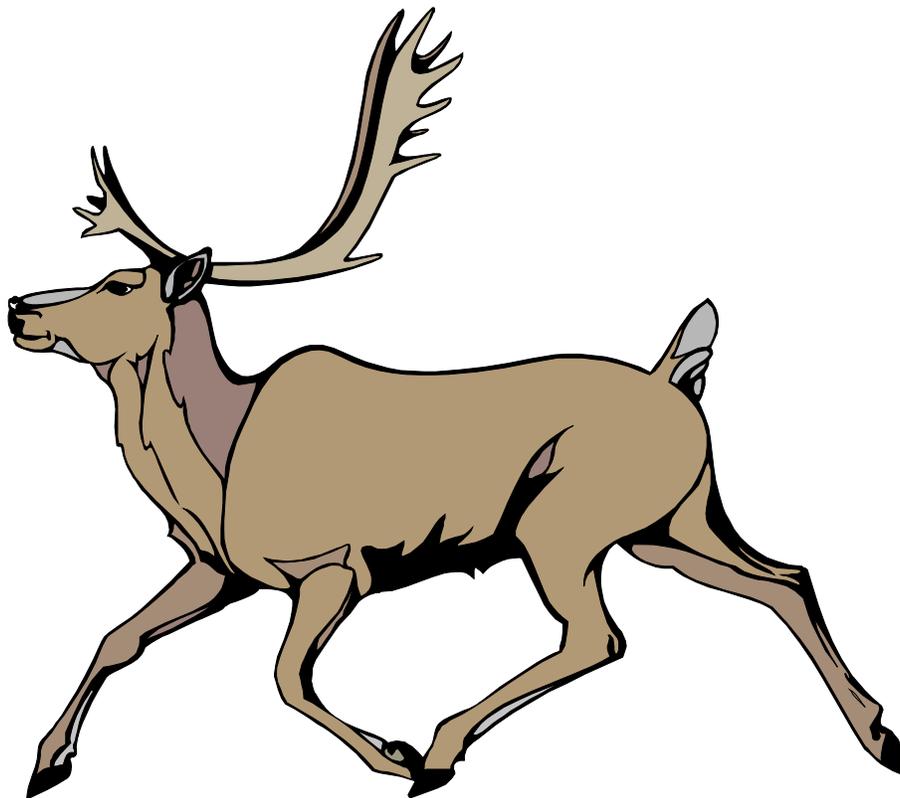


# *Southampton Island Caribou Harvest*

## *Y2000 Business Plan*



Prepared By:

August, 1999

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# Southampton Island Caribou Harvest Y2000 Business Plan

## 1.0 Introduction

This business plan has been prepared by — for the — (“—”). The data and descriptive text presented in the sections that follow reflect the situation respecting market, price, equipment, etc. for a Y2000 harvest as at July, 1999.

## 2.0 Background

An export grade (Agriculture Canada provisionally certified) caribou harvest has occurred in each year since 1995. The harvest was initiated primarily as a herd management initiative to control the population growth of the Southampton Island Caribou herd. Since its inception, the harvest has gained recognition for its contribution to the local economy of Coral Harbour through employment, supply purchases and related benefits. Further, the harvest operation has gained the respect of Agriculture Canada staff and management.

Initially, the GNWT was heavily involved in coordinating the harvest, establishing a corporate entity, —, owned by the — and financing asset acquisition including a portable abattoir and related equipment. In 1996, —, currently the president of the —, was appointed to manage the harvest operation under —. — has successfully managed the harvest since 1996 and in so doing has greatly increased the level of local employment and benefits derived from the harvest.

In April of 1998, — and the — began discussing the possibility of privatizing the harvest operation. A Memorandum of Agreement (“MOA”) between the — and the — was executed in November, 1998. This Agreement sets out the responsibilities and understandings respecting the harvest operation (e.g. 5,000 commercial tags available annually) and forms the basis for the SMC to operate the harvest for an initial 2 year term (1999 – Y2000).

To coincide with the MOA timeframe, a 2 year Purchase Agreement between the — and — was executed in November, 1999. However, in January, 1999, — effectively breached the agreement and removed itself from further involvement in the harvest. An alternate market, — (“—”), was secured for 80,000 lbs. of caribou meat and thus a limited harvest was prosecuted in 1999.

Although the export grade harvest has received GNWT assistance in each year since 1995, the level of assistance required has decreased as the harvest operation became more efficient and local expertise developed. A summary of key harvest statistics is presented below. In addition, summary reports on each harvest are available under separate cover.

YEAR	#	lbs.	PRICE	SALES
<b>1995</b>	2,356	120,000	2.85 FOB Edmonton	\$342,000
<b>1996</b>	1,972	106,000	3.05 FOB Mississauga	\$326,209
<b>1997</b>	3,365	175,341	3.20 FOB Mississauga	\$561,091
<b>1998</b>	2,956	182,000	3.45 FOB Mississauga	\$627,900
<b>1999</b>	1,187	78,699	2.50 FOB Coral Harbour	\$196,747
<b>2000 (Projected)</b>	3,500	192,500	2.50 FOB Coral Harbour	\$481,250

### **3.0 Harvest Operation**

The harvest operation typically begins in mid January with the set-up of the portable abattoir and camp facilities and extends through the first or second week in April. Once operational, hunters, travelling by snowmobile, range up to 20 miles from the camp returning several times a day with animals for processing. At the kill site, the animals are bled by the hunter prior to transport. Once delivered to the abattoir, the animals are gutted, skinned and cut into a streamlined carcass form. As well, on-site Agriculture Canada inspection staff provisionally certify each carcass prior to it being packaged for shipment.

Through the course of the harvest season, streamlined carcasses are packaged in combo bins that for the past three harvests have been transported to the Coral Harbour airport on a skid pulled by a D6 Cat (see Section 4.3 below) – for the past two years the Cat has been supplied by the Hamlet of Coral Harbour at no cost to the harvest other than fuel and repairs whereas, three years ago the Hamlet charged \$50/hour for use of the Cat -- where they are stockpiled prior to being airlifted, via NWT's C-130 Hercules, to either Rankin Inlet or the railhead at Churchill, MB. From Churchill the product is transported by rail to Thompson, MB and from there by refrigerated truck to its final destination.

Air freighting arrangements are coordinated with —, who utilize the backhaul leg of each of the 4 to 5 loads to re-supply several of their outlets. This arrangement results in significant cost savings to the transportation component of the caribou harvest.

#### **3.1 Camp Location**

To have an effect on the Southampton Island caribou population, one of the goals of the harvest operation is to harvest a relatively high percentage of females – on the order of 70% female is a nominal target. Camp and abattoir location is critical to achieving this male to female ratio.

Two primary camp location options have been identified for the initial camp location for the Y2000 harvest:

- a site approximately 40 miles to the east of Coral Harbour – a location that was used during the 1996 harvest; and
- a site approximately 30 miles to the west of Coral Harbour across Kirchoffer River – a location that was used during the 1997 harvest.

Prior experience has shown that hunting success typically declines after approximately 2,200 to 2,500 animals have been harvested. At that point, economic considerations suggest that a move to a second camp location, likely closer to Coral Harbour, may be warranted. Further, this second location, if needed, may not have the same high percentage of females available as are predicted for the two primary locations identified above. It is anticipated that a move would only occur if hunting success drops off significantly and if snow conditions and temperatures allow.

#### **3.2 Management**

The abattoir operation is project managed by —, a former employee of —. —operational experience is employed to ensure that all local abattoir workers are adequately trained and that the abattoir operation is conducted efficiently and in accordance with Agriculture Canada regulations and guidelines. —has project managed the abattoir operation since 1996 and in so doing he has been the primary point of contact with Agriculture Canada inspection staff. It is anticipated that —services would once again be utilized for the Y2000 harvest.

Overall management responsibilities for the harvest fall to —, President of the —, and to —, Vice President of the —. Additionally, —, also a partner in the —, is responsible for all aspects of camp and abattoir maintenance. Each of these individuals have been involved in managing the harvest since 1996.

Because of the continuity of the harvest management team, operational difficulties that occurred in the earlier years have largely been overcome. As well, the experience of the team provides for quick and decisive action when problems or difficulties arise.

### 3.3 Local Benefits

From its inception, the Southampton Island commercial caribou harvest has been a key element in the overall herd management strategy employed by the GNWT Department of Resources, Wildlife and Economic Development – now the Department of Sustainable Development of the Nunavut Government. Without an annual cull of the caribou population, the health and overall integrity of the herd would be jeopardized which in turn would have a devastating impact on the community of Coral Harbour.

In addition to maintaining the health of the Southampton Island caribou herd, the export grade harvest has the potential to inject approximately \$266,000 directly into the local economy in the form of wages and benefits as outlined in tabular form below.

POSITION	NUMBER	RATE	TOTAL
Abattoir (Category A)	9	\$6,000	\$54,000
Abattoir (Category B)	9	\$5,000	\$45,000
Assist Proj Manager	1	\$8,000	\$8,000
Camp Attendant	2	\$5,000	\$10,000
Cook/Kitchen	2	\$9,990	\$19,980
Mechanical Foreman	1	\$8,500	\$8,500
Mob/Demob Foreman	1	\$5,400	\$5,400
Mob/Demob	6	\$4,250	\$25,500
Hunters	6	N/A	\$48,400
Cat Operator	1	\$6,000	\$6,000
Casual	N/A	N/A	\$10,000
Management	2	\$10,000	\$20,000
Administration	1	\$5,800	\$5,800
<b>Total</b>	<b>41</b>		<b>\$266,580</b>

In addition to direct employment benefits, the harvest spends on the order of \$60,000 locally for equipment rentals, hotels, supplies, fuel, etc. The overall importance of the caribou harvest to the community of Coral Harbour can not readily be overstated.

## 4.0 Current Status

In the sections that follow critical issues in respect of the Y2000 harvest are addressed and where solutions have not as yet been achieved, current status and time lines for addressing same are identified.

### 4.1 Management

As stated previously, it is anticipated that — will be the project manager for the Y2000 harvest. After the 1999 harvest — left the employ of —, largely for reasons related to the conduct of —

management in dealing with its contractual obligations to — and —. —, now pursuing other endeavors, has expressed a desire to remain involved in the harvest and — management welcome his continued involvement.

The Y2000 harvest is the second and final year of the MOA between the — and —. Subsequent to the Y2000 harvest it is anticipated that discussions with the — will occur to determine if — will continue to operate the harvest.

#### **4.2 Market**

From its inception through the 1998 harvest, the Southampton Island caribou harvest has enjoyed the position of being the only federally certified harvest in North America. The limited supply of this high quality product allowed for a steady increase in the price paid for caribou to the point where caribou commanded a higher price than any other game meat. However, in 1999, that situation changed with the emergence of a significant commercial harvest in Northern Quebec.

As the quantity of caribou meat available in the market place increases, there is a risk that the price will decline. To mitigate this risk some measure of coordination among the producers is warranted. To this end, — has initiated correspondence with — who oversee the Quebec harvest.

During the spring and early summer of 1999, prospective buyers of caribou meat were canvassed to ascertain the level of interest in purchasing Y2000 product. As a result, a letter of intent to purchase 80,000 lbs. of federally certified product was received from — and a strong letter of interest to purchase product was received from a southern buyer who is in the process of establishing a new game meat production and marketing business – both of these letters are available under separate cover. Although the specific terms of a sale have yet to be agreed, there is a relatively high level of confidence that all the Southampton Island caribou obtained during the Y2000 harvest will be sold and thus, preparation for the Y2000 harvest should proceed predicated on the basis of a full harvest of 3,500 or more animals.

The specific terms and conditions of any sales agreement for caribou are critical to —'s ability to finance the harvest operation. To this end and based on the experience, both positive and negative, gained over several years of operation the following contractual terms should be sought:

- Sales should be FOB Coral Harbour at a price of approximately \$2.50/lb.;
- All sales should be secured via letters of credit or other suitable financial instrument; and
- Payment for product would ideally be upon delivery or, alternately, a fixed and secured payment schedule should be negotiated.

It is anticipated that purchase agreements incorporating these elements will be concluded by September or October, 1999.

Even with fully secured payment arrangements there may still remain a financing issue. In the past, the GNWT has provided a government guarantee to the financial institution financing the harvest. Some form of guarantee over and above the security provided via a sales agreement may still be necessary as financial institutions may remain reluctant to finance the harvest of caribou "on-the-hoof". Clarification of this potential issue will be required as soon as possible so that purchase agreement negotiations can be concluded with security arrangements that address, to the extent possible, this potential financing issue.

#### **4.3 D6 Cat**

Since first used in 1997, the D6 Cat has become a critical piece of equipment to the harvest operation, so much so that the whole operation has been tailored to the Cat with skids being constructed to effect camp mobility, etc.. In 1997, the Hamlet of Coral Harbour charged \$50/hour (total cost in 1997 of approximately \$25,000) for the use of the Cat but since then the Cat has been made available at no charge. However, the Hamlet is currently in the process of tendering off the D6 Cat which raises a serious question about its availability for the Y2000 harvest and beyond. Further, approximately \$13,000 to \$15,000 in repairs will be needed to restore the D6 Cat to operating condition.

From a financial perspective, the D6 Cat, when made available at no charge, results in between \$35,000 and \$40,000 in direct savings compared to the use of snowmobiles for hauling. The harvest operation does not generate sufficient revenues to absorb this level of additional cost and it is unlikely that additional government assistance to cover this level of cost could be made available on an annual basis.

Of particular import is the issue of product contamination. The Cat allows for the loading of combo bins at the abattoir whereas the use of snowmobiles and komatiks for hauling necessitates a second handing of the product which is then packaged at the Coral Harbour airport. During the transport of product via snowmobile there is increased risk of contamination because the plastic bags containing the meat can crack or otherwise be damaged. —, Veterinary Program Officer, Agriculture Canada, states:

*It can be difficult to obtain a sufficient number of properly constructed, sturdy komatiks and reliable snowmobiles to transport the product, which on occasion may make it necessary to either suspend the kill or find alternate means of storing large amounts of frozen product at the harvest site until it can be transported to the airport.*

*When snowmobiles are used the frozen bagged product is placed in the komatik for transportation to the airport and must be reloaded at the airport. This increases the risk of damage to the frozen plastic bag in which the meat product has been placed thereby increasing the risk of contamination of the product.*

*Several methods of transporting product to the airport can work. The usage of a caterpillar, sleigh and combo bins greatly enhances the ability to transport large amounts of frozen meat products in a sanitary and expeditious manner.*

Further, it is the opinion of —, Project Manager for the harvest, that a large scale harvest (i.e. 3,500 or more animals) can not be successfully prosecuted without the D6 Cat or like transport vehicle – —concur with —'s assessment.

Repeated unsuccessful requests have been made by the —and —to have the Hamlet of Coral Harbour's D6 Cat – a Cat that was written off on the Hamlet's books several years ago -- gifted to the harvest. Thus, it would appear that the D6 Cat will have to be purchased if it is to be available for the Y2000 and future harvests. Given the annual savings that accrue from the use of the Cat a purchase bid could be justified. What level of bid would secure the D6 Cat is difficult to predict but a \$35,000 or higher bid (i.e. the estimated annual saving accruing from the use of the D6), although a WAG, would seem reasonable and one likely to secure this critical piece of equipment.

If the D6 Cat is purchased, it should become the property of the —, the entity which owns all of the capital assets utilized in the harvest. If the D6 Cat or a like vehicle can not be secured, the conduct of a large scale caribou harvest should be suspended indefinitely!

#### **4.4 Licenses & Approvals**

The permits and approvals required to prosecute a Y2000 caribou harvest and the status of the application process as at July, 1999 is as follows:

- **Land Use Permit/NIRB Screening:** In 1998 a 2 year land use permit was obtained. In July, 1999 it was confirmed verbally by the Land Manager, DIAND, Yellowknife, that a one year extension could be granted. Subsequently a formal request for an extension was submitted and it is anticipated that a one year extension will be granted and that an NIRB screening will thus not be required;
- **Commercial Wildlife License:** Application to be submitted September, 1999;
- **Nunavut Water Board:** Application to be submitted September, 1999.

No delays or problems are anticipated as far as obtaining the permits and approvals necessary for the Y2000 harvest to proceed on schedule.

#### 4.5 Supply Requirements/Sealift

In the Table below, supply requirements and the cost of same for a Y2000 harvest, as prepared by — & —, are identified as are supplies onsite at Coral Harbour. At this juncture, procurement of supplies has not proceeded and the opportunity to position supplies on the barge from Churchill has been missed. There is the possibility of a sealift from Montreal in September and every effort should be made to take advantage of the cost savings (\$10,000 cost vs. \$30,000 cost for air transport) that would accrue by positioning supplies via sea.

<b>Ammunition</b>	<b>Onsite</b>	<b>Required</b>	<b>Obtain</b>	<b>Cost</b>
308 ammo	6500 rds	0	0	
2506 ammo	17500 rds		0	
22-250 ammo	2500 rds	6000	3500	\$ 2,668.50
243 ammo	6000 rds		0	
270 ammo	0	3000	3000	\$ 2,287.50
<b>Lubricants</b>				
4l snowmobile oil	69	120	50	\$ 700.00
5-40 gen oil	48	48	0	
4l antifreeze	0	4	4	\$ 28.00
<b>Packaging</b>				
Combo bins	200	400	200	\$ 3,500.00
Combo liners	3	10	7	\$ 840.00
20x24 4ml bags	4000	7000	3000	\$ 600.00
24x36 4ml bags	6000	12000	6000	\$ 2,160.00
Loop ties	2 rolls	6 rolls	4 rolls	\$ 100.00
Loop tyers	2	6	4	\$ 40.00
Bandsaw blades	12	24	12	\$ 200.00
Pallets	18	150	132	\$ 1,500.00
<b>Abattoir</b>				
Coveralls	240	800	460	\$ 3,220.00
Propane	1	6	5	\$ 1,200.00
Knives etc.				\$ 3,500.00
<b>Washroom</b>				
Pinsol	0	4/4l	4/4l	\$ 230.00
Toilet tissue	3	6	3	\$ 75.00
Bucket bags	0	3	3	\$ 60.00
Hand soap	0	1 case	1 case	\$ 20.00
<b>Electrical</b>				
Misc as per Eric				\$ 500.00
<b>Kitchen</b>				
Groceries/etc.				\$ 20,000.00
			<b>Total</b>	<b>\$ 43,429.00</b>

## **5.0 Financial**

In previous years, the caribou harvest has been chronically under-financed from a cash flow perspective. Typically, a combination of government guarantees (\$200,000) and a relatively low Letter of Credit (\$150,000 - \$170,000) were sufficient to initiate the harvest but not to meet all the cash flow requirements arising through completion of the harvest. As a result, suppliers experienced lengthy delays in payment, additional last minute financing had to be secured. By all accounts this situation would have to be corrected for the harvest to be continued.

In 1998, the harvest operation stayed within its projected budget and concluded in an essentially break even cash position. The ability of management to adhere to a budget given the complexity of the harvest operation is an acknowledgement of the level of expertise that has developed over the years. Given the relative success of the 1998 operation and the intention of management to operate the harvest on the same basis as 1998 – note that the limited harvest prosecuted in 1999 is considered a poor reference point for comparison purposes -- there is a high probability that the harvest will again succeed. From an operational perspective, manageable risks include equipment failure, unexpected herd movements, etc. – these types of problems have been addressed in the past. Risks that are more difficult to manage arise primarily from vagaries in weather such as storms or abnormally high temperatures – again, these types of difficulties have been addressed in the past.

To finance the Y2000 Southampton Island caribou harvest operation, \$350,000 in short term (January – May) debt financing will be required. Available security for this cash flow requirement will be in the form of an assignment of the Purchase Agreements and attendant security with — and other buyers. Additionally, as stated previously, lending institutions may require further guarantees by government as security for this financing requirement. At this juncture financial projections and loan repayment schedules assume that Purchase Agreements can be negotiated where the product is paid for in full once received. If longer terms are necessary, the result will be an increase in interest charges incurred by the harvest operation.

A Y2000/1998 comparative income statement and a projected cash flow for the Y2000 harvest are presented below. Of significance is the fact that the financial projections are based largely on the costs incurred during the 1998 harvest and that a \$51,000 profit on operations is projected and is considered achievable when viewed from the perspective of past performance. Although a modest increase in the weight of product delivered is projected, this weight is considered achievable. As well, it corresponds to 5 full C-130 loads as basing a projection on a partial C-130 load or a lower number of loads than have previously been achieved would not be sound. Further, the projections assume that product will be purchased FOB Coral Harbour and thus a significant reduction in the overall cash flow and financing requirement is projected. In the event that an alternate FOB point is negotiated, the overall financing requirement can be expected to increase significantly.

**— Comparative Income Statement – Y2000/1998**

	<b>2000</b>	<b>%</b>	<b>1998</b>	<b>%</b>
<b>Opening Cash</b>	5,000	0.55%	-61,877	-6.84%
<b>Revenue</b>				
Contributions	75,000	8.18%	179,500	19.84%
KMF	200,000	21.81%	0	0.00%
Other Sales	281,250	30.67%	627,900	69.41%
Loan Proceeds	350,000	38.17%	125,415	13.86%
GST Refund	5,700	0.62%	23,652	2.61%
Backhauls	0	0.00%	9,974	1.10%
<b>Cash &amp; Revenue</b>	<b>916,950</b>	<b>100.00%</b>	<b>904,564</b>	<b>100.00%</b>
<b>Operating Costs</b>				
Capital Purchases	5,000	0.58%	21,480	2.40%
Supplies	18,489	2.14%	41,028	4.59%
Packaging Materials	8,740	1.01%	12,650	1.41%
Food	20,809	2.40%	20,377	2.28%
Fuel & Oil	36,879	4.26%	36,879	4.12%
Tags	3,500	0.40%	0	0.00%
Inspection Fees	7,326	0.85%	7,326	0.82%
Contract Fees	194,459	22.46%	215,159	24.07%
Pre-Mob Casual	10,000	1.15%	12,777	1.43%
Fuel Hauling	4,000	0.46%	3,142	0.35%
Cat Repair	5,500	0.64%	2,199	0.25%
Rentals	15,600	1.80%	10,000	1.12%
Repairs & Maintenance	15,000	1.73%	17,212	1.93%
Travel & Accomodations	20,500	2.37%	20,099	2.25%
Freight	21,000	2.42%	187,285	20.95%
Loan Payment	350,000	40.42%	125,000	13.98%
Miscellaneous	10,000	1.15%	8,520	0.95%
<b>Total Operating</b>	<b>746,802</b>	<b>86.24%</b>	<b>741,133</b>	<b>82.90%</b>
<b>Overhead</b>				
Legal/Accounting	4,700	0.54%	9,228	1.03%
Management	27,500	3.18%	36,267	4.06%
Administration	5,809	0.67%	7,169	0.80%
Office Supply	1,223	0.14%	658	0.07%
Communications	4,389	0.51%	4,537	0.51%
Revenue Canada	50,067	5.78%	59,229	6.62%
W.C.B	8,000	0.92%	16,596	1.86%
Interest & Bank Charges	15,000	1.73%	16,733	1.87%
Liability Insurance	2,500	0.29%	2,500	0.28%
<b>Total Overhead</b>	<b>119,187</b>	<b>13.76%</b>	<b>152,917</b>	<b>17.10%</b>
<b>Total Expenses</b>	<b>865,989</b>	<b>100.00%</b>	<b>894,050</b>	<b>100.00%</b>
<b>Cash Gain/Deficit</b>	<b>50,961</b>		<b>10,514</b>	

## **Notes to Comparative Income Statement**

### **Revenue**

- Contributions by the government of Nunavut. No other contributions are anticipated except for the purchase of the Hamlet of Coral Harbour's D6 Cat but this contribution would be to the —not — and thus has not been reflected.
- Revenues from sales are calculated on the basis of:  
3,500 animals @ 55 lb. average weight = 192,500 lbs. x \$2.50 = \$481,250
- Loan proceeds assumes \$350,000 in debt financing to meet cash flow requirements.
- GST refund is largely accrued on freight & fuel costs.
- No backhaul revenues will accrue with an FOB Coral Harbour purchase arrangement.

### **Operating Costs**

- Y2000 capital purchases budget assumes misc. smaller capital items will be required.
- Tag costs are in accordance with the MOA between the — and the —.
- Rentals have been increased to accommodate the use of 2 rental skidoos to replace 2 worn out skidoos that are owned by the — these units are considered beyond repair.
- The reduction in freight costs results from supply positioning via sealift rather than charter aircraft and an FOB Coral Harbour purchase point.

### **Overhead**

- Reduced management costs accrue because the use of outside expertise will be held to a minimum.
- 1998 WCB included back charges for 1997 & is thus double.

**— Cash Flow – Y2000**

	Oct	Nov	Dec	Jan '00	Feb	March	April	May	June	July	Aug	Sept	Oct/Dec	Total
<b>Opening Cash</b>	5,000													5,000
<b>Revenue</b>														
Contributions	75,000													75,000
KMF							200,000							200,000
Other Sales							281,250							281,250
Loan Proceeds				350,000										350,000
GST Refund					2,700					3,000				5,700
Backhauls														0
<b>Cash &amp; Revenue</b>	80,000	0	0	350,000	2,700	0	481,250	0	0	3,000	0	0	0	<b>916,950</b>
<b>Operating Costs</b>														
Capital Purchases				5,000										5,000
Supplies	13,989				1,500	1,500	1,500							18,489
Packaging Materials	8,740													8,740
Food				16,809		2,000	2,000							20,809
Fuel & Oil	700			2,057	12,544	17,210	4,368							36,879
Tags									3,500					3,500
Inspection Fees				4,042	1,127	2,156								7,326
Contract Fees				1,344	80,918	82,685	29,512							194,459
Pre-Mob Casual				10,000										10,000
Fuel Hauling					2,000	2,000								4,000
Cat Repair				2,500		1,000	2,000							5,500
Rentals				6,000	4,000	4,000	1,600							15,600
Repairs & Maintenance				5,000	5,000	5,000								15,000
Travel & Accomodations					19,000		1,500							20,500
Freight	10,000			4,000	2,000	1,000	4,000							21,000
Loan Payment								350,000						350,000
Miscellaneous				2,500	2,500	2,500	2,500							10,000
<b>Total Operating</b>	33,429	0	0	59,253	130,589	121,051	48,979	350,000	3,500	0	0	0	0	<b>746,802</b>
<b>Overhead</b>														
Legal/Accounting				1,200							3,500			4,700
Management				4,000	4,000	4,000	4,000	2,500	1,500			1,500	6,000	27,500
Administration				1,189	1,451	2,013	1,155							5,809
Office Supply				500	65	358	100						200	1,223
Communications				500	500	500	2,089	100	100	100	100	100	300	4,389
Revenue Canada				633	20,592	21,175	7,667							50,067
W.C.B						2,000			2,000				4,000	8,000
Interest & Bank Charges				3,000	3,000	3,000	3,000	3,000						15,000
Liability Insurance				2,500										2,500
<b>Total Overhead</b>	0	0	0	13,523	29,608	33,045	18,011	5,600	3,600	100	3,600	1,600	10,500	<b>119,187</b>
<b>Total Expenses</b>	33,429	0	0	72,776	160,197	154,096	66,990	355,600	7,100	100	3,600	1,600	10,500	<b>865,989</b>
<b>Cash Gain/Deficit</b>	46,571	0	0	277,224	-157,497	-154,096	414,260	-355,600	-7,100	2,900	-3,600	-1,600	-10,500	50,961
<b>Monthly Balance</b>	46,571	46,571	46,571	323,795	166,298	12,201	426,461	70,861	63,761	66,661	63,061	61,461	50,961	

## **6.0 Recommendations**

- A. Secure the use of the Hamlet of Coral Harbour's D6 Cat or other like vehicle. If unsuccessful, do not conduct a large scale harvest but consider an 80,000 lb. harvest to supply —.
- B. Ascertain the security requirements of financial institutions which might finance the harvests cash flow requirement of \$350,000 prior to negotiating purchase agreements with prospective buyers.
- C. Negotiate purchase agreements with prospective buyers on the following basis:
  - Sales FOB Coral Harbour at a price on-the-order of \$2.50/lb.;
  - Secure sales via letters of credit or other suitable financial instrument; and
  - Payment for upon delivery or alternately on a fixed and secured payment schedule.
- D. Utilize a Montreal originated sealift if possible to position supplies for the Y2000 harvest.
- E. Engage in a process of discussion with —and other potential suppliers of caribou with a view to coordinating supply so as to prevent a significant price decline.