significant blemish on the past year was brought by fire. It was the worst on record for wildfires, placing great stress on many in the community and reinforcing the need for better stewardship of our traditional lands in the face of climate change.

On a more positive note, this past year saw the announcement of our significant joint venture with Suncor that will generate tremendous additional revenue for the Nation, and also give us greater control over a vast area of our land. You can read more details about this important agreement elsewhere in this report.

We are exploring the possibility of creating the Nation's own, fully staffed tribal policing department in Fort McKay. This new organization will build on the success of FMFN's already established Protective Services Department. The new department will work closely with FMFN members to solve crime, promote safety, and protect the Nation. The police officers will partner with community groups to create sustainable change that benefits everyone. Fully and properly equipped to reach members in all areas of the Nation,

the department will be connected with, and have a deep understanding of, Indigenous traditions and approaches to resolution and healing.

The past year we took significant steps to strengthen the independence of FMFN. We began to fine-tune our relationship within the Athabasca Tribal Council. While we continue to remain proud members of the ATC, effective on April 1, 2025, we will begin to apply directly to the various levels of government for grants and any other sources of funding. FMFN will submit all grant applications on its own behalf. All grant funding received will be managed internally, under the terms and conditions of each individual grant, and will be audited according to our current financial controls.

As of that time, FMFN will no longer participate in joint applications or receive grant-based services from the Athabasca Tribal Council. Depending on the project or proposal, there may be occasions when FMFN partners with other groups that synchronise with our various social and cultural efforts. We are confident that this change will have a long-term positive impact on our community.

As has been discussed at great length, 2024 was the 125th anniversary of the signing of Treaty 8. As you know, this agreement with the Crown, signed in 1899, declares that we, as Cree and Dene people, will share our land peacefully. In exchange, our Hunting, Fishing, and Gathering rights are ensured in perpetuity, and our Treaty remains fully alive and will last as long as The Sun Shines, The Grass Grows, and The Rivers Flow. More details about the celebrations can be found elsewhere in this report.

Thank you to all members for your support and commitment over the past year. We look forward to working with you and growing together in the year ahead.



RAYMOND POWDER

Chief



DAVID BOUCHIER

Councillor



CRYSTAL MCDONALD

Councillor



BOBBY SHOTT

Councillor



MELINDA STEWART

Councillor

FORT MCKAY FIRST NATION

FROM OUR
**EXECUTIVE
MANAGEMENT TEAM**



As we present our annual report, we reflect on a year marked by significant leadership changes and ongoing transformation within our organization. We recognize that change is a constant, and we are committed to embracing it. With the new leadership mandate, our focus as administration was streamlining operations through fiscal responsibility while enhancing service delivery to better serve the needs of the community.

This year, we made meaningful progress in celebrating and preserving our cultural heritage. By prioritizing our culture, especially through incorporating it into the school curriculum, we are actively promoting and preserving our traditional languages.

During the past fiscal year, we have been able to increase business profits and secured additional government funding to support key initiatives. We were able to deliver new programs to promote health and community wellness for Elders and youths. Access to affordable housing remains a top priority for the First Nation. We have made progress in developing housing initiatives that meet the specific needs of our members, including the construction of 12 new units. Our public works team has been dedicated to improving infrastructure and services within the community. This year, we successfully completed several important projects. By investing in our roads, facilities, and utilities, we ensure that our members have the essential services they need to thrive.

Protective Services has provided essential support to safeguard and serve the community as a whole. At Moose Lake, we have invested in infrastructure improvements, including cabins and road maintenance. Our commitment to developing the beautiful traditional lands of Moose Lake will continue in the years to come.

The Health Department's responsibility is to provide support with compassion and without judgment, understanding that each person's needs and circumstances are unique. Their mission is to ensure equitable access to care and resources, empowering individuals to achieve the best possible health outcomes.

Our Chief, Council, and administration have built strong relationships with government partners, which are essential for our growth and advocacy. Through collaboration on key issues, we are better positioned to influence policies that impact our Nation, particularly concerning water management and Addition to Reserve (ATR), ultimately enhancing the community's well-being.

Together, we will build a vibrant and sustainable future for Fort McKay First Nation, rooted in our mission and guided by our shared vision. Thank you for your ongoing support and engagement as we work together to strengthen our community.



MERVYN MAPFUMO
Chief Financial Officer



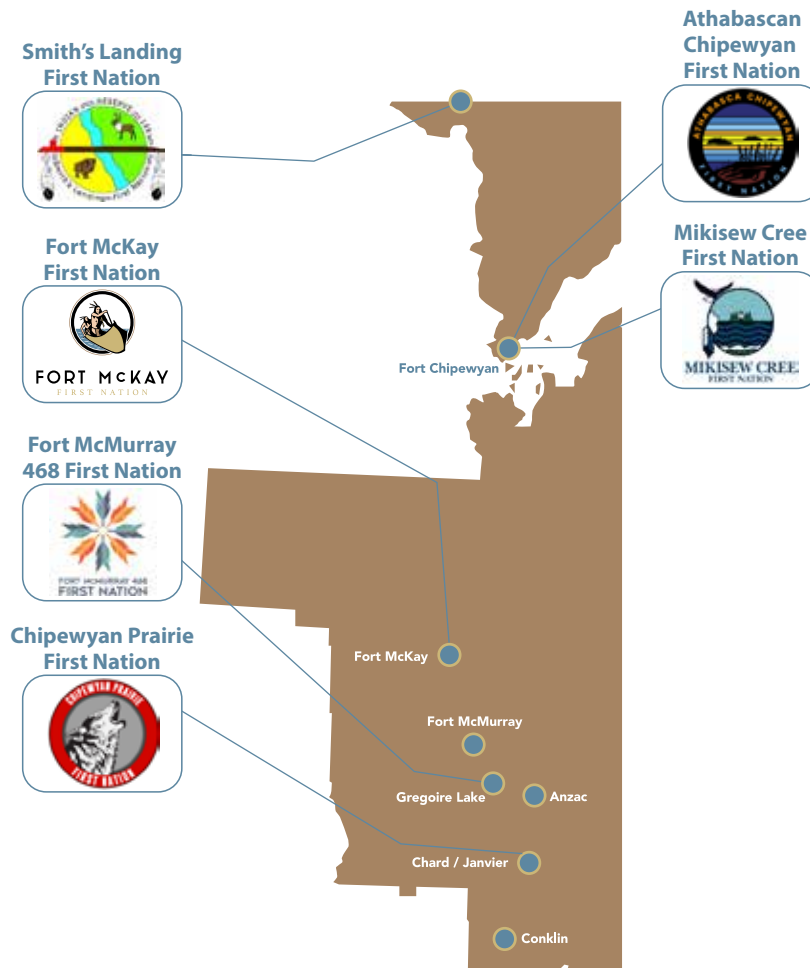
CASSANDRA MCLEAN
*Executive Director
of Corporate Services
& Public Works*



KIM HAINES
Human Resources Director

FORT MCKAY FIRST NATION

LAND ACKNOWLEDGMENT



Fort McKay First Nation respectfully acknowledges that we work, live, and operate in Treaty 8 territory, the ancestral and traditional land of the Cree and Dene people.

We honour all First Nations people whose footsteps have gently marked these lands for the generations before us and generations to come.

We are grateful for the culture, traditions and connections to the land, water, animals and people. May we continue to steward these lands together.



INSPIRED BY **OUR PAST**

T'ANT'U NUHÉBA
YANÉDHÉ SUGHA WALESI
HA NUHÉ TS'EDI

SIHISKÁKEWIN TANSI
Ē KICIPIMÀTISK

We are approximately 900 Cree and Dene people thriving on lands along the shores of the Athabasca River approximately 65 kilometres north of Fort McMurray, Alberta.

Our Nation's roots run deep. Our identity is rooted in time and place to the land. We have roamed this land, lived from this land, and been part of this land for centuries.

This land gave abundantly to our ancestors. Their livelihood depended on a keen ability to gather, hunt, fish and work in harmony with nature. We gave back to it by honouring it and using its resources wisely. To this day, our people have an unbreakable connection to the environment and continually work to protect, respect, and restore its natural beauty while attending to the economic health and growth of our people.

OUR VALUES

- Protecting and respecting nature
- Building the local economy and encouraging entrepreneurial spirit
- Investing in the community
- Looking to the future

OUR PRIORITIES

- Investing in the Nation's people and communities
- Establishing and maintaining partnerships with industry
- Protecting and respecting the natural habitat

INVESTED IN **OUR FUTURE**

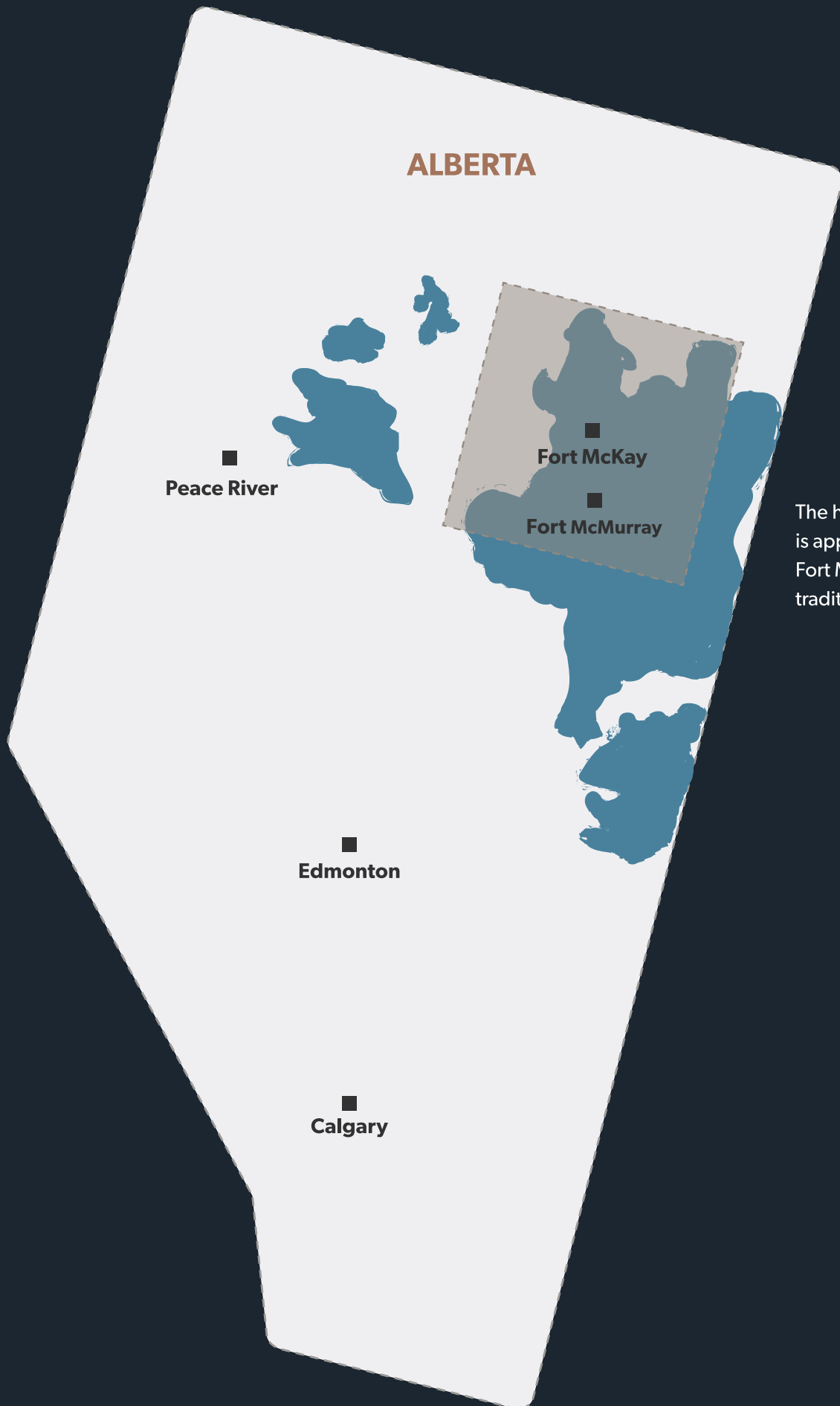
YANIZI T'ANT'U
NÁHODHER NĪSI, EYI
GHARE EDUHĪ KO'HUJA

TA-MAMAWI
ATOSKITAMIK

We believe the practice and preservation of our traditional ways of life can occur simultaneously alongside continuous and responsible resource development. We work collaboratively with industry and hold a successful, long-established record of strong relationship-building with the various resource companies operating adjacent to our land.

We've aimed to maximize our participation in the economy to create sustainable, long-term growth and development. This enhances our community's social and economic conditions through effective partnerships with industry and government. As a result, we have tremendous employment, education, and economic advancement opportunities.

OUR LAND



The highlighted area is approximately Fort McKay's traditional territory.

STRONGER **TOGETHER**

ETÁ DE NATÁITSER HA

NAHIPAYWIN
OTI-NAKAN OCHI

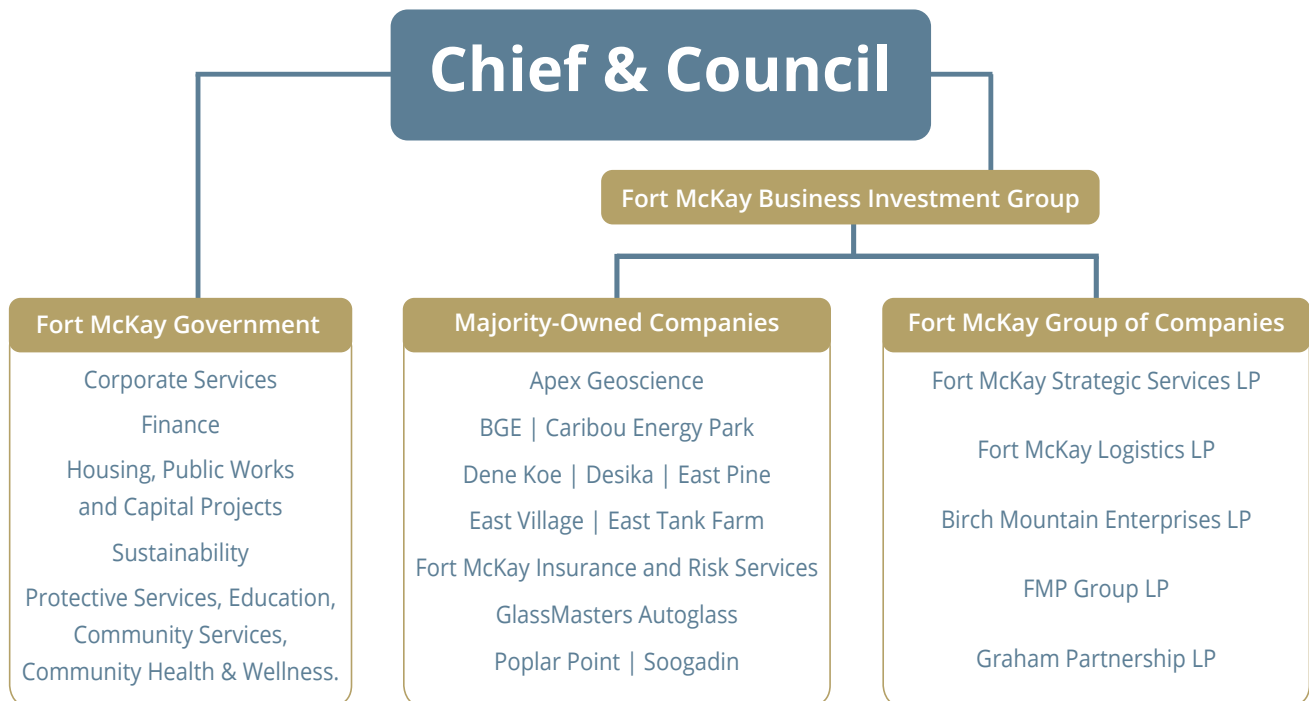
Over the past several decades, we've successfully built a growing business portfolio by providing high-quality services that are safe, timely and cost effective. Today, we generate 97% of own sourced revenue from Nation-owned companies. Profits go to Fort McKay to pay for the annual expenditures on important infrastructure and community services such as housing, health, and education.

Our Organizational Structure

As shown in the chart below, Fort McKay is organized into two units: Administration and the Business Investment Group. While separate, they share the common goal of building a strong and healthy community in Fort McKay.

Administration is responsible for providing governance and community services. See the departments listed below.

The Business Investment Group comprises of twelve majority-owned companies, and five wholly-owned companies which serve as a revenue source for the Nation. The majority-owned companies are managed by a dedicated team who oversee the Nation's interests in these businesses. The five wholly-owned companies are part of the Fort McKay Group of Companies (FMGOC), which has its own executive team responsible for day-to-day operations.





CHIEF & COUNCIL HIGHLIGHTS

DENEK'ÓDHERÉ

NÁYAŁTIHI HONI

Over the course of the year, Chief Powder and Council were involved in many activities that will have a great positive impact on the future of our Nation.



The Inauguration of Chief and Council was held on June 2nd. Highlights included an oath of office ceremony for all four councillors as well as Chief Powder. All five members were accompanied into the ceremony by an Elder and a youth, representing the past, present, and future of the Nation. Chief Raymond Powder was accompanied by Elder Lena Gallup, and youths Amelia Powder and Mya Wilson; Councillor Melinda Stewart by Elder Myrna McClure and youth Stella Dyson. Councillor Crystal McDonald was accompanied by Elder Clara Boucher and Youth Cruz Fabian; Councillor Bobby Shott by Elder Marie Boucher, and Yvonne Shott and Councillor David Bouchier by Elder Rena Bouchier and youth Kandis Bouchier.

On June 22, Chief and Council were on hand in St. Albert at the groundbreaking ceremony for the East Village, a real estate development joint venture between Fort McKay First Nation and Landrex.

Chief and Council took part in the Truth and Reconciliation Event held at Elsie Fabian School on Monday, September 25, following which Chief Powder joined Alberta Premier



Danielle Smith and Minister of Indigenous Relations Rick Wilson on Friday, Sept 29, on the grounds of the provincial legislature for the dedication of a reconciliation garden. In early December, Chief Powder was in Ottawa to participate in the Assembly of First Nations election. Chief also met with senior federal political leaders in areas related to economic development and Indigenous relations.

As part of efforts to raise the national profile of Fort McKay First Nation, Chief Powder attended the Equal Voice Foundation annual gala, an important networking event. Held in Ottawa in late November, the gala brings together political leaders from all parties to support and help advance women in leadership roles in politics and business.

While in Ottawa, Chief Powder also took part in the election for the new national chief of the Assembly of First Nations (AFN). "I was proud to take part on behalf of our Nation in this important national event for the Indigenous People of Canada," said Chief Powder. "I am also delighted to report that I nominated Chief Cindy Woodhouse, who was ultimately elected to the position."

On January 11, Chief Powder participated in a national panel discussion as part of the True Reconcili-ACTION Conference and Trade Show hosted by the Indian Resource Council (IRC). Held in Toronto, the conference was an opportunity to bring Indigenous and non-

Indigenous business leaders together to create awareness of the importance of Indigenous investment.



2024. The event showcased the recently renovated facility and highlighted the positive impact of collaboration and charitable contributions on the development of Indigenous youth through sports.



Chief Powder and Councillors Crystal McDonald, Melinda Stewart, and Bobby Shott were in Edmonton on March 7th, 2024, to announce the signing of a Memorandum of Understanding between Fort McKay First Nation and Suncor on a prospective oil sands lease development opportunity on FMFN reserve lands.

On January 17, Chief and Council welcomed Mayor Sandy Bowman of the Regional Municipality of Wood Buffalo and MLA Tany Yao to a lunch meeting at the Fort McKay Band Hall. Topics on the agenda included the water treatment plant, the boat launch, Fort McKay Road, community beautification, Treaty Days, and Addition to Reserve, and the impending wildfire season.

Chief Powder addressed the Standing Sub-Committee on Indigenous Peoples during an informal information gathering session on March 1. This virtual meeting included all Chiefs from the Athabasca Region First Nations and was hosted by Senator Mary Jane McCallum. Chiefs from Ontario, B.C., and the Assembly of Manitoba Chiefs also took part. At the meeting, Chief Powder addressed several topics of immediate and great importance to FMFN and to Indigenous people regarding Bill C-53.



Fort McKay First Nation, in partnership with Bouchier, hosted the grand opening of a state-of-the-art multi-sport simulator at the Fort McKay Arena on January 31,



On March 20, Chief Powder was a special guest at the Legislative Assembly of Alberta. The Chief was invited personally by MLA Scott Sinclair, Parliamentary Secretary - Indigenous Policing. Following a tour of the Legislature, Chief and MLA Sinclair met to discuss Indigenous policing as well as several other important topics that will have a positive impact on FMFN.

OUR CULTURE

NUHECH'ANIE

TANSI É KICIPIMÁTISK

TREATY DAYS 2023

Without doubt, the annual Treaty Days celebration is the social and cultural highlight of the year for Fort McKay First Nation. This year was no exception. If anything, the event was bigger, brighter, and more memorable than any of its predecessors.

As always, the weekend teed off with the Fort McKay Enterprises Golf Tournament. Created to raise funds to help provide more and better educational opportunities for our Nation's young people, this year's sold-out tourney raised more than \$110,000. Held on Thursday, June 20th, a full complement of 156 golfers took to the course. We wish to thank all of them, and also the generous sponsors and volunteers who combined to make the event such a success.



The weekend's events began in earnest on Friday, June 16, with a spectacular Grand Entry at 11:30 am. This glorious and colourful parade paved the way for three days of cultural, historical, musical, athletic, and culinary events.

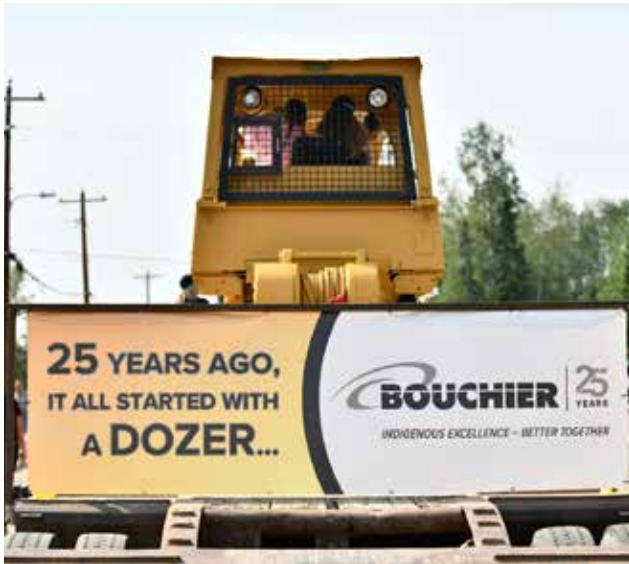
The Cultural Village hosted Indigenous craft making, food preparation, and historic displays, as well as many unique cultural activities designed to share traditional knowledge and to inspire an active interest in our lands and heritage. Many local artisans, artists, and culture carriers were on hand to showcase their works and share their learning. Perhaps the most exciting and best attended event at Treaty Days was the Dene Hand Games. Treaty Days plays an important role in the regional revival of this unique and ancient form of competition.

The range of events also included everything from canoe races to a kids' bike parade to a youth dance — there were abundant opportunities for everyone to join in the fun and celebration.



The live music provided a lively soundtrack to the weekend with Johnny Reid, Big Sugar, the Stephanie Harpe Experience, and AB-O entertaining the crowds from 6pm til late. At the heart of Treaty Days is the sense of belonging and gathering together to celebrate our traditions. The Elders' Community Supper, always popular with all generations, was made possible thanks to the tireless efforts of our dedicated volunteers.

The weekend's events attracted large numbers of family, friends, and visitors from other communities, both near and far afield. Treaty Days 2023 was a successful and richly satisfying celebration.





DEPARTMENT HIGHLIGHTS



PROTECTIVE SERVICES DEPARTMENT HIGHLIGHTS

Peace Officer Highlights

Over the past year, the Fort McKay First Nation Peace Officer team continued to work closely with the permanent RCMP member assigned to Fort McKay. These officers are assigned on a rotating, annual basis, and we were fortunate to have Constable Crawford this past year. He worked hard and well in collaboration with us, and he established many strong relationships within the community.

We now have five full-time Peace Officers, and are proud to be able to provide services to the community twenty-four hours a day, seven days a week. Calls for our services stabilized this past year, and in some areas have even dropped, indicating that active patrols and community engagement are effective tools. In December, our officers partnered with RCMP Traffic Services to operate a "Candy Cane Check Stop." Motorists were given an information handout about safe holiday travelling, and were offered a friendly reminder to have a safe ride home.

Bylaw Services Highlights

Bylaw services either captured, or accepted the surrender of, 48 dogs and 73 cats in the reporting period. These animals were either roaming free in the community, or surrendered by community members. All of the animals were relocated out of the community to one of our partnering shelter agencies.

In October 2023, Bylaw Services partnered with the SPCA to host a Spay and Neuter Clinic. The clinic was a big success, with approximately 30 cats either spayed or neutered. This service is requested regularly by Nation members and helps to decrease the free-roaming pet population in the community. Our team also established a partnership with the Edmonton Humane Society for animal intake. As well, EHS donates dog food to Fort McKay First Nation on a quarterly basis. This food is distributed to community members.



Looking ahead

Protective Services and the RCMP held an Elders luncheon to introduce ourselves to the Elders in the community and hear their concerns. The event was well attended and we plan to make this a quarterly occurrence.

**Number of Dogs,
Cats and Kittens
taken into care
since April 2023**





MAJOR PROJECTS DEPARTMENT HIGHLIGHTS

It was a very busy year for the Major Projects Department, which was active on many fronts. Here are several notable projects begun and/or completed in the past year.

Thank you for your continued support as Major Projects works to enhance our community infrastructure and services.

15
FENCES

We completed the construction of 15 fences within the community. Only 12 were originally scheduled, but we were able to complete more and all within budget.

10
SIDEWALKS

Ten new sidewalks were completed, all within budget.

9
HOUSES
COMPLETED

The 2023 Housing Project is complete with 9 houses turned over to housing. We have commenced the demolition of 7 units and will be building 10 houses in the 2024 and 2025 construction season.

1
CP SHACK

The Capital Projects warm-up shack has been framed and sided and the roof has been added. Electrical and plumbing rough-ins will follow, and this 80-by-50 foot shop will be ready for our equipment in time for winter.

1
CHURCH
FOUNDATION
UPDATE

Repair to the church foundation has begun. We have excavated around the foundation, fixed all cracks, installed weeping tile, dug in a sump barrel and a new pump, and parged all of the exposed concrete. The final steps will be regrading and landscaping.

125
AC UNITS
INSTALLED

As part of our Clean Air Program, we have installed 125 AC units throughout the community. Seventy-five of them are HEPA and HRV units. Obtaining HEPA and HRV units has been a challenge due to global and local supply chain issues, but the percentage of such units installed will increase steadily.

HOUSING DEPARTMENT HIGHLIGHTS


In the past year, the Housing Department has made significant progress in ensuring that our operations run smoothly, efficiently, and with an unwavering commitment to fiscal responsibility.



Our work order process has been streamlined. Higher priority is now placed on all safety concerns and on housing maintenance.

The department has also modified the workflow process. The result is reduced response times and the prompt addressing of safety-related issues, this both minimizes risks and enhances the longevity of housing assets.

1



We completed a total of ten home allocations which comprised of new builds and renovations. Each project was developed to ensure adherence to strictly controlled budgets.

We also undertook eleven home remediations which were made safe after water damage led to mold.

The housing labour force was reallocated to Public Works when the two teams were restructured. Both teams completed a project management program.

2



The Housing Department also started the development of new policies and procedures, and the improvement of existing ones, to maximize operational efficiency and to help guarantee consistency in every area for which we are responsible.

These policies will be the basis of future best practices, and will help to ensure that our operations remain in line with FMFN's organizational goals and standards.

3

COMMUNITY SERVICES DEPARTMENT HIGHLIGHTS

\$2,600,000

Between June, 2023 and March, 2024, Fort McKay Arena underwent a \$2.6-million renovation, including the addition of a new \$80,000 Golf/Multisport simulator room. The simulator was made possible through a generous donation from the Bouchier family. Our grand opening on January 31 was followed by the first Bouchier Men's Golf Simulator Championship.



The new renovation also includes a second floor Adult Recreation Centre, overlooking the ice surface, with five pool tables, dart boards, card tables, a big-screen TV for Oiler watch parties, two washrooms, a new referee room, two new offices, new skate sharpening equipment, a concession area, and an upgrade to the heating in the dressing rooms. Pool and card tournaments have been held already and more will be organized in the future. The space provides more recreation opportunities for adults 18 and over.

The past year saw many impressive Adult and Youth achievements.

Savanah Dyson and Gracie Dyson participated in the Arctic Winter Games (AWG) in Alaska, winning a Silver medal in Dene Hand Games.

Tayden Shott won the prestigious Fair Play Pin at the AWG in Alaska and won a Bronze medal in Archery. Tayden also won Gold in the Hunters Division (Archery) at the 2024 Canadian Indoor Regional Championships.

Lexi Hynes-Redcrow participated in the World Cheerleading Championships in Orlando Florida. There are



now six other girls competing on cheerleading teams in Fort McMurray.

Ethen Fabian and Cruz Fabian played competitive baseball with the Fort McMurray Oil Giants.

Fort McKay Northern Spirits won the Team of the Year Award at the Wood Buffalo Sports Award Dinner.

Alicia Gladue won Athlete of the Year Award at the Wood Buffalo Sports Award Dinner.

Gilbert Estes won his Division at the Canadian National Billiard Championships in Niagara Falls.

Hockey Program Accomplishments:

Shay Laurent and Mason Mitchell ran a successful Elsie Fabian Ravens school hockey academy for 5 months.

The following youth played on travelling competitive teams: Jonah Grandjambe, Rayden Grandjambe, Kane Folkersen, Ben Asadi, Madden L'Hommecourt, Dayton Wilson, Kayleigh Bouchier, Leanne Grandjambe, Logan Fitzpatrick, and Ryleigh Schmuland (AA Pandas, Edmonton). Ryett Laurent plays for the Mountaineers.

Thirty others played in the Fort McMurray Minor Hockey Association.

At the Native Provincials, 37 youth and 7 coaches represented the Wood Buffalo Warriors.

The Fort McKay Bantam Hockey team, coached by Shay Laurent and Brad Fabian, played in the Fort McMurray Minor Hockey League.

A Christmas Hockey Camp was held, run by Shay Laurent, BJ Fitzpatrick, and Mason Mitchell. Thirty-five youth participated from December 27 to 29, 2023.

Native Provincial results: U7 won Gold (Hunter Caillou, Colton Young, Ari Fitzpatrick, Bryson Whiteknife), U9 won Gold (Leighton Young, Domanic Mclzaac, Ryett Laurent), U13 females won Bronze (Adele Shott and Leanne Grandjambe), U15 Male won Gold (Chase Fabian, Kingston Makkinga, Madden L'Hommecourt, Kane Folkersen, Ben Asadi, Rayden Grandjambe, Avery Boucher). U18 female Logan Fitzpatrick won Gold. Dayton Wilson and Blaize Bouchier played for teams in the Elite divisions.

Fort McKay had its largest number of coaches ever at the 2024 Native Provincials: Shay Laurent, Brad Fabian, Tyler Young, Mason Mitchell, Riley Whiteknife, James Mclzaac, and Phil Fitzpatrick.

Other Fort McKay band members played on elite teams outside of the region. Blaize Bouchier (NAX School Academy, Edmonton) made it to the semi-finals in the

Academy School Championships in Penticton.

Jayden Shott played for the Gibbons Pioneers Junior A Team in the GMHL league.

Seth Grandjambe played college hockey in the United States.

The Fort McKay Braves Hockey Team won their first Elite A Division title in the Fort McMurray Men's Hockey tournament. Congratulations to Shay Laurent, Brad Fabian, Tyler Young, Tyrell Shott, Tyrese Shott, Junior McDonald, Nick Laurent, Christian McDonald, Keegan Pruden, and Brayden Pruden.



The Fort McKay Braves Hockey team also participated in the Treaty 8 Hockey Championships, going undefeated in their division before losing in the playoffs. The Braves also were invited to the most prestigious Aboriginals Men's Contact Hockey Championships in Saskatoon (Fred Saskamoose Men's Championship). The team performed well, losing their first game 2 - 0 to the eventual winners of the tournament.

Fort McKay took the lead, planned, and implemented the Fort McKay Maskwak Hockey Camp from July 24 to 28, 2023, at Mac Island. The camp was instructed by all Aboriginal Coaches (Jesse Dudas, Judd Blackwater, Colton Yellowhorn, Shay Laurent, Keegan Pruden, and BJ Fitzpatrick). An impressive 75 youth participated from the Wood Buffalo region, 24 of whom were from Fort McKay.

The Arena had its best year ever for revenue from ice rentals by outside user groups such as Fort McMurray Minor Hockey and other youth leagues.

Football Program

The Fort McKay Northern Spirits Female Football team began practices in February. An average of 17 girls came out for each of the 20 practices. The team participated in the Edmonton-based CDMFA league and had a record of 2 wins and 2 losses. Among the wins was a convincing 47 - 29 upset of the team that led the league the previous two seasons.

The Northern Spirits Football Seniors are the girls who were trailblazers and have been with the program since 2019. They started playing on the boys team and then created an all-girls team. The following girls have now

finished their final year: Alicia Gladue, Mataya Cooper, Jada Cooper, Sky Orr, Nikita Ahyasou, Neveah Faichney, Shalicia Boucher, Trinity Howe, and Neveah Grant.

Dylan Fougere put in great effort and commitment to provide the girls with this experience, with tremendous assistance from the support staff and Fort McKay Youth volunteers, many of whom have been involved since 2019: Sarah Callin, Katara White, Walter Orr Jr, Desiree Orr, Michelle Bouchier, Kaydence Gladue, Colt Gladue, and Seth Lee Berland. Thank you to our parents who travelled to most of our games: Candace and Chin Cooper, Brenda Gantner, Ruby McKay and Ron Quintal, Shenoah Crockett, Garnet Ahyasou, Erin Faichney, Kandis Bouchier, Natalie Orr, Shawn McLure, and Sam Howe. A special thank you to Bouchier Group who funded the first year of the program and gave it the impetus to thrive.



Several junior girls on the Senior Female Northern Spirits football also took part in the at the Canadian National Female Championships in Ottawa in July. They were invited to be part of the National Aboriginal Team. They were: Kaydence Gladue (Team Manager), Alicia Gladue (Assistant Coach), Jada Cooper (Assistant), Neveah Faichney (Assistant), Dylan Fougere (Assistant Coach), Maleisha Cooper (player), Chanel McLure (player), Gabby Gladue (player), Kayleigh Bouchier (player), Ashlynn Shortman (player).

Seth Lee Berland won the outstanding Sportsmanship Award in his last year with the Prince George Kodiak Men's Football Team. He is now a defensive coach with the Northern Spirits and helped coach the Fort McKay girls' volleyball team at the Alberta Indigenous Games.

Alberta Indigenous Games/ NAIG Games/AWG Games

Fort McKay sent athletes to the Alberta Indigenous Games in the following sports: Track and Field, Archery, Golf, and Coed Beach Volleyball. Gabby Gladue won 3 Gold medals and Alicia Gladue won a Silver and 2 Bronze medals in Track and Field. James Black came fourth in Golf.

Tayden Shott won the Gold medal in Archery at the North American Indigenous Games in Halifax.

At the Arctic Winter Games Tayden Shott won Gold in Archery and Alicia Gladue participated in Dene Games.



Summer Student Work and Life Skills Program

The Summer Student Work Program operated from July 4 to August 18, 2023, with the participation of 30 youth aged 15 to 18. Activities included beautification projects in the community, safety training, financial management, Careers Next Generation (small engine maintenance and a carpentry project), drum and stick making, bead work, ribbon skirt making, a drone workshop, tipi building, class 7 learners licence workshop, Careers Next Generation cooking classes at McMurray Golf Club, and carpentry courses. Students were also placed in the Wellness Centre, and as a Youth Centre Assistant Cook and as Sport Camp Assistants.

The Junior Life Skills Summer Student Program had 26 youth, aged 12 - 14, registered. Each received a \$25 stipend to attend the workshops. The Hi Tek Sports program included Archery, Multi Sports, Leather Making, and Food Dehydration. Other programs offered were Vocational/Strengths Assessment, Careers Next Generation, Stress Management, Artistic Expression, Healthy Relationships, Boundaries and Consent, Understanding Me, Mental Health, Addiction Awareness, Elks Football Game, Vista Ridge Aerial Park, Indigenous Camp, and Braided Stories to Live By.

Adult Pool Players

Our Adult male billiard team had a busy year, participating in multiple tournaments (Battle of the Bands, Western Championships, and Canadian Championships). Roy McDonald, Gilbert Estes, Maurice McDonald Sr, Curtis McDonald, John Pacquette, Garnet Ahyasou, and Roland Boucher finished high in the Fort McMurray Legion Gold Division.



Gilbert Estes won his division at the Canadian National Billiard Championships in Niagara Falls, Ontario.

Other Adult Achievements/Programs

Riley Whiteknife attended the Alberta Provincial Strongman Competition and qualified for the National Championships in New Brunswick in October, 2024.

Tyrone Courtoreille participated in his first ever Alberta Provincial Arm-Wrestling Competition in Edmonton.

Many Adult Art/Craft workshop programs and fitness challenges were provided for community members.

Youth Initiatives

Youth programs throughout the year included Summer Camp activities for ages 6 to 12 (Martial Arts, Volleyball, Dance, Cheerleading, Baseball, Soccer, Basketball, Golf).

Financial support was provided to youth who excel in a variety of sports and music. Youth Programs for ages 12 to 18 included Beading, Drum and Rattle Making, Hand Games, Traditional Sweats, Sports, Gym Workouts, a Halloween Haunted House, Life Skills Programs, a No School Fridays outing to Fort McMurray, Art Programs, Skating Lessons, School Hockey Academy, and Evening Junior Braves Hockey Academy.

At the Youth Empowerment Conference in Fort Chipewyan, Tayden Shott helped implement an Archery workshop for the youth. Three of our youth spoke about their personal journeys and their connection to sport. Youth Centre staff members Sarah Callin and Dylan Fougere made a presentation on the programs in Fort McKay.

Partnerships were established with the Keyano Huskies volleyball, basketball, and soccer teams, who provide youth player development camps.

Ongoing one-on-one counselling and youth workshops offered at the youth centre focused on Healthy Relationships for Young Adults, Internet Safety, Girls' Self Esteem, Finding Your Purpose for Young Adults, and Talking to Youth About Substance Use for Parents and Caregivers.

Dylan Fougere took on a mentorship role with young adults aged 18 to 21. He assists with job opportunities and connecting youth with departments such as Human Resources and Education so they can learn to apply for funding for post secondary education, how to get their driver's licence, and other initiatives to help them build their resumes.

Connections were made with other communities within the RMWB (Fort Chip, Anzac, and Janvier). Youth Centre staff led an interagency meeting on youth-related events and activities. We invited Janvier youth to our Youth Centre for cultural games and dinner.

Approximately 4,000 after-school hot meals were provided for youth at the Wellness Centre and Youth Centre combined.

Average daily attendance after school at the Youth Centre was 25, with a high of 38.



Radio Station

We continue to be in compliance with CRTC and SOCAN regulations.

On July 28, 2023, our Radio Licence was extended until August 31, 2026.

Four community members developed their own radio shows. Several others provided voiceovers for commercials. We continue working to inspire more youth to create their own shows.

We broadcast live from the ATC Cultural Festival, with interviews from FMFN Chief and Council.

Hosted the first live community music jam session at the Youth Centre.

Revenue from commercial sales remained steady in 2023 and early 2024 at approximately \$100,000.

Music Entertainment achievements included ABOoriginalz (Bubbins McKenzie, Blair Faichney, Felix Faichney, and Chris Curly Grandjambe) reaching #1 on the National Aboriginal Syndicate Countdown Radio Show. ABO also opened for many headline bands, and made their first professional album in our recording studio.



Kaydence Gladue finished acting school this year in Vancouver and also had a song in the TOP 10 on the Aboriginal Countdown Show. She has been invited to perform at the Turtle Island Music Festival.

2024/25 Planned Initiatives for Improvements:

Provide more activities for adults at the new Adult Recreation Centre.

Provide a functioning Arena Concession to offer quality food for user groups and community members.

Provide work/training initiatives for youth ages 18 to 21 who have graduated high school and are still undecided what to do post secondary.

Involve more Youth at the Radio Station recording studio, and utilize new recreation spaces like the Elsie Fabian Gym and the outdoor sport field.

Upgrade the Band Hall fitness centre with new flooring.

Assist more youth to play hockey and take part in other skating programs.

Continue to support youth and families that struggle with Mental Health.

Continue to promote the Arena to outside user groups, increase rentals, and generate more Revenue.

Bring back a Youth Council in the fall of 2024.

Introduce new sports such as archery to local youth.

PUBLIC WORKS DEPARTMENT HIGHLIGHTS

It was another busy and productive year for the Public Works department. Dozens of projects were planned, undertaken, and completed.



Construction/Housing

Fort McKay continues to grow. There are now 281 homes in the community and construction on nine new houses is almost finished, with eight houses complete. Our clean air initiative continued with the successful installation of 35 HRV and HEPA air filters. In addition, two houses were demolished and the sites prepared for utility rollbacks and the pouring of foundations.

Meetings were held with Alves Homes regarding a contract for 10 new homes.

The Old School was repaired and now houses the Fort McKay Family Support Department. Renovations to the Band Hall gathering space, main foyer, and back deck were completed in January. Renovations and upgrades were made to several Elders' homes. The Arena renovation was completed in February and a G5 and Opening was held. In addition, fencing around the Elsie Fabian School football field was completed.

In all, 322 work orders were created last year.

Winter Access Road

The winter access road was successfully maintained and kept passable for community members with help from Deyanu Mechanical. Permission was given to place mats on the bad muskeg areas and install temporary crossings to create the Moose Lake Summer ATV Trail.

Paradise Bay Upgrades / Moose Lake Territory

After lengthy discussion and planning, the upgrades to Paradise Bay are now 80% finished. This will add years to the lives of the structures and increase the quality of life for those who reside there. Five cabins are finished inside and out, with only two covered decks remaining to be shingled. Electrical hook-ups to all cabins are complete.

All that remains is to run cables to the power source and complete trenching to the ranger cabin.

In the main bunk house, all electrical upgrades are finished; new lighting has been installed; the interior has been insulated and repainted. New windows that open for ventilation, including a patio door, have been added, and so has a covered deck.

One cabin was removed due to lack of structural integrity, and the fire pit will be relocated for a better view of the lake.

Other projects included assistance to Elders. Edith cabin has been erected but not finished, Rena gazebo roof has been shingled. And a new wood stove was installed for Jerry Boucher. Access to all the cabins was opened and maintained, and ground was cleared for new cabins.



Graveyard Upgrades

A 10-foot privacy fence was installed around the community graveyard. Additional cement grave pads were also installed.

In the East Bank Graveyard upgrades were made out of respect for our Elders and to ensure that their place of rest is acknowledged and honoured. A quad access trail to the cemetery was created and all the deadfall and debris was cleared from the site. Twenty-seven graves are visible and have been marked. Future plans include a perimeter fence; more than 30 grave cribs; and a new entrance with a 12-foot cross. After the upgrades are complete, the access road will be discontinued and the area will be left undisturbed. Additionally, other areas at Moose Lake that will be also marked and remembered.

Staff Updates

The past year saw several changes to Public Works staff. Kayla Whiskeyjack was appointed FMFN Housing Manager. Alanis Laurent completed and passed the electrical apprentice courses and is now training under one of the FMFN journeymen.

Fourteen employees were recognized for exceptional service during the January cold snap. Sammy Howe was appointed to be the new Fleet Service Administrator. Four new janitors were hired. And a new staff position was approved to assist residents who are making the transition into new addresses.



Other projects and initiatives

Among the many other highlights of the past year, Public Works created a parking and camping area next to the football field; made improvements to the baseball diamond; expanded and fenced the Cultural Village; built 21 picnic tables; and built the North Shop warm-up building.

A plan to mitigate spring flooding was researched, created, and implemented. Planning was done for Fort McKay

dunes clean up and public education to communicate the importance of not dumping. Use of the Old Firehall was transferred to FMFN. The Concert Stage rental program was developed, and the stage has already had several bookings.

Considerable home and yard maintenance, snow removal, and firewood delivery was provided for all Elders. New Community E-Signs are under construction for the Band Hall, Arena, and Industrial Park. A sandwich lunch table from Creeburn Lodge was donated to Fort McKay School, and other items were donated to the Adult Recreation Centre.

Two sea cans were moved to Creeburn Lodge to secure the lodge's contents. Six double garbage bins and two single bins were built and others were repaired. The department also undertook the set up, maintenance, and take down of several Community special events, including Treaty Days.

The Fort McKay Water and Wastewater Committee was set up, in conjunction with RMWB, to address Fort McKay's concerns about water safety and security and to plan for any necessary upgrades. Stormwater flood mitigation was also a high priority, and storm water ditches were cleared and upgraded.

Dozens of other small projects such as these were completed over the last fiscal year, and we look to accomplish as much and more this year.





EDUCATION DEPARTMENT HIGHLIGHTS

In the 2023/24 academic school year, significant progress was made in strengthening the educational governance model and framework for our Nation. A major milestone was the enactment of the Education Law in March 2024, marking a pivotal step in formalizing our commitment to high-quality education for all Nation members. Additionally, we established the Education Advisory Board, appointing its members to provide informed guidance and oversight. To ensure clarity and accountability, the Terms of Reference for the Education Advisory Board were developed, approved, and implemented, further enhancing the governance structure that will guide our educational priorities and initiatives in the future.

Launch of an Educational Review and 10-Year Strategic Plan:

In June 2024, FMFN, with the support of Deloitte Canada, launched a comprehensive Education Review aimed at gathering open and honest feedback from Nation members, Elders, leadership, youth, and staff on the strengths and areas for improvement within our education system. This collaborative effort is key to shaping the future of education in our Nation. The findings from this review will be presented at the QGM this fall, where leadership will approve a 10-Year Strategic Plan. This plan includes strategies to enhance our educational programs, many of which are already in progress, setting a strong foundation for long-term growth and success.



Elsie Fabian School:

The newly constructed Elsie Fabian School (EFS) is a state-of-the-art Kindergarten to Grade 9 facility, built with a budget of \$30 million and covering approximately 5,000 square meters. The school features a full-sized gymnasium, career and technology foundations facilities, modern classrooms that foster learning, and outdoor spaces for sports and land-based education. The program follows Alberta Education outcomes, with an emphasis on

land-based learning, Cree and Dene language instruction, and cultural revitalization.

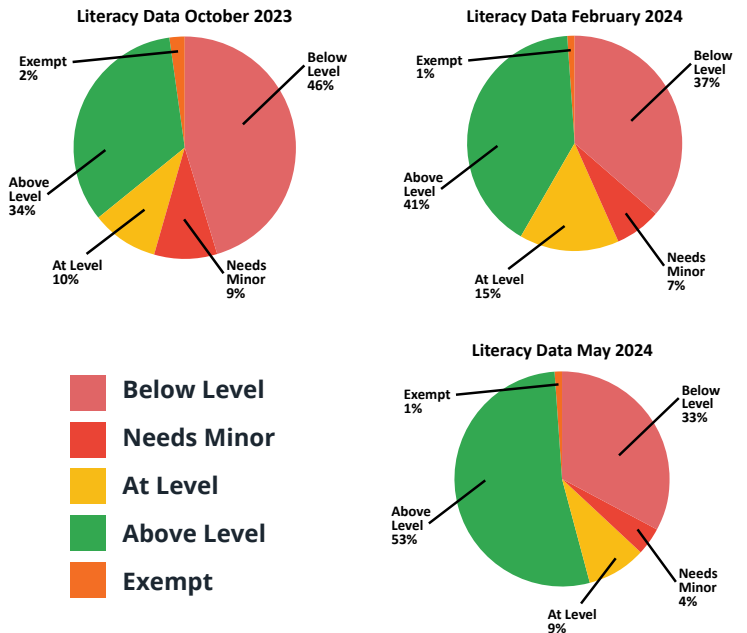
The 2023/24 school year marks the second year of operation for Elsie Fabian School. Enrollment is 111 students and includes specialized option classes for students in Literacy, Music, Inclusive Education, Cree & Dene Language, and Land-Based Education.

Elsie Fabian School - Literacy Program and The Reading Café

The Elsie Fabian Literacy Program has achieved significant success during the 2023/24 school year, with a 16% improvement in student reading levels by year's end. A majority of students advanced at least one level on the A-Z reading continuum, demonstrating consistent growth across the program. We are proud to report that 25 students reached their grade-level reading benchmarks, and 3 students successfully graduated from literacy intervention. Currently, 62% of students are reading at or above grade level. These achievements reflect the program's ongoing commitment to supporting literacy development and addressing the diverse needs of our students.

Summary of Literacy Intervention

K5 to Grade 9 Overall Literacy Data Charts - October 2023, February, 2024, May, 2024



The literacy program at EFS highlights the effectiveness of our intervention strategies, including guided reading and teacher-assisted pull-out groups, in promoting literacy development and academic success among students. The

impressive outcomes achieved reflect our unwavering commitment to personalized instruction and targeted interventions, ensuring that every student receives the support they need to thrive academically. As we continue to refine and expand our literacy initiatives, we remain dedicated to empowering all students to reach their full potential and become proficient readers and learners.

The Reading Café was a great success, significantly boosting parental engagement. Each class hosted a café where students read three books to their parents, and served desserts, coffee, and lemonade.



This event attracted the highest number of parents yet to a school gathering. Additionally, the Book Fair contributed \$1,300 in free books for the school, with each student receiving a complimentary book, further promoting a love of reading within the community.



Construction of the NEW Land-Based Learning Building

In April 2023, we celebrated the opening of our newly constructed Land-Based Learning Building, an important milestone in enhancing education through traditional and culture-based education. The facility is staffed by two land-based teachers and instructors who are deeply connected to Fort McKay culture, ensuring that the curriculum reflects local traditions and protocols. This initiative was developed in consultation with Elders, community members, and other knowledge keepers to provide our students with authentic, culturally-grounded education.

The first phase of the curriculum focuses on Fort McKay culture and territorial protocols, offering students opportunities to explore and engage with these teachings in meaningful ways. Early feedback from students has been overwhelmingly positive, with many expressing a desire to learn in traditional ways. The program has

already begun fostering a stronger sense of community, identity, and support among students, contributing to their personal growth and cultural pride.

As the program develops, we expect to see an increase in Cree and Dene language speakers, which will have a lasting impact on cultural preservation, community pride, and student identity. The Land-Based Learning Program is proving to be a transformative experience, with significant potential to enhance education and community cohesion for years to come.

The Land-Based Learning Program has made remarkable progress in a short period, thanks to the dedication of its staff and the support of the community. By incorporating traditional practices and teachings into the curriculum, the program aims to foster a deeper connection with the land and promote cultural preservation. With continued collaboration and support, the program is poised to make a meaningful and lasting impact on the educational landscape.

Land-Based Learning Program Events and Highlights

This year, students and staff engaged in a variety of enriching activities. Division 2 participated in ice fishing at Gregoire Lake, learning about environmental stewardship, safety, and traditional skills from a local Elder. The Spring Carnival was a highlight, featuring traditional wear, storytelling, games, and a round dance, fostering cultural connections and community spirit. Division 1 students explored tipi teachings and animal tracks, while Divisions 2 and 3 showcased their respect and enthusiasm at a Hand Game tournament in Fort McMurray. Upcoming activities include lessons on local medicinal plants, traditional crafts, and fishing skills, with continued involvement from local Elders to enhance students' learning experiences.

This school year also saw the development of **KINOSEW & TUE**, a land-based learning initiative at Elsie Fabian School, offering students hands-on, culturally enriching experiences. One highlight was the receipt of whitefish and pickerel from the Fort Chipewyan area, providing a unique learning opportunity. Students of all ages participated in projects such as fish cleaning and collecting fish scales for fish scale art, blending traditional skills with creative expression. A key focus of the program is fostering strong community





involvement, working collaboratively with knowledge keepers and community members, ensuring that their time, energy, knowledge and cultural teachings are respected and maintained. This approach reinforces the program's commitment to embedding traditional practices into students' education.



"Our Indigenous languages come from the land and partnering with the Cree and Dene language program was a wonderful opportunity as culture, language, and land are all connected. Through this partnership with the language program we were able to ensure that all students could participate without interrupting teachers regular classroom schedules"

Brittany MacDonald,
Land-Based Education Teacher and Nation member

Cree and Dene Language Program

The Language Program highlights significant strides in enhancing students' language skills and cultural knowledge. By focusing on the development of oral language, the program lays a solid foundation for reading and writing. Students engaged in cultural activities, including Hand Games, land-based learning, and the use of Cree and Dene languages through game cards, memory cards, and numeracy exercises. Recognizing that young children can learn multiple languages simultaneously, the program integrates diverse linguistic experiences. Additionally, the involvement of Elders in the educational process enriches the program, ensuring that traditional knowledge and cultural wisdom are actively incorporated.

Major Milestone for FMFN!

Jordan's Principle enhanced services within Elsie Fabian School:

Through the success of our first group submission to Jordan's Principle, the children and youth of FMFN will benefit from increased allied health supports at the Elsie Fabian School. These services will include physiotherapy (PT), Occupational Therapy (OT), Speech & Language Pathology (SLP), Speech Language Therapy, and a Dietician. All will be and specific to children and youth. This robust and inclusive education program will provide additional support to students, teachers, and parents/ caregivers.

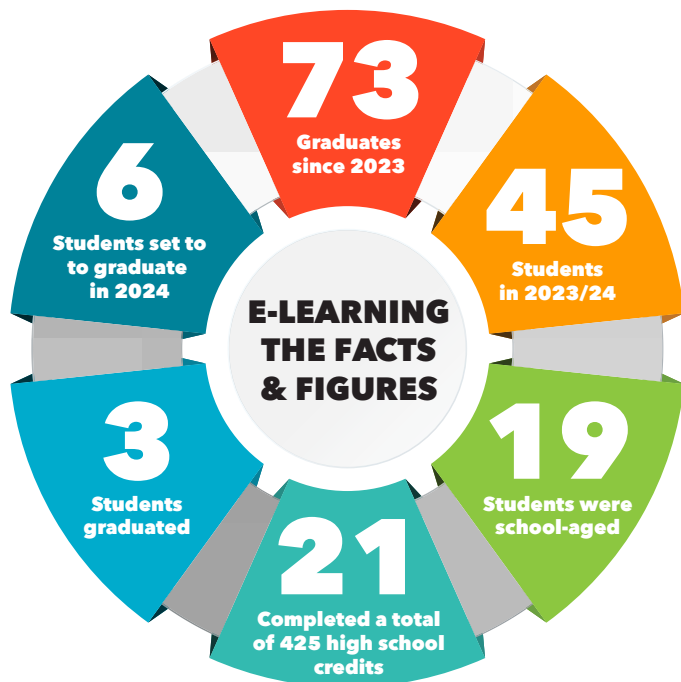
E-Learning Outreach Program

E-Learning has been operating since 2005 with a total of 73 graduates to date.

The Fort McKay E-Learning Outreach Program provides a flexible, alternative for students who thrive in a smaller, community-based environment. By eliminating the need for long commutes to larger schools, students can focus on one core subject at a time, alongside engaging electives, such as Traditional Arts & Crafts, Trappers Course, First Aid, Special Project Courses, Work Experience, the Registered Apprenticeship Program, Fashion Studies, Foods, and Physical Education. These courses give students the opportunity to learn through hands-on experience and earn elective credits. E-Learning students have access to most high school courses, including K&E, general, and advanced diploma courses.

The program emphasizes personalized learning, offering 1-on-1 assistance, and allowing students to progress at their own pace. This approach reduces stress while encouraging students to meet individualized deadlines, fostering a safe and supportive environment for success.

The majority of students participating in E-Learning live in Fort McKay, however most courses are available online



with instructional lessons and, in some cases, video lessons to enable distance learning.

In 2023/2024, 45 students enrolled in the E-Learning Program, with 19 students being school-aged. Despite challenges, such as the reduction to one full-time teacher and the lack of transportation support, the program saw success and supported students with individualized grad plans. Of the 45 students, 21 completed a total of 425 high school credits, and 3 students successfully graduated, with a projected 6 graduates for the year ahead. Although staffing shortages impacted the program’s full potential, students continued to benefit from tailored learning and external support for advanced courses.

Post-Secondary Education Program:

The objective of the Post-Secondary Education (PSE) Program is to support Fort McKay Band members in pursuing post-secondary education and graduating with the skills and competencies necessary for successful careers. The program empowers students to contribute to First Nations self-governance and economic self-reliance, while also promoting a culture of lifelong learning within the community. Students are encouraged to achieve their educational goals and to have a positive impact on the future of the Nation.

The PSE program achieved several key milestones in 2023/24. A comprehensive Policy Review and Update was conducted, with a new version approved on April 9, 2024, ensuring the program remains aligned with current educational standards and best practices. There were 38 students enrolled, with 9 graduates successfully completing their studies and achieving their learning

goals. Looking ahead, there are 31 PSE students registered for the 2024/25 school year, positioning the program for continued success and growth in the coming year.

Annual FMFN Education Celebration – June 23, 2023

The Annual FMFN Education Celebration, held on June 23, 2023, was a remarkable event organized by the Education team to honour the achievements of our students across various stages of their educational journeys.



The celebration recognized 16 proud Kindergarten graduates, 21 Grade 6 students, 17 Grade 9, and 25 High School graduates earning their diplomas, along with 12 post-secondary graduates who successfully completed their studies. This was an important milestone for the community, celebrating the hard work, dedication, and accomplishments of our students as they move into the next chapter of their lives.



SUSTAINABILITY DEPARTMENT HIGHLIGHTS

Who We Are

The Fort McKay Sustainability Department (FMSD) is dedicated to preserving Fort McKay First Nation's way of life. We maintain the Nation's ability to exercise its Treaty, Section 35, and Inherent Rights and traditional land use practices. We work with industry and government to pursue responsible resource development. We lead and oversee consultation and engagement between Fort McKay and the oil sands, resource development industries, and the federal and provincial governments.

FMSD conducts expert technical reviews, engages community members, consults on major project applications and submissions filed by industry to federal and provincial regulators, and participates in regulatory hearings and court actions when required, to defend FMFN's rights and interests. We also consult with all levels of government on environmental and resource development policies, and lead and participate in research projects addressing specific community concerns or needs.

FMSD staff advocate for community members, identify gaps in government policy, and recommend changes to ensure the sustainability of traditional lands for future generations.

In 2024, the Lands and Leasing Department joined the FMSD. As a result, FMSD now also oversees land-related commercial developments for our community, including lease management of the Caribou Industrial Park and Business Incubator, as well as Addition To Reserve and Land Code matters.

In early 2024, the FMSD also hired Lakeisha Black as the new Sustainability Department and Park Ranger Program Administrative Assistant.

FMSD held several community events including the Elders BBQ and the Elders Christmas Party. FMSD also supported Treaty Days events including the Parade, Opening Ceremonies, and the Corporate Tug of War.



Moose Lake Area Updates

The Moose Lake Access Management Plan (MLAMP) was developed collaboratively with the Government of Alberta and industry to promote ecological integrity; the exercise of Treaty and Section 35 rights and traditional land uses; and the well-managed development of resources in the Moose Lake area.

Moose Lake Access Management Plan Technical Advisory Committee

To oversee the MLAMP, a Technical Advisory Committee (TAC) was established. Led by Fort McKay First Nation and the Government of Alberta, with input from industry and Indigenous communities, the committee implements the access and development requirements in the Moose Lake Plan.

Moose Lake Trail

FMSD advanced critical work with Alberta and the Alberta Energy Regulator to identify a plan for Fort McKay to take over the land dispositions that overlap the Moose Lake Trail, giving Fort McKay more control over road use and access via the Trail.



Moose Lake Area Current Research and Monitoring Programs

Ongoing studies are taking place at Moose and Namur Lakes. These projects collect valuable baseline data that helps us understand the current conditions of the lands, air, and waters, and monitor for future impact.

The Namur Lake air monitoring station runs each year and provides baseline air quality data in the Moose Lake area, which helps us demonstrate and understand the current impact on air quality from oil sands operations.

FMSD was awarded funding for a 2-year climate change monitoring grant for the Moose Lake area. Additional funds were also awarded by Environment and Climate Change Canada for a 3-year project related to Species at Risk.

Industry and Government Engagement

Enhancing Youth Engagement

For many years, involving youth in industry engagement, including site tours, has been a challenge. FMSD has worked with operators in the region to continue to

advocate for youth participation in these site tours. In early 2024, Syncrude, Suncor, and Imperial all agreed to allow youth under 18 to attend site tours and meetings. We continue to look for similar opportunities with CNRL.

Focus Group Participation

Fort McKay currently has over 100 community members aged 13-91 participating in community advisory groups, reclamation focus groups, and engagement sessions. In the 2023/2024 fiscal year, focus groups and engagement sessions included ongoing collaboration with Syncrude's Reclamation and Environment Focus Group, meetings with Imperial regarding the Environmental Protection Order issued for Kearn, and meetings with Environment and Climate Change Policy Development staff to discuss Canada's efforts to explore the development of regulations under the Fisheries Act that would allow the release of treated oil sands mine water.

Traditional Land Use Studies

To help avoid or mitigate impacts to TLU sites, FMSD continues to conduct project-specific Traditional Land Use Studies when new project applications are filed. This year, a TLU Study was initiated for Wolf NGL Inc.'s proposed Great Plains pipeline.

Advocacy Work

FMSD continues to advocate for greater protection of land, water, and wildlife including:

- Collaborating with other First Nations to present the Deputy Minister of Alberta Environment and Protected Areas with findings regarding the Wandering River Sub-Regional Plan for Caribou Range Conservation.
- Collaborating with Environment and Climate Change Canada for a Muskrat Health Study.
- Working with the RMWB to address Fort McKay First Nation's treated water quality and quantity issues to replace ageing infrastructure.

Consultation with Alberta Transportation continued regarding the proposed twinning of Highway 63 from Syncrude to the Fort McKay turnoff. FMSD ensured that FMFN will be included in the archaeological work in the Beaver River area planned for 2024.

Aboriginal Fund for Species at Risk

A 3-year project was awarded to support Fort McKay in documenting the presence, location, and abundance of species at risk on Fort McKay's reserve lands. We will determine baseline population information to help establish future long-term monitoring goals and provide guidance about development to ensure at-risk species are protected.

Oil Sands Monitoring Program – Community Dustfall Monitoring

FMFN's community dustfall monitoring program has provided data showing that Fort McKay is regularly exceeding the Alberta Ambient Air Quality Guideline for dustfall. This data was shared with Alberta and the AER, and the AER committed to inspections at all oil sands mine sites in 2024 to help better identify and address dust emissions affecting Fort McKay.

Climate Risk Assessment

In January 2024, Fort McKay completed its Climate Risk Assessment in partnership with The Resilience Institute and Associated Engineering, thanks to a grant from Alberta Municipalities. The risk assessment examined the impacts of climate change on built, natural, and social/cultural systems. The assessment found that annual average temperatures in the region are projected to increase over the next several decades, with significant changes occurring in the winter and summer months. The information provided will help support future engagements with industry and government and support future planning and development, as well as FMFN's ability to obtain additional grant opportunities to mitigate the risk of climate change.

Increased Collaboration with Wood Buffalo Environmental Association

The Wood Buffalo Environmental Association (WBEA) and FMFN community members and trappers have been collaborating on WBEA's Forest Health Monitoring Program to help increase the relevance of this program in answering community questions and concerns, as well as to improve communication between the WBEA and trappers.

Grant Funding

To support the initiatives above, FMSD has applied for and received numerous grants. The total grant funding received for the 2023-24 Fiscal Year by the SD was \$1,601,895, which includes a \$1M grant for linear disturbance restoration in the Red Earth Caribou range, which overlaps with the Moose Lake area.

Our Integrated Lands and Leasing Team

FMSD now manages and oversees the use, development, and leasing of lands within FMFN's reserve lands, ensuring that land use aligns with community needs and goals. Key responsibilities include negotiating and managing leases to generate revenue, implementing Land Code for self-governance, conducting environmental assessments, and engaging with the community on land-related issues. FMSD also develops and enforces land policies, carries out land surveys, and attends training to build capacity

in land management, all to support FMFN's economic, environmental, and cultural objectives.

Activity Highlights

GIS Project

The development of Fort McKay's Geographical Information Systems (GIS) began in 2022 and was supported by a grant secured by FMSD throughout 2023-2024. This project is designed to enhance the support provided to other Fort McKay departments by improving our capacity to manage and analyze spatial data. The ongoing work has focused on expanding the system's capabilities and integrating it into more facets of land management.

Staff Training

Land and Leasing staff participated in various training programs to deepen their knowledge in land registry and administration. Two Lands and Leasing staff became certified property tax administrators through the First Nation Tax Commission's accredited 12-month program delivered by the TULO School of Indigenous Economics.

Land Survey Projects

Throughout 2023, the Lands Department conducted several important community land survey projects, including Industrial Park Lot subdivisions, ATR Lots 5, 6 & 7, and the Barge Landing property subdivision.



Community Street Naming

This year marked the successful completion of our Community Street Naming project. Led by a committee of Fort McKay band members, new street names were selected for the whole community, featuring both Cree and Dene translations of the selected names.

Asset Management Study

An Asset Management Study commenced focusing on the Fort McKay Industrial Park. This study ensures the long-term sustainability and efficient management of our commercial properties and involves assessing the current state of FMFN's assets.

Property Tax Administration

Property tax administration remains a critical aspect of our operations. The property tax bylaws, first implemented in 2009, continue to govern the taxation of industrial tenants and interest holders. For the 2023 property tax season, FMFN collected a total of \$1.7 million, reflecting the Nation's commitment to fiscal responsibility and economic growth.

Funding

In 2023, the Lands team secured funding from various sources that allow the continuation of important projects:

- \$441,000 from Indigenous Services Canada for Land Code Operational and Transitional funding.
- \$40,000 from Indigenous Services Canada for Additions to Reserve (ATR) surveys and environmental work.
- \$136,000 secured by SD for GIS Capacity Development

We continue to explore new funding opportunities to offset our costs and support the growth and development of our community.



Commercial Properties

The Lands and Leasing Department continues to work with tenants on new developments within the parks. This year, FMFN approved two development permits in Fort McKay Caribou Industrial Park. Both were for improvements to existing buildings. One new lease

was granted to a FMFN member-owned business in the Fort McKay Business Incubator Park.

Land Code

On March 1, 2023, the FMFN Land Code came into effect. FMFN took back control over managing its lands and resources from Canada. The Lands and Leasing team has focused on transitioning from Indian Act land management to implementation of the FMFN Land Code.

Additions to Reserve

The Fort McKay Land Stewardship Society (FMLSS) is a not-for-profit organization that was created to own land that is in transition to reserve status through the ATR process. FMFN successfully negotiated the transfer of the old Northland School Division property to FMLSS in 2023, and we are working toward adding the land to the reserve.

We are also working closely with the province and the Regional Municipality of Wood Buffalo to acquire several other parcels of land in the community, such as the old firehall property.

Environmental Management

As signatories to the Framework Agreement, FMFN has been actively collaborating with the Lands Advisory Board Resource Centre (LABRC) and Indigenous Services Canada (ISC) to plan the next phase of our environmental assessment. Prior to the Land Code coming into effect, we conducted a reserve-wide Environmental Site Assessment (ESA) to identify areas of potential environmental concern. In 2023, a comprehensive statement of work for the next ESA phase was drafted. The project will involve physical testing of soil, water, and vegetation for contamination, with results verified by laboratory analysis. ISC is paying all costs associated with the project.



Moose Lake Cabin Packages

The FMFN Families on the Land program aims to encourage family groups to engage in traditional and cultural activities within the Fort McKay First Nation Territory. Chief and Council have established the FMFN Families on the Land Grant Program, offering funding for the construction of family harvesting cabins. To date, 10 cabins have been built.

Environmental Guardian Program

We have completed 4 water quality campaigns at Moose and Namur Lakes. Fish habitat and bathymetry survey work was also completed for Moose and Namur Lakes in 2023, and detailed in a final project report. The Environmental Guardian Program started mapping the shoreline of Moose Lake with a drone. This will give the Nation a thermal map which could be used to identify the movement of ground water that feeds the Moose Lake basin. Currently, we have 55 active trail cameras within FMFN traditional territory. The dust study will continue in the community and will start to test air quality within homes in 2024.

Fort McKay / Park Ranger Bylaw Project

FMSD continued to undertake a review of potential bylaws submitted for community consultation regarding Moose Lake and other reserve lands. Ongoing work took place to incorporate community feedback from Q1 2023 into potential draft bylaws. Park Ranger policies and procedures were also created for program staff.

Fort McKay Bear Management Plan

Park Rangers monitored wildlife camera imagery located around the community to ascertain wildlife movement on existing trails as part of the requirements of its bear hazing permit from Alberta. Community patrols continued to monitor bear activity. All bear interactions were submitted to AEP under the “Bear assessment hazing program”. Continued collaboration took place with Alberta Fish & Wildlife regarding the “Bear Management Plan” and year-end reporting. Ongoing assessments of garbage bins took place, and it was determined that improved bear-proof bins would help reduce attractant sources for bears.

Park Ranger Program Community Activities & Support

In September 2023, the official opening of the Park Ranger Facility took place. In conjunction, we celebrated the retirement of two Elders who had served as Park Rangers with the program: Joe Grandjambe and Andrew Boucher Sr. In October 2023, the two vacant positions in the program were successfully filled by individuals from the community: Tyler Young and Colt Gladue. We also saw two of our Park Rangers, Nick Laurent and Christian McDonald, officially sworn in as Peace Officers with FMFN.

The Park Ranger program continued to support community initiatives. They participated in the Land-Based Learning program and in many events in the community and at Moose Lake, including Treaty Days, Trappers Exhibit, Elders BBQ, Community Berry Picking Group, and the Annual Fishing Derby. They also partnered with outside agencies such as Alberta Forest Service & Junior Forest Wardens to conduct fire preparation at Moose Lake and Spring Wildfire Preparedness for Fort McMurray. In the spring of 2024, they also assisted in containing a wildfire at Moose Lake caused by a small campfire that was not extinguished properly.

Park Rangers continued to aid, as necessary, the Environmental Guardian Program to conduct necessary water monitoring work, and camera relocation. Park Rangers worked with the Lands and Leasing Department to conduct and monitor the “Site Suitability Checklist” for new cabins at Moose Lake and to submit associated reports, along with conducting wellness checks on community members while at Moose Lake.

COMMUNITY HEALTH AND WELLNESS DEPARTMENT HIGHLIGHTS

TANT'U HOTIYE GHĪDA HEL NUHEBA HORELYA WALÉ HA MIYO MAHCIHOWAN

Our Initiatives and Achievements: Together in Health and Wellness

From April 2023 to March 2024, the Fort McKay Community Health and Wellness Department worked to improve programs, services, and community support in more integrated and collaborative ways. At the Fort McKay Health Centre, we offer a blend of Western medical services—such as nursing and physician care - while embracing holistic practices including physiotherapy and acupuncture. These services are offered to nurture not only physical health but also the mental, emotional, and spiritual well-being of community members of Fort McKay First Nation.



Physiotherapy services, offered on Mondays and Thursdays, had 836 client appointments from April 2023 to March 2024, a true testament to the ongoing need for care that helps restore balance in body and spirit. Acupuncture services, which we began offering in February 2023, also became a cherished part of our care, with 507 clients seeking these treatments as we embrace both Western and traditional knowledge systems to promote healing. We are fortunate to have a Nation that recognizes the importance of holistic approaches beyond the colonial medical lens, integrating traditional knowledge with evidence-based treatments. Throughout the year, we've seen a strong turnout at our health services, with many members attending general health visits, geriatric care, and pediatric services. Our two dedicated physicians visit Fort McKay for three or four days each month, providing consistent care for the community, ensuring that we stay close to our values of wellness for all generations, from children to Elders.



Public Health Services has worked diligently to manage immunizations, and provide well-child and prenatal support, guided by community needs. School immunizations remain on track, and our vaccination clinics continue to provide protection for the nation.



The Safe Drinking Water Program maintains regular water testing by two staff members trained in water collection. They submit weekly samples to provincial labs for analysis. Over the past year, 36 water samples were collected, confirming the safety of the drinking water. They also follow a protocol to ensure any reported variances are relayed to the appropriate channels for review.

In March 2024, we brought together Directors and Managers from various departments—including Education, Early Childhood, Youth & Wellness Centres, Health, Mental Health, Addictions, Child Family Support, and Environmental Health—to align our efforts on behalf of children and youth. This collaboration, grounded in Jordan's Principle, aims to fulfill the sacred duty of caring for the next generation, ensuring they have access to services like speech and language therapy, physical therapy, occupational therapy, and behavioural therapy. By building a four-phase plan, we seek to honour the

sacredness of children, offering services and supports whether they are at home, in the health centre, daycare, school, or wellness centres. This collective action strengthens our Nation's ability to provide culturally-rooted care and ensures that our young people walk forward in wellness, with the tools they need to thrive. We will continue to meet and maintain the momentum of this work in support of the needs of children in the Nation.

Family Supports: Strengthening the Circle

This year, our Family Supports program expanded its reach, guided by the values of interconnectedness and kinship. Our mental health and addiction services provided both individual and family counselling, offering a path of healing to those facing challenges. We are proud of our partnership with Red Road Recovery in British Columbia, where they have on-site detox services, reducing wait times and helping people access care. Our work with residential school survivors and families affected by missing and murdered Indigenous family members remains a priority. We provide healing opportunities rooted in our traditional ways of coming together, offering support through circles of care, access to traditional ceremonies and gatherings. Our relocation to the former Northlands School allowed us to centralize our work and create a new on-reserve visitation space where families can reunite and heal together, reinforcing the importance of family ties.



Riverside/Sonîsîpîhk/Des k'e gah Care Facility (Riverside): Honouring Our Elders

Riverside Care Facility is a place of care, wisdom, and cultural connection, welcoming people from our Nation and other communities, including those seeking respite care. Riverside honours the spiritual and cultural health of the residents, ensuring they participate in community events and ceremonies. In July 2023, residents traveled



with staff to Lac Ste. Anne for a spiritual pilgrimage, a profound journey that allows people to reconnect to the land. Residents are encouraged to take part in activities at the Elders' Centre, and their care plans are shaped by their individual needs and desires. Whether it's through weekly physiotherapy, acupuncture sessions, or the support of mental health counsellors, care is holistic and respectful of life experiences. In September 2023, we integrated the Home and Community Care Program with Riverside. This allows our Health Care Aides to care for both our Riverside residents and clients within the community, strengthening the circle of care and improving the quality-of-service delivery.

In January 2024, we expanded our recreation team to include a recreational assistant, helping to guide wellness activities for our residents. We are proud of our collaboration between the Seniors Program, Riverside, and the Home and Community Care Program, ensuring that our Elders remain connected and cared for, both on and off the reserve. We honour the Elders' life journeys and value the meaningful ways they continue to contribute to the community.

Conclusion: Walking in Balance

The Fort McKay Community Health and Wellness Department's achievements over the past year reflect the Nation's commitment to walking in balance—honouring tradition while embracing new ways of caring. Through these efforts, we continue to work towards healing and growth and improving health and longevity for the next generations. We remain dedicated to expanding our services, deepening our collaboration across all sectors of the Nation, and continuing to Indigenize health and wellness to honour and integrate Fort McKay First Nation traditional practices. With a strong heart and clear purpose, we look to the future with hope, knowing that the path we walk today is one that will uplift the children, support families, and honour the ones who came before us. We remain committed to ensuring that Fort McKay thrives in health and wellness for generations to come.

OUR **ECONOMY**

T'ANTU NUHE
TSAᄂBA GHÉTILI

NAHIPAYWIN

FORT MCKAY FIRST NATION AND SUNCOR MEMORANDUM OF UNDERSTANDING

On March 7, 2024, Fort McKay First Nation held a press conference to announce that a Memorandum of Understanding had been signed between our Nation and Suncor to explore the potential to develop Reserve 174C.

It has taken two decades of planning and hard work to reach this stage in the development of land that was set aside a generation ago exclusively for the purpose of oil extraction.

Located in the Regional Municipality of Wood Buffalo, Reserve 174C is FMFN land. It will be developed according to our values of careful environmental stewardship in a way that has not been achieved before.

A development of this magnitude is not accomplished alone. We wish to thank all of our partners in this endeavour — the Government of Canada; the Government of Alberta, in particular the Ministry of Energy & Mines; and Suncor Energy Inc.



Even the press conference required a significant marshalling of resources. Working together, Proof Strategies and the FMFN Communications Department brought in dozens of VIPs, including FMFN Chief, Council and many Elders; Suncor Executive Vice President Peter Zebedee and several other executives; Alberta Minister of Energy Brian Jean and other MLAs; Dayna Jongejan, Associate Regional Director of ISC Regional Operations for Alberta; and RMWB Mayor Sandy Bowman, among many others.

Reaction to the announcement was swift, positive, and enthusiastic. An op-ed piece, written by Chief Powder, was picked up and reprinted several times in major newspapers. In total, the announcement reached a remarkable 152 media outlets resulting in more than 77,523,000 impressions.

It is worth noting that these success figures outstrip those achieved in 2022 at the time of Enbridge's announcement of their sale of a minority stake in Athabasca region pipelines to First Nation and Metis communities.



OUR TRUSTS

In 1987, about the same time that Fort McKay started to participate in the oil sands industry, we filed a Treaty-Land entitlement claim arguing that the Nation’s population had been undercounted when our land reserves were surveyed in 1915. Our claim was successful, and as a result the Fort McKay Treaty Land Entitlement Settlement Agreement (Settlement Agreement) was signed in 2003. Fort McKay received 20,000 acres of additional land and \$31 million in compensation from the Government of Canada for lost opportunity. From the start, our policy has been not to spend those funds, but to use the investment proceeds as a source of revenue for our annual budget. To ensure the funds are professionally managed, the Nation has established the followings trusts.

Fort McKay Settlement Trust

The Fort McKay Settlement Trust was created in 2003 to protect and preserve the Nation’s wealth for future generations. The main purpose of the Settlement Trust is to preserve the funds received from the Settlement Agreement for the use and benefit of the Fort McKay First Nation. Investment counsellors for the Settlement Trust are Phillips, Hager and North Investment Management (“PH&N”) for publicly listed investments and to retain Northleaf Capital Partners (“Northleaf”) to manage direct lending and infrastructure equity investments.

Fort McKay Bare Trust and Fort McKay Community Trust

Both of these trusts were established in 2013 to manage community benefit payments to the Nation under certain agreements with industry stakeholders.

The Bare Trust receives stakeholder payments and allocates them to the Nation’s Community Trust. The Bare Trust transferred \$3.6 million to the Fort McKay Community Trust in 2022, and \$3.8 million to the Community Trust in 2023.

The Community Trust was established to manage the payments from the stakeholders and to use the funds for various purposes, including:

- Purchasing authorized investments
- Distributing funds to the Nation to enable it to pay for infrastructure that will benefit the Nation
- Financing or securing debt obligations relating to infrastructure

In addition to the funds received from the Bare Trust in 2022 and 2023, as mentioned above, the Community Trust also received \$11.3 million in 2022 and \$9.7 million in 2023 from industry stakeholders, and made distributions to Fort McKay First Nation totaling \$12.2 million in 2022 and \$8.9 million in 2023.

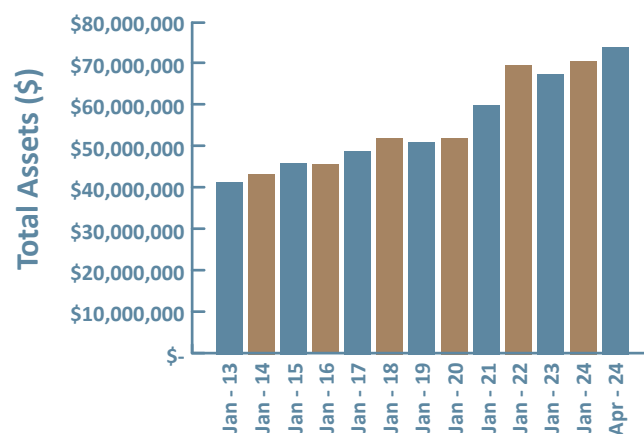
Fort McKay 2008 Business Trust

Established in 2008, this trust holds an interest in two limited partnerships. The partnerships are:

- Fort McKay Landing Limited Partnership
- Fort McKay Group of Companies Limited Partnership

MILLIONS OF CANADIAN DOLLARS	2023	2024
Gross Income	3.59	3.76

Market Value Since January 2013



MILLIONS OF CANADIAN DOLLARS	2023	2024
Income attributable from limited partnerships	54.8	41.7
Distributed to the Nation	36.0	33.6



FINANCIAL REPORT

BREAKDOWN 2023/24

TO THE MEMBERS OF FORT MCKAY FIRST NATION

Opinion

We have audited the accompanying financial statements of Fort McKay First Nation, 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 a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Fort McKay First Nation 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 Responsibility section of our report. We are independent of the Fort McKay First Nation 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 those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the 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 Fort McKay First Nation's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Fort McKay First Nation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Fort McKay First Nation's financial reporting process.

Auditor's Responsibility

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.

PENNOCK ACHESON NIELSEN DEVANEY LLP

Chartered Professional Accountants

July 31, 2024

Consolidated Statement of Financial Position

As at March 31, 2024.

	2024	2023
Financial Assets		
Cash	\$ 10,682,109	\$ 16,712,642
Cash held in trust	43,433	1,000,930
Accounts receivable	4,464,430	4,475,915
Investment in Settlement Trust	73,205,547	68,707,011
Investment in Business Enterprises	217,489,225	198,284,218
	\$ 305,884,744	\$ 289,180,716
Liabilities		
Accounts payable and accrued liabilities	\$ 9,475,959	\$ 8,053,844
Unexpended grants	6,685,682	5,048,369
Debt	23,542,208	25,080,258
	39,703,849	38,182,471
Net Financial Assets	266,180,895	250,998,245
Non-Financial Assets		
Tangible capital assets	160,352,548	147,619,840
Prepays and deposits	315,061	355,764
	160,667,609	147,975,604
Commitments, Contingencies and Subsequent Event		
Accumulated Surplus	\$ 426,848,504	\$ 398,973,849

Statement of Operations and Accumulated Surplus

As at March 31, 2024.

	Budget	2024	2023
Revenue			
Business enterprise income	\$ 31,999,000	\$ 54,760,641	\$ 41,715,998
Long-term sustainability funding and industry grants	23,913,559	22,078,633	20,326,360
Indigenous Services Canada	16,766,805	13,223,282	13,721,076
Investment income	-	7,414,371	372,202
Grants and other income	539,617	4,279,057	3,981,354
First Nations Development Funding	677,290	2,289,544	182,956
Health Canada	1,781,554	2,120,359	2,799,009
Rent	2,614,686	1,948,343	1,791,409
Property tax income	1,777,894	1,873,353	1,796,637
Athabasca Tribal Council	508,940	742,819	538,216
Interest	200,000	313,074	373,471
Canada Mortgage and Housing Corporation	190,806	205,762	194,903
	80,970,151	111,249,238	87,793,591
Expenses			
Education	10,019,567	11,266,666	9,777,130
Social development	437,905	1,611,781	772,402
Operation and maintenance	4,659,633	6,212,208	4,994,596
Housing and capital projects	9,559,463	8,687,987	8,535,751
Government support and administration	10,491,172	12,582,856	10,269,128
Community support	6,476,460	7,409,568	6,011,057
Land trusts and claims	1,691,744	1,355,329	1,600,659
Community health services	7,622,723	6,888,701	7,282,301
Economic development	3,306,586	3,344,116	2,641,521
Sustainability department	5,086,401	6,245,683	4,997,754
	59,351,654	65,604,895	56,882,299
Surplus before the following	21,618,497	45,644,343	30,911,292
Other Items			
Business profit distributions	5,895,600	7,822,700	5,937,850
Depreciation	-	6,447,014	6,011,153
Impairment loss on investments	-	3,499,975	-
Members savings plan distributions	-	-	875,000
	(5,895,600)	17,769,689	12,824,003
Annual Surplus	\$ 15,722,897	27,874,654	18,087,289
Accumulated surplus at beginning of year		398,973,849	380,886,560
Accumulated surplus at end of year		\$ 426,848,503	\$ 398,973,849

Statement of Change in Net Financial Assets

As at March 31, 2024.

	Budget	2024	2023
Annual Surplus	\$ 15,722,897	\$ 27,874,654	\$ 18,087,289
Acquisition (net of disposals) of tangible capital assets	(15,682,708)	(19,179,722)	(14,036,772)
Depreciation	-	6,447,014	6,011,153
	(15,682,708)	(12,732,708)	(8,025,619)
Net acquisition of prepaid asset	-	40,704	220,511
Increase in Net Financial Assets	40,189	15,182,650	10,282,181
Net Financial Assets at beginning of year	240,716,064	250,998,245	240,716,064
Net Financial Assets at end of year	\$ 240,756,253	\$ 266,180,895	\$ 250,998,245

Consolidated Statement of Cash Flows

As at March 31, 2024.

	2024	2023
Operating Activities		
Cash receipts from revenues	\$ 50,409,945	\$ 46,581,836
Cash paid to suppliers and employees	(62,639,796)	(54,597,098)
Interest received	313,074	373,471
Interest paid	(1,502,275)	(1,094,537)
	(13,419,052)	(8,736,328)
Investing Activities		
Investment in business enterprise - net	33,055,634	28,612,064
Purchase (net of disposals) of tangible capital assets	(19,179,722)	(14,036,772)
Decrease in cash held in trust	957,497	102,276
Distribution from Settlement Trust	1,915,860	-
	16,749,269	14,677,568
Financing Activities		
Business profit distributions	(7,822,700)	(5,937,850)
Repayment of debt	(1,538,050)	(1,978,206)
Members savings plan distributions	-	(875,000)
	(9,360,750)	(8,791,056)
Decrease in Cash	(6,030,533)	(2,849,816)
Cash - Beginning of Year	16,712,642	19,562,458
Cash - End of Year	\$ 10,682,109	\$ 16,712,642



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