

ANNUAL
REPORT

**2019-
2020**

MICMACS *of*
GESGAPEGIAG



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MESSAGE FROM CHIEF

Many programs put on hold (pandemic) and that includes this annual report. I want to personally thank all the directors for their application on delivering their reports on their specific departments, as well as the programs and services that they have put in place. We are happy to report that the financial health of the Band remains good, and this will be confirmed by the reports that the directors will be presenting to you. With the new director general in place, we are sure that this trend will continue in the future.

I want to thank you for your patience as well, because of this pandemic, it's been a difficult year for many of you, and it has also been quite a difficult year for Chief and Council as well. The announcement on March 12 by the Federal and Provincial Governments has hit everyone very

hard and no one has experienced this in recent history. Many important files got delayed and almost all of our focus turned to protecting the community in this covid 19 pandemic. We are grateful for the enormous efforts by health services, public security as well as my fellow Council members, who have had to make some difficult decisions on recommendations coming from the Directors Table. We understand that some freedom had to be sacrificed in order to protect the community and it did have serious impact on many people. From declaring a state of emergency to creating a bylaw empowering the health director and public security to be able to be able to legally act on measures, to the creation of our own color zoning, it required lots of collaboration between the health services, public security, public works, as well as all the departments.

We know that many of our frontline workers, including Ronnie and his crew worked beyond capacity, and let me say that your effort we appreciated by the community. Preparing care packages and delivering them was a major task and very important to the well-being of our community members. During the first wave from march to June the council met almost every day. I want to take this time to thank all our staff to community members for their precious collaboration. We have worked very hard to keep Gesgapegiag safe and will continue to do so as we move into 2021.

Thank you.
Chief John Martin

MESSAGE FROM DIRECTOR GENERAL

2020 has been a very trying year for everyone. We want to thank you all for being so patient throughout the year. We've all been asked to adjust to new normal. This Pandemic has impacted our whole lives. Measures have been imposed, restrictions have been put in place, but we are a strong resilient community. This pandemic has also impacted Council as well. They had to shuffle many of their priorities, but rest assured, the work was not put on hold. The process may have slowed down, but work continued. The directors have continued to work on their priorities that they have been mandated to.

Clement Bernard





ADMINISTRATION

FINANCE

In 2019-2020 we globally had a very good year. We made surplus. We were able to support and give the services through the community as usual. In Finance we had different objectives. And the main one is to improve the management system to meet the requirements of keeping the five-year brand and to access new programs. First, we modified our accounting system. We had a long list of implementations to do, for example: electronic POs, integrate costs of production, change the payroll system and keeping track of capital assets.

Secondly, we completed an action plan. We started to implement last fiscal year, but it's on going.

Thirdly, we are working closely with FMB and MNP to re-organize the finance department. By March 2020, we were only at the beginning of the process, and it will take at least one more year to achieve and we hope to have achieved at least 80% by the end of this fiscal.

HUMAN RESOURCES

Last year we had five major objectives.

1. Review and develop Human Resources policies and procedures
2. Acquire a Human Resources Information system
3. To develop different Human Resources processes, integrating traditional Mi'gmaq practices, develop a new integration package for new employees and implement an employee performance management system across the board so that it would be fair and equitable. Policies are currently being reviewed by Chief and Council. As soon as they have approved those policies, they will be integrated in everything else that has Human Resources involvement in them.

Second of all, we have purchased an integrated Human Resources system, which is a timekeeping system as well as a human resources information system. They will both work in concordance with our accounting software, and it should simplify the operations for all employees. We're walking away from a paper heavy process.

Being culturally sensitive, we also have integrated some of the traditions in our way of approaching Human Resources. Two of these initiatives are the Seven Sacred Teachings and the Talking Circle, which help a lot in mediating conflicts between employees or between administration and employees.

We started having a structure for our integration package and orientation package, meaning that as soon as the HR policies are adopted, you should see them trickling down at every level. We have been approved for our employee performance management system; all employees have gone through information systems, all of the directors, managers, and supervisors have gone through two-day training sessions. The newest members to our team will also receive that training before April of 2021, since we are going to start applying the performance appraisal.

All in all, this is what Human Resources has delivered last year and hopefully more will come 2020-2021.





HEALTH
AND WELLNESS

Second Floor Expansion of the Health Center Building

Gesgapegiag Health and Community Services has been working towards expanding the Health Center to help centralize services and offer more programming to the community. They developed an action plan with Health Canada and communicated their plans with the Department of Public Works, Infrastructure, and Housing (PWIH) to add an additional second floor. The PWIH Department then contacted Wendake to draft a preliminary plan and to budget out the cost of construction. Wendake was unable to hire an architect so the Department of Health and Community Services planned to reach out to LFG again as they created the first plans for the 2nd floor Health Center expansion. In March of 2020, the department received forms from Indigenous Services Canada to inject surplus dollars into the second-floor expansion. This objective was unfortunately delayed due to the COVID-19 Pandemic but the process will continue in the next fiscal year.

Five-Year Recreation Plan

In the 2018-2019 Fiscal Year, the management of the canteen and ball field was transferred to the Department of Health and Community Services. To ensure that the community uses the area to its fullest potential, their objective of 2019-2020 was to create a Five-Year Recreation Plan. A Sports and Recreation Coordinator was hired to start the process. The coordinator wanted to use research and community consultation to develop the plan as well as policies and procedures for the operation of the ball field, ice rink, and canteen. A Sports and Recreation Advisory Committee An operational manual for both the ball field and the canteen was developed and will be presented to Chief and Council for approval in the 2020-2021 fiscal year. The ice rink was operational this year and employed several community members. Skates were also made available at no cost for those that might have needed them. More work will be done in 2020-2021 to complete the Five-Year Recreation Plan.



Medical Transportation and Assisted Living Policies and Procedures

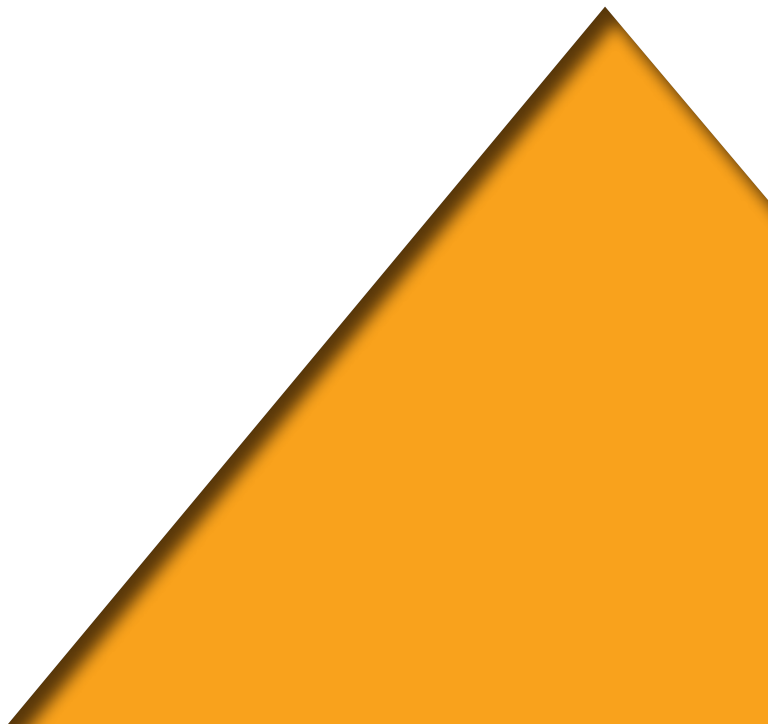
GHCS wanted to fill the gaps in programs offered to the community. To support this goal, there would need to be clear policies and procedures in place. They have developed a Medical Transportation Policy that is unrelated to the Medical Transportation Framework provided by ISC. They have also started developing an Assisted Living Policy. In the next fiscal year, they will also work on creating an Adult Foster Care Framework. Below are some stats regarding medical transportation.



Type of Medical Transportation Service	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Medical Transportation Runs (Includes local and long-distance runs, NNADAP clients (Mawiomi-Walgwan))			321 runs	314 runs
Reimbursement Requests			115 requests	120 requests

Traditional Practices in Prevention and Promotional Activities

GHCS continues to offer different programs and activities to the community that promote physical wellness and healthy lifestyles. Traditional knowledge and practices are continually integrated in all activities offered by GHCS. Several Ice Rink workers were hired and GHCS is Below are a list of activities and that took place throughout the year with the number of participants.



Type of Activity in 2019-2020	Total #
Beading Classes (1x week in collaboration with <u>Walqwan Center</u>)	428 Participants
Children's Pow Wow on June 8 th 2019	30 Dancers 203 Community members attended
Arts and Crafts (2x a week)	520 Participants
Intergenerational Collective Kitchen (1x a week every Wednesday in collaboration with Gesgapegiag Daycare and Headstart making visits in the morning. Includes Deliveries)	1256 Meals
Youth Center (Open 7 days a week. Mon-Thurs afterschool activities 2:30pm-4pm) and Gymnasium (Open 6 days a week)	2558 Youth Visits
Swimming at New Richmond Pool (only one week due to pool closure)	13 Participants
Presentation on Healthy Relationships at Wejgwapniag	- Grade 5-6: 14 Participants -Grade 7-8: 16 Participants
NRHS Lunch and Learns	44 Participants
Mental Health Lunch and Learns	230 Participants
Tobacco Cessation	14 Participants
COHI Program	27 Children
Jordan's Principle	67 Cases Approved
AA Meetings in Gesgapegiag (32 Sessions)	80 Participants
AA Meetings in Campbelton (18 Sessions)	58 Participants
Youth Protection Training for Gesgapegiag Police Department	6 Participants
Elders Appreciation Day (A teepee was set up at the Health Center with a Fire to cook <u>L.usginin'gn</u> . Two youths from the school gave an opening in Mi'gmaq. All elders were presented with flowers)	63 Participants
Biggest Loser Challenge (Promote a healthy lifestyle and help individuals achieve their weight loss goals by offering group walk, nutrition class, support and creating weekly challenges. This includes multiple challenges)	76 Participants
Healthy Snack Staff Training	40 participants
Nutrition Clinic (Nutritionist assessment, teaching, support, referrals to other professionals for specific clientele)	30 Participants
Nutrition Program in School (Program in school is a series of workshops on nutrition designed to integrate healthy eating habits for all educational levels. Children from age kindergarten to grade 6)	126 Participants
Cooking Class (Teaching parents and children to cook)	19 Participants
Munchkin Program (1 x week on Thursdays ages 5 to 11)	184 Youth Visits
Yoga (1 x week on Tuesdays, open to anyone)	22 Participants
Suicide Prevention Breakfast	189 Participants
Motivational Interviewing Training	11 Participants
Children Wellness (Growth and development nursing assessment, referral to other professionals, follow ups on special condition for 0-17 years old)	30 Participants

Annual Immunization of Youth ages 0-17 years old	32 Participants
Family Doctor Visits	70 Participants
Community Medical Clinic (Providing primary care, preventative care, and the treatment of chronic conditions)	1160 Clients
Christmas Food Baskets for Elders	42 Boxes
Turkeys Delivered to Community Members	280 Turkeys
Community Christmas Feast	235 Attendees
Annual Flu Clinic	262
COHI Program	62 Participants
Physiotherapy Care	20 Clients
Breastfeeding Clinic	5 Clients
Early Intervention Clinic (Global assessment of 3-4 years old children by health professionals. Screening with physio, speech therapist, OT, nutritionist, and dental hygienist)	8 Children
First Aid Training	20 Participants
Speech Therapy	12 Clients
Tutoring for Students and Youth and Family Clients	32 Sessions

Summer Camp

This past year 3-week summer camp had a max of 30 kids per week which totaled 90 participants. Some of the activities that the youth participated in include:

- Swimming every week in New Richmond
- Movies in Campbellton
- Taking walks to the beach
- Healthy Snacks
- Making Arts and Crafts
- Visiting library in Campbellton
- Planting and Harvesting Vegetables in Garden
- Field Trip to Percé Rock

Cultural Camp

This past year 3-week cultural camp had a max of 30 kids per week which totaled 90 participants. Some of the activities that the youth participated in include:

- Daily Opening prayer with an Elder
- Sweet grass picking
- Walks to the beach
- Participated in Sundance Ceremonies
- Made Medicine Bags
- Weekly Swimming

- Horseback riding
- Canoeing
- Fly fishing
- Making Lusgnigin (Bannock)
- Visiting our territory and trip to Perce Rock for site seeing and hiking

Family Day

Family Day was a celebration and an opportunity for families with children in Summer and Culture Camp to get together through a carnival style celebration. There was a total of 210 participants. The event kicked off with a BBQ open to the community and families were able to play different games for prizes. There were also a few new carnival games that were made. The night ended with a beautiful firework show.

Nova Scotia Mi'kmaw Summer Games

Youth from Gesgapegiag look forward to the Mi'kmaw Summer Games every year. This past year there were 16 athletes from Gesgapegiag that participated in both boys' basketball and girl's volleyball. The boy's basketball team finished 1st place, taking the championship and the girl's basketball team finished in the semi-finals.

NAIG (North American Indigenous Games) Try-Outs

The North American Indigenous Games is a multi-sport event involving North American Indigenous athletes staged intermittently since 1990. There were 3 youth boys that tried out for the basketball team and all 3 made the team. There were also 4 youth girls that tried out for the volleyball team but unfortunately none of them made the team.

Homecare Program

Regular weekly visits were scheduled for 32 community members that participate in the Homecare Program. Some of the visits consisted of follow-ups, medication administration, wound care, foot care, blood tests, etc. In November of 2019, those who received homecare services were able to receive their flu shot at home. The eligibility committee for homecare also met to discuss service requests and allotted time per client based on the policy. Case Management meetings were also conducted as needed.

Footcare Services

Some people can develop serious foot problems as they age which puts their health, independence, and well-being at risk. Our footcare nurses are specially trained in the provision of footcare. They provide treatment, information, and support which assists in the promotion of healthy feet and healthy living. Our footcare programs are designed to provide patients/clients with the techniques, knowledge, and information required to take responsibility for the health and well-being of their feet. There is an average of 76 participants that receive this service.

National Addictions Awareness Week (NAAW)

Every year during NAAW, Gesgapegiag Health and Community Services organizes a number of activities for the youth and community to participate in. Below is a list of different activities that took place.

Event	Participants
Sober Gala	21 Participants
Boundaries and Healthy Relationships Workshop at Wejgwapniag	29 Participants
NRHS Activities	49 Participants
Dr. Potter Presentation	11 Participants
Josy Stylz Presentation	115 Participants
Family Brunch	37 Participants

Mental Wellness Services

Throughout the year some mental wellness services offered to the community include referrals to residential treatment and harm reduction programs, family interventions, counselling sessions, and emergency support. The Emergency Hopeline was also in service and available to community members.





NATURAL
RESOURCES

Forestry

Department organisation 2019-20

Counciller responsable of natural resources
Christiane Bernard and Gary Luc Martin

Forestry director
Ken Arseneault, ing.f

Harvesting manager
Ken Arseneault

Brush cutting crew manager
Shirley Litalien
Marlo Ilabin

Special project manager
Eric Boudreau



	Mechanical and manual harvesting	Brush cutting crew	Firewood and road cleaning and plantation crew	
Client	TEMREX	Rexforet	MFFP and Rexforet	Overall
Amount of work realize	14 700m3 (around 370 truck load)	97 Ha Reserve has 215 Ha	-400 Cords -Medecinal trail -Plantation of 70 000 tree	
Revenues	937 891\$	175 732\$	171 153 \$	1 087 285 \$
Expenses	915 622\$	197 198\$	224 516 \$	1 015 728 \$
Excess (deficiency)	22 268\$	(21 465) \$	(53 362) \$	(52 559) \$
Amount of workers	8 (3 from Gesgapegiag)	8 (7 from Gesgapegiag)	20 (19 from Gesgapegiag)	36
Weeks of work	28	19	16-26	

Last year we worked with Coop de la Gaspésie and Adult Ed and hired 6 students for 6 weeks to do plantation. It went well: the youth enjoys it and it's something we'll try and offer again.

Challenges and opportunities

- Lack of workers in forestry
- Increase of the number of trees planted each year
- Commercial volume will be available next year when there are measures for the spruce bug infestation
- The forestry department will have to make a call for tender for a harvesting contractor
 - Have more Mi'gmaq workers
 - Will have to suggest a Mi'gmaq camp policy on crowned land

Fisheries

Vision and Mission

- Continuously striving to uphold the highest of safety for our crew.
- Be leaders for conservation and responsible management of the species
- Diversification of our fisheries, species and employees. Capacity building.

In our 5-year strategic plan, one of the items was to open profits, which opens access to employment specific to our community and its members. As well as visibility and access to the regional markets with our fishing species.

Type of funding from DFO

- AFS funding for Administration & travel
- AICFI component 4.0 for rebuilding and equipment lobster hut & Mid-shore equipment
- AICFI component 2.3 for a consultant, wholesale
- AICFI Training & capacity building refresher courses
- GHRDC funding for Ethics and Etiquette workshops, lobster hut employees

Administrative overview

- Employed a total of 57 employees: 51 of our members and 6 Non-Natives
- New Mid-shore vessel in honor of former Director Virginia Martin
- New Director September 16, 2019
- Fleet supervisor appointed to sit on small fishing vessel safety committee as an Indigenous representative
- Three of our Mid-shore guys completed their Watchkeepers Certification
- Teamed up with our local FNRAEC to develop courses and workshops geared toward our Lobster hut employees
- Initiated solidarity contract with LMG fall fisheries
- Donated lobster to the community Fall feast

at the school and community distribution before Christmas

- Salaweg partnership – lobster hut facilities use

Fisheries Opportunities

- Growth, diversification and expansion of other areas of fisheries
- Partnerships and exploring with the AGHAMW in aquaculture
- Building capacity and skills through mentoring and on the job training

Fisheries Challenges

- Getting our people trained
- Fishing on a boat or out on top of the water is not for everyone
- Population is young, getting this generation interested, skilled and in the workforce

In Short lobster vessels

- Fisheries paid all the deckhands 11 in total
- Semi-independent 3 vessels captains pay majority of gas and bait total catch of 195,899. Lbs. 17% of their revenue was put back into the Fisheries profit.
- Band lobster fishermen all expense paid by fisheries captains are paid 35% of catch per vessel total caught this season 113,928 lbs.
- 17 individuals were employed during this season for this sector
- 2012 motor was fixed and places on under powered vessel, other 2 Honda motors were sold and the money will be used to go towards the purchase of a new motor
- Issues with hauler motors need replacing often
- New measures imposed for color coding for ropes for 2020 season

In-shore's Opportunities

- Full utilization of unused or leased out licenses
- Possibility of more training and employment

In-shore's challenges

- Need to invest in new equipment
- 3 of the current vessels are becoming a safety concern and need to be replaced
- Not all fishermen are interested in exploring other species
- Regulations and measures imposed gear replacement is costly. No reserved fund for replacement of gear and vessels.

Lobster Hut

- Our lobster retail employed 6 workers and 2 students
- Was pretty successful : 39,299 lbs sold
- Had different species for sale
- Double freezer has been purchased as well as new display case

Opportunities

- Provide them with training tailored to staffing needs
- Processing or other species
- Improved software makes tracking inventory and sales
- Simplify tasks making it efficient and less manual labor
- Product Branding that represents Gesgapegiag

Challenges

- Flaw in the design of ventilation system
- Septic system is residential
- Needs to be inviting, store front door
- High turn over in staff
- Scheduling needs to improve
- Waste and maximizing use of species

Lobster Wholesale

- Employed 1 driver, 1 manager, 1 general worker and 1 student
- Provided lobster to the Lobster Hut and 2 local fish markets
- Hold most of the lobster for sale at the Lobster Hut so that we can keep it operational longer
- Do not have an adequate purging system: can only hold 2000lbs
- Mortality rate: we are working on scenarios to improve and reduce this.

Opportunities

- Expansion of facility and staff
- Upgrading of current system, have a purging unit
- Increases amount of holding for the live stock for distribution and sales
- Provide safer work options at the facility

Challenges

- Not enough storage
- Share facility with Moose butchering program
- Local drop off of lobster: big truck does the big drops to main buyer
- Cost and pricing
- Not enough staff



Mid-shore Fisheries

- Employed 1 Fleet supervisor, 20 men on percentage, and 5 replacements
- Have 5 vessels
- Was a successful season
 - o Snow Crab: 1,054,474.96 lbs
 - o Shrimp : 1,579,704.88lbs
 - o Sea Cucumber: 346,8450.68lbs
- Last season with Herman Synnott our fleet supervisor's mentor is retiring after 20 years
- Much work was needed on the vessels and some equipment needed replacement

Opportunities

- Maximize use of all 5 fleets
- Training and capacity building
- Scope out and utilize other licenses : possibly the ones we do have instead of leasing them out

Challenges

- Right whale, Ice committee in Caraquet decide the opening of the Snow Crab season
- Gear changes due to Right whale
- Not knowledgeable of all fishing licenses and zones

Activities planned for 2020-2021

- Meet with Audit and finance committee to secure a reserve replacement fund
- Purchase of fisheries truck and forklift
- Replacement of a lobster boat motor
- Replacement of Lobster vessels that have been safety concerns since 2016-17
- Meet with Lobster fishermen
- Capacity building for all aspects of fisheries
- Seek out and apply for other funding to enhance and improve equipment
- -Identify other possible positions for fisheries
- Improve communications, recognition, team building and information going out in the newsletter
- Community distribution program/plan





ECONOMIC DEVELOPMENT AND LANDS

Implementation of Economic Development 5-Year Strategic Plan

In the Economic Development 5-Year Strategic Plan there were several objectives that the department needed to implement. One of those objectives was to implement the developed Economic Development Corporation structure and define roles and responsibilities of Chief and Council within the structure. MNP made a visit to give a refresher training on the Economic Development Corporation.

The Department also wanted to update the Gesgapegiag Economic Development Fund Policy. The purpose of this policy is to outline the guidelines of how the department would provide funds to start-up businesses and expansion. A draft of the policy was submitted to the Executive Advisor for review and then was submitted to the steering committee. The policy was then presented to Chief and Council and was approved with some conditions. They asked for a comparison report which will be developed with the assistance of the Executive Advisor in the next fiscal year.

Retail Strip Mall/Additional Office Space

Economic Development and Lands wants to be able to offer office space to community members for small businesses as well as the opportunity to rent retail space. There was a call for tenders done to complete a feasibility study and two possible consultants applied. One of them was chosen and the consultant is in phase one of drafting Retail Strip Mall feasibility study. Also, a letter of intent was sent to SAA to fund 50% of the project. The Tourism Manager will continue working on a business plan for it.

Chalets Ste Helene de l'Anse Renovations

Renovations are complete at the Chalets. A final report with supporting financial documents will be submitted to SAA for final installment. There was also plans for a new sign outside of the property which will need to be moved to the next fiscal year.

Moose Hide Project

An invitation of interest went out to the community in regards to a moose hide course. Unfortunately, the instructor was hired for a different full-time position and was unable to carry out the activity. There will be more efforts in the next fiscal year to offer this type of opportunity.



Tourism Five-Year Strategic Plan

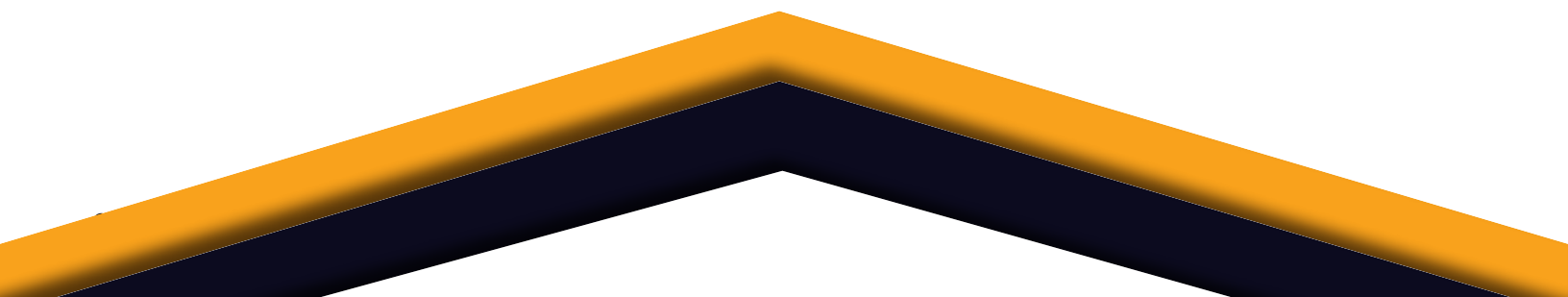
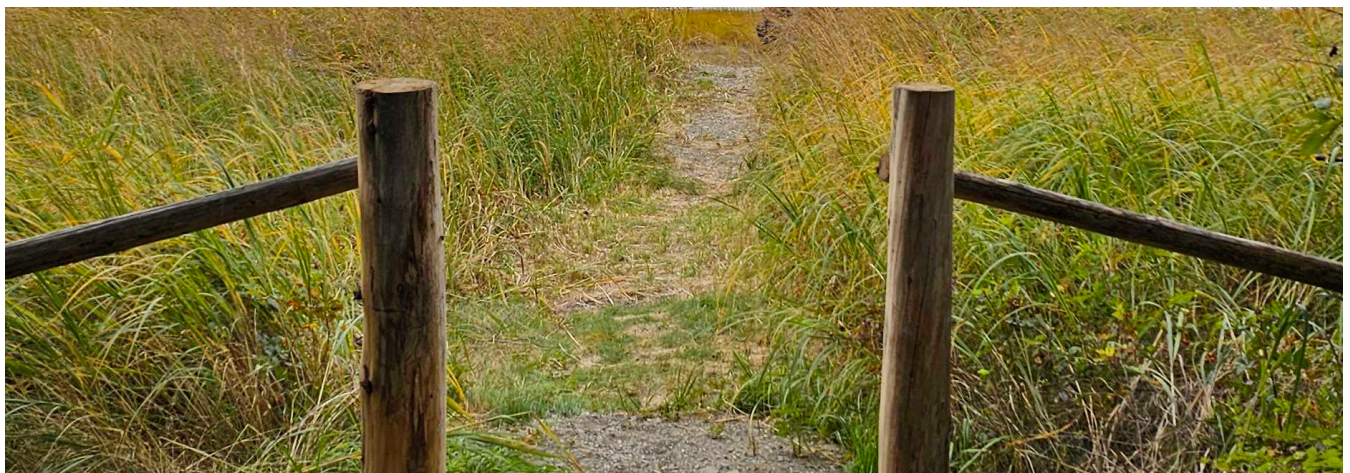
The Department hired a consultant to assist in the development of a Tourism Five-Year Strategic Plan. Community consultations took place to ensure that the direction taken in any tourism activities reflects the priorities of the community. Chief and Council have approved the plan and began the implementation of it.

Upgrading of Tourism Properties

New financial reporting systems were set up at both Les Chalets de l'Anse Ste-Helene and Le Relais de la Cache. Both tourism properties are now running on a hotel management program called Hotello and using Sage as a financial reporting system. A new sign was also installed in front of the Tourism building. There was a plan to also update the signs in front of Les Chalets de l'Anse Ste-Helene and Le Relais de la Cache but it will unfortunately be pushed to the next fiscal year. A tremendous amount of work also went into the restoration of the community park also known as the "Mawiomi Grounds". The department also hired a summer student to work at the tourism office after they completed their Customer Service Certificate. She started full-time on the first week of June.

Land Management

There was a job posting for a Land Use Planning Coordinator. The Coordinator was hired in Q4. Their main objective will be to develop a Micmacs of Gesgapegiag Land Use plan. Some of the activities that they will carry out will be to develop a Land Use Task Force made up of staff and community members. They will also conduct consultations with the community, MMS, and other Mi'gmaq communities. They will also develop a feasibility study to evaluate the possibility to organize a bi-annual beautification operation for the community.



A photograph of a person wearing a yellow sweater, sitting at a desk and writing in a spiral notebook. A laptop is open in front of them. The scene is overlaid with a red and dark blue diagonal graphic on the left and a large yellow triangle on the bottom right. The text 'LEARNING, TRAINING AND EMPLOYMENT' is centered on the laptop screen.

LEARNING,
TRAINING
AND
EMPLOYMENT

Elementary and Secondary Education

ESTABLISHMENT OF GVC TEAM INDIGENIZING OF CURRICULUM

The Education Department worked toward establishing a cohesive, evidence and team-based approach to learning which would be based on Mi'gmaq culture, history, and values. In order for the department to achieve this, they first established a Guaranteed Viable Curriculum (GVC) Team. The purpose of this team was to finalize work on Wejgwapniag Schools' literacy and numeracy curriculum for all grades. A team leader was identified to help oversee the process of the objective. They also had representatives from the Language and Culture Committee sit in on these meetings. The team was able to delegate responsibilities to different members of the team to do research and gather necessary Mi'gmaq/Indigenous resources. In addition, a pedagogical consultant was hired to support the development of yearly academic planning.

INDIGENIZING OF CURRICULUM

Members of the Language and Culture Committee, the GVC Team, and staff met four times in quarter 3 to identify gaps and needs in regards to integrating more Mi'gmaq and Indigenous resources in the curriculum. The team was able to delegate responsibilities to different members of the team to do research and gather necessary Mi'gmaq and Indigenous resources. Although a lot of work has already started, the plan to incorporate indigenous content will resume in Q1 of fiscal year 2020-2021.

SCHOOL SUCCESS PLAN

Another objective of the Education Department was to increase the number of secondary students graduating and moving onto vocational trades and PSE institutions. Wejgwapniag updated their school success plan which also included recommendations from FNEC's school evaluation. Parents were surveyed and asked about their priorities for school improvement.

A staff retreat also took place which helped the staff select and outline their goals.

Student Services

IMPROVE TRANSITION SUPPORT FOR STUDENTS

Student services wanted to improve the transition that students face when they move from middle school to high school, and also high school to post-secondary. The Education Department was able to secure funding with FNEC, EPP Program, and ISC to hire a transition worker to support students and bridge the gap in between each of their educational levels. A transition worker was hired in December 2019 and a transition committee was developed. The committee was able to develop an action plan which was comprised of input from key partners and main tasks were identified. The committee met regularly with NRHS staff and students. One of their first objectives was to host some workshops for students and parents on what to expect during and after high school, time management, and solid work habits. Unfortunately, due to the COVID-19 Pandemic, some of these workshops have been pushed to Q1 of the next fiscal year.



GHRDC

CAREER POSTERS

GHRDC wanted to highlight recent graduates from both vocational training and postsecondary education by creating a poster series. A photographer was hired and a graphic designer was identified. GHRDC did a call out to recent graduates to have their photo taken. There was a delay in the editing of the photos due to some technical problems on the photographer's end. The completion of the project will be pushed to Q1 of 2020-2021 with the help of Picaboo Graphics.

UPDATED VOCATIONAL TRAINING PROGRAM POLICY

The GHRDC Vocational Training Program Policy was reviewed and it was determined that an updated version was necessary. The GHRDC Manager researched other First Nation communities' policies and also referenced the Urban Guide and Gesgapegiag Post-Secondary Student Support Program Policy to determine the best practices that should be integrated into the new policy.

HIRING OF NEW AVAILALE POSITIONS

GHRDC needed to hire for three new positions; manager, secretary, and career counselor. All of them were posted and filled.

ALMAS TRAINNIG

GHRDC wanted to fully utilize their ALMAS program within their department. The first step was to get more training on the program for all of the staff. The manager and some staff received support and training from LMDC on the ALMAS system. The team was able to add more information in the database but more training would help them utilize it better. Unfortunately, due to the COVID-19 pandemic staff was unable to travel to Listuguj to receive additional training from their team.

Post-Secondary Education Support Program

Post-Secondary Institution Tours

The Post-Secondary Student Support Coordinator started planning her post-secondary institution tours during Q1 and Q2. She wanted to plan for a minimum of two visits to meet with key people from the institutions and Gesgapegiag students for support or to address any concerns they might have. Unfortunately, due to the COVID-19 Pandemic the tours needed to be canceled and re-scheduled to a later date.

Student Support Needs Assessment

The department wanted to conduct a community-wide needs assessment survey with a particular emphasis on in-community delivery. This would give the Education Department a better idea of the type of educational needs that exist in the community and research different education options to offer members. A community survey was conducted in Q2 but the complete needs assessment had to be postponed due to the COVID-19 Pandemic and the inability to have community engagement sessions.

Income Assistance

Tax Return Assistance

The department wanted to provide support to income assistance clients with filing their tax returns in collaboration with the Canada Revenue Agency by hosting a tax clinic. This would ensure that clients file accurate and timely tax returns and that they receive any federal or provincial credits and rebates that they are entitled to. A callout for volunteers was made and due to the low participation, Canada Revenue Agency was unable to proceed with the tax clinic training. Client still had the opportunity to have assistance with their taxes though an external partner organized through the pre-employment support services.



PUBLIC WORKS,
INFRASTRUCTURE
AND HOUSING

Development of a Tangible Capital Management Program

The Development of a Tangible Capital Management Program is one of the standards outlined in the Micmacs of Gesgapegiag Financial Administration Law, 2017. The PWIH Department first started this process with support from consultants of the Grand Conseil de la Nation de Waban’Aki. The first thing they did was create a Vehicle Asset Registry by using information provided by the Finance Department and the ACRS report. The asset registry then grew to also include all organizational assets. Eventually, other categories will be included in the Asset Registry such as roads, street lights, water treatment and storage facilities, and wastewater collection system. More work on the development of a Tangible Capital Management Program will continue in the next fiscal year.

Vehicle Rentals of the Organization

The PWIH wanted to find ways to save money long-term. Instead of constantly renting vehicles that are needed, the department wanted to look into doing a bulk purchase which would save on rental fees. A spreadsheet was created to compare prices for a bulk purchase from three different dealerships. Also, the gas account for fuel on the rentals was received from the finance department to see where more money can be saved. More work on this objective will be done in the next fiscal year.

Reorganization of the Public Works, Infrastructure, and Housing Department

Since the merging of Public Works, Infrastructure, and Housing, it was important that the department organized itself in a way that would ensure it was operating to its best capacity. The department created an Environmental Officer position to . Some of the roles and responsibilities have changed for some

supervisors. A meeting between the supervisors still needs to take place to get a scope of what other support is needed on the field. There is still more work to be done on the organizational plan.

Five-Year Capital Investment Plan and Community Master Development Plan

The Department of PWIH hired a consultant to support the development of a Five-Year Capital Investment Plan. The consultant met with the Director General to go over the action plan. He also met with the different departments to discuss their capital investment needs for their specific departments within the next five years. The consultant prepared a report of the information that was gathered and presented the preliminary findings to Chief and Council. Following an election, the consultant also updated the newly elected Chief and Council with both plans. In the next fiscal year, the plans will be finalized through videoconferencing and teleconference calls.





PUBLIC
SECURITY

Crime Prevention and Intervention Strategy

Public Security wanted to find different ways to enhance the relationship between police officers and residents of the community with a focus on children and youth. They would achieve this through community engagements, a Crime Prevention Strategy, and Intervention Strategy. They originally wanted to hire a student to do research and help with the development of the plans but unfortunately a student wasn't available for the position. A call for tenders was done for a consultant and one was hired. The consultant did develop a draft engagement plan, Crime Prevention Strategy, and Intervention Strategy that will be submitted to Chief and Council in the next fiscal year.

Fire Prevention Program

The Fire Department wants to make sure that community members are well-informed and prepared in case of a fire. The Fire Chief developed a Fire Prevention Program to inform community members on fire safety. A final draft has been finalized and will be presented to the Director General as well as Chief and Council in the next fiscal year.



A photograph of a desk with various items: a calculator in the top left, a white coffee cup in the top right, a pair of glasses in the center, and a red pen in the bottom right. The desk is covered with financial documents, including a line graph and a table. A large red and black diagonal graphic is on the left side, and a large yellow triangle is in the bottom right corner.

CONSOLIDATED
FINANCIAL
STATEMENTS

**Micmacs of Gesgapegiag Band
Consolidated Financial Statements
March 31, 2020**

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Management's Report

Management's Responsibility for the Consolidated Financial Statements

The accompanying consolidated financial statements of Micmacs of Gesgapegiag Band are the responsibility of management and have been approved by the Council Members.

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 Canadian Institute of Chartered Accountants 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 auditor's report.

The external auditors, Raymond Chabot Grant Thornton LLP, conduct an independent audit, in accordance with Canadian auditing standards, and express their opinion on the consolidated financial statements. The external auditors have full and free access to financial management of Micmacs of Gesgapegiag Band and meet when required.

On behalf of Micmacs of Gesgapegiag Band:



John Martin
Chief



Frederic Vicaire
Director General

October 22, 2020

Raymond Chabot
Grant Thornton LLP
138 Route 132 West
New Richmond Quebec G0C 2B0

T 418-392-5001

Independent Auditor's Report

To the Directors of
Micmacs of Gesgapegiag Band

Qualified opinion

We have audited the consolidated financial statements of Micmacs of Gesgapegiag Band (hereafter "the Organization"), which comprise the consolidated statement of financial position as at March 31, 2020, and the consolidated statements of operations, accumulated surplus, changes in net debt, cash flows, operations and accumulated surplus (deficit) by program and schedule of salaries, honoraria, travel expenses and other remuneration for the year then ended, and notes to consolidated financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matters 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 as at March 31, 2020 and the results of its operations, the change in its net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for qualified opinion

The Organization presents a \$4,975,775 deferred contribution related to tangible capital assets in liabilities that should have been recognized as revenues upon the acquisition of the related tangible capital asset, which constitutes a departure from Canadian public sector accounting standards. This situation also caused us to express a qualified opinion on the financial statements for the year ended March 31, 2019. If the deferred contributions related to tangible capital assets had been presented in revenues upon the acquisition of the related tangible capital asset, revenues and excess of revenues over expenses would have been increased by \$110,880 in 2020 and \$532,417 in 2019, accumulated surplus would have increased by \$4,975,775 in 2020 and \$4,864,895 in 2019 and liabilities would have been reduced by the same amount.

Also, Micmacs of Gesgapegiag Band interest in Mi'gmawei Mawiomi Resources L.P., a limited partnership accounted at cost, is carried at \$100 on the statement of financial position as at March 31, 2020 and 2019, and Micmacs of Gesgapegiag Band share of Mi'gmawei Mawiomi Resources L.P.'s net income is not included in Micmacs of Gesgapegiag Band's income for the years ended March 31, 2020 and 2019 in accordance with the modified equity method, as required by Canadian public sector accounting standards. Our opinion on the financial statements for the year ended March 31, 2019 was qualified accordingly because of the possible effects of this departure.

Also, Micmacs of Gesgapegiag Band interest in Salaweg Inc., a limited partnership accounted at cost, is carried at \$33 333 on the statement of financial position as at March 31, 2020, and Micmacs of Gesgapegiag Band share of Salaweg Inc.'s net income is not included in Micmacs of Gesgapegiag Band's income for the years ended March 31, 2020 in accordance with the modified equity method, as required by Canadian public sector accounting standards.

Finally, the Organization accounts for operations related to housing units – Article 95 in accordance with the requirements of the Canadian Mortgage Housing Corporation (C.M.H.C.), as described in the accounting policy "Tangible capital asset" in Note 3. This departure from Canadian public sector accounting standards mainly relates to tangible capital assets amortization, the recognition of C.M.H.C. capital contribution and the accounting of reserved funds.

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.

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.

1

Raymond Robert Grant Thornton LLP

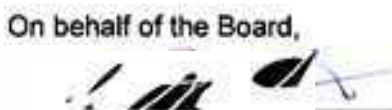

New Richmond
October 22, 2020

Micmacs of Gesgapegiag Band
Consolidated Financial Position
 March 31, 2020

	<u>2020</u>	<u>2019</u>
	\$	\$
FINANCIAL ASSETS		
Cash	4,255,845	3 665 805
Term deposits	944,067	946 787
Restricted cash and deposits (Note 4)	622,908	
Accounts receivable (Note 5)	635,881	615,516
Due from government and other government organizations (Note 6)	2,423,064	2 556,368
Gas inventory	10,725	4,583
Investments (Note 7)	33,434	101
	<u>8,925,924</u>	<u>7,789,160</u>
LIABILITIES		
Accounts payable and accrued liabilities (Note 8)	2,494,652	2 657,679
Current income tax liability	386	96,904
Deferred revenues (Note 9)	4,636,898	2 568,697
Current portion of long-term debt (Note 10)	1,058,246	2,450,011
Long-term debt (Note 10)	4,150,258	4,147,352
Deferred contributions related to tangible capital assets (Note 11)	4,977,775	4,864,895
Reserve funds		
Replacement reserve (Note 12)	362,808	317,558
Operating reserve (Note 13)	358,239	305,147
	<u>18,039,262</u>	<u>17,408,243</u>
NET DEBT	<u>(9,113,338)</u>	<u>(9,619,083)</u>
NON-FINANCIAL ASSETS		
Prepaid expenses	21,179	
Tangible capital assets (Note 14)	14,921,854	14,389,561
	<u>14,943,033</u>	<u>14,389,561</u>
ACCUMULATED SURPLUS	<u>5,829,695</u>	<u>4,770,478</u>

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

On behalf of the Board,

 Chair of the Finance and Audit Committee Financial Controller

Micmacs of Gesgapegiag Band Consolidated Operations

Year ended March 31, 2020

	Unaudited budget	2020	2019
	\$	\$	\$
Revenues			
Federal government transfers			
ISC Grant	6,939,572	7,608,522	528,817
ISC Fixed Contribution	2,731,182	3,486,017	6,594,661
ISC Set Contribution	295,475	342,475	215,761
ISC Flexible Contribution	631,472	658,492	1,319,849
ISC Block Contribution	98,525	128,752	
Contribution receivable (payable) (Note 17)		63,769	(93,130)
Correction of receivable, deferred revenues and unexpended funding of prior years	321,924	42,146	(253,181)
Health Canada	40,000	40,000	1,962,347
Solicitor General of Canada	300,153	308,407	300,153
First Nations Education Council	737,107	764,403	845,738
Revenue Canada	51,358	78,088	64,816
Canada Mortgage and Housing Corporation	1,112,000	130,984	141,606
Canada Economic Development	27,820	69,017	34,867
Department of Fisheries and Oceans	55,000	250,865	184,870
	<u>13,341,588</u>	<u>13,971,937</u>	<u>11,847,174</u>
Provincial government transfers			
Ministre de la Sécurité publique	347,937	338,510	330,019
Ministre de la Culture et des Communications		22,500	65,000
Ministre des Forêts, de la Faune et des Parcs du Québec	1,147,760	1,321,051	1,134,128
Secrétariat aux Affaires Autochtones	229,042	268,565	1,131,745
Ministre des Transports du Québec		1,990	6,187
	<u>1,724,739</u>	<u>1,952,616</u>	<u>2,667,079</u>
Other			
First Nations Human Resources Development Commission of Quebec		520,607	485,400
Native Commercial Credit Corporation (SOCCA)			257,037
First Nations of Quebec and Labrador Health and Social Services Commission	132,471	101,106	88,646
Listuguj Mi'gmaq Development Council			142,088
Welfare injection	37,750	81,971	108,276
Gesgapegiag Human Resource Development Commission	6,000	22,861	240
Community services	7,200	31,440	27,890
Gain (loss) on disposal of tangible capital assets		30,924	503,492
Rental revenues	391,685	699,855	567,763
Administration revenues	550,000	772,297	589,979
Forestry sales	843,505	1,116,671	945,459
Fisheries sales	7,346,719	12,470,313	10,149,248
Fishing leases	975,000	567,687	997,250

Micmacs of Gesgapegiag Band Consolidated Operations

Year ended March 31, 2020

	Unaudited budget	2020	2019
	\$	\$	\$
Fishing contributions	300,000	394,777	341,327
Other revenues	723,359	909,890	943,218
Excavation sales		73	20,246
Gas, restaurant and rooms sales		265,024	224,228
Deferred contribution related to tangible capital assets		(639,705)	(713,974)
Amortization of deferred contributions related to tangible capital assets	438,276	591,246	587,843
Deferred revenue from previous years	1,101,904	2,568,697	1,699,242
Less: Deferred revenue	(49,090)	(4,636,898)	(2,568,697)
	<u>12,804,779</u>	<u>15,868,836</u>	<u>15,396,201</u>
	<u>27,871,106</u>	<u>31,793,389</u>	<u>29,910,454</u>
Expenses			
Salaries and fringe benefits	10,447,508	12,817,118	10,505,086
Travel	407,778	628,273	527,237
Professional fees	612,247	274,438	552,726
Publicity and promotion		2,715	
Material and equipment rental	68,108	149,742	96,254
Training and development	289,736	420,929	154,221
Honoraria	1,348,375	1,344,736	1,259,516
Contracted services	4,652,248	4,538,505	4,052,020
Membership fees	2,000	8,240	5,293
Materials and supplies	1,419,300	3,409,370	2,928,916
Office supplies and expenses	75,828	97,036	109,652
Repair and maintenance	614,000	908,802	1,045,137
Energy	579,049	827,028	859,341
Telecommunications	93,088	104,940	109,689
Insurance	132,044	240,787	180,771
Interest and bank charges	68,500	45,619	30,700
Interest on long-term debt	118,311	205,812	258,574
Doubtful accounts	79,200	164,885	429,335
Administration charges	410,508	759,271	572,490
Room and board and educational allowances	267,000	510,987	425,955
Business contributions			10,347
Contributions to community activities	4,700	5,017	54,436
Band contributions	10,000	6,050	415,378
Program aids	461,900	504,913	519,549
Medical fees	69,951	299,373	168,961
Tuition fees	120,000	105,081	351,446
Other	116,679	24,367	6,323
Basic needs	653,593	710,642	703,287
Special needs		320	8,570
Purchase of equipment	543,300	743,667	1,059,126
Welfare injection	180,000	92,470	99,732

Micmacs of Gesgapegiag Band Consolidated Operations

Year ended March 31, 2020

	Unaudited budget	2020	2019
	\$	\$	\$
Registration fees	21,448	182,696	96,870
Placements	901,865	997,356	1,099,632
Purchases for resale		152,359	105,205
Variation of gas inventory		(6,143)	418
Fishing permit			700,000
Annual contribution - replacement reserve		43,050	40,850
Expenses capitalized to tangible capital assets	(162,000)	(1,967,548)	(1,764,430)
Amortization of tangible capital assets	877,200	1,315,407	1,122,788
	<u>25,483,464</u>	<u>30,668,310</u>	<u>28,901,401</u>
Excess of revenues over expenses before income taxes	2,387,642	1,125,079	1,009,053
Current income taxes		10,570	96,904
Excess of revenues over expenses	<u>2,387,642</u>	<u>1,114,509</u>	<u>912,149</u>

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

Micmacs of Gesgapegiag Band
Consolidated Accumulated Surplus
 Year ended March 31, 2020

	<u>2020</u>	<u>2019</u>
	\$	\$
Balance, beginning of year	4,770,478	3,864,257
Excess of revenues over expenses	<u>1,114,509</u>	<u>912,149</u>
	5,884,987	4,776,406
Adjustment to prior years (Note 18)	<u>55,292</u>	<u>5,928</u>
Balance, end of year	<u>5,829,695</u>	<u>4,770,478</u>

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

Micmacs of Gesgapegiag Band
Consolidated Changes in Net Debt
 Year ended March 31, 2020

	<u>2020</u>	<u>2019</u>
	\$	\$
Excess of revenues over expenses	1,114,509	912,149
Adjustment to prior years (Note 18)	<u>(55,292)</u>	<u>(5,928)</u>
	<u>1,059,217</u>	<u>906,221</u>
Tangible capital assets		
Acquisition of tangible capital assets	(1,967,548)	(2,476,839)
Disposal of tangible capital assets	11,158	1,203,607
Loss (gain) on disposal of tangible capital assets	108,690	(503,492)
Amortization of tangible capital assets	<u>1,315,407</u>	<u>1,122,788</u>
Total tangible capital assets	<u>(532,293)</u>	<u>(653,936)</u>
Use (acquisition) of prepaid expenses	<u>(21,179)</u>	<u>54,251</u>
Changes in net debt	<u>505,745</u>	<u>306,536</u>
Net debt, beginning of the year	<u>(9,619,083)</u>	<u>(9,925,619)</u>
Net debt, end of the year	<u>(9,113,338)</u>	<u>(9,619,083)</u>

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

Micmacs of Gesgapegiag Band**Consolidated Cash Flows**

Year ended March 31, 2020

	<u>2020</u>	<u>2019</u>
	\$	\$
OPERATING ACTIVITIES		
Excess of revenues over expenses	1,114,509	912,149
Non-cash items		
Amortization of tangible capital assets	1,315,407	1,122,788
Amortization of deferred contributions related to tangible capital assets	(591,246)	(587,843)
Transfer to the replacement reserve fund for the year	43,050	40,850
Loss (gain) on disposal of tangible capital assets	108,690	(503,492)
	<u>1,990,410</u>	<u>984,452</u>
Net change in assets and liabilities	1,894,274	1,228,899
Cash flows from operating activities	<u>3,884,684</u>	<u>2,213,351</u>
CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	(1,967,548)	(2,476,839)
Disposal of tangible capital assets	11,158	1,203,607
Cash flows from capital activities	<u>(1,956,390)</u>	<u>(1,273,232)</u>
INVESTING ACTIVITIES		
Restricted cash and deposits	(622,908)	
Investments	(33,333)	
Cash flows from investing activities	<u>(656,241)</u>	
FINANCING ACTIVITIES		
Long-term loans	85,000	1,983,723
Repayment of long-term loans	(1,473,859)	(1,895,672)
Deferred contributions related to tangible capital assets	704,126	1,120,260
Cash flows from financing activities	<u>(684,733)</u>	<u>1,208,311</u>
Net increase in cash	587,320	2,148,430
Cash and cash equivalents, beginning of year	4,612,592	2,464,162
Cash and cash equivalents, end of year	<u>5,199,912</u>	<u>4,612,592</u>
CASH AND CASH EQUIVALENTS		
Cash	4,255,845	3,665,805
Term deposits	944,067	946,787
	<u>5,199,912</u>	<u>4,612,592</u>

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

Micmacs of Gesgapegiag Band

Notes to Consolidated Financial Statements

March 31, 2020

1 - GOVERNING STATUTES

The Organization is governed by the council of the Micmacs of Gesgapegiag. It is a not-for-profit Organization under the Income Tax Act.

2 - IMPACTS RESULTING FROM THE COVID-19 PANDEMIC

In March 2020 the decree of a COVID-19 state of pandemic and the numerous measures put in place by the federal, provincial and municipal governments to protect the public had impacts on the Organization's operations. This crisis is likely to cause significant changes to the assets or liabilities in the coming year or have a significant impact on future operations.

Subsequent events

As of the date of completion of the financial statements, management was not able to assess the financial impact of these events at this time.

3 - SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

Management is responsible for the preparation of the Organization's consolidated financial statements which have been prepared in accordance with Canadian public sector accounting standards in the *CPA Canada Public Sector Accounting Handbook*.

Interests in joint arrangement and limited partnership

The Organization has interests in a jointly controlled enterprise and in a limited partnership. It has elected to recognize interests in the joint arrangement and the limited partnership (which constitutes a government business partnership) at cost.

Impairment of interests in joint arrangement and limited partnership

In the case of interests, the Organization assesses, at each year-end date, whether there are any indications of impairment. When there is an indication of impairment, and if the Organization determines that during the year there was significant adverse change in the expected timing or amount of future cash flows from an interest, then it recognizes a reduction as an impairment loss in operations. The reversal of a previously recognized impairment loss on an interest is recognized in operations in the year the reversal occurs.

Principles of consolidation

The consolidated financial statements include the accounts of the Organization and those of Micmacs Housing Corporation, Gesgapegiag Human Resource Development Commission and Gesgapegiag Natural Resources Inc. and its subsidiaries 9252-9106 Québec Inc., 9309-0942 Québec Inc., 9272-4152 Québec Inc., Gesgapegiag Business Corporation Inc. and Gesgapegiag Wealth Management Inc. which are wholly owned.

Micmacs of Gesgapegiag Band

Notes to Consolidated Financial Statements

March 31, 2020

3 - SIGNIFICANT ACCOUNTING POLICIES (Continued)

The consolidated financial statements also include investments in government businesses in which the Organization exercises joint control, that is, a 33% interest in Mi'gmawei Mawiom Business Corporation, a 33% interest in Mi'gmawei Mawiom Resources L. P. and a 33% interest in Salaweg Inc., and which are accounted at cost.

Inter-organizational balances and transactions are eliminated upon consolidation, but in order to present the results of operations for each specific departments, transactions amongst departments have not necessarily been eliminated on the individual schedules.

Accounting estimates

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the amounts recorded in the consolidated financial statements, notes to consolidated financial statements and consolidated schedules. These estimates are based on management's best knowledge of current events and actions that the Organization may undertake in the future. Actual results may differ from these estimates.

Revenue recognition

Government transfers

Government transfers are recognized as revenue 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.

Contributions

Externally restricted contributions are presented as a liability under Deferred revenue and recognized as revenue in the period in which they are used for the purposes specified. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Other

The Organization recognizes its revenues when persuasive evidence of an arrangement exists, delivery has occurred, that is, the customer has taken possession of the items, the price to the buyer is fixed or determinable and collection is reasonably assured.

Rental income

The Organization records base rents on a straight-line basis over the lease terms. The excess of rents recognized over amounts contractually due pursuant to the underlying leases is included in rent receivable on the statement of consolidated financial position.

Micmacs of Gesgapegiag Band
Notes to Consolidated Financial Statements
March 31, 2020

3 - SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial assets and liabilities

Initial measurement

The Organization recognizes a financial asset or a financial liability on the consolidated statement of financial position when, and only when, it becomes a party to the contractual provisions of the financial instrument. Unless otherwise stated, financial assets and liabilities are initially measured at cost.

Subsequent measurement

At each reporting date, the Organization measures its financial assets and liabilities at amortized cost (including any impairment in the case of financial assets).

The Organization determines whether there is any objective evidence of impairment of the financial assets, for both financial assets subsequently measured at amortized cost and financial assets subsequently measured at fair value. Any financial asset impairment is recognized in the consolidated statement of operations and, in the case of a financial asset classified to the fair value category, the reversal of any net remeasurements is presented in the statement of remeasurement gains and losses when an impairment is recognized.

Cash and cash equivalents

The Organization's policy is to present in cash and cash equivalents bank balances, including bank overdrafts whose balances fluctuate frequently from being positive to overdrawn, and investments with a maximum maturity of three months from the acquisition date or redeemable at any time without penalty.

Inventory valuation

Gas inventory is valued at the lower of cost and net realizable value. Cost is determined by the first in first out method.

Non-financial assets

By nature, the Organization's non-financial assets are normally used to provide future services.

Tangible capital assets

Tangible capital assets acquired 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.

For the housing units - Article 95, tangible capital assets are accounted at the cost of acquisition less any subsidies received for the tangible capital assets. C.M.H.C. permits amortization for buildings purchased using loans that it has insured, at a rate equal to the annual reduction of the principal on the loans. No amortization is allocated to other capital elements, but a replacement reserve is maintained for future replacement of tangible capital assets.

Micmacs of Gesgapegiag Band
Notes to Consolidated Financial Statements
 March 31, 2020

3 - SIGNIFICANT ACCOUNTING POLICIES (Continued)

The replacement reserve account is funded through an annual allocation, as opposed to allocation of surplus.

Amortization

Tangible capital assets are amortized on a straight-line basis over their estimated useful lives according to the following periods:

	<u>Periods</u>
Buildings	20 years
Sanitation system	20 years
Automotive equipment	5 years
Material and equipment	5 years
Roads	20 years
Boat	20 years

The gravel pit is amortized according to the method of resource depletion.

Contributions related to tangible capital assets are deferred and gradually amortized to earnings on the same basis as the related tangible capital assets.

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.

Write-down

When conditions indicate that a tangible capital asset no longer contributes to the Organization's ability to provide goods and services, or that the value of future economic benefits associated with the tangible capital asset is less than its net carrying amount, the cost of the tangible capital asset is reduced to reflect the decline in value. Any write-down of tangible capital assets is accounted for as expenses in the statement of consolidated operations and any write-downs are not subsequently reversed.

Trust funds

The Organization's Trust funds are included in these consolidated financial statements only to the extent they have been received from the Organization's revenue trust fund. The amounts on deposit with the Government of Canada are audited by the Auditor General of Canada.

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Notes to Consolidated Financial Statements
 March 31, 2020

3 - SIGNIFICANT ACCOUNTING POLICIES (Continued)

Adjustment to prior years

Adjustments affecting prior years, usually resulting from the Regional Audit Review Committee are recorded in the consolidated statement of operations under Correction of receivable, deferred revenues and unexpended funding of prior years. Adjustments affecting prior years, resulting from C.M.H.C., are recorded in the consolidated accumulated surplus statement.

Liability for contaminated sites

The liability for contaminated sites under the Organization's responsibility, or that could likely be under its responsibility, is recognized as a liability for remediation of contaminated sites once the contamination occurs or the Organization is informed about it, it is expected that future economic benefits will be given up and a reasonable estimate of the amount can be made. The liability includes the estimated costs of the management and rehabilitation of contaminated sites and any costs relating to post-remediation maintenance and monitoring. These costs are evaluated based on the best available information and are revised annually.

4 - RESTRICTED CASH AND DEPOSITS

	<u>2020</u>	<u>2019</u>
	\$	\$
Replacement reserve fund (Note 12)	317,662	
Operating reserve fund (Note 13)	<u>305,246</u>	
	<u>622,908</u>	<u>-</u>

5 - ACCOUNTS RECEIVABLE

	<u>2020</u>	<u>2019</u>
	\$	\$
Accounts receivable	1,159,567	1,155,116
Rents receivable	2,322,156	2,195,960
Advances	53,120	77,580
Indirect taxes receivable	<u>159,222</u>	<u>97,392</u>
	3,694,065	3,526,048
Doubtful accounts	<u>3,058,184</u>	<u>2,910,532</u>
	<u>635,881</u>	<u>615,516</u>

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Notes to Consolidated Financial Statements
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6 - DUE FROM GOVERNMENT AND OTHER GOVERNMENT ORGANIZATIONS

	<u>2020</u>	<u>2019</u>
	\$	\$
Federal government		
Indigenous Services Canada (ISC)	1,045,251	727,723
Health Canada	(117,992)	49,342
C.M.H.C.	17,439	42,272
Department of Fisheries and Oceans	201,422	103,870
Canada Economic Development	67,500	7,017
First Nations Education Council	112,228	83,165
Solicitor General of Canada	154,204	300,153
Provincial Government		
Finance Québec	34,750	82,233
Ministre des Forêts, de la Faune et des Parcs du Québec	539,851	433,401
Secrétariat aux Affaires Autochtones	321,908	607,960
Ministre de la Sécurité publique		52,955
Ministre des Transports du Québec		5,510
Ministre de la Culture et des Communications	22,500	
Other		
First Nations of Quebec and Labrador Health and Social Services Commission	24,003	60,767
	<u>2,423,064</u>	<u>2,556,368</u>

7 - INVESTMENTS

	<u>2020</u>	<u>2019</u>
	\$	\$
Mi'gmawei Mawiomi Resources L.P., government business partnership		
Capital	100	100
Mi'gmawei Mawiomi Business Corporation Inc., joint arrangement		
1 common share	1	1
	<u>101</u>	<u>101</u>
Salaweg inc., joint arrangement		
50 common share, 33%	33,333	
	<u>33,434</u>	<u>101</u>

Micmacs of Gesgapegiag Band
Notes to Consolidated Financial Statements
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8 - ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	<u>2020</u>	<u>2019</u>
	\$	\$
Trade accounts	1,411,674	1,713,787
Salaries payable	313,178	221,171
Government remittances	111,107	53,176
Accrued interest	9,354	20,206
Account payable to Mi'gmawei Mawiomi Resources L. P., government business partnership, without interest	649,339	649,339
	<u>2,494,652</u>	<u>2,657,679</u>

9 - DEFERRED REVENUES

	<u>2020</u>	<u>2019</u>
	\$	\$
Federal government		
110004 Mental wellness team	203,078	103,516
110005 Aboriginal Head Start On-Reserve AHSOR	23,499	
110006 Brighter Futures BF	10,211	45,589
110015 Health Planning & Management HPM	64,142	
110040 JP - Service Coordination	43,271	100,814
110041 JP - Allied Services	11,630	
110042 JP - Education	140,920	
110044 JP - Med supplies	5,123	
110045 JP - Mental Health	8,839	
110048 JP - Day Programs	750	
110060 Social Service Child in Foster Allowance	95,481	83,463
110099 KH62 Traditional Healer (before 110090)	12,678	14,378
202306 NP95 Management Capacity		10,771
202307 NP96 Clients Supports		9,691
202308 NP88 Social Assistance for Employment and Training		160,788
202309 NP97 Services Delivery		374
202330 NP8R Service Delivery		3,786
212373 NPD3 12373 Operations CFS	3,666	
212383 NPD1 CFS Maintenance - Enhanced Prevention	470,216	617,510
212388 NPD7 Prevention/Least Disruptive Measure	37,763	
212395 Q2BF NPC5 In-Home Care	1,691	16,683
212398 Q2BG NPC6 Foster Care		94,090
212399 Q2BH NPC7 Service Delivery	126,497	
212400 Q2BW NPCV Community Based Initiative	213,322	132,396
302305 Basic Needs	143,181	
302308 Social assistance for Employment	109,255	
361000 NP1M FNEC New Paths		11,766
361003 Science and Technology		8,432
361005 Continuous School Improvement before NFSSP	27,435	
361006 Innovation in Education program before YE School Net	1,474	
361007 Partnerships before Parental Involvement	50,522	

Micmacs of Gesgapegiag Band
Notes to Consolidated Financial Statements
 March 31, 2020

9 - DEFERRED REVENUES (Continued)

	<u>2020</u>	<u>2019</u>
	\$	\$
361009 Education Partnerships Program		29,552
361011 FNEC/DSSLP		4,985
361013 NP1M New Paths		67,940
362105 NP05 Instructional Services Formula Seq. 1	1,114,577	178,559
362138 NP12 Financial Assistance Allowances		32,689
362140 NP14 Advice and Assistance, Provincial		6,000
362145 NP18 Student Transportation Services		11,372
362234 Band Operated School - Special Education		2,721
362270 NP5A Post-Secondary Student Support Program	270,335	
368500 Whole Sale Building	107,000	
408595 Q35T Water System Rehabilitation	155,459	94,248
408746 QZ18 Waste Diversion Program	202,877	
590110 NTMZ Training - Fire Protection	24,600	24,600
590115 NTM5 Fire Protection QD88	12,800	12,800
641011 NG0F Band Support Funding	120,052	
641017 NG0M CPP/QPP and Private Pension Plans		30,475
641366 NGBL Specific Claims Submission	150,491	154,251
641845 NG1E Financial Management gov. Capacity Development		120,000
641850 NG1J Q32N Risk Management gov Capacity Development	457,016	249,422
708195 NTNP Land Use Planning Initiative	47,860	38,736
Provincial government		
641012 Mobilisation	27,066	26,157
641013 Cultural & Language	65,910	45,143
708199 Clean energy	76,211	
Other		
212450 Services Canada for Elders Lodge		25,000
	<u>4,636,898</u>	<u>2,568,697</u>

10 - LONG-TERM DEBT

	<u>2020</u>	<u>2019</u>
	\$	\$
Canada Mortgage and Housing Corporation forgivable loan, without interest, forgiveness earned of \$3,200 yearly, maturing in August 2020	1,066	4,267
Bank of Montreal, prime rate plus 2.5% (6.45%), reimbursed during the year		400,523
Canada Mortgage and Housing Corporation forgivable loan, without interest, forgiveness earned of \$3,200 yearly, maturing in March 2021	3,200	6,400
Bank of Montreal, secured by 4 housing units and by ISC, 3.85%, payable in monthly instalments of \$2,094, capital and interest, renegotiable in May 2024	260,561	275,543

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Notes to Consolidated Financial Statements
 March 31 2020

10 - LONG-TERM DEBT (Continued)

	<u>2020</u>	<u>2019</u>
	\$	\$
	2,576	7,539
		12,222
Bank of Montreal, prime rate plus 2.5% (4.95% ; 6.45% as at March 31, 2019), payable in monthly instalments of \$1,735, plus interest, maturing in June 2025	109,286	131,837
Bank of Montreal, secured by 1 quadruplex and by ISC, 3.64%, payable in monthly instalments of \$1,521, capital and interest, renegotiable in July 2023	194,769	205,812
Bank of Montreal, secured by duplexes and by ISC, 3.99%, payable in monthly instalments of \$3,381, capital and interest, renegotiable in November 2024	425,118	447,639
Native Commercial Credit Corporation, secured by a hypothec on the universality of property and automotive equipment with a net carrying amount of \$82,062 as at March 31, 2020, 6.5%, payable in monthly instalments of \$2,315, capital and interest maturing in November 2024	111,533	131,331
Laurentian Bank, secured by a building with a net carrying amount of \$16,732 as at March 31, 2020 2.89%, payable in monthly instalments of \$233, capital and interest renegotiable in August 2022	17,549	19,810
Laurentian Bank, secured by a building with a net carrying amount of \$13,200 as at March 31, 2020, 5.49%, payable in monthly instalments of \$299, capital and interest renegotiable in August 2023	33,206	34,934
Mortgage loan, secured by automotive equipment with a net carrying amount of \$47,533 as at March 31, 2020, 5%, payable in monthly instalments of \$1,047, capital and interest, maturing in March 2024	45,483	55,498
Canada Mortgage and Housing Corporation forgivable loan, without interest, forgiveness earned of \$3,200 yearly, maturing in March 2021	3,200	6,400
Bank of Montreal, prime rate plus 1.5% (3.95% + 5.45% as at March 31, 2019), payable by annual instalments of \$100,000 plus interest, maturing in March 2020	50,000	150,000
Native Commercial Credit Corporation, secured by a hypothec on the universality of property and the part of a building with a net carrying amount of \$60,913 as at March 31, 2020, 6.5%, payable in monthly instalments of \$804, capital and interest, maturing in December 2024	39,318	46,155

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Notes to Consolidated Financial Statements

March 31, 2020

10 - LONG-TERM DEBT (Continued)

	2020	2019
	\$	\$
	39,924	43,750
Native Commercial Credit Corporation, secured by a hypothec on the universality of property and a guarantee from 9252-9106 Quebec Inc., subsidiary, 6.25%, payable in monthly instalments of \$1,595, capital and interest, maturing in December 2032	167,892	176,259
Mortgage loan, secured by automotive equipment with a net carrying amount of \$146,667 as at March 31, 2020 4.5%, payable in monthly instalments of \$6,292, capital and interest maturing in November 2020	49,493	120,998
Canada Mortgage and Housing Corporation forgivable loan, without interest, forgiveness earned of \$11,110 yearly maturing in August 2027	82,396	93,506
Canada Mortgage and Housing Corporation forgivable loan, without interest, forgiveness earned of \$11,720 yearly, maturing in August 2027	86,920	98,640
Bank of Montreal, prime rate plus 2.5% (4.95% ; 6.45% as at March 31, 2019) payable on demand, maturing in September 2020	49,650	49,650
Bank of Montreal, 4.45%, payable in monthly instalments of \$1,792, capital and interest, renegotiable in July 2022	258,877	268,603
Bank of Montreal, 4.19%, payable in monthly instalments of \$3,150, plus interest, maturing in February 2024	148,034	185,831
Bank of Montreal, prime rate plus 1.5% (5.45%), reimbursed during the year		2,072
Canada Mortgage and Housing Corporation forgivable loan, without interest, forgiveness earned of \$3,200 yearly, maturing in March 2021	3,200	6,400
Mortgage loan, secured by automotive equipment with a net carrying amount of \$32,314 as at March 31, 2020, 7.65% payable in monthly instalments of \$1,557, capital and interest, maturing in September 2021	28,276	44,471
Canada Mortgage and Housing Corporation forgivable loan, without interest, forgiveness earned of \$3,200 yearly, maturing in March 2021	3,200	6,400
Loan, without interest, payable in monthly instalments of \$4,000, maturing in December 2020	35,998	83,978

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Notes to Consolidated Financial Statements
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10 - LONG-TERM DEBT (Continued)

	<u>2020</u>	<u>2019</u>
	\$	\$
Loan, without interest, payable in monthly instalments of \$7,711, maturing in December 2025	532,057	624,589
Canada Mortgage and Housing Corporation forgivable loan, without interest, forgiveness earned of \$3,200 yearly, maturing in February 2022	5,867	9,333
Canada Mortgage and Housing Corporation forgivable loan, without interest, forgiveness earned of \$3,200 yearly, maturing in January 2022	5,867	9,600
Canada Mortgage and Housing Corporation forgivable loan, without interest, forgiveness earned of \$2,981 yearly, maturing in January 2022	5,466	8,944
Canada Mortgage and Housing Corporation forgivable loan, without interest, forgiveness earned of \$3,200 yearly, maturing in March 2022	6,400	9,600
Bank of Montreal, 4.75%, payable in semi-annual instalments of \$32,091, capital and interest, maturing in December 2021	121,496	177,500
Canada Mortgage and Housing Corporation forgivable loan, without interest, forgiveness earned of \$11,715 yearly, maturing in October 2023	41,003	52,718
Bank of Montreal, prime rate plus 1.5% (3.95%), payable on demand, maturing in December 2020	80,750	
Native Commercial Credit Corporation, secured by a hypothec on the boat and the fishing permit of 9272-4152 Quebec Inc., subsidiary, 6.5%, payable in monthly instalments of \$4,843, capital and interest, maturing in January 2024	196,670	240,398
Native Commercial Credit Corporation, 6.5%, reimbursed during the year		245,000
Project # 10, Caisse Desjardins, mortgage, original amount of \$104,800, secured by 2 housing units, by the C.M.H.C. and ISC, 4.939%, payable in monthly instalments of \$642, capital and interest, maturing in September 2022	18,102	24,730
Project # 11, Bank of Montreal, mortgage, authorized amount of \$141,910, secured by 3 housing units and by ISC, 4.85%, payable in monthly instalments of \$888, capital and interest, maturing in December 2022	27,491	36,621

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Notes to Consolidated Financial Statements
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10 - LONG-TERM DEBT (Continued)

	<u>2020</u>	<u>2019</u>
	\$	\$
Project # 12, C.M.H.C mortgage (19-072-495/001), authorized amount of \$70,000 secured by 2 housing units and 1 duplex 1.86%, payable in monthly instalments of \$317, capital and interest maturing in March 2024	14,632	18,123
Project # 13 C.M.H.C mortgage (19-072-495/002), authorized amount of \$87,500 secured by 3 housing units and 1 duplex 0.94%, payable in monthly instalments of \$396 capital and interest, renegotiable in September 2020	23,969	28,475
Project # 14 C.M.H.C mortgage (19-072-495/003), authorized amount of \$129,000 secured by 4 housing units 1.11% payable in monthly instalments of \$586 capital and interest, renegotiable in April 2021	41,325	47,855
Project # 15 C.M.H.C mortgage (19-072-495/004), authorized amount of \$187,395 secured by 5 housing units, 1.43%, payable in monthly instalments of \$857 capital and interest, renegotiable in April 2022	69,240	78,462
Project # 16, C.M.H.C., mortgage (19-072-495/005), authorized amount of \$92,538, secured by 3 housing units, 2.39%, payable in monthly instalments of \$427, capital and interest, renegotiable in March 2023	36,985	41,179
Project # 17, C.M.H.C., mortgage (19-072-495/006), authorized amount of \$62,000, secured by 2 duplexes, 1.39%, payable in monthly instalments of \$263, capital and interest, renegotiable in June 2020	30,106	32,819
Project # 17, C.M.H.C., mortgage (19-072-495/007), authorized amount of \$65,000, secured by 2 duplexes, 1.39%, payable in monthly instalments of \$275, capital and interest, renegotiable in June 2020	31,563	34,408
Project # 18, C.M.H.C., mortgage (19-072-495/008), authorized amount of \$253,800, secured by a sixplex, 1.14%, payable in monthly instalments of \$1,109, capital and interest, renegotiable in June 2021	128,681	140,447
Project # 19, C.M.H.C., mortgage (19-072-495/009), authorized amount of \$172,000, secured by 2 duplexes, 1.3%, payable in monthly instalments of \$713, capital and interest, renegotiable in June 2022	95,654	102,916
Project # 20, C.M.H.C., mortgage (19-072-495/010), authorized amount of \$104,000, secured by 1 quadruplex, 2.5%, payable in monthly instalments of \$467, capital and interest, renegotiable in June 2023	62,910	66,896

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Notes to Consolidated Financial Statements

March 31, 2020

10 - LONG-TERM DEBT (Continued)

	2020	2019
	\$	\$
Project # 21, C.M.H.C., mortgage (19-072-495/011), authorized amount of \$120,600, secured by 1 duplex, 1.69%, payable in monthly instalments of \$537, capital and interest, renegotiable in September 2024	72,632	77,782
Project # 22, C.M.H.C., mortgage (19-072-495/012), authorized amount of \$189,500, secured by 1 quadruplex, 1.04%, payable in monthly instalments of \$736, capital and interest, renegotiable in October 2020	126,979	134,445
Project # 23, C.M.H.C., mortgage (19-072-495/013), authorized amount of \$1,200,000, secured by 10 housing units, 1.43%, payable in monthly instalments of \$4,780, capital and interest, renegotiable in April 2022	865,454	910,096
Project # 24, C.M.H.C., mortgage (19-072-495/014), authorized amount of \$104,000, secured by 1 housing unit, 1.43%, payable in monthly instalments of \$414, capital and interest, renegotiable in April 2022	75,004	78,873
Project # 25, C.M.H.C., mortgage (19-072-495/015), authorized amount of \$255,149, secured by 2 housing units, 2.49%, payable in monthly instalments of \$1,142, capital and interest, renegotiable in May 2023	241,476	249,086
	<u>5,208,504</u>	<u>6,597,363</u>
Current portion		
Subject to renewal	204,556	934,133
Other	853,690	1,515,878
	<u>1,058,246</u>	<u>2,450,011</u>
	<u>4,150,258</u>	<u>4,147,352</u>

The estimated instalments on long-term debt for the next five years are \$1,058,246 in 2021, \$736,170 in 2022, \$1,634,435 in 2023, \$789,571 in 2024 and \$742,004 in 2025.

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11 - DEFERRED CONTRIBUTIONS RELATED TO TANGIBLE CAPITAL ASSETS

	<u>2020</u>	<u>2019</u>
	\$	\$
Balance, beginning of year	4,864,895	4,332,478
ISC		
110005 Aboriginal Head Start On-Reserve AHSOR	2,319	
110015 Health Planning & Management HPM	26,876	
212373 NPD3 12373 Operations - CFS	16,143	
362105 NP05 Instructional Services Formula Seq. 1	211,600	
408595 Q35T Water System Rehabilitation	97,561	
408748 NTM8 Roads and Bridges QD88		300,000
641011 NG0F Band Support Funding	142,814	
641843 Q32J before NG1E Fin Mgmt Gov Cap Dev	73,670	
708110 NT51 Community Ec. Dev. Program	15,756	
Health Canada		
110000 Medical Transportation NIHB/MT	29,940	29,951
110015 Health Planning & Management HPM		19,500
110040 JP-Service coordination		52,435
Canada Economic Development		
708170 NTE7 Tourism Initiative	9,395	
Secrétariat aux Affaires Autochtones		
708130 Lobsterhut Extension		287,344
708140 Chalets Ste-Helene	9,000	301,550
708150 La Cache (operationnel)		48,000
Other		
212450 Service Canada for Elders Lodge	3,186	
590105 Policing Services		24,744
641010 Council Department	1,445	
Canada Mortgage and Housing Corporation - Forgivable loans	64,421	56,736
Amortization	<u>(591,246)</u>	<u>(587,843)</u>
Balance, end of year	<u>4,977,775</u>	<u>4,864,895</u>

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12 - REPLACEMENT RESERVE FUND

(a) Pre-1997 Program

Under the agreement with Canada Mortgage and Housing Corporation (C.M.H.C.), an amount must be credited to the replacement reserve. These funds and the accrued interest must be placed in a separate bank account and/or invested only in accounts or instruments insured by the Canada Deposit Insurance Corporation or in any other way approved by C.M.H.C. from time to time. Any use of the funds from the account must be approved by C.M.H.C.

(b) Post-1996 Program

Under the agreement with Canada Mortgage and Housing Corporation (C.M.H.C.), an amount set forth in Appendix B of the operating agreement must be credited to the replacement reserve. The annual amount may be increased by the First Nation. These funds and the accrued interest must be placed in a separate bank account and/or invested only in accounts or instruments insured by the Canada Deposit Insurance Corporation or in any other way approved by C.M.H.C. from time to time.

At the year end, the replacement reserve included the following elements:

	<u>2020</u>	<u>2019</u>
	\$	\$
Cash	317,662	
Reserve fund		
Balance, beginning of year	317,558	293,309
Adjustment requested by C.M.H.C. (Note 18)	2,200	(16,601)
Adjusted balance, beginning of year	<u>319,758</u>	<u>276,708</u>
Annual contribution - replacement reserve	<u>43,050</u>	<u>40,850</u>
Balance, end of year	<u><u>362,808</u></u>	<u><u>317,558</u></u>

During the year, an amount of \$ 317,558 corresponding to the balance of the replacement reserve as at March 31, 2019 was transferred to the reserve. With the exception of interest earned during the year, no amount has been transferred to the reserve for 2020.

13 - OPERATING RESERVE (Post-1996 Program)

Once all costs and expenses are paid, particularly the allocation to the replacement reserve, the First Nation keeps all excess income in an operating reserve. The First Nation agrees to keep the funds and accrued interest in the operating fund in a separate bank account or to invest it only in accounts or instruments insured by the Canada Deposit Insurance Corporation or as agreed by common consent by the First Nation and Canada Mortgage and Housing Corporation. The housing project's operating reserve is to be used only for the operating expenses of housing projects that made undertakings as part of the 1997 On-reserve Housing Program. The reserve may be used to cover deficits from previous years. Withdrawals are first applied to interest, then to the principal. At the end of the fiscal year, the operating reserve included the following elements:

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13 - OPERATING RESERVE (Post-1996 Program) (Continued)

	2020	2019
	\$	\$
Cash	<u>305,246</u>	
Reserve fund		
Balance, beginning of year	305,147	282,618
Adjustment requested by C.M.H.C. (Note 18)	<u>53,092</u>	<u>22,529</u>
Balance, end of year	<u>358,239</u>	<u>305,147</u>

During the year, an amount of \$ 305,147 corresponding to the balance of the replacement reserve as at March 31, 2019 was transferred to the reserve. With the exception of interest earned during the year, no amount has been transferred to the reserve for 2020.

14 - TANGIBLE CAPITAL ASSETS

	2020		2019	
	Cost	Accumulated amortization	Net carrying amount	Net carrying amount
	\$	\$	\$	\$
Land	346,416		346,416	346,416
Buildings	23,454,200	13,499,710	9,954,490	10,704,860
Sanitation system	7,470,417	6,533,139	937,278	909,305
Automotive equipment	2,694,583	1,820,630	873,953	657,190
Material and equipment	1,791,591	1,179,914	611,677	341,802
Roads	602,391	240,426	361,965	392,085
Gravel pit	100,000		100,000	100,000
Boat	921,482	65,449	856,033	915,232
Building in construction	880,042		880,042	22,671
	<u>38,261,122</u>	<u>23,339,268</u>	<u>14,921,854</u>	<u>14,389,561</u>

15 - BANK LOANS

The bank loan, for an authorized amount of \$1,000,000, bears interest at prime rate plus 1.5% (3.95%; 6.45% as at March 31, 2019) and is renegotiable annually.

The bank loan is secured by the accounts receivable and a mortgage on amounts receivable from Health Canada.

16 - SUBSIDY FROM THE CANADA MORTGAGE AND HOUSING CORPORATION

The Organization receives a subsidy under a program administered by the Canada Mortgage and Housing Corporation (C.M.H.C.) under the terms of section 95 of the National Housing Act. This subsidy is tied to compliance with the conditions set forth in the agreement signed by the Organization and C.M.H.C.

Micmacs of Gesgapegiag Band
Notes to Consolidated Financial Statements
 March 31, 2020

17 - CONTRIBUTION RECEIVABLE (PAYABLE)

	<u>2020</u>	<u>2019</u>
	\$	\$
Federal government		
110000 Medical Transportation NIHB/MT	(39,233)	(27,994)
202305 NP85 Basic Needs		112,987
202320 NP8L Special Needs		(16,185)
212384 Q2BX NPD0 CFS Maintenance - Institutions	89,083	
361003 Science and Technology	(12,667)	
362106 NP06 Administration - Instructional Services		(7,700)
362270 NP5A Post-Secondary Student Support Program		(154,238)
408557 Wastewater systems QL79 Seq. 2	5,787	
408805 NTNW Community Capital Facilities	22,238	
Provincial government		
110038 Avenir Enfant	(1,439)	
	<u>63,769</u>	<u>(93,130)</u>

18 - ADJUSTMENT TO PRIOR YEARS

After the review of the financial statements for the year ended March 31, 2019 by the Organization, the following adjustments were required:

	<u>2020</u>	<u>2019</u>
	\$	\$
Micmacs Housing Corporation		
Adjustment to operating reserve	53,092	22,529
Adjustment to replacement reserve	2,200	(16,601)
	<u>55,292</u>	<u>5,928</u>

19 - CONTINGENCY

As at March 31, 2020, the Organization is contingently liable as endorser in long-term debts for members of the community for the amount of \$729,484 (\$1,212,143 in 2019).

20 - LIABILITY FOR REMEDIATION OF CONTAMINATED SITES

The Organization will have to assume the costs of remediation of contaminated sites for which it is or could likely be responsible, for which no liability has been recognized in the consolidated financial statements because, at the consolidated financial statements date, it was not possible to make a reasonable estimate of the amounts in question.

Micmacs of Gesgapegiag Band
Notes to Consolidated Financial Statements
March 31, 2020

21 - RELATED PARTY TRANSACTIONS

During the year, the Organization has entered into contracted services with elected officials for the purchase of wholesale lobster for an amount of \$550,875 (\$471,229 in 2019). These transactions were measured at the exchange amount.

22 - ECONOMIC DEPENDENCE

The Organization receives 38% (29% in 2019) of its revenues from Indigenous Services Canada (ISC).

23 - FINANCIAL INSTRUMENTS

Financial risk management objectives and policies

The Organization is exposed to various financial risks resulting from its operating, investing and financing activities. The Organization's management manages financial risks.

During the year, there were no changes to the financial instrument risk management policies, procedures and practices. The means used by the Organization to manage each of the financial risks are described in the following paragraphs.

Financial risks

The Organization's main financial risk exposure and its financial risk management policies are as follows.

Credit risk

The Organization is exposed to credit risk regarding the financial assets recognized in the consolidated statement of financial position. The Organization has determined that the financial assets with more credit risk exposure are government transfers receivable, accounts receivable, rents receivable and advances since failure of any of these parties to fulfil their obligations could result in significant financial losses for the Organization.

Government transfers receivable, accounts receivable, rents receivable and advances balance are managed and analysed on an ongoing basis and, accordingly, the Organization's exposure to doubtful accounts is not significant with the exception of rents receivable.

The carrying amount on the consolidated statement of financial position of the Organization's financial assets exposed to credit risk represents the maximum amount exposed to credit risk. The following table summarizes the Organization's credit risk exposure:

Micmacs of Gesgapegiag Band
Notes to Consolidated Financial Statements
 March 31, 2020

23 - FINANCIAL INSTRUMENTS (Continued)

	2020	2019
	\$	\$
Cash	4,255,845	3,665,805
Term deposits	944,067	946,787
Accounts receivable	1,159,157	1,155,116
Rents receivable	2,322,156	2,195,960
Advances	53,120	77,580
Government transfers receivable	2,423,064	2,556,368
	<u>11,157,409</u>	<u>10,597,616</u>

The Organization's management considers that all the above financial assets that are not impaired or past due are of good credit quality at the date of the consolidated financial statements.

None of the Organization's financial assets is secured by a collateral instrument or other form of credit enhancement.

The carrying amount of impaired accounts receivable totals \$3,058,184 as at March 31, 2020 (\$2,910,532 as at March 31, 2019).

Market risk

The Organization's financial instruments expose it to market risk, in particular to interest rate risk:

Interest rate risk:

The Organization is exposed to interest rate risk with respect to financial assets and liabilities bearing fixed and variable interest rates.

Term deposits and some long-term debts bear interest at a fixed rate and the Organization is, therefore, exposed to the risk of changes in fair value resulting from interest rate fluctuations.

Other long-term debts and the bank loan bear interest at a variable rate and the Organization is, therefore, exposed to the cash flow risks resulting from interest rate fluctuations.

The Organization does not use derivative financial instruments to reduce its interest rate risk exposure.

A reasonably possible increase or decrease in interest rates of 1% (1% as at March 31, 2019) would not have a significant impact on the Organization's excess of revenues over expenses for the year.

Liquidity risk

The Organization's liquidity risk represents the risk that the Organization could encounter difficulty in meeting obligations associated with its financial liabilities. The Organization is, therefore, exposed to liquidity risk with respect to all of the financial liabilities recognized in the consolidated statement of financial position.

Micmacs of Gesgapegiag Band
Notes to Consolidated Financial Statements
 March 31, 2020

23 - FINANCIAL INSTRUMENTS (Continued)

Liquidity risk management serves to maintain a sufficient amount of cash and cash equivalents and to ensure that the Organization has financing sources for a sufficient authorized amount. The Organization establishes budget and cash estimates to ensure it has the necessary funds to fulfil its obligations.

As at March 31, 2020, the Organization's contractual maturities for financial liabilities (including any interest payments) are as follows:

	Less than 6 months	6 months to 1 year	1 to 5 years	More than 5 years
	\$	\$	\$	\$
Accounts payables and accrued liabilities	2,494,652			
Long-term debt	579,267	536,121	3,811,914	419,546
	<u>3,073,919</u>	<u>536,121</u>	<u>3,811,914</u>	<u>419,546</u>

24 - COMMITMENTS

The Organization has entered into long-term lease agreements expiring from January 2021 to January 2024 which call for minimum lease payments of \$101,235 for the rental of equipments.

Minimum lease payments for the next four years are \$49,221 in 2021, \$29,002 in 2022, \$12,552 in 2023 and \$10,460 in 2024.

25 - TRUST FUNDS HELD BY ISC

	March 31, 2019	Addition 2020	Withdrawals 2020	March 31, 2020
	\$	\$	\$	\$
Revenue	43,619	869		44,488
Capital	647			647
	<u>44,266</u>	<u>869</u>		<u>45,135</u>

The trust funds 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. The management of these funds is primarily governed by Section 63 to 69 of the Indian Act.

26 - COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the presentation adopted in the current year.

27 - BUDGETED FIGURES

Unaudited budgeted figures have been provided for comparison purposes and have been derived from the estimates approved by the board of directors.

Micmacs of Gesgapegiag Band
Notes to Consolidated Financial Statements
Year ended March 31, 2020

28 - SEGMENT DISCLOSURES

The Organization provides a range of services to its members. For management reporting purposes operations and activities are organized and reported by department. For each segment separately reported, the segment revenues 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 3. The segment results for the period are as follows.

	Health			Social Services			Education		
	Unaudited Budget			Unaudited Budget			Unaudited Budget		
	2020	2020	2019	2020	2020	2019	2020	2020	2019
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues									
Federal government transfers	2,074,834	2,238,409	1,883,314	3,761,084	3,682,799	3,662,821	3,917,854	4,644,617	3,371,903
Provincial government transfers	55,000	53,827	52,955						
Other revenues	44,969	(240,199)	(92,031)	694,769	(34,285)	(365,649)		(1,407,093)	(102,289)
Total Revenues	2,174,803	2,052,037	1,844,238	4,455,853	3,648,514	3,297,172	3,917,854	3,237,524	3,269,614
Expenses									
Salaries and fringe benefits			1	1,505,861	1,459,428	970,146	2,000,288	1,771,231	1,658,253
Amortization									
Other expenses			7	2,006,138	2,189,086	2,284,609	956,157	1,454,375	1,611,361
Total expenses			00	3,511,999	3,648,514	3,254,755	2,956,445	3,225,606	3,269,614
Transfers between programs				5,000				(11,918)	
Excess (deficiency) of revenues over expenses	382,831	(19,952)		948,854		42,417	961,409		

Micmacs of Gesgapegiag Band
Notes to Consolidated Financial Statements
Year ended March 31 2020

28 - SEGMENT DISCLOSURES (Continued)

	Public Works			Public Security			Band Support		
	Unaudited Budget			Unaudited Budget			Unaudited Budget		
	2020	2020	2019	2020	2020	2019	2020	2020	2019
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues									
Federal government transfers	465,434	1,010,669	621,301	314,553	321,136	362,634	1,251,213	1,300,381	1,460,713
Provincial government transfers		1,990	6,187	292,937	284,663	277,064	1,059,000	1,073,628	1,132,128
Other revenues	304,400	(173,233)	(9,859)	22,500	30,863	18,594	1,553,821	1,681,279	1,336,150
Total Revenues	769,834	839,426	617,629	629,990	636,662	658,292	3,864,034	4,055,288	3,928,991
Expenses									
Salaries and fringe benefits	150,000	324,891	191,886	564,414	591,996	547,702	1,133,000	1,345,805	1,136,476
Amortization									
Other expenses	740,959	804,433	617,246	276,800	213,568	197,993	2,933,568	2,877,277	2,642,905
Total expenses	890,959	1,129,324	809,132	841,214	805,564	745,695	4,066,568	4,223,082	3,779,381
Transfers between programs	175,200	175,200	216,000	183,144	165,085	79,494	435,000	336,394	135,000
Excess (deficiency) of revenues over expenses	54,075	(114,898)	24,497	(28,080)	(3,797)	(7,909)	232,466	168,600	284,610

Micmacs of Gesgapegiag Band
Notes to Consolidated Financial Statements
Year ended March 31 2020

28 - SEGMENT DISCLOSURES (Continued)

	Economic Development			Commercial			Capital Housing		
	Unaudited Budget			Unaudited Budget			Unaudited Budget		
	2020	2020	2019	2020	2020	2019	2020	2020	2019
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues									
Federal government transfers	228,706	231,167	273,782	655,000	250,865	184,870	672,910	291,894	25,836
Provincial government transfers	169,042	356,776	818,745	148,760	181,712	380,000			
Other revenues	1,274,924	865,652	1,145,619	8,304,874	14,246,202	12,439,484	604,522	899,650	1,026,202
Total Revenues	<u>1,672,672</u>	<u>1,453,595</u>	<u>2,238,146</u>	<u>9,108,634</u>	<u>14,678,779</u>	<u>13,004,334</u>	<u>1,277,432</u>	<u>1,191,544</u>	<u>1,052,038</u>
Expenses									
Salaries and fringe benefits	1,063,385	842,086	926,643	2,391,343	4,660,122	3,217,329	453,765	694,755	676,944
Amortization					60,586	51,941	877,200	1,254,821	1,070,647
Other expenses			1	5,130,428	7,088,264	7,271,933	914,939	311,779	719,950
Total expenses		<u>2,</u>		<u>7,521,771</u>	<u>11,708,972</u>	<u>10,541,203</u>	<u>2,245,904</u>	<u>2,261,355</u>	<u>2,467,741</u>
Transfers between programs	()			(1,200,000)	(1,200,000)	(1,188,146)	510,000	515,668	593,180
Excess (deficiency) of revenues over expenses	<u>()</u>			<u>386,863</u>	<u>1,769,807</u>	<u>1,274,985</u>	<u>(468,472)</u>	<u>(554,143)</u>	<u>(822,523)</u>

Micmacs of Gesgapegiag Band
Notes to Consolidated Financial Statements
Year ended March 31 2020

28 - SEGMENT DISCLOSURES (Continued)

	o l		
	U Budget 2020 \$	2020 \$	2019 \$
Revenues			
Federal government transfers	13,341,588	13,971,937	11,847,174
Provincial government transfers	1,724,739	1,982,616	2,667,079
Other revenues	12,804,779	15,868,636	15,396,201
Total Revenues	<u>27,871,106</u>	<u>31,793,389</u>	<u>29,910,454</u>
Expenses			
Salaries and fringe benefits	10,447,508	12,817,118	10,505,086
Amortization	877,200	1,316,407	1,122,788
Other expenses	14,158,756	16,546,355	17,370,431
Total expenses	<u>25,483,464</u>	<u>30,678,880</u>	<u>28,998,305</u>
Transfers between programs			
Excess (deficiency) of revenues over expenses	<u>2,387,642</u>	<u>1,114,509</u>	<u>912,149</u>

Micmeca of Gesgapegeg
 Consolidated Operations and Accumulated Surplus (Deficit) by Program
 Year ended March 31, 2020

	ISC	Other revenues	Total revenues	Out expenses	Transfers between programs	Excess (deficiency) of revenues over expenses	Adjusted accumulated surplus (deficit), beginning of year	Accumulated surplus (deficit), end of year
	\$	\$	\$	\$	\$	\$	\$	\$
HEALTH								
110000 Medical Transportation NHB/MT	340,000	(51,216)	278,784	278,784			(35,144)	(35,144)
110002 Emerging Technologies before Suicide Prevention	16,986		16,986	16,986				
110003 National Native Alcohol and Drug Abuse		41,552	41,552	41,552			7,003	7,003
110004 Mental Wellness Team	269,959	99,562	170,397	17,397				
110005 Aboriginal Head Start On-Reserve AHSOR	90,777	(25,618)	64,959	64,959			71,110	71,110
110006 Brighter Futures BF		39,878	39,878	39,878			42,549	42,549
110007 HIV/AIDS Program							3,521	3,521
110008 Maternal Child Health MCH	135,290	6,513	141,803	141,803			4,812	4,812
110009 HL - Public Health	20,471		20,471	20,471			255,661	255,661
110010 Aboriginal Diabetes Initiative ADI							58,611	58,611
110011 Building Healthy Communities - BHC-MR		2,022	2,022	2,022			48,131	48,131
110012 Building Healthy Communities - Solvent							10,093	10,093
110013 Canada Prenatal Nutrition Program CPHP							14,734	14,734
110014 AHHR Health Careers	7,748		7,748	7,748			(4,953)	(4,953)
110015 Health Planning & Management HPM	507,176	(64,869)	442,307	461,057	18,750		(305,411)	(305,411)
110016 Clinical and Client Care CCC	157,960	4,013	161,973	161,973			128,399	128,399
110018 FN and Inuit Health Services ASIAccreditation							37,982	37,982
110019 AHHR Training	2,475		2,475	2,475				
110020 Environmental Public Health - Drinking							17,257	17,257
110030 Children's Oral Health Initiative and D	31,000		31,000	31,000			111	111
110035 HCC Prof. Dev.							(4,728)	(4,728)
110037 Gesgapegeg Arena/Balfield (before 642440)				33,100	33,100		(92,348)	(92,348)
110038 Avenir Enfant		32,614	32,614	52,766		(19,952)		(19,952)
110040 JP-Service Coordination	69,078	57,543	126,621	126,621				
110041 JP - Allied Services	39,178	(11,630)	27,548	27,548				

Municipality of Gesgapeagiag
Consolidated Operations and Accumulated Surplus (Deficit) by Program
 Year ended March 31, 2020

	SC	Other revenues	Total revenues	Total expenses	Transfers between programs	Excess (deficiency) of revenues over expenses	Adjusted accumulated surplus (deficit) beginning of year	Accumulated surplus (deficit) end of year
	\$	\$	\$	\$	\$	\$	\$	\$
110042 JP - Education	188,354	(140,920)	47,434	47,434				
110043 JP - Pharmacy	874		874	874				
110044 JP - Med Supplies	5,701	(5,123)	578	578				
110045 JP - Mental Health	29,067	(8,839)	20,228	2,228				
110046 JP - Transportation	8,227		8,227	8,227				
110047 JP - Capital Investment Q20K	2,658		2,658	2,658				
110048 JP - Day Programs	49,500	750	48,750	48,750				
110050 First Nations and Inuit Home and Commun HCC SO		3,839	3,839	3,839			(210,397)	(210,397)
110060 Social Service Child in Foster Allowance		66,070	66,070	66,770			49,216	49,216
110075 Blood Borne Disease and Sexually Transmitted Q40	31,537		31,537	31,537				
110081 CHR, Healthy Living	110,685		110,685	110,685				
110085 Capital Investments, before infection Prev. & Control	33,051		33,051	33,051				
110090 Probation Officer (before 655700)		53,827	53,827	53,827			4,990	4,990
110091 Tobacco	13,241		13,241	13,241				
110099 KH42 Traditional Healer (before 110090)		1,700	1,700	1,700				
Sub total - Health	2,160,993	(108,956)	2,052,037	2,123,839	51,850	(10,952)	101,189	81,237
SOCIAL SERVICES								
212373 NPD3 12373 Operations - CFS	555,635	(11,275)	544,360	544,360			(238,954)	(238,954)
212383 NPD1 CFS Maintenance - Enhanced Prevent	473,433	147,294	620,727	478,866	43,861		(41,273)	(41,273)
212384 Q2BX NPD0 CFS Maintenance - Enhanced Prevent	420,573	503,227	923,800	957,661	43,861		(208,996)	(208,996)
212388 Q2C3 NPD7 Prevention/Least Disruptive Measure	361,290	(35,998)	325,292	325,304			(64,626)	(64,626)
212395 Q2BF NPC5 In-Home Care	223,651	14,992	238,643	238,643			(338,016)	(338,016)
212398 Q2BG NPC6 Foster Care		94,090	94,090	94,090				
212399 Q2BH NPC7 Service Delivery	400,000	(126,497)	273,503	273,503			(5,924)	(5,924)

Municipality of Geauga

Consolidated Operations and Accumulated Surplus (Deficit) by Program
Year ended March 31, 2022

					Transfers between programs	Excess (deficiency) of revenues over expenses	Adjusted accumulated surplus (deficit) beginning of year	Accumulated surplus (deficit), end of year
					\$	\$	\$	\$
212400 Q2BW NPCV Community Based Initiative	149,586	(80,926)	68,660	68,660				
212450 Service Canada for Elders Lodge		21,814	21,814	21,814				
302305 Basic Needs	880	(139,763)	740,237	706,461	(33,776)		(172,209)	(172,209)
302308 Social assistance for Employment	134,466	41,966)	92,470	92,470			(96,694)	(96,694)
302320 Special Needs							(29,289)	(29,289)
302330 Service Needs		9,603	9,603	43,379	33,776		48,139	48,139
309006 Q2AK Case Management Capacity	71,326	10,771	82,097	82,097				
309007 Q2AL Clients Support		9,691	9,691	9,691				
309009 Q2AM Services Delivery Infra	3,141	374	3,515	3,515				
Sub Total Social Services	3,673,101	(24,567)	3,648,514	3,648,514			(1,144,842)	(1,144,842)
EDUCATION								
361000 NP1M FNEC New Paths		11,766	11,766	11,66			21,362	21,362
361001 Career Promotion		5,407	5,407	5,407			3,684	3,684
361002 Youth Employment		12,718	12,718	800	11,918		17	17
361003 Science and Technology		5,823	5,823	5,823			94	94
361004 Skills Link		10,661	10,661	10,661			633	633
361005 Continuous School Improvement before FNSSP		200,757	200,757	200,57			450	4
361006 Innovation in Education Program before YE School N I		11,400	11,400	11,400				
361009 Education Partnerships Program		93,415	93,415	93,415			1,012	1,12
361011 FNEC/OSSLP		4,965	4,965	4,965			1,750	1,750
361013 NP1M New Paths		67,940	67,940	67,940			1,450	1,450
361300 NTHL Schools - O&M							154,319	154,319
362105 NP05 Instructional Services Formula Seq. 1	3,035,396	(1,126,161)	1,909,235	1,754,687	(154,548)		702,069	702,069
362106 NP06 Administration - Instructional Services		7,700	7,700	7,700				
362125 NP0R Tuition Agreements							234,962	234,962
362126 NP0S Ancillary Support				16,160	16,160		24,920	24,920

Municipality of Gesgapegeg

Consolidated Operations and Accumulated Surplus (Deficit) by Program
Year ended March 31, 2020

	ISC	Other revenues	Total revenues	Total expenses	Transfers between programs	Excess (deficiency) of revenues over expenses	Adjusted accumulated surplus (deficit) beginning of year	Accumulated surplus (deficit) end of year
	\$	\$	\$	\$	\$	\$	\$	\$
362138 NP12 Financial Assistance Allowances		32,689	32,689	11,413	(21,276)		191,957	191,957
362139 NP13 Guidance and Counselling							111,266	111,266
362140 NP14 Advice and Assistance - Provincial		6,000	6,000	6,000			165,789	165,789
362144 NP17 Student Accommodation Service Prov							1,792	1,792
362146 NP18 Student Transportation Services		12,277	12,277	183,911	171,634		465,972	465,972
362150 NP09 Band Operated School Evaluation	6,875		6,875	6,875			(6,875)	(6,875)
362234 Band Operated School - Special Education		372,301	372,301	372,301			(19,196)	(19,196)
362250 Q2BG Provincial School Direct Service	11,970		11,970		(11,970)			
362270 NP5A Post-Secondary Student Support Program	569,702	(116,097)	453,605	453,605			(123,401)	(123,401)
368500 Whole Sale Building	107,000	(107,000)						
Sub Total Education	3,730,943	(483,419)	3,237,524	3,225,906	(11,916)		1,447,720	1,447,720
PUBLIC WORKS								
406557 Wastewater Systems QLT9 Seq 2	56,100	6,787	61,887	61,887				
406565 NTFF Wastewater Systems	107,569	14,319	121,888	115,858		6,030	(589,577)	(583,547)
406566 NTFG Water Systems	107,000	10,530	117,530	121,953		(4,423)	(43,325)	(47,748)
406586 Q30T Water System Rehabilitation	230,000	(158,772)	71,228	71,228				
406627 Q30B Fuel Tank	29,233		29,233	29,615		(1,382)		(1,382)
406746 Q218 Waste Diversion Program	202,677	(202,677)						
406748 NTM8 Roads and Bridges ODB8				58,671	22,150	(36,421)	10,953	(25,468)
406751 NTM6 Community Buildings	12,800		12,800	12,800			(43,470)	(43,470)
406767 NTMT Roads and Bridges		1,990	1,990	103,786		(101,796)	(221,018)	(322,814)
406770 NTMW Community Buildings							89,257	89,257
406774 NTN0 Maintenance Management	238,065		238,065	242,580	15,000	10,485	(308,909)	(298,424)
406779 NTN5 Solid Waste 2009-2014							(31,660)	(31,660)
406805 NTNW Community Capital Facilities		22,238	22,238	22,238			237,659	237,659

Mikmags of Gesagepegag

Consolidated Operations and Accumulated Surplus (Deficit) by Program
Year ended March 31, 2020

	ISC	Other revenues	Total revenues	Total expenses	Transfers between programs	Excess (deficiency) of revenues over expenses	Adjusted accumulated surplus (deficit), beginning of year	Accumulated surplus (deficit), end of year
	\$	\$	\$	\$	\$	\$	\$	\$
410000 Community Beautification & Elder Assistance		163,567	163,567	268,808	138,050	12,809	(10,412)	2,397
Sub Total Public Works	982,644	(143,218)	839,426	1,129,324	175,200	(114,698)	(910,502)	(1,025,200)
PUBLIC SECURITY								
590104 Special Policing Team							17,103	17,103
590105 Policing Services		609,733	609,733	700,466	90,750	17	(579,065)	(579,048)
590106 Police Tickets		3,994	3,994	2,140		1,854	25,403	27,257
590107 Dog Catcher		399	399	7,192	23,988	17,195		17,195
590108 Emergency Preparedness	14,400		14,400	28,650		(14,250)		(14,250)
590110 NTMZ Training - Fire Protection							68,476	68,476
590115 NTMS - Fire Protection QD88							89,246	89,246
590120 NTMS - Fire Protection		4,634	4,634	54,981	50,347		(26,368)	(26,368)
590125 NTR0 Preparedness Emergency		3,522	3,522	12,135		(8,613)		(8,613)
Sub Total Public Security	14,400	622,282	636,682	805,564	165,085	(3,797)	(405,225)	(400,022)
BAND SUPPORT								
630000 MMBC		22,500	22,500	1,260		21,240	(26,772)	(5,532)
630050 Coop Handcraft				15,134	15,000	(134)	(1,549)	(1,683)
630060 Walqwan Center		162,043	162,043	29,991		132,052	911,140	1,043,192
640000 Estuary Fishing Agreement		1,377,198	1,377,198	1,377,198			(356,546)	(356,546)
641010 Council Department		1,423	1,423	216,928	215,505			
641011 NGOF - Band Support Funding	486,586	608,036	1,094,622	1,197,490	102,868		(502,964)	(502,964)
641012 Mobilisation		51,091	51,091	51,091				
641013 Cultural & Language		21,733	21,733	21,733				
641016 NQOL Pension Plan Administration							(41,023)	(41,023)
641017 NQOM CPP/QPP and Private Pension Plans	112,628	30,475	143,103	146,124	3,021		(3,189)	(3,189)
641366 NQBL - Specific Claims Submission		3,760	3,760	3,760				
641843 Q32J before NG1E - Fin Mgmt Gov Cap Dev	203,333	(73,670)	129,663	129,663				

Micmacs of Gesgapegeg

Consolidated Operations and Accumulated Surplus (Deficit) by Program
Year ended March 31, 2020

	ISC	Other revenues	Total revenues	Total expenses	Transfers between programs	Excess (deficiency) of revenues over expenses	Adjusted accumulated surplus (deficit), beginning of year	Accumulated surplus (deficit) end of year
	\$	\$	\$	\$	\$	\$	\$	\$
641845 NG1E Financial Management Gov. Capacity Development		120,000	120,000	120,000			36,201	36,201
641850 NG1J Q32N Risk Management Gov Capacity Development	497,634	(207,594)	290,240	290,240				
Gesgapegeg Human Resource Development Commission		657,261	657,261	632,356		24,905	(89,809)	(64,904)
Gesgapegeg Natural Resources Inc.				114		(114)	66,795	66,681
Elimination of inter-organizational transactions upon consolidation		(19,349)	(19,349)	(10,000)		(9,349)		(5,349)
Sub Total Band Support	1,300,381	2,754,907	4,055,288	4,223,082	336,394	168,600	(7,716)	160,884
ECONOMIC DEVELOPMENT								
650050 Daycare Center Rent		71,817	71,817	32,642		39,175	(59,260)	(20,085)
651025 Rod Lease				5,176	5,176		(30,287)	(30,287)
652000 Pastoral Agent Church		3,000	3,000	19,015	16,015		4,642	(4,642)
653000 Cascapedia Society		192,855	192,855	183,443		9,412	38,771	48,183
655000 Summer Student Employment Program		22,190	22,190	57,929	35,739		24,811	24,811
656600 Fish Profits from Previous Years		415,513	415,513	122,003	402,920	109,430	(8,532,140)	8,641,570
658500 Pandemic		7,815	7,815	25,065		(17,250)		(17,250)
680000 Elections				28,606	28,606			
708110 NT51 Community Ec. Dev. Program	141,417	148,648	288,065	337,092	44,321	4,700	60,309	55,603
708112 Renovations Relais de la Cache 2016							(111,985)	111,985
708125 Basket Making/Breading		8,958	8,958	165,950	156,992			
708130 Lobsterhut Extension							(18,782)	(18,782)
708140 Chalets Ste-Helene		(9,000)	(9,000)	104,851	24,105	89,746	(201,396)	381,144
708145 Chalets Ste-Helene (operational)		135,468	135,468	148,207	5,000	5,739	(29,292)	(35,031)
708150 La Cache (operational)		111,902	111,902	150,302	38,400			
708155 Traffic Control							(15,649)	(15,649)
708170 NTE7 Tourism Initiative		19,617	19,617	77,631		58,014		(58,014)

Micmac of Gesgapegeg

Consolidated Operations and Accumulated Surplus (Deficit) by Program
Year ended March 31, 2020

	ISC	Other revenues	Total revenues	Total expenses	Transfers between programs	Excess (deficiency) of revenues over expenses	Adjusted accumulated surplus (deficit) beginning of year	Accumulated surplus (deficit) end of year
	\$	\$	\$	\$	\$	\$	\$	\$
708180 Community Park Project		95,559	95,559	112,600		(17,041)		(17,041)
708190 NPG7 Lands - Membership and Estates (before 842057)	11,501	9,835	20,936	37,223	16,267		8,549	8,549
708195 NTNP Land Use Planning Initiative	48,368	(43,468)	4,900	4,900				
708199 Clean energy		64,000	64,000	64,000				
Elimination of inter-organizational transactions upon consolidation				(122,031)		122,031		122,031
Sub Total Economic Development	200,886	1,252,709	1,453,595	1,552,624	(32,279)	(131,306)	(8,960,995)	(9,092,303)
COMMERCIAL								
860000 Mid Shore Fisheries		7,824,037	7,824,037	4,460,043	1,443,525	1,520,469	19,060,372	20,970,841
860005 Fisheries Training C4		9,865	9,865	11,173		(1,308)	588,234	586,926
860006 Natural Resources Administration		140,516	140,516	447,063	243,525	(63,042)	781,156	(844,200)
860007 Virginia Audrey/Mahide		627,728	627,728	502,226		125,502	(41,939)	83,563
860008 Francis Cole							455,502	455,502
860010 Gesgapegeg Lobsterhut		379,709	379,709	382,572		(2,863)	48,553	45,690
860011 Lobster Whole Sale		2,282,380	2,282,380	2,081,793		200,587	(12,304)	188,283
860025 Sea Cucumber							76,684	76,684
860030 Additional Quota							1,553,308	1,553,308
860034 Anselme & Guillemi Boats		421,487	421,487	438,961		(17,474)	295,612	278,138
860036 Communal Fisheries		1,350,350	1,350,350	1,577,305		(226,955)	42,706	(184,249)
870999 Forestry General		761,753	761,753	777,494		(15,741)	696,122	680,381
871000 Forestry Training		87,868	87,868	122,179		(34,311)	171,548	(205,859)
872000 Production/Forestry		271,063	271,063	197,198		73,865	70,833	3,032
872500 Community Firewood Assistance		187,785	187,785	224,516		(36,731)	(60,739)	(97,490)
9252-9106 Québec Inc (Gesgapegeg Excavation)		317,808	317,808	458,760		(140,952)	2,065,975	(2,208,927)
9309-0942 Québec Inc (Joneve)		16,450	16,450	25,143		(8,693)	608,218	(616,911)
9272-4152 Québec Inc (Mahide)				11,875		(11,875)	709,146	(721,021)

Micmacs of Gesgapegeg

Consolidated Operations and Accumulated Surplus (Deficit) by Program
Year ended March 31, 2020

	ISC	Other revenues	Total revenues	Total expenses	Transfers between programs	Excess (deficiency) of revenues over expenses	Adjusted accumulated surplus (deficit) beginning of year	Accumulated surplus deficit end of year
	\$	\$	\$	\$	\$	\$	\$	\$
Elimination of inter-organizational transactions upon consolidation				(9,349)		9,349		9,349
Sub Total Commercial		14,678,779	14,678,779	11,708,972	(1,200,000)	1,769,807	18,285,233	20,055,040
CAPITAL HOUSING								
990000 Housing Construction Suptex		3,348	3,348		84,400	87,748		87,748
990002 Small Repair	107,000	11,250	118,250	314,883	169,300	(27,333)		(27,333)
990003 Duplex Construction/Jaimie's House		2,961	2,961	20,161	24,000			
990004 NTKA Housing Repair							25,371	(25,371)
990005 RRAP							(366,133)	366,133)
990006 Armand's house				24,000	24,000			
990007 Construction Article 95		75	75	96,075	96,000			
990008 NTKB Planning Design and Construction				24,000	24,000		(7,157)	(7,157)
990011 NTKM Housing Councils	14,000	15,372	29,372	86,632	56,800	(480)	(41,852)	(42,152)
990012 NTKQ Management Support							3,225	3,225
990019 NTMX Special Services	39,910		39,910	39,910				
990022 Building Insurance House		139,614	139,614			139,614		139,614
990025 Elder's House Repairs				37,168	37,188			
990026 RAAP 2019-20		13,883	13,883	13,883				
999001 Mortgage Payments		140,934	140,934	121,819		19,115	(1,249,386)	(1,230,271)
999990 Amortization of tangible capital assets		538,535	538,535	1,113,812		(575,277)	(5,622,591)	(6,397,868)
Micmacs Housing Corporation		287,483	287,483	363,012		(75,519)	(1,388,359)	1,473,878)
Elimination of inter-organizational transactions upon consolidation		(122,031)	(122,031)			(122,031)		(122,031)
Sub Total Capital Housing	180,910	1,030,634	1,191,544	2,261,355	515,668	(554,143)	(8,907,464)	(9,481,607)

Micmacs of Gegepeglag
 Consolidated Operations and Accumulated Surplus (Deficit) by Program
 Year ended March 31, 2020

	ISC	Other revenues	Total revenues	Total expenses	Transfers between programs	Excess deficiency of revenues over expenses	Adjusted accumulated surplus deficit beginning of year	Accumulated surplus deficit end of year
	\$	\$	\$	\$	\$	\$	\$	\$
PRIOR PERIOD FINANCIAL								
999999 Discontinued projects							5,217,768	5,217,768
TOTAL	12,224,258	19,569,131	31,793,389	30,678,880		1,114,509	4,715,166	5,829,675

Micmacs of Gesgapegiag Band
Schedule of Salaries, Honoraria, Travel Expenses and Other Remuneration
 March 31, 2020

	<u>Position title</u>	<u>Number of months</u>	<u>Honoraria</u>	<u>Remuneration Note 1</u>	<u>Expenses Note 2</u>
			\$	\$	\$
Elected officials:					
Dorothy Gedeon	Councillor	7	8,750	17,785	1,060
Anthony Jerome	Councillor	5	4,250	12,279	5,058
Christianne B. Jerome	Councillor	7	7,500	13,230	8,097
Roderick Larocque Jr	Chief	5		279,437	345
Jeremy Jerome	Councillor	5	4,250	305,072	
Patricia-Ann Jerome	Councillor	5	4,250	11,616	2,623
Amy Martin	Councillor	7	8,750	1,867	13,516
Armand Martin	Councillor	12	13,000	25,331	5,635
Douglas Martin	Councillor	12	15,250	28,750	23
Gary Luc Martin	Councillor	7	8,750	27,223	11,376
John Martin	Chief	7		55,915	10,430
John Martin	Councillor	5	4,250		
Ronnie Condo	Councillor	5	4,250	23,583	
Luc Martin	Councillor	5	4,250	5,000	
Tammy Martin	Councillor	7	8,650		4,220
Mitchell Syvret-Caplin	Councillor	7	8,750	29,691	6,363
			<u>104,900</u>	<u>836,779</u>	<u>68,746</u>

Note 1: "Remuneration" means any salaries, wages, commissions, bonuses, fees, dividends and any other monetary benefits — other than the reimbursement of expenses — and non-monetary benefits. Examples are provided in the supporting document which accompanies this document on the Internet sites of Crown-Indigenous Relations and Northern Affairs Canada and Indigenous Services Canada, in the section entitled: "Supplementary Information".

Note 2: As per the First Nations Financial Transparency Act: "expenses" include the costs of transportation, accommodation, meals, hospitality and incidental expenses.

Micmacs of Gesgapegiag Band
Schedule of Salaries, Honoraria, Travel Expenses and Other Remuneration
March 31, 2020

	<u>Position title</u>	<u>Number of months</u>	<u>Actual or Approved Salary Range</u>	
			<u>From</u>	<u>To</u>
			\$	\$
Unelected officials:				
Christina Burnsed	Director of Fisheries	7	56,644	67,695
Francine Ross	Financial Controller	12	62,309	74,000
Hollie Larocque	Director of Economic Development and Land	12	56,644	67,695
Amanda Larocque	Director of Health and Wellness	12	83,078	99,286
Franklin Condo	Director of Public Security	12	66,269	79,197
Maxime Condo Jr	Director of Public Works Infrastructure and Housing	12	49,092	58,659
Taraleigh Two-Axe	Interim Director of Fisheries	5	56,644	67,695
Frederic Vicaire	Director General	12	83,078	99,000
Ken Arseneault	Director of Forestry	12	56,644	67,695
Treena Metallic	Director of Learning Training and Employment	12	83,078	99,286

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