

**MADAWASKA MALISEET
FIRST NATION NEW BRUNSWICK**

**CONSOLIDATED FINANCIAL STATEMENTS
MARCH 31, 2021**

Table of contents

Management's report	1
Independent auditor's report	2 - 3
Consolidated financial statements	
Statement of operations	4
Statement of financial position	5
Statement of change in net financial assets	6
Statement of cash flows	7
Notes to consolidated financial statements	8 - 24
Annex A: Schedule of revenues and expenses by program, service and activity	
Aboriginal Affairs and Northern Development Canada	25 - 32
Other Federal and Provincial governments transfers	33
Non-subsidized expenses	34
Canada Mortgage and Housing Corporation	35
Health Canada	36 - 41
Daycare	42
Department of Fisheries and Oceans	43
Band-owned businesses	
• St. John Valley Gas Bar	44
• Smoke Signal	45
• Madawaska Maliseet Economic Development	46
Annex B and Annex C: Schedule of remuneration and expenses (Elected and unelected senior officials)	
Independent auditor's report	47 - 48
Schedule of remuneration and expenses	49

Management's report

Management's responsibility for the consolidated financial statements

The accompanying consolidated financial statements of Madawaska Maliseet First Nation New Brunswick are the responsibility of management and have been approved by the Council.

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards prescribed for governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada and as such include amounts that are the best estimates and judgments of management.

Management is responsible for the integrity and objectivity of these statements and for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Council is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and is ultimately responsible for reviewing and approving the consolidated financial statements.

The Council meets periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities, and to review the consolidated financial statements and the external auditors report.

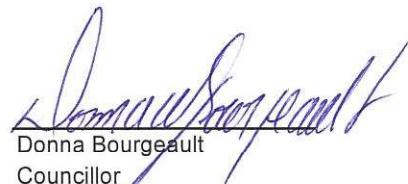
The external auditor, **Raymond Chabot Grant Thornton LLP**, conduct an independent examination, in accordance with Canadian auditing standards, and express its opinion on the consolidated financial statements. The external auditor have full and free access to financial management of Madawaska Maliseet First Nation New Brunswick and meet when required.

On behalf of Madawaska Maliseet First Nation New Brunswick:



Patricia Bernard
Chief

Diane Pelletier
Councillor



Donna Bourgeault
Councillor

Edmundston, NB
September 18, 2023

Independent auditor's report

To the Chief, Councillors and Band members of
Madawaska Maliseet First Nation New Brunswick

Qualified opinion

We have audited the consolidated financial statements of Madawaska Maliseet First Nation New Brunswick (hereafter "the Organization"), which comprise the consolidated statement of financial position as at March 31, 2021, and the consolidated statements of operations, changes in net assets (net debt) and cash flows for the year then ended, and notes to financial statements, including a summary of significant accounting policies, and the schedules.

In our opinion, except for the effects of the matter described in the "Basis for qualified opinion" section of our report, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Organization, which include all related businesses under the Band council authority, as at March 31, 2021, and the results of its operations, the change in its net financial assets (net debt) and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for qualified 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 Organization 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 qualified opinion.

Canadian public accounting standards require that the Organization compares its actual with its budgeted results by presenting, in the statements of operations and in change in net financial assets (net debt), its budgeted results and changes in net assets (net debt). These disclosures should reflect the budgeted amounts as they were originally planned and that were approved by the appropriate bodies within the Organization, without any changes to reflect subsequent actions and decisions by the entity. While the Organization presents budgeted results in its financial statements, those figures were not prepared in accordance with Canadian public accounting standards.

The consolidated financial statements include an investment in a private corporation, "BeeHigh Vital Elements Inc.", recognized at cost. The Organization has determined that, for this investment, there were indications of impairment resulting in a significant adverse change in the expected timing or amount of future cash flows. However, it has not determined whether a reduction in the carrying amount of the investment should be recognized.

Responsibilities of management and those charged with governance 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 Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

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

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.

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 Organization's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern;
- Evaluate the overall presentation, structure and content of the 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 group 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.

Raymond Holt Grant Thornton LLP

Chartered Professional Accountant

Edmundston, NB
September 18, 2023

CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended March 31,	Budget	2021	2020
	\$	\$	\$
	(unaudited)		
Revenues			
Federal government transfers for operating (note 20)	2 268 615	2 891 751	2 635 854
Federal government transfers for capital (note 20)	1 721 910	2 041 039	1 428 943
Provincial government transfers for operating (note 20)	142 500	261 830	163 475
Provincial government transfers for capital (note 20)	-	277 107	16 000
Forestry royalties	90 000	92 483	88 125
Other revenues and non-government subsidies	223 000	288 712	187 568
Revenues earned and held in Trust by federal government (note 4)	118 000	106 297	103 704
Interest earned	201 600	75 872	233 636
Commercial and residential rent	191 575	190 175	187 800
Provincial tax rebates	10 000 000	11 699 815	9 932 869
Video lottery terminal and Gaming agreement	2 100 000	460 576	2 043 318
Band-owned businesses: Annual operating surplus (pages 44, 45 & 46)	848 745	1 589 692	545 268
	17 905 945	19 975 350	17 566 560
Expenses (note 20)			
Band government (page 26)	1 426 500	1 424 292	1 472 802
Community infrastructure & public works (page 26)	763 600	745 533	773 756
Education			
• Elementary, Secondary & Post secondary (page 27)	1 407 500	1 473 101	1 350 810
Social services			
• Income assistance & assisted living (page 28)	275 400	260 449	270 285
Economic Development and Employment programs			
• Incentive program for job creation / new businesses (tenants) (page 29)	-	95 000	129 174
• First Nation and Inuit students summer work experience (page 30)	25 000	36 635	22 584
• Business Plan Development / Planning, MTSA (page 31)	-	62 918	66 995
• Aboriginal Skills and Employment Training Strategy program (page 33)	86 000	86 059	127 223
Lands & trust (page 28)			
54 600	58 391	52 883	
Environmental site assessment and Land Management (pages 29 & 33)			
293 478	307 271	423 991	
Administration & Support - Estates (page 32)			
-	-	-	8 819
Prevention projects (page 30)			
20 000	26 799	22 238	
COVID - Response (page 31 & 32)			
-	111 357	49 500	
Child and family services / Daycare (page 42)			
387 000	428 569	335 361	
Housing			
• Non-subsidized housing expenses (page 34)	633 000	696 487	606 079
• Subsidized expenses under CMHC & RRAP programs (page 35)	81 300	97 025	87 048
Specific and special claims (page 34)			
25 000	87 553	8 360	
Cultural education, Indian studies & Education Initiative (page 34)			
5 000	3 240	20 867	
Health services			
• Non-subsidized health expenses (page 34)	195 000	167 198	221 884
• Subsidized expenses under Health Canada programs (page 36)	523 900	559 949	518 217
Fisheries and oceans (page 43)			
57 500	59 624	48 644	
Amortization (note 12)			
1 800 000	1 956 690	1 789 496	
	8 059 778	8 744 139	8 407 014
Annual surplus (note 22) (Segment disclosure (note 23))			
9 846 167	11 231 210	9 159 546	
Treaty credit allocated to Band members	(6 300 000)	(6 368 000)	(6 248 000)
Accumulated surplus, beginning of year			
51 609 587	51 609 587	48 698 041	
Accumulated surplus, end of year (note 13 & page 5)			
55 155 754	56 472 798	51 609 587	

The accompanying notes are an integral part of the consolidated financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

<u>As at March 31,</u>	<u>2021</u>	<u>2020</u>
	\$	\$
Financial assets		
Cash and cash equivalents		
Unrestricted cash	15 095 387	12 385 659
Trust fund, held by federal government (note 4 a))	-	10 896
Reserve fund, Land code (note 4 b))	1 138 339	1 035 353
Reserve fund, Section 95 Housing (note 4 c))	198 426	186 006
Accounts receivable		
Governments and other governments organizations (note 5 a))	8 305 940	7 082 511
Trade, accrued interests and others (note 5 b))	789 756	425 406
Inventory for resale (note 6)	505 633	342 555
Investment in a private Corporation, «BeeHigh Vital Elements Inc.», at cost	a) & b) 1 000 000	1 000 000
a) 2,857,143 common shares representing 15,78% of ownership		
b) Licensed producer of medical marijuana	27 033 481	22 468 386
Financial liabilities		
Accounts payable		
Governments and other governments organizations (note 8 a))	269 174	152 336
Trade, accrued liabilities and others (note 8 b))	4 452 130	3 377 553
Deferred revenues (note 9)	1 037 955	1 112 246
Long-term debt (note 10)	920 053	1 012 415
	6 679 312	5 654 550
Net financial assets (page 6)	20 354 169	16 813 836
Non-financial assets		
Tangible capital assets (note 12)	35 859 623	34 481 088
Prepaid expenses (note 11)	259 004	314 663
	36 118 627	34 795 751
Accumulated surplus (page 4 & note 13)	56 472 798	51 609 590

The accompanying notes are an integral part of the consolidated financial statements.

On behalf of Madawaska Maliseet First Nation:

Peter Bern	Dennis Bourque	Councillor
Chief		Councillor

CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

For the year ended March 31,	2021	2020
	\$	\$
Annual surplus before Treaty credit allocated to Band members	11 231 210	9 159 546
Treaty credit allocated to Band members	(6 368 000)	(6 248 000)
Annual surplus	4 863 210	2 911 546
Changes in non-financial assets		
Tangible capital assets		
Acquisition of tangible capital assets (note 12)	(3 335 223)	(5 627 920)
Amortization of tangible capital assets (note 12)	1 956 690	1 789 496
Disposal of tangible capital assets (note 12)	-	4 000
Other non-financial assets		
Recognition of prepaid expenses	55 659	34 191
Net increase in non-financial assets	(1 322 874)	(3 800 233)
Change in net financial assets	3 540 337	(888 687)
Net financial assets, beginning of year	16 813 832	17 702 518
Net financial assets, end of year (page 5)	20 354 169	16 813 832

The accompanying notes are an integral part of the consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended March 31,	2021	2020
	\$	\$
Operating transactions		
Annual surplus	4 863 210	2 911 546
Items not affecting cash		
Amortization of tangible capital assets	1 956 690	1 789 496
Change in non-cash charges to operations		
(Increase) decrease in accounts receivable	(1 587 779)	4 957 627
(Increase) decrease in inventories for resale	(163 078)	36 633
Decrease in prepaid expenses	55 659	34 191
Increase in accounts payable and accrued liabilities	1 191 415	131 151
Decrease in deferred revenues	(74 291)	(126 382)
Cash provided by operating transactions	6 241 826	9 734 261
Capital transactions		
Acquisitions of tangible capital assets	(3 335 223)	(5 627 920)
Disposal of tangible capital assets	-	4 003
Cash provided by (applied to) capital transactions	(3 335 223)	(5 623 917)
Investing activities		
Increase in restricted cash and cash equivalents	(104 509)	(57 910)
Cash provided by (applied to) investing activities	(104 509)	(57 910)
Financing activities		
Debt repayment	(92 362)	(93 072)
Cash provided by (applied to) financing activities	(92 362)	(93 072)
Net increase in unrestricted cash	2 709 728	3 959 364
Unrestricted cash, beginning of year	12 385 659	8 426 296
Unrestricted cash, end of year	15 095 387	12 385 659
Unrestricted cash	15 095 387	12 385 659

The accompanying notes are an integral part of the consolidated financial statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**As at March 31, 2021**

1. Governing statutes and nature of operations

Madawaska Maliseet First Nation New Brunswick is regulated under Indian Law without being incorporated. Such as a local government, the activities are governed by a Council which is composed of a Chief and two councillors with a goal to administrate the equity of the First Nation with the best interest of the community.

Health services is operated within Madawaska Maliseet First Nation operations. Its objective is to provide adequate health care to the community.

Section 95 Housing Project is operated within Madawaska Maliseet First Nation operations. Its objective is to provide adequate housing to low income families.

Most of the revenues are generated from government funding, tax rebates, gaming agreement, sales of tobacco, gas and general merchandises and rental income.

2. Summary of significant accounting policies**Principles of consolidation**

All commercial enterprises which meet the definition of government business enterprise are included in the consolidated financial statements on a modified equity basis.

Basis of accounting

These consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards prescribed for governments as recommended by the Public Sector Accounting Board of CPA Canada.

Reporting Entity

The Madawaska Maliseet First Nation New Brunswick reporting entity includes the Madawaska Maliseet First Nation New Brunswick government and its commercial enterprises St. John Valley Gas Bar, Smoke Signal and Madawaska Maliseet Economic Development Corporation.

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 provide resources to discharge existing liabilities but are employed to deliver government services, may be consumed in normal operations and are not for resale. Non-financial assets include tangible capital assets and prepaid expenses.

Revenue Recognition

Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

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

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 20212. Summary of significant accounting policies [... continuation]Revenue Recognition [... continuation]

Contributions from other sources are deferred when restrictions are placed on their use by the contributor, and are recognized as revenue when used for the specific purpose.

Revenue related to fees or services received in advance of the fee being earned or the service is performed is deferred and recognized when the fee is earned or service performed.

Commercial and residential rent are recognized in the period in which the transactions or events occurred that gave rise to the revenues. Commercial and residential rent are recorded on an accrual basis.

Investment transactions are recognized at the transaction date and the resulting revenues are recognized in earnings using the accrual basis of accounting. Interest income is recognized on a time proportion basis whereas dividend income is recognized when the Company's right to receive payment is established. Revenues from investment funds are recognized upon distribution. Changes in fair value are recognized when they occur. Gains or losses on the disposal of investments measured at cost are determined using the average cost method.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, balances with banks net of bank overdrafts and term deposits having a maturity of three months or less at acquisition which are held for the purpose of meeting short-term cash commitments.

Inventories for resale

Inventories of supplies and goods available for resale are recorded at the lower of cost and net realizable value. The cost is determined as per the «first in first out» (FIFO) method.

Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Cost includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the asset.

Leases that transfer substantially all the benefits and risks of ownership to the lessee are recorded as capital leases. Accordingly, at the inception of the leases, the tangible capital asset and related lease obligations are recorded at an amount equal to the present value of future lease payments discounted at the lower of the interest rate inherent in the lease contracts and Madawaska Maliseet First Nation New Brunswick incremental cost of borrowing.

Amortization is provided annually at rates calculated to write off the assets over their useful lives using the declining balance method as follows:

Paving & land improvements	5%	Fishing traps & gear	20%
Buildings, improvements & fishing facilities on-shore	5%	Material & equipment	20%
Housing	5%	Signs	20%
Residential lots	5%	Vehicles	30%
Roads & commercial lots	5%	Computers & softwares	30%
Sidewalks	5%	Amusement park	20%
Water systems & underground networks	5%	Household appliances	20%
Fishing vessels	10%	Security system	20%

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

2. Summary of significant accounting policies [... continuation]**Tangible capital assets** [... continuation]

Tangible capital assets are written down when conditions indicate that they no longer contribute to Madawaska Maliseet First Nation New Brunswick's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as expenses in the consolidated statement of operations.

Contributed capital assets are recorded into revenues at their fair value on the date of donation, except in circumstances where fair value cannot be reasonably determined, in which case they are recognized at nominal value. Transfers of capital assets from related parties are recorded at carrying value.

Certain assets which have historical or cultural value, including works of art, historical documents and historical and cultural artifacts, are not recognized as tangible capital assets. Assets under construction are not amortized until the asset is available to be put into service.

Investment

The Organization recognizes its portfolio investment in a private Corporation at cost.

Employee benefit obligations

Madawaska Maliseet First Nation provides defined contribution plan for eligible members of its staff. Members are required to contribute 5.5% of their salary up to a maximum of 9.0% of their basic salary. The First Nation contributes 5.5% up to a maximum of 9.0% which contributions are directed to the member's contribution account. The amount of retirement benefit to be received by the employees will be the amount of retirement annuity that could be purchased based on the member's share of the pension plan at the time of the member's withdrawal from the plan. (note 17)

Measurement uncertainty

In preparing the consolidated financial statements for the government of Madawaska Maliseet First Nation, the Council is required to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the consolidated financial statements and reported amounts of revenue and expenses during the period. These estimates are based on Council's best knowledge of current events and actions that Madawaska Maliseet First Nation may undertake in the future. Actual results could differ from these estimates.

Financial instruments

The financial instruments consist of cash, accounts receivable & payable and mortgages. Unless otherwise noted, it is the management opinion that the organization is not exposed to significant interest and credit risks arising from these financial instruments and not at all exposed to currency exchange risk. The fair value of the short-term financial instruments approximates their carrying values, unless otherwise noted. Furthermore, the fair value of the mortgages is not readily obtainable. However, the overall interest rates bearing on the mortgages are representative of the actual market rates and, therefore, the fair value of the mortgages approximates its carrying value.

3. Interest on long-term debt	2021	2020
	\$	\$
Interest on long-term debt	15 399	21 416

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

4. Trust fund, Reserve fund (Land code) and Reserve funds (Section 95 housing)

The Ottawa Trust Accounts arise from monies derived from capital or revenue sources as outlined in Section 62 of the Indian Act. These funds are held in trust in the Consolidated Revenue Fund of the Government of Canada and are subject to audit by the Office of the Auditor General of Canada. The management of these funds is primarily governed by Section 63 to 69 of the Indian Act.

	2021	2020
	\$	\$
a) Trust fund, held by federal government		
Balance, beginning of year:	10 896	10 896
Release of fund as per FNLM agreement	(10 896)	-
Balance, end of year	-	10 896
b) Reserve fund, Land code		
Balance, beginning of year	1 035 353	1 001 939
Deposits		
Head lease lot (Grey Rock)	76 247	76 247
Twin Rivers Pipeline Right of Way (2019/20: 14,947 \$ reported in 2018/19)	14 947	-
NB Power transmission line	6 900	6 900
Interest earned	8 204	20 557
Release of Trust fund, held by federal government	10 896	-
HST collected on revenues (2019/20)	12 840	-
HST collected on revenues (2018/19)	16 952	-
Withdrawals		
HST collected	-	(12 840)
Funeral assistance (7,000 \$ per deceased)	(28 000)	(9 450)
Housing assistance (8,000 \$ per unit)	(16 000)	(48 000)
Balance, end of year	1 138 339	1 035 353
c) Reserve funds, Section 95 housing		

Under the terms of the agreement with CMHC, the **replacement reserve** account is to be credited for an amount of \$ 1,000 annually for each unit. These funds, along with accumulated interest, must be held in a separate bank account and/or invested in accounts or instruments insured by the Canada Deposit Insurance Corporation or as may otherwise be approved by CMHC. The funds in the account may only be used as approved by CMHC. Withdrawals are credited to interest first and then to principal.

	Pre-1997	Post-1996	2021	2020
	\$	\$	\$	\$
Replacement Reserve, beginning of year	9 539	172 896	182 435	157 939
Annual allotment	780	23 000	23 780	23 830
Interest earned	-	120	120	666
Withdrawals for housing repairs	-	(11 480)	(11 480)	-
Replacement Reserve, end of year	10 319	184 536	194 855	182 435

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

c) Reserve funds, Section 95 housing [...continuation]

Under the terms of the agreement with CMHC, a portion of accumulated surplus is to be retained in an **operating reserve** fund. These funds, along with accumulated interest, must be held in a separate bank account and/or invested in accounts or instruments insured by the Canada Deposit Insurance Corporation or as may otherwise be approved by CMHC. The funds in the account may only be used to fund any future deficit. Withdrawals are credited to interest first and then to principal.

	2021	2020
	\$	\$
Operating Reserve , beginning of year	2 571	2 571
Contribution (withdrawal) as requested by CMHC	-	-
Operating Reserve (including interests) , end of year	2 571	2 571

Under the terms of the agreement with CMHC, excess federal assistance payments received must be retained in a **subsidy reserve** up to a maximum of \$ 500 per unit, plus interest. The reserve is to be comprised of monies deposited in a separate bank account and/or invested only in accounts or instruments insured by the Canada Deposit Insurance Corporation or as may otherwise be approved by CMHC from time to time. The funds in this account may only be used to meet future subsidy requirements of income-tested occupants over and above the maximum federal assistance. Withdrawals are credited to interest first and then to principal. When the fund has attained the maximum of \$ 500 per unit, up to 10% of the excess assistance during a year may be transferred to the other projects owned by the borrower requiring additional assistance if they are within the same municipality or are assisted under the same program.

	2021	2020
	\$	\$
Subsidy Surplus Reserve , beginning of year	1 000	1 000
Contributions (withdrawal)	-	-
Subsidy Surplus Reserve , end of year	1 000	1 000
Total reserve fund	198 426	186 006

5. Accounts receivable	2021	2020
	\$	\$
a) Governments and other governments organizations		
Aboriginal Affairs and Northern Development Canada	250 000	705 561
Health Canada	-	-
CMHC, RRAP, HASI & Retrofit	215 938	144 393
Harmonized Sales Tax	-	42 879
Fisheries and Oceans Canada	170 000	161 544
Province of New Brunswick	7 670 002	6 028 134
	8 305 940	7 082 511
b) Trade, accrued interests and others		
Trade and others	783 251	414 495
Accrued interests revenues	6 505	10 911
Tenants, section 95	-	-
	789 756	425 406

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

	2021	2020
	\$	\$
6. Inventory for resale		
Tobacco	358 807	202 493
General merchandise	73 572	63 852
Gas, fuel and diesel	41 462	46 061
Loto	31 792	30 148
	505 633	342 555
7. Line of credit		
Authorized line of credit of 500,000 \$, Royal Bank of Canada, bearing interest at prime plus 0.70% per annum payable monthly, secured by general security.		
8. Accounts payable	2021	2020
	\$	\$
a) Governments and other governments organizations		
Aboriginal Affairs and Northern Development Canada	142 500	142 500
Harmonized Sales Tax	122 130	-
Payroll remittances	4 544	9 836
	269 174	152 336
b) Trade, accrued interests and others		
Trade and accruals	4 429 979	3 350 712
Salaries	22 151	26 841
	4 452 130	3 377 553
9. Deferred revenues	2021	2020
	\$	\$
Aboriginal Affairs and Northern Development Canada (pages 25 & 32)		
Stream diversion	230 029	665 768
Other mitigation	135 964	-
FNLM operational support	441 883	340 080
COVID-Response	-	57 702
Regional Development Corporation (<i>MEI programs</i>)	165 570	-
Health Canada		
Operational funding	4 200	9 900
	977 646	1 073 450
Trade and others	60 309	38 796
	1 037 955	1 112 246

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

10. <u>Long-term debt</u>	2021	2020
	\$	\$
Mortgage (Pre-97 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 294 \$, including principal and interest at 1.88%, maturing in December 2021, secured by the Minister of Indian and Northern Affairs.	2 629	6 078
Mortgage (Pre-97 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 283 \$, including principal and interest at 1.83%, maturing in December 2024, renewable on August 1, 2024, secured by the Minister of Indian and Northern Affairs.	11 257	14 422
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 374 \$, including principal and interest at 1.21%, maturing in March 2026, renewable on May 1, 2021, secured by the Minister of Indian and Northern Affairs.	21 756	25 950
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 371 \$, including principal and interest at 1.83%, maturing in December 2024, secured by the Minister of Indian and Northern Affairs.	16 125	20 243
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 373 \$, including principal and interest at 1.48%, maturing in January 2027, renewable on January 1, 2022, secured by the Minister of Indian and Northern Affairs.	25 109	29 182
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 373 \$, including principal and interest at 1.48%, maturing in January 2027, renewable on January 1, 2022, secured by the Minister of Indian and Northern Affairs.	25 109	29 182
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 373 \$, including principal and interest at 1.48%, maturing in January 2027, renewable on January 1, 2022, secured by the Minister of Indian and Northern Affairs.	25 109	29 182
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 373 \$, including principal and interest at 1.48%, maturing in January 2027, renewable on January 1, 2022, secured by the Minister of Indian and Northern Affairs.	25 354	29 467

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

10. Long-term debt [...continuation]	2021	2020
	\$	\$
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 292 \$, including principal and interest at 0.71%, maturing in March 2035, renewable on November 1, 2025, secured by the Minister of Indian and Northern Affairs.	46 613	49 727
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 373 \$, including principal and interest at 1.14%, maturing in June 2033, renewable on June 1, 2021, secured by the Minister of Indian and Northern Affairs.	51 147	55 018
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 399 \$, including principal and interest at 1.13%, maturing in July 2035, renewable on July 1, 2021, secured by the Minister of Indian and Northern Affairs.	63 353	67 404
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 392 \$, including principal and interest at 1.13%, maturing in July 2035, renewable on July 1, 2021, secured by the Minister of Indian and Northern Affairs.	62 256	66 237
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 289 \$, including principal and interest at 1.14%, maturing in June 2036, renewable on June 1, 2021, secured by the Minister of Indian and Northern Affairs.	48 570	51 472
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 1,214 \$, including principal and interest at 2.39%, maturing in January 2028, renewable on February 1, 2023, secured by the Minister of Indian and Northern Affairs.	91 815	104 051
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 406 \$, including principal and interest at 2.39%, maturing in January 2028, renewable on February 1, 2023, secured by the Minister of Indian and Northern Affairs.	30 716	34 819
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 416 \$, including principal and interest at 1.86%, maturing in August 2036, renewable on August 1, 2022, secured by the Minister of Indian and Northern Affairs.	66 892	70 610
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 418 \$, including principal and interest at 1.86%, maturing in September 2036, renewable on August 1, 2022, secured by the Minister of Indian and Northern Affairs.	67 526	71 270
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 440 \$, including principal and interest at 2.39%, maturing in February 2037, renewable on February 1, 2023, secured by the Minister of Indian and Northern Affairs.	69 866	73 468

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

10. Long-term debt [... continuation]	2021	2020
	\$	\$
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 404 \$, including principal and interest at 2,14%, maturing in November 2023, secured by the Minister of Indian and Northern Affairs.	12 531	17 056
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 390 \$, including principal and interest at 0,68%, maturing in March 2029, renewable on August 1, 2025 secured by the Minister of Indian and Northern Affairs.	36 473	38 292
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 409 \$, including principal and interest at 0,65%, maturing in March 2024, secured by the Minister of Indian and Northern Affairs.	14 988	17 914
Mortgage (Post-96 projects), Canada Mortgage and Housing Corporation, repayable in monthly instalments of 394 \$, including principal and interest at 0,68%, maturing in February 2039, renewable on August 1, 2025, secured by the Minister of Indian and Northern Affairs.	79 750	82 189
	920 053	1 012 415

The aggregate amount of payments required over the next five years on the above indebtedness is as follows:

2022 - 99 090 \$ 2023 - 97 983 \$ 2024 - 97 919 \$ 2025 - 88 570 \$ 2026 - 84 764 \$

11. Prepaid expenses	2021	2020
	\$	\$
Insurance	59 617	46 567
Fire protection services	45 958	43 843
Others	17 219	16 334
Tuition fees	136 210	147 284
Students allowances	-	27 949
Commercial lease	-	32 686
	259 004	314 663

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

12. Tangible capital assets

Cost	2020	Acquisitions	Disposals	2021
	\$	\$	\$	\$
Administration and municipal-type services				
Land	573 535	275 000	-	848 535
Paving & land improvements	2 281 507	1 461 210	-	3 742 717
Buildings & improvements	9 486 372	158 381	-	9 644 753
Fishing facilities on-shore	277 813	-	-	277 813
Housing	327 796	5 640	-	333 436
Residential lots	2 495 634	50 746	-	2 546 380
Roads & commercial lots	2 599 804	111 740	-	2 711 544
Sidewalks	1 094 026	369 475	-	1 463 501
Water systems & underground networks	1 112 415	120 730	-	1 233 145
Fishing vessels	1 021 597	-	-	1 021 597
Fishing traps & gear	337 863	-	-	337 863
Material, equipment & signs	700 993	48 416	-	749 409
Vehicles	397 479	69 208	-	466 687
Computers & softwares	103 887	-	-	103 887
Daycare				
Building, paving & land improvements	1 577 791	68 406	-	1 646 197
Paving & land improvements	-	54 830	-	54 830
Equipment, learning material & amusement park	130 270	17 013	-	147 283
Health Services				
Building, paving & land improvements	53 554	-	-	53 554
Equipment, learning material & amusement park	95 143	-	-	95 143
Computers & softwares	4 958	-	-	4 958
Section 95				
Land	5 000	-	-	5 000
Paving & land improvements	1 465	-	-	1 465
Housing	2 687 984	-	-	2 687 984
Household appliances	53 759	2 430	-	56 189
Smoke Signal				
Leasehold improvements	223 416	-	-	223 416
Material, equipment & signs	19 848	-	-	19 848
Saint John Valley Gas Bar				
Land	112 905	-	-	112 905
Building	846 514	-	-	846 514
Paving & land improvements	113 400	-	-	113 400
Material, equipment & signs	232 711	-	-	232 711
Computers & softwares	3 410	-	-	3 410
Security system	19 422	-	-	19 422
Madawaska Maliseet Economic Development Corp.				
Land improvements, roads, underground network	14 333 061	-	-	14 333 061
Building	-	71 100	-	71 100
Strip mall	6 669 854	-	-	6 669 854
Vehicles, material & equipment	119 038	-	-	119 038
Signs	422 754	450 898	-	873 652
	50 536 978	3 335 223	-	53 872 200

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

12. Tangible capital assets [...continuation]

Accumulated amortization	2020	Amortization	Disposals	2021
	\$	\$	\$	\$
Administration and municipal-type services				
Paving & land improvements	231 920	139 010	-	370 930
Buildings & improvements	3 441 072	221 392	-	3 662 464
Fishing facilities on-shore	72 850	10 248	-	83 098
Housing	104 992	62 777	-	167 769
Residential lots	860 047	83 048	-	943 095
Roads & commercial lots	824 013	81 436	-	905 449
Sidewalks	403 431	43 767	-	447 198
Water systems & underground networks	656 057	25 836	-	681 893
Fishing vessels	495 926	52 567	-	548 493
Fishing traps & gear	214 310	23 514	-	237 824
Material, equipment & signs	492 302	61 589	-	553 891
Vehicles	323 508	32 572	-	356 080
Computers & softwares	69 694	10 258	-	79 952
Daycare				
Building, paving & land improvements	-	81 971	-	81 971
Equipment, learning material & amusement park	50 202	17 715	-	67 917
Health Services				
Building, paving & land improvements	26 921	1 332	-	28 253
Equipment, learning material & amusement park	85 605	1 908	-	87 513
Computers & softwares	989	1 191	-	2 180
Section 95				
Paving & land improvements	755	28	-	783
Housing	1 193 546	74 723	-	1 268 269
Household appliances	49 154	1 308	-	50 462
Smoke Signal				
Leasehold improvements	27 500	9 796	-	37 296
Material, equipment & signs	8 549	2 260	-	10 809
Saint John Valley Gas Bar				
Building	457 448	19 255	-	476 703
Paving & land improvements	60 216	2 659	-	62 875
Material, equipment & signs	80 983	31 138	-	112 121
Computers & softwares	2 846	169	-	3 015
Security system	17 808	323	-	18 131
Madawaska Maliseet Economic Development Corp.				
Land improvements, roads, underground network	4 057 821	513 663	-	4 571 484
Strip mall	1 372 752	264 855	-	1 637 607
Vehicles, material & equipment	54 774	18 320	-	73 094
Signs	317 896	66 062	-	383 958
	16 055 886	1 956 690	-	18 012 577
Unamortized balance				
	34 481 090			35 859 623

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

	2021	2020
	\$	\$
Accumulated surplus consists of:		
Restricted cash (notes 4 a), b) & c))	1 336 765	1 232 256
Invested in tangible capital assets (note 14)	34 939 570	33 468 675
Unrestricted surplus (note 15)	20 196 464	16 908 656
	56 472 798	51 609 588
 14. Invested in tangible capital assets		
	2021	2020
	\$	\$
Tangible capital assets (note 12)	35 859 623	34 481 090
Loans related to investment in tangible capital assets		
Long-term debt (note 10)	(920 053)	(1 012 415)
Invested in tangible capital assets	34 939 570	33 468 675
 15. Unrestricted surplus		
	2021	2020
	\$	\$
Unrestricted surplus, beginning of year	16 908 656	17 982 516
Annual surplus (page 4)	11 231 210	9 159 546
Treaty credit allocated to Band members	(6 368 000)	(6 248 000)
Annual surplus invested in tangible capital assets	(1 470 895)	(3 927 497)
Annual surplus invested in restricted cash	(104 508)	(57 911)
Unrestricted surplus, end of year	20 196 464	16 908 656

16. Contingencies**Bank guarantee**

The Madawaska Maliseet First Nation is contingently liable for mortgage loans for a total amount of 2,347,407 \$ as at April 16, 2020, for Band members which is secured by a promissory note co-signed by the Madawaska Maliseet First Nation and the Minister of Aboriginal Affairs and Northern Development Canada. In the opinion of management, it is unlikely that this guarantee will be exercised and, accordingly, no liability has been recorded in the consolidated financial statements in this respect.

Contribution agreements

The Madawaska Maliseet First Nation has entered into contribution agreements with various federal government departments. Funding received under these contribution agreements is subject to repayment if the First Nation fails to comply with the terms and conditions of the agreements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**As at March 31, 2021**

17. Obligation under pension plan agreement

Madawaska Maliseet First Nation provides defined contribution plan for its employees which are required to contribute 5.5% of their salary up to a maximum of 9.0% of their basic salary. The First Nation contributes 5.5% up to a maximum of 9.0% which contributions are directed to the member's contribution account. The amount of retirement benefit to be received by the employees will be the amount of retirement annuity that could be purchased based on the member's share of the pension plan at the time of the member's withdrawal from the plan. Madawaska Maliseet contribution to the pension plan during the year 119,164 \$ (112,690 \$ in 2020).

18. Economic dependence

The government of Madawaska Maliseet First Nation receives a major portion of its revenue from Aboriginal Affairs and Northern Development Canada, Health Canada, tax rebates and gaming agreement with the province of New Brunswick. The nature and extent of these revenues is of such significance that the First Nation is economically dependent on these source of revenues.

19. Subsequent Events

Subsequent to its year-end, sixteen mortgages were renewed at various dates between the year ending March 31, 2021 and the audit report's date. The total renewed Mortgages are totaling 702,316 \$.

A lawsuit settlement in the amount of 145,000,000 \$ has been received after year-end since Canada breached its legal, treaty and Royal Proclamation obligations to the Madawaska Maliseet First Nation by alienating three parcels of reserve land. After receiving the settlement, Madawaska Maliseet First Nation redistributed 125,000 \$ to each band member of legal age.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

20. Government transfers	2021			2020		
	Operating \$	Capital \$	Total \$	Operating \$	Capital \$	Total \$
Federal government transfers						
AANDC	2 163 634	1 705 300	3 868 934	2 038 973	1 204 711	3 243 684
• Unexpended funding (note 9)						
(+) Beginning of year	397 782	665 768	1 063 550	320 802	800 000	1 120 802
(-) End of year	(477 847)	(330 029)	(807 876)	(397 782)	(665 768)	(1 063 550)
AANDC (net)	2 083 569	2 041 039	4 124 608	1 961 993	1 338 943	3 300 936
Health Canada	534 649	-	534 649	440 527	-	440 527
• Unexpended funding (note 9)						
(+) Beginning of year	9 900		9 900			
(-) End of year	(4 200)	-	(4 200)	(9 900)	-	(9 900)
CMHC, RRAP, HASI & Retrofit	121 321	-	121 321	84 481	-	84 481
Department of Fisheries & Oceans	45 000	-	45 000	31 530	90 000	121 530
ASETS program	101 512	-	101 512	127 223	-	127 223
	2 891 751	2 041 039	4 932 790	2 635 855	1 428 943	4 064 797
Provincial government transfers						
Department of Education	153 051	-	153 051	92 475	-	92 475
Aboriginal Strategic Initiatives	50 000	-	50 000	50 000	-	50 000
Aboriginal Affairs Secretariat	-	-	-	21 000	-	21 000
Regional Development Corporatior	224 349	277 107	501 456	-	16 000	16 000
• Unexpended funding (note 9)						
(-) End of year	(165 570)	-	(165 570)	-	-	-
	261 830	277 107	538 937	163 475	16 000	179 475
Total government transfers	3 153 581	2 318 146	5 471 727	2 799 329	1 444 943	4 244 272
21. Expenses by object						
				2021	2020	
				\$	\$	
Salaries and fringe benefits				3 067 947	3 030 419	
Honoraria chief and councillors				110 000	90 000	
Pension plan				119 164	112 115	
Interest on long-term debt				15 399	21 416	
Professional services				321 012	355 208	
Water, sewage and electricity (excluding heating and fire wood allowances for Band members)				336 899	340 712	
Other				2 817 028	2 667 647	
Amortization				1 956 690	1 789 496	
				8 744 139	8 407 014	
22. Annual surplus net of capital related revenues and amortization						
				2021	2020	
				\$	\$	
Annual surplus				11 231 210	9 159 546	
Capital related revenues included in annual surplus:						
Federal government transfers for capital (note 20)				(2 318 146)	(1 444 943)	
				(2 318 146)	(1 444 943)	
Amortization expense included in annual surplus				1 956 690	1 789 496	
Annual surplus net of capital related revenues and amortization				10 869 754	9 504 100	

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

23. Segment Disclosure

Madawaska Maliseet First Nation provides a range of services to its members. For management reporting purposes, operations and activities are organized and reported by services provided. For each segment separately reported, the segment revenue and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. The presentation by segment is based on the same accounting policies as described in the summary of significant Accounting Policies as described in Note 2. The segment results for the period are as follows:

	Health Services			Band Government			Infrastructure & Public Works		
	Budget \$ (unaudited)	2021 \$	2020 \$	Budget \$ (unaudited)	2021 \$	2020 \$	Budget \$ (unaudited)	2021 \$	2020 \$
Revenues									
Federal government operating transfers	449 135	540 349	430 627	238 100	238 313	237 589	74 800	74 891	74 663
Federal government capital transfers	-	-	-	-	-	-	-	-	-
Provincial government operating transfers	-	-	-	-	-	-	-	-	-
Provincial government capital transfers	-	-	-	-	-	-	-	-	-
Other revenues	-	-	-	-	-	-	-	-	-
Total Revenues	449 135	540 349	430 627	238 100	238 313	237 589	74 800	74 891	74 663
Expenses									
Salaries and fringe benefits	354 200	367 718	337 255	720 000	740 641	699 533	336 000	350 566	392 971
Other expenses	354 800	349 217	402 845	706 500	683 651	773 269	427 600	394 967	380 785
Debt servicing (interest)	-	-	-	-	-	-	-	-	-
Amortization	4 076	4 431	9 432	-	-	-	195 601	212 628	198 026
Total Expenses	713 076	721 366	749 532	1 426 500	1 424 292	1 472 802	959 201	958 161	971 782
Annual deficit	(263 941)	(181 017)	(318 905)	(1 188 400)	(1 185 979)	(1 235 213)	(884 401)	(883 270)	(897 119)

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

23. Segment Disclosure (...continuation)

	Housing			Education			Social Services		
	Budget	2021	2020	Budget	2021	2020	Budget	2021	2020
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues									
Federal government operating transfers	76 600	88 616	84 481	695 300	741 837	693 848	264 000	264 341	263 538
Federal government capital transfers	-	-	-	-	-	-	-	-	-
Provincial government operating transfers	-	-	-	92 500	117 725	92 475	-	-	-
Provincial government capital transfers	-	-	-	-	-	-	-	-	-
Other revenues (rent & interests on arrears)	100 600	97 720	103 392	-	-	-	-	-	-
Total Revenues	177 200	186 337	187 874	787 800	859 562	786 323	264 000	264 341	263 538
Expenses									
Salaries and fringe benefits	138 000	141 686	132 238	48 000	54 973	46 357	82 000	84 848	79 363
Other expenses	559 700	636 426	539 474	1 364 500	1 421 368	1 325 320	193 400	175 601	190 922
Debt servicing (interest)	16 600	15 399	21 416	-	-	-	-	-	-
Amortization	204 116	221 884	178 006	-	-	-	-	-	-
Total Expenses	918 416	1 015 396	871 133	1 412 500	1 476 341	1 371 677	275 400	260 449	270 285
Annual surplus (deficit)	(741 216)	(829 059)	(683 259)	(624 700)	(616 779)	(585 354)	(11 400)	3 892	(6 747)

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

As at March 31, 2021

23. Segment Disclosure (...continuation)

	Other subsidized programs			Provincial tax rebates / VLT / BOB (a)			Total		
	Budget	2021	2020	Budget	2021	2020	Budget	2021	2020
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues									
Federal government operating transfers	470 680	943 403	851 108	-	-	-	2 268 615	2 891 751	2 635 854
Federal government capital transfers	1 721 910	2 041 039	1 428 943	-	-	-	1 721 910	2 041 039	1 428 943
Provincial government operating transfers	50 000	144 105	70 999	-	-	-	142 500	261 830	163 474
Provincial government capital transfers	-	277 107	16 000	-	-	-	-	277 107	16 000
Other revenues	723 575	655 820	697 440	18 775 600	20 467 760	18 156 577	19 599 775	21 221 299	18 957 410
Total Revenues	2 966 165	4 081 474	3 064 490	18 775 600	20 467 760	18 156 577	23 732 800	26 693 026	23 201 681
Expenses									
Salaries and fringe benefits	630 800	775 152	769 683	584 400	552 363	573 019	2 893 400	3 067 947	3 030 419
Other expenses	327 678	595 236	526 087	5 242 455	6 165 313	5 062 103	9 176 633	10 421 780	9 200 803
Debt servicing (interest)	-	-	-	-	-	-	16 600	15 399	21 416
Amortization	542 061	589 247	479 963	854 147	928 500	924 069	1 800 000	1 956 690	1 789 496
Total Expenses	1 500 539	1 959 635	1 775 733	6 681 002	7 646 176	6 559 191	13 886 633	15 461 816	14 042 135
Annual surplus (deficit)	1 465 626	2 101 839	1 288 757	12 094 598	12 821 583	11 597 386	9 846 167	11 231 210	9 159 546

(a) VLT: « Video Lottery Terminal »

BOB: « Band-Owned Businesses »