



JUL - 9 2012

Your file - Votre référence

Chief and Council
Montreal Lake Cree Nation
Box 106
Montreal Lake SK S0J 1Y0

Our file - Notre référence

Chief Henderson

Re: Draft Management Action Plan (MAP) Submission

Montreal Lake Cree Nation was placed into Remedial Management in January 2009. In the past two years progress has not been made and there doesn't appear to be any progression or commitment to rectify the situation. The department is concerned about programs and services that the First Nation is required to delivery.

In addition, the Band has not submitted the required quarterly RMP reporting. The 2011-2012 4th quarter RMP, which was due on April 20th, 2012, is still outstanding. In addition, it has become apparent that the First Nation does not have a current picture of their financial position as the accounts payable are not accurate. We are also aware that the band has been experiencing cash flow problems for the past couple of months and may not have the ability to work with suppliers and creditors to ensure essential services are provided.

The Default Prevention and Management Policy promotes a proactive approach to identifying, preventing and managing default situations. The Policy places an emphasis on a working relationship between the recipient and the Department. The Department's role is to work with the recipient to address issues in order to help the recipient come back into compliance with the funding agreement. To that end, Aboriginal Affairs and Northern Development Canada (AANDC) staff has convened a Management Action Plan (MAP) review committee -- consisting of front line and program staff -- to develop feedback on your recent MAP submission.

The submitted new Management Action Plan (MAP) was reviewed by the regional Management Action Plan review committee. Preliminary review showed that the MAP was acceptable with the following changes/inclusions

1. Hiring of a band manager or expert management/financial resource
2. Montreal Lake and Little Red consolidate the reporting and coordination for programs to ensure that the bands position is fully accounted.
3. Identify the CMHC as a separate entity and provide details on the collection of rent and the use of funds to ensure that subsidies are not halted
4. Requirement to have quarterly meetings with AANDC which also includes representatives from Health Canada, the First Nations bank, and MLCN Economic Development branch.

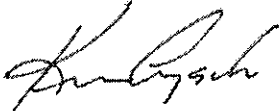
Be advised that acceptance of your MAP is contingent upon inclusion of the above noted recommendations. We ask that you incorporate these recommendations into your plan and provide a copy of the revised MAP to Jordan Henry, Funding Service Officer, North Budget Centre, within thirty (30) calendar days of the date of this letter. Failure to resubmit the MAP with the above noted recommendations results in a halt to all non-mandatory agreement funding. Any concerns pertaining to the recommendations listed above must be discussed with the Associate Director before the 30 day time limit elapses.

The change in Intervention Levels from RMP to Third Party Management would be based on the capacity to delivery essential programs and services, health and safety concerns, and default of terms and conditions of the agreement. The level of intervention would depend on the willingness of the First Nation to work towards successfully implementing the Management Action Plan. Lack of willingness on any First Nation to implement their MAP will be a cause of increased of intervention to Third Party Management.

The department would like to meet with the First Nation to determine the First Nation's plan to ensure this Management Action Plan will work. With the current financial situations the First Nation, a strong commitment from the First Nation is required. At this meeting, the department is requesting a plan on the implementation of the MAP. If an implementation plan cannot be agreed upon by the First Nation then there may be recommendation to increase level of intervention to Third Party Management to ensure the continued delivery of programs and services and to ensure the health and safety of the community.

If you have any questions or concerns, please contact the Funding Service Officer, Jordan Henry, at (306) 953-8528.

Thank you



Kevin Lysak
Associate Director, NBC
Aboriginal Affairs and Northern Development Canada
Prince Albert, Sk

CC: Jordan Henry, Funding Service Officer
Kirby Korchinski, Director of Field Operations
Loree Macpherson, Director of Funding Services

COMMON GOVERNMENT REPORTING MODEL

2011 - 12 Fiscal Year

Recipient: **MONTREAL LAKE BAND**

No:

354

FINANCIAL PROFILE HISTORY

| 8. FINANCIAL PROFILE HISTORY | 11/12 | 10/11 | 09/10 | 08/09 | 07/08 |
|--|----------------------|----------------------|---------------------|----------------------|----------------------|
| Revenue - INAC | \$12,291,455 | \$12,375,918 | \$12,501,343 | \$11,704,899 | \$18,981,966 |
| Revenue - Trust (Ottawa) | \$8,920 | \$3,929 | \$0 | \$0 | \$0 |
| Revenue - Other | \$16,250,270 | \$14,819,942 | \$12,888,428 | \$15,343,255 | \$9,527,034 |
| TOTAL REVENUE | \$28,550,645 | \$27,199,789 | \$25,389,771 | \$27,048,154 | \$28,509,000 |
| TOTAL EXPENDITURES | \$28,254,912 | \$27,637,252 | \$25,026,841 | \$28,028,565 | \$29,061,671 |
| <i>Historic Current Yr. Surplus (Deficit)</i> | N/A | N/A | \$362,930 | (\$980,411) | (\$552,671) |
| Changes in Net Financial Assets | \$295,733 | (\$437,463) | N/A | N/A | N/A |
| <i>Historic Prior Yr. Cum Surplus (Deficit)</i> | N/A | N/A | \$78,389 | (\$1,880,403) | (\$1,327,732) |
| Total Change in Non-Financial Assets | \$1,961,653 | \$725,967 | N/A | N/A | N/A |
| <i>Historic Cumulative Surplus (Deficit)</i> | N/A | N/A | \$441,319 | (\$2,860,814) | (\$1,880,403) |
| Change in Net Assets [current year change] | \$2,257,386 | \$288,504 | N/A | N/A | N/A |
| Net Assets (Accumulated Surplus/Deficit) | \$15,952,876 | \$14,725,234 | \$10,632,157 | (\$2,860,814) | (\$1,880,403) |
| Net Assets Projected by RMP | (\$2,240,750) | (\$2,589,763) | \$169,552 | (\$2,380,403) | |
| Variance (Post Audit to Projected RMP) | \$18,193,626 | \$17,314,997 | \$10,462,605 | (\$480,411) | (\$1,880,403) |
| Liquidity Ratio | 0.59 | 0.31 | 0.30 | N/A | N/A |
| <i>Historic National Solvency Ratio (%)</i> | N/A | N/A | | -10.28% | -6.60% |
| Sustainability Ratio | 0.25 | 0.19 | 0.28 | N/A | N/A |
| <i>Historic National Working Capital Ratio (%)</i> | N/A | N/A | | -5.87% | -7.00% |
| Working Capital to Revenue | -0.06 | -0.09 | -0.08 | | |
| Long Term Debt - non CMHC | \$1,228,310 | \$1,590,236 | \$977,292 | \$1,493,646 | \$554,596 |
| Long Term Debt CMHC | \$8,948,511 | \$9,499,155 | \$9,835,366 | \$9,464,012 | \$7,842,978 |
| Long Term Debt - Other | \$0 | \$2,851,787 | \$2,912,998 | \$2,380,166 | |
| Audit Opinion | DENIAL | Qualified | Qualified | Qualified | Qualified |
| Date Audit Received | 12-Sep-12 | 12-Sep-11 | 10-Sep-10 | 7-Aug-09 | 5-Aug-08 |
| Intervention Level | Recipient | Recipient | Recipient | Recipient | Recipient |

COMMON GOVERNMENT REPORTING MODEL

2012 - 13 Fiscal Year

Recipient: **MONTREAL LAKE BAND**

No:

354

FINANCIAL PROFILE HISTORY

| 8. FINANCIAL PROFILE HISTORY | 12/13 | 11/12 | 10/11 | 09/10 | 08/09 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| Revenue - AANDC | \$12,481,256 | \$12,291,455 | \$12,375,918 | \$12,501,343 | \$11,704,899 |
| Revenue - Trust (Ottawa) | \$5,106 | \$8,920 | \$8,920 | \$0 | \$0 |
| Revenue - Other | \$15,824,427 | \$16,250,270 | \$16,250,270 | \$12,888,428 | \$15,343,255 |
| TOTAL REVENUE | \$28,310,789 | \$28,550,645 | \$28,635,108 | \$25,389,771 | \$27,048,154 |
| TOTAL EXPENDITURES | \$27,388,224 | \$28,254,912 | \$14,819,942 | \$25,026,841 | \$28,028,565 |
| <i>Historic Current Yr. Surplus (Deficit)</i> | N/A | N/A | N/A | \$362,930 | (\$980,411) |
| Changes in Net Financial Assets | \$922,565 | \$295,733 | (\$437,463) | N/A | N/A |
| <i>Historic Prior Yr. Cum Surplus (Deficit)</i> | N/A | N/A | N/A | \$78,389 | (\$1,880,403) |
| Total Change in Non-Financial Assets | \$789,755 | \$1,961,653 | \$725,967 | N/A | N/A |
| <i>Historic Cumulative Surplus (Deficit)</i> | N/A | N/A | N/A | \$441,319 | (\$2,860,814) |
| Change in Net Assets [current year change] | \$1,712,320 | \$2,257,386 | \$288,504 | N/A | N/A |

| | | | | | |
|--|---------------|---------------|---------------|--------------|---------------|
| Net Assets (Accumulated Surplus/Deficit) | \$16,692,581 | \$15,952,876 | \$14,725,234 | \$10,632,157 | (\$2,860,814) |
| Net Assets Projected by MAP | (\$1,648,750) | (\$2,240,750) | (\$2,589,763) | \$169,552 | (\$2,380,403) |
| Variance (Post Audit to Projected MAP) | \$18,341,331 | \$18,193,626 | \$17,314,997 | \$10,462,605 | (\$480,411) |

| | | | | | |
|--|--------------|-------|-------|-------|---------|
| Liquidity Ratio | 0.53 | 0.59 | 0.31 | 0.30 | N/A |
| <i>Historic National Solvency Ratio (%)</i> | N/A | N/A | N/A | | -10.28% |
| Sustainability Ratio | 0.36 | 0.25 | 0.19 | 0.28 | N/A |
| <i>Historic National Working Capital Ratio (%)</i> | N/A | N/A | N/A | | -5.87% |
| Working Capital to Revenue | -0.07 | -0.06 | -0.09 | -0.08 | |

| | | | | | |
|---------------------------|-------------|-------------|-------------|-------------|-------------|
| Long Term Debt - non CMHC | \$554,157 | \$1,228,310 | \$1,590,236 | \$977,292 | \$1,493,646 |
| Long Term Debt CMHC | \$7,425,929 | \$8,948,511 | \$9,499,155 | \$9,835,366 | \$9,464,012 |
| Long Term Debt - Other | \$0 | \$0 | \$2,851,787 | \$2,912,998 | \$2,380,166 |

| | | | | | |
|---------------------|-----------|-----------|-----------|-----------|-----------|
| Audit Opinion | QUALIFIED | DENIAL | QUALIFIED | QUALIFIED | QUALIFIED |
| Date Audit Received | 12-Aug-13 | 12-Sep-12 | 12-Sep-11 | 10-Sep-10 | 7-Aug-09 |
| Intervention Level | RECIPIENT | RECIPIENT | RECIPIENT | RECIPIENT | RECIPIENT |



October 6, 2015

Your file - Votre référence

Our file - Notre numéro 20-0005-14.15

Montreal Lake Band
Box 210
Montreal Lake, SK. S0J 1Y0

RE: 2014-2015 Audited Financial Statements

Aboriginal Affairs and Northern Development Canada (AANDC), North Budget Centre audit review committee has reviewed your audited financial statements for the year ending March 31st, 2015.

After the review it was noted that Montreal Lake Cree Nation received an unqualified opinion and reported a current year surplus of \$513,913. The current year in Change in Net Debt is found to be \$4,399,267.

Within our compliance and solvency review the three ratios were determined to be as follows:

- Liquidity: 0.81
- Sustainability: 0.47
- Working Capital to Revenue: (0.05)

The current year Liquidity Ratio for your First Nation is at 0.81. This ratio is trending in a positive direction as the Liquidity Ratio from the previous year was (0.02). The ratio is below the recommended Liquidity Ratio, which should be equal to or greater than 0.90.

The current year Sustainability Ratio is at 0.47. This ratio is trending in a positive direction as the Sustainability Ratio from the previous year was 0.09. The recommended Sustainability Ratio should be equal to or greater than 0.50.

The current year Working Capital to Revenue Ratio is at (0.05). This ratio is trending in a positive direction as the Working Capital to Revenue Ratio from the previous year was (0.15). The recommended Working Capital to Revenue Ratio should be equal to or greater than 0.00.

.../Page 2

As part of the financial review for 2014-15, the following audit information was noted:

- The First Nation's overall Net Financial debt decreased by \$761,265; it is now at \$4,399,267;
- Bank indebtedness is at \$315,648 which is an decrease of \$1,020,153;
- Cash resources decreased to \$285,175 where in 13/14 cash was \$686,186;
- A new consolidated loan taken in 14/15 in the amount of \$1,081,000; and
- The operating surplus reserve is required to be funded at \$615,157, in 2014/15; at March 31/15 the cash balance in the reserve was \$0.

The following is noted and recommended as per the Auditor's Management Letter:

- Significant improvements were made by the finance staff in completing bank reconciliations for the year;
- Recommend a review of which bank accounts are necessary and eliminate the remainder;
- Miscellaneous general ledger bank accounts with minimal activity should be reviewed;
- The payroll withholding liability accounts were not reconciling to the actual amounts owing; differences should be examined;
- Accounts receivables from PAGC in 2013 need to be addressed; and
- Recommend that all tenant pay rent in order to generate cash for the CMHC program to operate effectively and begin to replenish the depleted reserve accounts.

The Governance Unit has completed the review of the trust funds portion of the audited financial statements for the 2014-2015 fiscal year. The opening and closing balances for the Capital trust account are accurately shown. There were releases of a total of \$126,623.76 from the Capital trust account in the 2014-2015 fiscal year for Backhoe/Loader, Garbage Truck and Vans. The Governance Unit is satisfied that the Capital trust funds were expended for the intended purposes. The opening and closing balances for the Revenue account are accurately shown. There were no releases from the Revenue trust account in the 2014-2015 fiscal year.

Effective in the 2011/12 fiscal year AANDC has developed guidelines to apply when dealing with unexpended funding. Depending on the funding approach and the program, there will be different methods applied to deal with unexpended funding disposition. A spreadsheet has been attached for your information to show how the amounts were calculated and the method of calculation used.

Fixed Contribution - After completing a review of program reports and/or “Annex A Programs and Services, Revenue and Expenditures schedules” we have noted that the following programs reported unexpended funding as at March 31, 2015. These unexpended funding amounts must be expended in these program areas by March 31, 2016.

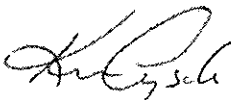
| Program | Funding Approach | Unexpended Funding |
|---|------------------|--------------------|
| Instructional Services | Fixed | \$36,440 |
| Student Transportation Services | Fixed | \$189,375 |
| Post-Secondary (PSSSP) | Fixed | \$128,482 |
| Electrical Systems | Fixed | \$12,888 |
| Municipal Services | Fixed | \$4,750 |
| Other Protection | Fixed | \$14,788 |
| Solid Waste | Fixed | \$34,055 |
| Service Delivery | Fixed | \$1,330 |
| Community Infrastructure – Community Buildings | Fixed | \$6,708 |
| TOTAL FIXED FUNDING | | \$428,816 |

Should your First Nation wish to transfer unexpended funding from one AANDC program to another, an Unexpended Funding Plan must be submitted to AANDC for approval by October 30, 2015. If the plan is approved, these funds must be expended by March 31, 2016.

Set Contribution - After completing a review of program reports and/or “Annex A Programs and Services, Revenue and Expenditures schedules” we have noted that the following programs reported unexpended funding as at March 31, 2015. As these programs were “Set Contributions” please provide AANDC additional information to justify the discrepancy between the audit and the DCI report. Montreal Lake has 30 days from the date on the letter to provide the information or the below amount will be recovered.

| Program | Funding Approach | Total Recovery |
|---------------------------------------|------------------|----------------|
| NCBR | Set Contribution | \$6,712 |
| TOTAL SET CONTRIBUTION FUNDING | | \$6,712 |

If you have any questions or concerns, please do not hesitate to contact your Funding Services Officer, Sherri Soules at 306-953-8642.



Kevin Lysak
Associate Director
AANDC – North Budget Centre
110-3601 5th Avenue East
Prince Albert, SK S6V 0A2

enc: Unexpended Funding Chart

cc: Sherri Soules, Funding Services Officer
Meyers Norris Penny LLP – Saskatoon



October 20, 2015

Your file - Votre référence

Our file - Notre référence

30-0007-15.16

CIDM#870745

Chief and Council
Montreal Lake Band
Box 210
Montreal Lake, SK S0J 1Y0

Re: Default Management

The management team of Aboriginal Affairs and Northern Development Canada (AANDC) - Saskatchewan Region has recently reviewed the 2014-2015 audit results and default management situation for the Montreal Lake Band.

We are pleased to advise that effective October 20, 2015 Montreal Lake Band has successfully been removed from any requirements associated with the Default Prevention and Management Policy. Montreal Lake has effectively met the requirements of the current Management Action Plan and no further quarterly financial reports will be required.

We commend Montreal Lake Band on the progress they have made while under intervention/default management and wish your First Nation continued success.

If you have any questions, please contact your FSO, Sherri Soules at (306) 953-8642.

Kevin Lysak
Associate Director
AANDC - North Budget Centre
110 - 3601 5th Ave E
PRINCE ALBERT SK S6W 0A2

cc: Mark D'Amato



Saskatoon Point of Service

119 Fourth Avenue South, Suite 200
Saskatoon, Saskatchewan S7K 5X2
Tel.: 306-975-4900
Fax: 306-975-6066

Point de service de Saskatoon

119 Fourth Avenue South, bureau 200
Saskatoon (Saskatchewan) S7K 5X2
Tél. : 306-975-4900
Télééc. : 306-975-6066

October 20, 2015

MONTREAL LAKE CREE NATION
Box 210
MONTREAL LAKE, SK
S0J 1Y0

Attention: Mark D'Amato

**Re: On Reserve (Section 95) Housing Program
Eligibility Status**

At your request, I am writing to confirm as of today's date, Montreal Lake Cree Nation does meet all the requirements to participate in the Section 95 program. Please note, this does *not* indicate Montreal Lake Cree Nation is eligible to receive any needed financing through CMHC. I understand you will continue to discuss this directly with our loans department.

Also discussed, the following must be provided when choosing to utilize and external lender for your new Section 95 application package:

CONFIRMATION OF LOAN TERMS (Lender other than CMHC)

Financing details must be confirmed by the financial institution for projects being financed by a lender other than CMHC. A copy of the offer to lend must be provided with your Section 95 application package.

If you have any questions or require my assistance with your new application package, please feel free to contact me at 975-6489.

Yours truly,


Christena Konrad
Consultant
First Nation Housing

cc. Frank Bighead, PAGC
Lorraine Bellegarde, Senior Consultant – First Nation Housing, CMHC
Leland Parisian, Regional Housing Officer - AANDC

FIRST NATIONS BANK

OF CANADA

MONTREAL LAKE CREE NATION

October 19th 2015

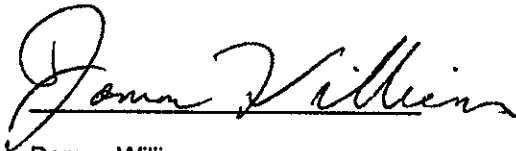
To Chief and Council,

I want to update and congratulate Montreal Lake Cree Nation from being removed from AANDC intervention and your progress of financial stability. From essentially 1 million dollars in debt a year and half ago - to almost a debt free state as of today. Being teamed up with FNBC through this process demonstrates how a First Nation, bank and community can work together. Below are some highlights that have helped Montreal Lake Cree Nation attain their goals over the last year and a half.

- Direction to improve and restore liquidity and rehabilitate cash flow
- Viable cash flow analysis to structure payments throughout the year
- Dedicated management, Chief and Council to follow through with plans

FNBC looks forward to continuously grow our relationship with Montreal Lake Cree Nation and the great opportunities ahead.

Thank You,



Damon Williams

Commercial Account Manager

First Nations Bank of Canada



472 Ave. & Hwy 2A N.
P.O. Bag 3850,
High River, AB T1V 1P4
Phone: (403) 652-4688
Fax: (403) 601-8885

Mark D'Amato
Band Manager
Montreal Lake Cree Nation

Mark,

Appreciate Montreal Lake Cree Nation's (MLCN) interest in becoming a cattle supplier for Cargill Beef.

We would like to work closely with MLCN so that the cow-calf and feeding operations you develop will meet Cargill's targets for cattle delivery.

Cargill Beef is prepared to purchase 2000 to 5000 head of cattle for slaughter per year from Montreal Lake Cree Nation (MLCN), subject to Cargill's specifications and at market pricing to be determined at time of sale.

Looking forward to doing business together.

Thanks

A handwritten signature in black ink, appearing to read "Scott Entz". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Scott Entz

VP Cargill Beef High River, AB

CC: Bill Thoni, VP Cargill Beet Cattle Procurement

FIRST NATIONS BANK

OF CANADA

Welcome MONTREAL LAKE CREE NATION..

Account Summary

Card Number: 504708000030000896

Membership 191007

| Account Name | Balance |
|--|----------------|
| <u>NCA - CMHC Operating 74015000999</u> | \$22.95 |
| <u>NCA - CMHC Post 97 74015001022</u> | \$1,005,274.46 |
| <u>NCA - CMHC Pre 97 74015000972</u> | \$389,779.16 |
| <u>NCA - CMHC Subsidy 74015001049</u> | \$24.97 |
| <u>NCA - LR Administration 74015001774</u> | \$10,353.92 |
| <u>NCA - LR Health 74015001871</u> | \$40,351.00 |
| <u>NCA - LR Insurance 74015000883</u> | \$834.16 |
| <u>NCA - LR Social Assistance 74015001820</u> | \$12,562.19 |
| <u>NCA - MLCN Administration 74015001758</u> | -\$264,214.30 |
| <u>NCA - MLCN Community Foundations 74015001863</u> | \$123,631.44 |
| <u>NCA - MLCN First Nations Trust acct 74015001081</u> | \$107,009.83 |
| <u>NCA - MLCN Housing 74015001855</u> | \$38,647.40 |
| <u>NCA - MLCN Insurance 74015001030</u> | \$154,234.81 |
| <u>NCA - MLCN Public Works 74015000980</u> | \$21,921.95 |
| <u>NCA - MLCN Social Assistance 74015001804</u> | \$6,526.71 |
| <u>NCA - MLCN Sports and Recreation 74015001073</u> | \$146.32 |
| <u>NCA - PA Urban 74015001766</u> | \$396.06 |
| <u>NCA - WCHC 74015001812</u> | \$624,082.98 |

Scheduled Bill Payments

| Date | To Payee | From Account | Amount | Details |
|------|----------|--------------|--------|---------|
|------|----------|--------------|--------|---------|

You currently do not have any bill payments scheduled.

Scheduled Transfers

| From Account | To Account | Date | Amount |
|--------------|------------|------|--------|
|--------------|------------|------|--------|

You currently do not have any transfers scheduled.



**Montreal Lake Cree Nation
Consolidated Financial Statements**
March 31, 2015



ACCOUNTING › CONSULTING › TAX
800, 119 - 4TH AVENUE S; SASKATOON SK; S7K 5X2
1-877-500-0778 P: 306-665-6766 F: 306-665-9910 www.MNP.ca

Montreal Lake Cree Nation

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Management's Responsibility

To the Members of Montreal Lake Cree Nation:

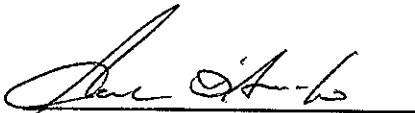
The accompanying consolidated financial statements of Montreal Lake Cree Nation are the responsibility of management and have been approved by Chief and Council.

Management is responsible for the preparation and presentation of the accompanying consolidated 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 consolidated 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 consolidated financial statements.

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

MNP LLP is appointed by the Council to audit the consolidated 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 the Council and management to discuss their audit findings.



Mark D'Amato, Band Manager

Independent Auditors' Report

To the Members of Montreal Lake Cree Nation:

We have audited the accompanying consolidated financial statements of Montreal Lake Cree Nation, which comprise the consolidated statement of financial position as at March 31, 2015, and the consolidated statements of operations and accumulated surplus, cash flows and the related schedules for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

Auditors' Responsibility

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

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

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

Opinion

> In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Montreal Lake Cree Nation as at March 31, 2015, and the results of its operations, change in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Saskatoon, Saskatchewan

August 27, 2015

MNP LLP
Chartered Professional Accountants

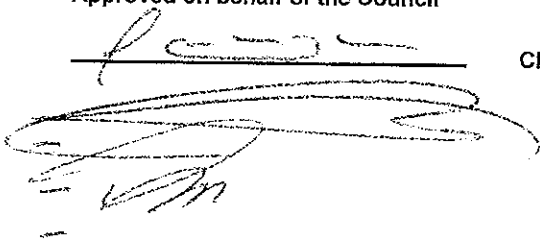
MNP

Montreal Lake Cree Nation
Consolidated Statement of Financial Position

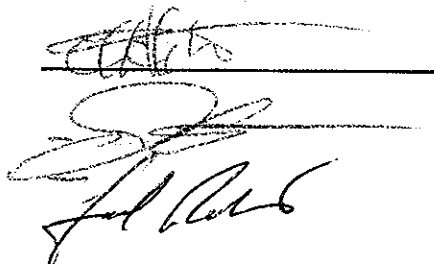
As at March 31, 2015

| | 2015 | 2014 |
|--|--------------------|--------------------|
| Financial assets | | |
| Current | | |
| Cash resources | 285,175 | 686,186 |
| Accounts receivable (Note 4) | 1,278,704 | 1,277,031 |
| Inventory for resale | - | 23,412 |
| Restricted cash - capital projects (Note 7) | 3,405,537 | 1,957,851 |
| | 4,969,416 | 3,944,480 |
| Investments in business enterprises (Note 5) | 2,708,352 | 2,462,257 |
| Funds held in trust (Note 6) | 9,141 | 133,956 |
| Restricted cash - housing (Note 7) | 1,338,641 | 1,316,371 |
| Total financial assets | 9,025,550 | 7,857,064 |
| Liabilities | | |
| Current | | |
| Bank indebtedness (Note 8) | 315,648 | 1,335,801 |
| Accounts payable and accruals | 1,380,589 | 1,520,752 |
| Deferred revenue (Note 9) | 3,392,500 | 2,044,217 |
| Due to related business enterprise | 5,255 | 5,255 |
| Current portion of long-term debt (Note 10) | 1,012,689 | 872,635 |
| | 6,106,681 | 5,778,660 |
| Long-term debt (Note 10) | 7,318,136 | 7,238,936 |
| Total financial liabilities | 13,424,817 | 13,017,596 |
| Net debt | (4,399,267) | (5,160,532) |
| Contingent liabilities (Note 11) | | |
| Subsequent event (Note 21) | | |
| Non-financial assets | | |
| Tangible capital assets (Note 12) (Schedule 1) | 22,402,317 | 22,642,100 |
| Prepaid expenses | 106,183 | 113,752 |
| Accumulated surplus (Note 13) | 18,109,233 | 17,595,320 |

Approved on behalf of the Council



Chief



Councillor

The accompanying notes are an integral part of these financial statements

Montreal Lake Cree Nation
Consolidated Statement of Operations and Accumulated Surplus
For the year ended March 31, 2015

| | Schedules | 2015 Budget (Note 19) | 2015 Actual | 2014 Actual |
|--|-----------|-----------------------------|-------------------|-------------------|
| Revenue | | | | |
| Aboriginal Affairs and Northern Development Canada (Note 17) | | 10,403,571 | 13,079,323 | 12,420,451 |
| Health Canada (Note 18) | | 2,962,130 | 4,280,333 | 3,923,397 |
| Prince Albert Grand Council | | 526,110 | 1,230,741 | 1,274,494 |
| Canada Mortgage and Housing Corporation | | 706,163 | 798,385 | 846,521 |
| Other revenue | | 204,640 | 1,309,604 | 1,183,196 |
| First Nations Trust | | 1,200,000 | 1,326,107 | 1,371,236 |
| Operating revenues - government partnership | | - | 906,082 | 749,393 |
| Rental income | | 749,731 | 773,580 | 751,559 |
| Retail sales | | - | 388,549 | 1,104,366 |
| Investment income | | - | 346,095 | 822,721 |
| Northern Lights Community Development Corporation | | - | 123,785 | 329,689 |
| User fees | | 56,841 | 40,011 | 42,396 |
| Interest on trust funds | | - | 1,809 | 5,268 |
| | | 16,809,186 | 24,604,404 | 24,824,687 |
| Program expenses | | | | |
| Administration | 3 | 1,268,191 | 1,894,744 | 1,665,276 |
| Band Activities | 4 | 52,676 | 1,456,238 | 1,441,528 |
| Community Infrastructure | 5 | 1,156,712 | 2,488,080 | 2,618,153 |
| Economic Development | 6 | - | 1,149,069 | 1,104,408 |
| Education | 7 | 3,146,622 | 3,265,920 | 3,348,939 |
| Housing | 8 | 1,462,018 | 1,822,136 | 1,809,598 |
| Other Programs | 9 | 112,337 | 626,524 | 1,174,450 |
| Post Secondary | 11 | 953,876 | 1,447,590 | 1,373,610 |
| Social Development | 12 | 4,203,296 | 4,804,216 | 4,945,418 |
| Social Support Services | 13 | 3,840,202 | 4,529,872 | 4,872,955 |
| Total expenses | | 16,195,930 | 23,484,389 | 24,354,335 |
| Surplus before other items | | 613,256 | 1,120,015 | 470,352 |
| Other income (expense) | | | | |
| Gain on disposal of tangible capital assets | | - | - | 413,820 |
| William Charles Health Centre renovation costs (Note 20) | | - | (606,102) | - |
| | | - | (606,102) | 413,820 |
| * Surplus | | 613,256 | 513,913 | 884,172 |
| Accumulated surplus, beginning of year | | 17,595,320 | 17,595,320 | 16,711,148 |
| Accumulated surplus, end of year (Note 13) | | 18,208,576 | 18,109,233 | 17,595,320 |

The accompanying notes are an integral part of these financial statements

Montreal Lake Cree Nation
Consolidated Statement of Change in Net Debt
For the year ended March 31, 2015

| | 2015 Budget (Note 19) | 2015 Actual | 2014 Actual |
|--|-----------------------------|---------------------------|---------------------------|
| Surplus | 341,361 | 513,913 | 884,172 |
| Purchases of tangible capital assets | - | (2,300,352) | (1,871,241) |
| Amortization of tangible capital assets | - | 1,934,033 | 1,984,549 |
| Gain on disposal of tangible capital assets | - | - | (413,820) |
| Insurance proceeds on housing assets | - | - | 497,189 |
| Tangible capital assets transferred as investment | - | - | 101,764 |
| William Charles Health Centre renovation costs (Note 20) | - | 606,102 | - |
| Acquisition of prepaid expenses | - | - | (16,017) |
| Use of prepaid expenses | - | 7,569 | - |
| Change in net debt | 341,361 | 761,265 | 1,166,596 |
| Net debt, beginning of year | (5,160,532) | (5,160,532) | (6,327,128) |
| Net debt, end of year | (4,819,171) | (4,399,267) | (5,160,532) |

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, 2015

| | 2015 | 2014 |
|---|------------------|------------------|
| Cash provided by (used for) the following activities | | |
| Operating activities | | |
| Surplus | 513,913 | 884,172 |
| Non-cash items | | |
| Amortization | 1,934,033 | 1,984,549 |
| Gain on disposal of tangible capital assets | - | (413,820) |
| Investment income | (346,095) | (822,720) |
| Transfer of net assets - non-cash items | - | (284,321) |
| William Charles Health Centre renovation costs (Note 20) | 606,102 | - |
| | 2,707,953 | 1,347,860 |
| Changes in working capital accounts | | |
| Accounts receivable | (1,673) | (240,466) |
| Inventory | 23,412 | 124,299 |
| Prepaid expenses | 7,569 | (16,017) |
| Accounts payable and accruals | (140,166) | 180,088 |
| Deferred revenue | 1,348,286 | 1,456,405 |
| | 3,945,381 | 2,852,169 |
| Financing activities | | |
| Advances of long-term debt | 1,347,300 | 550,071 |
| Increase (decrease) in bank indebtedness | (1,020,153) | 804,788 |
| Repayment of long-term debt | (1,128,046) | (1,362,327) |
| Advances from related parties | - | 1,784 |
| | (800,899) | (5,684) |
| Capital activities | | |
| Purchases of tangible capital assets | (2,300,352) | (1,871,241) |
| Insurance proceeds on housing assets | - | 497,189 |
| Capital assets transferred as investment | - | 101,764 |
| | (2,300,352) | (1,272,288) |
| Investing activities | | |
| Income and contributions to investments | - | (60,000) |
| Cash distributions from investments | 100,000 | - |
| Increase in restricted cash | (1,469,956) | (1,657,014) |
| Decrease in funds held in trust | 124,815 | 44,625 |
| Transfer of cash resources to investment | - | (524,834) |
| | (1,245,141) | (2,197,223) |
| Decrease in cash resources | (401,011) | (623,026) |
| Cash resources, beginning of year | 686,186 | 1,309,212 |
| Cash resources, end of year | 285,175 | 686,186 |

The accompanying notes are an integral part of these financial statements