

# SIKSIKA RESOURCE DEVELOPMENTS LIMITED

## 2009-2010 ANNUAL REPORT

### MESSAGE FROM THE PRESIDENT / CEO



**LaVerna McMaster**  
Chief Executive Officer & President

As a company, SRDL experienced an unprecedented year filled with challenges and opportunities. The uncertainty of the global economy continued to impact our local economy. It also highlighted the importance of diversifying and building on our existing foundations for long-term stability and growth.

SRDL's ability to respond to these challenges has been apparent across our group of companies. In Budget 2009, each of the companies was called upon to reduce costs and cost containment measures were put in place. Each company responded by organizing staff, aligning resources and adjusting quickly to its new environment.

We were successful in reducing costs in a number of areas and will now focus on implementing our regular business activities. This includes the improvements on our existing structures, proceeding with our MOU with Blackfoot Crossing and moving to the finalization of the negotiations for Hidden valley golf resort.

Through our flexible and responsive approach, SRDL will work to support each of the companies' strategic outcomes that are developed through our four core objectives: Achieve Economic Growth, Expand and Improve Community Investment, Sustain Current Economic Ventures and Community Investment and Ensure Fiduciary Responsibility. Our efforts will be focused on pursuing six initiatives outlined in our Business Plan: Assist in the Industrial Park Implementation, Improvement, growth and acquisition of Real Estate Property, Vacation Resort Lease, Oil and Gas expansion, Agribusiness expansion and Energy and Natural resource developments (aggregate, utilities).

In 2010-2011, the Alberta economy will continue to face poor productivity growth, real estate decline as well as oil and gas decline. It is clear that much remains to be done in order to meet our strategic outcomes and it is more important than ever to think critically about where to invest.

I would like to thank everyone for their valuable contribution to SRDL and its group of companies.

Thank you for your continued support.



A handwritten signature in black ink, appearing to read "LaVerna McMaster".

**LaVerna McMaster**  
SRDL President & CEO

## SRDL CORPORATE GOVERNANCE

In April 1997, Siksika Chief and Council established Siksika Resource Developments (SRDL) to coordinate and implement goals and objectives identified within the overall Siksika Nation investment Strategy.

As a holding corporation, SRDL performs a wide range of management duties on behalf of its subsidiary corporations and costs related to these duties are included in the operating budget of each subsidiary.

SRDL operates under the direction of a Chief Executive Officer/President who participates as an ex-officio member of a Board of Directors. The Board was established in 1997 at the time of incorporation of Siksika Resource Developments. Each Board member is selected through

an application process to the Shareholders and is based on background expertise which will enhance SRDL operations.

The SRDL Board of Directors are directly accountable to the SRDL Shareholders: Chief and Council and assemble quarterly and during the Annual General Meeting held annually in July of each year.

The corporate governance of SRDL activities is based on its founding Articles of Association and are further outlined in the Siksika Resource Developments Limited Corporate Governance Documents, SRDL Financial Policy and the Siksika Resource Developments Employee Policies and Procedures.

## CORPORATE PROFILE

“SRDL WAS  
INCORPORATED  
IN 1997. CHIEF  
AND COUNCIL  
INVESTED AN  
INITIAL \$7 MILLION  
DOLLARS.”

Siksika Resource Developments Limited (SRDL) is 100% owned by its shareholders, Chief and Council of the Siksika Nation and functions as the investment/ business arm of the Siksika

Nation. It is responsible for managing investments made by the Siksika Nation in the Developments of both renewable and non-renewable resources.

**VISION:** To establish and manage capital assets which are capable of generating revenues necessary to support Siksika Nation Government

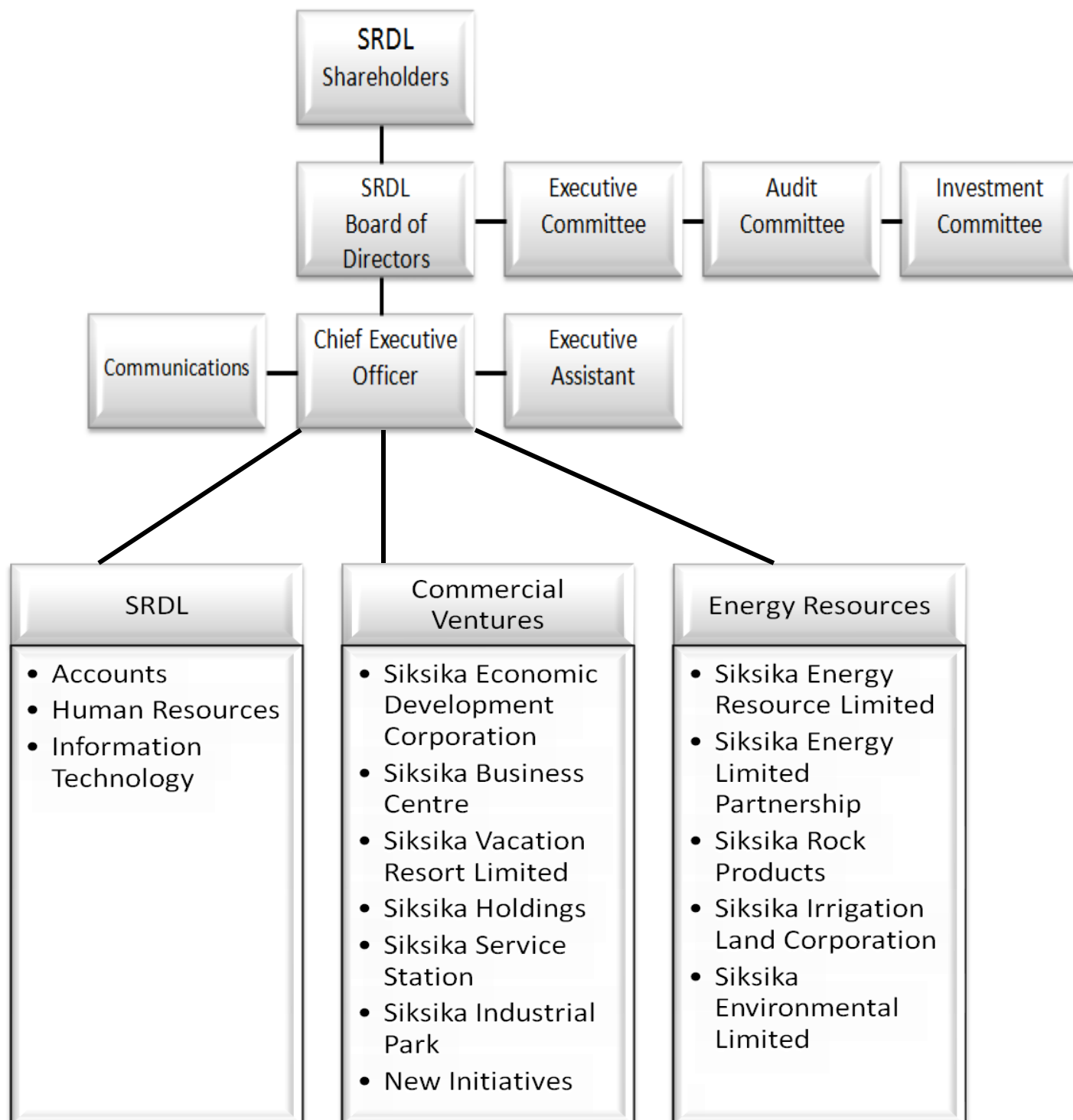
**MANDATE:** To plan, finance, start up, develop, construct, own, buy, sell, hold, manage, administer, operate, and promote economic ventures of whatever nature of kind either itself or on behalf of council or on behalf of the members of the Siksika Nation either individually or collectively

**MISSION:** Siksika Resource Developments Ltd. is committed to establishing long term prosperity for the Siksika Nation by maximizing revenues generated from the management and development of renewable and non-renewable resources and by providing Siksika Nation as shareholders with a viable return on all future investments.

## SRDL CORPORATE STRUCTURE

Siksika Resource Developments Limited is the business arm of the Siksika Nation and underwent a corporate re-structure in 2007 which aligned subsidiaries into two main

branches based on property management and natural resource Developments: Commercial Ventures and Energy Resources.



## SRDL SHAREHOLDERS / CHIEF & COUNCIL



*Photo Credit: Wesley Water Chief*



Chief and Council (Term 2007-2010)

Back Row (l-r): Hector Winnipeg, Roy Bear Chief, Vincent Yellow Old Woman, Barry Yellow Fly, Morris Running Rabbit, Herman Yellow Old Woman, Kendall Panther Bone, Carlon Big Snake

Front Row (l-r): Reynold Medicine Traveller, Lena Running Rabbit, Chief Leroy Good Eagle, Ruth Scalplock, Scotty Many Guns



## SRDL CHAIRMAN OF THE BOARD



**CLARENCE WOLF LEG SR.**  
SRDL Chairman

SRDL continues to work diligently on several key initiatives that are improving business processes and strengthening our capacity as First Nation Industry leaders in Oil and Gas, Agribusiness and Property Management.

With the economy in Alberta making its recovery, Siksika Resource Developments Limited faced a challenging year operating when both external and internal markets to the Nation are dealing with low commodity pricing.

The residual impacts to the economic downturn are reflective in the Energy Resources Sector. SRDL responded by exploring expanded services to have greater control on services.

In this tight economic climate, the Commercial Ventures sector was aggressive in its property management strategies to ensure lease agreements in place, revenue streams continuous and asset improvements underway.

While SRDL continued to improve its business practices, much progress has occurred in supporting the future vision of the Siksika Nation through its Siksika Economic Master Plan. The future direction of SRDL overall corporate vision is to align with the overall Nation Investment Strategy.

SRDL Board of Directors continue to work with our Management team to progress the company forward.

BOARD OF  
DIRECTORS ARE  
SELECTED  
ANNUALLY AT  
THE  
SHAREHOLDERS  
ANNUAL  
GENERAL  
MEETING HELD  
EACH YEAR.

## SRDL BOARD OF DIRECTORS

The SRDL Board of Directors are selected through a application process.

A call for applicants is issued on an annual basis in June and selections are made at the SRDL Shareholders Annual General Meeting.

For the 2009-2010 fiscal year, the Siksika Resource Developments Board was comprised of the following members:

**Clarence Wolf Leg Sr. Chairperson**  
Siksika Member /Governance

**Kathleen McHugh**  
Siksika Member / Governance

**Alfred Many Heads**  
Siksika Member / Oil & Gas

**Shaun Breaker**  
Siksika Member / Youth

**Barry Baim**  
Industry Rep / Marketing

**Doug Clovechok**  
Industry Rep: / Tourism

**Dave Gregory**  
Industry Rep / Finance

**Dr. Lyle Olberg**  
Industry Rep / Government

## COMMERCIAL VENTURES OVERVIEW



**Tracy McHugh**  
Commercial Ventures Manager

All Capital assets managed by Commercial Ventures are performing in accordance with approved business plans and operating budgets.

Siksika Economic Developments Corporation

Siksika Business Centre

Siksika Holdings

Siksika Service Station

Siksika Vacation Resort

## SIKSIKA ECONOMIC DEVELOPMENT'S CORPORATION (SEDCO)

"SEDCO COMPLETED A FACILITY INSPECTION OF THE MALL COMPLEX TO IDENTIFY MAJOR RENOVATIONS & IMPROVEMENTS"

Under its management, SEDCO operates and maintains the commercial complex, associated equipment and services including safety, security, maintenance management programs.

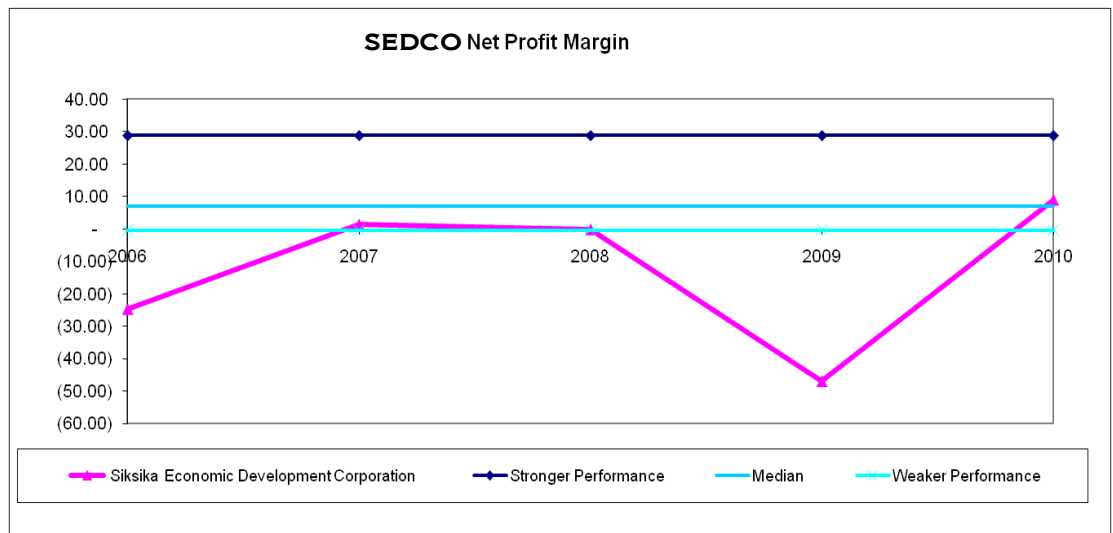
The commercial complex is primarily office use and is occupied by the Siksika Tribal Administration with other commercial tenants including Siksika Postal Outlet, Bank of Montreal and the Siksika Service Station Limited.

In 2009-2010, SEDCo, generated revenues of \$867,599, against expenses of \$794,783. Revenues increased \$55,000

and expenses decreased by \$34,000. SEDCO is negotiating a sublease agreement with the Tribal Administration.

SEDCo's operations plan included a facility inspection assessment to determine the current state of the facility and identify required improvements and repairs. The building and infrastructure was assessed and the cost implementation of those recommendations is estimated at \$1.5 million dollars.

Renovations to the mall area commenced in late spring and will be completed by August 2010.



One of SEDCO's focuses for 2009-2010 was to ensure that all SEDCO service employees attained industry standard certification associated with their duties.

OUTLOOK 2010-11

To address exterior renovations, SEDCO will pursue third party funding to address the recommendations as set out in the assessment report



SIKSIKA BUSINESS CENTRE (SBC)

SBC comprised of a Conference Centre consisting of six meeting rooms, an executive board room, commercial kitchen (8,937 square feet) and office space consisting of three board rooms, offices, common areas, and reception area (13,563 square feet).



In 2009-2010, SBC achieved 100% occupancy of office space consisting of SRDL subsidiaries, Council Initiatives groups, Blaine Law and AFOA. In the conference centre, SBC operated under an on-going agreement with the Tribal Administration for meeting use. 2009-2010 SBC revenues were \$299,383 with annual expenses of

\$225,372 for net earnings of \$74,011 .

A focus for this year was to analyze existing operations to improve efficiencies and improvements to vendor supply, and out-sourced services were considered.

SBC was the official venue for the first annual Siksika Showcase Conference and TradeFair which featured indoor conferences and an outdoor tradefair.

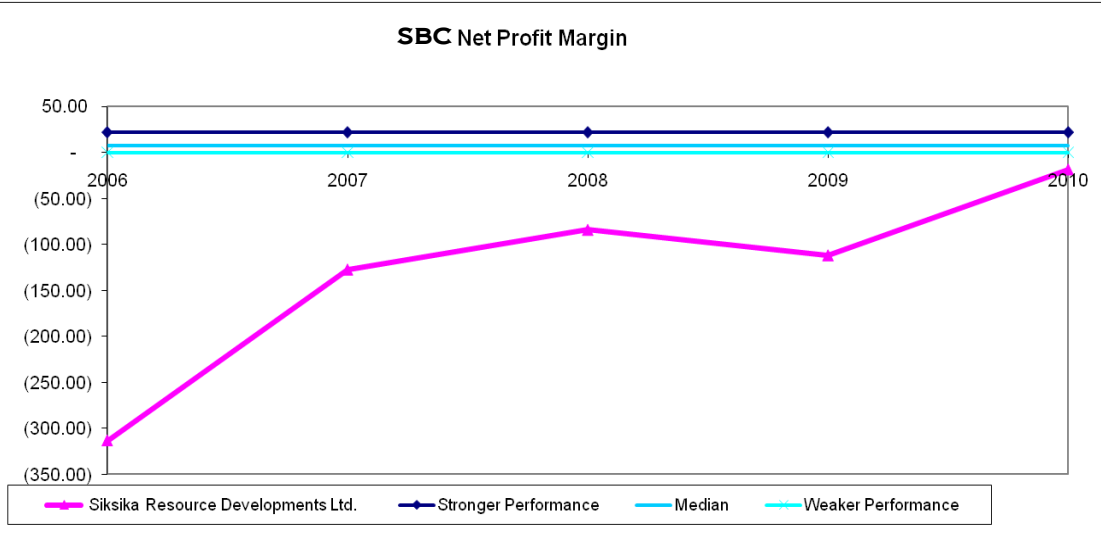
OUTLOOK 2010-11

SBC negotiated an occupancy lease for with a local Siksika entrepreneur for the kitchen space for purposes of a catering service which will be operational prior to summer.

SBC operational activities will include completion of renovation projects, and ensuring industry standard certification for SBC employees.

To increase the use of the conference centre, SBC will focus on the expansion of service opportunities and diversified use .

“ In 2009-2010, SBC ACHIEVED 100% OCCUPANCY OF OFFICE SPACE.”



## SIKSIKA HOLDINGS INCORPORATED (SHI)

In 2007, SRDL assumed management responsibilities of the Siksika Holding properties which include the Siksika Calgary Office, 16 Applewood Condominiums, 22X Property and the Kelowna, BC property.

SRDL receives \$ 400,500 annually to manage the Holdings properties. In 2009-2010, operating expenses were \$588,438 with net earnings of \$142,706.

Operating expenses decreased by \$33,775.

In the 2008-2009 Fiscal year, Holding's main focus was to ensure that the Holdings properties were managed in a tax efficient manner and to evaluate the current conditions of all properties, implement an action plan to implement improvements and renovations.

At the Applewood Property, SRDL has strived to ensure 100% occupancy and achieve 95% and above regular collections and participates in regular meetings of the Condominium Association.



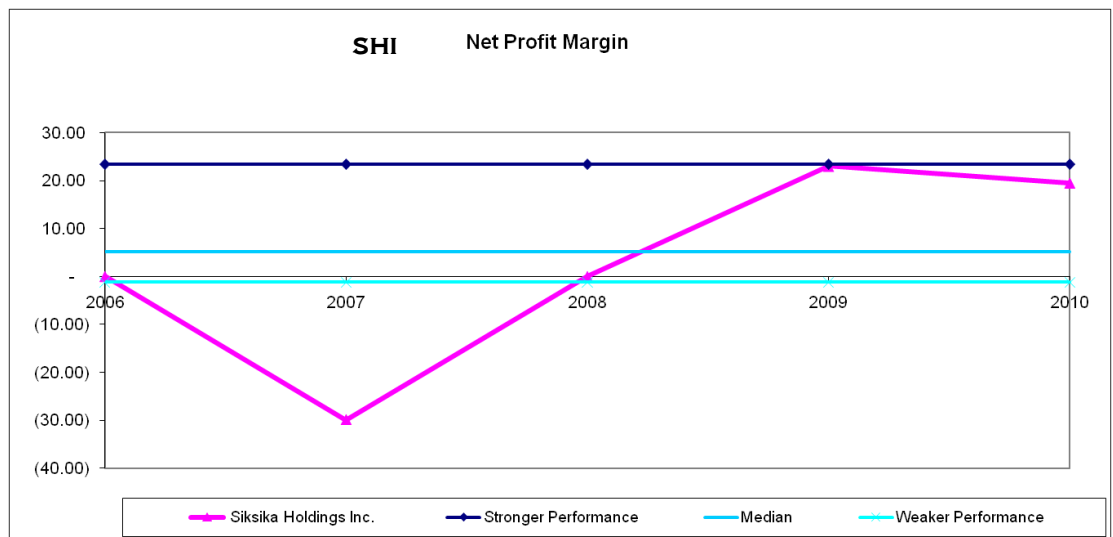
### OUTLOOK 2010-11

Holdings plans for this fiscal year include completing an asset review and assess property use and value and present forward plans for property Developments and implement the plan for property upgrades.

The Calgary Office will undergo renovations to both the main floor and upper office space to upgrade walls and flooring replacement and is expected to be completed in the first quarter.

Holdings will also implement monthly Health and Safety inspections and upgrade facilities to ensure occupant and public health, safety and enjoyment.

“SHI HAS STRIVED  
TO ENSURE 100%  
OCCUPANCY AND  
ACHIEVE 95% AND  
ABOVE REGULAR  
RENTAL  
COLLECTIONS.”





# SIKSIKA SERVICE STATION LTD. (SSSL)

The service station is in its fourth year of operation and through implementation of inventory tracking systems and controls, had a positive net cash flow at year ending. During the 2009-2010 fiscal year, SSSL generated sales of \$2,031,179 against expenses of \$2,115,366 for net loss of \$84,187. Cigarette sales and gas purchases are predominately the largest demand items followed by convenience items. SSSL has a 100% Siksika employment ratio and includes 4 fulltime and 7 part-time employees.

Although the audit outcome shows that the Siksika Service Station still runs a deficit for this fiscal year, the trend clearly shows that the Siksika Service Station has made major strides towards revenue increase.

## OUTLOOK 2010-11

Further evaluation of vendor's listings will be completed to ensure accounting

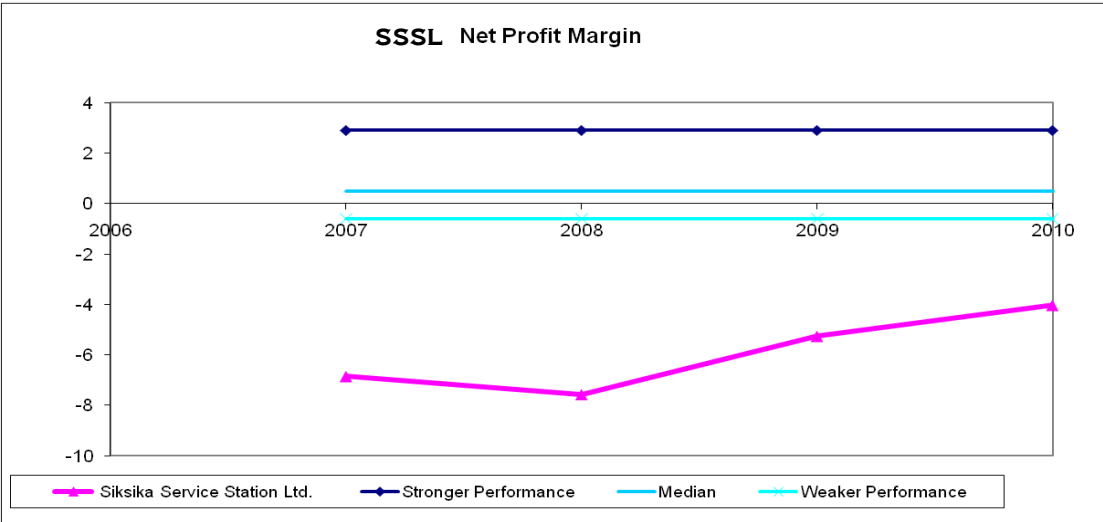
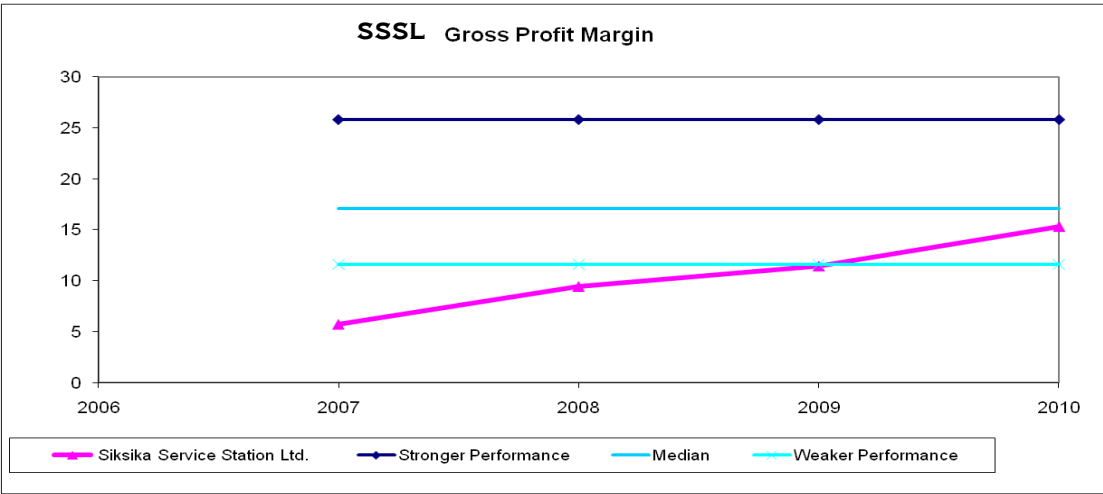


accuracy.

To ensure consistent revenue stream, the service station will focus on acquiring an increased number of Tribal Administration Fleet accounts.

Upgrades will be made to the interior layout and design to provide for better inventory control consistent with the security camera configuration.

“CIGARETTE SALES  
AND GAS  
PURCHASES ARE  
PREDOMINATELY  
THE LARGEST  
DEMAND ITEMS”



## SIKSIKA VACATION RESORT LTD. (SVRL)

This 340 cottage lot and private golf course is one of the longest operational subsidiaries under the SRDL portfolio and has been in operation since the early 1970's.

Annually, the Nation receives revenues of \$150,000 Rights Payment plus a cumulative Consumer Price Index adjustment of 2.5% annually approximating \$45,000 in fiscal 2010.

To address the 2005 flood damage to the riverbanks, golf greens and roads, SVRL received disaster funds, Provincially & Federally to restore only to existing conditions and the project was completed in the spring of 2010. As part of the criteria for Federal funding, a 10% Siksika contribution was required and the annual Rights Payment was authorized by the Shareholders for re-



Return on Investment to complement the Nation's future economic goals. As part of that consideration, the SVRL needs to evaluate the environmental compliance, required infrastructure upgrades and future flood mitigation protection.

### OUTLOOK 2010-11

In 2010-2011, SVRL targets are to commence community consultation regarding the details of a Headlease and viable options.

A Phase 2 Environmental Assessment will be undertaken to evaluate the current environmental liabilities and will also provide technical recommendations to address wastewater issues and riverbank mitigation.

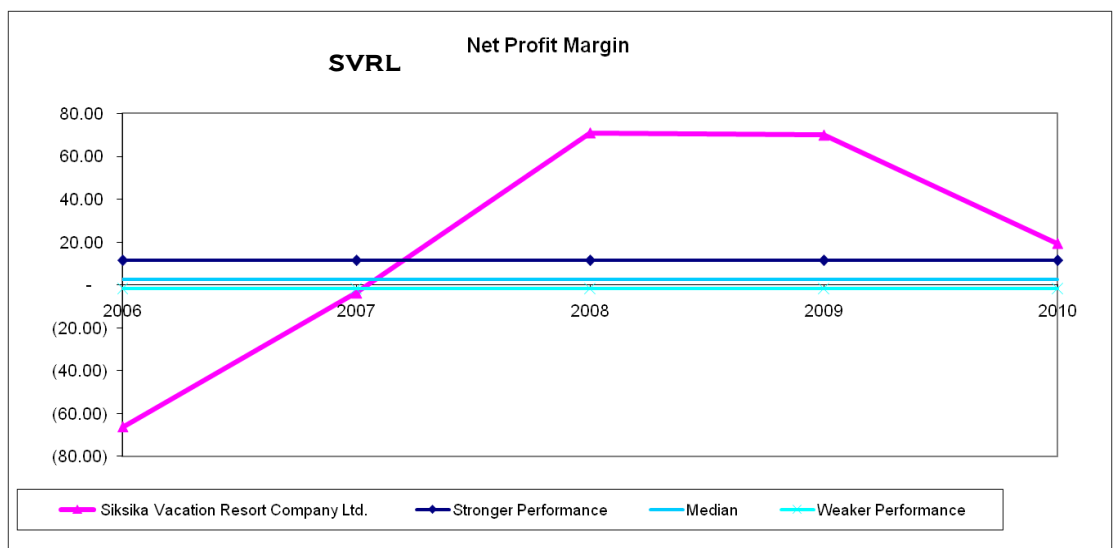
To move forward with the Headlease planning, SVRL will hire a Coordinator to facilitate and carryout the activities leading up to a community referendum.



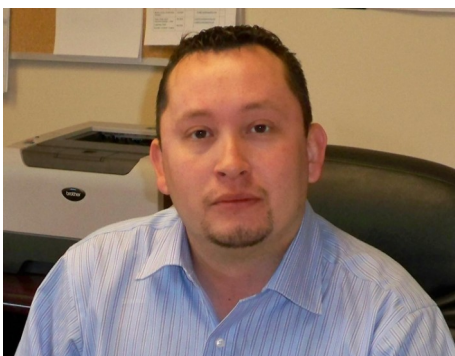
tention for that purpose.

In anticipation of the impending headlease expiry in 2013, SVRL's focus will be to develop a new Headlease and to evaluate viable options that would provide the highest

"COMMUNITY  
CONSULTATION  
WILL COMMENCE  
TO DISCUSS THE  
DETAILS OF A  
HEADLEASE AND  
VIALE OPTIONS"



# ENERGY RESOURCES OVERVIEW



**Thomas Many Heads**  
Energy Resource Manager

Siksika Energy Resource Corporation

Siksika Energy Limited Partnership

Siksika Rock Products

Siksika Irrigation Land Corporation

## SIKSIKA ENERGY LIMITED PARTNERSHIP (SELP/SERC)

### Oil & Gas Operations

Continued declines in Siksika Energy's natural gas production volumes, low Natural Gas prices resulted in decreased revenues and cash flows for the Siksika Energy LP for the year ended March 31, 2010. In addition, as part of the annual audit and hydrocarbon reserves review processes, a 'writedown' of Siksika Energy oil & gas reserves value was adjusted for the 2009/10 fiscal year.

As a result, the partnership recorded a net loss for the fiscal year of \$5.7 Million compared to a net loss of \$626,600 for the 2008/9 fiscal year.

### Production Revenues

Production revenues for the year decreased by 56% to \$2.58 million for the year. The principal contributors to the decrease in revenues were a 16% decline in natural gas production volumes to 607 million cubic feet, which was com-

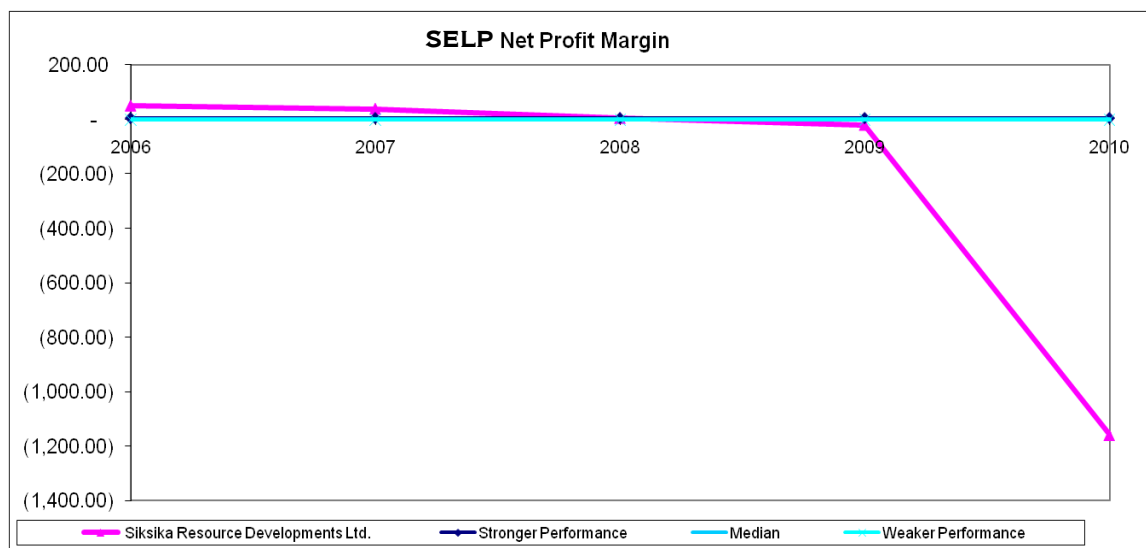
pounded by a 49% decrease in the average natural gas price to \$3.58 per mcf received during the year.

Natural gas production declined from all of the Partnership's properties during the year as a result of no significant drilling during the year. The 2009 year end Sproule independent reserve report projects an outlook of continued production decline through fiscal 2010/11. Lower expected gas prices in the next two years are anticipated to limit drilling expenditures by Siksika Energy's principal operating partners in fiscal 2010 and production from new wells is not projected until 2011.

### Oil and Gas Production

The partnership's average daily production in 2009/10 was 192 barrels of oil equivalent per day (BOEPD), down 52% from 341 BOEPD in 2008/09. Natural gas production accounted

"AVERAGE  
DAILY  
PRODUCTION  
IN 2009/10  
WAS 192  
BARRELS OF  
OIL  
EQUIVALENT  
PER DAY  
(BOEDP)"



## SIKSIKA ENERGY LIMITED PARTNERSHIP (SELP/SERC)

for 329 BOEPD during the year or 96% of production volumes on an oil equivalent basis for the year. Oil and natural gas liquids volumes decreased as a proportion of the production mix due to increased dry gas production from shallower wells.

The outlook for gas production is continued decline in volumes from all properties in fiscal 2010, with little if any drilling forecast due to low prices and a continuation of non-drilling activities on Siksika Nation lands.

### Natural Gas Prices

Oil and gas prices decreased to record levels during 2009, which resulted in an average realized price of \$3.58 per Mcf for the fiscal year (49% lower than the \$6.97 realized in fiscal 2008/9). Sproule anticipates an average gas price of \$5.19 for 2011, with moderate increases in 2012 and 2013 as economic recovery increases gas demand.

Gas prices are expected to remain soft until growth in the U.S. economy increases industrial demand, offsetting increases in unconventional (shale gas) U.S. production. Siksika Energy will need to control capital expenditures on gas projects until the eventual recovery in natural gas prices, and look to growth in revenues from new oil Developments projects or economical natural gas asset acquisitions.

### Royalties

Oil and gas royalties paid during the year were \$519,643, an average rate of 20%. In 2008/9, royalties of \$1,296,023 represented an average rate of 22% of production. The average royalty rate decreased as a result of lower production and revenues from the mature Hunt



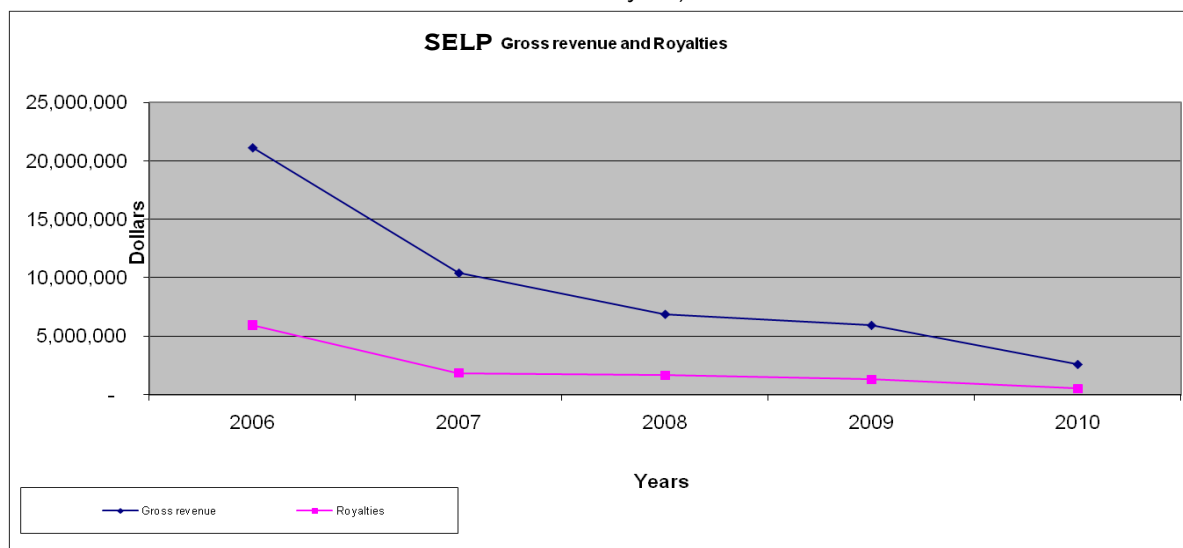
Lathom and Response Stobart Lake properties in 2009 (both high royalty rate properties under their specific lease terms) and lower per well productivity from shallow gas wells in the Petrobank Jumpbush property.

Siksika Energy LP paid \$487,702.95 in IOGC royalties on its share of production during the year which was credited to the accounts of the Siksika Nation.

### Operating Costs

Operating costs for the fiscal year amounted to \$1,564,139; gathering and processing costs incurred during the year were \$259,079.03 and other operating costs were \$1,305,059.57. In 2008/9, operating costs were \$1,706,964, with \$319,000 in gathering and processing costs and \$1,388,000 in other operating expenses.

Many of these costs are fixed in relation to the Partnership's mineral and surface lease costs, and gas well production costs (decreased volumes did not lead to a substantial reduction in the number of operating gas wells from year to year).





# SIKSIKA ENERGY LIMITED PARTNERSHIP (SELP/SERC)

## Other Expenses

Cash general and administrative expenses reported in the partnership financial statements (excluding amortization, depletion and accretion) were \$1,599,756, including \$808,906 in indirect overhead charges levied by SRDL. The net direct overhead costs of \$869,459 were \$133,459 (18%) higher than the \$736,000 recorded in the fiscal year ended March 31, 2009.

Amortization, depletion and accretion expense of \$2,441,904 represents an increase of 17% from the \$2,088,000 recorded in 2008/9. The average depletion rate for 2009/10 was \$23.42 per BOE, an increase over the 2008/9 rate of \$15.67 per BOE.

Indirect overhead charges by SRDL were \$730,297, down \$169,040 (19%) from \$899,337 charged during 2008/9. These charges result from the SRDL budgeting process and do not reflect Siksika Energy's production levels or cash flows.

Working capital provided from operations (cash flow) for the year recorded a negative of \$1,616,971, a \$3,378,678 decrease from \$1,761,707 for fiscal 2008/9. Cash flows were not sufficient to fund the partnership's capital expenditure program during the year and cash reserves were used to offset negative working capital.

## Capital Expenditures

Capital expenditures by the partnership amounted to \$107,394 in 2009/10, down from \$465,885 in 2009. Categories of expenditure were as follows:

Drilling and completions \$531.65

Tangibles (well equipment, gathering and facilities)	\$76,899.06
Intangibles	\$29,962.88
Total Capital Expenditures	\$107,394

## SIKSIKA ENERGY OUTLOOK 2010-11

Siksika Energy continues to face challenging times; declining production from a maturing production base and low natural gas prices continues to reduce cash flows and working capital in the immediate future.

Siksika Energy's current position is largely a result of the Siksika Nation drilling moratorium and subsequent declines in commodity prices, which has stifled sufficient capital investment (ie. developmental drilling activities) to maintain and/or increase production volumes at a profitable level.

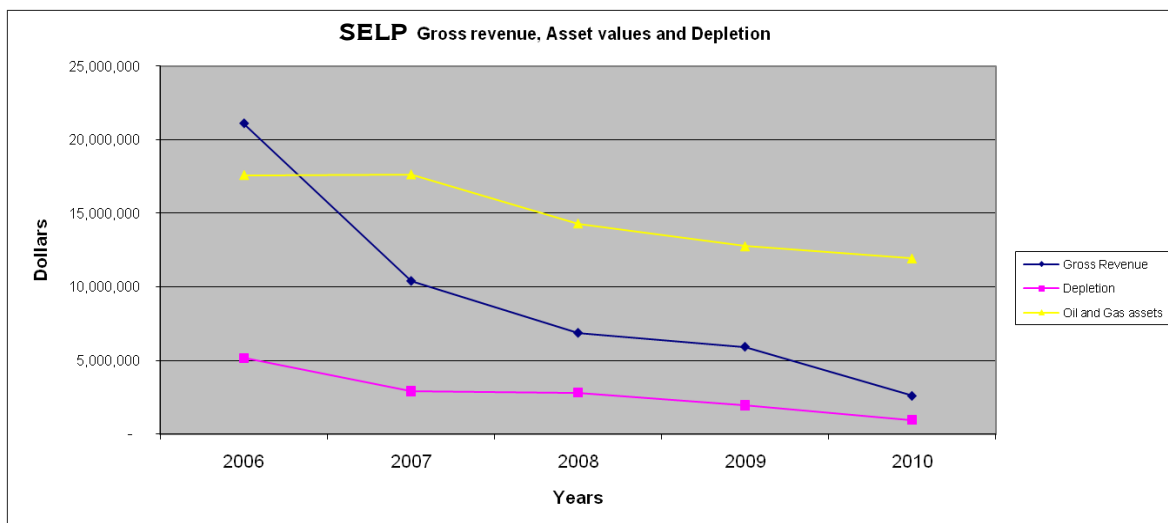
On the upside, Siksika Energy participates in various operations throughout most of the Nation and has developed sufficient experience to actively acquire additional interests in current production at temporarily low gas price levels.

As part of an overall growth strategy, Siksika Energy has identified 5 core objectives as our Business Strategy going forward:

1. Capital Infusion \$
2. Property Acquisitions
3. Becoming an Operator
4. Expand & Develop Capacity
5. Exploit, Develop & Explore (full cycle oil/gas exploration)

As a result, Siksika Energy has been actively engaging its current partners in all existing properties for potential acquisitions of controlling working interests with an immediate need to replenish Siksika Energy production back to sustainable and profitable levels.

"SERC PARTICIPATES IN VARIOUS OPERATIONS THROUGHOUT MOST OF THE NATION AND HAS DEVELOPED SUFFICIENT EXPERIENCE TO ACTIVELY ACQUIRE ADDITIONAL INTERESTS"



## SIKSIKA ROCK PRODUCTS

Siksika Rock Products had a challenging year in 2009/10. As a result of the economic recession which affected many industries throughout Alberta and Canada, the Aggregate supply industry was no exception. As a result, SRP had very limited success in attaining aggregate supply contracts throughout the 2009/10 fiscal year in comparison to the 2008/9 year when SRP hit a highpoint in revenues of \$689,000. In 2009/10, SRP submitted several bids to various project contractors potentially worth a maximum allowable extraction volume of up to 160,000 tonnes, including the Inland Grain Terminal Project; Rockyford highway Project; Federated Cooperatives-Carseland Fuel Depot Project and several others. However, lower costs of competitive gravel pits due to proximity and haul distances savings, SRP's submitted bids were passed over.

Siksika Rock Products operates in a highly competitive market area largely due to the number of local gravel pits closely located to larger contract activities. As a result of this and to remain sustainable, SRP has conducted several internal pricing revisions throughout the year.

On a more positive note, in the 2009 fiscal year, SRP acquired a major asset: a Kawasaki Front End Loader to assume a greater portion

of the scope of work entailed in supply contracts and is developing a community/market notice of 'new' loader & gravel supply services.



### OUTLOOK 2010-11

At present, SRP is working on several projects, one major project which may potentially provide the total aggregate supply to the Stoney Trail Southeast Ring Road, Calgary. This project is slated to break ground in fall of 2010.

SRP's focus for the 2010-2011 Fiscal year will continue with the following priorities:

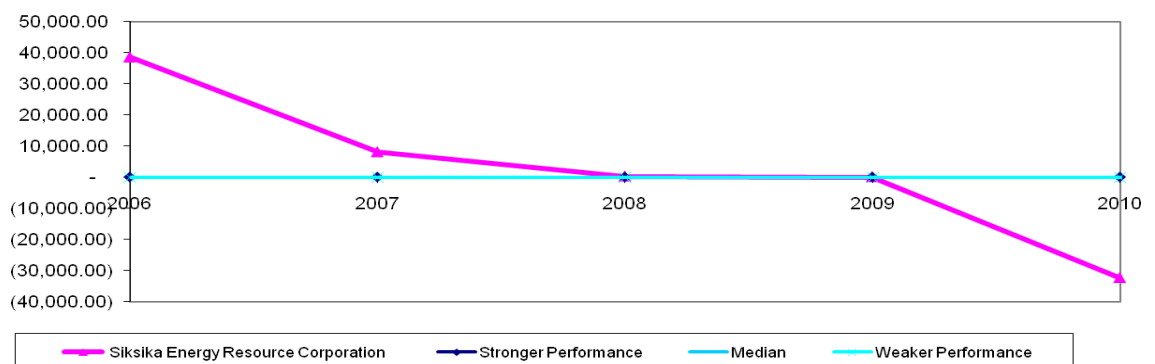
- Increase extraction volumes of existing North Camp Gravel Pit establishing a long term (3-5 year) aggregate supply contract.
- Expand equipment inventory to include gravel hauling truck(s) to augment commercial/retail services offered.
- Negotiate annual supply contracts with Nation entities, oil companies and regional projects.

Concurrently, for the sections of the North Camp pit previously extracted by SRP, a Reclamation Fund was established by setting aside a percentage of aggregate sales. Reclamation of this area to put back to a natural state is planned for completion by 2011.

"IN ADDITION TO  
AGGREGATE  
SALES, SRP  
PROVIDES  
OPPORTUNITIES  
FOR  
EMPLOYMENT,  
CONTRACTS  
AND ROYALTIES  
TO THE  
NATION."



**SERC Net Profit Margin**



# SIKSIKA IRRIGATION LAND CORPORATION (SILC)

Siksika Irrigation Land Corporation leases irrigated lands from the Siksika Nation (Head Lease) for a fifteen year period expiring March 31, 2011. The Head Lease comprises 5, 269 acres of irrigated land and 1, 103 acres of dry land for a total of 6,372.5 acres.

In the 2009-2010, SILC subleased irrigated lands and pivot systems comprised of 33 irrigation pivots, equipment and associated infrastructure to four tenants. Additional buildings and equipment leased to land tenants as value added investment include two hay storage buildings, hay processing facility, min processing facility and twelve grain bins.

In 2008-2009, SILC acquired the services of an in-house maintenance Coordinator to reduce the number of outsourced service calls and to build capacity internal to its operations.

In 2009-2010, SILC generated revenues of \$865,165, expenses of \$475,730 and net earnings of \$99,272.

Lease renewal negotiations commenced to ensure that the leasing process is completed prior to expiry of March 31, 2011.

In addition, to further expand its operations, SILC evaluated an agribusiness operation for grain production. A formal business plan was approved by the SRDL Board of Directors and an additional 4,000 acre of dryland agricultural lands were applied to through the Siksika Land Management Department. In late June of 2009, SILC received authorization to lease only 488 acres. SILC revised the business plan to reflect a phased approach to dryland farming over a three year period for expansion to a fully operational agribusiness by 2013.

Field operations activities in 2009-2010 included routine and capital maintenance activities supervised by the Irrigation Coordinator. Further, SILC, conducted thorough internal evaluation of the status of all irrigation equipment and facilities and incorporated regular maintenance schedules as well as an equipment replacement plan as the Pivots begin to wear down over time.

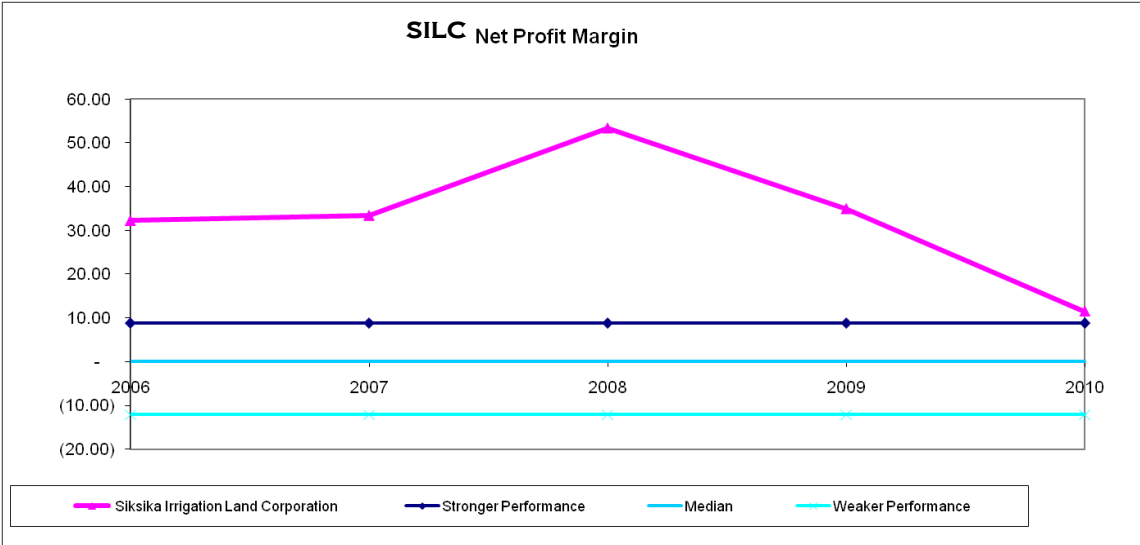


## OUTLOOK 2010-11

SILC’s main focus for the upcoming fiscal year will be to finalize the SILC headlease and to define subleases with the existing tenants with the emphasis of exploring ‘go forward’ opportunities for agricultural based ventures.

As a component of the SILC 5-year business plan, SILC will develop and ratify a long term integrated Agribusiness Action Plan for implementation for 2011-13 which will focus on dryland farming operations, irrigation infrastructure expansion and long term agri-based production & processing opportunities.

“FUTURE  
PLANS INCLUDE  
A LONG-TERM  
INTEGRATED  
AGRIBUSINESS  
ACTION PLAN”



## FINANCIAL OVERVIEW

**Robin Mitchell**  
Chief Finance Manager

During the year, the Corporate, partnership and trust tax returns that were outstanding for fiscal years ended 2006 – 2009 were completed and filed; and GST returns that were outstanding were also completed and filed. As a result of both sets of returns being caught up, significant GST refunds that have been receivable for more than one year were collected from Canada Revenue Agency (CRA). As at the date of the audit report, there remains approximately \$40,000 of additional GST receivable in various entities. Through discussions with CRA it is expected that these refunds will be received prior to March 31, 2011.

For the third year in a row, management of SRDL focused on a reduction of overhead costs through the allocation of entity-specific expenses, paid by SRDL, to the appropriate entities, as well as a reduction of general expenses. As a result, SRDL was able to realize a 10.4% decrease in total overhead costs from \$1.75 million to \$1.57 million and a decrease of 16.7% in the allocation of those overhead expenses, from \$1.25 million to \$1.02 million, to the respective subsidiaries.

Also, management placed significant focus on the collection and turnover of receivables during the year. As a result, management was able to collect receivable balances that were outstanding for more than one year for each of SBC, SHI, SEDCo, SSSL and SEL as well as increase the turnover rate in each of SBC, SHI, SEDCo and SSSL throughout the year.

SRDL received a recovery of deferred project costs related to the legal fees for the Industrial Park Headlease negotiations from Siksika Nation of \$40,000.

Siksika Service Station (SSSL) focused on the improvement of overall gross margins. As a result of that effort, the margin for confectionary increased from 2.46% to 9.27%, margin for tobacco increased from 19.9% to 35.6% and overall gross margin

increased from 11.4% to 15.3%. Also, due to a decrease in the vendors used for inventory purchase and focus on controlling costs, costs of sales were decreased by approximately \$100,000.

During the year additional funds were allocated to the Siksika Nation from the Funding Transfer Agreement and SEDCo became eligible to receive an additional \$75,000 as a result of allocation of the additional funds by the Treasury Board.

During 2010, SVRL incurred infrastructure costs of \$130,098 (2009 - \$425,503) and received funding of \$nil (2009 - \$502,132). The funding was received from the Hidden Valley Golf Association, the management company of the golf course. Management's opinion is that the Government will not require repayment of the overfunding as the overfunded amount will be used to cover future costs to complete the restoration of the infrastructure as per the original funding application.

During the year, it was determined that Siksika Holdings Inc. is a Bare Trust, holding properties and operations "in trust" for Siksika Nation ("the beneficiary"), and therefore should have recognized a distribution payable to the beneficiary at the end of each fiscal year. The correction of this error has been retroactively applied thereby eliminating the accumulated beneficiary's equity as previously stated and increasing the note payable to beneficiary as at April 1, 2009 by \$3,385,453. Earnings distributable to the beneficiary for 2010 were \$142,706 (2009 - \$160,316).

SILC reviews the useful life of its fixed assets on an ongoing basis considering events or changes in circumstances. As a result, effective April 1, 2009, the amortization rate of irrigation equipment has been revised from a 4% declining balance method to straight line over 20 years to better reflect the assets' expected useful

"SRDL WAS ABLE  
TO REALIZE A  
10.4% DECREASE  
IN TOTAL  
OVERHEAD COSTS"



## FINANCIAL OVERVIEW CONTINUED

life. This change has been applied prospectively with no restatement of prior year amounts. The impact of this change in estimate resulted in an additional \$286,040 in amortization expense for the 2010 year end.

SELP performs an impairment test on its petroleum and natural gas properties at least annually in accordance with the CICA full cost accounting guidelines. Under this guideline, the carrying value of the Company's petroleum and natural gas properties are limited to the amount calculated under the impairment test at the balance sheet date. At March 31, 2010, the calculation indicated the carrying value of the Company's petroleum and natural gas properties was in excess of the amount calculated under the impairment test. Accordingly, an impairment in the amount of \$2,215,298 was recorded (2009 - \$nil). This impairment is primarily the result of downward revisions in the Company's petroleum and natural gas reserves, as estimated by independent engineers as at March 31, 2010. The impairment test calculation was based on benchmark reference prices adjusted for the Company's quality and price differentials discounted at an interest rate of 5% over the estimated reserve life.

During 2010, management re-evaluated the asset retirement obligation for SERC and increased the total future asset retirement obligation. This change was made to better reflect the period over which gravel may be extracted and to recognize future costs associated with fully reclaiming the site. The total revised undiscounted amount of estimated cash flows required to settle the Company's obligation is \$632,708 (2009 - \$281,000).

During the year, in the normal course of operations, SRDL and its subsidiaries incurred the following transactions with the Nation. The transactions are measured at their exchange amount which is the amount of consideration established and agreed to by the related parties.

- i. SVRL is required, per its land-use agreement, to pay Siksika Nation ("the Nation") \$150,000 per year for use of the land that the golf course resides on. A Band Council Resolution was passed in fiscal 2007 by Chief and Council of the Nation to forgive payment of these fees for fiscal years 2007, 2008 and 2009 totaling \$450,000. As the Band Council Resolution expired in 2009, the \$150,000 was paid to the Nation. This amount has been recognized in management fees in these financial statements.
- ii. Included in building rental revenue is \$576,001 (2009 - \$599,001) for rental fees charged to the Nation and its departments.
- iii. Included in general and administrative expenses is an insurance allocation from the Nation for SRDL's portion of a blanket insurance policy covering environmental, contents, crime (general), liability, business interruption, vehicle, building and irrigation of \$55,698 (2009 - \$nil).
- iv. Included in Siksika Service Station Ltd. accounts receivable is \$22,679 (2009 - \$25,517) charged by Siksika Nation administration employees on account for Siksika Nation Administration.

As a result of the above transactions, the accumulated related party balances outstanding at year-end are included in the following accounts:

Accounts receivable:

**2010** 143,410

**2009** 395,744

Due from Siksika Nation :

**2010** 34,302

**2009** 240,000

"MANAGEMENT  
RE-EVALUATED THE  
ASSET RETIREMENT  
OBLIGATION FOR  
SERC AND  
INCREASED TOTAL  
FUTURE ASSET  
RETIREMENT  
OBLIGATION"

## FINANCIAL OVERVIEW CONTINUED

### Recent accounting pronouncements International Financial Reporting Standards ("IFRS")

The Accounting Standards Board has confirmed the convergence of Canadian GAAP with IFRS. The Company will be required to adopt IFRS for the year beginning April 1, 2011. The Company is currently assessing the impact of the convergence of Canadian GAAP with IFRS on the Company's results of operations, financial position and disclosures.

### Business combinations

CICA Handbook Section 1582 Business Combinations replaces corresponding Section 1581 and establishes new standards for the accounting for business combinations. The new standard requires

that the acquisition method (formerly, the purchase method) continue to be applied to business combinations, the acquirer recognize and measure the acquiree as a whole, and the assets and liabilities assumed be recognized and measured at their fair values as of the acquisition date.

This standard applies prospectively to business combinations for which the acquisition date is on or after the beginning of the first annual reporting period beginning on or after January 1, 2011. The Company does not expect the standard to have a significant impact on its financial statements.

"SRDL WILL BE  
REQUIRED TO  
ADOPT  
INTERNATIONAL  
FINANCIAL  
REPORTING  
STANDARDS BY  
APRIL 1, 2011"

## SRDL BUSINESS MIXER JUNE 2009



## MANAGEMENT RESPONSIBILITY

# *Siksika Resource Developments Ltd.*

Post. Office Box 1520  
Siksika, Alberta T0J 3W0  
Telephone (403) 734-5244 Fax (403) 734-5342 • Calgary Direct Line (403) 264-7250

To the Directors of Siksika Resource Developments Ltd.:

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

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

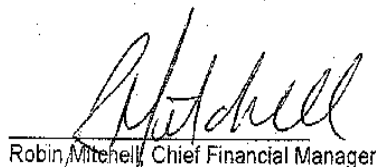
The Board of Directors is composed primarily of Directors who are neither management nor employees of the Company. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities. The Board has the responsibility of meeting with management and external auditors to discuss the internal controls over the financial reporting process, auditing matters and financial reporting issues. The Board is also responsible for recommending the appointment of the Company's external auditors.

Meyers Norris Penny LLP, an independent firm of Chartered Accountants, is appointed by the Directors to audit the combined financial statements and report directly to them; their report follows. The external auditors have full and free access to and meet periodically and separately with both the Board and management to discuss their audit findings.

June 11, 2010



LaVerna McMaster, Chief Executive Officer

  
Robin Mitchell, Chief Financial Manager



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# AUDITOR'S REPORT

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To the Directors of Siksika Resource Developments Ltd.:

We have audited the combined balance sheet of Siksika Resource Developments Ltd. as at March 31, 2010 and the combined statements of earnings (loss) and comprehensive earnings (loss), retained earnings and accumulated comprehensive earnings and cash flows for the year then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We have conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these combined financial statements present fairly, in all material respects, the financial position of the Company as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

*Meys Naris Penny LLP*

Chartered Accountants

Calgary, Alberta  
June 11, 2010



# COMBINED FINANCIAL STATEMENTS

## Siksika Resource Developments Ltd. Combined Balance Sheet

As at March 31, 2010

	2010	2009
<b>Assets</b>		
<b>Current</b>		
Cash	7,724,217	8,492,601
Accounts receivable (Note 5)	1,222,294	1,999,143
Inventory (Note 6)	26,117	54,747
Prepaid expenses and deposits	8,414	9,709
Due from Siksika Holdings Inc. (Note 22)	19,366	6,839
Due from Siksika Nation (Note 7), (Note 22)	34,302	240,000
	<b>9,034,710</b>	10,803,039
<b>Property and equipment (Note 8)</b>	<b>17,728,441</b>	22,440,923
<b>Investment (Note 9)</b>	<b>1</b>	1
<b>Deferred project costs (Note 10)</b>	<b>208,818</b>	242,842
	<b>26,971,970</b>	33,486,805

Continued on next page

# COMBINED FINANCIAL STATEMENTS

## Siksika Resource Developments Ltd. Combined Balance Sheet

As at March 31, 2010

	2010	2009
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 11)	765,181	1,395,217
Customer deposits	5,000	-
Deferred revenue (Note 12)	140,681	227,261
Deferred infrastructure funding (Note 13)	224,446	354,544
Current portion of term loans due on demand (Note 14)	-	74,309
Current portion of capital lease obligation (Note 16)	29,760	25,483
	<b>1,165,068</b>	<b>2,076,814</b>
Note payable to beneficiary of Siksika Energy Resource Trust (Note 15)	<b>3,085,830</b>	<b>8,451,115</b>
	<b>4,250,898</b>	<b>10,527,929</b>
Deferred Hidden Valley lease revenue (Note 12)	<b>84,956</b>	<b>169,911</b>
Capital lease obligation (Note 16)	<b>16,688</b>	<b>46,447</b>
Asset retirement obligations (Note 17)	<b>2,480,812</b>	<b>2,150,918</b>
	<b>6,833,354</b>	<b>12,895,205</b>
<b>Commitment (Note 25)</b>		
<b>Contingencies (Note 26)</b>		
<b>Shareholder's Equity</b>		
Share capital (Note 18)	<b>13</b>	<b>13</b>
Retained earnings and accumulated comprehensive earnings	<b>13,024,956</b>	<b>13,477,940</b>
Contributed surplus (Note 19)	<b>7,113,647</b>	<b>7,113,647</b>
	<b>20,138,616</b>	<b>20,591,600</b>
	<b>26,971,970</b>	<b>33,486,805</b>

Approved on behalf of the Board

  
Director

  
Director

# COMBINED FINANCIAL STATEMENTS



## Siksika Resource Developments Ltd. Combined Statement of Earnings (Loss) and Comprehensive Earnings (Loss)

For the year ended March 31, 2010

	2010	2009
<b>Revenue</b>		
Oil and gas production	2,580,467	5,925,018
Royalties	(519,643)	(1,296,023)
Oil and gas operating costs	(1,564,139)	(1,705,754)
	<b>496,685</b>	<b>2,923,241</b>
Building rental	633,304	654,159
Gravel revenues	1,260	689,627
Interest and other income	2,811	120,405
Land rental	771,571	737,797
Procurement and environmental	-	44,609
Resort fees	291,196	289,636
Siksika Business Centre	208,125	185,538
Siksika Nation capital trust monies	301,804	226,363
Siksika Service Station Ltd.	2,031,089	2,062,051
	<b>4,241,160</b>	<b>5,010,185</b>
	<b>4,737,845</b>	<b>7,933,426</b>
<b>Expenses</b>		
Advertising and promotion	(600)	17,088
Amortization, depletion and accretion	2,986,177	2,701,633
Bad debts (recovery)	40,059	(109,306)
Business Centre cost of providing services	12,659	18,972
Consulting fees	53,655	64,430
Directors' fees	59,715	59,360
Equipment rental	29,977	26,298
General and administrative costs	423,392	449,551
Gravel costs	40,449	39,604
Gravel royalties	149	74,573
Interest and bank charges	72,967	89,528
Interest on term loans due on demand	180	7,382
Management fees	150,000	-
Professional development	22,638	59,990
Professional fees	402,216	431,292
Repairs and maintenance	217,348	137,220
Salaries, wages and benefits	1,764,739	1,889,442
Service Station cost of sales	1,720,036	1,826,239
Telephone, fax and internet	2,980	2,557
Travel	51,917	59,812
	<b>8,050,653</b>	<b>7,845,665</b>
<b>Earnings (loss) from operations</b>	<b>(3,312,808)</b>	<b>87,761</b>

Continued on next page

# COMBINED FINANCIAL STATEMENTS

## Siksika Resource Developments Ltd. Combined Statement of Earnings (Loss) and Comprehensive Earning (Loss)

For the year ended March 31, 2010

	2010	2009
<b>Earnings (loss) from operations</b> <i>(Continued from previous page)</i>	<b>(3,312,808)</b>	87,761
<b>Other income (expense)</b>		
Impairment of property and equipment <i>(Note 8)</i>	(2,215,298)	-
Amortization due to change in estimate <i>(Note 4)</i>	(286,040)	-
Loss on disposal of property and equipment	(4,123)	-
Deferred gain recognized from disposal of Namaka plant	-	74,863
Write down of amounts due from related parties <i>(Note 21)</i>	-	(47,036)
Write down of deferred project costs	-	(7,066)
	<b>(2,505,461)</b>	20,761
<b>Net earnings (loss) and comprehensive earnings (loss)</b>	<b>(5,818,269)</b>	108,522

## Siksika Resource Developments Ltd.

### Combined Statement of Retained Earnings and Accumulated Comprehensive Earnings

For the year ended March 31, 2010

	2010	2009
<b>Retained earnings and accumulated comprehensive earnings, beginning of year</b>	<b>13,477,940</b>	12,635,371
<b>Net earnings (loss) and comprehensive earnings (loss)</b>	<b>(5,818,269)</b>	108,522
	<b>7,659,671</b>	12,743,893
<b>Losses allocated to beneficiary of Siksika Energy Resource Trust</b>	<b>5,365,285</b>	734,047
<b>Retained earnings and accumulated comprehensive earnings, end of year</b>	<b>13,024,956</b>	13,477,940



# COMBINED FINANCIAL STATEMENTS

## Siksika Resource Developments Ltd. Combined Statement of Cash Flows

For the year ended March 31, 2010

	2010	2009
<b>Cash provided by (used for) the following activities</b>		
<b>Operating</b>		
Net earnings (loss) and comprehensive earnings (loss)	(5,818,269)	108,522
Amortization, depletion and accretion	3,272,217	2,701,633
Loss on disposal of property and equipment	4,123	-
Deferred revenue recognized in resort fee revenue during the year	(84,956)	(84,956)
Write down of amounts due from related parties	-	47,036
Deferred gain recognized from disposal of Namaka plant	-	(74,863)
Write down of deferred project costs	-	7,066
Impairment of property and equipment	2,215,298	-
	(411,587)	2,704,438
Changes in working capital accounts		
Accounts receivable	776,853	173,114
Inventory	28,630	(17,251)
Prepaid expenses and deposits	1,292	(579)
Accounts payable and accrued liabilities	(630,036)	(370,867)
Customer deposits	5,000	-
Deferred revenue	(86,580)	19,807
	(316,428)	2,508,662
<b>Financing</b>		
Repayment of term loans due on demand	(74,309)	(166,454)
Advances from Siksika Nation	205,698	103
Abandonment costs incurred	-	(2,467)
Infrastructure funding received (costs incurred)	(130,098)	76,628
Repayments of capital lease obligation	(25,482)	(21,820)
Repayments from (advances to) Siksika Holdings Inc.	(12,527)	30,450
	(36,718)	(83,560)
<b>Investing</b>		
Purchases of property and equipment	(449,262)	(546,510)
Deferred project cost expenditures	-	(15,891)
Reimbursement of deferred project costs	34,024	-
Band revenue received from Siksika Nation	-	1,500,000
	(415,238)	937,599
<b>(Decrease) increase in cash resources</b>	<b>(768,384)</b>	<b>3,362,701</b>
<b>Cash resources, beginning of year</b>	<b>8,492,601</b>	<b>5,129,900</b>
<b>Cash resources, end of year</b>	<b>7,724,217</b>	<b>8,492,601</b>
<b>Supplementary cash flow information</b>		
Interest paid	73,147	96,910

# COMBINED FINANCIAL STATEMENTS

## Siksika Holdings Inc. Consolidated Balance Sheet

As at March 31, 2010 (Unaudited -  
see Notice to Reader)

	2010	2009
<b>Assets</b>		
<b>Current</b>		
Cash	478,356	194,931
Accounts receivable	62,212	48,845
Prepaid expenses and deposits	-	28,990
	540,568	272,766
<b>Property and equipment (Note 1)</b>	6,198,140	6,318,798
	6,738,708	6,591,564
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accruals	89,895	76,836
Customer deposits	10,800	5,300
Advances from related Nation entities and departments	1,485,343	1,474,196
Current portion of long-term debt (Note 2)	28,024	29,466
	1,614,062	1,585,798
Note payable to beneficiary (Note 4)	3,688,476	3,545,770
	5,302,538	5,131,568
<b>Long-term debt (Note 2)</b>	1,436,170	1,459,996
	6,738,708	6,591,564

# COMBINED FINANCIAL STATEMENTS

## Siksika Holdings Inc. Consolidated Statement of Earnings

For the year ended March 31, 2010  
(Unaudited - see Notice to Reader)

	2010	2009
<b>Revenue</b>		
Band revenue	400,500	400,500
Rental income	330,197	295,920
Interest	447	-
	<b>731,144</b>	<b>696,420</b>
<b>Expenditures</b>		
Amortization	120,989	125,475
Bad debts	7,854	9,418
Condominium fees	40,993	30,288
Interest and bank charges	2,730	4,002
Interest on long-term debt	89,219	94,398
Office	18,422	29,360
Professional fees	44,490	22,510
Property taxes	68,097	37,037
Repairs and maintenance	38,487	98,518
Salaries, wages and benefits	109,490	131,573
Travel	7,650	7,352
Utilities	40,017	32,282
	<b>588,438</b>	<b>622,213</b>
<b>Earnings before other income</b>	<b>142,706</b>	<b>74,207</b>
<b>Other income</b>		
Gain on forgiveness of debt (Note 3)	-	86,109
<b>Net earnings</b>	<b>142,706</b>	<b>160,316</b>

# COMBINED FINANCIAL STATEMENTS

## Siksika Holdings Inc. Consolidated Statement of Beneficiary's Equity

For the year ended March 31, 2010  
(Unaudited - see Notice to Reader)

	2010	2009
Beneficiary's equity, beginning of year as previously stated Prior period adjustment (Note 4)	-	3,385,453 (3,385,453)
Beneficiary's equity, beginning of year, as restated Net earnings	- 142,706	- 160,316
Earnings distributable to beneficiary	(142,706)	(160,316)
Beneficiary's equity, end of year	-	-

# COMBINED FINANCIAL STATEMENTS

## Siksika Holdings Inc. Consolidated Statement of Cash Flows For the year ended March 31, 2010 (Unaudited - see Notice to Reader)

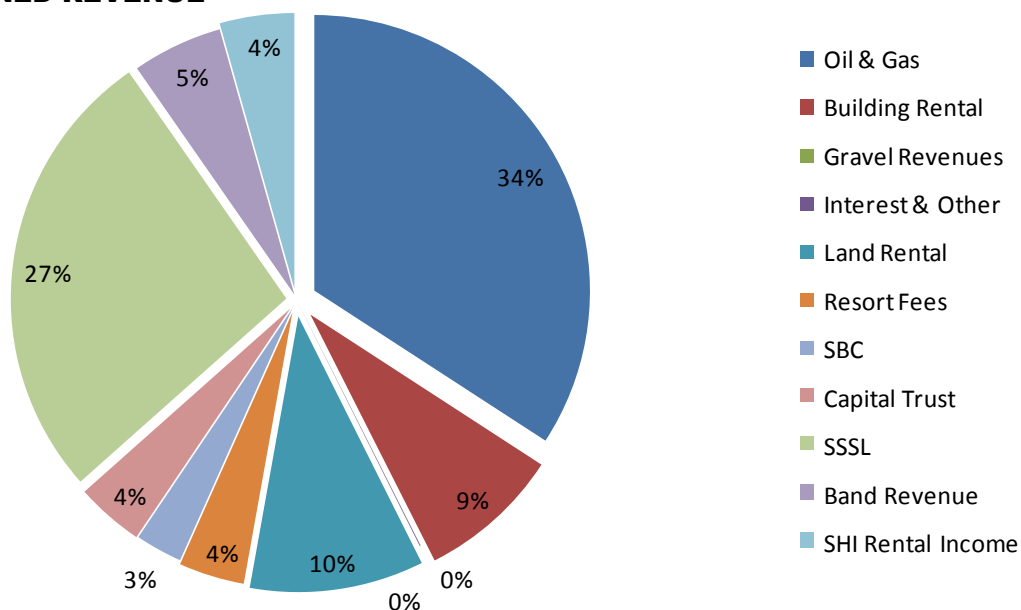
	2010	2009
<b>Cash provided by (used for) the following activities</b>		
<b>Operating</b>		
Net earnings	142,706	160,316
Amortization	120,989	125,475
Forgiveness of debt	-	(86,109)
	263,695	199,682
Changes in working capital accounts		
Accounts receivable	(13,366)	(39,425)
Prepaid expenses and deposits	28,990	(4,225)
Accounts payable and accruals	13,058	(92,181)
Customer deposits	5,500	5,300
	297,877	69,151
<b>Financing</b>		
Repayments of long-term debt	(25,268)	(23,571)
Repayments from related parties	11,147	-
Advances to related parties	-	(31,570)
	(14,121)	(55,141)
<b>Investing</b>		
Purchases of property and equipment	(331)	(6,620)
<b>Increase in cash resources</b>	283,425	7,390
<b>Cash resources, beginning of year</b>	194,931	187,541
<b>Cash resources, end of year</b>	478,356	194,931
<b>Supplementary cash flow information</b>		
Interest paid	91,949	98,400



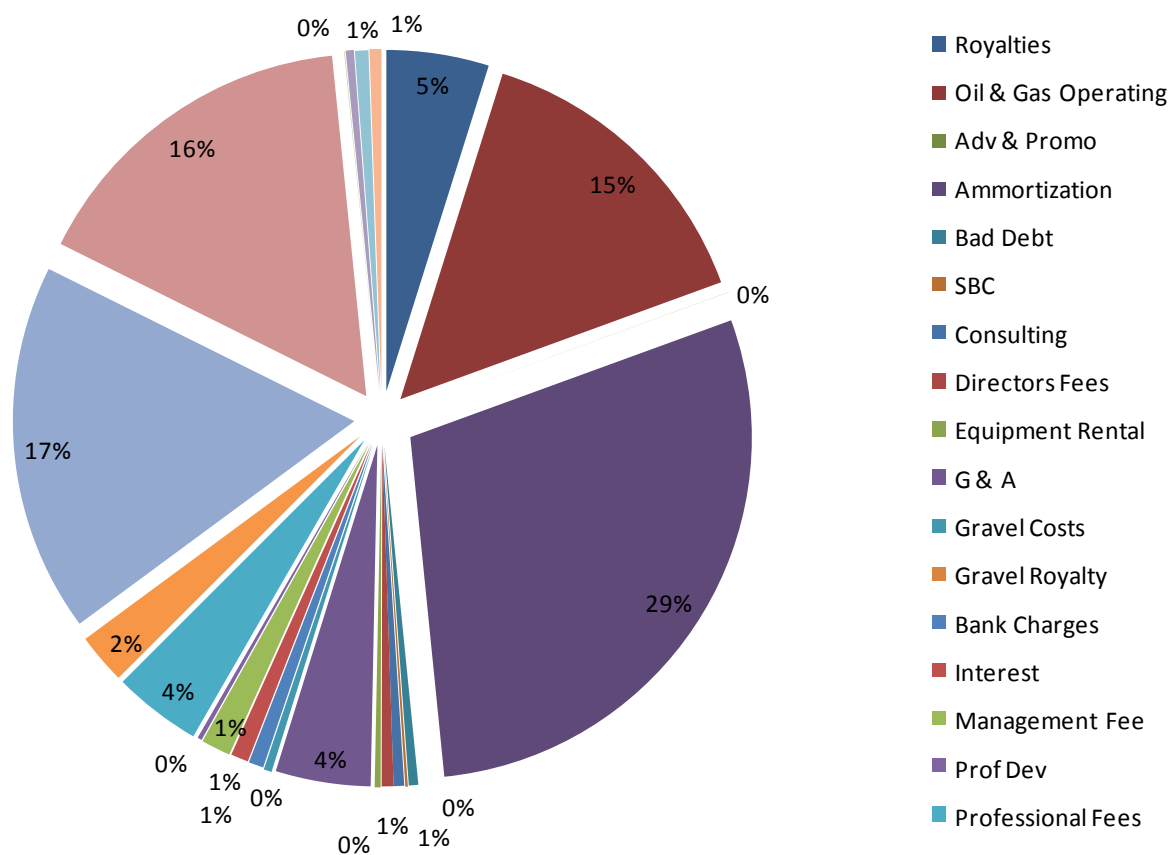
# COMBINED FINANCIAL STATEMENTS

## CHARTS UPDATE TO INCLUDE HOLDINGS

### SRDL COMBINED REVENUE



### SRDL COMBINED EXPENSES



## COMMUNITY INVESTMENT

SRDL's involvement and commitment to the Siksika Nation community is paramount to the role of SRDL as a Siksika entity owned by the community.

### 2009 SRDL CHARITY GOLF TOURNAMENT



Proceeds from the 2009 SRDL Golf Tournament were donated equally to each of the Siksika schools:

Crowfoot School

Siksika Sequoia Outreach

Siksika High School

Chief Old Sun Elementary



## COMMUNITY PARTICIPATION

Through SRDL's Summer Employment students, SRDL volunteered in a number of community events including:

- White Buffalo Summer Carnival
- Siksika Annual Indian Days Youth Rodeo
- SRDL Info Sessions for SRDL Summer Students



Photo: SRDL Summer Students, Danielle McMaster and Taryn Running Rabbit volunteer at a summer carnival.

## CORPORATE CONTACTS

LaVerna McMaster  
Chief Executive Officer

Dwayne Big Old Man  
SERC Operations Manager

Judy White  
Chief Finance Manager

Cedric Solway  
SILC Coordinator

Tom Many Heads  
Energy Resource Manager

Don Jerry  
SRP Coordinator

Tracy McHugh  
Commercial Ventures Manager

Darren Healy  
Property Administrator

Maria Big Snake  
Marketing/Communications Manager

Dory Duck Chief  
Facility Operations Coordinator

Crystal Many Bears  
Executive Assistant

Clarence Wolf Child  
SBC Maintenance Caretaker



## SIKSIKA RESOURCE DEVELOPMENTS LIMITED

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