



**Montreal Lake Cree Nation  
Consolidated Financial Statements**

*March 31, 2021*



# Montreal Lake Cree Nation Contents

For the year ended March 31, 2021

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|                                                                                                   | Page     |
|---------------------------------------------------------------------------------------------------|----------|
| <b>Management's Responsibility</b>                                                                |          |
| <b>Independent Auditor's Report</b>                                                               |          |
| <b>Consolidated Financial Statements</b>                                                          |          |
| Consolidated Statement of Financial Position.....                                                 | 1        |
| Consolidated Statement of Operations and Accumulated Surplus.....                                 | 2        |
| Consolidated Statement of Changes in Net Debt.....                                                | 3        |
| Consolidated Statement of Cash Flows .....                                                        | 4        |
| <b>Notes to the Consolidated Financial Statements.....</b>                                        | <b>5</b> |
| <b>Schedules</b>                                                                                  |          |
| Schedule 1 - Consolidated Schedule of Tangible Capital Assets.....                                | 17       |
| Schedule 2 - Schedule of Consolidated Expenses by Object.....                                     | 18       |
| Schedule 3 - Schedule of Segment Revenues and Expenses - Administration.....                      | 19       |
| Schedule 4 - Schedule of Segment Revenues and Expenses - Social Development.....                  | 20       |
| Schedule 5 - Schedule of Segment Revenues and Expenses - Health.....                              | 21       |
| Schedule 6 - Schedule of Segment Revenues and Expenses - Post Secondary.....                      | 22       |
| Schedule 7 - Schedule of Segment Revenues and Expenses - Education.....                           | 23       |
| Schedule 8 - Schedule of Segment Revenues and Expenses - Community Infrastructure.....            | 24       |
| Schedule 9 - Schedule of Segment Revenues and Expenses - Housing.....                             | 25       |
| Schedule 10 - Schedule of Segment Revenues and Expenses - Capital.....                            | 26       |
| Schedule 11 - Schedule of Segment Revenues and Expenses - Band Activities and Other Programs..... | 27       |
| Schedule 12 - Schedule of Segment Revenues and Expenses - Economic Development.....               | 28       |
| Schedule 13 - Schedule of Segment Revenues and Expenses - Social Support Services.....            | 29       |

## **Management's Responsibility**

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To the Members of Montreal Lake Cree Nation:

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

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of the financial statements.

The Montreal Lake Cree Nation Chief and Council is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the consolidated financial statements. Chief and Council are responsible for reviewing the financial information prepared by management and discussing relevant matters with management and external auditors.

MNP LLP, an independent firm of Chartered Professional Accountants, is appointed by Chief and Council to audit the financial statements and report directly to the Members; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both Chief and Council and management to discuss their audit findings.

August 4, 2022

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Signed By: Conrad Bird

Band Manager

## Independent Auditor's Report

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To the Members of Montreal Lake Cree Nation:

### Opinion

We have audited the consolidated financial statements of Montreal Lake Cree Nation (the "Cree Nation"), which comprise the consolidated statement of financial position as at March 31, 2021, and the consolidated statements of operations and accumulated surplus, changes in net debt and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Cree Nation as at March 31, 2021, and the results of its consolidated operations, consolidated changes in net debt, and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Cree Nation in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Chief and Council for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Cree Nation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Cree Nation or to cease operations, or has no realistic alternative but to do so.

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

### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Cree Nation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Cree Nation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Cree Nation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Cree Nation to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Saskatoon, Saskatchewan

August 4, 2022

*MNP LLP*

Chartered Professional Accountants

**MNP**



## Montreal Lake Cree Nation Consolidated Statement of Financial Position

As at March 31, 2021

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| 2021 | 2020 |
|------|------|
|------|------|

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### **Financial assets**

#### **Current**

|                                                         |                   |            |
|---------------------------------------------------------|-------------------|------------|
| Cash and cash equivalents                               | 7,881,941         | 2,210,443  |
| Accounts receivable (Note 3)                            | 1,544,556         | 1,990,570  |
| Inventory for resale                                    | 125,988           | 81,064     |
| Restricted cash - capital projects (Note 6)             | 2,565,642         | 1,960,844  |
|                                                         | <b>12,118,127</b> | 6,242,921  |
| <b>Investments in Nation business entities (Note 4)</b> | <b>7,777,580</b>  | 4,687,977  |
| <b>Funds held in trust (Note 5)</b>                     | <b>16,913</b>     | 15,536     |
| <b>Restricted cash - housing (Note 6)</b>               | <b>598,460</b>    | 686,760    |
| <b>Total financial assets</b>                           | <b>20,511,080</b> | 11,633,194 |

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### **Liabilities**

#### **Current**

|                                            |                   |            |
|--------------------------------------------|-------------------|------------|
| Bank indebtedness (Note 7)                 | 51,658            | 237,909    |
| Accounts payable and accruals              | 4,788,259         | 4,996,845  |
| Deferred revenue (Note 8)                  | 8,876,232         | 4,371,740  |
| Current portion of long-term debt (Note 9) | 734,969           | 725,843    |
|                                            | <b>14,451,118</b> | 10,332,337 |

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#### **Long-term debt (Note 9)**

|                                    |                    |             |
|------------------------------------|--------------------|-------------|
| <b>Total financial liabilities</b> | <b>23,451,628</b>  | 19,250,440  |
| <b>Net debt</b>                    | <b>(2,940,548)</b> | (7,617,246) |

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#### **Contingencies (Note 11), (Note 18.)**

#### **Subsequent event (Note 19)**

### **Non-financial assets**

|                                                |                   |            |
|------------------------------------------------|-------------------|------------|
| Tangible capital assets (Note 10) (Schedule 1) | 45,236,832        | 44,957,053 |
| Prepaid expenses                               | 78,850            | 81,985     |
| <b>Total non-financial assets</b>              | <b>45,315,682</b> | 45,039,038 |

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#### **Accumulated surplus (Note 12)**

|                                          |                   |            |
|------------------------------------------|-------------------|------------|
| <b>Approved on behalf of the Council</b> | <b>42,375,134</b> | 37,421,792 |
|------------------------------------------|-------------------|------------|

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Signed By: Chief Joyce McLeod

**Chief**

Signed By: Troy Naytowhow

**Councillor**



**Montreal Lake Cree Nation**  
**Consolidated Statement of Operations and Accumulated Surplus**  
*For the year ended March 31, 2021*

|                                                   | <i>Schedules</i> | <i>2021<br/>Budget<br/>(Note 15)</i> | <i>2021<br/>Actual</i> | <i>2020<br/>Actual</i> |
|---------------------------------------------------|------------------|--------------------------------------|------------------------|------------------------|
| <b>Revenue</b>                                    |                  |                                      |                        |                        |
| Indigenous Services Canada (Note 14)              |                  | 18,559,716                           | 23,883,179             | 16,522,573             |
| Indigenous Services Canada - FNIH (Note 14)       |                  | 5,925,670                            | 6,975,930              | 5,630,758              |
| Prince Albert Grand Council                       |                  | 992,837                              | 1,580,274              | 2,433,148              |
| Canada - claim settlement                         |                  | -                                    | -                      | 2,056,624              |
| Canada Mortgage and Housing Corporation           |                  | 555,833                              | 583,242                | 555,852                |
|                                                   |                  | 26,034,056                           | 33,022,625             | 27,198,955             |
| Investment in Nation business entities (Note 4)   |                  | -                                    | 3,449,103              | 634,901                |
| Retail sales                                      |                  | -                                    | 1,616,901              | 1,189,364              |
| Operating revenue - government partnership        |                  | -                                    | 966,763                | 959,743                |
| First Nations Trust                               |                  | 894,245                              | 894,246                | 1,230,861              |
| Other revenue                                     |                  | 2,677,882                            | 991,633                | 1,671,673              |
| Rental income                                     |                  | 554,221                              | 491,083                | 555,706                |
| Northern Lights Community Development Corporation |                  | -                                    | 59,200                 | 264,688                |
| User fees                                         |                  | 38,900                               | 35,617                 | 32,587                 |
| Interest on trust funds                           |                  | -                                    | 1,377                  | 1,269                  |
|                                                   |                  | 30,199,304                           | 41,528,548             | 33,739,747             |
| <b>Program expenses</b>                           |                  |                                      |                        |                        |
| Administration                                    | 3                | 2,546,256                            | 4,375,316              | 2,181,925              |
| Social Development                                | 4                | 4,180,613                            | 7,054,668              | 5,023,931              |
| Health                                            | 5                | 5,081,486                            | 6,369,162              | 5,856,479              |
| Post Secondary                                    | 6                | 1,882,285                            | 2,892,828              | 2,590,728              |
| Education                                         | 7                | 8,297,598                            | 5,852,777              | 4,994,114              |
| Community Infrastructure                          | 8                | 1,804,177                            | 4,244,188              | 3,892,548              |
| Housing                                           | 9                | 1,262,453                            | 1,329,269              | 1,319,508              |
| Band Activities and Other Programs                | 11               | 2,746,207                            | 2,018,385              | 1,712,901              |
| Economic Development                              | 12               | 105,000                              | 1,664,850              | 1,800,933              |
| Social Support Services                           | 13               | 1,141,132                            | 773,763                | 1,147,886              |
|                                                   |                  | 29,047,207                           | 36,575,206             | 30,520,953             |
| <b>Surplus before other item</b>                  |                  | 1,152,097                            | 4,953,342              | 3,218,794              |
| <b>Other item</b>                                 |                  |                                      |                        |                        |
| Gain on disposal of tangible capital assets       |                  | -                                    | -                      | 37,305                 |
| <b>Surplus</b>                                    |                  | 1,152,097                            | 4,953,342              | 3,256,099              |
| <b>Accumulated surplus, beginning of year</b>     |                  | 37,421,792                           | 37,421,792             | 34,165,693             |
| <b>Accumulated surplus, end of year (Note 12)</b> |                  | 38,573,889                           | 42,375,134             | 37,421,792             |

*The accompanying notes are an integral part of these financial statements*



**Montreal Lake Cree Nation**  
**Consolidated Statement of Changes in Net Debt**  
*For the year ended March 31, 2021*

|                                                 | <b>2021<br/>Budget<br/>(Note 15)</b> | <b>2021<br/>Actual</b> | <b>2020<br/>Actual</b> |
|-------------------------------------------------|--------------------------------------|------------------------|------------------------|
| <b>Annual surplus</b>                           | <b>1,152,097</b>                     | <b>4,953,342</b>       | 3,256,099              |
| Purchases of tangible capital assets            | -                                    | (2,820,163)            | (2,527,393)            |
| Amortization of tangible capital assets         | 566,656                              | 2,540,384              | 2,633,284              |
| Gain on disposal of tangible capital assets     | -                                    | -                      | (37,305)               |
| Proceeds of disposal of tangible capital assets | -                                    | -                      | 203,794                |
|                                                 | 566,656                              | (279,779)              | 272,380                |
| Acquisition of prepaid expenses                 | -                                    | (78,850)               | (81,985)               |
| Use of prepaid expenses                         | -                                    | 81,985                 | 69,740                 |
|                                                 | -                                    | 3,135                  | (12,245)               |
| <b>Change in net debt</b>                       | <b>1,718,753</b>                     | <b>4,676,698</b>       | 3,516,234              |
| <b>Net debt, beginning of year</b>              | <b>(7,617,246)</b>                   | <b>(7,617,246)</b>     | (11,133,480)           |
| <b>Net debt, end of year</b>                    | <b>(5,898,493)</b>                   | <b>(2,940,548)</b>     | (7,617,246)            |

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*The accompanying notes are an integral part of these financial statements*



## Montreal Lake Cree Nation Consolidated Statement of Cash Flows

For the year ended March 31, 2021

|                                                             | 2021               | 2020        |
|-------------------------------------------------------------|--------------------|-------------|
| <b>Cash provided by (used for) the following activities</b> |                    |             |
| <b>Operating activities</b>                                 |                    |             |
| Surplus                                                     | 4,953,342          | 3,256,099   |
| Non-cash items                                              |                    |             |
| Amortization                                                | 2,540,384          | 2,633,284   |
| Gain on disposal of tangible capital assets                 | -                  | (37,305)    |
| Investment in Nation business entities                      | (3,449,103)        | (634,901)   |
|                                                             | <b>4,044,623</b>   | 5,217,177   |
| Changes in working capital accounts                         |                    |             |
| Accounts receivable                                         | 446,014            | (454,979)   |
| Inventory for resale                                        | (44,924)           | 16,920      |
| Prepaid expenses                                            | 3,135              | (12,245)    |
| Accounts payable and accruals                               | (208,586)          | (409,974)   |
| Deferred revenue                                            | 4,504,492          | 1,666,954   |
|                                                             | <b>8,744,754</b>   | 6,023,853   |
| <b>Financing activities</b>                                 |                    |             |
| Increase (decrease) in bank indebtedness                    | (186,251)          | 237,909     |
| Advances of long-term debt                                  | 820,841            | -           |
| Repayment of long-term debt                                 | (729,308)          | (775,802)   |
|                                                             | <b>(94,718)</b>    | (537,893)   |
| <b>Capital activities</b>                                   |                    |             |
| Purchases of tangible capital assets                        | (2,820,163)        | (2,361,048) |
| Proceeds of disposal of tangible capital assets             | -                  | 203,794     |
|                                                             | <b>(2,820,163)</b> | (2,157,254) |
| <b>Investing activities</b>                                 |                    |             |
| Drawings from investments                                   | 359,500            | 220,000     |
| Increase in restricted cash                                 | (516,498)          | (1,787,957) |
| Increase in funds held in trust                             | (1,377)            | (1,270)     |
|                                                             | <b>(158,375)</b>   | (1,569,227) |
| <b>Increase in cash and cash equivalents</b>                | <b>5,671,498</b>   | 1,759,479   |
| <b>Cash and cash equivalents, beginning of year</b>         | <b>2,210,443</b>   | 450,964     |
| <b>Cash and cash equivalents, end of year</b>               | <b>7,881,941</b>   | 2,210,443   |

*The accompanying notes are an integral part of these financial statements*



# Montreal Lake Cree Nation

## Notes to the Consolidated Financial Statements

For the year ended March 31, 2021

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### 1. Operations

Montreal Lake Cree Nation (the "Cree Nation") is located in Treaty 6 Territory in the Province of Saskatchewan, and provides various services to its Members. Montreal Lake Cree Nation financial reporting entity includes the Nation's operations and all related entities that are controlled by the Cree Nation.

#### *Impact on operations of COVID-19 (coronavirus)*

In March 2020 the global outbreak of COVID-19 (coronavirus) began to have a significant impact through restrictions put in place by the Canadian, provincial, and local governments regarding travel, business operations and isolation/quarantine orders.

The Cree Nation's operations were impacted by COVID-19 due to office closures, travel restrictions, cancellation of events and increased costs of compliance with other guidelines and regulations. The Cree Nation received additional funding from Indigenous Services Canada to assist with COVID-19 related costs; however the Cree Nation received less funding from First Nations Trust and Northern Lights Community Development Corporation due to the closure of SIGA Casinos. The Cree Nation expects these impacts to continue until the pandemic is over.

### 2. Significant accounting policies

These financial statements are the representations of management, prepared in accordance with Canadian public sector accounting standards as set out in the CPA Canada Handbook - Public Sector Accounting as issued by the Accounting Standards Board in Canada and include the following significant accounting policies:

#### ***Reporting entity***

The financial statements consolidate the financial activities of all entities and departments comprising the Cree Nation reporting entity, except for Cree Nation business entities.

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

- Montreal Lake Reserve
- Little Red River Reserve
- William Charles Health Centre
- Paskwawaskihk Health Centre
- Montreal Lake CMHC Housing Program
- Little Red Community Store
- MLCN Urban Services Inc.

All inter-entity balances have been eliminated on consolidation; however, transactions between departments have not been eliminated in order to present the results of operations for each specific department.

The Cree Nation has proportionately consolidated the assets, liabilities, revenues and expenses of the following government partnership:

- Woodland Cree Enterprises Incorporated

Government partnerships are contractual arrangements with parties outside of the reporting entity and are accounted for using the proportionate consolidation method. The Cree Nation's pro-rata share of the assets, liabilities, revenue and expenses of this government partnership have been combined on a line-by-line basis with similar items of the Cree Nation.



# Montreal Lake Cree Nation

## Notes to the Consolidated Financial Statements

For the year ended March 31, 2021

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

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

- Montreal Lake Business Ventures Limited Partnership
- Montreal Lake Business Ventures Limited

Portfolio investments which are owned by Montreal Lake Cree Nation but not controlled or influenced by the Cree Nation are accounted for using the cost method. Any impairment in these investments which is other than temporary is charged against the amount the investment is reported at. The Cree Nation has the following portfolio investments:

- La Ronge Wild Rice Corporation - 5.3% ownership interest

#### **Other economic interests**

The Cree Nation does not share in the control or the profit or loss of the following entities. As a result, the financial statements of the following entities have not been consolidated or proportionately consolidated with the financial statements of Montreal Lake Cree Nation.

The Cree Nation is a member of the Prince Albert Grand Council ("PADC Management Co. Ltd." or "PAGC"). The PAGC is an organization of twelve Nations. The PAGC is mandated to enhance the services provided to the member Nations.

The Cree Nation is a member of Montreal Lake Child & Family Services Agency Inc. (the "Agency"). The Agency is an organization providing child and family protection and prevention services on-reserve to the Montreal Lake Cree Nation.

The Cree Nation is a member of MLCN Sports and Recreation Inc. ("Sports and Rec"). Sports and Rec is a community run non-profit generating funds from fundraising events and providing funds to members for sports and recreation supports.

#### **Basis of presentation**

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

#### **Cash and cash equivalents**

Cash and cash equivalents include balances with banks and short-term investments with maturities of three months or less. Cash subject to restrictions that prevent its use for general operations is included in restricted cash. Restricted cash consists of CMHC Operating Reserve, CMHC Replacement Reserve, and capital project bank accounts.

#### **Inventory for resale**

Inventory is valued at the lower of cost and net realizable value. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completions and selling costs.



# Montreal Lake Cree Nation

## Notes to the Consolidated Financial Statements

For the year ended March 31, 2021

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

#### **Funds held in Ottawa Trust Fund**

Funds held in trust on behalf of Cree Nation members by the Government of Canada in the Ottawa Trust Fund are reported on the consolidated statement of financial position. Trust Moneys consist of:

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

Revenue from Trust Moneys are recognized when measurable, earned and collection is reasonably assured. These moneys are reported by the Government of Canada.

#### **Tangible capital assets**

Tangible capital assets are initially recorded at cost based on historical cost accounting records. Contributed tangible capital assets are recorded at their fair value at the date of contribution where fair value can be reasonably determined.

#### **Amortization**

Tangible capital assets are amortized annually using the straight-line method at rates intended to amortize the cost of the assets over their estimated useful lives:

|                                | <b>Rate</b> |
|--------------------------------|-------------|
| Buildings                      | 20-25 years |
| Housing                        | 15 years    |
| Roads and other infrastructure | 40 years    |
| Automotive and equipment       | 3-10 years  |

#### **Assets under construction**

Assets under construction are not amortized until put into use.

#### **Revenue recognition**

#### **Funding**

Funding is recognized as it becomes receivable under the terms of the applicable funding agreements. Funding received under funding arrangements that relate to a subsequent fiscal period is reflected as deferred revenue on the statement of financial position in the year of receipt.

#### **Government transfers**

The Cree Nation recognizes a government transfer as revenue when the transfer is authorized and all eligibility criteria, if any, have been met. A government transfer with stipulations giving rise to an obligation that meets the definition of a liability is recognized as a liability. In such circumstances, the Cree Nation recognizes revenue as the liability is settled. Transfers of non-depreciable assets are recognized in revenue when received or receivable.

#### **Rental income**

Income associated with the rental of homes to members is recorded monthly when rental amounts are measurable and collection is reasonably assured.

#### **Retail sales**

Income from retail sales is recognized when the sale is made and the customer takes possession of the merchandise.

#### **Investment income and other revenue**

Investment income and other revenue is recognized when earned.



# Montreal Lake Cree Nation

## Notes to the Consolidated Financial Statements

For the year ended March 31, 2021

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

#### **Segments**

The Cree Nation conducts its business through 11 (2020 - 10) reportable segments:

- Administration - includes the administration and governance activities.
- Capital - includes the operation and maintenance of the Cree Nation's capital construction projects.
- Community infrastructure - includes the operations and maintenance of the Cree Nation's buildings and infrastructure.
- Economic development - includes the activities of the Cree Nation's economic development initiatives and its business entities.
- Education - includes the operations of education programs.
- Health - includes the operations of health programming.
- Housing - includes the operations and maintenance of all on reserve housing.
- Band Activities and Other Programs - includes all internal activities of the Cree Nation for member development.
- Post secondary - includes the activities of the post secondary program.
- Social development - includes the activities relating to income assistance for membership.
- Social support services - includes the operations of community wellness programming.

For each reported segment, revenue and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information. Administration fees have been apportioned based on a percentage of budgeted revenue, where permitted by the funder.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements.

A new health segment was created for the March 31, 2021 fiscal year to separate health programming from the social support services segment. The comparative figures for the March 31, 2020 fiscal year have been updated accordingly.

#### **Asset classification**

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations. Non-financial assets are acquired, constructed or developed assets that do not normally provide resources to discharge existing liabilities but are employed to deliver government services, may be consumed in normal operations and are not for resale in the normal course of operations. Non-financial assets include tangible capital assets and prepaid expenses.

#### **Employee future benefits**

The Cree Nation's employee future benefit programs consist of a defined contribution pension plan. Contributions to the plan by the Cree Nation are expensed as incurred.



# Montreal Lake Cree Nation

## Notes to the Consolidated Financial Statements

For the year ended March 31, 2021

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

#### **Use of estimates**

The preparation of financial statements in conformity with Public Sector Accounting Standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in surplus of the period in which they become known.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary.

Amortization is based on the estimated useful lives of tangible capital assets.

Legal provisions are recorded when the likelihood of loss and amount of settlement can be determined.

#### **Liability for contaminated site**

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the Cree Nation is either directly responsible or accepts responsibility, it is expected that future economic benefit will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at March 31, 2021.

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

No liability has been recorded at March 31, 2021.

### 3. Accounts receivable

|                                                   | 2021      | 2020      |
|---------------------------------------------------|-----------|-----------|
| Prince Albert Grand Council                       | 676,908   | 847,897   |
| Government partnership                            | 252,875   | 75,917    |
| Member receivables                                | 163,244   | 163,243   |
| Legal settlement held in trust                    | 144,263   | 144,263   |
| CMHC subsidy assistance receivable                | 95,574    | 96,004    |
| Northern Lights Community Development Corporation | 86,455    | 111,272   |
| Indigenous Services Canada                        | 2,468     | 2,468     |
| Indigenous Services Canada - FNIH                 | -         | 291,102   |
| Other accounts receivable                         | 228,315   | 363,950   |
|                                                   | <hr/>     | <hr/>     |
|                                                   | 1,650,102 | 2,096,116 |
| Less: Allowance for doubtful accounts             | 105,546   | 105,546   |
|                                                   | <hr/>     | <hr/>     |
|                                                   | 1,544,556 | 1,990,570 |



**Montreal Lake Cree Nation**  
**Notes to the Consolidated Financial Statements**  
*For the year ended March 31, 2021*

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**4. Investments in Nation business entities**

The Cree Nation has the following investments:

|                                                                                                       | <b>2021</b>      | <b>2020</b> |
|-------------------------------------------------------------------------------------------------------|------------------|-------------|
| Modified Equity Method                                                                                |                  |             |
| Montreal Lake Business Ventures Limited Partnership<br>- 99.99% ownership interest, March 31 year end | <b>7,770,080</b> | 4,680,477   |
| Portfolio Investment - Cost Method                                                                    |                  |             |
| La Ronge Wild Rice Corporation<br>- 5.3% ownership interest, December 31 year end                     | 7,500            | 7,500       |
|                                                                                                       | <b>7,777,580</b> | 4,687,977   |

The condensed consolidated financial information of Montreal Lake Business Ventures Limited Partnership, for the years ended March 31, 2021 and March 31, 2020:

|      | Assets     | Liabilities | Equity     | Revenue    | Cost of Sales | Expenses  | Net Earnings |
|------|------------|-------------|------------|------------|---------------|-----------|--------------|
| 2021 | 10,329,775 | 153,592     | 10,176,183 | 10,067,947 | 4,602,131     | 2,010,167 | 3,455,649    |
| 2020 | 7,279,819  | 199,785     | 7,080,034  | 5,932,223  | 3,509,960     | 1,784,368 | 637,895      |

The Cree Nation's investment in Montreal Lake Business Ventures Limited Partnership reported in the financial statements differs from the related partner's capital account of the Limited Partnership by assets transferred at cost from the Cree Nation to the Limited Partnership where they were reported at fair value in a previous year.

The Cree Nation's share of the above results is as follows:

|                           | <b>2021</b>      | <b>2020</b> |
|---------------------------|------------------|-------------|
| Equity, beginning of year | <b>4,687,977</b> | 4,401,059   |
| Share of earnings         | <b>3,449,103</b> | 634,901     |
| Drawings                  | <b>(359,500)</b> | (347,983)   |
|                           | <b>7,777,580</b> | 4,687,977   |

**5. Funds held in trust**

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

|                            | <b>2021</b>   | <b>2020</b> |
|----------------------------|---------------|-------------|
| <b>Revenue Trust</b>       |               |             |
| Balance, beginning of year | <b>15,536</b> | 14,266      |
| Interest                   | <b>193</b>    | 243         |
| Subsurface leases          | <b>1,184</b>  | 1,027       |
| Balance, end of year       | <b>16,913</b> | 15,536      |



**Montreal Lake Cree Nation**  
**Notes to the Consolidated Financial Statements**  
*For the year ended March 31, 2021*

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**6. Restricted cash**

|                                                                            | <b>2021</b>      | <b>2020</b> |
|----------------------------------------------------------------------------|------------------|-------------|
| <b>Capital Projects</b>                                                    |                  |             |
| ISC funded capital projects - various                                      | 2,547,931        | 1,943,091   |
| William Charles Health Centre upgrade                                      | 17,711           | 17,753      |
|                                                                            | <b>2,565,642</b> | 1,960,844   |
| <b>Housing</b>                                                             |                  |             |
| CMHC Replacement Reserve                                                   | 392,524          | 327,446     |
| CMHC Operating Reserve                                                     | 70,354           | 70,354      |
| CMHC Replacement Reserve Term Deposit, interest at 0.70%, due October 2021 | 61,730           | 61,730      |
| Self-insurance fund                                                        | 73,852           | 227,230     |
|                                                                            | <b>598,460</b>   | 686,760     |
|                                                                            | <b>3,164,102</b> | 2,647,604   |

**7. Bank indebtedness**

Bank indebtedness includes draws against lines of credit and bank balances less outstanding cheques. At March 31, 2021 the Cree Nation had three lines of credit available:

- Montreal Lake Administration - approved limit of \$300,000; of which \$nil (2020 - \$nil) has been drawn.
- Little Red River Administration - approved limit of \$50,000; of which \$35,135 (2020 - \$42,744) has been drawn.
- William Charles Health Centre - approved limit of \$75,000; of which \$nil (2020 - \$nil) has been drawn.

The lines of credit charge interest at bank prime plus 2.75% per annum and are secured by a General Security Agreement and First Nations Bank being the first loss payee on the Cree Nation's fire insurance policy.

The lines of credit are also secured by an assignment of Indigenous Services Canada funding for Montreal Lake Administration and Little Red Administration lines of credit and Health Canada Funding for the William Charles Health Centre line of credit. There were revisions to the loan agreement subsequent to year end - see Note 19.



**Montreal Lake Cree Nation**  
**Notes to the Consolidated Financial Statements**  
*For the year ended March 31, 2021*

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**8. Deferred revenue**

Deferred revenue represent the amount of funds received by the Cree Nation that relate to future fiscal periods or to certain projects that are incomplete at year-end.

As of March 31, 2021, deferred revenue consists of amounts received and unexpended for the following projects:

|                                     | <i>Balance,<br/>beginning of<br/>year</i> | <i>Amounts<br/>received</i> | <i>Amount<br/>expended in<br/>current year</i> | <i>Balance, end<br/>of year</i> |
|-------------------------------------|-------------------------------------------|-----------------------------|------------------------------------------------|---------------------------------|
| ISC - Flooding Project              | 6,469                                     | -                           | -                                              | 6,469                           |
| ISC - Wildfire Housing Project      | 80,877                                    | -                           | -                                              | 80,877                          |
| ISC - Wildfire Landfill Project     | 27,836                                    | -                           | -                                              | 27,836                          |
| ISC - School Roof                   | 289,566                                   | 750,000                     | 290,569                                        | 748,997                         |
| ISC - Well Project                  | 5,045                                     | -                           | -                                              | 5,045                           |
| ISC - Lagoon Project                | 1,646,374                                 | -                           | 244,841                                        | 1,401,533                       |
| ISC - Community Drainage            | 1,875,450                                 | -                           | -                                              | 1,875,450                       |
| ISC - Nursing Station               | 27,360                                    | -                           | 27,360                                         | -                               |
| ISC - Solid Waste                   | 45,055                                    | -                           | 45,055                                         | -                               |
| ISC - Water Treatment Plant Upgrade | 280,092                                   | 100,000                     | 105,308                                        | 274,784                         |
| ISC - Multi unit housing            | 47,339                                    | -                           | -                                              | 47,339                          |
| ISC - Little Red Lagoon Upgrade     | -                                         | 100,000                     | 3,900                                          | 96,100                          |
| ISC - Little Red River Bridge       | -                                         | 100,000                     | 10,000                                         | 90,000                          |
| ISC - COVID funding                 | -                                         | 3,274,758                   | 2,640,968                                      | 633,790                         |
| ISC - COVID funding - education     | -                                         | 688,889                     | 110,592                                        | 578,297                         |
| ISC - P&ID Financial Advisor        | -                                         | 42,500                      | 2,164                                          | 40,336                          |
| ISC - Basic Needs                   | -                                         | 6,108,586                   | 5,251,405                                      | 857,181                         |
| ISC - SAET                          | -                                         | 323,490                     | 100,713                                        | 222,777                         |
| ISC - Community Based Initiative    | -                                         | 343,000                     | 60,000                                         | 283,000                         |
| ISC - FNIH - COVID funding          | -                                         | 1,841,000                   | 1,120,016                                      | 720,984                         |
| ISC - FNIH - Mental Wellness        | -                                         | 1,411,605                   | 601,560                                        | 810,045                         |
| Woodland Cree Enterprises Inc.      | 40,277                                    | 35,115                      | -                                              | 75,392                          |
|                                     | <b>4,371,740</b>                          | <b>15,118,943</b>           | <b>10,614,451</b>                              | <b>8,876,232</b>                |



**Montreal Lake Cree Nation**  
**Notes to the Consolidated Financial Statements**  
*For the year ended March 31, 2021*

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**9. Long-term debt**

|                                                                                                                                                                                                                                                                  | <b>2021</b>      | <b>2020</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------|
| First Nations Bank loan, interest at prime plus 3%, maturity date of April 2044, repayable in principal only payments quarterly of \$54,908, and interest paid monthly. Secured by a general security agreement and redirection of First Nation's Trust funding. | <b>5,051,549</b> | 5,271,182   |
| CMHC mortgage - Phase XX, interest at 1.97%, maturity date of October 2027, and repayable in blended monthly principal and interest payments of \$22,158. Secured by a ministerial guarantee.                                                                    | <b>1,640,773</b> | 1,872,077   |
| CMHC mortgage - Phase XXI, bearing interest at 0.73%, maturity date of June 2030, and repayable in blended monthly principal and interest payments of \$12,980. Secured by a ministerial guarantee.                                                              | <b>1,392,889</b> | 1,536,373   |
| CMHC mortgage - Phase XIX, interest at 1.87%, maturity date of November 2028, and repayable in blended monthly principal and interest payments of \$3,662. Secured by a ministerial guarantee.                                                                   | <b>313,760</b>   | 351,494     |
| CMHC mortgage - Phase XVII, interest at 1.05%, maturity date of June 2026, and repayable in blended monthly principal and interest payments of \$3,274. Secured by a ministerial guarantee.                                                                      | <b>200,627</b>   | 237,613     |
| CMHC mortgage - Phase XVIII, interest at 1.97%, maturity date of November 2027, and repayable in blended monthly principal and interest payments of \$2,760. Secured by a ministerial guarantee.                                                                 | <b>206,832</b>   | 235,601     |
| CMHC mortgage - Phase XVI, interest at 0.64%, maturity date of August 2024, and repayable in blended monthly principal and interest payments of \$1,955. Secured by a ministerial guarantee.                                                                     | <b>79,271</b>    | 102,008     |
| Ford Credit Canada Ltd. loan used to purchase a Ford F250 truck, interest at 7.04%, maturity date of March 2024 and repayable in blended monthly principal and interest payments of \$919.                                                                       | <b>28,937</b>    | 37,598      |
| CMHC Phase XXII advances, converted to a mortgage as of October 2021 with interest at 1.05% and repayable in blended monthly principal and interest payments of \$5,930                                                                                          | <b>820,841</b>   | -           |
|                                                                                                                                                                                                                                                                  | <b>9,735,479</b> | 9,643,946   |
| <u>Less: current portion</u>                                                                                                                                                                                                                                     | <b>734,969</b>   | 725,843     |
|                                                                                                                                                                                                                                                                  | <b>9,000,510</b> | 8,918,103   |



# Montreal Lake Cree Nation

## Notes to the Consolidated Financial Statements

*For the year ended March 31, 2021*

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

Principal repayments on long-term debt in each of the next five years, based on the debt outstanding and terms in place at March 31, 2021, are estimated as follows:

|      |         |
|------|---------|
| 2022 | 734,969 |
| 2023 | 744,295 |
| 2024 | 752,811 |
| 2025 | 738,260 |
| 2026 | 737,251 |

The First Nations Bank loan is subject to certain covenants with respect to timely submission of the annual audited financial statements, as well as other restrictions that may be in place. Commencing July 31, 2021 the Cree Nation was not in compliance with all such covenants. As of August 4, 2022 the lender has not demanded repayment of the loan for this covenant violation.

There were revisions to the First Nations Bank loan agreement subsequent to year end - see Note 19.

### **10. Tangible capital assets**

The tangible capital assets reconciliation is included in Schedule 1.

### **11. Contingent liabilities**

The Cree Nation has been named as defendant in certain legal proceedings. If any amount is awarded as a result of this action it will be recorded when reasonably estimable.

These consolidated financial statements are subject to review by Indigenous Services Canada and other funding agencies. It is possible that adjustments could be made based on the results of their review.



**Montreal Lake Cree Nation**  
**Notes to the Consolidated Financial Statements**  
*For the year ended March 31, 2021*

**12. Accumulated surplus**

Accumulated surplus consists of the following:

|                                        | <b>2021</b>       | <b>2020</b>       |
|----------------------------------------|-------------------|-------------------|
| Equity in investments (Note 4)         | 7,777,580         | 4,687,977         |
| Equity in funds held in trust (Note 5) | 16,913            | 15,536            |
| CMHC reserves (Note 16)                | 2,650,726         | 2,373,586         |
| Equity in tangible capital assets      | 32,690,376        | 32,502,128        |
| Government partnership                 | 25,855            | 225,939           |
| A&T Settlement                         | 658,001           | 1,927,624         |
| Operating deficit                      | (1,444,317)       | (4,310,998)       |
|                                        | <b>42,375,134</b> | <b>37,421,792</b> |

The Cree Nation maintains the following funds and reserves as part of its operations:

- Equity in investments reports on commercial business operations owned by the Cree Nation;
- Equity in funds held in trust reports on the Capital and Revenue Trust Funds owned by the Cree Nation and held by the Government of Canada;
- CMHC reserves are required as part of the Nation's CMHC Housing Program (see Note 16);
- Equity in tangible capital assets reports on the capital assets and projects of the Cree Nation;
- Government partnership reports on the Cree Nation's equity in a partnership with other First Nations;
- A&T settlement reports on unspent funds from a previous legal settlement; and
- Operating deficit reports on the general activities of the Cree Nation's administration;

**13. Economic dependence**

Montreal Lake Cree Nation receives substantially all of its revenue from Indigenous Services Canada (ISC) and First Nation and Inuit Health Branch as a result of Treaties entered into with the Government of Canada. The ability of the Cree Nation to continue operations is dependent upon the Government of Canada's continued financial commitments as guaranteed by these Treaties.

**14. Reconciliation of Indigenous Services Canada funding**

|                                                                  | <b>2021</b>       | <b>2020</b>       |
|------------------------------------------------------------------|-------------------|-------------------|
| Funding per confirmation                                         | 35,328,486        | 23,972,309        |
| Deferred revenue - capital - beginning of year                   | 4,331,463         | 2,636,036         |
| Deferred revenue - capital - end of year                         | (4,654,430)       | (4,331,463)       |
| Deferred revenue - non-capital                                   | (4,146,410)       | -                 |
| Other adjustments                                                | -                 | (123,551)         |
|                                                                  | <b>30,859,109</b> | <b>22,153,331</b> |
| Indigenous Services Canada                                       | 23,883,179        | 16,522,573        |
| Indigenous Services Canada - First Nations & Inuit Health Branch | 6,975,930         | 5,630,758         |
|                                                                  | <b>30,859,109</b> | <b>22,153,331</b> |



# Montreal Lake Cree Nation

## Notes to the Consolidated Financial Statements

*For the year ended March 31, 2021*

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### **15. Budget information**

The disclosed budget information has been approved by the Chief and Council of the Montreal Lake Cree Nation at a meeting held on September 14, 2020.

The Cree Nation prepares budgets for programming delivered with funding received from various funding agencies and does not include budgets for economic development activities. No provision is made in the budget for amortization of tangible capital assets.

The budget process followed by management only includes activities directed by the Cree Nation. Management does not prepare a budget for capital projects administered through third party managers.

### **16. Canada Mortgage and Housing reserves**

Under agreements with CMHC, the Cree Nation has established the following:

A replacement reserve, to ensure replacement of capital equipment and for major repairs to housing units, which requires an annual cash allocation to the reserve. At March 31, 2021, the replacement reserve is required to be funded to a level of \$1,822,812 (2020 - \$1,724,389). At March 31, 2021 the cash balance in the reserve is \$528,106 (2020 - \$616,406).

An operating surplus reserve established for housing units under the Post 1997 Fixed Subsidy Program which requires surpluses to be funded with cash. Future operating losses are able to draw on the reserve funds to sustain operations. At March 31, 2021 the operating reserve is required to be funded to a level of \$827,914 (2020 - \$831,213). At March 31, 2021 the cash balance in the reserve is \$70,354 (2020 - \$70,354).

### **17. Comparative figures**

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

### **18. Contingent asset**

#### **Class Action Litigation on Drinking Water Advisories on First Nations**

On December 22, 2021, the Federal Court of Canada approved a settlement between Canada and certain First Nations and their members who were subject to a drinking water advisory that lasted at least one year between November 20, 1995, and June 20, 2021. Montreal Lake Cree Nation is eligible to participate in the settlement class. First Nations have until December 2, 2022, to confirm their acceptance by submitting a Band Council Resolution.

The First Nation is unable to reasonably estimate a value or range of outcomes for the settlement because it is in part based on individual impacted members' claims which can be filed up to March 7, 2023.

### **19. Subsequent event**

Subsequent to year end, on May 26, 2021 a new loan agreement was signed with First Nations Bank of Canada. As part of this agreement a consolidation loan was taken out for \$8,500,000, bearing interest at prime plus 2.1%, which consolidates the First Nations Bank loan disclosed in Note 9 as well as provides for new money to finance the fit up and soft costs related to the completion of the nursing station. Also under the revised agreement the interest rate was changed on the three lines of credit disclosed in Note 7 to prime plus 1.65%.



**Montreal Lake Cree Nation**  
**Schedule 1 - Consolidated Schedule of Tangible Capital Assets**  
*For the year ended March 31, 2021*

|                                                  | <i>Buildings</i> | <i>Housing</i>   | <i>Roads and other infrastructure</i> | <i>Automotive and equipment</i> | <i>Assets under construction</i> | <b>2021</b>       | <b>2020</b>       |
|--------------------------------------------------|------------------|------------------|---------------------------------------|---------------------------------|----------------------------------|-------------------|-------------------|
| <hr/>                                            |                  |                  |                                       |                                 |                                  |                   |                   |
| <b>Cost</b>                                      |                  |                  |                                       |                                 |                                  |                   |                   |
| Balance, beginning of year                       | 18,038,623       | 24,725,911       | 30,624,529                            | 4,736,607                       | 12,238,682                       | 90,364,352        | 88,346,050        |
| Acquisition of tangible capital assets           | 184,719          | -                | -                                     | 984,802                         | 1,650,642                        | 2,820,163         | 2,527,393         |
| Disposal of tangible capital assets              | -                | -                | -                                     | -                               | -                                | -                 | (509,091)         |
| Balance, end of year                             | 18,223,342       | 24,725,911       | 30,624,529                            | 5,721,409                       | 13,889,324                       | 93,184,515        | 90,364,352        |
| <hr/>                                            |                  |                  |                                       |                                 |                                  |                   |                   |
| <b>Accumulated amortization</b>                  |                  |                  |                                       |                                 |                                  |                   |                   |
| Balance, beginning of year                       | 16,364,416       | 18,157,606       | 7,838,520                             | 3,046,757                       | -                                | 45,407,299        | 43,116,617        |
| Annual amortization                              | 638,069          | 475,229          | 761,612                               | 665,474                         | -                                | 2,540,384         | 2,633,284         |
| Accumulated amortization on disposals            | -                | -                | -                                     | -                               | -                                | -                 | (342,602)         |
| Balance, end of year                             | 17,002,485       | 18,632,835       | 8,600,132                             | 3,712,231                       | -                                | 47,947,683        | 45,407,299        |
| <b>Net book value of tangible capital assets</b> | <b>1,220,857</b> | <b>6,093,076</b> | <b>22,024,397</b>                     | <b>2,009,178</b>                | <b>13,889,324</b>                | <b>45,236,832</b> | <b>44,957,053</b> |
| 2020 Net book value of tangible capital assets   | 1,674,207        | 6,568,305        | 22,786,009                            | 1,689,850                       | 12,238,682                       | 44,957,053        |                   |



**Montreal Lake Cree Nation**  
**Schedule 2 - Schedule of Consolidated Expenses by Object**  
*For the year ended March 31, 2021*

|                                             | <b>2021<br/>Budget<br/>(Note 15)</b> | <b>2021<br/>Actual</b> | <b>2020<br/>Actual</b> |
|---------------------------------------------|--------------------------------------|------------------------|------------------------|
| Salaries and benefits                       | 12,721,548                           | <b>9,737,288</b>       | 9,855,992              |
| Assistance                                  | 4,189,853                            | <b>8,933,022</b>       | 5,065,895              |
| Amortization                                | 566,656                              | <b>2,540,384</b>       | 2,633,284              |
| Program expense                             | 2,371,276                            | <b>2,153,213</b>       | 1,493,444              |
| Contracted services                         | 1,444,440                            | <b>2,054,623</b>       | 2,119,285              |
| Consulting                                  | 440,610                              | <b>1,312,197</b>       | 360,705                |
| Student expenses                            | 1,091,019                            | <b>1,293,421</b>       | 1,013,335              |
| Supplies                                    | 1,295,777                            | <b>1,266,980</b>       | 1,150,086              |
| Retail cost of sales                        | -                                    | <b>1,174,897</b>       | 881,387                |
| Pandemic                                    | 1,167,619                            | <b>1,111,758</b>       | 17,539                 |
| Operating expenses - government partnership | -                                    | <b>964,198</b>         | 963,295                |
| Tuition                                     | 560,000                              | <b>526,140</b>         | 459,450                |
| Travel                                      | 417,721                              | <b>414,843</b>         | 615,015                |
| Utilities                                   | 236,820                              | <b>395,031</b>         | 393,823                |
| Repairs and maintenance                     | 453,118                              | <b>355,541</b>         | 337,060                |
| Interest on long-term debt                  | -                                    | <b>348,358</b>         | 451,764                |
| Automotive                                  | 414,978                              | <b>335,086</b>         | 381,827                |
| Honouraria                                  | 165,808                              | <b>310,490</b>         | 362,650                |
| Insurance                                   | 196,300                              | <b>254,982</b>         | 181,494                |
| Training                                    | 442,503                              | <b>234,788</b>         | 495,351                |
| Professional fees                           | 239,169                              | <b>208,611</b>         | 359,758                |
| Telephone                                   | 122,931                              | <b>207,191</b>         | 137,733                |
| Funeral                                     | 155,000                              | <b>134,672</b>         | 76,378                 |
| Equipment, computers, and software          | 76,773                               | <b>131,126</b>         | 128,666                |
| Pharmacy                                    | 97,000                               | <b>56,949</b>          | 116,897                |
| Bank charges and interest                   | 338,995                              | <b>41,443</b>          | 56,236                 |
| Office supplies                             | 33,000                               | <b>33,815</b>          | 68,087                 |
| Meeting                                     | 52,000                               | <b>23,783</b>          | 238,184                |
| Rent                                        | 6,000                                | <b>17,642</b>          | 12,018                 |
| Janitorial                                  | -                                    | <b>2,734</b>           | 3,130                  |
| Election                                    | -                                    | -                      | 53,550                 |
| Water and septic waste hauling              | -                                    | -                      | 37,635                 |
| Administration                              | (249,707)                            | -                      | -                      |
|                                             | <b>29,047,207</b>                    | <b>36,575,206</b>      | 30,520,953             |



**Montreal Lake Cree Nation**  
**Administration**  
**Schedule 3 - Schedule of Segment Revenues and Expenses**  
*For the year ended March 31, 2021*

|                                           | <b>2021</b>      | <b>2020</b>      |
|-------------------------------------------|------------------|------------------|
| <b>Revenue</b>                            |                  |                  |
| Indigenous Services Canada                | 3,742,498        | 1,426,329        |
| Indigenous Services Canada - FNIH         | 120,640          | 115,665          |
| Prince Albert Grand Council               | 57,424           | 92,687           |
| Other revenue                             | 541,309          | 292,701          |
| Rental income                             | -                | 24,000           |
|                                           | <b>4,461,871</b> | <b>1,951,382</b> |
| <b>Expenses</b>                           |                  |                  |
| Assistance                                | 2,241,819        | 62,064           |
| Salaries and benefits                     | 1,205,603        | 1,080,499        |
| Contracted services                       | 270,978          | 138,401          |
| Consulting                                | 252,014          | 269,514          |
| Supplies                                  | 233,943          | 87,891           |
| Honouraria                                | 192,531          | 314,354          |
| Travel                                    | 159,762          | 206,578          |
| Program expense                           | 124,887          | 39,049           |
| Professional fees                         | 104,946          | 264,576          |
| Insurance                                 | 98,927           | 95,131           |
| Telephone                                 | 84,249           | 45,579           |
| Equipment, computers, and software        | 83,892           | 30,217           |
| Bank charges and interest                 | 36,450           | 45,739           |
| Training                                  | 30,276           | 23,292           |
| Utilities                                 | 23,291           | 21,526           |
| Office supplies                           | 12,925           | 23,377           |
| Meeting                                   | 8,152            | 27,011           |
| Pandemic                                  | 4,355            | -                |
| Janitorial                                | 2,733            | -                |
| Amortization                              | 2,714            | 2,714            |
| Rent                                      | 2,389            | 7,549            |
| Interest on long-term debt                | 1,452            | 133              |
| Automotive                                | 206              | 51,269           |
| Repairs and maintenance                   | 75               | 7,227            |
| Election                                  | -                | 53,550           |
| Administration (recovery)                 | (803,253)        | (715,315)        |
|                                           | <b>4,375,316</b> | <b>2,181,925</b> |
| <b>Surplus (deficit) before transfers</b> | <b>86,555</b>    | <b>(230,543)</b> |
| <b>Transfers between programs</b>         | <b>300,000</b>   | <b>406,683</b>   |
| <b>Surplus</b>                            | <b>386,555</b>   | <b>176,140</b>   |



**Montreal Lake Cree Nation**  
**Social Development**  
**Schedule 4 - Schedule of Segment Revenues and Expenses**  
*For the year ended March 31, 2021*

|                                           | <b>2021</b>      | <b>2020</b> |
|-------------------------------------------|------------------|-------------|
| <b>Revenue</b>                            |                  |             |
| Indigenous Services Canada                | <b>6,851,632</b> | 5,540,015   |
| <b>Expenses</b>                           |                  |             |
| Assistance                                | 6,551,905        | 4,732,991   |
| Salaries and benefits                     | 253,815          | 221,405     |
| Contracted services                       | 115,180          | 6,310       |
| Administration                            | 70,000           | 16,413      |
| Equipment, computers, and software        | 26,280           | 6,779       |
| Travel                                    | 20,601           | 15,761      |
| Office supplies                           | 7,925            | 15,319      |
| Supplies                                  | 6,661            | 578         |
| Telephone                                 | 2,301            | 2,505       |
| Training                                  | -                | 4,800       |
| Honouraria                                | -                | 850         |
| Automotive                                | -                | 220         |
|                                           | <b>7,054,668</b> | 5,023,931   |
| <b>Surplus (deficit) before transfers</b> | <b>(203,036)</b> | 516,084     |
| <b>Transfers between programs</b>         | <b>-</b>         | (163,620)   |
| <b>Surplus (deficit)</b>                  | <b>(203,036)</b> | 352,464     |



**Montreal Lake Cree Nation**  
**Health**  
**Schedule 5 - Schedule of Segment Revenues and Expenses**  
*For the year ended March 31, 2021*

|                                           | <b>2021</b>      | <b>2020</b> |
|-------------------------------------------|------------------|-------------|
| <b>Revenue</b>                            |                  |             |
| Indigenous Services Canada - FNIH         | 6,827,930        | 5,457,453   |
| Prince Albert Grand Council               | 4,000            | 57,893      |
| Other revenue                             | 10,084           | 479,216     |
|                                           | <b>6,842,014</b> | 5,994,562   |
| <b>Expenses</b>                           |                  |             |
| Salaries and benefits                     | 2,701,490        | 2,540,689   |
| Pandemic                                  | 1,107,402        | 17,539      |
| Program expense                           | 747,192          | 733,213     |
| Contracted services                       | 534,076          | 873,754     |
| Administration                            | 346,423          | 271,193     |
| Supplies                                  | 274,742          | 266,031     |
| Amortization                              | 109,529          | 101,443     |
| Travel                                    | 94,520           | 191,982     |
| Utilities                                 | 89,846           | 57,035      |
| Training                                  | 85,641           | 121,744     |
| Automotive                                | 84,694           | 100,222     |
| Pharmacy                                  | 56,949           | 116,897     |
| Insurance                                 | 42,874           | 12,805      |
| Telephone                                 | 35,654           | 46,168      |
| Rent                                      | 14,965           | -           |
| Meeting                                   | 14,789           | 201,684     |
| Professional fees                         | 12,280           | 33,075      |
| Repairs and maintenance                   | 6,504            | 115,932     |
| Bank charges and interest                 | 6,008            | 10,699      |
| Honouraria                                | 3,292            | 4,304       |
| Office supplies                           | 292              | 11,571      |
| Equipment, computers, and software        | -                | 15,855      |
| Consulting                                | -                | 12,644      |
|                                           | <b>6,369,162</b> | 5,856,479   |
| <b>Surplus before other items</b>         | <b>472,852</b>   | 138,083     |
| <b>Other income (expense)</b>             |                  |             |
| Gain (loss) on disposal of capital assets | -                | (23,965)    |
| <b>Surplus</b>                            | <b>472,852</b>   | 114,118     |



**Montreal Lake Cree Nation**  
**Post Secondary**  
**Schedule 6 - Schedule of Segment Revenues and Expenses**  
*For the year ended March 31, 2021*

|                                             | <b>2021</b>      | <b>2020</b> |
|---------------------------------------------|------------------|-------------|
| <b>Revenue</b>                              |                  |             |
| Indigenous Services Canada                  | 1,880,916        | 1,594,348   |
| Operating revenue - government partnership  | 966,763          | 959,743     |
| Other revenue                               | 54,167           | 40,928      |
|                                             | <b>2,901,846</b> | 2,595,019   |
| <br><b>Expenses</b>                         |                  |             |
| Student expenses                            | 1,095,455        | 898,213     |
| Operating expenses - government partnership | 964,198          | 963,295     |
| Tuition                                     | 526,140          | 459,450     |
| Salaries and benefits                       | 190,146          | 121,946     |
| Administration                              | 50,000           | 22,895      |
| Travel                                      | 33,394           | 78,599      |
| Contracted services                         | 14,174           | 10,809      |
| Supplies                                    | 13,040           | 10,523      |
| Telephone                                   | 4,478            | 6,193       |
| Office supplies                             | 960              | -           |
| Meeting                                     | 843              | 5,601       |
| Honouraria                                  | -                | 8,944       |
| Consulting                                  | -                | 3,599       |
| Automotive                                  | -                | 354         |
| Training                                    | -                | 307         |
|                                             | <b>2,892,828</b> | 2,590,728   |
| <br><b>Surplus</b>                          | <b>9,018</b>     | 4,291       |



**Montreal Lake Cree Nation**  
**Education**  
**Schedule 7 - Schedule of Segment Revenues and Expenses**  
*For the year ended March 31, 2021*

|                                    | <b>2021</b>      | <b>2020</b> |
|------------------------------------|------------------|-------------|
| <b>Revenue</b>                     |                  |             |
| Indigenous Services Canada         | 7,804,392        | 4,731,505   |
| Prince Albert Grand Council        | -                | 1,076,726   |
| Rental income                      | 32,463           | 22,438      |
| Other revenue                      | -                | 250         |
|                                    | <b>7,836,855</b> | 5,830,919   |
| <b>Expenses</b>                    |                  |             |
| Salaries and benefits              | 3,571,786        | 3,668,984   |
| Consulting                         | 1,013,677        | 25,000      |
| Supplies                           | 330,022          | 400,947     |
| Administration                     | 302,150          | 263,730     |
| Student expenses                   | 197,966          | 115,122     |
| Contracted services                | 132,088          | 200,916     |
| Travel                             | 55,886           | 38,198      |
| Utilities                          | 53,745           | 83,431      |
| Amortization                       | 51,054           | -           |
| Telephone                          | 49,797           | 10,009      |
| Honouraria                         | 46,029           | 15,009      |
| Automotive                         | 33,169           | 48,688      |
| Insurance                          | 15,000           | -           |
| Training                           | 408              | 56,404      |
| Equipment, computers, and software | -                | 50,906      |
| Repairs and maintenance            | -                | 9,604       |
| Meeting                            | -                | 3,888       |
| Janitorial                         | -                | 3,128       |
| Office supplies                    | -                | 150         |
|                                    | <b>5,852,777</b> | 4,994,114   |
| <b>Surplus</b>                     | <b>1,984,078</b> | 836,805     |



**Montreal Lake Cree Nation**  
**Community Infrastructure**  
**Schedule 8 - Schedule of Segment Revenues and Expenses**  
*For the year ended March 31, 2021*

|                                    | <b>2021</b>        | <b>2020</b> |
|------------------------------------|--------------------|-------------|
| <b>Revenue</b>                     |                    |             |
| Indigenous Services Canada         | 2,418,019          | 1,369,553   |
| Prince Albert Grand Council        | 368,659            | 365,797     |
| Other revenue                      | 102,282            | 135,079     |
| User fees                          | 35,617             | 32,587      |
|                                    | <b>2,924,577</b>   | 1,903,016   |
| <b>Expenses</b>                    |                    |             |
| Amortization                       | 1,873,909          | 1,766,651   |
| Contracted services                | 870,320            | 526,343     |
| Salaries and benefits              | 819,989            | 872,385     |
| Supplies                           | 252,761            | 188,379     |
| Utilities                          | 196,523            | 189,323     |
| Automotive                         | 186,304            | 149,698     |
| Repairs and maintenance            | 20,545             | 58,578      |
| Telephone                          | 13,116             | 9,049       |
| Travel                             | 10,433             | 21,971      |
| Rent                               | 288                | -           |
| Administration                     | -                  | 70,000      |
| Water and septic waste hauling     | -                  | 37,635      |
| Training                           | -                  | 2,051       |
| Bank charges and interest          | -                  | 413         |
| Office supplies                    | -                  | 72          |
|                                    | <b>4,244,188</b>   | 3,892,548   |
| <b>Deficit before other items</b>  | <b>(1,319,611)</b> | (1,989,532) |
| <b>Other item</b>                  |                    |             |
| Gain on disposal of capital assets | -                  | 29,472      |
| <b>Deficit</b>                     | <b>(1,319,611)</b> | (1,960,060) |



**Montreal Lake Cree Nation**  
**Housing**  
**Schedule 9 - Schedule of Segment Revenues and Expenses**  
*For the year ended March 31, 2021*

|                                         | <b>2021</b>      | <b>2020</b> |
|-----------------------------------------|------------------|-------------|
| <b>Revenue</b>                          |                  |             |
| Canada Mortgage and Housing Corporation | 583,242          | 555,852     |
| Indigenous Services Canada              | 235,000          | 1,104,281   |
| Rental income                           | 458,621          | 509,268     |
| Other revenue                           | 13,270           | -           |
|                                         | <b>1,290,133</b> | 2,169,401   |
| <b>Expenses</b>                         |                  |             |
| Amortization                            | 475,229          | 739,375     |
| Repairs and maintenance                 | 314,189          | 132,072     |
| Salaries and benefits                   | 198,306          | 148,890     |
| Insurance                               | 88,582           | 71,220      |
| Supplies                                | 66,929           | 8,067       |
| Interest on long-term debt              | 62,252           | 77,244      |
| Contracted services                     | 39,937           | 54,432      |
| Honouraria                              | 18,638           | 19,189      |
| Professional fees                       | 17,850           | 5,329       |
| Automotive                              | 15,685           | 2,595       |
| Telephone                               | 10,392           | 6,766       |
| Travel                                  | 8,688            | 17,566      |
| Utilities                               | 6,376            | 14,535      |
| Bank charges and interest               | 6,216            | 4,180       |
| Office supplies                         | -                | 13,579      |
| Rent                                    | -                | 4,469       |
|                                         | <b>1,329,269</b> | 1,319,508   |
| <b>Surplus (deficit)</b>                | <b>(39,136)</b>  | 849,893     |



**Montreal Lake Cree Nation**  
**Capital**  
**Schedule 10 - Schedule of Segment Revenues and Expenses**  
*For the year ended March 31, 2021*

|                                   | <b>2021</b>    | <b>2020</b>    |
|-----------------------------------|----------------|----------------|
| <b>Revenue</b>                    |                |                |
| Indigenous Services Canada        | 699,673        | 279,272        |
| Indigenous Services Canada - FNIH | 27,360         | 57,640         |
| <b>Surplus</b>                    | <b>727,033</b> | <b>336,912</b> |



**Montreal Lake Cree Nation**  
**Band Activities and Other Programs**  
**Schedule 11 - Schedule of Segment Revenues and Expenses**  
*For the year ended March 31, 2021*

|                                                   | <b>2021</b>      | <b>2020</b>      |
|---------------------------------------------------|------------------|------------------|
| <b>Revenue</b>                                    |                  |                  |
| Prince Albert Grand Council                       | 145,500          | 56,231           |
| Canada - claim settlement                         | -                | 2,056,624        |
| First Nations Trust                               | 894,246          | 1,230,861        |
| Other revenue                                     | 112,113          | 335,453          |
| Northern Lights Community Development Corporation | 59,200           | 264,688          |
| Interest on trust funds                           | 1,377            | 1,269            |
|                                                   | <b>1,212,436</b> | <b>3,945,126</b> |
| <b>Expenses</b>                                   |                  |                  |
| Program expense                                   | 1,126,569        | 502,464          |
| Interest on long-term debt                        | 284,654          | 374,388          |
| Salaries and benefits                             | 159,212          | 141,384          |
| Funeral                                           | 134,672          | 76,378           |
| Assistance                                        | 100,980          | 241,925          |
| Contracted services                               | 52,680           | 227,643          |
| Honouraria                                        | 50,000           | -                |
| Consulting                                        | 45,906           | -                |
| Professional fees                                 | 23,199           | -                |
| Supplies                                          | 19,182           | 127,466          |
| Automotive                                        | 12,501           | 966              |
| Travel                                            | 8,860            | 14,609           |
| Telephone                                         | 170              | -                |
| Repairs and maintenance                           | -                | 4,263            |
| Amortization                                      | -                | 1,215            |
| Training                                          | (200)            | 200              |
|                                                   | <b>2,018,385</b> | <b>1,712,901</b> |
| <b>Surplus (deficit) before other items</b>       | <b>(805,949)</b> | 2,232,225        |
| <b>Other item</b>                                 |                  |                  |
| Gain on disposal of capital assets                | -                | 31,797           |
| <b>Surplus (deficit) before transfers</b>         | <b>(805,949)</b> | 2,264,022        |
| <b>Transfers between programs</b>                 | <b>(40,500)</b>  | (136,380)        |
| <b>Surplus (deficit)</b>                          | <b>(846,449)</b> | 2,127,642        |



**Montreal Lake Cree Nation**  
**Economic Development**  
**Schedule 12 - Schedule of Segment Revenues and Expenses**  
*For the year ended March 31, 2021*

|                                        | <b>2021</b>      | <b>2020</b> |
|----------------------------------------|------------------|-------------|
| <b>Revenue</b>                         |                  |             |
| Prince Albert Grand Council            | -                | 100,500     |
| Indigenous Services Canada             | -                | 44,000      |
| Investment in Nation business entities | 3,449,103        | 634,901     |
| Retail sales                           | 1,616,901        | 1,189,364   |
| Other revenue                          | 133,834          | 324,190     |
|                                        | <b>5,199,838</b> | 2,292,955   |
| <b>Expenses</b>                        |                  |             |
| Retail cost of sales                   | 1,174,897        | 881,387     |
| Salaries and benefits                  | 327,748          | 644,199     |
| Professional fees                      | 50,336           | 56,778      |
| Amortization                           | 27,949           | 21,886      |
| Utilities                              | 20,648           | 21,413      |
| Travel                                 | 18,863           | 23,916      |
| Repairs and maintenance                | 14,228           | 9,385       |
| Office supplies                        | 11,714           | 4,012       |
| Supplies                               | 8,463            | 23,481      |
| Contracted services                    | 8,035            | 33,645      |
| Insurance                              | 5,249            | 2,338       |
| Telephone                              | 3,515            | 5,202       |
| Automotive                             | 435              | 20,338      |
| Consulting                             | -                | 49,048      |
| Administration                         | -                | 8,700       |
| Bank charges and interest              | (7,230)          | (4,795)     |
|                                        | <b>1,664,850</b> | 1,800,933   |
| <b>Surplus before other items</b>      | <b>3,534,988</b> | 492,022     |
| <b>Transfers between programs</b>      | <b>(259,500)</b> | (106,682)   |
| <b>Surplus</b>                         | <b>3,275,488</b> | 385,340     |



**Montreal Lake Cree Nation**  
**Social Support Services**  
**Schedule 13 - Schedule of Segment Revenues and Expenses**  
*For the year ended March 31, 2021*

|                                    | <b>2021</b>      | <b>2020</b> |
|------------------------------------|------------------|-------------|
| <b>Revenue</b>                     |                  |             |
| Prince Albert Grand Council        | 1,004,691        | 683,313     |
| Indigenous Services Canada         | 251,048          | 433,270     |
| Other revenue                      | 24,574           | 63,856      |
|                                    | <b>1,280,313</b> | 1,180,439   |
| <br><b>Expenses</b>                |                  |             |
| Salaries and benefits              | 309,193          | 415,611     |
| Program expense                    | 154,565          | 218,718     |
| Training                           | 118,664          | 286,552     |
| Supplies                           | 61,238           | 36,724      |
| Assistance                         | 38,318           | 28,915      |
| Administration                     | 34,680           | 62,384      |
| Equipment, computers, and software | 20,954           | 24,910      |
| Contracted services                | 17,154           | 47,032      |
| Utilities                          | 4,602            | 6,559       |
| Insurance                          | 4,350            | -           |
| Travel                             | 3,836            | 5,834       |
| Telephone                          | 3,518            | 6,262       |
| Automotive                         | 2,091            | 7,477       |
| Consulting                         | 600              | 900         |
| Office supplies                    | -                | 8           |
|                                    | <b>773,763</b>   | 1,147,886   |
| <br><b>Surplus</b>                 | <b>506,550</b>   | 32,553      |