



WAUBETEK

BUSINESS DEVELOPMENT CORPORATION
A community Futures Development Corporation



2015/2016 ANNUAL REPORT



WAUBETEK
Business Development Corporation
Investing in the Aboriginal Business Spirit
A Community Futures Development Corporation



2015/2016 ANNUAL REPORT

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CHAIRPERSON'S REPORT MARTIN BAYER

This past year, Waubetek proudly invested approximately \$3,614,902.32 million into 79 Aboriginal business projects helping to strengthen the regional economy and creating many much needed new jobs for both Aboriginal and non-Aboriginal people alike throughout Northern Ontario and Southern Ontario.

Since April of 2013, Waubetek has been delivering the Aboriginal Business Financing Program to Southern Ontario in addition to the communities we serve in the North. This work continued in 2016 to meet the needs of Aboriginal clients in this larger area. Again, we only had one Business Development Officer in southern-west Ontario due to the lateness in the confirmation and receipt of funding from our source at the national level. Thankfully, we now have a partnership with the Indian Agricultural Program of Ontario to share a Business Development Officer for South-East Ontario. We did continue to process applications from South-East Ontario through our main office.

Waubetek has continued to deliver two Ontario Government programs: 1) The Aboriginal Economic Development Fund; and 2) The Social Enterprise Demonstration Fund. Both of these programs are greatly enhancing our capability to deliver a wider range of business services to our clients. Under the first program, we also have Community Economic Grants of up to \$10,000 for community economic development projects that First Nations and Aboriginal organizations throughout North-East Ontario are accessing. It is uncertain at this point as to whether these two programs will continue beyond March 2017.

This past summer for the 8th year in a row, we hired, trained and secured job placements for Aboriginal Youth, but this year, it is under a more reduced program, allowing only 20 youth participants as opposed to the 60 we had under a previous program. Once again, Aboriginal Youth gained firsthand experience and certification in Food Handling, Customer Service, Workplace Safety, First-Aid, personal budgeting and traditional teachings. To date, more than 440 Aboriginal Youth have benefited from our summer jobs program.

Waubetek continues to be a partner with the Aboriginal Aquaculture in Canada Initiative and we have received confirmation of funding for another two years. Waubetek is in the process of hiring a full-time aquaculture technician to assist Aboriginal entrepreneurs and First Nations who may be interested in establishing aquaculture businesses in Ontario, Manitoba or Saskatchewan. Waubetek also received an additional \$220,000 in funds to assist 7 aquaculture projects with business plans and studies. We are excited with the prospect of having these projects become businesses over the next year.

We have been implementing the "Aboriginal Mining Strategy for North-East Ontario" this past year. One of the accomplishments in the finalization of a business plan for a proposed "Centre of Excellence for Indigenous Mineral Development" that will assist First Nations, Aboriginal businesses and the Aboriginal labour pool in this industry.

As we move forward from another very productive year, I would like to take this opportunity to personally thank all those individuals who have volunteered as Waubetek Directors over the years for their guidance. Special thanks to the First Nation community leaders, the Aboriginal business leaders, the First Nation Economic Development Officers, our government and corporate partners, and most important of all, the Aboriginal people we serve.

Chi-Miigwetch to everyone who continue to help advance the Aboriginal entrepreneurial spirit!

R. Martin Bayer
Chairperson

WAUBETEK

BUSINESS DEVELOPMENT CORPORATION

The Waubetek Business Development Corporation is an Aboriginal-owned and controlled organization that delivers business financing and economic development services to First Nations and Aboriginal businesses located in North-Eastern Ontario.

MISSION STATEMENT

Our Mission is to improve the economies of the First Nation communities through the proactive, professional and meaningful provision of *business* and *economic* services.

SERVICE STANDARDS

- Waubetek will provide helpful, friendly service to every person who contacts our office
- Waubetek will maintain the confidentiality of each client's business or finances
- Waubetek will assist to create 40 new businesses a year
- Waubetek will respond to inquiries from potential clients in writing within 10 working days
- Waubetek will provide written feedback on business plans submitted to our office within 10 working days of the date the business plan is received
- Waubetek will inform clients of approval or refusal of the their projects within 4 weeks of submitting a complete business plan
- Waubetek will issue letters of offers to clients approved for financing within 5 business days of a board meeting Waubetek will issue payments for fully completed claims within 7 working days of receipt of completed claims

Rev. May 25, 2011

WAUBETEK PROGRAMS AND SERVICES

COMMERCIAL LOANS

Waubetek's commercial loans are only available to Aboriginal entrepreneurs and First Nation owned businesses located in, and operating in, North-East Ontario.

Term Loans

- Maximum up to \$500,000 for businesses located in the Parry Sound District and North. Maximum of up to \$250,000 for the region of Barrie North to the Parry Sound District (including Georgina Island).
- Equity Requirement is 10%

Aboriginal Student Business Loans

- For summer businesses-maximum \$1,500.
- Equity Requirement 10%

Bridge Financing

- A temporary loan to carry/bridge projects until receipt of confirmed funds from third party lenders or government agencies - maximum \$250,000
- Equity Requirement 10%

CONDITIONAL CONTRIBUTIONS

Aboriginal Business Financing Program Waubetek can assist Aboriginal businesses with capital to establish, expand or acquire businesses on or off reserve. In summary, this funding is available as follows:

- Available to First Nation, Metis, Inuit and non-status applicants located in North-East or Southern Ontario. Proof of Aboriginal heritage is required (Indian status card, Metis Nation of Ontario membership card {or other Metis provincial organization affiliated with the Metis National Council}, and the Inuit must be confirmed through the Inuit Tapiriit Kanatami).
- ABFP Conditional Contributions to individuals may be available up to \$99,999 (*or \$50,000 through the Aboriginal Economic Development Fund*) and the applicant must provide a minimum of 10% equity and leverage commercial financing with the contribution for capital projects.
- ABFP Conditional Contributions to First Nation communities/First Nation owned businesses is available up to \$250,000 and the applicant must provide 10% equity and leverage commercial financing for capital projects.

- Financial support may also be available for the following areas: Business Planning, Marketing and Business Support. For these costs, the applicant must provide 25% equity and ABFP may provide up to 75% of the costs within the above stated limits.

Community Economic Grants (CEG) – through the Aboriginal Economic Development Fund, Waubetek supports economic capacity-building projects for Aboriginal communities and First Nation owned organizations (maximum \$10,000 per project).

Social Enterprise Demonstration Fund - Social Enterprises measure not only financial results, but also their socio-economic impact on a community or group of people, and demonstrate that profit will be invested back into the business for purposes of achieving social, cultural, and/or environmental aims. SEDF funding is targeted to businesses located in North-East Ontario who provide 10% unencumbered cash equity towards the business start-up costs. The SEDF funds up to \$50,000 towards the social enterprise manager's wage in the first year of operations, up to \$10,000 in Board governance and/or Staff certification training, and up to \$10,000 towards capital costs. This Fund can be used in conjunction with Waubetek's other business financing and conditional contributions.

BUSINESS AND ECONOMIC SERVICES

Business and Economic Counselling Services

- Experienced staff available to provide guidance and review your proposals
- Business Support Officer is available to provide assistance to existing businesses
- General advisory assistance regarding community projects (e.g. sources of funding, developing terms of reference, project review, etc.)

REGIONAL INITIATIVES

Regional Initiatives

- Offers quarterly business workshops on a variety of topics to assist Aboriginal entrepreneurs.
- Works on regional economic development strategies to assist First Nations and Aboriginal entrepreneurs to develop business opportunities in sectors such as **Fisheries** and **Mining**
- Offers youth development initiatives that help Aboriginal youth seek business ownership as a career.
- Partnered with the Department of Fisheries and Oceans to implement Aboriginal Aquaculture Canada Initiative. Waubetek has an Aquaculture Technician Business Expert on staff to assist applicants with their Aquaculture-related businesses.
- Has a First Nation Economic Development Officer Tool-kit of resources, templates and leading practices.

For more information, please contact our office at:

PO Box 209, 6 Rainbow Valley Road, Birch Island, Ontario P0P 1A0

Telephone: (705) 285-4275 Fax: (705) 285-4584 - Email: waubetek@waubetek.com

HIGHLIGHTS OF THE YEAR

POST SECONDARY STUDENT BURSARY AWARD WINNERS 2016



Ian Trudeau
Wikwemikong Unceded Indian Reserve

For the past thirteen years, Waubetek has hosted a Charity Golf Classic to raise funds for the Waubetek Youth Bursary Fund. Each year, post-secondary students attending a business related program of study are selected to receive a bursary scholarship of \$500 each. For 2016, Waubetek distributed six (6) bursaries!

Check the Waubetek website for more information if you know someone who may qualify!



Quinn Meawasige
Serpent River First Nation



Angel Peltier
Wikwemikong Unceded Indian Reserve



Ruby Panamick
M'Chigeeng First Nation



Janet Restoule
Dokis First Nation



Jamie Manitoabi
Wikwemikong Unceded Indian Reserve

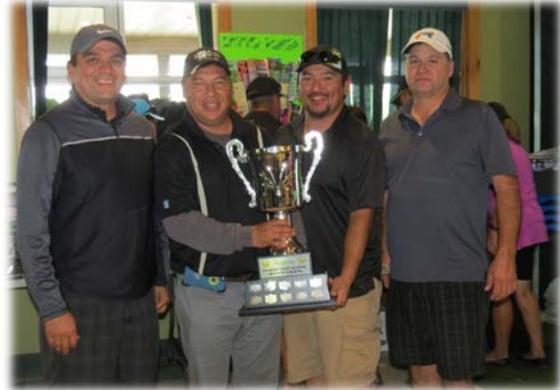
Congratulations!

Waubetek's 15th Annual Charity Golf Classic

The 15th Annual Waubetek Charity Golf Classic was held on August 12, 2016 at the Rainbow Ridge Golf Course on Manitoulin Island. There were **128** golfers in total. The Men's Division had **12** Teams, the Women's Division had **2** Team and the Mixed Division had **18** Teams.

Congratulations to the Division Champs!

Men's Division:
Tim Ominika, Jonas Bondy,
Ogemaa Peltier, C.J. Cheechoo



Women's Division:
Anita McGregor, Katt Migwanebi
Pat Andrews, Sydney Migwanebi

Mixed Division:
Dan Jalbert, Kiya Jalbert,
Roland Jalbert, Val Jalbert



All funds raised support Aboriginal Business Students!

HIGHLIGHTS OF THE YEAR

Funded through FedNor, the Regional Initiatives program over the past year has assisted Aboriginal entrepreneurs and Band Economic Development Officers through a variety of business related workshops and information sessions. Workshop topics included Understanding Business Financials, Aboriginal Women in Business Day as well as an Innovation and Procurement session. The Regional Initiatives Coordinator (RIC) has also assisted in the development of a Regional Fisheries Strategy that looks at developing commercial and recreational fisheries, aquaculture and related industries. As a result of the strategy, Waubetek is now a partner organization with the Department of Fisheries and Oceans in the Aboriginal Aquaculture in Canada Initiative. The RIC has been an integral part of Waubetek's programs and services and strives to assist our Aboriginal entrepreneurs to not only develop their businesses but to expand and create lasting employment for our people.



**Prospectors & Developers Association of Canada
March 6-9, 2016
Toronto, ON**



**Aboriginal Woman's Day in Business
March 23, 2016
Sudbury, Ontario**



**Sagamok Trades Day
May 12, 2016
Sagamok Anishnawbek, ON**



**Waubetek Economic Conference 2016
May 4-5, 2016
Sudbury, Ontario**

HIGHLIGHTS OF THE YEAR



Youth Job Connect – Summer Program 2016



**Youth Job Connect – Summer Program 2016
Safe Food Handlers Training**



**Youth Job Connect – Summer Program 2016
First Aid Training**



**Youth Job Connect – Fall Program 2016
Youth Entrepreneurship Symposium 2016
November 28 – December 2, 2016
Toronto, Ontario**

FINANCIAL STATEMENTS

WAUBETEK BUSINESS DEVELOPMENT CORPORATION

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Year ended August 31, 2016

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Schedule of Revenue, Expenses and Changes in Net Assets

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Waubetek Business Development Corporation

We have audited the accompanying financial statements of **Waubetek Business Development Corporation**, which comprise the statement of financial position as at August 31, 2016, the statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

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

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

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

Basis for Qualified Opinion

Because of complexities in the administration and risk assessment of the loans held in the North East Ontario Investment Pool (the "Pool"), we were unable to obtain sufficient information to assess the appropriateness of the estimate for the allowance for doubtful loans related to the Pool. Accordingly, we were not able to determine whether adjustments might be necessary to allowance for doubtful loans related to this Pool, excess of revenue over expenses and net assets.

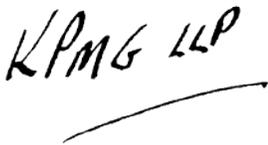
AUDITOR'S REPORT

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Waubetek Business Development Corporation as at August 31, 2016, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Other Matters

Our audit was made for the purpose of forming an opinion on the financial statements taken as a whole. The supplementary information included in the schedules is presented for purposes of additional analysis and is not a required part of the financial statements. Such information has been subjected to the auditing procedures applied in the audit of the financial statements and, in our opinion, is fairly stated in all material respects in relation to the financial statements taken as a whole.

A handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, slightly slanted style. Below the signature is a long, thin horizontal line that tapers at both ends, resembling a flourish or a signature line.

Chartered Professional Accountants, Licensed Public Accountants

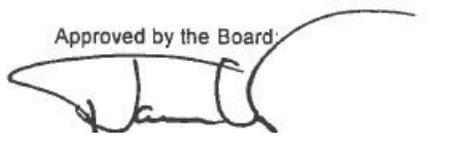
November 17, 2016
Sudbury, Canada

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
STATEMENT OF FINANCIAL POSITION

August 31, 2016 with comparative figures for 2015

	2016			2015		
	Operating	Investment	Total	Operating	Investment	Total
Assets						
Current assets:						
Cash (note 2)	\$ 733,441	-	733,441	676,473	-	676,473
Accounts receivable (note 3)	238,755	249,679	488,434	284,280	69,097	353,377
Prepaid expenses	8,623	-	8,623	9,080	-	9,080
	980,819	249,679	1,230,498	969,833	69,097	1,038,930
Capital assets (note 5)	10,493	-	10,493	17,715	-	17,715
Restricted assets:						
Cash (note 2)	-	6,015,037	6,015,037	-	5,920,180	5,920,180
Interest receivable (note 4)	-	45,541	45,541	-	37,070	37,070
Loans receivable (note 6)	-	3,361,883	3,361,883	-	4,058,096	4,058,096
Due from National Aboriginal Capital Corporation Association (note 7)	-	517,450	517,450	-	443,886	443,886
	-	9,939,911	9,939,911	-	10,459,232	10,459,232
	\$ 991,312	10,189,590	11,180,902	987,548	10,528,329	11,515,877
Liabilities and Net Assets						
Current liabilities:						
Accounts payable and accrued liabilities	\$ 79,758	-	79,758	358,185	-	358,185
Current portion of due to National Aboriginal Capital Corporation Association (note 7)	-	1,650,790	1,650,790	-	1,714,333	1,714,333
Interfund balances	(116,652)	116,652	-	(143,977)	143,977	-
	(36,894)	1,767,442	1,730,548	214,208	1,858,310	2,072,518
Due to National Aboriginal Capital Corporation Association (note 7)	-	739,799	739,799	-	960,415	960,415
Deferred contributions (note 8)	655,031	1,866,925	2,521,956	367,104	2,173,727	2,540,831
	618,137	4,374,166	4,992,303	581,312	4,992,452	5,573,764
Net assets:						
Capital	10,493	-	10,493	17,715	-	17,715
Restricted	321,619	-	321,619	269,927	-	269,927
Unrestricted	41,063	5,815,424	5,856,487	118,594	5,535,877	5,654,471
	373,175	5,815,424	6,188,599	406,236	5,535,877	5,942,113
Commitments (note 9)						
Contingent liabilities (note 10)						
	\$ 991,312	10,189,590	11,180,902	987,548	10,528,329	11,515,877

Approved by the Board:



Director

WAUBETEK BUSINESS DEVELOPMENT CORPORATION STATEMENT OF OPERATIONS

August 31, 2016 with comparative figures for 2015

	2016			2015
	Operating	Investment	Total	Total
Revenue:				
Government contributions	\$ 1,246,196	3,030,096	4,276,292	3,206,834
Investment income:				
Loan interest	-	311,372	311,372	329,042
Bank interest	-	45,972	45,972	55,324
Other	149,925	6,454	156,379	135,123
	1,396,121	3,393,894	4,790,015	3,726,323
Expenses:				
Contributions (note 11)	-	2,644,344	2,644,344	1,591,940
Salaries	774,845	-	774,845	855,566
Professional fees	249,222	-	249,222	356,901
Provision for doubtful loans and interest	-	469,740	469,740	358,307
Conferences	34,672	-	34,672	134,655
Travel	52,755	-	52,755	87,967
Employee benefits	78,588	-	78,588	79,744
Local initiatives	64,063	-	64,063	77,325
Office supplies	35,925	-	35,925	28,205
Telephone	19,515	-	19,515	22,421
Rent	16,200	-	16,200	15,621
Fundraising	17,641	-	17,641	13,312
Amortization of capital assets	7,222	-	7,222	12,367
Directors' training and travel	8,961	-	8,961	10,369
Insurance	7,103	-	7,103	6,958
Advertising	11,648	-	11,648	6,424
Bank charges	1,415	263	1,678	1,456
Business award dinner	49,407	-	49,407	-
	1,429,182	3,114,347	4,543,529	3,659,538
Excess (deficiency) of revenue over expenses	\$ (33,061)	279,547	246,486	66,785

See accompanying notes to financial statements.

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
STATEMENT OF CASH FLOWS

August 31, 2016 with comparative figures for 2015

	2016			2015
	Operating	Investment	Total	Total
Cash provided by (used for)				
Cash flow from operating activities:				
Excess (deficiency) of revenue over expenses	\$ (33,061)	279,547	246,486	66,785
Items not involving cash:				
Amortization of capital assets	7,222	-	7,222	12,367
Provision for doubtful loans and interest	-	469,740	469,740	358,307
	(25,839)	749,287	723,448	437,459
Change in non-cash working capital balances:				
Decrease (increase) in accounts receivable	45,525	(180,582)	(135,057)	(36,660)
Increase in prepaid expenses	457	-	457	3,926
Increase in interest receivable	-	(8,471)	(8,471)	(26,973)
Increase (decrease) in accounts payable and accrued liabilities	(278,427)	-	(278,427)	270,195
	(258,284)	560,234	301,950	647,947
Financing activities:				
Repayment of interfund balances	27,325	(27,325)	-	-
Increase in deferred operating contributions	287,927	(306,802)	(18,875)	268,785
Net advances from National Aboriginal Capital Corporation Association	-	(357,723)	(357,723)	(297,771)
	315,252	(691,850)	(376,598)	(28,986)
Investing activities:				
Purchase of capital assets	-	-	-	(2,997)
Loan advances net of repayments	-	226,473	226,473	(180,955)
	-	226,473	226,473	(183,952)
Net increase in cash	56,968	94,857	151,825	435,009
Cash and cash equivalents, beginning of year	676,473	5,920,180	6,596,653	6,161,644
Cash and cash equivalents, end of year	\$ 733,441	6,015,037	6,748,478	6,596,653
Represented by:				
Cash	\$ 733,441	-	733,441	676,473
Restricted cash	-	6,015,037	6,015,037	5,920,180
	\$ 733,441	6,015,037	6,748,478	6,596,653

See accompanying notes to financial statements.

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
NOTES TO FINANCIAL STATEMENTS

Year ended August 31, 2016

The Waubetek Business Development Corporation (the "Corporation") was incorporated without share capital under Part II of the Canada Corporation Act, R.S.C. 1970, c. C32. The Corporation's principal purpose is to build First Nation economies and assist Aboriginal businesses through business services and financing. If the Corporation were to dissolve, after the payment of all debts, the remaining assets of the Corporation would be distributed or disposed of to another organization with similar goals and objectives as approved by Industry Canada. The Corporation is exempt from income taxes under the Income Tax Act, R.S.C. 1985, c. 1.

1. Significant accounting policies:

(a) Basis of accounting:

These financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Canada Handbook - Accounting.

The Corporation uses fund accounting to record the transactions for each fund established by legal, contractual or voluntary actions. The Corporation maintains the following funds.

(i) Operating Fund:

The operating fund reports the Corporation's program delivery and administrative activities. The restricted funds consist of funds set aside by management specifically for the construction of a new administration building.

(ii) Investment Fund:

The investment fund reports resources that are used to provide financing to new and existing Aboriginal small businesses in order to protect existing or create new jobs.

(b) Allowance for doubtful loans:

The Corporation establishes an allowance for doubtful loans by providing specific loan losses by loan after reviewing outstanding loans on a loan by loan basis. In addition, a provision is estimated at 10%, based on past experience for all loans for which no specific provision has been established.

(c) Capital assets:

Capital assets are stated at cost less accumulated amortization. Amortization is provided over the estimated useful life of the asset using the straight-line method over the following number of years:

Furniture and fixtures	10 years
Computer equipment	4 years

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
NOTES TO FINANCIAL STATEMENTS

Year ended August 31, 2016

1. Significant accounting policies (continued):

(d) Revenue recognition:

The financial statements are prepared according to the restricted fund method of accounting. Under this method, the following principles have been applied:

- i) Contributions are recorded as revenue in the respective funds based on their nature, source and the restrictions stipulated by the funder.
- ii) Contributions are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.
- iii) Interest revenue in the investment fund is recognized on the accrual basis. The Corporation accrues interest on loans and mortgages in arrears until collection becomes doubtful.

(e) Interfund balances:

Interfund balances represent amounts advanced between the various funds.

(f) Financial instruments:

All financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are reported at fair value. All other financial instruments are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. Management has elected to record all investments at fair value as they are managed and evaluated on a fair value basis. Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

The Standards require the Corporation to classify fair value measurements using a fair value hierarchy, which included three levels of information that maybe be used to measure fair value:

- Level 1 - Unadjusted quoted market prices in active markets for identical assets or liabilities.
- Level 2 - Observables or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
NOTES TO FINANCIAL STATEMENTS

Year ended August 31, 2016

1. Significant accounting policies (continued):

(g) Funding adjustments:

The Corporation has entered into accountable contribution arrangements with several government funding agencies. These programs are subject to audit with adjustments repayable to the government. Adjustments made under financing arrangements are recorded in the year during which the adjustments are made.

(h) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenues and expenses during the reporting periods. Items subject to such estimates and assumptions include the valuation allowances for receivables. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

2. Cash and restricted cash:

The Corporation's bank accounts are held at a chartered bank and earn interest at a variable rate.

Restricted cash under the investment portfolio is all held within the Community Futures Investment Fund. Although the cash is being held in a single bank account it is to be used for restricted purposes as identified under the other funds in the investment portfolio. Interest earned on this restricted cash is earned through the Community Futures Investment Fund.

3. Accounts receivable:

	2016	2015
Industry Canada / FedNor	\$ 2,257	\$ 151,821
National Aboriginal Capital Corporation Association	368,056	143,612
Canada Revenue Agency	61,008	29,922
Miscellaneous	52,613	18,122
Communities	4,500	9,900
	\$ 488,434	\$ 353,377

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
NOTES TO FINANCIAL STATEMENTS

Year ended August 31, 2016

4. Loan interest receivable:

2016	Community Futures Loans ¹	North East Ontario Investment Pool ²	Enhanced Access Fund	Aboriginal Economic Development Fund	2016 Total
The interest receivable balance is comprised of:					
Loan Interest	\$ 28,852	37,721	52,875	3,382	122,830
Allowance for doubtful interest receivable (note 12)	(19,535)	(3,963)	(50,703)	(3,088)	(77,289)
	\$ 9,317	33,758	2,172	294	45,541

The activity in the allowance for doubtful interest receivable is as follows:

Balance, beginning of year	\$ 12,414	3,358	46,001	–	61,773
Current year's provision (recovery) for interest losses	7,121	605	4,702	3,088	15,516
Balance, end of year	\$ 19,535	3,963	50,703	3,088	77,289

2015	Community Futures Loans ¹	North East Ontario Investment Pool ²	Enhanced Access Fund	Aboriginal Economic Development Fund	2015 Total
The interest receivable balance is comprised of:					
Loan Interest	\$ 17,333	33,625	47,885	–	98,843
Allowance for doubtful interest receivable (note 12)	(12,414)	(3,358)	(46,001)	–	(61,773)
	\$ 4,919	30,267	1,884	–	37,070

The activity in the allowance for doubtful interest receivable is as follows:

Balance, beginning of year	\$ 56,153	20	51,481	–	107,654
Current year's provision (recovery) for interest losses	5,071	3,338	2,172	–	10,581
Interest written-off during the year	(48,810)	–	(7,652)	–	(56,462)
Balance, end of year	\$ 12,414	3,358	46,001	–	61,773

¹Includes Waubetek's hosted loans

²Non-hosted loans

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
NOTES TO FINANCIAL STATEMENTS

Year ended August 31, 2016

5. Capital assets:

2016	Cost	Accumulated Amortization	Net Book Value
Community Futures			
Operating:			
Furniture and fixtures	\$ 128,872	126,386	2,486
Equipment	209,417	201,410	8,007
	338,289	327,796	10,493
Alternative Service Delivery/PDP			
Computer equipment	1,883	1,883	-
	\$ 340,172	329,679	10,493

2015	Cost	Accumulated Amortization	Net Book Value
Community Futures			
Operating:			
Furniture and fixtures	\$ 128,872	125,954	2,918
Equipment	209,417	194,620	14,797
	338,289	320,574	17,715
Alternative Service Delivery/PDP			
Computer equipment	1,883	1,883	-
	\$ 340,172	322,457	17,715

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
NOTES TO FINANCIAL STATEMENTS

Year ended August 31, 2016

6. Loans receivable:

The loans receivable bear various interest rates ranging from Prime + 3.5% to 5.5% and have varying terms. The hosted loans do not include investments in preferred shares.

2016	Community Futures Loans ¹	North East Ontario Investment Pool ²	Enhanced Access Fund	Aboriginal Economic Development Fund	2016 Total
The loans receivable balance is comprised of:					
Balance, beginning of year	\$ 2,377,993	1,757,867	1,269,522	18,657	5,423,839
Loans advanced during the year	179,360	193,666	160,688	288,869	822,583
Loans repaid during the year	(508,547)	(179,343)	(354,683)	(21,999)	(1,064,572)
Loans written-off during the year	(952)	(43,278)	(4,663)	-	(48,893)
Gross balance, end of year	2,047,854	1,728,712	1,070,864	285,527	5,132,957
Allowance for doubtful loans for all amounts considered	(620,107)	(355,308)	(449,948)	(118,253)	(1,543,614)
Additional allowance on all other balances outstanding at year-end (10%)	(143,961)	-	(67,502)	(15,997)	(227,460)
Total allowance	(764,068)	(355,308)	(517,450)	(134,250)	(1,771,074)
Net balance, end of year	\$ 1,283,786	1,373,406	553,414	151,277	3,361,883
The activity in the allowance for doubtful loans is as follows:					
Balance, beginning of year	\$ 551,702	370,154	443,887	-	1,365,743
Loans written-off during the year	(952)	(43,278)	(4,663)	-	(48,893)
Current year's provision for (recovery of) loan losses	213,318	28,430	78,226	134,250	454,224
Balance, end of year	\$ 764,068	355,308	517,450	134,250	1,771,074

¹Includes Waubetek's hosted loans

²Non-hosted loans

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
NOTES TO FINANCIAL STATEMENTS

Year ended August 31, 2016

6. Loans receivable (continued):

2015	Community Futures Loans ¹	North East Ontario Investment Pool ²	Enhanced Access Fund	Aboriginal Economic Development Fund	2015 Total
The loans receivable balance is comprised of:					
Balance, beginning of year	\$ 2,177,800	1,893,881	1,724,890	-	5,796,571
Loans advanced during the year	915,044	312,636	52,899	18,657	1,299,236
Loans repaid during the year	(427,993)	(316,000)	(384,869)	-	(1,128,862)
Loans written-off during the year	(286,858)	(132,850)	(123,398)	-	(543,106)
Gross balance, end of year	2,377,993	1,757,667	1,269,522	18,657	5,423,839
Allowance for doubtful loans for all amounts considered	(346,749)	(370,154)	(352,146)	-	(1,069,049)
Additional allowance on all other balances outstanding at year-end (10%)	(204,953)	-	(91,741)	-	(296,694)
Total allowance	(551,702)	(370,154)	(443,887)	-	(1,365,743)
Net balance, end of year	\$ 1,826,291	1,387,513	825,635	18,657	4,058,096
The activity in the allowance for doubtful loans is as follows:					
Balance, beginning of year	\$ 647,393	368,144	545,586	-	1,561,123
Loans written-off during the year	(286,858)	(132,850)	(123,398)	-	(543,106)
Current year's provision for (recovery of) loan losses	191,167	134,880	21,699	-	347,726
Balance, end of year	\$ 551,702	370,154	443,887	-	1,365,743

¹Includes Waubetek's hosted loans

²Non-hosted loans

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
NOTES TO FINANCIAL STATEMENTS

Year ended August 31, 2016

7. Due to/from National Aboriginal Capital Corporation Association ("NACCA"):

The Corporation has entered into agreements with NACCA for Enhanced Access Loans, the purpose of which is to provide loans to Aboriginals for high risk, or start up businesses outside of the Community Futures Agreement. The substance of the agreement is that the Corporation is disbursed funds to administer the above-noted loans. This debt is non-interest bearing and is repayable to NACCA when (i) the underlying loans receivable are repaid by the applicant (ii) when it has been determined that the loan proceeds will not be disbursed to the applicant or (iii) when the funds are not utilized in a manner consistent with the funding applications. As loans become uncollectible, this portion becomes non-repayable by the Corporation to NACCA. In connection with these loans, the Corporation receives a non-repayable administration fee which is used to cover the cost of administering these loans to the applicants.

The current portion represents the portion relating to anticipated principal repayments and any funding received which has not been disbursed to the applicant.

	2016	2015
Note payable	\$ 2,390,589	2,674,748
Less: portion due within one year	(1,650,790)	(1,714,333)
Long-term payable	\$ 739,799	960,415

Principal payments due on the debt to NACCA are as follows:

2017	\$ 331,065
2018	184,640
2019	107,536
2020	96,643
2021	78,284
2022 and thereafter	272,696

During the year, the Corporation identified required provisions against the loan receivables for the Enhanced Access Loans of \$78,226 (2015 - \$21,699). In accordance with the agreements, an accumulated amount receivable from NACCA in the amount of \$517,450 (2015 - \$443,886) has been reflected to net this accumulated total against the payable to NACCA.

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
NOTES TO FINANCIAL STATEMENTS

Year ended August 31, 2016

8. Deferred contributions:

2016	Operating		Investment		Aboriginal Business Financing Program	2016 Total
	Special Projects Fund	Program Delivery Partner	Aboriginal Economic Development Fund			
Balance, beginning of year	\$ 367,104	1,023,727	1,150,000		–	2,540,831
Contributions received	652,158	–	750,000		1,895,068	3,297,226
Recognized and disbursed during the year	(364,231)	(788,860)	(471,714)		(1,691,296)	(3,316,101)
Balance, end of year	\$ 655,031	234,867	1,428,286		203,772	2,521,956

2015	Operating		Investment		Aboriginal Business Financing Program	2015 Total
	Special Projects Fund	Program Delivery Partner	Aboriginal Economic Development Fund			
Balance, beginning of year	\$ 285,465	1,986,581	–		–	2,272,046
Contributions received	1,043,224	559,989	1,150,000		–	2,753,213
Recognized and disbursed during the year	(961,585)	(1,522,843)	–		–	(2,484,428)
Balance, end of year	\$ 367,104	1,023,727	1,150,000		–	2,540,831

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
NOTES TO FINANCIAL STATEMENTS

Year ended August 31, 2016

9. Commitments:

Total loans approved by the Corporation, which had not been disbursed are as follows:

	2016	2015
Community Futures	\$ -	23,451
Enhanced Access	83,673	17,647
	\$ 83,673	41,098

Total contributions approved by the Corporation, which had not been disbursed are as follows:

	2016	2015
Program Delivery Partner	\$ 120,256	885,769
Aboriginal Business Financing Program	920,961	680,539
Aboriginal Economic Development Fund	258,164	58,640
	\$ 1,299,381	1,624,948

10. Contingent liabilities:

The Corporation receives subsidies and contributions from various funding agencies. Pursuant to the related agreements, if the Corporation does not meet established objectives, the funding agencies are entitled to seek refunds. Should any amount become refundable, the refunds would be charged to the applicable programs in the period in which the refund is determined to be payable.

11. Contributions:

During the year, the following amounts were disbursed to small businesses, through the Program Delivery Partner, Aboriginal Business Financing, and the Aboriginal Economic Development Fund programs, for the following purposes:

	2016	2015
Capital	\$ 2,082,007	1,300,105
Marketing	320,514	182,458
Business plans	172,466	25,065
Business support	69,357	84,312
	\$ 2,644,344	1,591,940

These amounts are non-repayable and are conditional upon the satisfactory completion of the related projects.

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
NOTES TO FINANCIAL STATEMENTS

Year ended August 31, 2016

12. Provision for doubtful loans and interest:

The provision for doubtful loans and interest is set by management based on an estimate. Management has determined the value of provision based on the developmental nature of these loans, history of collection, and other known factors relating to specific accounts.

All loans issued, whether being from the Enhanced Access, Community Futures Investment Fund, or the Aboriginal Economic Development Fund, have a set provision of 10% due to the developmental nature of the loan.

13. Financial risk and concentration of risks:

(a) Financial risk:

The carrying values of the Corporation's cash, accounts receivable and accounts payable and accrued liabilities approximate their fair value due to the relative short periods to maturity or because they are receivable or due on demand.

The fair value of balances due to and from National Aboriginal Capital Corporation Association cannot be reliably determined due to the uncertainty and potentially broad range of outcomes pertaining to the underlying loans.

(b) Interest rate risk:

The Corporation's financial instruments do not expose the Corporation to significant interest rate risk.

(c) Credit risk:

Loans receivable have been provided to borrowers, who may not otherwise qualify for other forms of funding or commercial financing. The maximum credit risk exposure to the Corporation assuming that the borrowers fail to perform their obligations under the agreements, without consideration of the fair value of any collateral, is \$3,407,424 (2015 - \$4,095,166).

14. Restricted operating net assets:

	2016	2015
Building construction	\$ 321,619	269,927

The restricted net assets for building construction are to be used by the Corporation to replace the existing administration building. The Investment portfolio performance restricted net assets are to support activities leading to an increase in the overall performance of the Investment Fund Portfolio.

15. Comparative information:

Certain 2015 comparative information have been reclassified to conform to the presentation adopted in 2016.

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
SUPPLEMENTARY FINANCIAL INFORMATION - OPERATING FUNDS
Schedule of Revenue, Expenses and Changes in Net Assets

August 31, 2016 with comparative figures for 2015

	Community Futures Operating Fund	Aboriginal Business Financing Program	Special Projects Fund	Program Delivery Partner	2016 Total	2015 Total
Revenue:						
Government contributions (page 16)	\$ 309,877	333,267	554,875	48,177	1,246,196	1,593,195
Other (page 16)	32,146	-	117,779	-	149,925	128,995
	342,023	333,267	672,654	48,177	1,396,121	1,722,190
Expenses:						
Advertising	3,354	3,996	4,298	-	11,648	6,424
Amortization of capital assets	7,222	-	-	-	7,222	12,367
Bank charges	712	703	-	-	1,415	1,212
Conferences	-	-	34,672	-	34,672	134,655
Directors' training and travel	3,646	5,315	-	-	8,961	10,369
Employee benefits	37,153	17,790	23,645	-	78,588	79,744
Business awards dinner	49,407	-	-	-	49,407	-
Insurance	3,054	4,049	-	-	7,103	6,958
Office supplies	11,958	14,592	9,375	-	35,925	28,205
Professional fees	12,074	13,655	223,493	-	249,222	356,901
Rent	6,966	9,234	-	-	16,200	15,621
Salaries	199,222	241,711	285,735	48,177	774,845	855,566
Telephone	6,921	12,594	-	-	19,515	22,421
Local initiatives	-	-	64,063	-	64,063	77,325
Fundraising	-	-	17,641	-	17,641	13,312
Travel	7,556	9,628	35,571	-	52,755	87,967
	349,245	333,267	698,493	48,177	1,429,182	1,709,047
Excess (deficiency) of revenue over expenses	(7,222)	-	(25,839)	-	(33,061)	13,143
Net assets, beginning of year	-	-	117,918	-	117,918	102,930
Transfer to (from) capital	7,222	-	-	-	7,222	9,370
Transfer to (from) restricted	-	-	(51,692)	-	(51,692)	(7,525)
Net assets, end of year	\$ -	-	40,387	-	40,387	117,918

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
SUPPLEMENTARY FINANCIAL INFORMATION
Schedule of Assets, Liabilities and Fund Balances – Investment Funds
August 31, 2016 with comparative figures for 2015

	Community Futures Operating Fund	Aboriginal Business Financing Program	Special Projects Fund	Program Delivery Partner	2016 Total	2015 Total
Government Contributions						
Industry Canada / FedNor	\$ 309,877	-	97,680	-	407,557	463,837
Indigenous and Northern Affairs Canada	-	-	-	48,177	48,177	271,574
Ministry of Community and Social Services	-	-	10,987	-	10,987	253,582
Department of Fisheries and Oceans	-	-	203,968	-	203,968	330,443
Ministry of Economic Development, Trade, and Employment	-	-	52,284	-	52,284	116,222
National Aboriginal Capital Corporation Association	-	333,267	59,312	-	392,579	89,314
Ministry of Training Colleges and Universities	-	-	41,681	-	41,681	-
Ministry of Aboriginal Affairs	-	-	88,963	-	88,963	68,223
	\$ 309,877	333,267	554,875	48,177	1,246,196	1,593,195
Other Revenue						
Other	\$ 2,954	-	93,479	-	96,433	100,495
Business awards dinner	27,092	-	-	-	27,092	-
Community contributions	-	-	24,300	-	24,300	18,000
Loan administration fees	2,100	-	-	-	2,100	10,500
	\$ 32,146	-	117,779	-	149,925	128,995

WAUBETEK BUSINESS DEVELOPMENT CORPORATION
SUPPLEMENTARY FINANCIAL INFORMATION
Schedule of Revenue, Expenses and Changes in Fund Balances – Investment Funds
August 31, 2016 with comparative figures for 2015

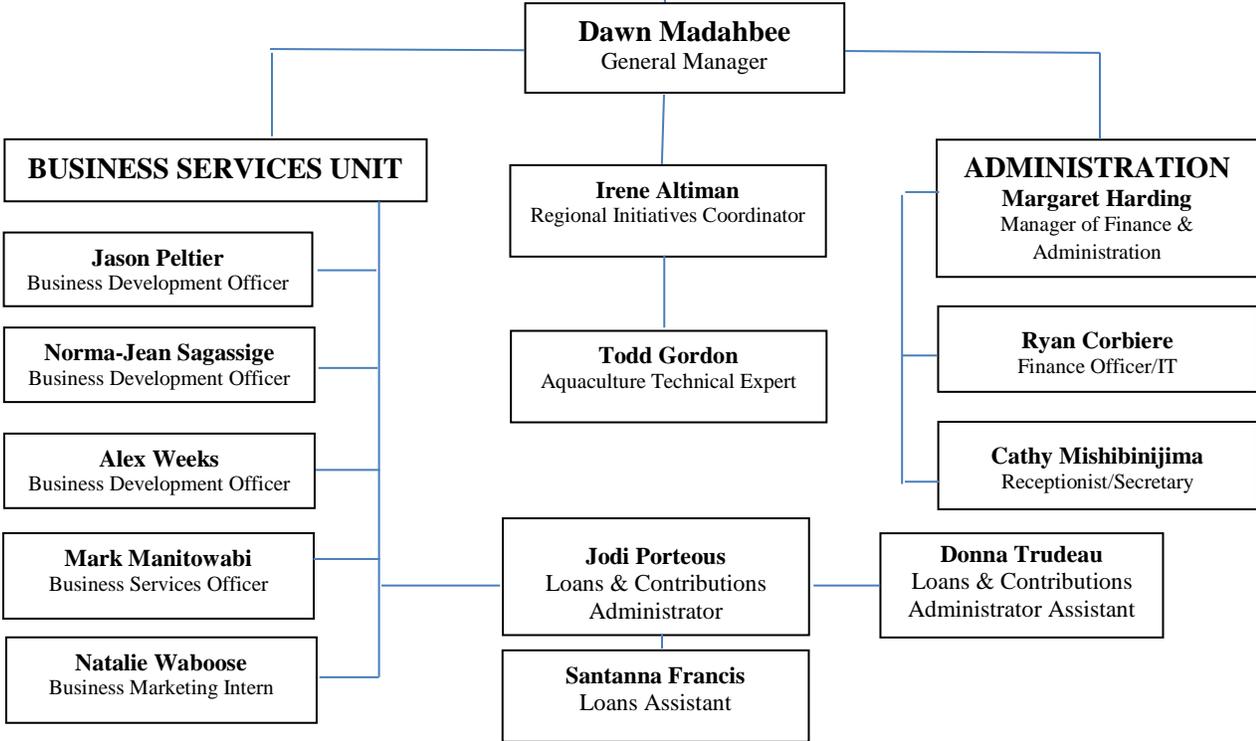
	Community Futures Investment Fund	North East Ontario Investment Pool	Enhanced Access Fund	Program Delivery Partner	Aboriginal Business Financing Program	Aboriginal Economic Development Fund	2016 Total	2015 Total
Revenue:								
Indigenous and Northern Affairs Canada	\$ -	-	-	788,860	-	-	788,860	1,522,843
National Aboriginal Capital Corporation Association	-	-	78,226	-	1,691,296	-	1,769,522	90,796
Ministry of Aboriginal Affairs	-	-	-	-	-	471,714	471,714	-
Investment income:								
Loan investments	136,217	105,580	58,201	-	-	11,374	311,372	329,042
Bank investments	45,972	-	-	-	-	-	45,972	55,324
Other	3,393	-	2,451	-	-	610	6,454	6,128
	185,582	105,580	138,878	788,860	1,691,296	483,698	3,393,894	2,004,133
Expenses:								
Bank charges	263	-	-	-	-	-	263	244
Contributions	-	-	-	788,860	1,691,296	164,188	2,644,344	1,591,940
Current year provision for doubtful interest	7,121	605	4,702	-	-	3,088	15,516	10,581
Current year provision for doubtful loans	213,318	28,430	78,226	-	-	134,250	454,224	347,726
	220,702	29,035	82,928	788,860	1,691,296	301,526	3,114,347	1,950,491
Excess (deficiency) of revenue over expenses	(35,120)	76,545	55,950	-	-	182,172	279,547	53,642
Net assets, beginning of year	3,978,180	160,886	1,396,811	-	-	-	5,535,877	5,482,235
Net assets (deficit), end of year	\$ 3,943,060	237,431	1,452,761	-	-	182,172	5,815,424	5,535,877

WAUBETEK BUSINESS DEVELOPMENT CORPORATION

ORGANIZATIONAL CHART

FIRST NATION'S IN WAUBETEK'S SERVICE AREA
 Atikameksheng, Aundeck Omni Kaning, Batchewana, Beausoleil, Dokis,
 Garden River, Georgina Island, Henvey Inlet, Magnetawan, M'Chigeeng,
 Mississauga, Moose Deer Point, Nipissing, Chippewas of Rama, Sagamok, Serpent River,
 Shawanaga, Sheguiandah, Sheshegwaning, Temagami, Thessalon, Wahnapiatae, Wahta,
 Wasauksing, Whitefish River, Wikwemikong and Zhiibaahaasing

DIRECTORS
 R. Martin Bayer, Chairperson - Member at Large
 Thomas Lambert, Vice-Chairperson – North East Region Rep
 Gerald McGregor, Secretary/Treasurer – Whitefish River First Nation
 Kevin Mossip - Zhiibaahaasing First Nation
 Leonard Genereux - Sheshegwaning First Nation
 Jessie Debassige – M'Chigeeng First Nation
 Nelson Toulouse – Sagamok Anishnawbek
 Lyndsay Brisard – Wikwemikong Unceded Indian Reserve
 Wilma Bissiallon – North Shore Region Rep



WAUBETEK BOARD OF DIRECTORS



Left to Right: Leonard Genereux, Jessie Debassige, Gerald McGregor, Lindsay Brisard, Martin Bayer, Kevin Mossip, Nelson Toulouse, Wilma Bissiallon, Thomas Lambert

WAUBETEK STAFF



Left to Right: Mark Manitowabi, Norma-Jean Sagassige, Natalie Waboose, Margaret Harding, Cathy Mishibinjima, Todd Gordon, Dawn Madahbee, Jason Peltier, Irene Altiman, Ryan Corbiere, Jodi Porteous, Santanna Francis

Missing from Photo: Alex Weeks, Donna Trudeau

FIRST NATIONS IN WAUBETEK'S SERVICE AREA:

Atikameksheng Anishnawbek
25 Reserve Road
Naughton, ON P0M 2M0
Phone: (705) 692-3651
Fax: (705) 692-5010
www.wlfn.com

Aundeck Omni Kaning
13 Hill St.
RR#1, Comp. 21
Little Current, ON P0P 1K0
Phone: (705) 368-2228
Fax: (705) 368-3563
www.aundeckomnikaningfn.com

Batchewana First Nation
236 Frontenac Street
Sault Ste. Marie, ON P6A 5K9
Phone: (705) 759-0914
Fax: (705) 759-9171
Toll Free: 1-877-236-2632
www.batchewana.ca

Beausoleil First Nation
1 Ogema Street
Christian Island, ON L0K1C0
Phone: (705) 247-2051
Fax: (705) 247-2239
www.chimissinging.ca

Chippewas of Rama First Nation
5884 Rama Road, Suite 200
Rama, Ontario L3V 6H6
Phone: (705) 325-3611
Toll: (866) 854-2121
Fax: (705) 325-0879
www.mnjikaning.ca

Dokis First Nation
940 A Main Street
Dokis First Nation, ON
P0M 2N1
Phone: (705) 763-2200
Fax: (705) 763-2087
www.dokisfirstnation.com

Garden River First Nation
7 Shingwauk Street
Garden River, ON P6A 5K9
Phone: (705) 946-6300
Fax: (705) 945-1415
www.gardenriver.org

Chippewas of Georgina Island
R.R. # 2 Box N-13
Sutton West, ON L0E 1R0
Phone: (705) 437-1337
Fax: (705) 437-4597
www.georgianisland.com

Henvey Inlet
295 Pickerel River Road
Pickerel, ON P0G 1J0
Phone: (705) 857-2331
Fax: (705) 857-3021
www.hifn.ca

Magnetawan First Nation
RR#1, PO Box 15
Britt, ON P0G 1A0
Phone: (705) 383-2477
Fax: (705) 383-2566
www.magnetawanfirstnation.com

M'Chigeeng First Nation
53 HWY 551
P.O. Box 333
M'Chigeeng, ON P0P 1G0
Phone: (705) 377-5362
Fax: (705) 377-4980
www.mchigeeng.ca

Mississauga First Nation
64 Ball Park Road
P.O. Box 1299
Blind River, ON P0R 1B0
Phone: (705) 356-1621
Toll: (877) 356-1621
Fax: (705) 356-1740
www.mississaugi.com

Moose Deer Point First Nation
P.O. Box 119
MacTier, Ontario, P0C 1H0
Phone: 705-375-5209
Fax: 705-375-0532
<http://moosedeerpoint.com>

Nipissing First Nation
36 Semo Road
Garden Village, ON P2B 3K2
Phone: (705) 753-2050
Fax: (705) 753-0207
www.nfn.ca

Sagamok Anishnawbek
P.O. Box 610
Massey, ON
POP 1P0
Phone: (705) 865-2421
Fax: (705) 865-3307
www.sagamok.ca

Serpent River First Nation
P.O. Box 14
Cutler, ON
POP 1B0
Phone: (705) 844-2418
Fax: (705) 844-2757
www.serpentriverfirstnation.ca

Shawanaga First Nation
2 Village Road, R.R. #1
Nobel, ON
P0G 1G0
Phone: (705) 366-2526
Fax: (705) 366-2740
www.shawanaga.ca

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Sheguiandah, ON P0P 1W0
Phone: (705) 368-2781
Fax: (705) 368-3697
www.sheguiandahfn.com

Sheshegwaning First Nation
PO Box 1
Sheshegwaning, ON
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Phone: (705)283-3292
Fax: (705)283-3481
www.sheshegwaning.org

Temagami First Nation
Bear Island Post Office
Bear Island, ON P0H 1C0
Phone: (705) 237-8943
Fax: (705) 237-8959
www.temagamifirstnation.ca

Thessalon First Nation
P.O. Box 9, RR #2
Thessalon, Ontario P0R 1L0
Tel: (705) 842-2323
Fax: (705) 842-2332

Wahnapiatae First Nation
36 Loonway Road
Capreol, Ontario
P0M 1H0
Phone: (705) 858-0610
Fax: (705) 858-5570
www.wahnapiataefirstnation.com

Wahta Mohawks
P.O. Box 260
Bala, ON
P0C 1A0
Phone: (705) 762-2354
Fax: (705) 762-2376
www.wahta.ca

Wasauksing First Nation
P.O. Box 250
Parry Sound, ON
P2A 2X4
Phone: (705) 746-2531
Fax: (705) 746-5984
www.wasauksing.ca

Whitefish River First Nation
46 Bay of Islands Road
Birch Island, ON
POP 1A0
Phone: (705) 285-4335
Fax: (705) 285-4532
www.whitefishriver.ca

Wikwemikong Unceded Indian
Reserve
19A Complex Drive
Wikwemikong, Ontario
POP 2J0 Canada
Phone: (705) 859-3122
Fax: (705) 859-3851
Toll Free: 1-800-880-1406
www.wikwemikong.ca

Zhiibaahaasing First Nation
General Delivery
Silver Water, ON
POP 1Y0
Phone: (705) 283-3963
Fax: (705) 283-3964

