

**Bear River First Nation
2017
Community Financial Review
Community Presentation**



Ulnooweg Financial Education Centre

(UFEC)



Created by Ulnooweg Development Group Inc.

An Atlantic region non-profit organization that for nearly 30 years has provided loans and support services to Indigenous entrepreneurs and community enterprises.

The members and directors are Atlantic Chiefs.

Highly skilled professional staff.

Ulnooweg Financial Education Centre

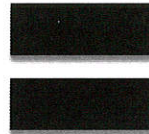


UFEC has created a new tool of value to potentially
all Chiefs and Councils across Canada.

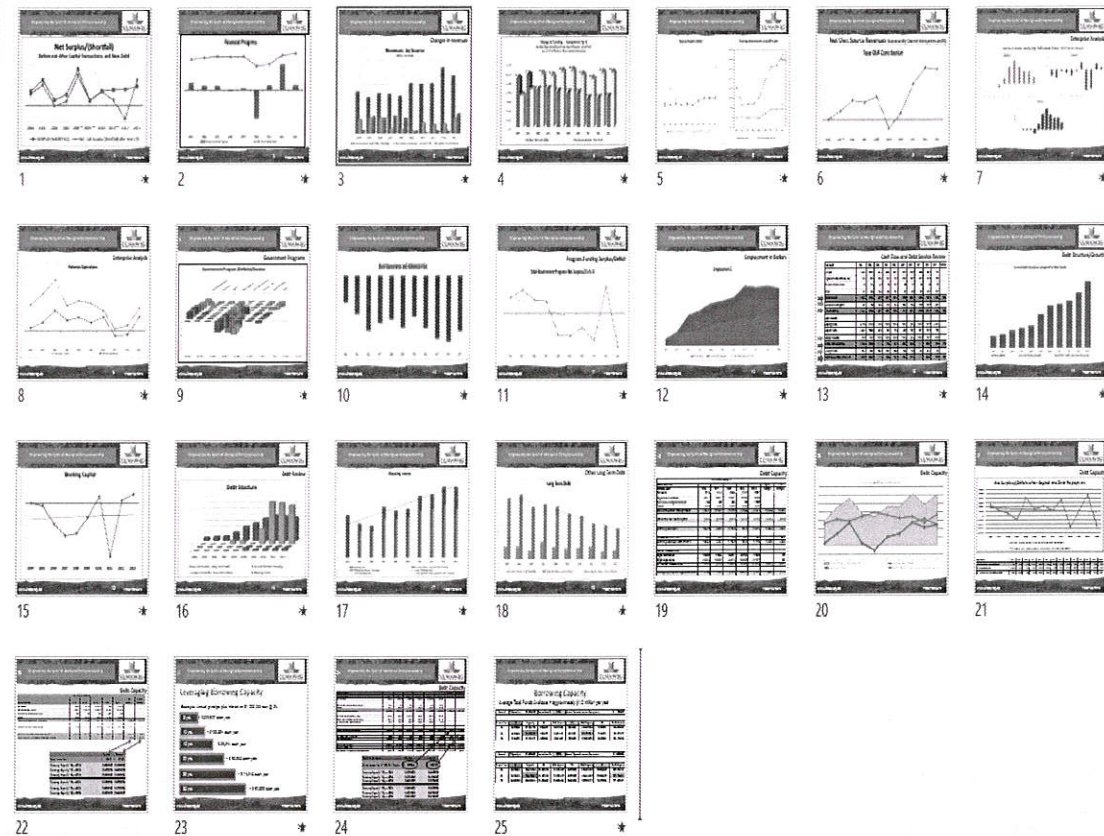
Chiefs and Councils must deal with very complex jurisdictional
issues and complex finances, often with limited analytical support.


The Community Financial Review Process converts almost
indecipherable data from audited financial statements into clear
graphic formats that increase capacity of the Chiefs
and Councils to use it for good decision making.

Turn this:



Into this:





Results

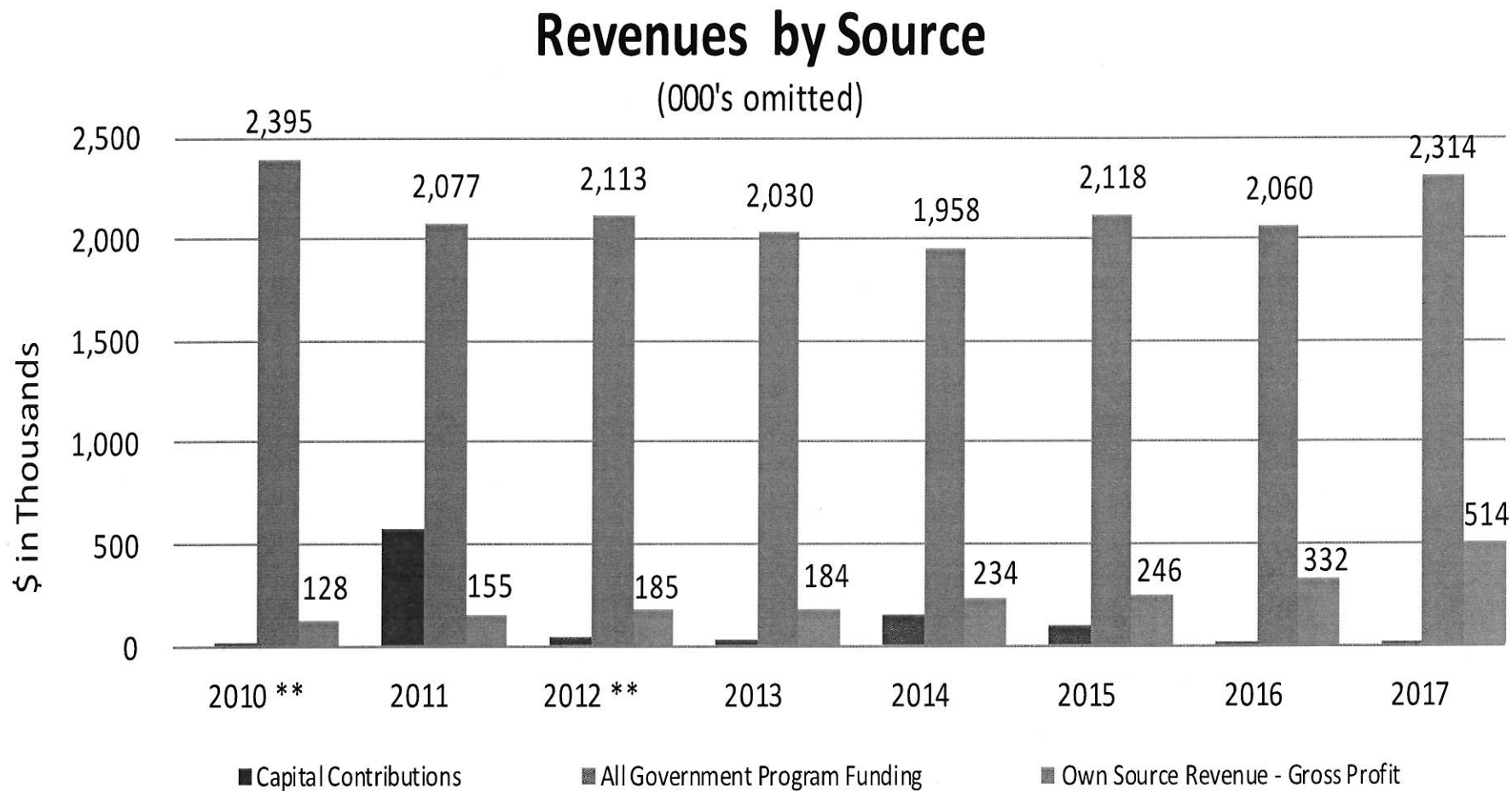
Disclaimer

All information is provided for management purposes without any guarantee of completeness or accuracy of information. While every effort is made to ensure that the information contained is correct, we are not responsible for any errors or omissions. Readers are cautioned that the analysis may not be appropriate for their purposes.

Revenues

(Statement of Financial Position and Schedules)

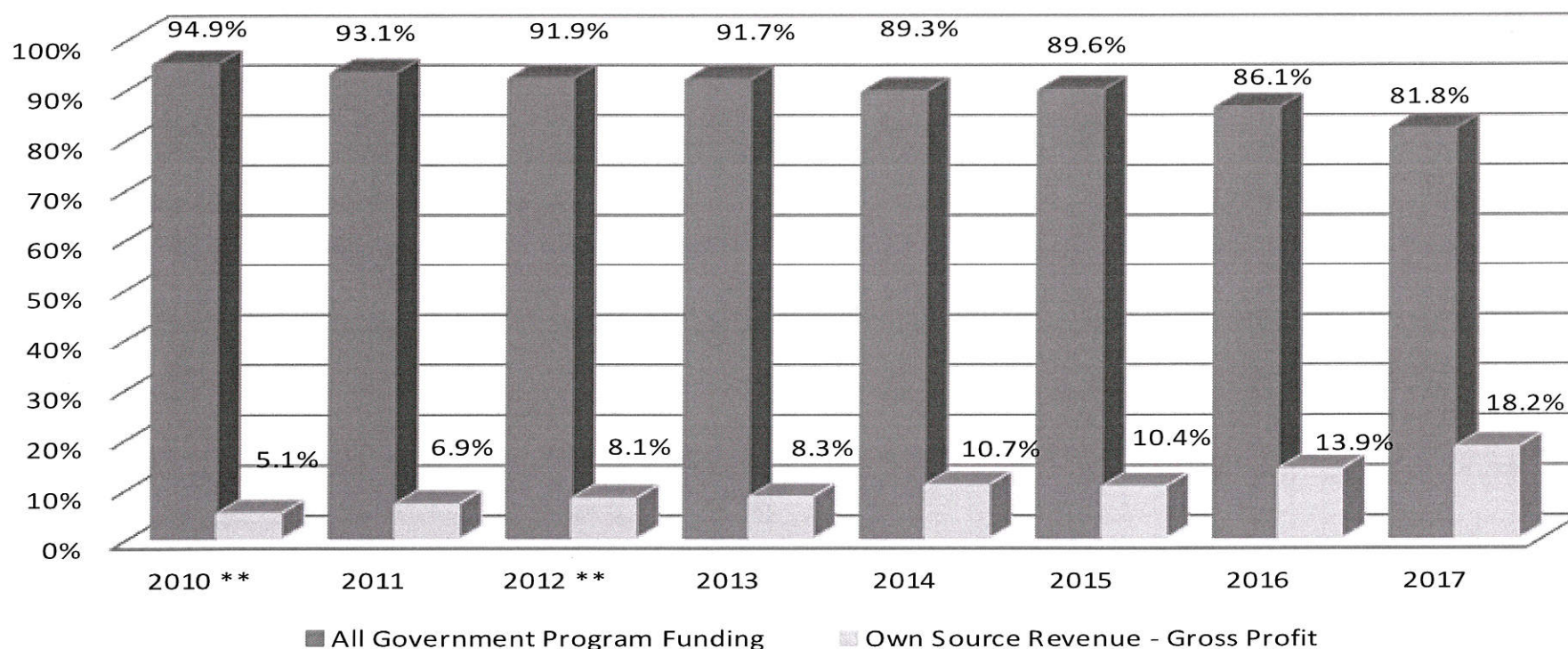
Revenues in dollars



Revenue as a Percentage

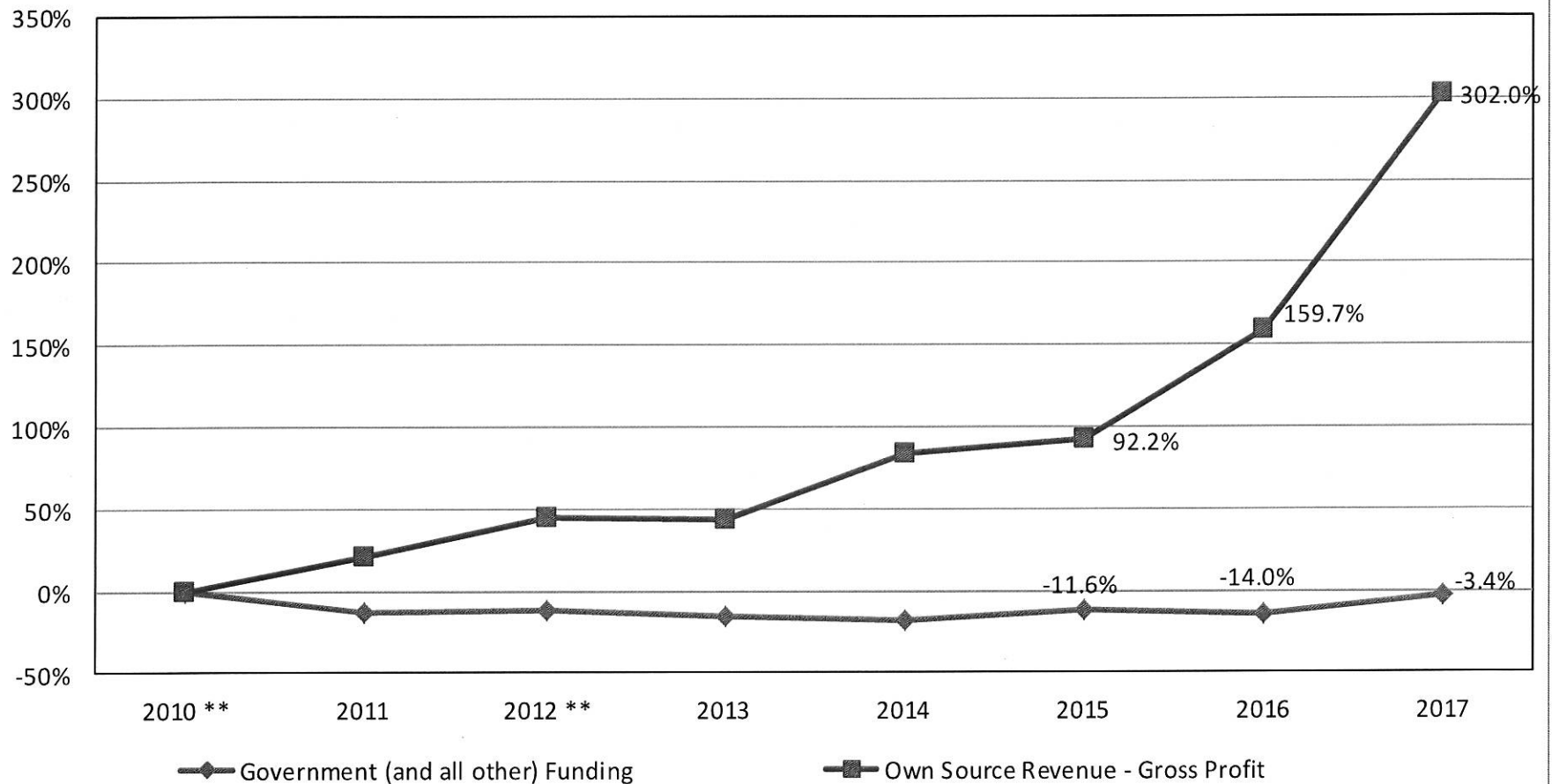
Government Program and Own Source Funding as a % of Total Revenue

(Excludes Capital Contributions)



Revenue Growth

Percentage Revenue Growth using 2010 as a base

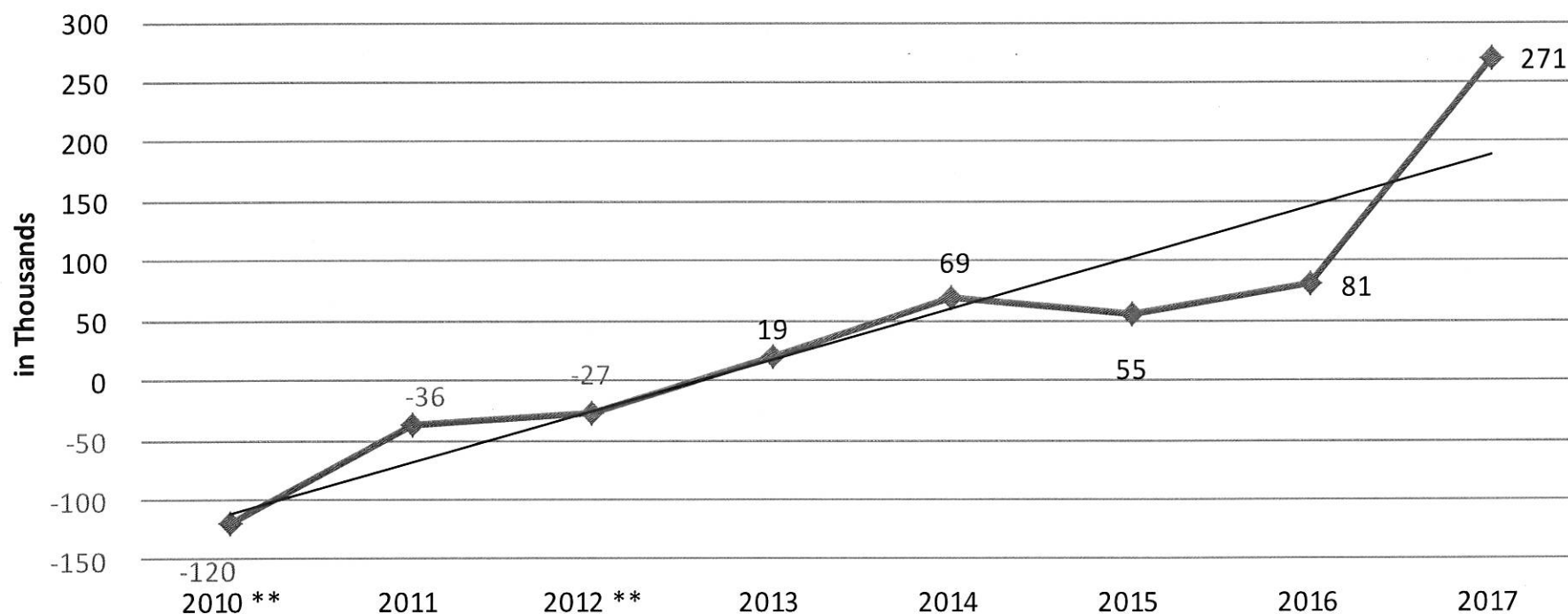


Band Business Results

(Statement of Operations, Schedules., and Corporate Statement)

Own Source Revenue Contributions

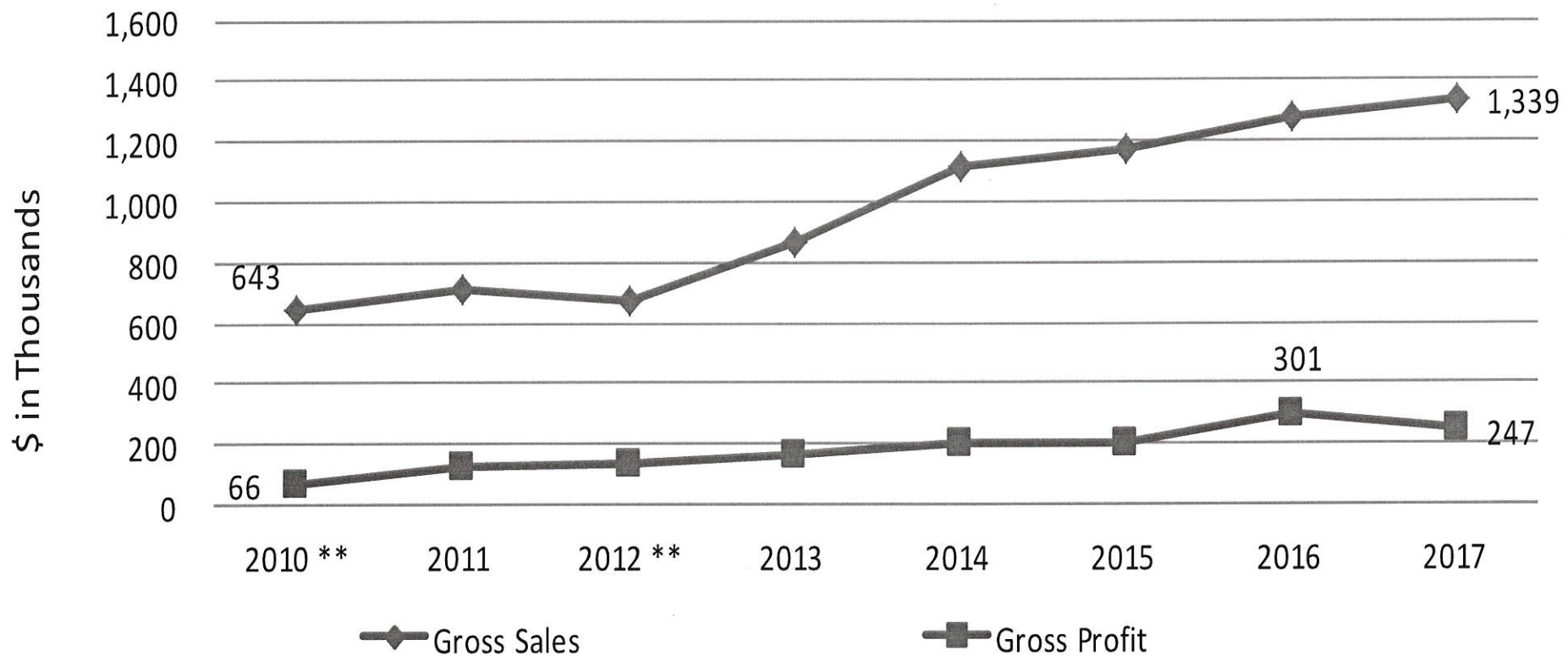
Own Source Revenue Contribution - Operating Income



Net OSR	2010 **	2011	2012 **	2013	2014	2015	2016	2017
Cultural Center	(33.6)	(0.5)	(16.6)	(15.6)	0.0	0.0	0.0	0.0
L'sitkuk Gas Bar Limited	(86.4)	(35.9)	(10.5)	34.9	68.9	54.6	80.6	71.0
Fisheries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	199.5
Total Net OSR Contribution	(120.0)	(36.4)	(27.1)	19.3	68.9	54.6	80.6	270.5

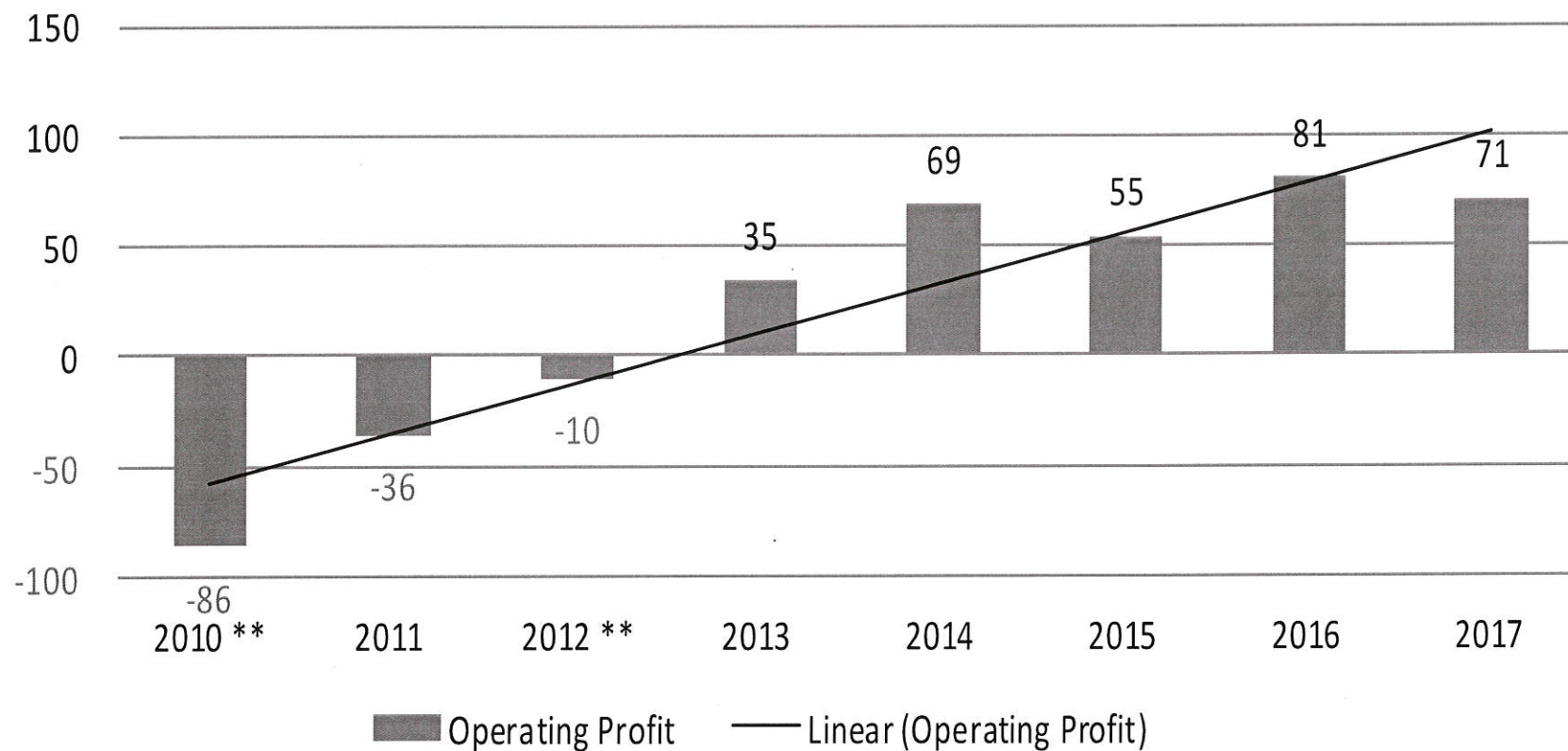
Band Business Analysis – L'sitkuk Gas Bar Limited

Sales and Gross Profit



Band Business Analysis – L'sitkuk Gas Bar Limited

Operating Profit

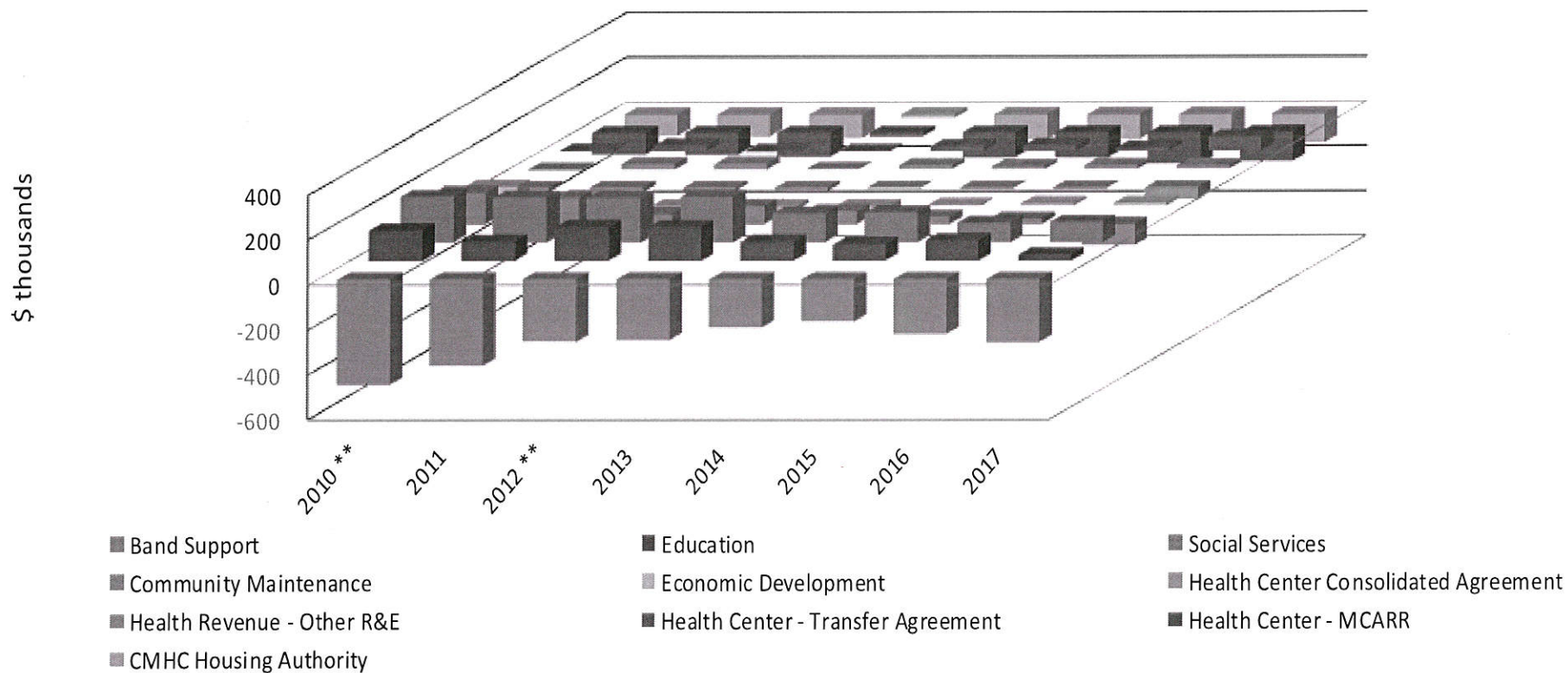


Band Program Results

(Statement of Operations and Schedules)

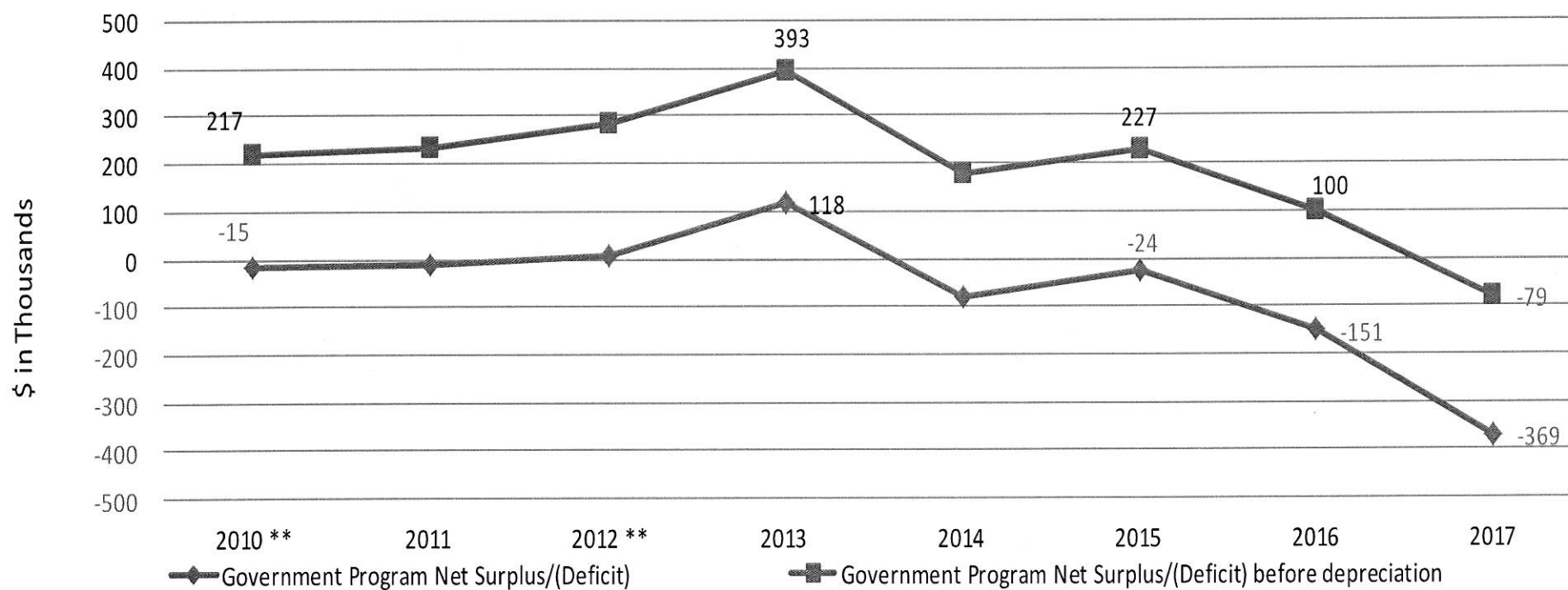
Program Funding

Government Program (Deficits)/Surplus



Program Funding

Total Government Programs Net Surplus/(Deficit)

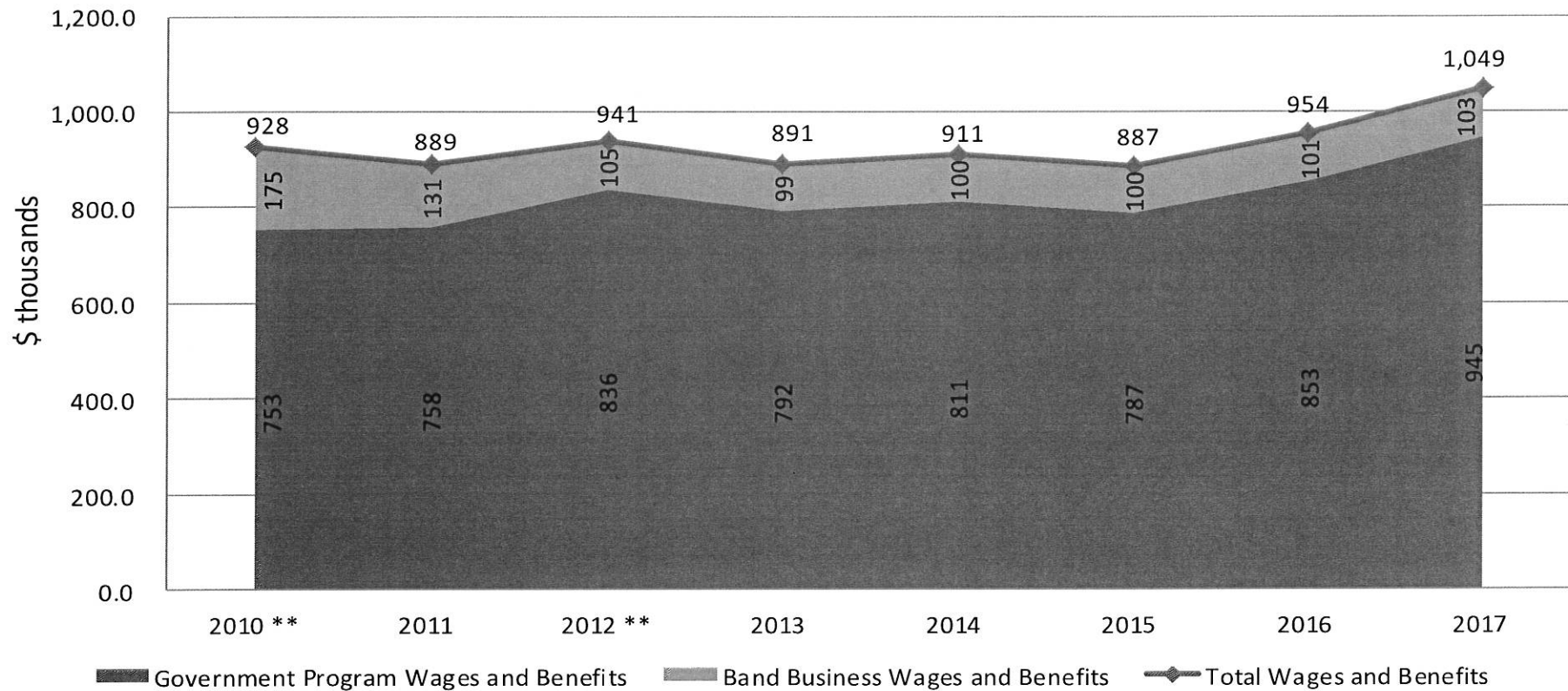


Program Funding

ite of Statement	2010 **	2011	2012 **	2013	2014	2015	2016	2017
ind Support	(468.2)	(384.4)	(277.9)	(269.9)	(215.7)	(188.2)	(243.8)	(281.9)
lucation	136.3	86.4	149.0	148.7	85.1	73.5	90.5	26.5
ocial Services	204.9	200.4	199.2	204.1	128.4	134.2	86.1	91.0
ommunity Maintenance	140.4	116.7	44.8	81.5	56.8	32.8	22.9	(95.5)
onomic Development	86.8	43.3	(11.9)	(16.7)	(44.2)	5.6	11.1	12.2
alth Center Consolidated Agreement	(18.0)	(19.5)	(13.3)	(14.0)	(1.4)	(5.2)	(5.3)	(53.6)
alth Revenue - Other R&E	(4.2)	24.3	25.6	2.7	16.8	12.6	17.1	15.1
alth Center - Transfer Agreement	2.9	24.2	(3.2)	(1.2)	21.1	24.9	13.9	61.1
alth Center - MCARR	(0.8)	(3.7)	0.2	(0.7)	(16.3)	(4.0)	(5.5)	(15.0)
l/HC Housing Authority	(95.0)	(98.3)	(106.4)	(16.6)	(110.8)	(110.2)	(137.7)	(128.5)
overnment Program Net Surplus/(Deficit)	(14.9)	(10.5)	6.2	118.0	(80.2)	(24.1)	(150.7)	(368.7)
overnment Program Depreciation	231.6	243.4	278.2	275.0	259.9	250.8	250.8	289.5
overnment Program Net Surplus/(Deficit) before depreciation	216.7	233.0	284.4	393.0	179.7	226.7	100.1	(79.2)

Job Stats - Dollars

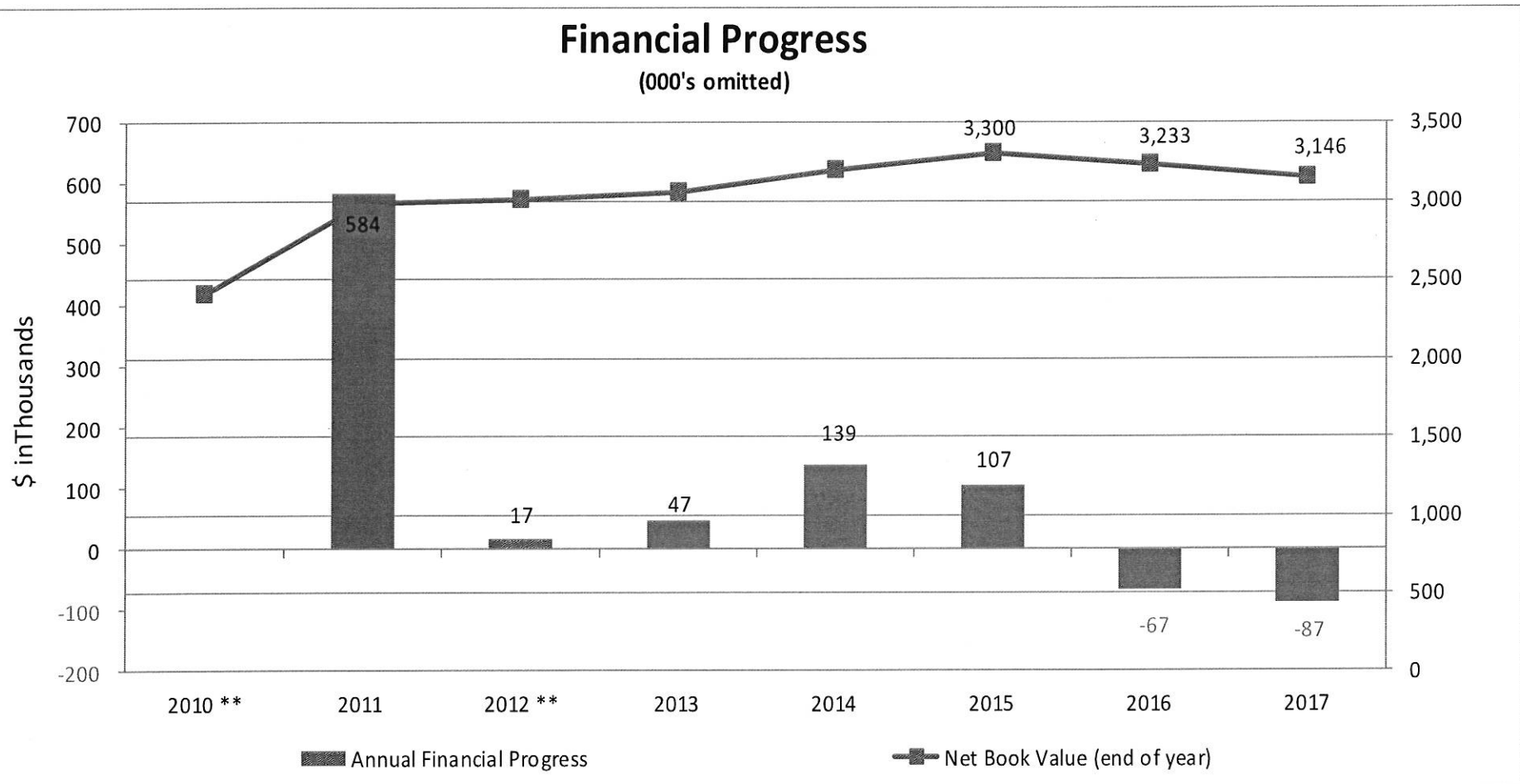
Human Resource Expenses



Assets, Liabilities, and Equity

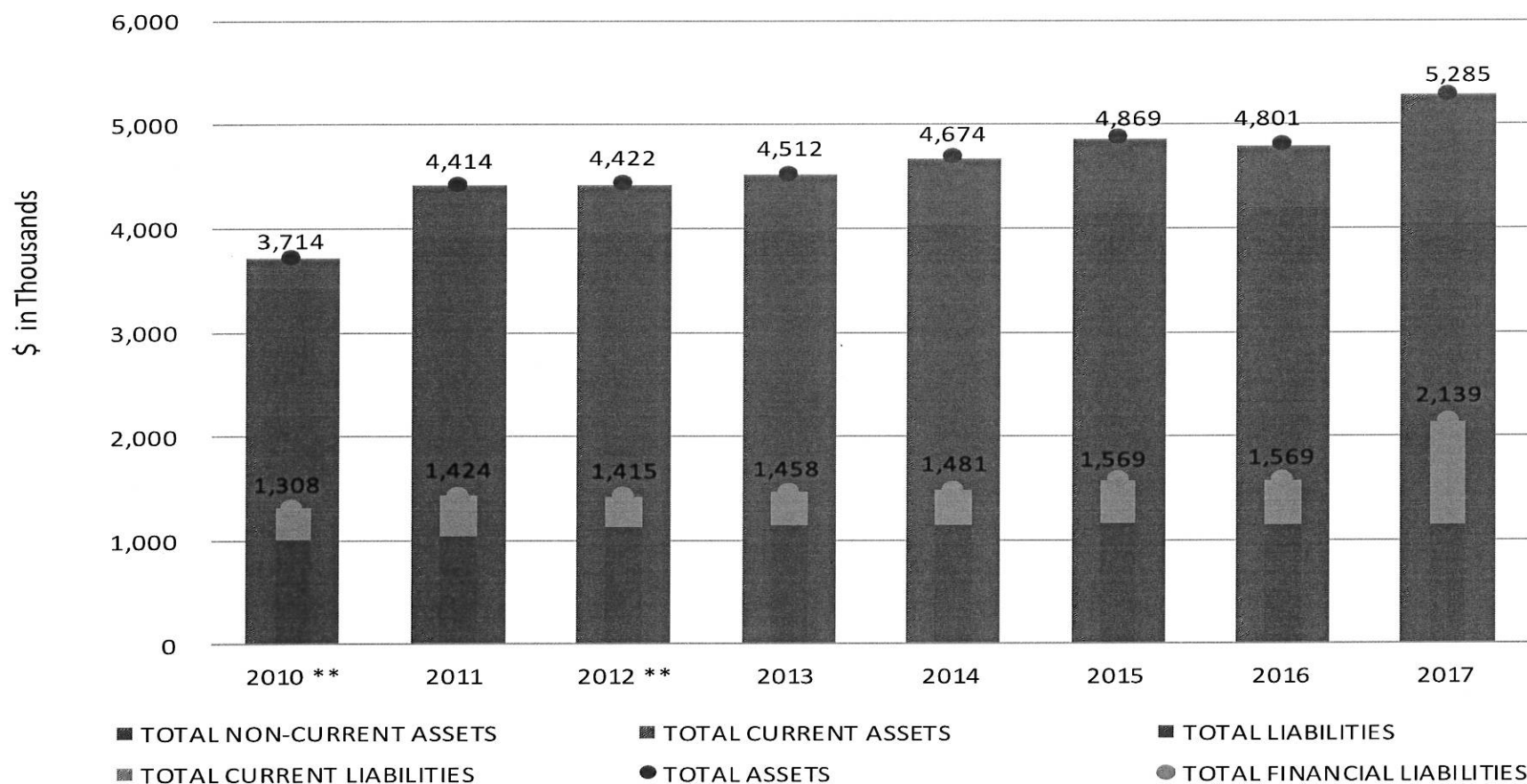
(Statement of Financial Position and Notes)

Equity

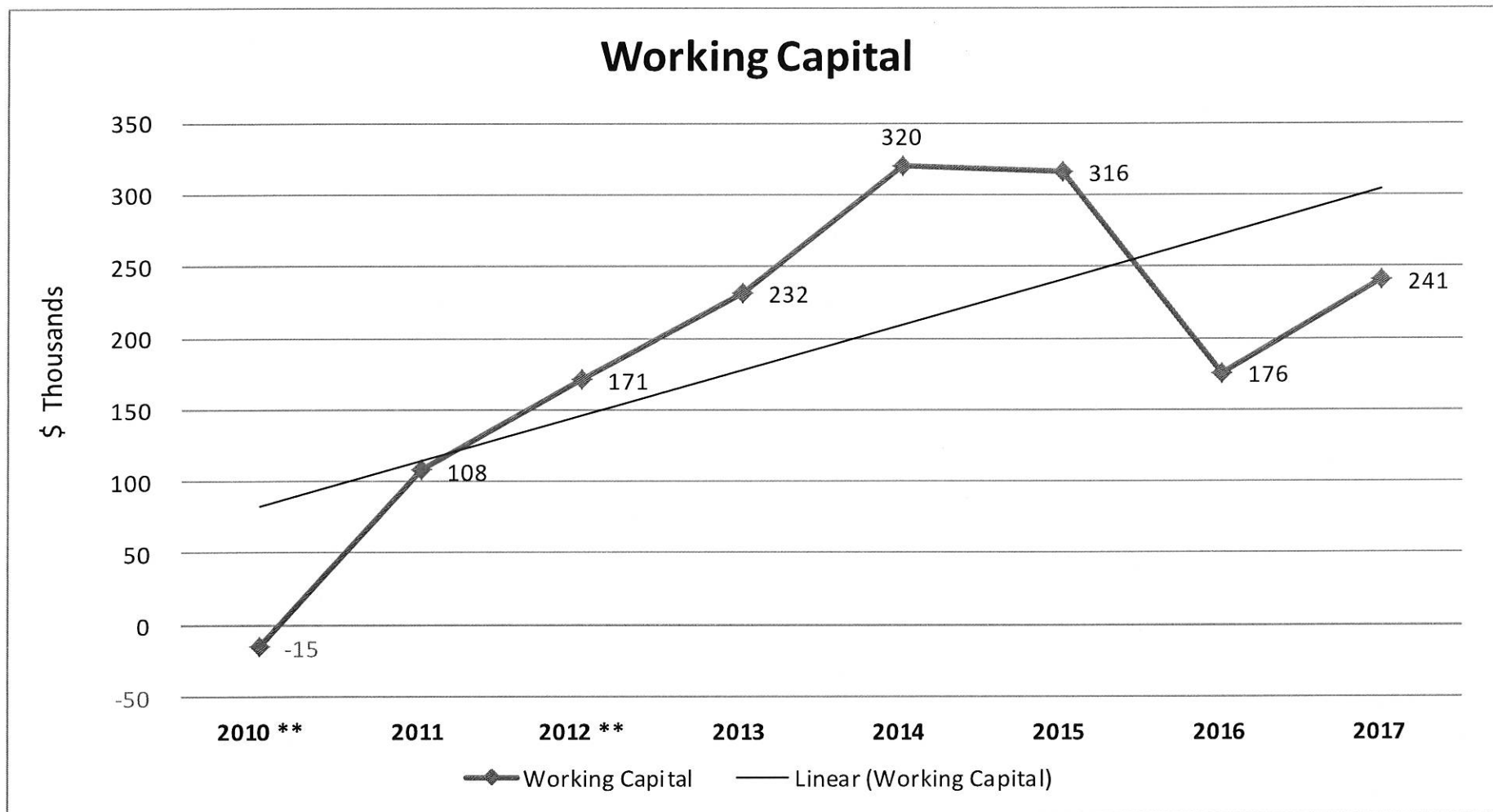


Assets and Liabilities

Assets and Liabilities

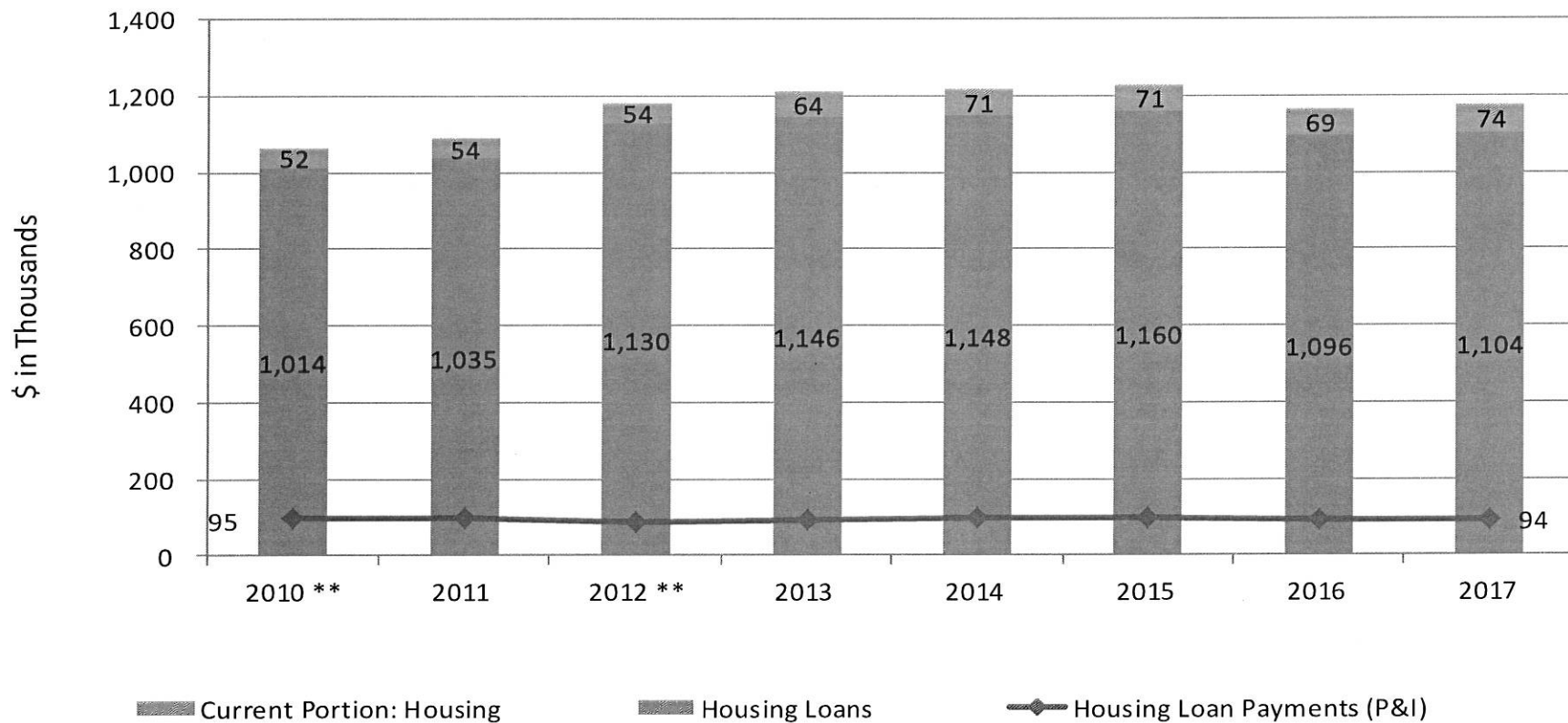


Working Capital



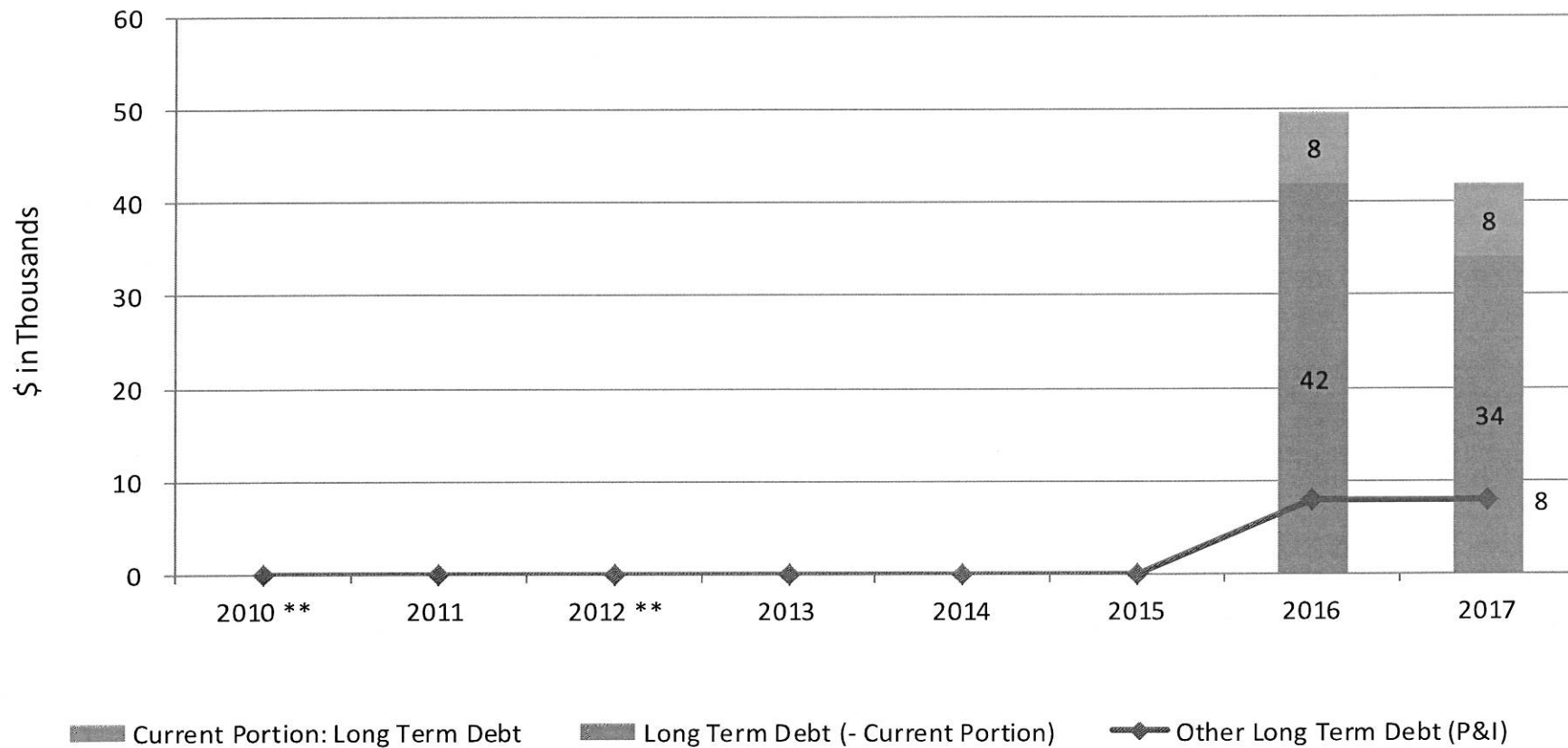
Housing Debt

Housing Loans



Long Term Debt Excluding Housing

Other Long Term Debt

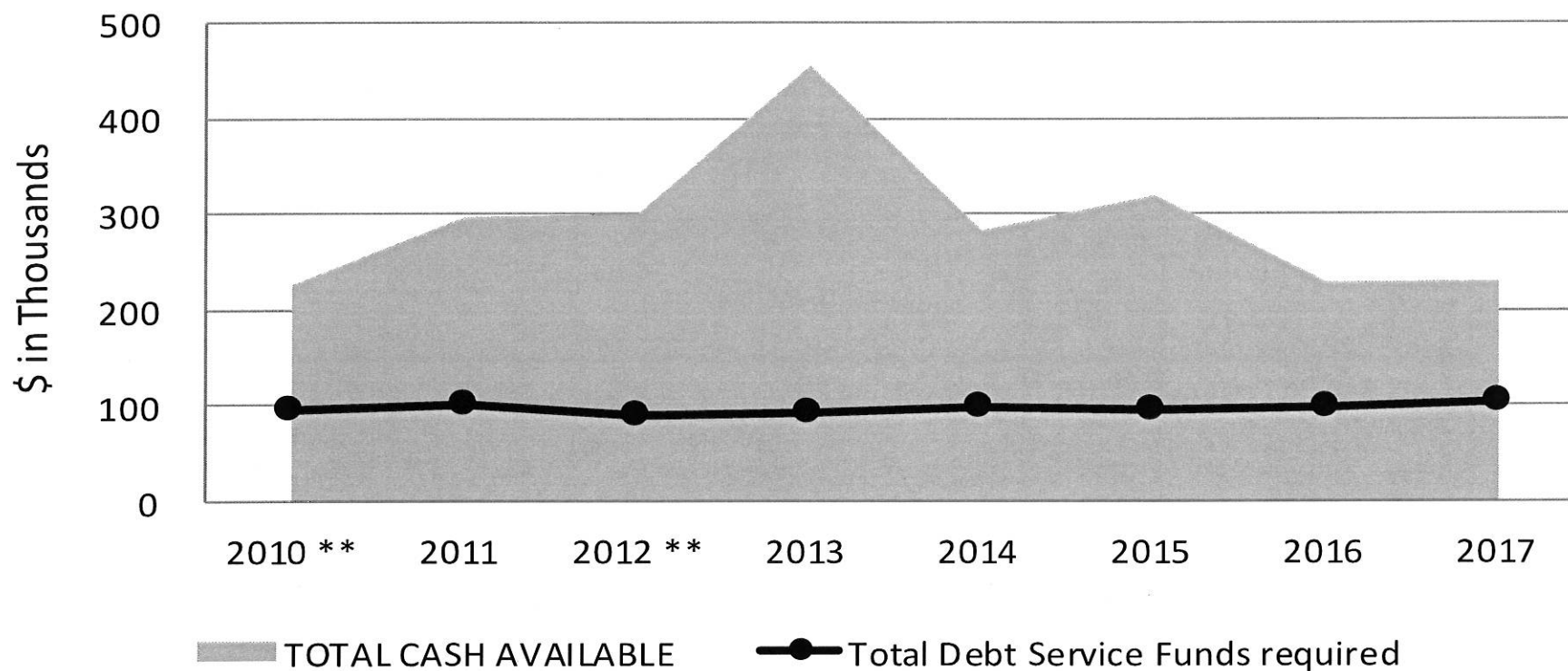


Cash Flow Analysis

Analysis of Funds Available

– Cash Flow Part 1

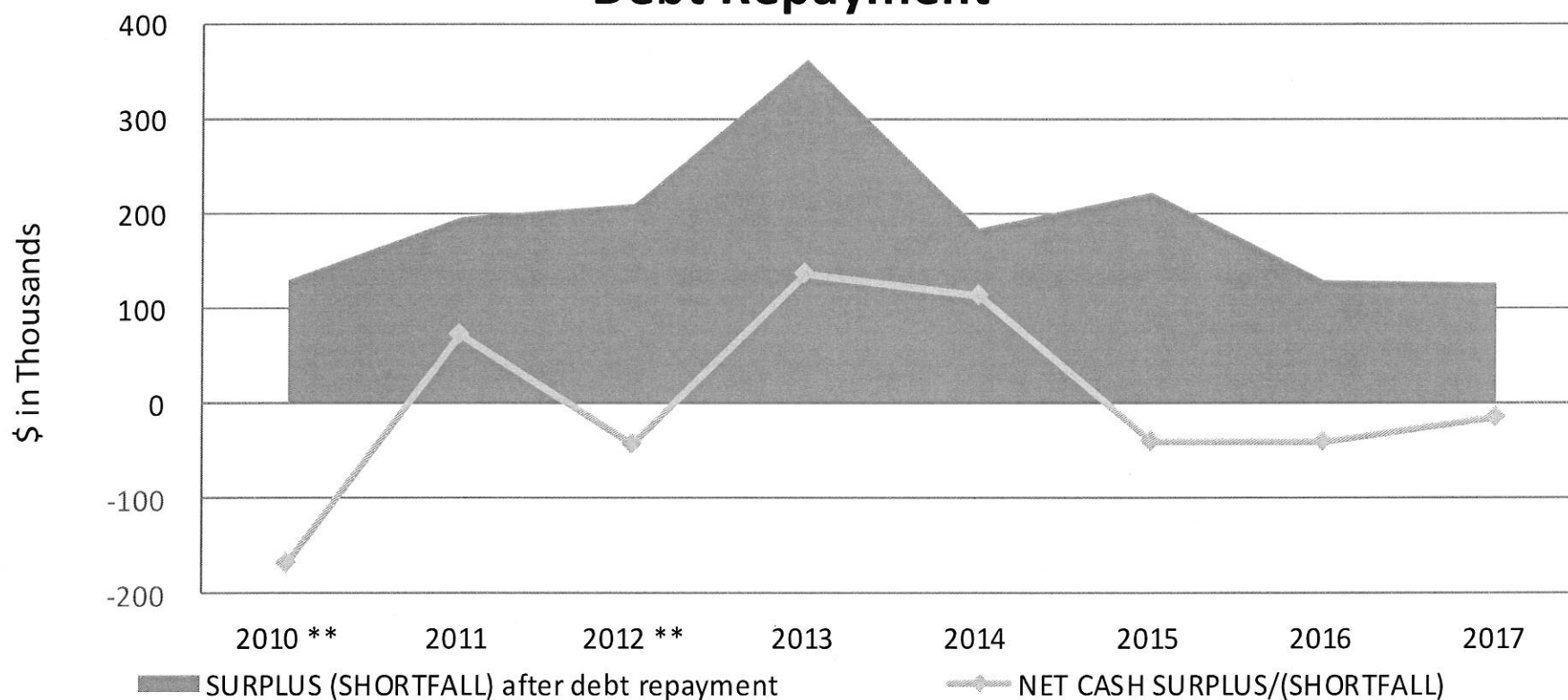
Impact of Debt Repayment on Total Cash Available



Analysis of Funds Available

– Cash Flow Part 2

Impact of Capital Transactions on Cash Available after Debt Repayment



Summary

Summary

- On a percentage basis, the Band is relying less on government funding as Own Source Revenue streams increase.
- The Gas Bar has been operating profitably for the past several years and the addition of fisheries has provided additional income to the community.
- Band Programs have been operating at a surplus before depreciation in all years except 2017, with a small shortfall. This is a declining trend that is OK, as long as there are other revenue streams to cover.

Summary

- More than \$1M in wages has been paid by the band in 2017, contributing to the local economy.
- Cash and working capital position is strong
- The band is operating in a cash flow positive state. In the 8 years we have analyzed:
 - There have always been sufficient funds to provide for loan payments
 - The Band has invested \$2.5M into the community in capital investments
 - Any shortfalls after capital investments have been covered via new Long Term Debt (mortgages and 1 loan) and existing cash/working capital



Thank You!