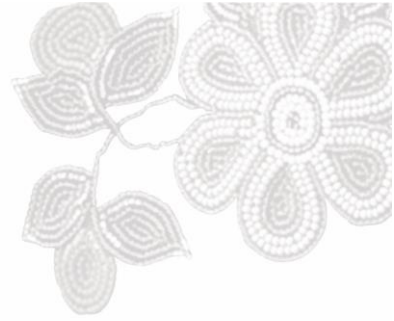




Tłıchǫ Community Services Agency

Health and Social Services ANNUAL REPORT

2019-20



If you would like this information in another official language, call us.

English

Si vous voulez ces informations dans une autre langue officielle, contactez-nous.

French

Kĭspĭn kĭ nitawihĭtĭn ē nĭhĭyawihk ōma ācimōwin, tipwāsinān.

Cree

Tłıchų yatı k'ėė. Dı wegodı newų dè, gots'o gonede.

Tłıchų

ᑕerihĭt'is Dēne Sųłĭné yatı t'a huts'elkēr xa beyáyatı theᑕą ᑕat'e, nuwe ts'ēn yóttı.

Chipewyan

Edı gondı dehğáh got'je zhatıé k'ėė edat'ėh enahddhę nıde naxets'ė edahfı.

South Slavey

K'áhshó got'jne xədə k'ė hederı ᑕedjht'ė yerıııwę nıde dúle.

North Slavey

Jii gwandak izhii ginjik vat'atr'ijąhch'uu zhit yinohtan jı', dııts'at ginohkhı.

Gwich'in

Uvanittuaq ilitchurisukupku Inuvialuktun, ququaqluta.

Inuvialuktun

Ċ'bdĊ nnn'bbΔĊ ΛrLJΔrĊ ΔobnĊc'nb/LnĊ, D'ēĊn'ob D'ı'bc'ē'ob'ĊnĊ.

Inuktitut

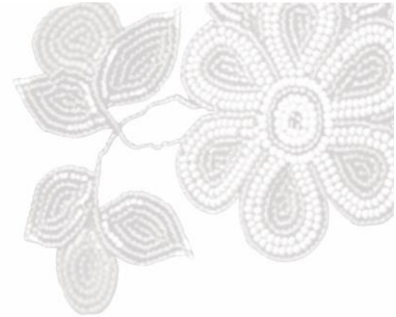
Hapkua titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.

Inuinnaqtun

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Government of Northwest Territories / Gouvernement des Territoires du Nord-Ouest



Message from the Chairperson



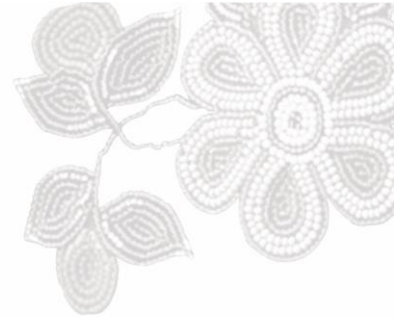
We are pleased to present you with the Tłchq Community Services Agency's Annual Report for 2019-2020. This was a particularly noteworthy year for our Agency as we were successfully *Accredited with Commendation* under Accreditation Canada's Qmentum program.

You will read more about our success in strengthening our programs by leveraging our integrated services model to support health and wellness throughout the lifespan. Of particular interest is the work being done in supporting mental health and wellness for children and youth in the Tłchq region.

The TCSA's Board members are appointed by their respective community governments so that each community in the Tłchq region is represented on the TCSA Board. By adhering to strong governance practices, the Board ensures the Agency has the capacity and resources to meet both its short and long term goals. This 2019-2020 annual report illustrates our work of putting community members first and highlights our commitment to innovating integrated services and new partnerships that support individuals and families.

Masi,

Ted Blondin
Chairperson,
Tłchq Community Services Agency Board



Message from the Chief Executive Officer



This has been an incredible year in so many ways: the hard work and dedication of staff across our organization resulted in the Tłıchǫ Community Services Agency (TCSA) being *Accredited with Commendation* under the Accreditation Canada Qmentum program. Accreditation is an intensive and ongoing process that assesses health and social services organizations against national and international standards of excellence to identify what is being done well, and where we can improve.

The TCSA remains committed to providing a continuum of care that enables all people to achieve personal well-being within healthy, educated families. We are committed to being innovators in strengthening our programs and services by building upon the positive strengths of our communities and the Tłıchǫ identity, and by integrating Tłıchǫ language, culture and way of life in all areas. We are committed to enriching an integrated continuum of education, health, and social programs and services.

The TCSA recognizes the importance of working in unity, of ensuring our efforts are part of larger partnerships with other organizations, governments, and communities. By working together, we bolster one another's strengths and fill individual gaps, all for the benefit of the people we serve.

The commitment and hard work of our TCSA employees is one of the primary reasons we have seen such progress this year. We remain committed to developing our current workforce just as we remain committed to improving the experiences of our patients, students, and families.

Sincerely,

Shannon Barnett-Aikman
Chief Executive Officer,
Tłıchǫ Community Services Agency

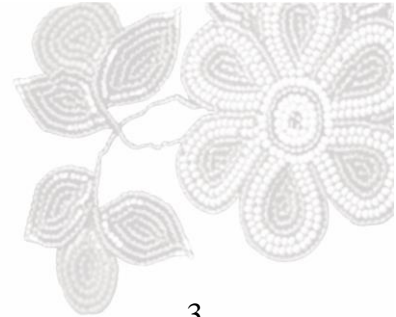
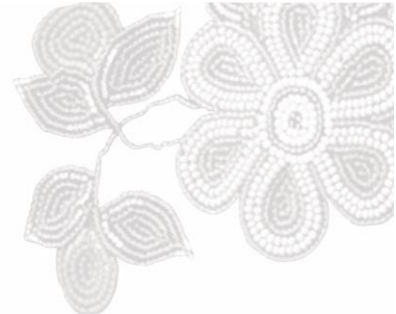


Table of Contents

Message from the Chairperson	3
Message from the Chief Executive Officer	4
EXECUTIVE SUMMARY	6
STRATEGIC CONTEXT	7
The TCSA at a Glance	7
The Structure of the TCSA	8
The Purpose of the TCSA	12
TCSA Nàowòò Weghàà Eghàlageeda: “Do Nake Lani Nats’etso”	13
The Mission of the TCSA: “Do Nake Lani Nats’etso ... Strong like Two People”	14
Aperçu de l’Agence de services communautaires ṭ̀cḥ̀ (ASCT)	15
Le slogan de l’ASCT : « la force de deux peuples »	15
Planning Framework	16
A Developmental Approach	16
KEY ACCOMPLISHMENTS: Progress on Strategic Priorities and Operational Objectives	17
Culturally Responsive Programs and Services	17
Best Health	19
Accreditation Spotlight	23
Best Care	26
Better Future	29
APPENDIX A: AUDITED FINANCIAL STATEMENTS	31



EXECUTIVE SUMMARY



The Tłıchǰo Community Services Agency (TCSA) was established under the Tłıchǰo Agreement effective August 4, 2005 and it is a unique organization in the Northwest Territories in two significant ways. Firstly, it is a Government of the Northwest Territories Agency while incorporating the values and principles of the Tłıchǰo people. Secondly, the Agency is the only one in the Northwest Territories to deliver both Health and Social Services as well as Education programs under one entity as defined under the *Tłıchǰo Community Services Agency Act*. (A copy of this legislation is available in the GNWT website at <http://www.justice.gov.nt.ca/>.)

The TCSA's 2019-22 Strategic Plan is currently under development. It is grounded in current research and best practice for health and social programs serving indigenous communities, it is built upon the strengths and successes of our programs and services to date, and it reflects the new and continuing priorities of the Tłıchǰo Government and of the Government of the Northwest Territories. We look forward to continuing the intergovernmental and territory-wide partnerships that serve to strengthen the TCSA's program delivery in the service of those who live in the Tłıchǰo region. Our strategic priorities guiding our work include:

- Developing strong, capable, healthy Tłıchǰo individuals, families, and communities,
- Supporting the best health and wellness of people in the Tłıchǰo region,
- Improving the quality of services provided to vulnerable children, families, and communities, and
- Enhancing organizational sustainability by developing our people and enhancing our organizational processes.

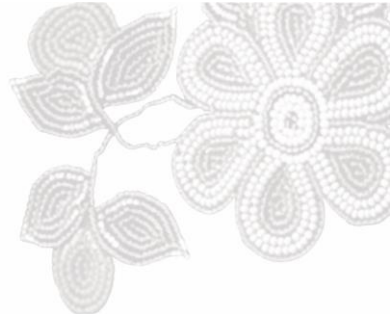
Our staff members are at the heart of our programs and services: we remain committed to supporting their continued development and learning. Creating a workplace culture that is safe, inspiring, and collaborative weaves through every priority area and goal of this operating plan. Only by investing in our workforce can we provide truly excellent services for our communities.

The strategic priorities, operational objectives, and key actions of our 2019-20 Operating Plan lay the foundation needed to pursue even greater excellence in service and care of clients, families, and communities. It is an ambitious plan that will no doubt present us with challenges, but we embrace those realities as opportunities to grow and improve as we move forward.

The Tłıchǰo language, culture, and way of life are integral to all that we do in the Tłıchǰo region: we remain committed to grounding evidence-based best practices in indigenous ways of knowing, being, and doing, and thereby supporting Chief Jimmy Bruneau's vision of being "Strong like Two People".



STRATEGIC CONTEXT



The TCSA at a Glance

As a result of the TCSA delivering both the Health and Social Services as well as the JK-12 Education program, it is accountable to the Government of the Northwest Territories Department of Health and Social Services and the Department of Education, Culture and Employment. The deliveries for both health and education programs operate under two different year ends: March 31 and June 30, respectively. The Agency prepares annual audited financial statements for the combined health and education programs as at March 31 for the Government of the Northwest Territories fiscal year end, as well as audited statements solely for the education program year ending June 30.

The TCSA, unlike other Education and Health & Social Services authorities in the NWT, has three dimensions, as outlined in Figure 1.

Figure 1: Three Dimensions of the TCSA





The Structure of the TCSA

The Agency is governed by a Board made up of four members and a chairperson. The Tłıchǫ Community Governments (Behchokǫ, Gamètì, Wekweètì and Whatì) each appoint one member to represent their community on the Agency Board. The GNWT Minister of Indigenous Affairs appoints the chairperson after consultation with the Agency appointees and the Tłıchǫ Government. The term for Agency Board members is determined by the entity appointing them and may not exceed four years. Members may be reappointed for consecutive terms. The TCSA Board meets quarterly throughout the year: additional meetings are scheduled as/when the need arises.

The current TCSA Board members include:

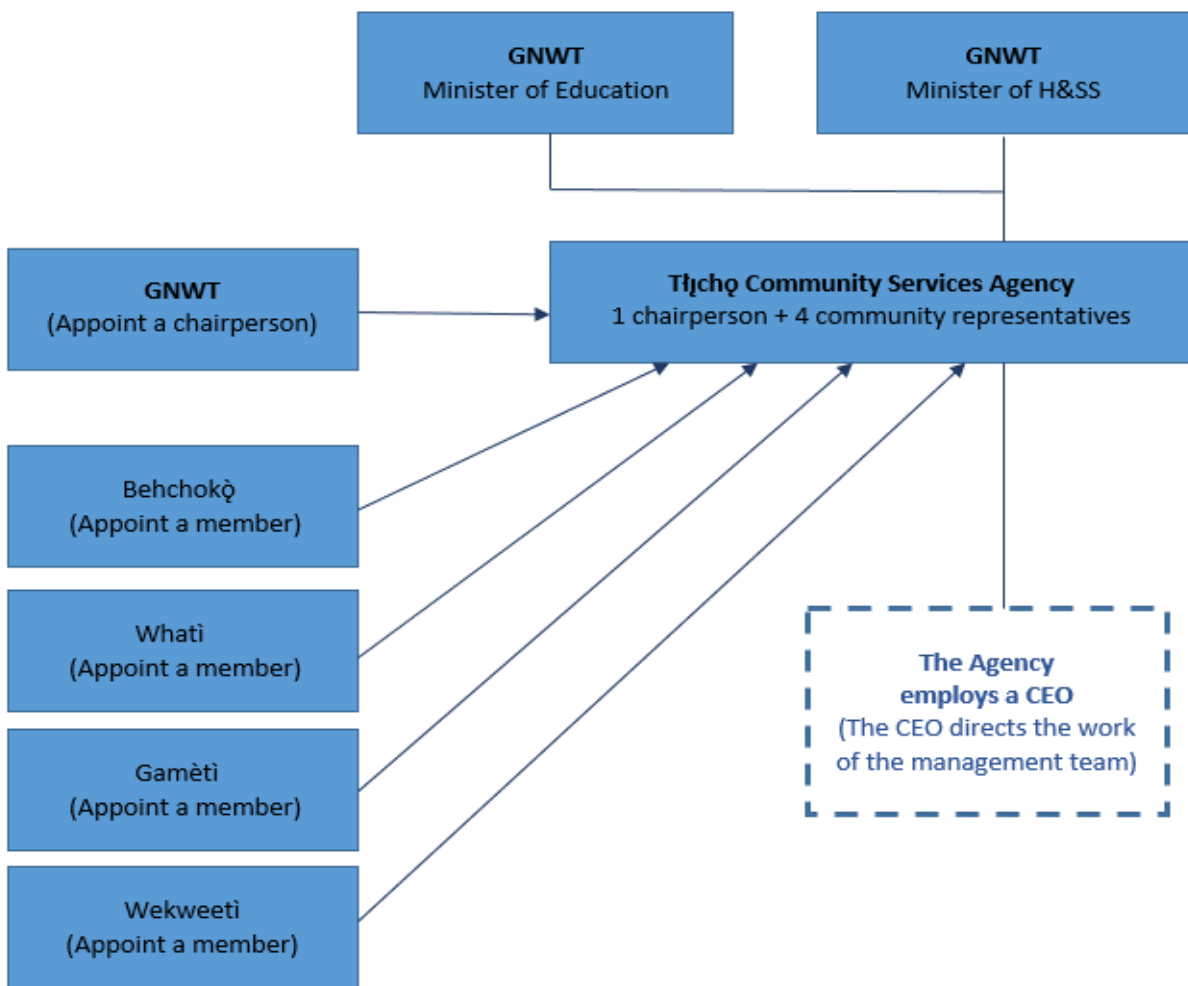
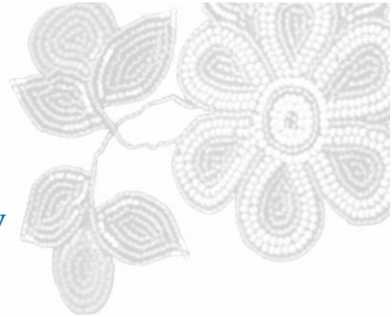
- Chairperson – Ted Blondin
- Behchokǫ Representative – Janita Etsemba
- Whatì Representative – Alex Nitsiza
- Gamètì Representative – Henry Gon
- Wekweètì Representative – Noella Kodzin



From L to R: Alex Nitsiza, Janita Etsemba, Noella Kodzin, and Ted Blondin. Missing: Henry Gon



Figure 2: Governance Structure of the Tłıchǫ Community Services Agency

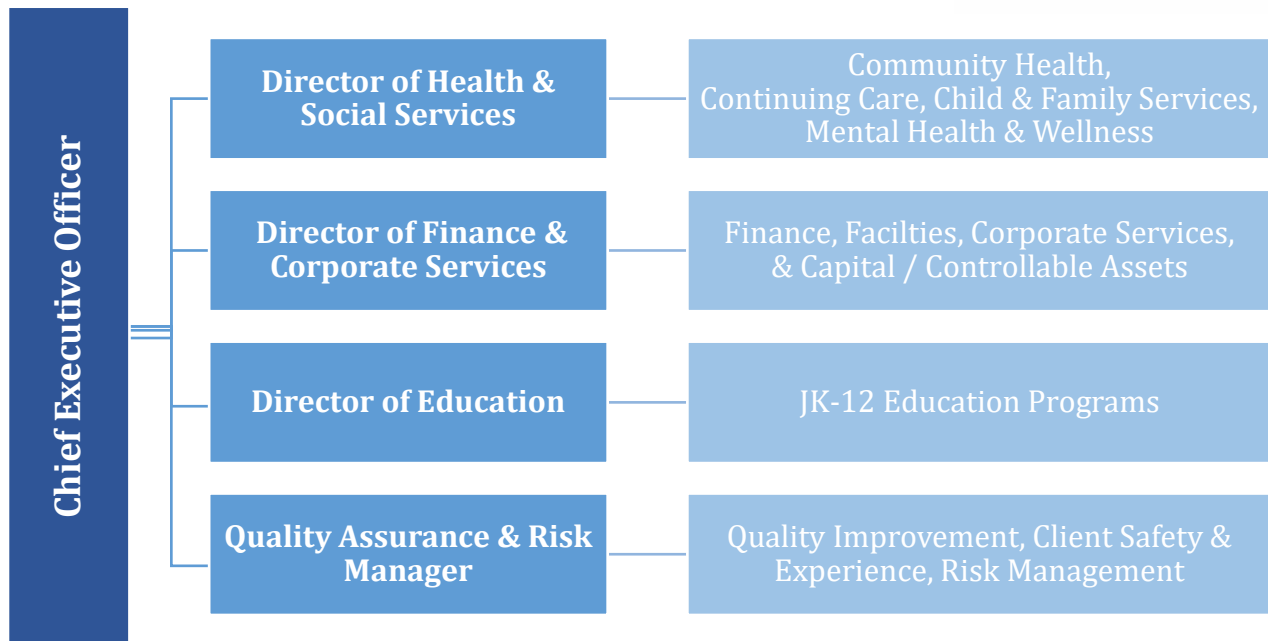
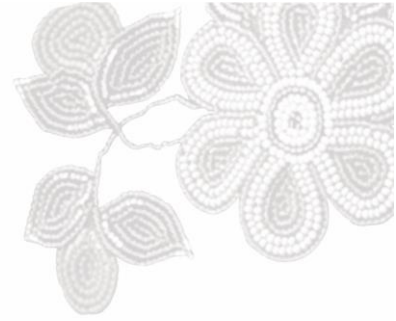


The TCSA is an intergovernmental services agency delivering programs in the areas of Education, and Health and Social Services. Thus, the administrative structure is different than that of other education authorities. The Agency employs a Chief Executive Officer who is responsible to direct the work of a management team consisting of a Director of Education, a Director of Health and Social Services, and a Director of Finance and Corporate Services.

The CEO fulfills legislated roles under GNWT legislation including that of “Deputy Head” for the public service and “Superintendent” under the Education Act. The Early Childhood and First Nations Social Programs, initially transferred to the TCSA by the Tłıchǫ Government, were returned to the Tłıchǫ Government in 2012 as a step towards self-government.



Figure 3: Management and Program Function Structure of the TCSA



The core programs and services delivered by the Tłı̨chǫ Community Services Agency include the following:

- **GNWT Child and Family Services:** The TCSA provides child protective services, foster care and adoption services, out-of-territory placement services, and adult services including Elder support. We provide assistance to families in need through Voluntary Service Agreements (VSAs) and family violence programming. Family support and child protection also includes child welfare, early intervention, investigations, apprehensions and court work. We provide rotational monthly visits to the communities of Whatì, Gametì and Wekweètì.
- **GNWT Mental Health and Addictions Services:** TCSA provides a community mental health and wellness program for both adults and youth through individual and family counsellors, and child and youth care counsellors (in schools). We provide individual counselling sessions, group sessions, addiction services, and assess for treatment packages / placements to territorial and out-of-territory treatment facilities as needed. We provide community counselling on a rotational basis to the communities of Gametì and Wekweètì.
- **GNWT K-12 Education:** Schools from Junior Kindergarten to grade 10 in all Tłı̨chǫ communities and high school programming in Behchokò, Gametì and Whatì. Inclusive schooling services for school age children include assessment, intervention and



counseling support. There are also home boarding accommodation services for high school students from Wekweètì when they attend school in Behchokò or Whatì.

- **GNWT Community Healthcare:** Primary health and public health care services are available in all communities and include well adult, well child, prenatal care, communicable disease, school health, chronic disease management, emergency / after-hour care, laboratory and diagnostics, and health promotion. Dental services are provided through contracted services providers, Ambulance and Emergency Services are provided in Behchokò.
- **GNWT Continuing Care and Independent Living:** TCSA is responsible for an 18-bed long term care facility (est. 2016), located in Behchokò, with one bed designated for respite and another for palliative care. We provide residential care, recreational programming, and community & elder day programming. The TCSA also has established home care programs in three communities (Behchokò, Whatì, and Gametì) through which we provide home support, nursing, and palliative support to those requiring the service.



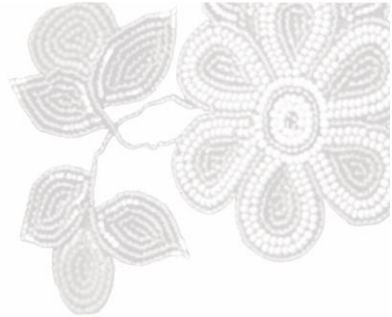
The Purpose of the TCSA

The purpose of the Tłı̨chǫ Community Services Agency (TCSA) is to improve the health, wellness and education of the people in Tłı̨chǫ communities by providing a range of easily accessible, integrated programs and services. The Agency manages the delivery of education, health, wellness and social programs and services for the NWT communities of Behchokò (Rae-Edzo), Gamètì (Rae Lakes), Wekweètì (Snare Lake) and Whatì (Lac La Martre).

Our Agency is both new and old: established on August 4, 2005, the Agency is a creation of the *Tłı̨chǫ Agreement*. Section 7.10 of the *Tłı̨chǫ Agreement* called for an *Intergovernmental Services Agreement* (ISA) between the Government of Canada, the Government of the NWT and the Tłı̨chǫ Government. The ISA creates the Agency and ensures that it continues to perform the educational, health and social programs and services of the organizations from which it emerged, including the former Dogrib Community Services Board (1997-2005), the Dogrib Divisional Board of Education (1989-1997) and the Rae-Edzo School Society (1967-1989).



Back Row, from L to R: Shannon Barnett-Aikman, Rose Jiang, Johan Glaudemans, Linsey Hope, Noella Kodzin, Janita Etsemba; Front Row, from L to R: Ted Blondin, Alex Nitsiza. Missing: Henry Gon.



TCSA Nàowo Wedhàà Eghàlageeda: “Dọ Nàke Lani Nàts’etso”

**Yatı Negıhzo
Wet’a Nàowo
Hòèlì**

İneè edlàt’o lemı xo gots’o, TĪıchŏ dŏne sıı, ts’eehwhı laanı edeoèt’ı xè, kŏta eyıts’o ndè k’e nezı nàgııdè. Goet’ıı gııà t’à, nàowo k’egeezo, edaanı asıı weghàlats’eda eyıts’o nàowo wet’a?à hanı hazhŏ chekoa hoghàgogehtŏ eyıts’o gonàowo wet’á?aa t’à, goèt’ıı edegeehdà-ha dıı-le ajà. Dıı ııeakw’enoŏ gots’o, yahtı eyıts’o ndèts’ŏ K’àowo gıt’ŏ ts’endŏ ajà t’à, gots’o hoelıı-le ııè, edaanı goèt’ıı, kŏta, goyatı eyıts’o gonàowo hazŏ wexè ho?ŏ weghŏ hoèjıı lajà. Dŏne ts’ııı t’à ts’endà-ha dıı lagòjà. Eyıt’ àlıı...

**Nàowo
Weghàà
Eghàlageeda**

Gahxı TĪıchŏ Nèk’e EĒets’ats’edı Ghā K’āodèe ts’ııı sıı, enıht’èkŏ, nàedi k’èezŏŏ ts’ŏhk’e eyıts’o dŏ gha enıht’è hohlè nàowo kŏta yàzhièla dŏne gıts’o k’àode-ha ts’ıwŏ t’à, edaanı dŏ ts’àhoèhdı ııè nezı weghàlaeda-ha sıı gots’ŏ hoèhlı t’à nezı weghàlats’eda-ha ts’edı. EĒeot’ıı gııı t’à etexè nàgetso-ha gıts’ats’edı-ha, didzeŏ edaanı chekoa genda gha asıı k’egeezo-ha eyıts’o edannı asıı weghàlats’eda nàowo gıııedı-ha hoghàgıts’etŏ-ha eyıı nàowo wet’á?à weghàà lanı ts’èwhı edeot’ıı xè nàgedè-ha, kŏta nezı etexè nàgedè-ha eyıts’o gonèk’e nezı nàgedè-ha.

“Dọ Nàke Lani Nàts’etso...Strong like Two People”

**İdaà Nàowo
Edàni
Weghat’ı ha**

1971, ekŏ Kw’ahııdeè eneèkoa Bıııŏ wet’á?à Edzo enıht’èkŏ wegŏdŏ wızıı wek’e wezŏŏ adle ha sıı wets’ŏdaàxàatŏ. Ekŏ k’e nàowo nàke eyıts’o yatı nàke etèt’eè chekoa hoghàgeetŏ gha wet’á?àzà ghŏ xàyaıhtı ııè. İdaà 1991 ts’ŏ nahoŏwo ekŏ enıht’èkŏ gha k’āodèe wegŏdŏ etegeehdıı t’à dāanı edılaà ghàlagedaa ghŏ etexègogedoŏ ekŏ Behchokŏ gots’o zŏhdah naweet’ıı Elizabeth Mackenzie, Kw’ahııdeè Bıııŏ ııda gha xàyaıhtı ghŏ hadı, ııdaà nèhoıwo nııdè wets’o dŏ “Dọ Nàke Lāanı Nāgetso, ha.”



The Mission of the TCSA: “Dq Nàke Lani Nàts’etso ... Strong like Two People”

Preamble	<i>For thousands of years, Tchq people have lived in harmony with their families, their communities and with the land. Our people took pride in passing on our knowledge, skills and values to each generation and in the excellence of this tradition, our survival as a people was assured. In this century we became dependent on the church and the government and in this loss of control, we find that our families, the community, language and culture are threatened. Our very survival as a people is at stake. Thus...</i>
Mission of the Agency	<i>We, the members of the Tchq Community Services Agency are committed to the development of a continuum of care that will return control of education, health and social programs and services to the people of our communities, support them in the task of strengthening their families, promote the knowledge and skills they need to survive today and model the values they need to live in harmony with their families, our communities and our land.</i>
Vision of the Agency	“Dq Nàke Lani Nàts’etso...Strong like Two People”
	<i>In 1971 a frail Chief Jimmy Bruneau officially opened the new Edzo school that was to bear his name. On this occasion, he spoke of the importance of a model of bicultural and bilingual education where equal emphasis must be given to educating children in two cultures. Some years later in 1991 at a meeting to discuss the work of a new Board of Education, a respected Behchokq elder, Elizabeth Mackenzie, commented on her understanding of the words of Chief Jimmy Bruneau. She described his vision as asking for his people to be “Strong Like Two People”.</i>



Aperçu de l'Agence de services communautaires t̨ı̨chǰo (ASCT)

Le but de l'Agence est d'améliorer la santé, le mieux-être et l'éducation des résidents des collectivités Tłı̨chǰo en offrant à tous une gamme de programmes et de services intégrés et facilement accessibles. L'Agence assure la prestation des programmes et services d'éducation, de santé, de mieux-être et de services sociaux dans les collectivités ténénoises de Behchokǰo (Rae-Edzo), Gamèti (lac Rae), Wekweèti (lac Snare) et Whati (lac La Martre).

Malgré sa création relativement récente (4 août 2005) dans le cadre de l'Accord t̨ı̨chǰo, notre agence œuvre depuis longtemps. Le paragraphe 7.10 de l'Accord t̨ı̨chǰo demandait une *Entente sur les services intergouvernementaux* entre le gouvernement du Canada, le gouvernement des TNO et le gouvernement t̨ı̨chǰo. Cette entente établit l'Agence et s'assure qu'elle continue d'offrir les programmes et services pédagogiques, de santé et de services sociaux des organismes dont elle a émergé, notamment l'ancien Conseil des services communautaires de la région des Dogrib (1997-2005), le Conseil scolaire de division des Dogrib (1989-1997), et la Société scolaire de Rae-Edzo (1967-1989).

Le slogan de l'ASCT : « la force de deux peuples »

Préambule	<p><i>Depuis des milliers d'années, le peuple t̨ı̨chǰo vit en harmonie avec la nature et accorde une place d'honneur à la famille et à la communauté. Notre population transmet avec fierté ses connaissances, ses compétences et ses valeurs de génération en génération; en excellant dans cette tradition, elle a assuré la survie de notre peuple. Au cours de ce siècle, nous sommes devenus dépendants de l'Église et du gouvernement, et cette perte de contrôle menace nos communautés, nos langues et nos cultures. Il en va de la survie de notre peuple. C'est pourquoi :</i></p>
Mission de l'Agence	<p><i>En tant que membres de l'Agence de services communautaires t̨ı̨chǰo, nous sommes très attachés au développement d'une gamme complète de soins qui redonneront le contrôle des programmes et services pédagogiques, de la santé et des services sociaux aux populations des collectivités, les appuieront pour renforcer les liens familiaux, favoriseront les connaissances et les compétences nécessaires pour survivre de nos jours et inspireront les valeurs permettant de vivre en harmonie avec la nature, nos familles et nos communautés.</i></p> <p>« Dǰ Nàke Lani Nàts'etso...La force de deux peuple »</p>
Objectifs de l'Agence	<p><i>En 1971, le tout frêle chef Jimmy Bruneau inaugurait la nouvelle école d'Edzo qui allait porter son nom. Dans son élocution, il a parlé de l'importance d'un modèle d'éducation biculturel et bilingue et souligné l'importance d'enseigner les deux cultures aux enfants. Vingt ans plus tard, en 1991, lors d'une réunion sur les travaux d'un nouveau conseil scolaire, une aînée respectée de Behchokǰo, Elizabeth Mackenzie, a parlé de son interprétation des mots du chef Jimmy Bruneau. Selon elle, il demandait à son peuple d'avoir « la force de deux peuples ».</i></p>



Planning Framework

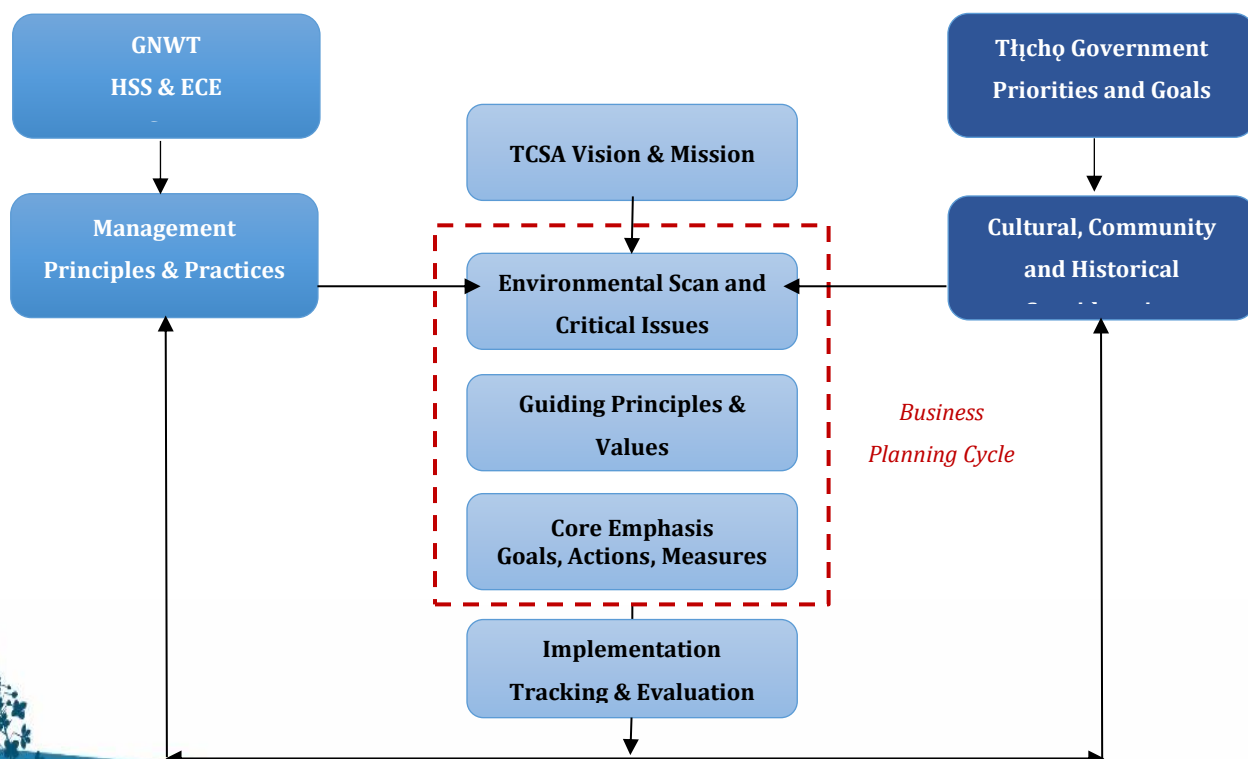
A Developmental Approach

The Tłıchǫ Community Services Agency is an organization in the midst of ongoing development at every level—the governance level, the organizational and administrative levels, and the programming and service delivery level. This evolution is best understood as areas of transition that supports the Agency’s evolution as a unique identity:

- From a needs-based approach to a community development approach.
- From an individual service approach to an integrated services approach.
- From a model of professional dependence to a wellness model of health.
- From dependence upon transient staff to developing capacity locally and long-term staff.
- From a western medical model toward a respectful, culturally appropriate model of services.

In most respects the Agency is currently a GNWT agency, established under GNWT legislation and reporting primarily to the GNWT. Eventually, the Agency is to evolve into a “Tłıchǫ Agency” with its own unique identity while remaining part of an integrated system of territorial programs and services. As part of that transformation, the Agency will continue to be immersed in developing territorial systems, policies, procedures and structures while also developing lateral connections to Tłıchǫ Government systems.

Figure 4: TCSA Planning Framework





KEY ACCOMPLISHMENTS:

Progress on our Strategic Priorities and Operational Objectives

Culturally Responsive Programs and Services

Cultural Safety is a priority for all health and social services providers in the NWT. It is a fundamental element of service provision in the Tłı̨chǫ region given the mandate of the TCSA and the legislation guiding our work including the Tłı̨chǫ Land Claims and Self Government Agreement, and the Tłı̨chǫ Community Services Agency Act and Regulations. Developing strong, capable, healthy Tłı̨chǫ individuals and communities by enhancing program and service delivery that is grounded in the strengths of a positive cultural and community identity is foundational to our work.

Operational Objective: Improve the cultural safety and welcoming atmosphere of our facilities.

Traditional Food Program

The TCSA in partnership with the Department of Health and Social Services implemented Guidelines to Developing Operational Policies and Procedures for Serving Traditional Foods in NWT Health and Social Services' facilities to assist our health authority to develop operational policies and procedures for the safe service of traditional foods to Indigenous patients.

The TCSA recognizes the importance of providing traditional foods to Indigenous patients, residents and clients of the Tłı̨chǫ Region. Research supports the benefits of traditional foods being served in our facilities. It assists with recovery of illness, supports healing, improves health outcomes and reduces hospital stays.

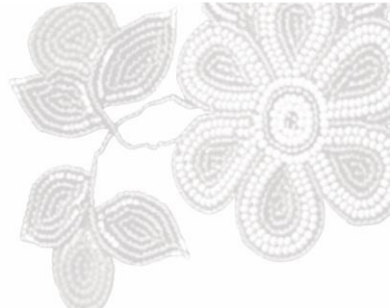


Elders enjoy making dried fish at the Jimmy Erasmus Senior's Home.

In addition to this guideline, the TCSA has hired a relief dietician to best guide and assist the implementation of these procedures in relation to best practices.

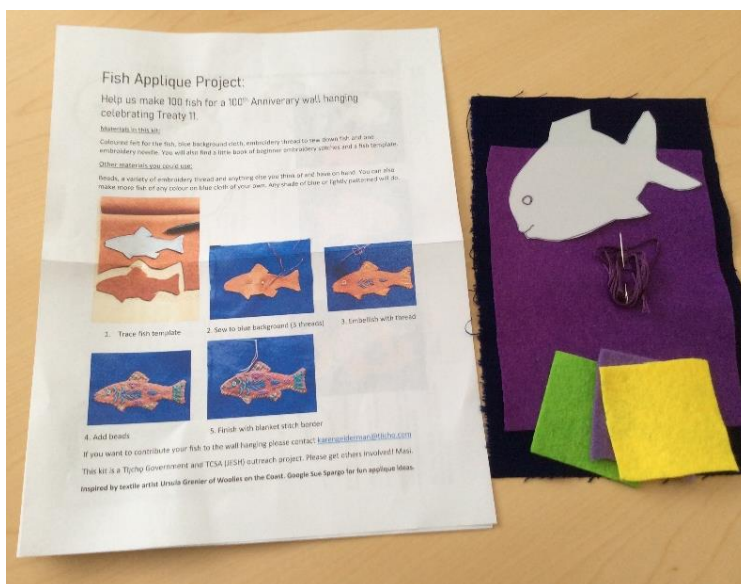


Elder Wellness Program



The TCSA has established an Elder Wellness Program for the residents of the Jimmy Erasmus Seniors Home and Community Elders. This program is a collaborative approach between the TCSA Health and Continuing Care Program. It provides ongoing education to the residents to improve overall health and wellness.

Each month different topics are reviewed with the residents from different health care providers. The presentations and demonstrations are performed in Tłı̨chǫ̀. Topics include oral health, mental health, falls prevention and immunizations.



Locally developed Elder wellness activities developed in partnership with the Tłı̨chǫ̀ Government.



Best Health

The system-wide strategic direction of Best Health aims to promote healthy choices and personal responsibility through awareness and education, protect health and prevent disease, provide targeted access to services for high risk populations, and to reduce disparities in health status and impacts of social determinants.

Operational Objective: Provide responsive programs and services informed by the health and wellness needs of our population.

Expanded Counselling Supports

The Child and Youth Care Counsellor (CYCC) plays an integral role in supporting children and youth with complex mental health needs, and their families, to live successfully within their home, school, and local community. The CYCC is responsible for implementing specialized assessment and therapeutic programming within the daily life space of children and youth. The CYCC provides a wide range of services with an emphasis on developing therapeutic relationships with children, youth and their families. During the school year, the CYCC is based primarily in the school, but, in order to align with the needs of children and youth, other locations may include the Community Counselling Program office, client family homes, or other appropriate community locations. As part of an interdisciplinary team approach, other services targeted to assist children and youth include: community development, consultation, coordination, education, and integrated services management.

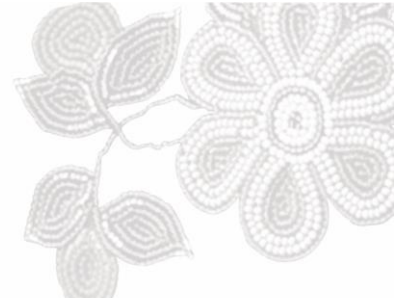
During 2019-2020, the Tłıchǫ region staffed four Child and Youth Care Counsellors positions:

- Chief Jimmy Bruneau School (Behchokò) currently- 2 CYCCs
- Elizabeth Mackenzie Elementary School (Behchokò)- 1 CYCC
- Mezi Community School (Whatì)- 1 CYCC
- One CYCC Supervisor located in Behchokò

With the assistance of federal funding through the Jordan's Principle initiative, the Tłıchǫ Community Services Agency was able to secure funding to support two additional CYCC positions in the region. These positions will be located in the communities of Gametì and Wekweètì. Ongoing recruitment efforts are underway to establish these positions for those communities.



Tłı̨chǫ Indigenous Health and Wellness Elders



During the 2019-20 fiscal year our Health and Social Services and Education program staff partnered to pilot Indigenous Health and Wellness Elders in our schools to complement the work of our existing Child and Youth Care Counsellors. These are new positions that are part of a collaborative multi-disciplinary approach to the delivery of mental health and wellness services dedicated to supporting the needs of children and youth in our Tłı̨chǫ communities. Recognizing the very integral connection between sense of identity and mental wellness, these elders also provide support and expertise in Tłı̨chǫ language, culture, and way of life. These Elders ensure that traditional ways of knowing, being, and doing are followed and are meeting the individual needs of the child, youth, and family. The Indigenous Health and Wellness Elder provides direct student care including listening and sharing of traditional knowledge and advice, and collaboratively informs and delivers language and

culture programming and other school-wide initiatives that create cultural safety.

The Indigenous Health and Wellness Elders are part of an interdisciplinary team that may include school principals, teachers, regional coordinators, child and youth care counsellors, social workers, nurses, physicians, community health representatives, RCMP members, probation services, victim services, and local Indigenous and Non-Government Organizations to provide a comprehensive, person and family centered approach to care.

These positions have been implemented beyond the existing funding received from the GNWT Department of Health and Social Services for child and youth-based mental health supports as well as beyond that we receive from the GNWT Department of Education, Culture and Employment for Indigenous language and culture programming.



Operational Objective: Establish, implement, and promote organizational standards of care.

Quality Improvement & Client Safety: Accreditation

In providing high quality care for clients, the TCSA continues to work in collaboration with the Department of Health and Social Services, the Northwest Territories Health and Social Services Authority, and the Hay River Health and Social Services Authority to develop policy and best practices that continue to support our ongoing accreditation status in the following Standard areas:

1. Leadership
2. Governance
3. Service Excellence
4. Child and Family Services
5. Community Based Mental Health Services
6. Rural and Remote Health Services
7. Infection, Prevention, and Control Standards
8. Point of Care Testing
9. Medication Management
10. Long Term Care
11. Home Care Services



Therese Bekale screening staff and patients at the Gamètì Health Center.

Given the integrated and intergovernmental services nature of our landscape, the Agency works to ensure processes and practices that are grounded in both the highest quality standards recognized by western healthcare and the essential teachings and foundations of Tłı̨chǫ̀ language, culture, and way of life.



In preparation for the 2019 Accreditation survey, employees received extensive training opportunities in various areas to better assist with the improvement of quality services and program delivery in the Tłı̨chǫ̀ region. Employees were trained on the following:

- Infection, Prevention and Control
- Hand Hygiene
- Suicide Risk Assessments
- Falls Prevention
- Medication Reconciliation
- Goals of Care
- Abuse, Mistreatment & Neglect
- Wound Care Management



Monthly fire drills at the Jimmy Erasmus Senior's Home help ensure resident safety.



Accreditation Spotlight

Accreditation is a four-year cycle of assessment and improvement, where organizations work to meet standards and raise the quality of their services. The program identifies and rewards competence and innovation, helping organizations to be more efficient. All TCSA health care facilities participated in a supplementary survey from Accreditation Canada in September 2017 with the full accreditation survey in 2019.

**97.6% COMPLIANCE
RATE**

as assessed against 1,330
Accreditation Canada
standards



Accreditation Canada defines quality in health care using eight dimensions that represent key service elements. Each criterion in the standards is associated with one of the following quality dimensions:

- Population Focus (Work with the community to anticipate and meet their needs)
- Accessibility (Give patients timely and equitable services)
- Safety (Keep patients safe)
- Worklife (Take care of those who take care of patients)
- Client-centered Services (Partner with patients and their families in their care)
- Continuity (Coordinate patient care across the continuum)
- Appropriateness (Do the right thing to achieve the best results)
- Efficiency (Make the best use of resources)



What Accreditation Canada said about the TCSA



Patient safety and patient & community-centered care is clearly evident and is the backbone of all strategic priorities.

Leadership and staff across all program areas **actively cultivate partnerships and collaboration** that strengthens local and territorial programs and services.



The **ongoing commitment to an integrated system** of territorial programs and services supports broad initiatives to promote health.

We have **highly dedicated staff** who are committed to the **highest quality of care** and adherence to quality control is of utmost importance in our organization.

Our staff are professional, collaborative, and committed to meeting the needs of a diverse population.

There is strong support from the organizational leadership for **team wellness, professional development, and cohesion activities**.

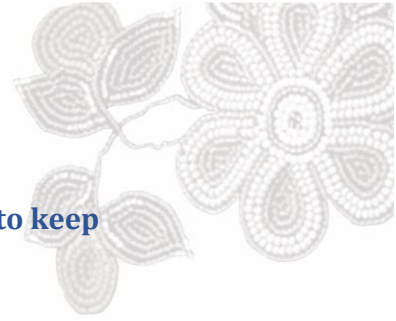


Our home care services are highly regarded by community members and the relationships formed with home care clients are based on **respect, trust, and confidence**.

Our long term care services are grounded in the language and culture of the people we serve and **“the way staff partner with residents and families is exemplary.”**



Our Child and Family Services program has **excellent safety strategies to keep children, youth, and families safe.**



The organization is to be commended for the **dedication and commitment** of their staff in support and protection of youth and children.

The voice of the child is always heard, respected and acknowledged in all aspects of the circle of care.

The mental health team consists of a variety of specialized program streams that are **responsive to current needs, are cross-culturally sensitive, and inclusive.**

The communities are **well-served by a professionally diverse and dedicated team** mental health workers who are grounded in local protocols / traditions, trauma-informed care, and ethical practice guidelines





Best Care

The system-wide strategic direction of Best Care aims to ensure care and services are responsive to children, individuals, families and communities, reducing gaps and barriers to current programs and services, enhancing the patient/client experience, and ensuring programs and services are culturally sensitive and respond to community wellness needs.

Operational Objective: Improve the quality of services provided to vulnerable children and families.

Child and Family Services: Quality Improvement Plan

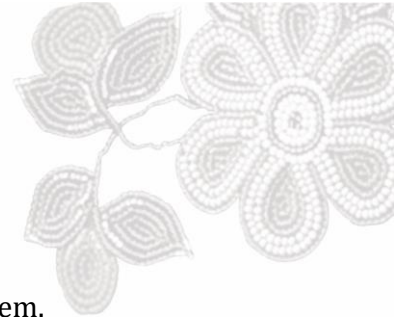
The Quality improvement Plan lays out the path for transforming the Child and Family Services system to better serve children and youth within our care. The development of the plan was a culmination of lessons learned, internal and external audits, and feedback from stakeholders and Health Authorities. The safety and well-being of children and youth receiving these services is at the forefront of any action to improve our system. Therefore, the plan is flexible so it can be adjusted based on feedback and the current environment.

Highlights include:

- The TCSA received additional funding for, and implemented, 7 new positions to support Child and Family Services including Community Social Services Workers, a Child & Family Services Supervisor, and a Family Preservation Worker.
- One of those positions included the establishment of a dedicated Foster Care and Adoption worker whose position is to support the foster care parents and to deliver any appropriate training to support them in this crucial role.
- A 3-day training program was provided to the Tłıchǵo foster caregivers and foster care staff on how to support children and youth with Fetal Alcohol Syndrome Disorder.
- The Department of Health and Social Services developed virtual training for new staff that can be used as a refresher for current staff, including Case Aides and Family Preservation Workers. The TCSA supports all child and family services staff to access that training regularly.
- The TCSA completed the 2018-2019 NWT system-wide audits for all Health and Social Services Authorities. The resulting report was distributed in June 2020. The TCSA continues to work collaboratively with the Department of Health and Social Services to develop and implement actions to address CFS issues specific to the Tłıchǵo region.



2019 Patient Experience Report



Patients provide an important perspective on the health and social services system. Understanding a patient's experience when they received health care is essential to making relevant and informed improvements. That feedback helps us identify key issues and areas of improvement across the system. Patient satisfaction is an indicator of the extent to which services and supports meet the needs of individuals and families, and is considered a key aspect of service quality.

A total of 1087 questionnaires were complete from across the NWT. Nineteen percent (19% or 206 each) of the questionnaires were completed by patients in the Tłı̄chq region making it the second highest percentage of completed questionnaires in the NWT.

Key Highlights from the 2019 Patient Experience Report

Service Quality

- 90% of patients rated their overall care as 'Excellent' or 'Good'.
- 88% of patients rated the quality of their health care provider's ability to answer questions as "Excellent" or 'Good'.
- 91% of patients reported they were offered services in the language of their choice.

Experience Accessing Services

- 88% of patients rated their ease of access to the service as 'Excellent' or 'Good'.
- 86% of patients rated the length of time it took to get their appointment as 'Excellent' or 'Good'.
- 92% of patients reported they felt safe in their healthcare facility.

Safety and Facility Cleanliness

- 92% of patients reported they felt safe in their facility.
- 96% of patients reported they saw a hand washing or sanitizing station at their respective facility.
- 80% of patients reported they saw their healthcare provider wash their hands, while 15% did not notice.

Communication and Education

- 90% of patients reported their treatment was clearly explained to them.
- 90% of patients reported they received explanations about the new medications they were provided and how to take them.
- 92% of patients reported they felt safe in their healthcare facility.



Attention to Patient's Values, Needs, and Preferences

- 85% of patients reported that staff took their individual needs and preferences into consideration.
- 92% of patients reported that staff respected their cultural values and traditions.
- 79% of patients reported that staff and healthcare professionals “Always’ or ‘Usually’ treated them with respect and dignity throughout their visit.

Summary Findings: What are we doing well?

The majority of patients reported they were satisfied with the care they received.

- Specifically, patients appreciated that the staff were attentive, caring, and able to provide helpful advice that improved their condition.
- Other patients were satisfied that they were able to work with their health care provider(s) to make decisions about their care.
- A number of patients cited their access to care as something they liked (i.e. booking appointments, walk-in services), while a few were grateful to have bilingual services (i.e. English/Tłıcho) offered at the front desk.

Summary Findings: What can we improve?

Patients most frequently noted wanting professionalism and training amongst staff, with specific suggestions including; training in Tłıcho language, cultural competency, community participation, and risk management.

- Additional feedback included better access to health care, reduced wait times, walk-in services, improved hours of services, and being provided timely follow-up appointments.
- A few out-patients suggested providing greater community outreach, and having health resources to take home after their appointment.
- Other suggestions included reminders for appointments, and having bigger and more comfortable waiting rooms.

About a third of out-patients reported that nothing needed improvement or had reported gratitude for the services they received, and felt that no improvements needed to be made.



Better Future

The system-wide strategic direction of Better Future aims to build a sustainable health and social services system by enhancing the skills, abilities and engagement of the HSS workforce, supporting innovation in service delivery, improving accountability and managing risk, and using our resources appropriately and effectively. For the TCSA this means enabling organizational sustainability by developing our people and enhancing our organizational processes.

Operational Objective: Optimize our processes toward a foundation of quality and continuous improvement.

Electronic Information Reporting System

In July 2019, the TCSA partnered with the Northwest Territories Health & Social Services Authority NTHSSA to implement a new web-based Information Reporting and Management Information System called RL6. This electronic system replaced the paper processes being used in all facilities of the TCSA (and across the HSS system).

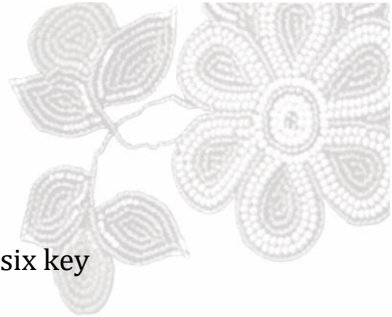
Incident Reporting and Management is a key element of continuous quality improvement and safety. Reporting and responding to incidents that impact patients, clients, and staff is an important part of our ongoing improvement efforts.

The TCSA's newly established Quality Assurance and Risk Manager works closely with the senior and middle management teams to interpret and analyze monthly incident reports to review risks and identify related interventions to reduce those risks. This oversight ensures potential hazard identification, future risk mitigation, and continuous learning opportunities for staff at all levels in the agency.

Using one territory-wide incident reporting system helps to improve tracking and monitoring of incidents, and to identify system-wide improvement opportunities for the benefit of patient care spanning all NWT facilities and programs.

Quality Improvement Framework

In working with our Health and Social Services system partners, the TCSA developed and implemented a Quality Management Framework and related Quality Improvement and Client Safety Plan. The GNWT Department of Health and Social Services' (DHSS) strategic priorities are embedded into the Quality Improvement and Client Safety plan, including the identification of strategic indicators to demonstrate improvements made in each area.



The Quality Improvement and Client Safety plan is organized around the six key principles of care identified within the Quality Framework, including:

- Client-centered care
- Safe Care
- Appropriate Care
- Effective and Efficient Care
- Accessible Care
- Integrated Care

The development of the TCSA Quality Improvement and Client Safety plan followed the nine key principles outlined by the Collaborative for Excellence in Healthcare Quality in their Guide to Developing and Assessing a Quality Plan (February 2012). These nine principles include: clear alignment to the strategic plan; linked to the quality framework; have a natural progression from previous years' Plan; be clear, easy to understand and interpret; have measurable goals and include targets; be based on resources available; evaluated on an annual basis; and be helpful in influencing permanent cultural change (p. 3).



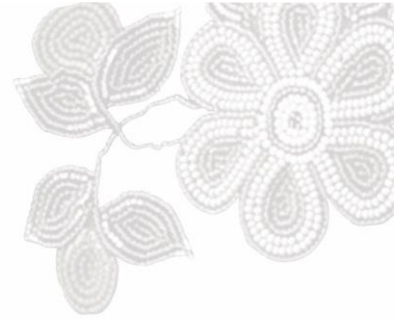
A Mezi Community School teacher volunteering at the Whatl Community Health Center.

Ethics Framework

In working with our Health and Social Services system partners, the TCSA co-developed and adopted a territorial ethics framework this year. This framework guides and supports ethical decision making across both governance and management level and spans all program and services areas. Establishing the ethical decision-making framework ensures a systemic and thorough process is used to make the best possible decisions throughout the TCSA and across our healthcare system.



APPENDIX A: AUDITED FINANCIAL STATEMENTS



The TCSA is committed to ensuring our programs and services are sustainable and supported by strong financial management processes. To that end, the following activities were foundational to our 2019-20 operations:

- Enhanced accountability through improved financial policies and controls.
- Enhanced financial management through middle and senior management training.
- Enhanced operational and workforce planning through strategic review and oversight.

The 2019-20 audited financial statements follow.

**Audited Financial Statements
Tlich Community Services Agency
Behchoko, NT**

For the year ended March 31, 2020

**Tlicho Community Services Agency
Table of Contents**

**Management Discussion and Analysis
Management's Responsibility for Financial Reporting
Independent Auditor's Report**

Statement of Financial Position	Statement I	1
Statement of Operations	Statement II - Sheet 1 - Consolidated Operations	2
	Statement II - Sheet 2 - Health & Social Services	3
	Statement II - Sheet 3 - Education	4
	Statement II - Sheet 4 - Other	5
Statement of Changes in Net Debt	Statement III	6
Statement of Cash Flow	Statement IV	7
Notes to the Financial Statements		8 - 22
Schedule A	Schedule of Contributions from the GNWT	23
Schedule A-1	Schedule of Detailed Contribution Funding & Expenditures- Home Care Enhancement	24
Schedule B	Schedule of Reserves	25
Schedule C	Schedule of Expenses - Education	26
Schedule C.1	Other Education Contribution	27 - 28
Schedule C-1	Schedule of Specific Program - Teaching and Learning Centre (2017-18)	29
Schedule C-2	Schedule of Specific Program - Teaching and Learning Centre (2018-19)	30
Schedule C-3	Schedule of Specific Program - Public Library Services	31
Schedule C-4	Schedule of Specific Program - Self Regulation	32
Schedule C-5	Schedule of Specific Program - Northern Distance Learning (2018-19)	33
Schedule C-6	Schedule of Specific Program - Northern Distance Learning (2019-20)	34
Schedule C-7	Schedule of Specific Program - Health & Wellness Curr. Pilot Support	35
Schedule C-8	Schedule of Specific Program - Youth with Disabilities	36
Schedule C-9	Schedule of Specific Program - Take a Kid Trapping Program	37
Schedule C-10	Schedule of Specific Program - Active After School	38
Schedule C-11	Schedule of Specific Program - Youth Contribution (Music) - Chief Jimmy Bruneau School	39
Schedule C-12	Schedule of Specific Program - Youth Contribution - Jean Wetrade Gameti School	40
Schedule C-13	Schedule of Specific Program - Indigenous Health & Wellness Elders - Tlicho Government	41
Schedule C-14	Schedule of Specific Program - Youth Contribution (Trip) - Chief Jimmy Bruneau School	42
Schedule C-15	Schedule of Specific Program - Drop the Pop	43
Schedule C-16	Schedule of Specific Program - Literacy- MEZI School	44
Schedule C-17	Schedule of Specific Program - Jordan's Principle	45
Schedule C-18	Schedule of Specific Program - Food First Foundation	46
Schedule C-19	Schedule of Specific Program - PC Children Charity Nutrition Snack	47
Schedule C-20	Schedule of Specific Program - Breakfast Club	48
Schedule C-21	Schedule of Specific Program - APPLE School	49
Schedule C-22	Schedule of Specific Program - Ekati (Cultural Program)	50
Schedule C-23	Schedule of Specific Program - On the Land Collaborative	51
Schedule C-24	Schedule of Specific Program - Miscellaneous	52

Tlich Community Services Agency
Statement of Financial Position
As at March 31, 2020

	<u>March 31, 2020</u>	<u>March 31, 2019</u>
Financial Assets		
Cash and Cash Equivalents (Note 4)	\$ -	\$ 2,408,847
Accounts Receivable (Note 8)	1,354,583	1,683,946
	<u>1,354,583</u>	<u>4,092,793</u>
Liabilities		
Bank indebtedness (Note 10)	1,162,876	-
Accounts Payable and Accrued Liabilities (Note 11)	1,001,184	1,294,208
Deferred Revenue (Note 12)	1,114,304	117,529
Wages and Benefits Payable - GNWT (Note 11)	2,074,555	4,538,122
Employee Future Benefits (Note 17)	1,278,279	1,607,776
	<u>6,631,198</u>	<u>7,557,635</u>
Net Financial Debt	<u>(5,276,615)</u>	<u>(3,464,842)</u>
Non-Financial Assets		
Inventory Held for Use (Note 9)	98,200	98,200
Tangible Capital Assets (Note 19)	353,532	23,778
Prepaid Expenses (Note 20)	1,000	1,000
	<u>452,732</u>	<u>122,978</u>
Accumulated Surplus (Deficit) (Page 6)	<u>\$ (4,823,883)</u>	<u>\$ (3,341,864)</u>

Contractual Obligations (Note 23)


Chief Executive Officer



Chairman of the Board

**Tlicho Community Services Agency
Consolidated Operations
Statement of Operations
For the year ended March 31, 2020**

	Unaudited 2020 Budget		2020 Actual		2019 Actual
Revenue					
Health & Social Services (Page 3)	\$ 18,688,447	\$	19,179,849	\$	18,301,915
Education (Page 4)	19,440,892		18,823,541		18,201,214
Other Operations (Page 5)	300,000		300,641		380,638
	<u>38,429,339</u>		<u>38,304,031</u>		<u>36,883,767</u>
Expenditure					
Health & Social Services - Compensation	15,925,115		16,075,911		15,033,618
Health & Social Services - Other	3,600,906		4,273,134		4,237,413
Total Health & Social Services (Page 3)	<u>19,526,021</u>		<u>20,349,045</u>		<u>19,271,031</u>
Education - Compensation	16,566,543		16,046,432		15,120,367
Education - Other	3,357,984		3,154,742		3,652,745
Total Education (Page 4)	<u>19,924,527</u>		<u>19,201,174</u>		<u>18,773,112</u>
Other Operations - Compensation	-		-		-
Other Operations - Other	300,000		235,833		393,610
Total Other Operations (Page 5)	<u>300,000</u>		<u>235,833</u>		<u>393,610</u>
	<u>39,750,548</u>		<u>39,786,052</u>		<u>38,437,753</u>
Operating Surplus (Deficit)	<u>\$ (1,321,209)</u>	\$	<u>(1,482,021)</u>	\$	<u>(1,553,986)</u>
Rent Expense - GNWT Assets provided at no cost (Note 22)			579,388		568,174
Grant-In-Kind - GNWT Assets provided at no cost (Note 22)			<u>(579,388)</u>		<u>(568,174)</u>
Annual Surplus (Deficit)	<u>\$ (1,321,209)</u>	\$	<u>(1,482,021)</u>	\$	<u>(1,553,986)</u>

**Tlicho Community Services Agency
Health & Social Services
Statement of Operations
For the year ended March 31, 2020**

	Unaudited 2020 Budget	2020 Actual	2019 Actual
Revenue			
Contributions from GNWT (Schedule A)	\$ 17,976,447	\$ 18,486,576	\$ 17,560,753
Interest Income	35,000	58,182	61,141
Other Income	160,000	167,388	167,750
Recoveries	517,000	467,703	512,270
	<u>18,688,447</u>	<u>19,179,849</u>	<u>18,301,915</u>
Expenditure			
Administrative & Support Services	1,818,112	1,464,457	1,486,016
Ambulatory Care Services	1,030,960	1,208,006	1,092,649
Community Health Programs	6,997,939	8,066,839	7,627,136
Community Social Programs	9,539,469	9,458,108	8,936,329
Diagnostic & Therapeutic Services	143,042	131,031	128,900
Emergency Response (COVID-19)	-	20,603	-
	<u>19,529,522</u>	<u>20,349,044</u>	<u>19,271,030</u>
Operating Surplus (Deficit)	<u>\$ (841,075)</u>	<u>\$ (1,169,195)</u>	<u>\$ (969,115)</u>
Rent Expense - GNWT Assets provided at no cost (Note 22)		579,388	568,174
Grant-In-Kind - GNWT Assets provided at no cost (Note 22)		<u>(579,388)</u>	<u>(568,174)</u>
Annual Surplus (Deficit)		<u>\$ (1,169,195)</u>	<u>\$ (969,115)</u>
Opening Accumulated Deficit		<u>(3,771,390)</u>	<u>(2,802,275)</u>
Closing Accumulated Deficit		<u>\$ (4,940,585)</u>	<u>\$ (3,771,390)</u>

Tlicho Community Services Agency
Education
Statement of Operations
For the year ended March 31, 2020

	Unaudited 2020 Budget	2020 Actual	2019 Actual
Operating Fund - Revenue			
Government of the Northwest Territories			
Regular Contribution from ECE	\$ 17,109,542	\$ 17,066,630	\$ 16,910,239
Other ECE Contribution	147,000	183,728	620,226
Contributions from Other GNWT Departments	131,500	87,941	-
	<u>17,388,042</u>	<u>17,338,299</u>	<u>17,530,465</u>
Board Generated Funds			
Other Contributions and Miscellaneous	-	150,627	73,080
Investment Income	30,000	58,182	61,141
Projects Revenue	<u>2,022,850</u>	<u>1,276,433</u>	<u>536,530</u>
	<u>2,052,850</u>	<u>1,485,242</u>	<u>670,751</u>
Total Operating Revenue	<u>19,440,892</u>	<u>18,823,541</u>	<u>18,201,214</u>
Operating Fund Expenses - per schedule C			
Aboriginal Language/Cultural Programs	2,056,598	2,083,244	2,216,330
Administration	1,389,922	1,160,641	1,539,732
Inclusive Schooling	3,366,341	3,246,470	3,232,435
School Programs	<u>13,111,666</u>	<u>12,710,818</u>	<u>11,784,615</u>
Total Expense	<u>19,924,527</u>	<u>19,201,173</u>	<u>18,773,112</u>
Operating (Surplus) Deficit	<u>\$ (483,635)</u>	<u>\$ (377,632)</u>	<u>\$ (571,898)</u>

**Tlicho Community Services Agency
Other Operations
Statement of Operations
For the year ended March 31, 2020**

	Unaudited 2020 Budget		2020 Actual		2019 Actual
Revenue					
Recoveries - Housing	\$ 300,000	\$	300,641	\$	380,638
	-		-		-
Expenses					
General Administrative Expenditures	-		45,083		40,403
Lease Property - Housing	300,000		190,750		353,207
	-		235,833		393,610
Operating Surplus (Deficit)	\$ -	\$	64,808	\$	(12,972)

**Tlicho Community Services Agency
Statement of Changes in Net Debt
For the year ended March 31, 2020**

	Unaudited 2020 Budget	2020 Actual	2019 Actual
Annual Surplus (Deficit) (Page 2)	\$ (1,321,209)	\$ (1,482,021)	\$ (1,553,986)
Decrease (Increase) in Inventories Held for Use	-	-	(34,700)
Decrease (Increase) in Prepaid Expenses	-	-	(1,000)
Acquisition of Tangible Capital Assets	-	(395,956)	-
Amortization of Tangible Capital Assets	-	66,201	48,537
Increase (Decrease) in Net Financial Resources	-	(1,811,776)	(1,541,149)
Opening Net Financial Resources (Debt)	(3,464,843)	(3,464,843)	(1,923,688)
Closing Net Financial Resources (Debt)	\$ (3,464,843)	\$ (5,276,625)	\$ (3,464,843)
Accumulated Surplus (Deficit)			
<u>Health & Social Services</u>			
Opening Surplus - Health & Social Services	\$ (3,771,390)	\$ (3,771,390)	\$ (2,802,275)
Current Year's Surplus (Deficit) (Page 3)	(841,075)	(1,169,195)	(969,115)
Closing Surplus (Deficit)	(4,612,465)	(4,940,585)	(3,771,390)
<u>Education</u>			
Opening Surplus - Education	322,419	322,419	894,317
Current Year's Surplus (Deficit) (Page 4)	(483,635)	(377,632)	(571,898)
Closing Surplus (Deficit)	(161,216)	(55,213)	322,419
<u>General</u>			
Opening Surplus - Other	107,107	107,107	120,079
Current Year's Surplus (Deficit) (Page 5)	-	64,808	(12,972)
Closing Surplus (Deficit)	107,107	171,915	107,107
Total Closing Accumulated Deficit	\$ (4,666,574)	\$ (4,823,883)	\$ (3,341,864)

**Tlich Community Services Agency
Statement of Cash Flow
For the year ended March 31, 2020**

	2020	2019
Cash Provided by (used in) Operating Transactions		
Annual Surplus (Deficit)	\$ (1,482,021)	\$ (1,553,986)
Items not affecting cash:		
Amortization	66,201	48,537
(Increase) decrease in Accounts Receivable	329,363	(715,091)
Increase (decrease) in Accounts Payable	(293,021)	518,070
Increase (decrease) in Wages and Benefits Payable	(2,463,567)	1,762,423
Increase (decrease) in Inventories Held for Use	-	(34,700)
Increase in Employee Future Benefits	(329,497)	451,526
Increase (decrease) in Deferred Revenue	996,775	(299,752)
Decrease (Increase) in Prepaid Expenses	-	(1,000)
Net Cash Provided by (used in) Operating Transactions	(3,175,767)	176,027
Cash Provided by (used in) Investing Transactions		
Disposition (Acquisition) of Tangible Capital Assets	(395,956)	-
Net Cash Provided by Investing Transactions	(395,956)	-
Cash Provided by (used in) Financing Transactions		
Net Cash Provided by Financing Transactions	-	-
Increase (Decrease) in Cash and Cash Equivalents	(3,571,723)	176,027
Cash and Cash Equivalents, Beginning of the Year	2,408,847	2,232,820
(Bank Indebtedness) Cash and Cash Equivalents, End of the Year	\$ (1,162,876)	\$ 2,408,847

Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020

1. Nature of Organization

The Agency was established under the Tlicho Government Act by order of the Minister dated August 4, 2005. Its purpose is to administer and maintain the standards of Health and Educational programs defined under the respective Acts in the Member communities of the Tlicho Region.

The Agency was formerly known as the Dogrib Community Services Board and the Dogrib Divisional Board of Education. On May 22, 1997, an agreement was signed between the Dogrib Community Services Board and the Government of the Northwest Territories, Department of Health and Social Services, with the support of the Treaty 11 Council, to deliver Health and Social Service programs in the Dogrib region. The Tlicho Community Services Agency (TCSA) is an integrated Education and Health & Social Services Agency.

The Agency is dependent upon funding from the Government of the Northwest Territories and is a registered charity.

2. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian public sector accounting standards established by the Canadian Public Sector Accounting Board of the Chartered Professional Accountants of Canada and by the directives of the Government of the Northwest Territories - Department of Health and Social Services ("DHSS") and Department of Education, Culture and Employment ("ECE"). Significant accounting policies are as follows.

a) Cash and Cash Equivalents

Cash and cash equivalents are comprised of bank account balances, net of outstanding cheques, and short term highly liquid investments that are readily convertible to cash and with a maturity date of 90 days or less from the date of acquisition.

b) Funds

The Agency records financial information in individual funds that are segregated for the purpose of carrying on specific activities or attaining certain objectives. Funds established by the Agency are:

Operating Fund- reflecting activities associated with the Agency's day-to-day operations.

Leave and Termination Liability Fund - reflecting activities in employee leave and termination benefits combined with any amounts transferred from operations to fund these liabilities. This fund represents liabilities which will be funded in the year they become due through the regular annual allocations from the Government of the Northwest Territories ("GNWT").

Endowment and Special Purpose Fund - reflecting activities relating to endowments and other special purpose funds made available to the Agency under conditions specified by donors and other providers.

c) Surplus Reserves

The DHSS policy requires the Agency to establish the following reserves:

Surplus Reserve- reflects funds maintained in a reserve according to the DHSS Operations and Maintenance Surplus Retention Policy.

Employee Future Benefit Reserve- the funds received in advance for the severance liability of employees who were transferred to the Agency from the GNWT. These liabilities are reduced as employees are paid out upon termination of employment with the agency.

**Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020**

2. Significant Accounting Policies (cont'd)

d) Tangible Capital Assets

The GNWT retains ownership of all tangible assets (TCA) used by the Agency or purchased by the Agency (regardless of source of funding for the purchase). The GNWT amortizes TCAs over the estimated useful lives of the assets at the rates established in the Financial Administration Manual over the following terms:

Buildings	40 years
Mainframe and software systems	5-10 years
Leasehold Improvements	Lesser of useful life or lease term plus renewal option

The TCAs used by the Agency and held on behalf of, or in trust for, the GNWT are not recognized by the Agency in the financial statements.

The statement of operations reflects the Rent Expense amount that would otherwise be considered amortization expense for the fiscal year with an offsetting corresponding amount as a Grant-In-Kind revenue.

e) Inventory of Supplies

Inventories of supplies include inventories held for use in the process of providing services and are distributed to clients at no charge or for a nominal charge. Inventories consist of pharmacy items, parts for various equipment, and office supplies. Inventories of supplies are valued at the lower of cost and replacement value.

f) Accrued Employee Leave and Termination Benefits

In accordance with GNWT accounting policies specified for public agencies, the Agency annually accrues estimated employee leave and termination benefits payable

g) Pension Contributions

The Agency and its employees make contributions to the Public Service Superannuation Plan administered by the Government of Canada. These contributions represent the total liability to the Agency and are recognized in the accounts on a current basis.

h) Revenue Recognition

The Agency is primarily funded by the GNWT in accordance with budget arrangements established by the DHSS and ECE. Under the arrangements, the Agency is responsible for the net deficit from operations and is allowed to retain surpluses from core programs. Any capital funding not spent may be retained for future capital purchases. These policies do not apply to contribution agreements, where an accounting of and return of surpluses may be required.

Other revenue is recognized when the service is performed or the goods are provided.

Government Transfers

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except for the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Operating transfers are recognized as revenue in the period in which the events giving rise to the transaction occur, providing the transfers are authorized, any eligibility criteria have been met and reasonable estimates of the amounts can be determined

**Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020**

2. Significant Accounting Policies (cont'd)

i) Financial Instruments

The Agency classifies its financial instruments at cost or amortized cost. The Agency's accounting policy for this financial instrument category is as follows:

Financial instruments held at cost or amortized cost include cash, accounts receivable, bank indebtedness, accounts payable and accrued liabilities, payroll liabilities and deferred revenues. They are initially recorded at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instruments.

Write-downs on financial assets in the amortized cost category are recognized when the amount of a loss is known with

j) Non-Financial Assets

Non-financial assets are accounted for as assets by the Agency because they can be used to provide government services in future periods. These assets do not normally provide resources to discharge the liabilities of the Agency unless they are sold.

k) Measurement Uncertainty

The preparation of these financial statements, in conformity with Canadian public sector accounting standards, requires management to make estimates and assumptions. This affects the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the updated amounts of revenue and expenses during the period. Significant estimates include accounts receivable and doubtful accounts and the actuarial valuation of employee leave and termination benefits. Actual results could differ from these estimates.

3. Future Accounting Changes

PS 3280-Asset Retirement Obligations: This new section establishes standards on how to account for and report a liability for asset retirement obligations. This section is effective for fiscal periods beginning on or after April 1, 2021. The impact of the transition to these accounting standards has not yet been determined.

PS 3400-Revenue: This new section establishes standards on how to account for and report on revenue. Specifically, it differentiates between revenue arising from transactions that include performance obligations and transactions that do not have performance obligations. This section is effective for fiscal years beginning on or after April 1, 2022. Earlier adoption is permitted. This section may be applied retroactively or prospectively.

4. Cash and Cash Equivalents

	2020	2019
Cash	\$ -	\$ 2,408,847

**Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020**

5. Special Purpose Funds

Nil Report

6. Restricted Assets

Nil Report

7. Portfolio Investments

Nil Report

8. Accounts Receivable

	Accounts Receivable 2020	Allowance for Doubtful Accounts 2020	Net Amount 2020	Net Amount 2019
Due from Third Parties	\$ 301,718	\$ -	\$ 301,718	\$ 410,191
Due from Government of Northwest Territories	899,779	-	899,779	1,192,203
Due from Workers' Safety and Compensation Commission	1,958	-	1,958	3,968
Due from Government of Northwest Territories Health and Social Services	150,928	-	150,928	77,584
	<u>\$ 1,354,383</u>	<u>\$ -</u>	<u>\$ 1,354,383</u>	<u>\$ 1,683,946</u>

9. Inventories

	2020	2019
Inventory Held for Use		
Health Centre Supplies	<u>\$ 98,200</u>	<u>\$ 98,200</u>

Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020

10. Bank Indebtedness

	2020	2019
Credit facility	\$ 1,162,876	\$ -

11. Accounts Payable and Accrued Liabilities

	2020	2019
Due to the Government of the Northwest Territories	\$ 278,752	\$ 327,798
Due to NWT Housing Corporation	3,300	-
Due to NWT Power Corporation	-	845
Due to Northwest Territories Health and Social Services Authority	13,489	56,165
Due to YK Catholic Schools	-	2,520
Due to Workers' Safety and Compensation Commission	80,051	-
Due to Third Parties	625,592	906,880
	\$ 1,001,184	\$ 1,294,208

	2020	2019
Payroll Liabilities		
Due to GNWT Payroll Liabilities	\$ 1,464,166	\$ 3,875,091
Accrued Vacation and Lieu	610,389	663,031
Government of the Northwest Territories	\$ 2,074,555	\$ 4,538,122

Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020

12. Deferred Revenue

Deferred revenue consists of contributions received in advance for activities with dates beyond the fiscal year end. These amounts will be recognized in revenue as expenditures are incurred.

	2020	2019
CJBS - PC Children Charity Nutrition	\$ 5,349	\$ 9,987
CJBS - Take A Kid Trapping	6,751	-
CJBS - On the Land Collaborative	28,230	20,000
CJBS - Dominion Diamond Ekati	22,906	21,875
CJBS - Food First Foundation	993	1,500
CJBS- Fundraising	-	3,438
CJBS - Miscellaneous	5,120	5,123
MEZI - Take A Kid Trapping	5,998	-
MEZI - Drop the Pop	595	-
MEZI - NWT Literacy Council	2,430	-
MEZI - Ekati Mine Culture	22,909	-
MEZI - Miscellaneous Account	687	-
MEZI - Food First Foundation	-	1,710
EMES - Drop the Pop	1,000	-
EMES - Breakfast Club	7,532	5,020
EMES - Literacy Account	442	-
EMES - Miscellaneous	-	1,071
EMES - On the Land Collaborative	6,692	902
AAS - Active After School	2,662	-
AAS - Children Charity Nutrition	531	531
AAS - On the Land Collaborative	11,845	5,379
AAS - Literacy	2,191	2,191
JWGS - On the Land Collaborative	-	6,235
JWGS - Breakfast Club	10,156	5,729
JWGS - Dominion Diamond Ekati	-	20,022
JWGS - Food First Foundation	2,074	3,316
JWGS Fundraising	2,903	2,529
JWGS - Literacy	632	632
JWGS - Take A Kid Trapping	6,786	-
JWGS - Miscellaneous	339	339
JWGS - Active After School	14,164	-
JWGS - Drop the Pop	625	-
JWGS - PC's Children Charity	2,662	-
REGIONAL - Health & Wellness Current Pilot Support	13,250	-
REGIONAL - Indigenous Health & Wellness Elders	153,029	-
REGIONAL - Jordan's Principle	772,821	-
	\$ 1,114,304	\$ 117,529

13. Contribution Repayable

Nil Report

**Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020**

14. Due from and to the Government of Canada

Nil Report

15. Capital Lease Obligations

Nil Report

16. Pensions

The TCSA's employees participate in Canada's Public Service Plan (PSPP). The PSPP provides benefits based on the number of years of pensionable service to a maximum of 35 years. Benefits are determined by a formula set out in the legislation; they are not based on the financial status of the pension plan. The basic benefit formula is 2 percent per year of pensionable service multiplied by the average of the best five consecutive years of earnings.

The public service plan was amended during 2013 which raised the normal retirement age and other age related thresholds from age 60 to 65 for new members joining the plan on or after January 1, 2013. For existing members, the normal retirement age remains age 60. Furthermore, contribution rates for current service for all members of the public service will increase gradually to an employer: employee cost sharing ratio of 50:50 by 2017. The employer contribution rate effective at the end of the year is 1 times (2016 - 1.15) the employees' contributions for employees who started prior to January 2013 and 1 times (2016 - 1.1) the employees' contributions for all other employees

Other benefits include survivor pensions, minimum benefits in the event of death, unreduced by early retirement, pensions and disability pensions.

Contributions to the PSPP are broken down as follows.

	2020	2019
HSS Activities		
Employee	\$ 903,719	\$ 779,333
Employer	908,548	779,919
	1,812,267	1,559,252
 EDU Activities		
Employee	1,205,010	1,099,309
Employer	1,175,710	1,093,266
	2,380,720	2,192,575
	\$ 4,192,987	\$ 3,751,827

Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020

17. Employee Future Benefits

In addition to pension benefits, Tlicho Community Service Agency provides severance (resignation and retirement), removal and compensated absence (sick, special, maternity and parental leave) benefits to its employees. The benefit plans are not pre-funded and thus have no assets, resulting in a plan deficit equal to the accrued benefit obligation.

Severance benefits are paid to the Tlicho Community Services Agency employees based on the type of termination (e.g. resignation versus retirement) and appropriate combinations that include inputs such as when the employee was hired, the rate of pay, the number of years of continuous employment and age and the benefit is subject to maximum benefit limits. Removal benefits are subject to several criteria, the main ones being location of hire, employee category and length of service. The benefits under these two categories were valued using the projected unit credit methodology.

Compensated absence benefits generally accrue as employees render service and are paid upon the occurrence of an event resulting in eligibility for benefits under the terms of the plan. Events include, but are not limited to employee or dependent illness and death of an immediate family member. Non-accruing benefits include maternity and parental leave. Benefits that accrue under compensated absence benefits were actuarially valued using the expected utilization methodology.

Valuation Result

The actuarial valuation was completed March 31, 2020. The effective date of the next actuarial valuation is March 31, 2021. The values presented below are for all of the benefits under the Compensated Absences and Termination Benefits for the Agency.

Employee Long Term Benefits Consist of:

	EDU	HSS	2020	2019
Severance and removal	\$ 679,749	\$ 296,080	\$ 975,829	\$ 1,279,504
Compensated absences	204,150	98,300	302,450	328,272
	<u>\$ 883,899</u>	<u>\$ 394,380</u>	<u>\$ 1,278,279</u>	<u>\$ 1,607,776</u>

	Severance and Removal		Compensated Absences		2020	2019
	EDU	HSS	EDU	HSS		
Changes in obligation						
Accrued benefit obligation, beginning of year	\$ 875,236	\$ 404,268	\$ 228,109	\$ 100,163	\$ 1,607,776	\$ 1,156,250
Current period benefit cost	46,085	17,785	19,045	11,953	94,868	87,880
Interest accrued	24,861	11,147	6,989	3,251	46,248	42,832
Benefits payments	(19,618)	(19,159)	(41,646)	(122,358)	(202,781)	(254,462)
Plan amendment	-	-	-	-	-	-
Actuarial (gain)/loss	(246,815)	(117,961)	(8,347)	105,291	(267,832)	575,276
Accrued benefit obligation, end of year	679,749	296,080	204,150	98,300	1,278,279	1,607,776
Unamortized net actuarial gain	478,460	(25,510)	64,917	(298,524)	219,343	(27,052)
Net future obligation	1,158,209	270,570	269,067	(200,224)	1,497,622	1,580,724
Other employee future benefits	-	-	-	-	-	-
Other compensated absences	-	-	-	-	-	-
Compensated absences	\$ 1,158,209	\$ 270,570	\$ 269,067	\$ (200,224)	\$ 1,497,622	\$ 1,580,724

**Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020**

17. Employee Future Benefits (cont'd)

	Severance and Removal		Compensated Absences		2020	2019
	EDU	HSS	EDU	HSS		
Benefits expense						
Current period benefit cost	46,085	17,785	19,045	11,953	94,868	87,880
Interest accrued	24,861	11,147	6,989	3,251	46,248	42,832
Plan amendments	-	-	-	-	-	-
Amortization of actuarial gains	(56,458)	21,186	(14,968)	28,805	(21,435)	(90,747)
	\$ 14,488	\$ 50,118	\$ 11,066	\$ 44,009	\$ 119,681	\$ 39,965

The discount rate used to determine the accrued benefits obligation is an average of 2.7%. No inflation rate is applied. The expected payments during the next five years are:

	Severance and Removal	Compensated Absences	Total
Year 1	\$ 151,123	\$ 46,475	\$ 197,598
Year 2	115,759	36,856	152,615
Year 3	109,790	32,954	142,744
Year 4	82,557	26,418	108,975
Year 5	82,168	24,467	106,635
	\$ 541,397	\$ 167,170	\$ 708,567

18. Trust Assets and Liabilities

Nil Report

19. Tangible Capital Assets

The agency has purchased buses from operating funds provided by the Department of ECE. These vehicles are being amortized on a straight line basis over 7 Years.

	Cost	Addition	Accumulated Amortization	Net Book Value 2020	Net Book Value 2019
School Buses	\$ 173,318	\$ 395,956	\$ (215,741)	\$ 353,532	\$ 23,778

20. Prepaid Expenses

	2020	2019
Rent for April 2020	\$ 1,000	\$ 1,000

**Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020**

21. Services Provided with Charge

Nil Report

22. GNWT Assets Provided At No Cost

Tangible Capital Assets (TCA) are owned by the Government of the Northwest Territories. TCA are amortized over the estimated useful life of the assets at the following rates.

- Buildings - 40 Years
- Leasehold Improvements - Lesser of useful life or lease term plus renewal option
- Mobile Equipment - 15 years

	Cost (Unaudited)	Addition (Unaudited)	Accumulated Amortization (Unaudited)	Net Book Value 2020 (Unaudited)	Net Book Value 2019 (Unaudited)
Buildings	\$ 18,682,626	\$ -	\$ (4,549,651)	\$ 14,132,975	\$ 14,624,802
Leasehold	252,800	-	(226,636)	26,164	38,723
Mobile Equipment	325,112	55,514	(205,430)	175,196	146,904
Medical Equipment	338,468	-	(89,298)	249,170	283,016
Other Equipment	-	76,007	(13,935)	62,072	-
Total	\$ 19,599,006	\$ 131,521	\$ (5,084,950)	\$ 14,645,577	\$ 15,093,445

The TCA information was provided by the Government of the Northwest Territories. Amortization expense 2019 - 2020 \$579,388 (2018 - 2019 \$568,174).

23. Contractual Obligations (aka Commitments)

The Agency has entered into agreements for, or is contractually committed to, the following expenses payable subsequent to March 31, 2020.

	Expires in Fiscal Year	2021	2022 and Thereafter	Total
Residential Leases	2021-2027	\$ 166,692	\$ 542,925	\$ 709,617
Equipment Leases	2020-2026	44,135	58,998	103,133
Other Service Contracts	2023	21,736	33,800	55,536
		\$ 232,563	\$ 635,723	\$ 868,286

**Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020**

24. Contingent Liabilities

In the normal course of operations, the Agency is subject to claims and pending and threatened litigation against the Agency and its staff. The Agency is defending actions brought against it and the Agency has recorded an allowance for any claim or litigation where it is likely that there will be a future payment and a reasonable estimate of the loss can be made. The allowance is based upon estimates determined by the Agency's legal experts experience or case law in similar circumstances.

The Agency did not have any environmental liabilities during the year.

25. Subsequent Events

Nil Report

26. Budget

Budget figures are the opening budgets that were approved on June 30 2019 by the Agency's board of directors, DHSS and ECE. The budget figures are not audited and are intended for information purposes only. These figures represent the Agency's original fiscal plan for the year and do not reflect subsequent changes arising from amendments made by the Departments.

27. Economic Dependence

The Agency receives its funding primarily from the GNWT. If the funding arrangements were to change management is of the opinion that the Agency operations would be significantly affected.

28. Comparative Figures

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.

Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020

29. Related Parties And Inter-Entity Transactions

The Agency is related in terms of common ownership to all GNWT created departments and public agencies. The Agency enters into transactions with these entities in the normal course of business. The Agency is provided with various administrative services by the GNWT, the value of which is not reflected in these financial statements. The administrative costs include legal services by the Department of Justice, insurance coverage by the Department of Finance, compensation services by the Department of Human Resources, and internal audit services by the Department of Finance.

	2020	2019
Due from Related Parties		
Government of the Northwest Territories		
Department of Finance	\$ 21,028	\$ 7,239
Department of Health and Social Services	808,202	1,108,957
Department of Education, Culture and Employment	70,548	75,175
Northwest Territories Health and Social Services Authority	150,928	77,584
Workers' Safety and Compensation Commission	1,958	3,968
	\$ 1,052,664	\$ 1,272,923
 Due to Related Parties		
Government of the Northwest Territories		
Department of Finance	-	286,111
Department of Human Resources	43,266	-
Department of Health and Social Services	232,410	199,000
Department of Education, Culture and Employment	-	126,634
Petroleum Products Division	3,075	2,163
Yellowknife Catholic School	-	2,520
Workers' Safety and Compensation Commission	80,051	-
NWT Power Corporation	-	845
NWT Housing Association	3,300	-
Northwest Territories Health and Social Services Authority	13,489	56,165
	\$ 375,591	\$ 673,438
 Department of Finance - Payroll Liabilities	\$ 1,464,166	\$ 3,875,091

Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020

29. Related Parties And Inter-Entity Transactions (cont'd)

Revenue received from Related Parties not otherwise disclosed in the statements for schedules:

Northwest Territory Health & Social Services Authority	\$ 107,098	\$ 99,845
GNWT - Department of Health and Social Services - NHIB	271,350	310,250
	<u>\$ 378,448</u>	<u>\$ 410,095</u>

Expenses paid to Related Parties

GNWT - Department of Finance	\$ 385,508	\$ 430,425
GNWT - Department of Health and Social Services	-	6,044
GNWT - Department of Education, Culture and Employment	59,458	130,537
GNWT - Petroleum Products Division	12,023	10,448
GNWT - Department of Infrastructure	354	987
GNWT - Department of Justice	-	75
Workers' Safety and Compensation Commission	551	5,179
Northwest Territories Health and Social Services Authority	729,014	854,150
NWT Housing Corporation	25,280	127,057
NWT Power Corporation	7,615	2,662
NWT Education Boards	9,889	4,260
James Company Limited (Owned by a Board Member)	12,200	12,000
	<u>\$ 1,241,892</u>	<u>\$ 1,583,824</u>

Related party transactions are in the normal course of operations and have been valued in these financial statements at the exchange amount which is the amount of consideration established and agreed to by the related parties.

30. Financial Instruments

The Agency is exposed to credit and liquidity risks from its financial instruments. Qualitative and quantitative analysis of the:

(i) Credit risk

Credit risk is the risk of financial loss to the Agency if a debtor fails to make payments of interest and principal when due. The Agency is exposed to this risk relating to its, cash, special purpose funds, trust assets and accounts receivable.

The Agency holds its cash, special purpose funds and trust assets deposits in trust accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation.

Accounts receivable are due from various governments, government agencies, corporations and individuals. Credit risk related to accounts receivable is mitigated by internal controls as well policies and oversight over arrears for ultimate collection. Management has determined that a portion of accounts receivable are impaired based on specific identification as well as age of receivables.

These amounts are as disclosed in Note 8.

The Agency's maximum exposure to credit risk is represented by the financial assets for a total of \$1,354,583 (2019 - \$1,683,946).

**Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020**

30. Financial Instruments (Cont'd)

(ii) Concentration of credit risk

Concentration of credit risk is the risk that a customer(s) has a significant portion (more than ten percent) of the total accounts receivable balance and thus there is a higher risk to the Agency in the event of a default. The Agency does have concentration of risk. At March 31, 2020, receivables from the GNWT and related parties accounted for 50% of the total outstanding accounts receivables. The Agency reduces this risk by monitoring overdue balances.

The Agency also has concentration of credit risk as deposits are held in one Canadian chartered bank.

(iii) Liquidity Risk

Liquidity risk is the risk that the Agency will not be able to meet all cash outflow obligations as they come due. The Agency mitigates this risk by monitoring cash activities and expected outflows through budgeting and maintaining an adequate amount of cash to cover unexpected cash outflows should they arise. The Agency's bank indebtedness stands at \$1,162,876. Total financial assets are \$1,354,583 (2019 - \$4,092,793) and financial liabilities are \$6,631,198 (2019 - \$7,557,635). The agency has disclosed future financial liabilities and commitments in Note 23.

31. Contingent Assets

Nil Report

32. Contractual Rights

Nil Report

**Tlicho Community Services Agency
Notes to the Financial Statements
March 31, 2020**

33. Expenses By Object

Health & Social Services

	2020	2019
<u>Compensation</u>		
Salaries and wages	\$ 15,413,649	\$ 14,061,428
Severance and Superannuation	(110,051)	194,265
Other	772,313	777,925
	\$ 16,075,911	\$ 15,033,618

Other O&M

Amortization	\$ 23,778	\$ 23,778
Contracted & General Services	2,105,110	1,922,172
Grants and Contributions	1,110,829	1,263,286
Materials and Supplies	676,936	647,616
Medical and Surgical Supplies	356,480	380,560
Valuation Allowances	-	-
	\$ 4,273,133	\$ 4,237,412

Education

Compensation	\$ 16,046,432	\$ 15,120,367
Other O&M	3,154,742	3,652,745
	\$ 19,201,174	\$ 18,773,112

Other

Compensation	\$ -	\$ -
Other O&M	235,833	393,610
	\$ 235,833	\$ 393,610

Overall

Compensation	\$ 32,122,343	\$ 30,153,985
Other O&M	7,663,708	8,283,767
	\$ 39,786,051	\$ 38,437,752

Tlcho Community Services Agency
Schedule A
Schedule of Contributions from the GNWT
For the year ended March 31, 2020

	Unaudited 2020 Budget	2020 Actual	2019 Actual
Contributions from the GNWT			
Core contribution - Department of Health & Social Services			
Administration & Support Services			
Administration	\$ 700,000	\$ 741,000	\$ 709,000
Facility Maintenance & Support	35,000	35,000	35,000
Finance	173,000	181,000	176,000
Human Resources	15,000	15,000	15,000
System Support	88,000	97,000	91,000
NIHB Administration	-	-	50,000
Community Health Programs			
Community Clinics & Health Centres	5,458,000	5,631,000	5,528,000
Health Promotion & Community Wellness	315,000	315,000	315,000
Homecare & Support Services	707,000	735,000	718,000
Physician Services	829,000	829,000	821,000
Mental Health & Addictions	973,000	1,546,590	990,000
Residential Care Children & Adults	3,406,000	3,526,000	3,454,000
Community Social Programs			
Child & Family Services	4,174,000	3,761,069	3,779,505
Family Violence Prevention	31,000	31,000	31,000
Diagnostic & Therapeutic Services			
Diagnostic Services	17,000	17,000	19,000
Supplementary Health Programs			
Medical Travel	458,000	458,000	468,000
	<u>17,379,000</u>	<u>17,918,658</u>	<u>17,199,505</u>
Other Contribution - Department of Health & Social Services			
Enhanced Home Care - Schedule A-1	597,447	567,918	361,248
Total Contributions from GNWT			
	<u>\$ 17,976,447</u>	<u>\$ 18,486,576</u>	<u>\$ 17,560,753</u>

Tlicho Community Services Agency
Schedule A-1
Schedule of Detailed Contribution Funding and Expense
Home and Community Care Enhancement - (HSS01-0000002214)
Health & Social Services - GNWT
For the year ended March 31, 2020

	Unaudited 2020 Budget	2020 Actual	2019 Actual
Funding			
GNWT - Department of Health & Social Services	\$ 597,447	\$ 567,918	\$ 361,248
	<u>597,447</u>	<u>567,918</u>	<u>361,248</u>
Expenses			
Salaries	478,853	486,619	299,582
Material & Supplies	8,250	8,462	7,154
Gasoline	3,500	3,417	4,190
Food	15,000	14,496	24,568
Vehicle Maintenance	5,000	4,938	4,435
Medical and Surgical Supplies	17,250	12,663	4,587
Delivery & Courier	2,000	2,053	4,187
Telephone	1,000	750	1,597
Training	11,500	-	-
Travel	9,000	7,635	3,879
Minor Equipment	21,500	11,332	3,930
Contract Services	24,594	15,553	3,139
	<u>597,447</u>	<u>567,918</u>	<u>361,248</u>
Excess Funding over Expense	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Tlcho Community Services Agency
Schedule B
Schedule of Reserves
For the year ended March 31, 2020**

	Surplus/Deficit		Leave & Termination		Special Projects		Total Reserves	
Balance, beginning of the year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Additions/Reductions to/from Reserves	-	-	-	-	-	-	-	-
Transfers between Reserves	-	-	-	-	-	-	-	-
Balance, end of the year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

The Agency has no funds in reserves.

Tlicho Community Services Agency
Schedule C
Education Division
Schedule of Expenses
For the year ended March 31, 2020

	Aboriginal Languages	Administration	Inclusive Schooling	School Programs	Total
Salaries					
Teachers	\$ 874,236	\$ -	\$ 1,140,394	\$ 6,987,664	\$ 9,002,294
Instructional Asst.	477,848	-	1,505,475	887,482	2,870,805
Non-Instructional Staff	352,715	979,755	164,069	2,547,539	4,044,078
Board Honoraria	-	23,533	-	-	23,533
Employee Benefits					
Benefits/Allowance	-	(223,698)	-	329,420	105,722
Services Purchased/Contracted					
Postage/Communication	967	70,435	-	24,411	95,813
Travel/Training	49,091	122,289	144,073	127,894	443,347
Adverting/Printing/Publishing	-	-	-	1,177	1,177
Maintenance and Repairs	3,496	4,780	-	88,282	96,558
Rentals and Leases	1,968	2,153	-	54,935	59,056
Vehicle Expense	6,008	1,100	-	113,500	120,608
Other	-	42,699	50	110,619	153,368
Contributed Services	-	46,844	-	42,424	89,268
Contract Services	208,535	40,119	150,200	407,790	806,644
Home Boarding Allowance	-	-	-	18,583	18,583
Materials	106,465	46,584	139,637	843,914	1,136,601
Furniture and Equipment	676	-	-	93,599	94,275
Freight	1,240	4,048	2,572	31,584	39,444
Total Expense	\$ 2,083,244	\$ 1,160,641	\$ 3,246,470	\$ 12,710,818	\$ 19,201,174

**Tlicho Community Services Agency
Schedule C.1
Education - Contribution Agreements
Other Education Contributions
For the year ended March 31, 2020**

Contribution Agreement Revenues		2020	2019
Teaching and Learning Centre - 2017-18	Schedule C-1	\$ -	\$ 204,057
Teaching and Learning Centre - 2018-19	Schedule C-2	-	101,000
Public Library Services	Schedule C-3	140,000	140,000
Self-Regulation	Schedule C-4	-	7,000
Northern Distance Learning (2018/19 School Year)	Schedule C-5	1,236	13,310
Northern Distance Learning (2019/20 School Year)	Schedule C-6	42,492	-
Health & Wellness Curr. Pilot Support	Schedule C-7	-	13,250
Youth with Disabilities	Schedule C-8	-	5,960
Take a Kid Trapping Program	Schedule C-9	20,465	39,500
Active After School	Schedule C-10	58,424	73,200
Youth Contribution (Music) - Chief Bruneau School	Schedule C-11	4,000	5,000
Youth Contribution - Jean Wetrade Gameti School	Schedule C-12	-	4,000
Indigenous Health & Wellness Elders - Tlicho Government	Schedule C-13	21,971	-
Youth Contribution (School Trip) - Chief Jimmy Bruneau School	Schedule C-14	-	4,000
Drop the Pop	Schedule C-15	5,054	9,950
Literacy - Jean Wetrade Gameti School	Schedule C-16	4,335	-
Jordan's Principle	Schedule C-17	1,031,652	116,090
First Food Foundation	Schedule C-18	5,459	2,761
Breakfast for Learning	Schedule C-19	20,978	25,543
Breakfast Club	Schedule C-20	12,331	9,340
APPLE School Foundation	Schedule C-21	77,722	54,888
Ekati Mine (Cultural)	Schedule C-22	146,081	201,377
On the Land Collaborative	Schedule C-23	28,749	33,968
Miscellaneous	Schedule C-24	36,583	92,562
		\$ 1,657,532	\$ 1,156,756

**Tlicho Community Services Agency
Schedule C.1
Education - Contribution Agreements
Other Education Contributions
For the year ended March 31, 2020**

Contribution Agreement Expenditures		2020	2019
Teaching and Learning Centre - 2017-18	Schedule C-1	\$ -	\$ 215,504
Teaching and Learning Centre - 2018-19	Schedule C-2	-	103,879
Public Library Services	Schedule C-3	140,474	140,964
Self-Regulation	Schedule C-4	-	7,025
Northern Distance Learning (2018/19 School Year)	Schedule C-5	3,250	13,310
Northern Distance Learning (2019/20 School Year)	Schedule C-6	42,492	-
Health & Wellness Curr. Pilot Support	Schedule C-7	-	13,250
Youth with Disabilities	Schedule C-8	-	5,960
Take a Kid Trapping Program	Schedule C-9	20,561	39,661
Active After School	Schedule C-10	58,386	73,160
Youth Contribution (Music) - Chief Bruneau School	Schedule C-11	4,000	5,000
Youth Contribution - Jean Wetrade Gameti School	Schedule C-12	-	4,000
Indigenous Health & Wellness Elders - Tlicho Government	Schedule C-13	21,971	-
Youth Contribution (School Trip) - Chief Jimmy Bruneau School	Schedule C-14	-	4,000
Drop the Pop	Schedule C-15	4,977	9,996
Literacy - MEZI School	Schedule C-16	4,335	-
Jordan's Principle	Schedule C-17	1,031,652	116,090
First Food Foundation	Schedule C-18	5,618	2,705
PC Children Charity Nutrition Snack	Schedule C-19	20,978	25,800
Breakfast Club	Schedule C-20	12,331	9,340
APPLE School Foundation	Schedule C-21	77,722	54,888
Ekati Mine (Cultural)	Schedule C-22	167,244	201,451
On the Land Collaborative	Schedule C-23	28,914	33,983
Miscellaneous	Schedule C-24	45,295	93,949
		<u>\$ 1,690,200</u>	<u>\$ 1,173,915</u>
Excess of Funding over Expenditures		<u>\$ (32,668)</u>	<u>\$ (17,159)</u>

**Tlicho Community Services Agency
Schedule C-1
Schedule of Specific Program
Teaching and Learning Centre (2017-18)
For the year ended March 31, 2020**

	2020 Budget	2020 Actual	2019 Actual
Funding			
GNWT - ECE	\$ -	\$ -	\$ -
GNWT - ECE Deferred	-	-	204,057
Total Funding	-	-	204,057
Expenses			
Materials & Supplies	-	-	145,240
Delivery & Courier	-	-	126
Training & Development	-	-	63,332
Contract Services	-	-	6,806
Total Expenses	-	-	215,504
Excess Funding over Expense	\$ -	\$ -	(11,447)

**Tlicho Community Services Agency
Schedule C-2
Schedule of Specific Program
Teaching and Learning Centre (2018-19)
For the year ended March 31, 2020**

	2020 Budget	2020 Actual	2019 Actual
Funding			
GNWT - ECE	\$ -	\$ -	\$ 101,000
Total Funding	-	-	101,000
Expenses			
Materials & Supplies	-	-	3,991
Dues & Fees	-	-	5,050
Capital equipment < \$50K	-	-	91,721
Contract Services	-	-	3,117
Total Expenses	-	-	103,879
Excess Funding over Expense	\$ -	\$ -	\$ (2,879)

**Tlicho Community Services Agency
Schedule C-3
Schedule of Detailed Contribution Funding and Expenses
Public Library Services
For the year ended March 31, 2020**

	2020 Budget	CJBS	MEZI	JWGS	EMES	2020 Actual	2019 Actual
Funding							
GNWT - ECE	\$ 140,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 140,000	\$ 140,000
Total Funding	140,000	35,000	35,000	35,000	35,000	140,000	140,000
Expenses							
Salaries & Benefits	130,000	28,169	19,694	26,771	27,992	102,627	-
Materials & Supplies	10,000	448	7,179	-	-	7,627	4,557
Contract Services	-	6,493	8,028	8,165	7,534	30,220	136,407
Total Expenses	140,000	35,110	34,901	34,936	35,526	140,474	140,964
Excess Funding over Expense	\$ -	\$ (110)	\$ 99	\$ 64	\$ (526)	\$ (474)	\$ (964)

Tlichon Community Services Agency
Schedule C-4
Schedule of Detailed Contribution Funding and Expenses
Self Regulation
For the year ended March 31, 2020

	2020 Budget	2020 Actual	2019 Actual
Funding			
GNWT - ECE	\$ 7,000	\$ -	\$ 7,000
Total Funding	7,000	-	7,000
Expenses			
Materials & Supplies	7,000	-	7,025
Total Expenses	7,000	-	7,025
Excess Funding over Expense	\$ -	\$ -	\$ (25)

Tlichio Community Services Agency
Schedule C-5
Schedule of Detailed Contribution Funding and Expenses
Northern Distance Learning (2018-19 School Year)
For the year ended March 31, 2020

	2020 Budget	2020 Actual	2019 Actual
Funding			
GNWT - ECE	\$ -	\$ 5,382	\$ 9,164
GNWT - ECE A/R	-	(4,146)	4,146
Total Funding	-	1,236	13,310
Expenses			
Contract Services	-	3,250	13,310
Total Expenses	-	3,250	13,310
Excess Funding over Expense	\$ -	\$ (2,014)	\$ -

Tlicho Community Services Agency
Schedule C-6
Schedule of Detailed Contribution Funding and Expenses
Northern Distance Learning (2019-20 School Year)
For the year ended March 31, 2020

	2020 Budget	CJBS	MEZI	2020 Actual	2019 Actual
Funding					
GNWT - ECE	\$ -	\$ -	\$ -	\$ -	\$ -
GNWT - ECE A/R	-	20,878	21,614	42,492	-
Total Funding	-	20,878	21,614	42,492	-
Expenses					
Materials & Supplies	-	153	-	153	-
Gasoline	-	875	-	875	-
Contract Service	-	16,850	21,614	38,464	-
Rent	-	3,000	-	3,000	-
Total Expenses	-	20,878	21,614	42,492	-
Excess Funding over Expense	\$ -	\$ -	\$ -	\$ -	\$ -

Tlich Community Services Agency
Schedule C-7
Schedule of Detailed Contribution Funding and Expenses
Health & Wellness Curr. Pilot Support
For the year ended March 31, 2020

	2020 Budget	2020 Actual	2019 Actual
Funding			
GNWT - ECE	\$ -	\$ 13,250	\$ 13,250
GNWT - ECE Deferred	-	(13,250)	-
Total Funding	-	-	13,250
Expenses			
Materials & Supplies	-	-	13,250
Total Expenses	-	-	13,250
Excess Funding over Expense	\$ -	\$ -	\$ -

Tlich Community Services Agency
Schedule C-8
Schedule of Detailed Contribution Funding and Expenses
Youth with Disabilities
For the year ended March 31, 2020

	2020 Budget	2020 Actual	2019 Actual
Funding			
GNWT - ECE A/R	\$ -	\$ -	\$ 5,960
Total Funding	-	-	5,960
Expenses			
Contract Services	-	-	5,960
Total Expenses	-	-	5,960
Excess Funding over Expense	\$ -	\$ -	\$ -

Tlicho Community Services Agency
Schedule C-9
Schedule of Detailed Contribution Funding and Expenses
Take a Kid Trapping Program
For the year ended March 31, 2020

	2020 Budget	CJBS	MEZI	JWGS	EMES	Wekweeti	2020 Actual	2019 Actual
Funding								
GNWT - ENR	\$ 40,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 40,000	\$ 39,500
GNWT - ENR Deferred	-	(6,751)	(5,998)	(6,786)	-	-	(19,535)	-
Total Funding	40,000	1,249	2,002	1,214	8,000	8,000	20,465	39,500
Expenses								
Materials & Supplies	32,000	676	2,002	1,214	4,539	749	9,180	25,327
Gasoline	-	573	-	-	458	-	1,031	834
Contract Services	8,000	-	-	-	3,100	7,250	10,350	13,500
Total Expenses	40,000	1,249	2,002	1,214	8,096	7,999	20,561	39,661
Excess Funding over Expense	\$ -	\$ -	\$ -	\$ -	\$ (96)	\$ 1	\$ (96)	\$ (161)

**Tlicho Community Services Agency
Schedule C-10
Schedule of Detailed Contribution Funding and Expenses
Active After School
For the year ended March 31, 2020**

	2020 Budget	CJBS	MEZI	JWGS	EMES	Wekweeti	2020 Actual	2019 Actual
Funding								
GNWT - MACA	\$ 76,600	\$ 15,250	\$ 15,900	\$ 15,900	\$ 12,300	\$ 15,900	\$ 75,250	\$ 73,200
GNWT - MACA Reallocation	-	-	5,228	-	(5,228)	-	-	-
GNWT - MACA Deferred	-	-	-	(14,164)	-	(2,662)	(16,826)	-
Total Funding	76,600	15,250	21,128	1,736	7,072	13,238	58,424	73,200
Expenses								
Materials & Supplies	61,300	15,250	21,128	1,736	7,034	11,988	57,136	72,935
Contract Services	15,300	-	-	-	-	1,250	1,250	225
Total Expenses	76,600	15,250	21,128	1,736	7,034	13,238	58,386	73,160
Excess Funding over Expense	\$ -	\$ -	\$ -	\$ -	\$ 38	\$ -	\$ 38	\$ 40

Tlich Community Services Agency
Schedule C-11
Schedule of Detailed Contribution Funding and Expenses
Youth Contribution (Music) - Chief Jimmy Bruneau School
For the year ended March 31, 2020

	2020 Budget	2020 Actual	2019 Actual
Funding			
GNWT - MACA	\$ 5,000	\$ 4,000	\$ 5,000
Total Funding	5,000	4,000	5,000
Expenses			
Materials & Supplies	-	-	-
Contract Services	5,000	4,000	5,000
Total Expenses	5,000	4,000	5,000
Excess Funding over Expense	\$ -	\$ -	\$ -

Tlich Community Services Agency
Schedule C-12
Schedule of Detailed Contribution Funding and Expenses
Youth Contribution - Jean Wetrade Gameti School
For the year ended March 31, 2020

	2020 Budget	2020 Actual	2019 Actual
Funding			
GNWT - MACA	\$ -	\$ -	\$ 4,000
Total Funding	-	-	4,000
Expenses			
Materials & Supplies	-	-	-
Travel	-	-	4,000
Total Expenses	-	-	4,000
Excess Funding over Expense	\$ -	\$ -	\$ -

Tlicho Community Services Agency
Schedule C-13
Schedule of Detailed Contribution Funding and Expenses
Indigenous Health & Wellness Elders - Tlicho Government
For the year ended March 31, 2020

	2020 Budget	2020 Actual	2019 Actual
Funding			
Tlicho Government	\$ -	\$ 175,000	\$ -
Tlicho Government Deferred - CY	-	(153,029)	-
Total Funding	-	21,971	-
Expenses			
Salaries & Benefits	-	21,971	-
Total Expenses	-	21,971	-
Excess Funding over Expense	\$ -	\$ -	\$ -

Tlichu Community Services Agency
Schedule C-14
Schedule of Detailed Contribution Funding and Expenses
Youth Contribution (Trip) - Chief Jimmy Bruneau School
For the year ended March 31, 2020

	2020 Budget	2020 Actual	2019 Actual
Funding			
GNWT - MACA	\$ -	\$ -	\$ 4,000
Tlichu Government	-	-	-
Total Funding	-	-	4,000
Expenses			
Travel	-	-	4,000
Total Expenses	-	-	4,000
Excess Funding over Expense	\$ -	\$ -	\$ -

**Tlicho Community Services Agency
Schedule C-15
Schedule of Detailed Contribution Funding and Expenses
Drop the Pop
For the year ended March 31, 2020**

	2020 Budget	CJBS	MEZI	JWGS	EMES	Wekweeti	2020 Actual	2019 Actual
Funding								
GNWT - HSS	\$ 9,900	\$ 1,500	\$ 1,050	\$ 625	\$ 1,000	\$ 800	\$ 4,975	\$ 4,975
GNWT - HSS A/R	-	1,500	-	-	-	800	2,300	4,975
GNWT - HSS Deferred	-	-	(596)	(625)	(1,000)	-	(2,221)	-
Total Funding	9,900	3,000	454	-	-	1,600	5,054	9,950
Expenses								
Materials & Supplies	9,900	3,000	454	-	-	1,523	4,977	9,996
Total Expenses	9,900	3,000	454	-	-	1,523	4,977	9,996
Excess Funding over Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77	\$ 77	\$ (46)

Tlicho Community Services Agency
Schedule C-16
Schedule of Detailed Contribution Funding and Expenses
Literacy - MEZI School
For the year ended March 31, 2020

	2020 Budget	2020 Actual	2019 Actual
Funding			
NWT Literacy Council	\$ -	\$ 6,765	\$ -
NWT, Literacy Council Deferred - CY	-	(2,430)	-
Total Funding	-	4,335	-
Expenses			
Materials & Supplies	-	4,335	-
Total Expenses	-	4,335	-
Excess Funding over Expense	\$ -	\$ -	\$ -

**Tlicho Community Services Agency
Schedule C-17
Schedule of Detailed Contribution Funding and Expenses
Jordan's Principle
For the year ended March 31, 2020**

	2020 Budget	Regional	CJBS	JWGS	EMES	Wekweeti	2020 Actual	2019 Actual
Funding								
Gov't of Canada, Min. of Indigenous Services	\$ 1,819,850	\$ 1,390,363	\$ -	\$ -	\$ -	\$ -	\$ 1,390,363	\$ 116,090
Gov't of Canada, Min. of Indigenous Services, Deferred - PY	-	414,110	-	-	-	-	414,110	-
Gov't of Canada, Min. of Indigenous Services, Deferred - CY	-	(772,821)	-	-	-	-	(772,821)	-
Total Funding	1,819,850	1,031,652	-	-	-	-	1,031,652	116,090
Expenses								
Salaries & Benefits	1,371,179	612,110	25,769	8,687	36,343	18,383	701,292	93,339
Materials & Supplies	115,171	1,601	-	-	21,220	-	22,822	-
Delivery & Courier	-	146	-	-	-	-	146	-
Staff Travel & Training	1,500	4,612	-	-	-	-	4,612	-
Dues & Fees	-	64,639	14,002	6,184	-	4,996	89,821	-
Contract Services	332,000	211,582	-	639	-	737	212,959	22,751
Total Expenses	1,819,850	894,690	39,771	15,510	57,563	24,116	1,031,652	116,090
Excess Funding over Expense	\$ -	\$ 136,962	\$ (39,771)	\$ (15,510)	\$ (57,563)	\$ (24,116)	-	\$ -

**Tlicho Community Services Agency
Schedule C-18
Schedule of Detailed Contribution Funding and Expenses
Food First Foundation
For the year ended March 31, 2020**

	2020 Budget	CJBS	MEZI	JWGS	Wekweeti	2020 Actual	2019 Actual
Funding							
Food First Foundation	\$ -	\$ 1,000	\$ -	\$ -	\$ 1,000	\$ 2,000	\$ 5,340
Food First Foundation Deferred - PY	-	(993)	-	(2,074)	-	(3,067)	3,947
Food First Foundation Deferred - CY	-	1,500	1,710	3,316	-	6,526	(6,526)
Total Funding	-	1,507	1,710	1,242	1,000	5,459	2,761
Expenses							
Materials & Supplies	-	1,507	-	1,242	969	3,718	2,115
Contract Services	-	-	1,900	-	-	1,900	590
Total Expenses	-	1,507	1,900	1,242	969	5,618	2,705
Excess Funding over Expense	\$ -	\$ -	\$ (190)	\$ -	\$ 31	\$ (159)	\$ 56

**Tlicho Community Services Agency
Schedule C-19
Schedule of Detailed Contribution Funding and Expenses
PC Children Charity Nutrition Snack
For the year ended March 31, 2020**

	2020 Budget	CJBS Elem	MEZI	JWGS	EMES	Wekweeti	2020 Actual	2019 Actual
Funding								
Breakfast for Learning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Breakfast for Learning Deferred - PY	-	-	-	-	-	-	-	16,061
PC Children Charity	20,000	10,000	6,300	2,700	-	-	19,000	20,000
PC Children Charity Deferred - PY	-	9,987	-	-	-	531	10,518	(10,518)
PC Children Charity Deferred - CY	-	(5,349)	-	(2,659)	-	(531)	(8,539)	-
Total Funding	20,000	14,637	6,300	41	-	-	20,978	25,543
Expenses								
Materials & Supplies	20,000	14,637	6,300	41	-	-	20,978	25,800
Contract Services	-	-	-	-	-	-	-	-
Total Expenses	20,000	14,637	6,300	41	-	-	20,978	25,800
Excess Funding over Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (257)

Tlichon Community Services Agency
Schedule C-20
Schedule of Detailed Contribution Funding and Expenses
Breakfast Club
For the year ended March 31, 2020

	2020 Budget	JWGS	EMES	2020 Actual	2019 Actual
Funding					
Breakfast Club of Canada	\$ -	\$ 7,470	\$ 11,800	\$ 19,270	\$ 13,106
Breakfast Club of Canada Deferred - PY	-	(10,156)	(7,532)	(17,688)	6,983
Breakfast Club of Canada Deferred - CY	-	5,729	5,020	10,749	(10,749)
Total Funding	-	3,043	9,288	12,331	9,340
Expenses					
Materials & Supplies	-	3,043	9,288	12,331	9,340
Total Expenses	-	3,043	9,288	12,331	9,340
Excess Funding over Expense	\$ -	\$ -	\$ -	\$ -	\$ -

Tlich Community Services Agency
Schedule C-21
Schedule of Detailed Contribution Funding and Expenses
APPLE School
For the year ended March 31, 2020

	2020 Budget	2020 Actual	2019 Actual
Funding			
The APPLE School Foundation	\$ 58,000	\$ 65,370	\$ 48,182
The APPLE School Foundation A/R	-	12,352	6,706
Total Funding	58,000	77,722	54,888
Expenses			
Salaries & Benefits	75,199	77,722	51,214
Materials & Supplies	-	-	3,674
Total Expenses	75,199	77,722	54,888
Excess Funding over Expense	\$ (17,199)	\$ -	\$ -

**Tlicho Community Services Agency
Schedule C-22
Schedule of Detailed Contribution Funding and Expenses
Ekati (Cultural Program)
For the year ended March 31, 2020**

	2020 Budget	CJBS	MEZI	JWGS	EMES	Wekweeti	2020 Actual	2019 Actual
Funding								
Ekati Mine	\$ 125,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000	\$ 125,000
Ekati Mine Deferred - PY	-	(22,906)	(22,909)	-	-	-	(45,815)	118,273
Ekati Mine Deferred - CY	-	21,874	-	20,022	-	-	41,896	(41,896)
Total Funding	125,000	28,968	7,091	50,022	30,000	30,000	146,081	201,377
Expenses								
Materials & Supplies	125,000	28,066	7,091	888	39,680	10,747	86,472	132,844
Gasoline	-	844	-	-	-	-	844	3,300
Delivery & Courier	-	-	-	-	-	-	-	148
Travel	-	59	-	-	-	-	59	(23)
Minor Equipment <\$5K	-	-	-	-	-	-	-	3,494
Capital Equipment >\$5K <\$50K	-	-	-	49,869	-	30,000	79,869	48,518
Contract Services	-	-	-	-	-	-	-	13,170
Total Expenses	125,000	28,969	7,091	50,757	39,680	40,747	167,244	201,451
Excess Funding over Expense	\$ -	\$ (1)	\$ -	\$ (735)	\$ (9,680)	\$ (10,747)	\$ (21,163)	\$ (74)

**Tlicho Community Services Agency
Schedule C-23
Schedule of Detailed Contribution Funding and Expenses
On the Land Collaborative
For the year ended March 31, 2020**

	2020 Budget	CJBS	MEZI	JWGS	EMES	Wekweeti	2020 Actual	2019 Actual
Funding								
Tides Canada	\$ -	\$ 20,000	\$ -	\$ -	\$ 10,000	\$ 13,000	\$ 43,000	\$ 60,750
Tides Canada Deferred - PY	-	(28,230)	-	-	(6,692)	(11,845)	(46,767)	5,734
Tides Canada Deferred - CY	-	20,000	-	6,235	902	5,379	32,516	(32,516)
Total Funding	-	11,770	-	6,235	4,210	6,534	28,749	33,968
Expenses								
Materials & Supplies	-	6,370	-	800	710	6,272	14,152	18,158
Contract Services	-	5,400	-	5,600	3,500	262	14,762	15,825
Total Expenses	-	11,770	-	6,400	4,210	6,534	28,914	33,983
Excess Funding over Expense	\$ -	\$ -	\$ -	\$ (165)	\$ -	\$ -	\$ (165)	\$ (15)

Tlich Community Services Agency
Schedule C-24
Schedule of Detailed Contribution Funding and Expenses
Miscellaneous
For the year ended March 31, 2020

	2020 Budget	2020 Actual	2019 Actual
Funding			
CJBS Miscellaneous	\$ -	\$ 1,960	\$ 3,458
CJBS Miscellaneous (Deferred) - PY	-	(5,120)	1,665
CJBS Miscellaneous (Deferred) - CY	-	5,123	(5,123)
CJBS Fundraising	-	-	21,607
CJBS Fundraising (Deferred) - PY	-	-	21,422
CJBS Fundraising (Deferred) - CY	-	3,438	(3,438)
CJBS Get Active	-	1,150	375
MEZI Miscellaneous	-	1,500	-
MEZI Dogmushing	-	(687)	2,500
JWGS Miscellaneous	-	(339)	5,092
JWGS Miscellaneous (Deferred) - PY	-	339	(339)
JWGS Fundraising	-	374	1,100
JWGS Fundraising (Deferred) - PY	-	(2,903)	13,000
JWGS Fundraising (Deferred) - CY	-	2,529	(2,529)
JWGS Literacy	-	-	-
JWGS Literacy (Deferred) - PY	-	(632)	1,177
JWGS Literacy (Deferred) - CY	-	632	(632)
JWGS Fitness (Tlich Gov't)	-	-	4,200
EMES Miscellaneous	-	-	825
EMES Miscellaneous (Deferred) - PY	-	-	3,766
EMES Miscellaneous (Deferred) - CY	-	1,071	(1,071)
EMES Literacy (Tlich Government)	-	-	-
EMES Literacy (Tlich Government) Deferred	-	8,000	-
EMES Literacy (Tlich Government) Deferred - CY	-	(442)	6,801
EMES Book Fair	-	4,213	4,500
AAS Miscellaneous	-	16,377	2,000
AAS Miscellaneous (Deferred) - PY	-	-	12,002
AAS Miscellaneous (Deferred) - CY	-	-	-
AAS Literacy	-	-	-
AAS Literacy (Deferred) - PY	-	(2,191)	2,395
AAS Literacy (Deferred) - CY	-	2,191	(2,191)
AAS Youth Contribution (School Trip)	-	-	-
	-	36,583	92,562
Expenses			
CJBS Miscellaneous	-	1,962	-
CJBS Fundraising	-	3,438	39,592
CJBS Get Active	-	1,113	397
MEZI Miscellaneous	-	813	-
MEZI Fundraising	-	-	-
MEZI Dogmushing	-	-	2,500
JWGS Miscellaneous	-	-	4,753
JWGS Fundraising	-	-	11,571
JWGS Literacy	-	-	545
JWGS Fitness (Tlich Gov't)	-	-	4,200
EMES Miscellaneous	-	1,817	3,520
EMES Literacy (Tlich Government)	-	7,558	6,923
EMES Bookfair	-	4,462	5,069
AAS Miscellaneous	-	19,508	14,677
AAS Literacy	-	-	204
AAS Youth Contribution (School Trip)	-	4,624	-
	-	45,295	93,949
Excess Funding over Expense	\$ -	\$ (8,712)	\$ (1,387)