

2014

Program Review Of The Northwest Territories Business Development and Investment Corporation

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Chapter 1 - EXECUTIVE SUMMARY

Background

Section 41 of the Northwest Territories Business Development and Investment Corporation Act directs the Minister responsible for the Northwest Territories Business Development and Investment Corporation (BDIC) to compulsorily have a review of the programs established under the Act, to be undertaken, five years after the date of enforcement of this Act (i.e. April 1, 2005) and thereafter, every five years after the previous review.

Towards this objective, the BDIC had adopted a phased approach to conduct the Review of the programs under its purview. Accordingly, in the first phase, the Venture Investment Program and the Contribution Programs were reviewed in the year 2013.

In 2014, the BDIC reviewed the remaining programs namely the Credit Facilities, Subsidiary and the Business Support Services Programs.

Scope of the Review

The Credit Facilities, Subsidiary and the Business Support Services Programs of the BDIC have been reviewed, in the second phase of the Program Review. This has complied with the provisions of Section 41 of the Northwest Territories Business Development and Investment Corporation Act. The Review has been conducted covering the period from April 1, 2005 to March 31, 2014.

The programs' purpose, role and operations in meeting the mandate and economic objectives were reviewed in light of the BDIC's objectives. Also the program's actual performance was measured against benchmarked standards and compared to similar programs offered in other jurisdictions. Potential for fine-tuning the existing programs as well as opportunities for development of new initiatives were also considered.

Approach Adopted for the Review

The review was conducted applying methodology that included statistical survey and analyses techniques. The methodology entailed staff interview (both at the BDIC level and at the Department of Industry Trade and Investment (ITI) level), client interview, management interview, client files review, financial statement analyses and review, strategic plan review, literature review, statistical analyses, policies and procedures review, BDIC Act and regulations review, and various related documents and information review.

We used a phased approach for conducting the review. In the first phase, we developed an Evaluation and Research Plan on the basis of which the entire review was conducted. In the next phase we designed and developed questionnaires to gauge program relevance and effectiveness, followed by data collection via sample survey. The collected data was collated, analysed and summarized to deduce the key findings of this review.

An analysis of the observations of the review has been provided in the form of key findings, along with realistic recommendations for improvement and policy changes, as applicable, to improve the Program management. Our comprehensive report has been presented by linking those findings with the recommendations.

Overall Assessment

Program Specific Assessment

Overall, our assessment leads us to conclude that of the three programs reviewed, the Credit Facilities Program is the most popular and successful Program. The Subsidiary and the Business Support Services Programs are necessary but need improvement to enhance their effectiveness. Our assessments are summarized below:

Credit Facilities Program

General Term Loans – Based on client file review, client interview and staff interviews (both the BDIC and ITI staff), we have concluded that this is a highly successful and popular program element. This is really a right program for business development in the territory and without this program, it will be difficult for many entrepreneurs to access their required financing from commercial banks or other lenders to break their grounds.

Standing Letter of Credit – This too is quite effective and widely used.

Working Capital Guarantee – This program element is somewhat successful but is poorly designed and requires modification to enhance its effectiveness. If the BDIC is able to provide working capital assistance directly to the clients instead of associating with the banks, it will reduce the cost of borrowing for the clients. Currently the clients incur borrowing costs both to the BDIC and to the Commercial Banks simultaneously. Consequently, the total borrowing cost is significantly higher than the existing market average for similar borrowing. Eliminating bank's involvement will reduce the cost of borrowing significantly.

Winter/Summer Re-Supply Financing (Speciality Term Loans) – This program has not been successful and can easily be served through the General Term Loan Program. There is almost no uptake of the program since its introduction in the year 2009.

Seasonal Production Financing (Speciality Term Loans) – This program has not been successful and can easily be served through the General Term Loan Program as well. There is no uptake of the program since its introduction in the year 2009.

Community Futures - BDIC is working closely and effectively with the Community Futures Organizations but some controls are not always adhered to. A loan financed out of BDIC fund is not being earmarked at the time of approval. That makes it difficult to identify the bad debts when they do occur. This allows the Community Futures organizations to transfer any bad debts to the BDIC as per their discretion.

Subsidiary Program

The performances of the subsidiaries have not been steady; rather sales and profitability both have declined steadily. It is noted that subsidiaries have gone through various abnormal circumstances like flooding in Nahanni Butte, damage to the property, the southern GM of Fort Macpherson taking away most of the clients with him and similar other situations. Since the inception of the BDIC, only two new subsidiaries have been established, which indicates that the BDIC needs to enhance the programs by working in tandem with the aboriginal organisations. This will help identify business and economic development opportunities in the less developed communities. BDIC should take the opportunity of working hand-in-hand with the community economic development organizations and thereby generating synergy by using its structured resources. Subsidiary program can be used as a very strong vehicle of aboriginal economic development if planned, structured and implemented strategically.

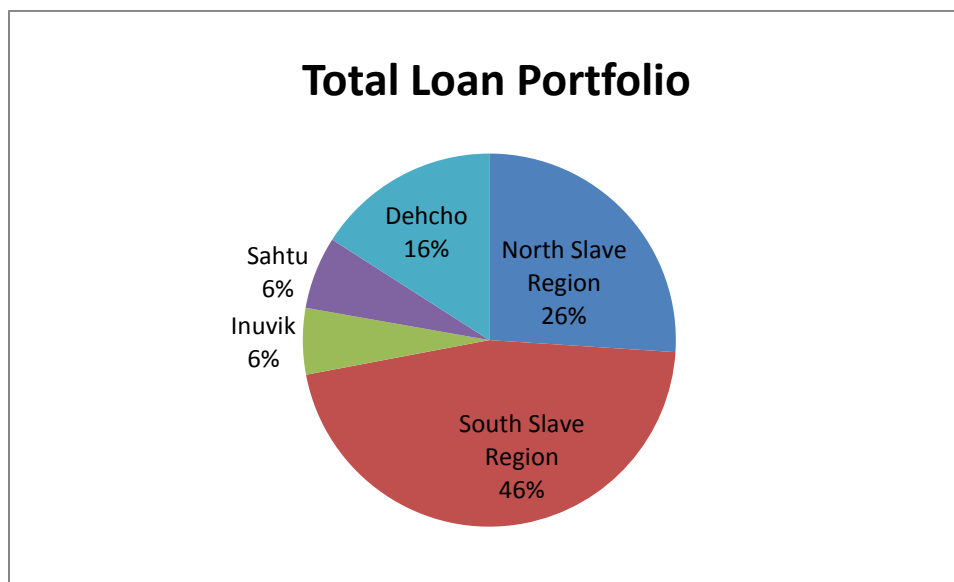
Business Support Services Program

The services of Canada Business NWT are more or less known to the business owners but not known to the general public at large. This program is productive but it is important to generate more awareness among the general public about the services of the Canada Business NWT so that enterprising entrepreneurs are encouraged to avail the benefits out of this program. The program should strive to target right group of clientele base and must adjust its strategy accordingly.

General Assessment

It has been found that the percentage of impaired loan was 18.7% of the total loan portfolio. This high percentage of impaired loan indicates that stronger loan collection ability is required.

The region-by-region loan exposure is disproportionate and various factors can be responsible for that such as uneven regional growth rate, economic turmoil, size of population, governmental business development activities.



There is often a considerable time lag between approval of a loan and completion of legal documentation prior to disbursement to the client. Sometimes this time lag is caused by factors such as delay to register to land titles, abnormal time taken by clients to provide requisite information for completing the legal documentation, unusual time taken for mandatory signature on the documents, etc. These are almost beyond the control of the BDIC. However, often the cause of abnormal time lag is the difficulty of accessing the solicitor by the clients in cases where the clients are required to access the services of a separate solicitor for independence reason. It is difficult to access solicitors in the remote communities.

Although the BDIC has a performance measurement system in place, the system is not adequate enough to measure the performance in an objective manner (ref: page 7-8 of the BDIC Corporate Plan, 2013-14). The strategies are not linked to the Corporate Vision directly. A good performance measurement system generally translates the strategies into four vital components – objectives, measures, targets and initiatives. Always actual results are compared with the targets. The BDIC Corporate plan does not set any such targets corresponding to its measures and accordingly, does not allow comparing the actual results with the targets.

The percentage of impaired loan is high (18.7%) when compared to the total loan portfolio. This is common for the developmental lending but for the BDIC, still there is room for improvement as there are organizations with very low percentage of impaired loan. Farm Credit Canada can be cited as an example.

Although the BDIC is still differentiating the Communities by Level (Level I and Level II), in designing and delivering its Contribution program, this differentiation is not serving the

underlying purpose of creating economic development opportunities in disadvantaged communities. This observation applies to BDIC's Contribution programs only; as for credit facilities programs, each application is decided on merit, not by the community Level.

Based on the review of programs of similar organizations, it appears that some products of similar organizations of other jurisdictions may be relevant for the BDIC to consider in order to accelerate business development in the territory.

Recommendations

Program Specific Recommendations

Credit Facilities Programs

General Term Loans - BDIC should continue with this program without any design modifications due to its wide acceptance and effectiveness as a whole.

Standby Letters of Credit - This program is quite effective and should be continued by the BDIC without any modifications.

Working Capital Guarantee - BDIC should be able to provide working capital assistance directly to the clients without associating with the banks. It has to establish proper policies and procedures so that it is able to provide access to funds, disburse and get repayments of the funds directly from the clients. In this regard, the BDIC may look at adopting alternative solutions adopted by similar organisations for developing the Working Capital Assistance Program.

Specialty Term Loans - Winter/Summer Re-Supply Financing and Seasonal Production Financing - Both of these programs have not been effective and should be discontinued.

Community Futures - BDIC should ensure that a loan financed by Community Futures out of BDIC fund is earmarked right at the time of approval. The bad debts arising out of BDIC-financed loans only are transferred to the BDIC. Community Futures should not be allowed to transfer bad debts of any loans to the BDIC as per their choice. In other words, BDIC must ensure that "only" BDIC financed bad debts are transferred by the Community Futures and the related controls are complied with. This is very important for financial reporting purposes as the BDIC is a separate legal entity. It is very important from the auditing point of view as well. It's performance measurement will also be distorted if the bad debt losses are not recorded correctly.

Subsidiary Programs

It is recommended that BDIC should focus on two things to improve the performances of the existing subsidiaries – marketing and financial management.

New and improved marketing strategies must be adopted to arrest the trend of decreasing sales. Simultaneously, BDIC should develop a set of financial procedures that should consistently be followed by each of the subsidiaries, to help control cost, ensure consistency across the subsidiaries and to enhance surplus. At the BDIC level, BDIC should incorporate a set appropriate performance measurement indicators in order to measure the success of the subsidiary program.

In order to increase the number of new subsidiaries, the BDIC should work cohesively with the community based economic development corporations. To help identify the economic opportunity across the communities and to take advantage of them, the BDIC should identify communities with potential for investment opportunities for business and economic development and begin discussing opportunities with the aboriginal economic development corporations. This will allow the BDIC to play its role as an important vehicle of aboriginal business and economic development in the territory.

Business Support Services Program

Awareness about the Business Support Services Program should be generated among the general population, particularly young and enterprising entrepreneurs through increased visibility in public forums and in public places. A storefront location is highly recommended.

Also a system of gathering feedback from the existing high usage clients about the program should be put in place. Their recommendations should be used, as applicable, in developing additional value added services.

General Recommendations

We recommend that the BDIC mitigates the problem of accessing client solicitor by accessing services of outside organizations like First Canadian Title (FCT.ca). The services of First Canadian Titles are often used by commercial banks to mitigate this problem. The BDIC should explore similar organizations that can provide this service.

The BDIC should introduce an appropriate performance measurement and management system by linking its vision to strategies and the strategies to corresponding objectives, measures, targets and initiatives. A good performance measurement system translates the strategies into four vital components – objectives, measures, targets and initiatives. It should be able to quantify the actual results to the extent possible, and compare with the targets.

The BDIC must strengthen the quality of its loan evaluation, monitor the loans very closely and keep close contact with the borrowers and initiate preventive measures to avoid defaults so as to reduce the loan impairment percentage.

It should be investigated to examine the reasons for disproportionate distribution of loan portfolio to uncover any room for improvements.

The BDIC, to make its contribution program more effective, should revisit the need of differentiating the communities by levels and try to come up with a more realistic differentiation that can be more appropriate and meaningful to the contemporary economic circumstances.

Based on our review of similar organizations, we recommend that the BDIC investigates programs of similar nature of different organizations, as they are relevant for developing the BDIC's business and, at the same time fulfilling its mandate. The programs recommended for further examination are Financing of Refundable Tax Credits offered by Investissement Quebec, Entrepreneur Loan Program – First Peoples Economic Growth Fund Inc. (NGO) offered by Manitoba Development Corporation (Part of Manitoba Government), Entrepreneurs with Disabilities Program (NGO) offered by Manitoba Development Corporation, Futurpreneur (NGO) offered by Manitoba Development Corporation, Resource and Energy Investment Program – First Peoples Economic Growth Fund Inc. (NGO) offered by Manitoba Development Corporation, Women's Enterprise Centre (NGO) offered by Manitoba Development Corporation, Finance Equipment offered by Farm Credit Canada, Young Farmers program offered by Farm Credit Canada, Buy a Business – Asset based financing program offered by Business development bank of Canada and Buy a Business – Non Asset based financing program offered by Business Development Bank of Canada.

Chapter 2 - INTRODUCTION

Background

Section 3 of the Northwest Territories Business Development and Investment Corporation Act sets the purpose of the Corporation. Accordingly, the purpose of the Corporation (the BDIC) is to support the economic objectives of the Government of the Northwest Territories in a manner that benefits the people and the economy of the Northwest Territories. It does so by encouraging the creation and development of business enterprises, providing financial assistance to business enterprises, either on its own or as a complement to private sector or other financing, directly investing in business enterprises and providing information to business enterprises and members of the public respecting the establishment and operation of businesses, and other business matters.

In reality, the BDIC is the lender of last resort. Unlike conventional bank financing, the objective of the BDIC is not to make money but to create business and economic development across the territory and accordingly, financial performances of the BDIC are not comparable with that of any commercial lending organizations.

The BDIC delivers Term Loans, Standby Letters of Credit and Working Capital Guarantee as its “lending programs”. It also invests in Subsidiaries and Venture client corporations as its “investment programs”. Besides lending and investment programs, it also delivers a third type of program, called Contributions.

Section 41 of the Northwest Territories Business Development and Investment Corporation Act mandates that there should be a review of the programs established under the Act, five years after the date of enforcement of this Act (i.e. April 1, 2005) and thereafter, in every five years after the previous review.

In March of 2013, the Department of the Industry, Tourism and Investment (ITI) of the Government of the Northwest Territories and the BDIC completed a review of the following programs:

1. Venture Investment Program
2. Contribution Programs

In the current year (2014), the BDIC has undertaken to cover the following remaining programs in the second and final phase of the review:

1. Credit Facilities
2. Subsidiary
3. Business Support Services offered through Canada Business NWT (a partnership with Industry Canada).

Approach Adopted for the Review

This review examined the effectiveness of the above programs by:

1. Analyzing the operation of the above programs;
2. Determining if intended impacts of the programs are being realized;
3. Determining if intended impacts of changes, if any, have been realized;
4. Determining what benefits have been achieved from each of the various programs and where and how these benefits have accrued; and
5. Recommending changes that might improve results.

Overall, this review examined the programs against BDIC's objectives, mission and vision:

1. with their actual performance against benchmarks;
2. with their counterparts in other jurisdictions;
3. for future potential and scope of improvements; and
4. in the light of cultural, socio-economic and needs of NWT based businesses.

Tenure under Review

The period examined is from April 1, 2005 to March 31, 2014.

Overall Assessment and Analysis

We have conducted the review to assess the effectiveness of the programs, gauge the deficiencies and examine scope for improvement and correction; as well as provided detailed recommendations to enable the BDIC to attain the optimum benefits from these programs.

Chapter 3 - OVERVIEW OF PROGRAMS

Listing of programs under review

A. Credit Facilities Programs

1. Term Loans
 - General Term Loans
 - Specialty Term Loans
 - Winter/Summer Re-Supply Financing
 - Seasonal Production Financing
2. Standby Letters of Credit
3. Working Capital Guarantee

B. Subsidiaries Program

The following are the subsidiaries that either do exist to date or did exist during the period under review at some point or other:

1. 913044 NWT Ltd. /Ft. McPherson Tent and Canvas
2. Acho Dene Native Crafts Ltd.
3. Arctic Canada Trading Company Ltd.
4. Dene Fur Clouds Ltd.
5. Nahanni Butte General Store Ltd
6. Rae Lakes General Store Ltd.
7. 5983 NWT Ltd. / Ulukhaktok Arts Centre
8. 6355 NWT Ltd.

Rae Lakes General Store Ltd. has been sold few years back and has not been reviewed.

C. Business Support Services Programs

Purpose and nature of each of the programs under review

A. Credit Facilities Programs

1. General Term Loans

The BDIC lends to viable businesses, which are unable to obtain financing elsewhere. If any business requires customized or non-standard repayment terms, the BDIC can customize the prepayment schedule to meet its needs. The BDIC offers a choice of fixed or variable interest rates. The rates are based on the credit risk involved. Fixed rates are quoted as a fixed percentage but variable rates are quoted as 'Prime + 2%, 3% or 4%'. Variable rate loans can be converted to a fixed rate at any time the business chooses; however, fixed rate loans may only be converted to a variable rate on the renewal date.

Speciality Term Loans - Winter/Summer Re-Supply Financing

If a business is located in a community with no all-season road access, it can apply for Winter/Summer Re-supply Financing, which is a short-term loan that will allow it to take advantage of the most cost-effective way to re-supply its inventory (by winter road or summer barge). Winter/Summer Re-supply Loans are repayable within one year.

Speciality Term Loans - Seasonal Production Financing

The artists, craft-makers or harvesters buy supplies so that they can make or harvest products to sell; the BDIC can provide them with a loan up to a maximum of \$25,000 to finance the purchase of their supplies. Seasonal Production Loans are repayable within one year as well.

Standby Letters of Credit

Businesses bid on contracts that require contract security or if its suppliers require security of payment, then the BDIC's Standby Letter of Credit Program may be a solution for them.

A Standby Letter of Credit (SLC) is an irrevocable assurance that the BDIC will make payments in the event of the businesses being unable to meet their obligations to third parties. SLCs are often issued for Companies or governments that require contractors to provide security with their bids or for contract security and suppliers who require security to ship prior to receiving payment for goods. In the event of a default, the third party beneficiary can demand payment from the BDIC, in which case, the BDIC will pay and the client will be required to reimburse the BDIC.

Standby Letter of Credit (SLC) carries the same credit risk, recourse and collateral security requirements as loans. The maximum term of an SLC is one year.

In particular, Standby Letter of Credit Facilities have a term (typically 5 years), a commission rate, which varies from 2% to 4% per Standby Letter of Credit issued depending on the credit risk involved, an aggregate dollar limit that can be used for issuing SLCs. The limit will become available again when SLCs expire or are returned.

Working Capital Guarantees

Working Capital Guarantee encourages commercial lenders to make working capital loans by providing them with a loan backing guarantee, which decreases their risk.

These loans provide the businesses the liquidity and confidence to accept new contracts, increase their sales, and compete more effectively in the marketplace.

B. Subsidiaries Program

BDIC undertakes the formation of community level corporations, which, in turn, forms part of BDIC umbrella. Generally these corporations produce and deal in local aboriginal traditional arts and crafts for retail and wholesale business. The idea behind formation of these subsidiaries is to develop the local community economy and generate employment. Once the subsidiary is self-sufficient and self-reliant, ownership is transferred and sold to local community based organisations. Presently the BDIC owns the following subsidiaries:

1. 6355 NWT Ltd. /Muskox Subsidiary

Located in Sachs Harbour, this subsidiary harvests muskox and sells muskox products. Products include meat, hides and horns of muskox.

2. Acho Dene Native Crafts Ltd

Located in Fort Liard, Acho Dene Native Crafts began operations in 1976. In 1992, the BDIC's predecessor assumed ownership and responsibility for the store and its operations. It produces traditional arts and crafts for wholesale and retail. The business also retails moose hide accessories including traditional mittens, gauntlets, moccasins and mukluks, and small souvenir items.

3. Dene Fur Clouds Ltd

Located in Fort Providence, Dene Fur Clouds is a knit fur manufacturing company producing accessories such as headbands, mitts, and scarves.

4. 913044 NWT Ltd. /Ft. McPherson Tent and Canvas

Located in Fort McPherson, the tent and canvas shop was incorporated in 1991. The Canvas Shop has a strong reputation as a producer of quality tent and bag products, including canvas wall tents and tipis, and a line of durable luggage bags. They also offer embroidery services.

5. Nahanni Butte General Stores Ltd.

Located in Nahanni Butte, this subsidiary was involved in retail merchandise of grocery and hotel operations. As a community grocery store, it was a very important organisation for the community as a whole. This subsidiary has been handed over to the community in the last year.

6. 5983 NWT Ltd. / Ulukhaktok Arts Centre

Located in Ulukhaktok, formerly the Holman Print Shop it has spent decades employing local artisans from the community, the Centre produces prints, muskox carvings, qiviut products and other traditional items.

7. Arctic Canada Trading Company Ltd

Based in Yellowknife, it was established in 1992 to market and sell arts and crafts products from the NWT. It is presently mandated to market the products of above mentioned subsidiaries.

C. Business Support Service Programs

BDIC is the member organisation of Canada Business Network. The program is operated through six satellite offices in different locations and administered from BDIC headquarters in Yellowknife.

It provides a wide range of information on services, programs and regulations about starting a new business or improving an existing one.

Chapter 4 - SCOPE OF THE REVIEW

The scope on the basis of which the review has been conducted is summarized below:

- a) The following BDIC programs have been reviewed in order to comply with the provisions of Section 41 of the Northwest Territories Business Development and Investment Corporation Act:
 1. Credit Facilities
 2. Subsidiary
 3. Business Support Services offered through Canada Business NWT (a partnership with Industry Canada).

- b) The review has been conducted and each of the above programs has been examined on the basis of the following criteria:
 1. The program's purpose, role and operations in light of the BDIC's objectives;
 2. The program's actual performance and measurement against benchmarks;
 3. The purpose of the program in meeting the mandate and the economic objectives of the BDIC;
 4. The inter-complementary relationship of the programs under review;
 5. The program's purpose and performance in comparison to similar programs offered in other jurisdictions;
 6. Potential for enhancement of existing programs; opportunities for program development and new initiatives.

- c) The review has been conducted by applying an efficient methodology (please refer to Chapter 5 for details) in order to ensure a successful delivery of the requested deliverables by the use of efficient statistical survey and analytical techniques;

- d) Analysis of the review findings has been provided along with realistic recommendations for improvement and program and policy changes, as applicable, to improve the program management;

- e) Types of communities that would most benefit from application of the BDIC Programs under review, have been identified with appropriate evidence, analysis and conclusion;

- f) Our comprehensive report has been presented with objective findings and realistic recommendations.

Chapter 5 - REVIEW METHODOLOGY

The methodology has been developed and finalized in a way that the review exercise is able to:

- Review the Credit Facilities programs, Subsidiary programs and Business Support Services programs of the BDIC for the period from 1st April 2005 to 31st March 2014;
- Examine the level of compliance with the changes made to the legislation, regulations, programs, services, policies and procedures for the same period;
- Determine if the intended impacts of the programs are being achieved;
- Determine if the intended impacts of the changes have been realized;
- Determine what benefits have been achieved from each of the various programs and where and how these benefits have accrued; and
- Recommend changes and improvements to ensure that the BDIC fulfills its role as expected by the GNWT and the residents of the NWT.

We have pursued a general approach to start with, that is generally applicable to most of the program review exercise and is summarized below:

- Our review approach has included the use of a survey, data collection and analysis, comparison, confirmation, discussion, and inspection. This approach has enabled us to gather maximum information and to enhance the effectiveness of the review procedures.
- We have ensured that we make ourselves familiar with the relevant legislations (acts and regulations), policies, procedures and guidelines. We reviewed the BDIC Act and Regulations, Policies and Procedures and program delivery guidelines. Besides, we reviewed Annual Returns, Strategic Planning Documents, Results' Reports and similar statistical information that had significant bearing on our review. We also reviewed the management letters and other financial documents to gain an understanding of the collection pattern and client success.
- In general, during the entire course of this review, the project team collected a large amount of information from a wide variety of sources. Accordingly, it has been necessary to employ a proper data collection tool that has allowed aligning information and feedback received from different sources with specific evaluation issues (questions) and topics. Evidence has been cited in the form of information collected from a document or from literature review or in the form of information gathered from interviews and surveys. This has allowed us to organize "information and feedback of similar nature" efficiently to address particular areas of enquiry.
- The review looked at different sections of the NWT population from different communities that have benefited from various BDIC Programs under review.

- The evaluation has also taken into consideration the differences between Level 1 and Level 2 type communities. The questionnaire has been developed and the interviews have been conducted accordingly.

Phases Adopted For Review

Besides general approach, we have pursued a technically planned systematic phased approach. The various phases have followed the sequence as given below:

PHASE- I: DEVELOPMENT OF EVALUATION AND RESEARCH PLAN

This is the very first phase where we have developed the blueprint of our review. All the steps involved in the review process have been documented and discussed with the BDIC designated working committee. All the stakeholders have been identified in this phase as well. The plan has also determined the scope of the required level of literature review, survey and interviews. The plan has also been thoroughly discussed with the BDIC and implemented based on mutual agreement. This phase also included sample selection.

PHASE- II: DEVELOPMENT OF QUESTIONNAIRE

In development of the questionnaires we have ensured that the questions are relevant and are capable of evaluating the program effectiveness by using our professional judgement.

A. PROGRAM RELEVANCE

To support the evaluation framework, questionnaires have been developed ensuring that the answers to the following questions are received:

1. Are the current BDIC programs able to fulfill the BDIC's on-going role/mandate by supporting the economic objectives of the Government of the Northwest Territories?
2. Are the current BDIC programs able to achieve the set goals of BDIC?
3. Are there any Performance Measurement and Management Systems in place by which the BDIC can measure the success of its programs to determine as to whether it is fulfilling its role? and
4. Are the programs of similar organizations of other jurisdictions relevant for the BDIC?

B. PROGRAM EFFECTIVENESS

The Program Review exercise analyzed the success of each of the BDIC programs with reference to the following aspects:

- Program Intent
- Program Results

- Program Management and Administration
- Costs and Benefits
- Regulations, Policy and Guidelines
- Recommendations/Observations

For each of the evaluation issues, questions (part of questionnaire) were developed in consultation with the BDIC designated Working Committee. The questions were developed with the objective of gathering information and feedback in order to provide a comprehensive profile of the issues identified above.

C. DESIGN AND DEVELOPMENT OF QUESTIONNAIRE

Each questionnaire's design has encompassed the following elements:

- What should be asked?
- How should each question be phrased?
- The sequence in which the questions should be arranged;
- What questionnaire layout will best serve the review objectives?
- Presentation of the questionnaire;
- Whether any part of the questionnaire needs revision?

Reasonable care has been taken to ensure that the questionnaire provides comprehensive questions, motivate the respondents to cooperate and to complete all questions and to facilitate administrative and data processing requirements. We attempted to minimise the data collation errors and also to cut-back inadequate and unnecessary information.

The developed questionnaires have then been employed throughout the evaluation process to collect and gather information and feedback from key stakeholders, as well as associated stakeholders.

PHASE- III: DATA COLLECTION AND ANALYSIS

Data was collected through research, literature review, review of legislations and program delivery guidelines, interviews and conversations. Mailed questionnaires were not used because of traditionally poor responses and tight timelines of the project. The responses were used verbatim during analysis wherever possible.

PHASE- IV: REPORT PRODUCTION AND SUMISSION

In this phase we have developed draft report and upon receiving comments and feedback, finalized the report until mutually agreed. In this phase we have:

- Issued draft review report to the Steering Committee;
- Discussed, modified, prepared and presented final Review Report; and
- Issued a Summary Report (Executive Summary).

The subsidiary components (details) of the methodology that have been considered and followed are summarized as well. Please refer to Table B for the detailed Methodology.

Chapter 6 - DESIGN AND DEVELOPMENT OF QUESTIONNAIRES

Various types of questionnaires were prepared for various interviewees and respondents. The types of questionnaires are listed below:

1. Questionnaire for ITI Staff (Manager, Trade and Investment)
2. Questionnaire for BDIC Staff (Manager, Operations)
3. Questionnaire for BDIC Staff (Manager, Communications and Board Support, also responsible for Business Support Services)
4. Questionnaire for Steering Committee
5. Questionnaire for Clients.

The summary of various tables are presented below:

- a) TABLE A.1: Questionnaire for the Steering Committee.
- b) TABLE A.2: Questionnaire for Manager Trade and Investment.
- c) TABLE A.3: Questionnaire for Subsidiaries
- d) TABLE A.4: Questionnaire for Manager, Operations, Head Quarters
- e) TABLE A.5: Questionnaires for Manager, Business Support Services Programmes
- f) TABLE A.6: Questionnaire for Client Interview
- g) TABLE A.7: Questionnaires for Client File Review – Credit Facilities

Kindly refer to Tables A.1 to A.7 for details.

Chapter 7 - SAMPLE SELECTION

The sampling process comprises several stages:

- Defining the population: Total number of clients for the programs under review comprises the population. List of clients were collected and tabulated in Microsoft Excel Spreadsheet.
- Determining the sample size: It was determined, based on our professional judgement and past experience with the BDIC that 5 percent of total population of credit programs and 100% of subsidiaries will be the sufficient sample size. The condition imposed was that the sample must be drawn from each year under review, from both levels of communities and from all programs under review. The idea was to ensure that the selected samples represent fairly the entire population, all programs and the entire tenure under review.
- Selection method: We used random selection using the =rand () function in Microsoft Excel. Random numbers were generated first and then sorted in ascending order. We then selected highest value random numbers for each year - for each community - for every program and selected 5% data capturing every level and every year. If 5% for any level was less than 1, by default the sample size was taken as 1 as long as there is a client in that category.
- Implementing the sampling plan: Samples selected were communicated and discussed with the BDIC staff to discuss the feasibility of locating the files/information of clients as per sample.
- Sampling and data collection: After the sampling exercise and meeting with BDIC staff was complete, a day was fixed mutually, to do sampling

Total Line Items as per Information provided: 212

Unique Credit program records (after elimination of the repetition of same clients at various points of time): 115

Unique Subsidiary program records: 8

Sample Selected from Unique data for credit programs: 17

Sample Selected from Unique data for subsidiary programs: 6

List of Samples for the Review

Year	Business Name	Program	Level
2006	Nahendeh Development Ltd.	Credit	2
2006	L & A Aviation Ltd.	Credit	1
2007	Fort Simpson Beverage	Credit	2
2007	Forward Skateboard Shop	Credit	1
2008	Millennium Construction Ltd.	Credit	2
2008	Sand Environmental Excavating	Credit	1
2009	Frank's Water Services	Credit	2
2009	Enodah Wilderness Travel Ltd.	Credit	1
2010	5988 NWT Ltd.	Credit	2
2010	4720 NWT Ltd. / Aurora Village	Credit	1
2011	TDC Contracting Ltd.	Credit	1
2011	Les Norn Contracting	Credit	2
2012	Morgan's Mechanical Ltd.	Credit	1
2012	Deninu K'ue Development Corporation Ltd.	Credit	2
2013	Haywood, Jayne	Credit	1
2013	Community Futures Development Corp of the Dehcho	Credit	2
2014	Johnson, Ivan W.	Credit	2
2006	913044 NWT Ltd. /Ft. McPherson Tent and Canvas	Subsidiary	2
2006	Acho Dene Native Crafts Ltd.	Subsidiary	2
2006	Arctic Canada Trading Company Ltd.	Subsidiary	1
2006	Dene Fur Clouds Ltd.	Subsidiary	2
2006	Nahanni Butte General Store Ltd.	Subsidiary	2
2010	5983 NWT Ltd. / Ulukhaktok Arts Centre	Subsidiary	2
2012	6355 NWT Ltd.	Subsidiary	2

Chapter 8 - DATA COLLECTION AND ANALYSIS

We collected data by:

- a. Reviewing the relevant documents
- b. Requesting the Steering/Working committee for their inputs in identifying the list
- c. Determining appropriate population and sample for data collection and analysis;
- d. Carefully reviewing the relevant act, regulations, policies and procedures, guidelines, corporate plan and program results
- e. Conducting various interviews as per developed and structured questionnaire
- f. Summarising the relevant facts.

Collected data have been systematically analyzed and the results of data analyses are presented in the form of Key Findings in Chapter - 9.

Chapter 9 - KEY FINDINGS

Part A: Program Specific Findings

A. Credit Facilities Programs

A.1 Term Loans - General Term Loans

Our client file review, client interview, staff interviews (both the BDIC and ITI staff), sample survey, empirical evidence and data analysis show that this is a very effective program and is able to contribute towards the BDIC's goals of attaining its business and economic objectives. There is a steady need for this program in the territory. The BDIC clients experience this program as very effective. This program is very popular overall. This is really a right program for business development in the territory and without this program, it will be difficult for many entrepreneurs to access their required financing from commercial banks or other lenders.

A.2 Specialty Term Loans - Winter/Summer Re-Supply Financing

This program was introduced in 2009. There is almost no uptake. In 2014, one client's application has been approved but the loan has not yet been disbursed. It is not certain that the loan will be disbursed. The program performance clearly shows that the program is neither responsive nor effective. This type of client-needs can easily be served by the general term loan program, which is already very popular (Please refer to point A.2 in Chapter 10 for recommendations).

A.3 Specialty Term Loans - Seasonal Production Financing

This program was introduced in 2009. The program performance clearly shows that the program is neither responsive nor effective. This type of client can easily be served by the general term loan program as well, which is already very popular (Please refer to point A.3 in chapter 10 for recommendations).

A.4 Standby Letters of Credit

Our sample survey, empirical evidence and data analysis show that this is a very effective program and is able to contribute towards the BDIC's goals of attaining its business and economic objectives. There is a steady need for this program in the territory. The BDIC clients take the program as very effective. This program is very popular overall.

A.5 Working Capital Guarantee

Our sample survey, empirical evidence and data analysis show that this program is somewhat effective but requires modification since the program is not free from its inherent deficiencies. The uptake of the program since its inception is summarized below:

FILE NO	COMMITTED YEAR	AMOUNT in \$	REGION	STATUS
12-00509-103-01	2009/2010	100,000	North Slave	Completed
22-00130-103-01	2010/2011	2,000,000	South Slave	Completed
22-00490-103-02	2012/2013	160,000	South Slave	Completed
22-00607-103-01	2010/2011	100,000	South Slave	Completed
41-00465-103-01	2010/2011	25,000	Dehcho	Completed
41-00465-103-02	2014/2015	35,000	Dehcho	Pending

From the above evidence it is clear that the uptake of this program is not satisfactory; on an average there is only one uptake every year. Not all the regions have taken advantage of this program either. The reason for this unsatisfactory success can be perceived as the significant deficiency of the design of the program itself. Following scenarios will identify the inherent deficiencies:

SCENARIO – 1:

Let's consider a working capital limit of say \$100,000 and an annual average use of funds is \$10,000.

BDIC charges 2-4% annual fees on the maximum limit of the loan and bank charges a risk based commercial interest rate which can vary around 6-10%. For our purpose let the bank's rate of interest is 6%. Banks charge interest on the actual use of funds, whereas BDIC charges interest on the maximum limit, irrespective of whether the entire fund is used or not.

Based on the numbers given above and considering the borrower is unable to provide adequate security, the BDIC's annual fees will be 4% of \$100,000 i.e. \$4,000. The bank's interest charges will be 6% of \$10,000 i.e. \$600. Therefore, total cost of borrowing comes to \$4,600 (\$4000 + \$600). Since the use of fund is only \$10,000, the cost of borrowing comes to $(\$4,600/\$10,000) \times 100\%$ i.e.46%.

SCENARIO - 2

Let's consider a working capital limit of say \$100,000 and annual average use of funds to be \$50,000.

BDIC charges 2-4% annual fees on the maximum limit of loan and bank charges a risk based commercial interest rate which can vary around 6-10%. For our purpose let's consider the bank's rate of interest as 6%. Bank charges on the actual use of funds, whereas BDIC charges fees on the maximum limit irrespective of whether the entire fund is used or not.

Based on the numbers given above and considering the borrower is unable to provide appropriate security, the BDIC's annual fees will be 4% of \$100,000 i.e. \$4,000. The bank's interest charges is 6% of \$50,000 i.e. \$3000. Therefore, total cost of borrowing comes to \$7,000 (\$4000+\$3000). Since the use of fund is only \$50,000, the cost of borrowing comes to $(\$7000/\$50,000) \times 100\%$ i.e.14%.

SCENARIO - 3:

Let's consider a working capital limit of say \$100,000 and annual average use of funds is \$80,000.

BDIC charges 2-4% annual fees on the maximum limit of the loan and bank charges a risk based commercial interest rate which can vary around 6-10%. For our purpose let the bank's rate of interest is 6%. Bank charges on the actual use of funds, whereas BDIC charges fees on the maximum limit.

Based on the numbers given above and considering the borrower is unable to provide appropriate security, the BDIC annual fees will be 4% of \$100,000 i.e. \$4,000. The bank's interest charges will be 6% of \$80,000 i.e. \$4,800. Therefore, total cost of borrowing comes to \$8800 (\$4000+\$4800). Since the use of fund is only \$80,000, the cost of borrowing comes to $(\$8800/\$80,000) \times 100\%$ i.e.11%.

As can be seen, the cost of borrowing is highly dependent on the extent of "usage" of fund as opposed to its maximum limit. If the usage is not significant, unlike bank, cost of borrowing is very high. If the usage is high, then the cost of borrowing is moderate, but still very high when this is compared to the cost of borrowing from banks.

In the North, there are several businesses which are dependent on energy sector and mining companies. It is not uncommon that they prefer to get working capital line established in anticipation of securing future business contracts or growth prospects. In that case their usage remains insignificant until they experience the projected growth or materialize their expected contracts. In that situation, scenario-1 is applicable and accordingly this program is not suitable

for them, as in scenario-1 cost of borrowing is very high. The root cause of this problem is that the BDIC fee is “annual” in the one hand (as opposed to one time set up fee) and is calculated on the maximum limit (as opposed to actual usage of funds) on the other.

Another deficiency is that the clients have to pay high interest to the banks in spite of the BDIC’s support. In reality, the bank has absolute guarantee from the BDIC of the fund in case of clients’ defaults. In other words, for the bank, the loan is 100% secured. Therefore, from the risk point of view, bank has a very limited amount/no risk in this kind of loan. Accordingly, banks should be able to provide the best rate of interest (the rate that is normally provided to bank’s risk free clients) to the BDIC clients. In reality banks normally charge lot higher rate of interest than that they normally charge for normal risk free loans. This is definitely an advantage for the bank at the cost of the BDIC and the client.

There is also another type of risk involved when the clients provide security to the bank for its working capital (which normally the case). Bank generally links those securities with additional loan products provided to the client even when the working capital loan is paid off. Client’s securities are not released at the time when working capital loan is paid off as they are already tied up with different loan products.

Another deficiency is the time consuming process, as the client has to go through two separate sets of applications for the same loan – one with the bank and another with the BDIC. The whole process take significant time prior to the loan approval (Please refer point no A.5 in Chapter 10 for Recommendation). The application requirements may be more or less the same but the process requires two separate approvals.

B. Subsidiaries Program

The following are the subsidiaries that either do exist as of date or did exist during the period under review at some point or other:

1. 6355 NWT Ltd.
2. Acho Dene Native Crafts Ltd.
3. Dene Fur Clouds Ltd.
4. 913044 NWT Ltd. /Ft. McPherson Tent and Canvas
5. Nahanni Butte General Store Ltd.
6. 5983 NWT Ltd. / Ulukhaktok Arts Centre
7. Rae Lakes General Store Ltd.
8. Arctic Canada Trading Company Ltd.

All these subsidiaries still exist except Rae Lakes General Store Ltd. and Nahanni Butte General Store Ltd., which have been handed over/sold to the community one by one. These are definitely success stories on the part of the BDIC. This success supports the idea behind formation of these subsidiaries. The idea is to develop the local community level economy and employment, and once the subsidiary is self-sufficient and self-reliant, ownership is transferred and sold to local community based organisations.

The following table will present the subsidiary performances at a glance:

Particulars	Subsidiary	Sum of 2005	Sum of 2006	Sum of 2007	Sum of 2008	Sum of 2009	Sum of 2010	Sum of 2011	Sum of 2012	Sum of 2013	Sum of 2014	Grand Total
Sales	6355 NWT LTD	0	0	0	0	0	0	0	6,289	216,618	5,974	228,881
	Acho Dene	153,412	134,763	121,514	109,570	132,418	152,516	90,697	90,442	111,426	126,148	1,222,906
	Arctic Canada	286,425	45,167	38,425	18,805	13,870	7,522	4,677	2,875	33,406	18,025	469,197
	Dene Fur	99,421	113,520	112,725	104,604	112,599	126,377	130,252	101,481	86,868	118,195	1,106,042
	Fort Mcpherson tent	447,087	490,949	475,642	577,654	514,144	407,595	316,812	337,754	223,795	287,969	4,079,401
	Nahanni Butte	0	314,279	300,212	403,903	428,816	315,234	298,646	270,346	112,728	19,150	2,463,314
	Uluhaktok Arts	0	0	0	0	0	9,432	60,788	57,363	67,951	75,333	270,867
Sales Total		986,345	1,098,678	1,048,518	1,214,536	1,201,847	1,018,676	901,872	866,550	852,792	650,794	9,840,608
Cost of Sales	6355 NWT LTD	0	0	0	0	0	0	0	5,597	204,337	16,536	226,470
	Acho Dene	103,296	90,166	81,792	67,616	82,368	96,829	57,660	40,998	77,010	86,817	784,552
	Arctic Canada	384,002	71,431	55,502	13,097	10,303	7,144	8,021	2,308	18,504	11,519	581,831
	Dene Fur	141,387	139,060	123,442	111,628	116,482	117,845	113,291	130,612	101,539	154,296	1,249,582
	Fort Mcpherson	248,141	337,056	268,887	302,962	342,340	398,083	187,073	222,244	247,836	264,374	2,818,996

Particulars	Subsidiary	Sum of 2005	Sum of 2006	Sum of 2007	Sum of 2008	Sum of 2009	Sum of 2010	Sum of 2011	Sum of 2012	Sum of 2013	Sum of 2014	Grand Total
	n tent											
	Nahanni Butte	0	214,108	178,641	217,648	156,879	169,078	172,735	192,617	138,405	16,402	1,456,513
	Uluhaktok Arts	0	0	0	0	0	7,958	28,075	28,833	23,075	81,969	169,910
Cost of Sales Total		876,826	851,821	708,264	712,951	708,372	796,937	566,855	623,209	810,706	631,913	7,287,854
General & Admin Expenses	6355 NWT LTD	0	0	0	0	0	0	0	406,752	307,013	71,798	785,563
	Acho Dene	168,543	141,744	151,204	147,986	147,380	186,046	191,648	144,407	136,647	141,097	1,556,702
	Arctic Canada	185,923	88,230	46,586	19,487	21,327	32,539	16,702	22,233	40,365	42,821	516,213
	Dene Fur	235,987	179,968	192,863	179,725	222,716	225,863	216,540	172,486	66,150	68,695	1,760,993
	Fort Mcpherson tent	259,309	217,100	254,958	254,924	309,847	256,166	238,270	236,486	191,403	225,451	2,443,914
	Nahanni Butte	0	263,264	256,223	256,839	258,347	221,367	236,333	202,497	144,947	56,014	1,895,831
	Uluhaktok Arts	0	0	0	8,590	8,590	101,095	239,159	281,744	253,369	200,305	1,092,852
General & Admin Expenses Total		849,762	890,306	901,834	867,551	968,207	1,023,076	1,138,652	1,466,605	1,139,894	806,181	10,052,068
Other Income	6355 NWT LTD	0	0	0	0	0	0	0	512,764	165,729	-119,978	558,515
	Acho Dene	154,714	187,323	106,004	100,579	131,867	127,617	134,122	94,282	145,411	125,628	1,307,547
	Arctic Canada	65,605	709,979	12,304	3,712	1,762	49,644	761	1,291	51,010	50,844	946,912
	Dene Fur	259,259	560,302	203,405	203,333	197,929	206,257	306,937	256,095	170,984	101,996	2,466,497
	Fort Mcpherson tent	109,643	6,568	87,819	96,994	51,874	112,512	88,426	94,197	101,567	316,829	1,066,429
	Nahanni Butte	0	245,459	115,361	120,175	131,083	6,783	136,137	124,389	-236,493	743	643,637
	Uluhaktok Arts	0	0	0	0	0	264,221	409,360	69,347	112,350	58,515	913,793
Other Income Total		589,221	1,709,631	524,893	524,793	514,515	767,034	1,075,743	1,152,365	510,558	534,577	7,903,330
Surplus/Deficit	6355 NWT LTD	0	0	0	0	0	0	0	106,704	-129,003	-202,338	-224,637
	Acho Dene	36,287	90,176	-5,478	-5,453	34,537	-2,742	-24,489	-681	43,180	23,862	189,199
	Arctic Canada	-217,895	595,485	-51,359	-10,067	-15,998	17,483	-19,285	-20,375	25,547	14,529	318,065
	Dene Fur	-18,694	354,794	-175	16,584	-28,670	-11,074	107,358	54,478	90,163	-2,800	561,964
	Fort Mcpherson tent	49,280	-56,639	39,616	116,762	-86,169	-134,142	-20,105	-26,779	-113,877	114,973	-117,080
	Nahanni Butte	0	82,366	-19,291	49,591	144,673	-68,428	25,715	-379	-407,117	-52,523	-245,393
	Uluhaktok Arts	0	0	0	-8,590	-8,590	164,600	202,914	-183,867	-96,143	-148,426	-78,102
Surplus/Deficit Total		-151,022	1,066,182	-36,687	158,827	39,783	-34,303	272,108	-70,899	-587,250	-252,723	404,016
Job Creation/Maintained	6355 NWT LTD	0	0	0	0	0	0	0	4	0	0	5
	Acho Dene	0	3	3	3	2	3	2	2	1	1	20
	Arctic Canada	0	0	0	0	0	0	0	0	0	0	1

Particulars	Subsidiary	Sum of 2005	Sum of 2006	Sum of 2007	Sum of 2008	Sum of 2009	Sum of 2010	Sum of 2011	Sum of 2012	Sum of 2013	Sum of 2014	Grand Total
	Dene Fur	0	0	5	3	4	5	4	5	4	5	34
	Fort Mcpherson tent	8	5	5	6	6	7	7	4	4	6	59
	Nahanni Butte	0	3	3	3	3	3	4	3	2	1	23
	Uluhaktok Arts	0	0	0	0	0	0	2	2	2	1	6
Job Creation/Maintained Total		8	11	15	15	16	18	19	19	13	14	147

For individual subsidiary performances please refer to Tables D.1 – D.7.

As is evident from the above analysis that the performances of the subsidiaries have not been steady - rather sales and profitability both have declined steadily. It is to be noted that that subsidiaries went through various abnormal circumstances like flooding in Nahanni Butte, damage to the property, the southern GM of Fort Macpherson taking away most of the clients with him, and similar other situations.

Since the inception of BDIC, only two new subsidiaries have been established. As indicated earlier, the purpose behind formation of these subsidiaries is to develop the local community level economy and employment. Therefore, limited expansion of subsidiaries (two subsidiaries only) clearly indicates that the above purpose has not been fully met.

The aboriginal community organizations are integral part of the northern economy. Economic arms of all the communities are the community development organizations. The current subsidiary programs have the potential for working hand-in-hand with the community development organizations and accordingly to accelerate the development of the local community level economy.

There is no standard performance measurement and management tool in place that will indicate the performance of this program as a whole on the part of the BDIC (Please refer point no 8 in Chapter 10 for Recommendations).

C. Canada Business NWT Program

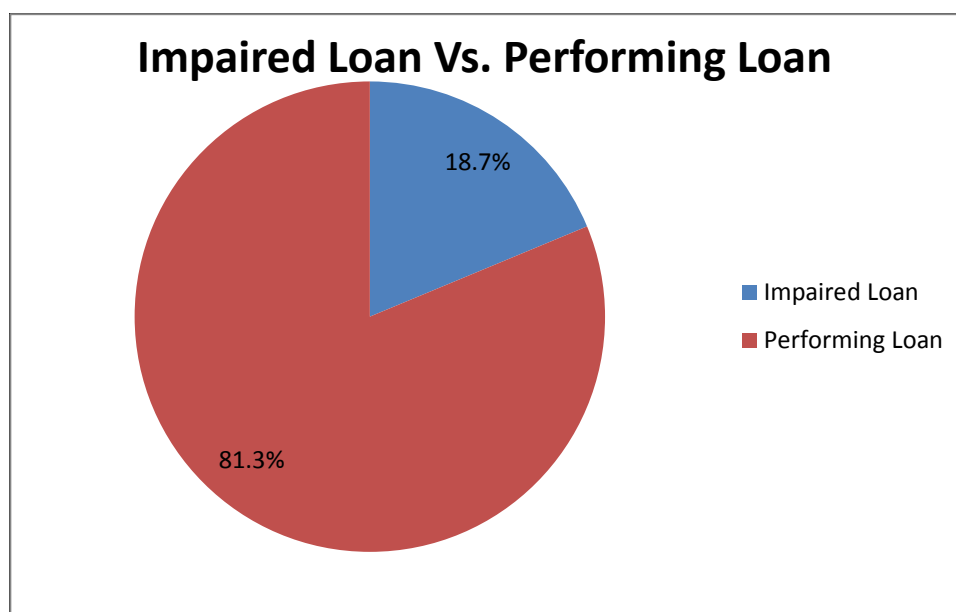
The services of Canada Business NWT are more or less known to the business owners but not known to the general public at large. It is overall very productive program.

It is important to have strategic communication system in place so that the general public can be easily aware of the services of the Canada Business NWT. Another weakness includes lack of feedback gathering from the high usage clients. Currently Canada Business NWT does not have a sophisticated customer relationship database except a track record of various interactions. Also no such mechanism is in place for follow up surveys on specific services i.e. feedback forms when mailing library materials, emailing feedback forms after client meetings or video sessions. Also there is no such system in place where the Canada Business NWT could ask the clients about their suggestions about other services that they could expect to be offered by the Canada Business NWT for their assistances (Please refer point D in Chapter 10 for Recommendations).

Part B: General Findings

1. High percentage of Impaired Loan

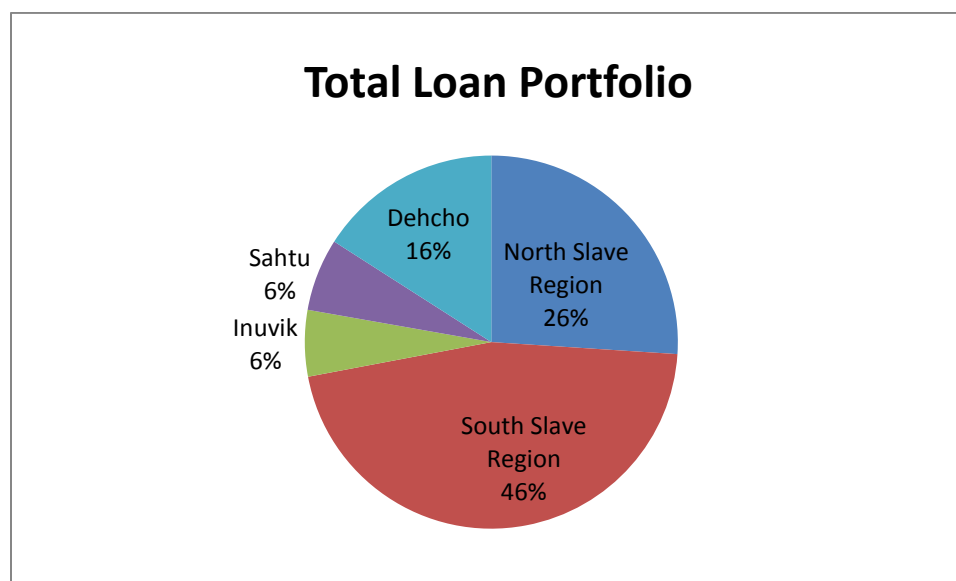
We found that as of 31st March 2014 the total loan portfolio was \$42,614,647. Out of this total portfolio, impaired loan was \$7,982,748. Therefore, the percentage of impaired loan was 18.7% of the total loan portfolio. This high percentage of impaired loan indicates that stronger loan collection ability is required. The BDIC, being a lender of last resort, this percentage may not be unrealistic but it is higher than most of the government owned lending organizations. For example, the Farm Credit Canada has about 1.278% impaired loan compared to its total loan portfolio (as per its 2012-13 financial statements).



2. Regional distribution of loan portfolio

The distribution of total loans is presented by the following table and the pie – chart:

Region	Total loan Portfolio	Performing Loan	Impaired Loan
North Slave	11,091,287.04	7,147,923.35	3943363.69
South Slave	19,601,936.61	16,837,514.02	2764422.59
Inuvik	2,449,257.24	1971203.35	478053.89
Sahtu	2,678,217.08	2169302.63	508914.45
Dehcho	6,793,949.03	6505955.99	287993.04
Total	42,614,647.00	34,631,899.34	7,982,747.66



It clearly shows that the region-by-region loan exposure is disproportionate. There could be various factors for this disproportionate distribution, such as uneven regional growth rate, economic turmoil, size of population, governmental business development activities.

3. High loan processing time

Sometimes the time it takes to approve a loan and complete the legal documentation for the loan is longer than the client expects or considers reasonable.

As per the current process, for proposals exceeding the regional limit, ITI Regional Office collects information from the clients and does the evaluation first and then sends the file to the BDIC with Regional Superintendent's recommendation. In many cases, regional evaluation is done on a standalone basis and not done in conjunction with the BDIC staff. The file then goes down to a Business Advisor of the BDIC where a second set of evaluation is done. If the Business Advisor is not satisfied with the completeness of information in the file, clients get another set of requests for information. The second evaluation by the BDIC staff and subsequent request for second set of information often delay the whole evaluation process.

4. Lack of relevance for Level I and Level II Communities Separation

Although BDIC is still maintaining differences between Level I and Level II Communities in designing and delivering its Contribution programs, this differentiation is not serving the underlying purpose of creating economic development opportunities in the disadvantaged communities.

5. Use of discretion by the Community Futures in transferring bad debts to BDIC

BDIC is working closely and effectively with the Community Futures Organizations but some controls are missing. A loan financed out of BDIC fund is not always being earmarked at the time of approval. That makes it difficult to identify the bad debts when they really do occur. This allows the Community Futures organizations to transfer any bad debts to the BDIC as per their discretion.

6. Lack of efficient performance measurement and management system

Although BDIC has a performance measurement system in place this is not adequate enough to measure the performance in an objective manner. BDIC is in need of introducing an appropriate performance measurement and management system.

(Please refer to Point No 8 under general recommendation in chapter 10 for recommendations).

Chapter 10 - Recommendations

Part A. Program Specific Recommendations

A. Credit Facilities Programs

A.1 Term Loans - General Term Loans:

This program is very popular and effective. BDIC should continue with this program without any modifications.

A.2 Specialty Term Loans - Winter/Summer Re-Supply Financing:

This program has not been effective since its inception and it is in fact not required and the reason behind this is that this type of financial needs can be taken care of by the existing general term loan program. Therefore, this program is unnecessary and should be discontinued. (Please refer to point A.2 of chapter 9 for Findings).

A.3 Specialty Term Loans - Seasonal Production Financing

This program has not been effective since its inception and it is in fact not required and the reason behind this is that this type of financial needs can be taken care of by the existing general term loan program. Therefore, this program is unnecessary and should be discontinued. (Please refer point A.3 of chapter 9 for Findings).

A.4 Standby Letters of Credit

This program is very popular and effective as well. BDIC should continue with this program without any modifications (Please refer to point A.4 of Chapter 9 for Findings).

A.5 Working Capital Guarantee

As indicated in Chapter 9 that the cost of borrowing and hence, product effectiveness varies from scenario to scenario. In some cases cost of borrowing can be extraordinarily high making the program totally ineffective. Working Capital assistance is very much required by various businesses across the territory. Therefore, if the BDIC is able to provide working capital assistance directly to the clients (as opposed to providing guarantee to the banks on behalf of the clients), it will be more cost effective and productive and eliminate the need for two separate applications.

If the BDIC has to offer a revolving loan (or operating line or line of credit) type of product, there would be some challenges since the BDIC does not have cheque clearing facilities or the ability to issue debit cards. The challenges are mostly related to accessing the funds and

repaying the funds by the clients. The BDIC will be able to overcome the challenges by adopting certain procedures. Here is how that should work:

Accessing the funds:

Client will request the fund through “email” which will be followed by a direct deposit of fund just similar to a paycheque. The down side to this is that it would take extra resources in terms of manually processing each request, there would be a time delay of probably 1 to 5 business days and there would likely be a small cost to the BDIC for processing each transaction. The up side to this is that no delay from mailing cheques, no extra resources wasted physically taking cheques to the bank and waiting in line to deposit them.

Repaying the funds:

- a. Monthly payments to be received from the clients could be set at either “interest only” and calculated based on the actual interest for the month. Alternatively the monthly payments could be set at a fixed percentage of the outstanding balance (e.g. 3% of the outstanding balance). Ideally these monthly payments would be calculated by the loan system and automatically debited to the client’s bank account.
- b. Extra (lump sum) payments could be made as a bill payment through the client’s internet banking or phone banking if the BDIC can get set up with the banks as a bill payment option. Bank line of credits, trading accounts and utility bills typically gets paid in this way. This may take some time to get set up but once established, it would be convenient for clients. Extra (lump sum) payments could also be made by bringing in a cheque as can be done for any loans right now.

This modification will eliminate the need for involving bank and make the program extremely attractive. Also, the cost of borrowing will be significantly lower for the clients.

Alternative Solutions Adopted by Similar Organisations:

From our review of similar organizations, we strongly recommend that BDIC should investigate further the two products of two different organizations as they are very relevant for developing the BDIC’s Working Capital Assistance Program (Please refer to Table E for details). These two products are “working Capital Hybrid Solutions” offered by Business Development Bank of Canada and “Credit Lines” offered by Farm Credit Canada.

B. Subsidiaries Program

The existing subsidiaries are not performing well as stated in point B of Chapter 9. Therefore, the BDIC should focus on two things to improve the performance of the existing subsidiaries – marketing and financial management. From the marketing point of view, BDIC should work on developing a comprehensive marketing strategy under the umbrella of Arctic Canada Trading Company Ltd. that should include product development, value addition, customer acquisition, customer retention, and competitive pricing. There is a decreasing sales trend of the subsidiaries and this trend must be arrested. Arctic Canada should be used as a vehicle for marketing development and in turn, sales growth of all the other subsidiaries. Through Arctic Canada, the BDIC should also explore international opportunities as northern products have a serious potential of acquiring international market. It is highly recommended that Arctic Canada Trading Company Ltd. explores the opportunity of registering itself into eBay and Amazon to take advantage of online sales. This will open its door into the international market as well. Also, Arctic Canada Trading Company Ltd. should consider the possibility of developing a branding where products of all the BDIC subsidiaries can be marketed under the same brand name. By branding Arctic Canada Trading Company Ltd. can take advantage of premium pricing in the international market.

Simultaneously BDIC should develop a set of financial procedures that should consistently be followed by each of the subsidiaries. An efficient set of procedures will help control cost, ensure consistency across the subsidiaries and enhance surplus. At the BDIC level, BDIC should set appropriate performance measurement and management systems in order to measure the success of the subsidiary program.

BDIC should provide structured training to the General Managers and other subsidiary staff to enable them to discharge their duties more efficiently and consistently. Also, structured training and development will help to create capacity development across the communities. BDIC can play a critical role of creating capacity development in the territory through its subsidiary program.

The idea behind formation of these subsidiaries is to develop the local community level economy and employment. Therefore, limited expansion of subsidiaries (two subsidiaries only) clearly indicates that the above idea is not materializing properly. In order to achieve this purpose, BDIC should work with the community based economic development corporations. To identify the economic opportunity across the communities and to take advantage of them, BDIC should identify the deserving communities with investment opportunities for business and economic development and start dialogues with the aboriginal economic development corporations. Development corporations will be able to identify the projects and discuss with

the BDIC management about their prospect and feasibility. It could be building a hotel, establishing a grocery store, developing a mining support entity, developing a tourism business, developing an art and craft manufacturing and selling unit or any similar viable business. After a viable business is identified and agreed upon, the BDIC can invest in common shares to the extent of 51% or more, whereas the development corporation can invest to the extent of 49% or less. Joint ownership will enhance motivation and accountability in the part of the community. When the project is finished and up and running, BDIC can transfer the common shares to the development corporation and Development Corporation becomes the 100% owner of the entity. This can be a very strong vehicle for aboriginal economic development. This will make the subsidiary program very attractive on the one hand and help the government to fulfill its mandate of creating aboriginal business and economic development throughout the territory on the other (Please refer Point B in chapter 9 for Key Findings).

C. Canada Business NWT Program

As indicated in the earlier chapter, awareness of Canada Business NWT Services from the general public is a critical factor for the success of the program. Though business owners know about these services, the general public does not always have awareness of it. Therefore, in order to mitigate this problem, BDIC should initiate various strategic actions to create general public awareness that must include:

- Targeting students and other special target groups to let them know that starting their own business is an alternative and viable option;
- Increased community outreach and partnerships;
- Increasing the frequency of general advertising;
- Having a centralized storefront location advertisement or information kiosk, that is visible to foot traffic and people who may need the services.

Also as indicated earlier receiving feedback from high usage clients is very important, this is lacking now. BDIC could consider the following improvements:

- Creating a customer relationship database;
- Follow up surveys on specific services, i.e., feedback forms when mailing library materials;
- Emailing feedback forms after client meetings or video sessions take place;
- Asking clients on their suggestions on value added services that could be added to assist them further (Please refer point C in chapter 9 for Key Findings).

Part B. General Recommendation

1. High percentage of Impaired Loan

As indicated earlier, the percentage of impaired loan is high compared to the total loan portfolio, which is 18.7% of the Total Loan Portfolio. It should be noted that this percentage is not uncommon for any developmental lender but can be improved. The principal reasons for impairment normally are developmental lending, ineffective post approval loan portfolio management and softer collection strategy. BDIC must strengthen the quality of its risk evaluation, monitor the loans very closely and keep close contact with the borrowers and finally initiate preventive measures to avoid defaults.

2. Regional distribution of loan portfolio

As indicated in Chapter 9, the region-by-region loan exposure is disproportionate. The factors for the disproportionate distribution of loan portfolio should be investigated further to uncover any room for improvements.

3. High loan processing time

As indicated earlier the time taken to approve a loan and complete the legal documentation for the loan is longer than the client expects or considers reasonable. We recommend that any proposal, exceeding the regional limit, is evaluated by the ITI regional office in conjunction with the BDIC staff as opposed to conducting a standalone evaluation. The ITI staff discusses with the BDIC staff about the proposal and its corresponding merits, demerits and associated risks. The ITI staff and the BDIC staff agree with the information requirements for the file for ensuring completeness before a request for information is sent to the client. A standard checklist is highly recommended. Once the information gathering is complete, the ITI staff evaluates the proposal in conjunction with the BDIC Business Advisor. Once the evaluation is sent by the ITI regional office to the BDIC, the BDIC staff does a progressive evaluation only, not an evaluation right from the scratch. This change in practice will expedite the process and eliminate any delays caused by duplicate evaluations and communication lag between the ITI and the BDIC staff.

4. Lack of relevance for Level I and Level II Communities Separation

BDIC should, to strengthen its Contribution program, revisit the rationale and need behind differentiating the communities between Level I and Level II and try to come up with more realistic differentiation that can be more appropriate and meaningful to the contemporary economic circumstances. Instead of differentiating the communities by levels, the BDIC can look for ways to help the economically disadvantaged communities in a better way. This differentiation by level does not work when the economic conditions changes from time to time.

5. Use of discretion by the Community Futures in transferring bad debts to BDIC

BDIC should ensure that a loan financed by Community Futures out of BDIC fund is earmarked right at the time of approval. The bad debts arising out of BDIC-financed loans only are transferred to the BDIC. Community Futures should not be allowed to transfer bad debts of any loans to the BDIC as per their choice. The BDIC, being a separate legal entity, this should be monitored for financial reporting purposes. It is very important from the auditing point of view as well. It's performance measurement will also be distorted if the bad debt losses are not recorded correctly.

6. Relevant programs from other jurisdictions

From our review of similar organizations, we recommend that that BDIC investigates further into the following products of different organizations as they are very relevant for developing the BDIC's Business (Please refer to Table E):

- a. Project Financing – Financing Of Refundable Tax Credits offered by Investissement Quebec
- b. Entrepreneur Loan Program – First Peoples Economic Growth Fund Inc. (NGO) offered by Manitoba Development Corporation (Part of Manitoba Government)
- c. Entrepreneurs with Disabilities Program (NGO) offered by Manitoba Development Corporation
- d. Futurpreneur (NGO) offered by Manitoba Development Corporation
- e. Newcomer Program – Canadian Youth Business Foundation (NGO) offered by Manitoba Development Corporation
- f. Resource and Energy Investment Program – First Peoples Economic Growth Fund Inc. (NGO) offered by Manitoba Development Corporation
- g. Women's Enterprise Centre (NGO) offered by Manitoba Development Corporation
- h. Finance Equipment offered by Farm Credit Canada
- i. Young Farmers program offered by Farm Credit Canada
- j. Buy a Business – Asset based financing program offered by Business Development Bank of Canada
- k. Buy a Business – Non Asset based financing program offered by Business Development Bank of Canada.

7. Aboriginal Economic Development through aboriginal partnerships

The mandate of the Sixteenth Legislative Assembly is to create aboriginal economic development. The BDIC should play an important role in creating this aboriginal economic development by establishing various partnerships with community development organisations.

8. Lack of efficient performance measurement and management system

The BDIC should introduce an appropriate performance measurement and management system. There is a well-recognized caution in management discipline – “If you can’t measure it, you can’t manage it”. If the BDIC is determined to manage its program effectively, it will need to find ways to measure its programs’ quantitative (objective as opposed to subjective) performance first. For a program to be successful, it is necessary that a sophisticated “performance measurement system” is put in place that is capable of guiding through the delivery and revision, as required, to respond to the unavoidable environmental, political, global and societal changes in an economy. The “performance measurement system” should then be integrated into a solid “performance management system”. Such a solid system could be a “Balanced Scorecard” to measure and manage the performance of the BDIC programs.

The three key things we recommend to clarify first:

- I. **“Mission”** of the BDIC - why does the BDIC exist?
- II. **“Vision”** of the BDIC – where does the BDIC want to go with it (say, in the next ten or twenty years)?
- III. **“Strategy”** for implementation – the game plan, i.e., how to get there (how to achieve the Vision)?

Based on the three answers to the above three key questions, a Balanced Scorecard can be formulated (as shown in Diagram 2 below). The Scorecard should be based on a series of cause-and-effect relationships derived from the strategy, including estimates of the response times and magnitudes of the linkages among the Scorecard measures. The inventors of the Balanced Scorecard (Kaplan and Norton) claim that a well-constructed Balanced Scorecard can be used to:

- Clarify and gain consensus about strategy;
- Communicate strategy throughout the organization (in this case, the BDIC, the ITI and the GNWT);
- Align departmental and personal goals to the strategy;
- Link strategic objectives to long term targets and annual budgets;
- Identify and align strategic initiatives;
- Perform periodic and systematic strategic reviews; and
- Obtain feedback to learn about and improve strategy.

The inventors of the Balanced Scorecard also claim (which is now proven) that it fills the void that exists in most management systems – the lack of a systematic process to implement and obtain feedback about strategy. Management processes built around this Scorecard should enable the BDIC to become aligned and focused on implementing the long term strategy regarding the success of its programs.

We recommend to use the following Balanced Scorecard approach (Diagram 1) for developing and implementing the BDIC programs successfully, which is similar to the one suggested by Kaplan & Norton in 1992.

Diagram 1



The Balanced Scorecard will emphasize that the measures must be part of the information system for employees at all levels of the BDIC, ITI and the GNWT. Front-line employees must understand the consequences of their decisions and actions and senior executives must understand the drivers of long-term policy success. The measures should be derived from a top-down process driven by the mission and strategy of the BDIC. The Balanced Scorecard must translate the BDIC's Mission and Strategy into "tangible" objectives and measures. The measures should represent a "balance" between external measures for external stakeholders (residents of the Northwest Territories) and internal measures of critical business processes, innovation and learning & growth (for bureaucrats, ministers and cabinets). The Balanced Scorecard will then accomplish the following critical management processes:

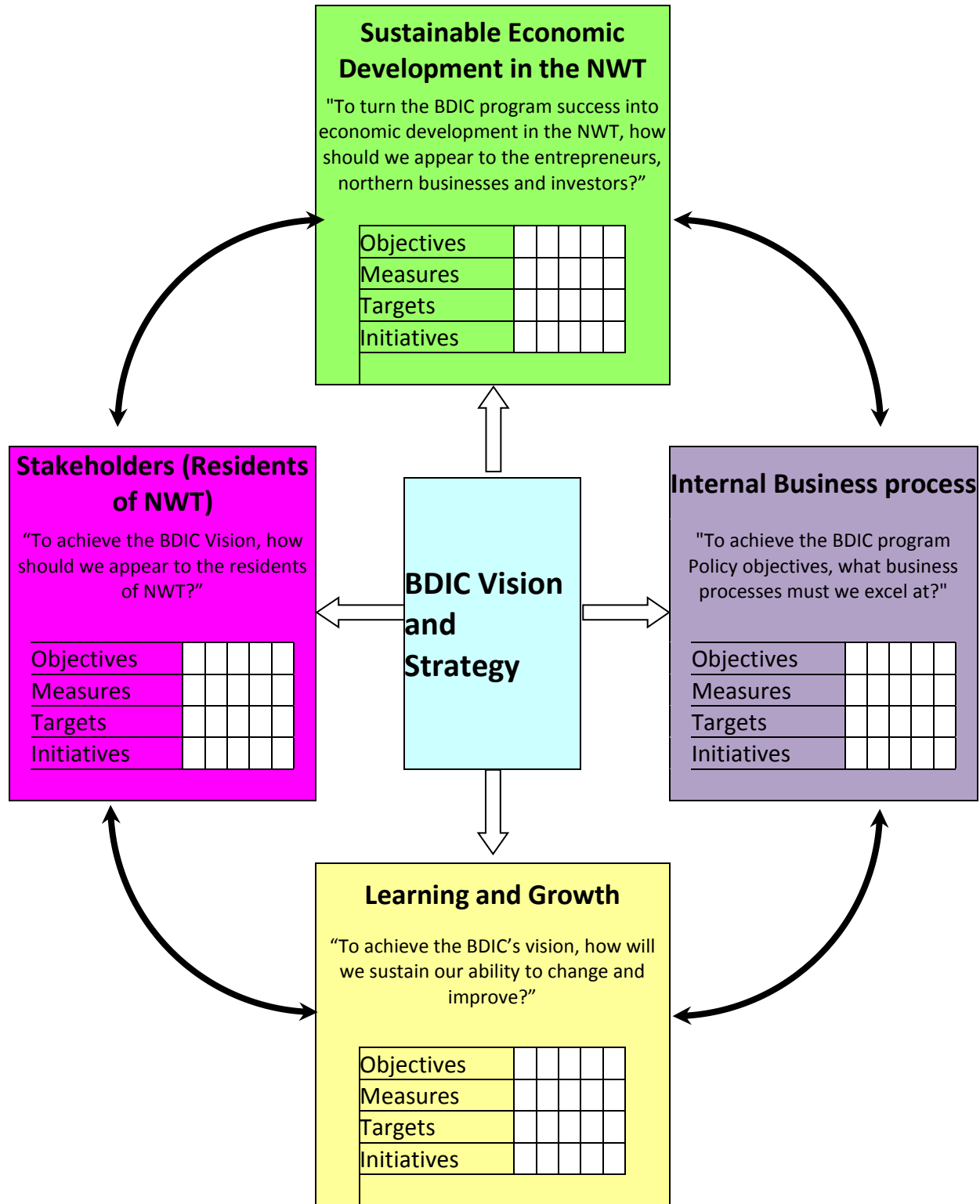
- Clarify and translate vision and strategy;
- Communicate and link strategic objectives and measures;
- Plan, set targets, and align strategic initiatives;
- Enhance strategic feedback and learning.

The planning and target-setting management process will enable the BDIC to:

- Quantify the long-term outcomes it wishes to achieve;
- Identify mechanisms and provide resources for achieving those outcomes; and
- Establish short-term milestones for the key measures of the Scorecard.

A suggested Balanced Scorecard model for measuring the BDIC program successes is presented below in Diagram 2.

Diagram 2



The four (4) perspectives of the scorecard will permit a balance between short and long-term objectives, between outcomes desired and the performance drivers of those outcomes, and balance between hard objective measures and softer, more subjective measures. A properly constructed Balanced Scorecard will contain a unity of purpose since all the measures will be directed toward achieving an integrated strategy of achieving the BDIC Vision.

It will always be beneficial for the BDIC to introduce appropriate measures to determine objectively as to where it is going with its programs, whether structural revisions are required based on objective results of the key measures and what databases should be developed and maintained to capture the objective performance of the programs.

In this proposed Scorecard, we recommend to consider the four major “perspectives” – Sustainable Economic Development, Stakeholders, Internal Business Process and Learning and Growth. The ultimate (primary) objective of the BDIC is to foster sustainable economic development in the Northwest Territories by achieving the objectives that are mandated in the GNWT strategic plan. Therefore, it is important to clarify and set the following four “parameters” for each of the four perspectives as mentioned above.

- **Objectives** – what are the objectives of this particular perspective;
- **Measures** – What key (core) objective (quantitative) “measures” should be used so that the BDIC/ITI can determine whether the objectives of this perspective are being met or not;
- **Targets** – Under each measure an “achievable” target number should be set;
- **Initiatives** – What are the actions required for achieving the set target and who are accountable to take those initiatives.

It is needless to mention that a “strategy” is a set of hypotheses about various causes and their corresponding effects. The measurement system should make relationships (hypotheses) among objectives (and measures) under various perspectives explicit so that they can be managed and validated. The chain of cause and effect should pervade all four perspectives of the Balanced Scorecard. This Balanced Scorecard, to be robust, should have a mix of outcome measures and performance drivers; since outcome measures, without performance drivers, do not communicate how the outcomes are to be achieved.

CHAPTER 11 - LIMITATIONS

This report is prepared for the Business Development and Investment Corporation of the Government of the Northwest Territories and not for general or public circulation without the written permission of Biswanath Chakrabarty & Co, CGA. The users of this report are cautioned about the limitations of this report as summarized below:

12.1 Scope Limitation - limited sample size

The review was done by using sample survey technique and not the entire population was reviewed. Sample size may not be the proper representative of the population. Given the very small sample size, the results of this review should not be generalized and used to draw reasonable inferences about the population.

12.2 Partial Review Report

This report does not include all the BDIC programs as two of the programs were reviewed earlier and their review was not necessary to be repeated. Accordingly, though this review report contains the reviews of most of the programs, it does not include the review report of two important programs – Venture investment programs and Contribution Programs.

12.3 Circulation, publication and reproduction

Biswanath Chakrabarty & Co., CGA does not assume any responsibility or liability for losses occasioned to any party as a result of the circulation, publication, reproduction or use of this report or the information it contains contrary to the provisions of this paragraph. It is understood that the report may be presented to the Minister, Cabinet, Committee, and the BDIC Board, as may be considered necessary by the BDIC.

ANNEXURES

A: Tables –Questionnaires

A.1: Questionnaire - Steering Committee

No.	Questions – Interviewer
1	Could you please describe in a nutshell, as per your understanding, the scope of this program review and any scope limitations?
2	Do you have any suggestions on our methodology for the review and the timeline?
3	When you would like to see the first draft?
4	Could you please explain to what extent you would like to be involved?
5	Do you support the idea of a working committee?
6	<p>How each of you see the level of up to date performance of BDIC in terms of:</p> <ul style="list-style-type: none"> - Encouraging the creation and development of businesses - Providing information and financial assistance to businesses - Making investments in business enterprises
7	Do you think that the current suite of programs are adequately addressing the community specific needs and taking into consideration the underlying differences? If not, any suggestions for improvement?
8	How do you see the effectiveness of program delivery by two different sets of people (ITI/BDIC) with differing reporting relationship and day-to-day priorities?
9	How do you link the programs with your organizational objectives that are derived from GNWT priorities and in turn, from the BDIC Priorities?
10	How do you measure the performance of your programs? Do you have an efficient performance measurement and management system in place derived from your strategies that clearly identifies the objectives, measures, targets and initiatives of each of the strategies?

A.2: Questionnaire - Manager Trade and Investment

No.	Questions-Interviewer
1	How satisfied are you with the current suite of BDIC Programs?
2	Did you have intake in all the BDIC programs?
3	Do you feel the need for any new programs?
4	Do you think any program can be dropped?
5	How do you rate client satisfaction in your office on a scale of 1-10?
6	Has any client left you because they were not satisfied with the program delivery performance?
7	How is the synergy between BDIC & ITI office?
8	Do you think anything needs to be changed regarding delivery of programs?
9	How do you see differences among the Level 1 & level 2 communities in terms of accessing credit facilities programs?
10	Do you think Community Futures Organisations are working side by side and working as a complementary lending institution to the BDIC?
11	What do you think are the deficiencies of current delivery model?
12	What do you think are the areas of improvements?
13	Do you think that decisions on application of credit facilities are being made on a timely basis?
14	What is the average time lag between a client's first approach and the final signature on the application by the client?
15	Other comments and suggestions, if any?

A.3: Questionnaire – BDIC Subsidiary Staff

No.	Questions-Interviewer
1	How satisfied are you with the current subsidiary program?
2	Why do you think that there is no intake/delivery of this program since the inception of the BDIC?
3	Do you think that the subsidiary program should be replaced/modified/enhanced?
4	Do you think that the subsidiary program should be dropped?
5	How do you rate the program effectiveness of subsidiary on a scale of 1-10?
6	How effective Arctic Canada is? Is it adding value as a stand-alone subsidiary to provide services to other subsidiaries?
7	Do you think anything needs to be changed regarding delivery of programs?
8	How do you see the differences among the Level 1 & level 2 communities in terms of accessing future subsidiary programs?
9	What do you think are the deficiencies of current delivery model?
10	What do you think are the areas of improvements?
11	Other comments and suggestions, if any?

A.4 Questionnaire - Manager, Operations, Headquarters

Sr. No.	Questions-Interviewer
1	How satisfied are you with the current suite of BDIC Programs?
2	Did you have intake in all the BDIC programs?
3	Do you feel the need for any new programs?
4	Do you think any program can be dropped?
5	How do you rate client satisfaction in your office on a scale of 1-10?
6	Has any client left you because they were not satisfied with the program delivery performance?
7	How is the synergy between BDIC & ITI office?
8	Do you think anything needs to be changed regarding delivery of programs?
9	How do you see the differences among the Level 1 & level 2 communities in terms of accessing credit facilities programs?
10	Do you think Community Futures Organisations are working side by side and working as a complementary lending institution to the BDIC?
11	What do you think are the deficiencies of current delivery model?
12	What do you think are the areas of improvements?
13	Do you think that decisions on application of credit facilities are being made on a timely basis?
14	Other comments and suggestions, if any?

A.5: Questionnaires - Manager, Business Support Services Programs

SR. No	Questions-Interviewer
1	How do you contribute to the mandate of BDIC?
2	How do you set targets for success for each year?
3	What is the basis for measuring success?
4	Do you think that the type and quality of information are appropriate and adequate?
5	Do you provide sample business plan?
6	What are the sources of financing that you provide to the prospective clients?
7	How does your area of service provide synergy to the performance of the BDIC?
8	Do you take assistance of BDIC staff in providing the information?
9	What do you think is the deficiency of the current model and its delivery?
10	What do you think could be the areas of improvement?

A.6: Questionnaire - Client Interview

SR. No.	Questions-Interviewer
1	How satisfied are you with the BDIC programmes?
2	Do you think that BDIC has a right programme to satisfy your financial needs?
3	Are you satisfied with the customer service of the BDIC / ITI and how do you rate your satisfaction level in a scale of 1 to 10?
4	Do you think that the financial assistance that you have received from the BDIC has really helped your business to satisfy its financial needs and to grow?
5	Are you satisfied with the time taken by BDIC / ITI to approve your loan?

A.7: Questionnaire - Client File Review, Credit Facilities

Sr. No	Questions
Pre – Approval	
1	Were the Policy and procedures complied with while processing the application?
2	When the loan was first advanced?
3	Whether there is any conflict of interest?
4	Is the required documentation complete in the client file?
5	Does the client have any previous forgive or written off loan?
6	Is the risk assessment adequate?
7	Is there any Cash Investment by client?
8	Is the loan adequately secured?
9	Is the Interest rate policy adhered to, depending upon the security value?
10	Was the program best suited for the client?
11	Did the loan create any market disruption?
Post – Approval	
1	Whether Financial Statements submission is up to date?
2	Whether the existing policies and guidelines are being complied with in terms of monitoring the client?
3	Whether a visit to the client's place of business has been made in any of the year's under review?
4	Is the risk being adequately monitored?
5	Whether any collection problem has occurred that triggered legal action or other recovery initiative?

6	Whether any additional loan was given and due diligence exercised?
7	When the additional loan was granted?
8	Whether the Client is regular in payment?
9	Whether any collection follow-up was needed and made?
10	Whether sufficient communication is being maintained with the client?
11	Whether the securities are evaluated every year to determine its continuous worth?
12	Was any client satisfaction survey performed?
13	What is the level of relationship with the client?
14	Is the renewal agreement/contract up to date?
15	Was any loan written off / waived by proper authority?
16	Any restructuring or renegotiation of loan?
17	Any administrative / protective disbursements?
18	Is there any major amendment in the contract?
19	Whether monthly statements are sent to the clients?
20	Has this lending helped the client to grow?
21	Has the client been able to generate jobs by the borrowing?

B: Table – Methodology Map

	Activity	Purpose	Procedures
1	Identifying the stakeholders	Review is well represented by diversified stakeholders	a. Identifying the stakeholders b. Informing the Steering/Working committee about the identified stakeholders c. Incorporating any suggestions of the Steering/Working committee
2	Literature Review	Relevant act, regulations, policies and procedures, guidelines, corporate plan and program results are carefully reviewed	a. Reviewing the relevant documents as per list b. Requesting the Steering/Working committee for their inputs in identifying the list c. Summarising the relevant facts d. Determining appropriate population and sample for data collection and analysis
3	Development of questionnaire and checklists	To determine:	a. Developing questionnaire for Steering/Working committee
		a. What should be asked?	b. Developing questionnaire for delivery agent (ITI personnel)
		b. How should each question be phrased and presented?	c. Developing questionnaire for BDIC Staff
		c. The sequence in which the questions should be arranged?	d. Developing questionnaire/checklist for clients
		d. What questionnaire layout will best serve the review objective?	e. Developing questionnaire for determining program effectiveness
4	Sample Selection	Selected population is systematically represented	a. Determining the area within the target population to collect samples b. Determining what type of samples to collect, to ensure the sample is heterogeneous

	Activity	Purpose	Procedures
4	Sample Selection (contd.)		c. Determining what is the minimum amount of sample for each analysis
			d. Determining how many samples to be analysed
			e. Evaluating overall variance for the analysis
			f. Using appropriate sampling technique (Random Sampling) and methodology
5	Data Collection	Review report is produced based on empirical evidence and objective analysis	a. Using the findings of literature review
			b. Conducting interviews
			c. Reviewing client files at BDIC or ITI office (travel may be required)
			d. Reviewing program results /success/ failures of other jurisdictions
6	Data Analysis	To establish the basis of review findings and recommendations	a. Developing the summary matrix from the findings of literature review and data collected
			b. Performing trend analysis ; program by program, year by year, and level wise
			c. Reviewing quality of loans and provision for doubtful debt analysis
			d. Reviewing the relevance of program in terms of territorial needs (developmental lending point of view)
			e. Reviewing the need for new/improved programs
			f. Reviewing the effectiveness of the program in terms of jobs creation (especially in Level 2 communities)
			g. Reviewing the performance in terms of partnering with external organisations
			h. Reviewing the performance towards creating growth of economic/business activities in all regions of NWT

	Activity	Purpose	Procedures
6	Data Analysis (contd.)		i. Reviewing the success of providing business information through partnerships in the North
			j. Reviewing the existence of effective performance measurement and management system, that is able to determine whether BDIC is fulfilling its role.
			k. Identifying and documenting the scope limitations
			l. Reviewing the existing programs' purpose and performance in comparison to programs offered in other jurisdictions
			m. Reviewing the efficiency and effectiveness of program management and administration
		Extracting the areas of success and failures, their causes and identifying the areas of improvements	a. Drawing conclusions from each of the areas of data analysis covered in the procedures
			b. Using the conclusions to develop recommendations
		a. Steering Committee is updated about the progress of the Review Engagement	a. Communicating with Steering/Working Committee members regarding update
		b. Steering Committee has an opportunity to provide feedback before the draft report is produced	b. Inviting feedback and comments
		c. Able to determine whether further work is needed to conclude the review	c. Summarising the feedback and comments for using them in producing the initial draft

	Activity	Purpose	Procedures
9	Developing the Draft Report including recommendations	Producing a formal document for discussion with the Steering/Working Committee	a. Developing and finalising the reporting format b. Internal review and proof reading c. Circulating the draft for review and comments by the Steering/Working Committee d. Conducting a meeting with Steering/Working Committee for reviewing their comments e. Incorporating the required changes f. Circulating the revised draft
10	Submission of Final Report	Fulfilling the terms of the contract	a. 10 bound copies and an Electronic copy in PDF format will be hand delivered b. Arrange meeting if required or requested

C. Table – Sample Selection

C.1: Table - Credit Facilities Clients – Extracted From BDIC Client Monitoring System

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
2006	Andy's Auto Services	Vermillion, Andy	Hay River	1	Credit	28,800		
	Blue Ice Mechanical Ltd.	Schumann, Sandy and Bidniak-Schumann, Lisa	Hay River			25,491		
	Buckley, Archie	Buckley, Archie	Yellowknife			7,000		
	David Storr & Sons Contracting Ltd.	Storr, Jean	Inuvik			1,58,000		
	Fort Smith Construction Ltd.	Vogt, Alden	Fort Smith			2,65,000		
	Kelver Diamond Supplies and Consulting	Kelleher, Patrick and Meredith Gayla	Yellowknife			15,000		
	L & A Aviation Ltd.	King, Darcy and King, Kim	Hay River			8,48,000		
	Mbotlaxo Investments Ltd.	Grundy, Elaine	Yellowknife			1,74,125		
	Merrow Construction Ltd.	Hay River Metis Dev. Corp. and Hay River Mobile Home Trailer Pk	Hay River			2,00,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Northwestern Air Lease Ltd.	Harrold, T. and Harrold, Brian	Fort Smith			3,08,922		
	SHAC Development	Schumann, Sandy; Horton, Mark and Courtoreille, Terence	Hay River			80,000		
	Starlite Corporation Ltd.	Daniels, Fred	Fort Smith			2,00,000		
	T & B Holdings Ltd.	Walterhouse, Blaine; Popplestone, Terry and Rewega, Kristopher	Fort Smith			1,55,000		
	Thebacha Business Dev. Service Ltd.	Thebacha Business Development Services Ltd.	Fort Smith			1,60,000		
	Ts'lwa Inc.	Tree of Peace Friendship Centre	Yellowknife			11,35,329		
	Yellowknife Gymnastics Club Ltd.	Yellowknife Gymnastic Club	Yellowknife			3,25,546		
	Arctic Canada Trading Company Ltd.	BDIC	Yellowknife		Subsidiary	17,537		
							40,86,213	17,537
	Blizzard Mobile Mech.	Tremblay, Roger	Fort Liard	2	Credit	21,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Services Ltd.							
	Deh Cho Executive Suites	Groat, Kirby & Groat Wendy	Fort Simpson			1,62,196		
	Mop's Services Ltd.	Miller, Darrel and Miller, Sharon	Norman Wells			1,36,000		
	Muskox Products Ltd.	Sachs Harbour Hunters and Trappers Association	Sachs Harbour			8,00,000		
	Nahendeh Development Ltd.	Fort Simpson Metis Dev. Corp., Embee Ltd, and 923209 NWT Ltd.	Fort Simpson			4,82,679		
	Northern Wrenching	Beaulieu, Derek	Fort Resolution			34,000		
	World Top Motorsport Inc.	Klugie, Monica	Fort Resolution			30,000		
	Various - permission not provided to disclose names of clients		Various			2,00,000		
	913044 NWT Ltd. /Ft. McPherson Tent and Canvas	BDIC	Fort McPherson		Subsidiary	70,000		
	Acho Dene Native Crafts Ltd.	BDIC	Fort Liard			1,00,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Dene Fur Clouds Ltd.	BDIC	Fort Providence			1,75,000		
	Nahanni Butte General Store Ltd.	BDIC	Nahanni Butte			1,15,000		
	Rae Lakes General Store Ltd.	BDIC	Gameti			1,20,000		
							18,65,875	5,80,000
							59,52,088	5,97,537
2007	4911 NWT Ltd. / The Museum Café	Sheper, Wally	Yellowknife	1	Credit	25,000		
	5366 NWT Ltd. / Lou's Small Engine	Walterhouse, Blaine	Fort Smith			53,998		
	953755 NWT Ltd. / Pelican Rapids Golf Course	Members	Fort Smith			27,000		
	994481 NWT Ltd.	Members	Fort Smith			60,000		
	Andy's Auto Services	Vermillion, Andy	Hay River			3,00,000		
	Armagh Construction	McLarnon, David	Fort Smith			1,76,260		
	Forward Skateboard Shop	delorme, Claude; Kruger, Natasha and Rewega, Kris	Hay River			15,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Forward Skateboard Shop	Babiuk, Brent and Kruger, Jacky	Hay River			67,500		
	Metcrete Services Ltd.	Metcor Inc. and Multicrete Systems	Yellowknife			2,00,000		
	Northwestern Air Lease Ltd.	Harrold, T. and Harrold, Brian	Fort Smith			2,47,078		
	Richardson, Alex	Richardson, Alex	Hay River			6,750		
	SHAC Development	Schumann, Sandy; Horton, Mark and Courtoreille, Terence	Hay River			80,000		
	Thebacha Business Dev. Service Ltd.	Community Futures Corporation - Ft. Smith local board	Fort Smith			2,35,000		
	Ts'lwa Inc.	Tree of Peace Friendship Centre	Yellowknife			6,09,671		
	Arctic Canada Trading Company Ltd.	BDIC	Yellowknife		Subsidiary	7,500		
							21,03,257	7,500
	Akaitcho Business Development Corporation	Community Futures Corporation - Yellowknife	N'dilo	2	Credit	1,68,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
		local board						
	Big River Service Centre	Providence Versatile Ventures Ltd.	Fort Providence			16,50,000		
	Fort Simpson Beverage	Canvin, Duncan	Fort Simpson			2,00,000		
	Deh Cho Executive Suites	Groat, Kirby & Groat Wendy	Fort Simpson			45,249		
	J & L Transport Ltd.	Gruben, Peter and Louie, Peter	Tuktoyaktuk			3,28,200		
	McCoy Enterprises	McCoy, Kelly and McCoy, Ruby	Norman Wells			2,90,000		
	Mop's Services Ltd.	Miller, Darrel and Miller, Sharon	Norman Wells			30,000		
	R. D. Trucking Ltd.	Duntra, Richard	Fort Liard			1,90,000		
	Snowstar Mechancial	Vandell, Wayne	Fort Providence			40,000		
	Techi?Q Ltd. and 953766 NWT Ltd.	Techi?Q Ltd. and 953766 NWT Ltd.	Deline			4,00,000		
	Triple M Taxi Services	Michaud, Clarence; Michaud, Daniel and Michaud, Jean-Paul	Norman Wells			15,000		
	Twin Falls Inn Ltd.	McCowan, Norman	Enterprise			3,50,896		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	913044 NWT Ltd. /Ft. McPherson Tent and Canvas	BDIC	Fort McPherson		Subsidiary	70,000		
	Acho Dene Native Crafts Ltd.	BDIC	Fort Liard			1,00,000		
	Dene Fur Clouds Ltd.	BDIC	Fort Providence			2,00,000		
	Nahanni Butte General Store Ltd.	BDIC	Nahanni Butte			1,25,000		
	Rae Lakes General Store Ltd.	BDIC	Gameti			4,100		
							58,10,602	5,06,600
2008	4928 NWT Ltd. / Poison Painting	Schumann, Wally	Hay River	1	Credit	25,000		
	5829 NWT Ltd. / Red Coach Inn	Chang, Anthong	Yellowknife			20,00,000		
	Sand Environmental Excavating	Hehn, Dave	Fort Smith			45,000		
	Millennium Construction Ltd.	Kassem Dave and Kilpatrick, Mike	Inuvik			5,25,000		
	Kerry's Savage and Firewood	Smith, Kerry	Yellowknife			12,400		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	T & B Holdings Ltd.	Walterhouse, Blaine and Popplestone, Terry	Fort Smith			3,60,000		
	The Black Knight Pub Ltd.	902811 NWT Ltd.; Elder, J.; Elder, N.; Noseworthy, D.; Wray, G. and Zdyb, B.	Yellowknife			3,40,000		
	Thebacha Business Dev. Service Ltd.	Community Futures Corporation - Ft. Smith local board	Fort Smith			2,80,840		
							35,88,240	-
	Tee Jay Contracting	McNeely, Patricia and McNeely, Wilfred	Fort Good Hope			3,00,000		
	Tulita Developments Ltd.	Tulita Dene Band	Tulita		Credit	5,33,667		
	Twin Falls Inn Ltd.	McCowan, Norman	Enterprise			43,104		
	913044 NWT Ltd. /Ft. McPherson Tent and Canvas	BDIC	Fort McPherson	2	Subsidiary	70,000		
	Acho Dene Native Crafts Ltd.	BDIC	Fort Liard			1,00,000		
	Dene Fur Clouds Ltd.	BDIC	Fort Providence			2,00,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Nahanni Butte General Store Ltd.	BDIC	Nahanni Butte			1,25,000		
	Rae Lakes General Store Ltd.	BDIC	Gameti			15,000		
							8,76,771	5,10,000
							44,65,011	5,10,000
2009	5510 NWT Ltd. / Kozy Carpets and Interiors	Greer, Darcy	Fort Smith	1	Credit	1,65,000		
	Buena Vista Properties Ltd.	Brown, Vince and Williams, Hidegard	Inuvik			1,97,550		
	Diamond Drycleaners	Cousineau, Candace and Cousineau, Dominique	Yellowknife			1,98,429		
	Enodah Wilderness Travel Ltd.	Wesstrom, Doreen and Wesstrom, Ragner	Yellowknife			68,000		
	Monster Recreational Products Ltd.	Fizer, Janet-Marie and Williams, Pat	Hay River			8,90,000		
	Nehendeh Developments Ltd.	Fort Simpson Metis Dev. Corp., Embee Ltd, 923209 NWT Ltd., Henry, Semus and	Yellowknife			15,76,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
		Sibbeston, Nick						
	Terry's Carpentry	Popplestone, Terry	Fort Smith			3,96,000		
	Final Touch	Therrien, Jamie	Fort Smith			1,55,000		
							36,45,979	-
	Frank's Water Services	Frabian, Frank	Hay River Reserve			1,68,500		
	Northridge Contracting	Audet, Carmen; Audet, Pascal and Audet, Rejean	Norman Wells		Credit	9,80,000		
	Tee Jay Contracting	McNeely, Patricia and McNeely, Wilfred	Fort Good Hope			3,23,680		
	Tulita Developments Ltd.	Tulita Dene Band	Tulita	2		1,66,333		
	913044 NWT Ltd. /Ft. McPherson Tent and Canvas	BDIC	Fort McPherson		Subsidiary	70,000		
	Acho Dene Native Crafts Ltd.	BDIC	Fort Liard			1,25,000		
	Dene Fur Clouds Ltd.	BDIC	Fort Providence			2,00,000		
	Nahanni Butte General Store Ltd.	BDIC	Nahanni Butte			1,25,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Rae Lakes General Store Ltd.	BDIC	Gameti			1,15,000		
							16,38,513	6,35,000
							52,84,492	6,35,000
2010	4720 NWT Ltd. / Aurora Village	Morin, Don and Morin, Gladys	Yellowknife	1	Credit	6,84,000		
	5142 NWT Ltd. / Taylor & Company	Taylor, Andrew and Taylor Marilyn	Hay River			7,55,000		
	5730 NWT Ltd. / Super A Foods	Anderson, Steve; Hill, John and Hill, Tracy	Hay River			18,13,730		
	6121 NWT Ltd. / Gagnier Holdings	Gagnier, Michel and Gagnier, Susan	Hay River			2,00,000		
	851791 NWT Ltd. / Rowe's Construction	Rowe, Jack	Hay River			12,65,000		
	953755 NWT Ltd. / Pelican Rapids Golf Course	Members	Fort Smith			2,85,000		
	994486 NWT Ltd. / Chef Pierre Catering	Lepage, Pierre	Yellowknife			14,81,390		
	Alcantara Outfitting Ltd.	Bourque, Charlie and Bourque, Fran	Fort Smith			25,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Buckley, Bert (Junior)	Buckley, Bert (Junior)	Hay River			40,700		
	Eagle 88 Enterprises Ltd.	Benoit, Raymond L.; Benoit, Lucie and Benoit, Raymond E.	Hay River			7,75,700		
	Energy Wall and Building Products Ltd.	Simek Dejorge, Marta and Jorge, Manuel	Yellowknife			10,00,000		
	Elle Hair Salon	Jones, Kenneth	Hay River			32,000		
	Power Surge Technologies Ltd.	Lefebvre, Brian H.	Hay River			8,00,000		
	Kerry's Savage and Firewood	Smith, Kerry	Yellowknife			71,500		
	Thebacha Business Dev. Service Ltd.	Members	Fort Smith			75,000		
	YK Dollar Store Ltd.	Mukhtaar, Kaad	Yellowknife			61,603		
	Arctic Canada Trading Company Ltd.	BDIC	Yellowknife		Subsidiary	50,000		
							93,65,623	50,000
	3119378 Canada Inc. / South Nahanni Airways	Harvey, Jacques and Martel, Laverna	Fort Simpson	2	Credit	1,95,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	5988 NWT Ltd.	Groat, Kirby; Groat Wendy; Jaffray, Brian and Jaffray, Teresa	Fort Simpson			4,65,000		
	Eric's Bobcat Services	Bertrand, Eric	Enterprise			50,000		
	F.C. Services Ltd.	Grosco, Curtis and Grosco, Margaret	Behchoko			3,98,000		
	James Company Ltd.	Nitsiza, Alex and Nitsiza, Millie	Whati			1,00,000		
	Simpson Air (1981) Ltd.	Grant, Edward	Fort Simpson			75,000		
	Tulita Developments Ltd.	Tulita Dene Band	Tulita			78,926		
	5983 NWT Ltd. / Ulukhaktok Arts Centre	BDIC	Ulukhaktok		Subsidiary	1,00,000		
	913044 NWT Ltd. / Ft. McPherson Tent and Canvas	BDIC	Fort McPherson			1,00,000		
	Acho Dene Native Crafts Ltd.	BDIC	Fort Liard			1,25,000		
	Dene Fur Clouds Ltd.	BDIC	Fort Providence			2,00,000		
	Nahanni Butte General Store Ltd.	BDIC	Nahanni Butte			1,25,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
							13,61,926	6,50,000
							107,27,549	7,00,000
2011	4928 NWT Ltd. / Poison Painting	Schumann, Wally	Hay River	1	Credit	1,18,120		
	4928 NWT Ltd. / Poison Painting	Schumann, Wally	Hay River			21,000		
	5510 NWT Ltd. / Kozy Carpets and Interiors	Greer, Darcy and Applegarth, Lorenda	Fort Smith			3,77,100		
	6030009 Canada Inc. / Surly Bob's Sports Bar	Denny, Lyle and Ross, Robert	Yellowknife			50,000		
	994486 NWT Ltd. / Chef Pierre Catering	Lepage, Pierre	Yellowknife			1,00,000		
	Akaitcho Business Development Corporation	Community Futures Corporation - Yellowknife local board	Yellowknife			1,10,000		
	Concept Energy Services	Simpson, Pierre (Rocky)	Hay River			20,00,000		
	Dobbin Construction	Dobbin, Darren	Inuvik			2,00,000		
	Digaa Enterprises Ltd.	Deh Gah Hotie Nation and Fort Providence Metis	Yellowknife			1,63,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Frosty's Arctic Pub and Apartment Hotel Ltd.	Adams, Richard	Hay River			6,75,000		
	Elle Hair Salon	Jones, Kenneth	Hay River			20,000		
	Loon Air Inc.	Bourque, Ivan	Fort Smith			1,31,500		
	Northern School of Driver Training	Cayen, Charles	Hay River			79,500		
	Northwestern Air Lease Ltd.	Harrold, T. and Harrold, Brian	Fort Smith			3,47,000		
	TDC Contracting Ltd.	Freund, Glen and Swanson, Marie	Fort Smith			1,20,000		
	Thebacha Business Dev. Service Ltd.	Community Futures Corporation - Yellowknife local board	Fort Smith			65,961		
	Treestone Holdings Ltd.	Popplestone, Terry and Coleman-Popplestone, Jolean	Fort Smith			12,67,000		
	Arctic Canada Trading Company Ltd.	BDIC	Yellowknife		Subsidiary	50,000		
							58,45,181	50,000
4498828	Harvey,		Fort Simpson	2	Credit			

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Canada Inc. / Wolverine Air (1988) Ltd.	Jacques and Martel, Laverna				16,00,000		
	Aurora Technologies Limited	McCauley, Todd	Norman Wells			2,30,000		
	Les Norn Contracting	Norn, Les	Hay River Reserve			1,98,000		
	Nogha Enterprises Ltd.	Liiklii Ku'e First Nation	Fort Simpson			1,55,000		
	Northridge Contracting	Audet, Carmen; Audet, Pascal and Audet, Rejean	Norman Wells			12,03,463		
	Reidford, Gary	Reidford, Gary	Paulatuk			45,000		
	5983 NWT Ltd. / Ulukhaktok Arts Centre	BDIC	Ulukhaktok		Subsidiary	2,30,000		
	913044 NWT Ltd. / Ft. McPherson Tent and Canvas	BDIC	Fort McPherson			70,000		
	Acho Dene Native Crafts Ltd.	BDIC	Fort Liard			1,25,000		
	Dene Fur Clouds Ltd.	BDIC	Fort Providence			3,00,000		
	Nahanni Butte General Store Ltd.	BDIC	Nahanni Butte			1,25,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
							34,31,463	8,50,000
							92,76,644	9,00,000
2012	5323 NWT Ltd.	Hay River Metis Government	Hay River	1	Credit	1,50,000		
	5366 NWT Ltd. / Lou's Small Engine	Walterhouse, Blaine	Fort Smith			6,37,000		
	6030009 Canada Inc. / Surly Bob's Sports Bar	Denny, Lyle and Ross, Robert	Yellowknife			55,000		
	6268 NWT Ltd.	Hofmann, Melissa and Korotash, Wayne	Hay River			2,48,000		
	Arctic Pure Natural Spring Water	Bourque, Charlie; Bourque, Roger and Bourque, Ryan	Fort Smith			30,000		
	Martselos Services Ltd.	Martselos, Peter and Martselos, Frieda	Fort Smith			51,000		
	Morgan's Mechanical Ltd.	Depuis, Morgan and Kupuis, Kristy	Hay River			3,10,709		
	Silver Bullet Contracting	Powder, Denie Thomas	Hay River			2,00,000		
	Gaia Naturopathic Clinic	Redvers, Nicole	Yellowknife			3,86,100		
	The Rusty Gallery and	Young, Laurie	Fort Smith			2,00,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Gift							
							22,67,809	-
	Deninu K'ue Development Corporation Ltd.	Deninu K'ue First Nation	Fort Resolution	2	Credit	1,98,000		
	Deh Cho Executive Suites	Groat, Kirby and Groat, Wendy	Fort Simpson			1,97,460		
	McKenzie Manor	Homister, John	Fort Simpson			15,58,000		
	J&L Transport Limited	Louie, Peter J. and Gruben Peter Louie	Tuktoyaktuk			4,79,913		
	Simpson Air (1981) Ltd.	Grant, Edward	Fort Simpson			9,40,000		
	Sign Magic	Whelly Brendan	Fort Simpson			25,000		
	5983 NWT Ltd. / Ulukhaktok Arts Centre	BDIC	Ulukhaktok			50,000	Subsidiary	
	6355 NWT Ltd.	BDIC	Sachs Harbour		2,25,000			
	913044 NWT Ltd. / Ft. McPherson Tent and Canvas	BDIC	Fort McPherson		85,000			
	Acho Dene Native Crafts Ltd.	BDIC	Fort Liard		1,25,000			
	Dene Fur Clouds Ltd.	BDIC	Fort Providence		2,50,000			

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Nahanni Butte General Store Ltd.	BDIC	Nahanni Butte			1,25,000		
							33,98,373	8,60,000
							56,66,182	8,60,000
2013	4842 NWT Ltd. / AJ's Electrical	Schaefer, Bev. and Schaefer, Allen	Hay River	1	Credit	1,81,500		
	4928 NWT Ltd. / Poison Painting	Schumann, Wally	Hay River	1	Credit	1,31,998		
	5366 NWT Ltd. / Lou's Small Engine	Walterhouse, Blaine	Fort Smith	1	Credit	6,97,000		
	Dezron Promotional Advertising	McDonald, Meika	Fort Smith	1	Credit	11,171		
	Energy Wall and Building Products Ltd.	Simek Dejorge, Marta and Jorge, Manuel	Yellowknife	1	Credit	15,99,881		
	GFB Ventures Ltd.	Schofield, Kelly and Schofield, Taralynn	Hay River	1	Credit	3,60,000		
	Haywood, Jayne	Haywood, Jayne	Hay River	1	Credit	1,35,000		
	Hobart & Moms Inc.	Hobart, Jane and Hobart, John	Fort Smith	1	Credit	2,00,000		
	KP Woodwright Ltd.	Wray, Ken and Wray, Patricia	Hay River	1	Credit	25,200		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Martselos Services Ltd.	Martselos, Peter and Martselos, Frieda	Fort Smith	1	Credit	9,39,000		
	Morgan's Mechanical Ltd.	Depuis, Morgan and Kupuis, Kristy	Hay River	1	Credit	3,64,291		
	Thebacha Helicopters Ltd.	KP Ventures Group, Hornsby, Kim and Hornsby, Phil	Fort Smith	1	Credit	5,00,000		
	Arctic Canada Trading Company Ltd.	BDIC	Yellowknife	1	Subsidiary	50,000		
							51,45,041	50,000
	Community Futures Development Corp of the Dehcho	Community Futures Corporation - Ft. Simpson local board	Fort Simpson	2	Credit	2,10,000		
	Deh Cho Executive Suites	Groat, Kirby and Groat, Wendy	Fort Simpson			1,32,952		
	5983 NWT Ltd. / Ulukhaktok Arts Centre	BDIC	Ulukhaktok		Subsidiary	1,00,000		
	6355 NWT Ltd.	BDIC	Sachs Harbour			50,000		
	913044 NWT Ltd. / Ft. McPherson Tent and	BDIC	Fort McPherson			85,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Canvas							
	Acho Dene Native Crafts Ltd.	BDIC	Fort Liard			1,25,000		
	Dene Fur Clouds Ltd.	BDIC	Fort Providence			1,70,000		
	Nahanni Butte General Store Ltd.	BDIC	Nahanni Butte			3,35,000		
							3,42,952	8,65,000
							54,87,993	9,15,000
2014	Kerry's Savage and Firewood	Smith, Kerry	Yellowknife	1	Credit	43,000		
	Diamond Drycleaners	Cousineau, Candace and Cousineau, Dominique	Yellowknife			2,15,000		
	5366 NWT Ltd. / Lou's Small Engine	Walterhouse, Blaine	Fort Smith			8,26,000		
	Dezron Promotional Advertising	McDonald, Meika	Fort Smith			4,94,500		
	Eagle 88 Enterprises Ltd.	Benoit, Raymond L.; Benoit, Lucie and Benoit, Raymond E.	Hay River			8,70,972		
	Hobart & Moms Inc.	Hobart, Jane and Hobart, John	Fort Smith			50,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Arctic Canada Trading Company Ltd.	BDIC	Yellowknife		Subsidiary	50,000		
							24,99,472	50,000
	Deninu K'ue Development Corporation Ltd.	Deninu K'ue First Nation	Fort Resolution	2	Credit	1,20,000		
	506739 NWT Ltd (Lisa's Place)	Thurber-Tsetso, Elizabeth	Enterprise			5,85,000		
	Yamouri Inn Ltd.	Guther, Peter; Irish, Doug; Irish, Sarah, and Tremblay, Lorraine	Norman Wells			6,67,617		
	Johnson, Ivan W.	Johnson, Ivan W.	Fort Simpson			14,936		
	Community Futures Development Corp of the Dehcho	Community Futures Corporation - Ft. Simpson local board	Fort Simpson			2,50,000		
	5983 NWT Ltd. / Ulukhaktok Arts Centre	BDIC	Ulukhaktok			50,000		
	913044 NWT Ltd. / Ft. McPherson Tent and Canvas	BDIC	Fort McPherson		Subsidiary	3,00,000		
	Acho Dene Native Crafts Ltd.	BDIC	Fort Liard			1,25,000		

Year	Business Name	Name of Owner(s)	Community	Level	Program	Disbursed	Total during The Year (Credit)	Total during The Year (Subsidiary)
	Dene Fur Clouds Ltd.	BDIC	Fort Providence			1,00,000		
							16,37,553	5,75,000
							41,37,025	6,25,000
Grand Total Disbursed							568,07,586	62,49,137

C.2: Table - Unique Client Listing (Repetition Eliminated)

Client Since	Business Name	Program	Level	Random Nos	Sample Selection
2006	913044 NWT Ltd. /Ft. McPherson Tent and Canvas	Subsidiary	2	Sample	Sample
2006	Acho Dene Native Crafts Ltd.	Subsidiary	2	Sample	Sample
2006	Arctic Canada Trading Company Ltd.	Subsidiary	1	Sample	Sample
2006	Dene Fur Clouds Ltd.	Subsidiary	2	Sample	Sample
2006	Nahanni Butte General Store Ltd.	Subsidiary	2	Sample	Sample
2006	Rae Lakes General Store Ltd.	Subsidiary	2	Sample	Sample
2010	5983 NWT Ltd. / Ulukhaktok Arts Centre	Subsidiary	2	Sample	Sample
2012	6355 NWT Ltd.	Subsidiary	2	Sample	Sample
2013	Haywood, Jayne	Credit	1	0.99749877	Sample
2007	Fort Simpson Beverage	Credit	2	0.982225603	Sample
2010	5988 NWT Ltd.	Credit	2	0.96484215	Sample
2006	Muskox Products Ltd.	Credit	2	0.960242221	Sample
2010	4720 NWT Ltd. / Aurora Village	Credit	1	0.952164367	Sample
2007	Forward Skateboard Shop	Credit	1	0.936605344	Sample
2009	Frank's Water Services	Credit	2	0.935353623	Sample
2010	F.C. Services Ltd.	Credit	2	0.934719889	
2009	Enodah Wilderness Travel Ltd.	Credit	1	0.930374623	Sample
2010	851791 NWT Ltd. / Rowe's Construction	Credit	1	0.908619402	
2011	6030009 Canada Inc. / Surly Bob's Sports Bar	Credit	1	0.908090695	
2010	5730 NWT Ltd. / Super A Foods	Credit	1	0.905693242	
2014	Johnson, Ivan W.	Credit	2	0.889656107	Sample

Client Since	Business Name	Program	Level	Random Nos	Sample Selection
2006	L & A Aviation Ltd.	Credit	1	0.887012117	Sample
2007	Richardson, Alex	Credit	1	0.880901383	
2012	Morgan's Mechanical Ltd.	Credit	1	0.869472211	Sample
2007	Techi Q Ltd. and 953766 NWT Ltd.	Credit	2	0.863061848	
2007	McCoy Enterprises	Credit	2	0.842994348	
2006	David Storr & Sons Contracting Ltd.	Credit	1	0.837178098	Sample
2012	Deninu K'ue Development Corporation Ltd.	Credit	2	0.824243774	Sample
2010	Buckley, Bert (Junior)	Credit	1	0.822035646	
2007	Snowstar Mechancial	Credit	2	0.819858942	
2007	Big River Service Centre	Credit	2	0.815549894	
2012	Martselos Services Ltd.	Credit	1	0.811174846	
2013	KP Woodwright Ltd.	Credit	1	0.788056343	
2007	J & L Transport Ltd.	Credit	2	0.784114572	
2006	Andy's Auto Services	Credit	1	0.769712303	
2006	Ts'lwa Inc.	Credit	1	0.76917137	
2012	The Rusty Gallery and Gift	Credit	1	0.762986798	
2008	Tee Jay Contracting	Credit	2	0.762446385	Sample
2010	Eric's Bobcat Services	Credit	2	0.759974076	
2009	Northridge Contracting	Credit	2	0.755528915	
2010	Elle Hair Salon	Credit	1	0.743825987	
2009	Nehendeh Developments Ltd.	Credit	1	0.735505237	
2013	Dezron Promotional Advertising	Credit	1	0.720346367	

Client Since	Business Name	Program	Level	Random Nos	Sample Selection
2011	TDC Contracting Ltd.	Credit	1	0.713723801	
2008	Sand Environmental Excavating	Credit	1	0.712560627	Sample
2012	5323 NWT Ltd.	Credit	1	0.700389106	
2007	Armagh Construction	Credit	1	0.695764811	
2011	Les Norn Contracting	Credit	2	0.695529426	Sample
2010	6121 NWT Ltd. / Gagnier Holdings	Credit	1	0.686502201	
2009	Diamond Drycleaners	Credit	1	0.680123834	
2010	Alcantara Outfitting Ltd.	Credit	1	0.67104957	
2007	994481 NWT Ltd.	Credit	1	0.658911981	
2011	4498828 Canada Inc. / Wolverine Air (1988) Ltd.	Credit	2	0.658163353	
2009	Final Touch	Credit	1	0.654323907	
2010	3119378 Canada Inc. / South Nahanni Airways	Credit	2	0.644378248	
2006	Thebacha Business Dev. Service Ltd.	Credit	1	0.644219164	
2012	Sign Magic	Credit	2	0.619767446	
2010	James Company Ltd.	Credit	2	0.619579541	
2011	Digaa Enterprises Ltd.	Credit	1	0.6183974	
2009	5510 NWT Ltd. / Kozy Carpets and Interiors	Credit	1	0.609782896	
2006	Blue Ice Mechancial Ltd.	Credit	1	0.594899387	
2011	Loon Air Inc.	Credit	1	0.572571412	
2010	Energy Wall and Building Products Ltd.	Credit	1	0.566263338	
2008	Millennium Construction Ltd.	Credit	1	0.563883904	
2013	4842 NWT Ltd. / AJ's Electrical	Credit	1	0.542568908	

Client Since	Business Name	Program	Level	Random Nos	Sample Selection
2010	YK Dollar Store Ltd.	Credit	1	0.54135643	
2011	Concept Energy Services	Credit	1	0.532724688	
2006	Northwestern Air Lease Ltd.	Credit	1	0.530067336	
2007	Metcrete Services Ltd.	Credit	1	0.526085481	
2006	SHAC Development	Credit	1	0.521876508	
2011	Nogha Enterprises Ltd.	Credit	2	0.520319123	
2007	5366 NWT Ltd. / Lou's Small Engine	Credit	1	0.518006461	
2006	Buckley, Archie	Credit	1	0.509583484	
2013	Hobart & Moms Inc.	Credit	1	0.508846782	
2010	994486 NWT Ltd. / Chef Pierre Catering	Credit	1	0.502759758	
2007	R. D. Trucking Ltd.	Credit	2	0.502590194	
2010	Power Surge Technologies Ltd.	Credit	1	0.502240963	
2011	Frosty's Arctic Pub and Apartment Hotel Ltd.	Credit	1	0.500793643	
2006	World Top Motorsport Inc.	Credit	2	0.466450006	
2006	T & B Holdings Ltd.	Credit	1	0.464550216	
2007	Akaitcho Business Development Corporation	Credit	2	0.44189178	
2013	Community Futures Development Corp of the Dehcho	Credit	2	0.440783796	Sample
2011	Aurora Technologires Limited	Credit	2	0.403734975	
2012	6268 NWT Ltd.	Credit	1	0.401432984	
2007	953755 NWT Ltd. / Pelican Rapids Golf Course	Credit	1	0.38031514	
2006	Merrow Construction Ltd.	Credit	1	0.361652542	
2006	Northern Wrenching	Credit	2	0.359403268	

Client Since	Business Name	Program	Level	Random Nos	Sample Selection
2009	Buena Vista Properties Ltd.	Credit	1	0.352748966	
2011	Treestone Holdings Ltd.	Credit	1	0.349517012	
2008	5829 NWT Ltd. / Red Coach Inn	Credit	1	0.331577896	
2011	Reidford, Gary	Credit	2	0.320307835	
2012	J&L Transport Limited	Credit	2	0.318106227	
2007	Triple M Taxi Services	Credit	2	0.315251312	
2014	Yamouri Inn Ltd.	Credit	2	0.290954686	
2008	4928 NWT Ltd. / Poison Painting	Credit	1	0.240542205	
2006	Mbotlaxo Investments Ltd.	Credit	1	0.236097452	
2006	Fort Smith Construction Ltd.	Credit	1	0.227325985	
2008	The Black Knight Pub Ltd.	Credit	1	0.21125332	
2010	Simpson Air (1981) Ltd.	Credit	2	0.191696536	
2012	Arctic Pure Natural Spring Water	Credit	1	0.191508029	
2010	Eagle 88 Enterprises Ltd.	Credit	1	0.189056354	
2007	4911 NWT Ltd. / The Museum Café	Credit	1	0.172306981	
2013	Thebacha Helicopters Ltd.	Credit	1	0.167395016	
2013	GFB Ventures Ltd.	Credit	1	0.154104491	
2011	Northern School of Driver Training	Credit	1	0.144831943	
2012	McKenzie Manor	Credit	2	0.110515987	
2014	506739 NWT Ltd (Lisa's Place)	Credit	2	0.107894913	
2009	Terry's Carpentry	Credit	1	0.105501944	
2006	Kelver Diamond Supplies and Consulting	Credit	1	0.104019886	

Client Since	Business Name	Program	Level	Random Nos	Sample Selection
2006	Deh Cho Executive Suites	Credit	2	0.1039538	
2011	Dobbin Construction	Credit	1	0.103547277	
2007	Twin Falls Inn Ltd.	Credit	2	0.090789407	
2008	Kerry's Savage and Firewood	Credit	1	0.087512573	
2006	Yellowknife Gymnastics Club Ltd.	Credit	1	0.07966661	
2006	Nahendeh Development Ltd.	Credit	2	0.078906207	
2012	Gaia Naturopathic Clinic	Credit	1	0.078383493	
2006	Blizzard Mobile Mech. Services Ltd.	Credit	2	0.067825801	
2006	Mop's Services Ltd.	Credit	2	0.063602171	
2012	Silver Bullet Contracting	Credit	1	0.060966006	
2006	Starlite Corporation Ltd.	Credit	1	0.060696319	
2009	Monster Recreational Products Ltd.	Credit	1	0.052925636	
2008	Tulita Developments Ltd.	Credit	2	0.033502018	
2010	5142 NWT Ltd. / Taylor & Company	Credit	1	0.0033105	

C.3: Table - Sample Selection Procedure:

Count of Client				Sample Size 10%	No of Samples Selected (if Zero Then 1)
Client Since	Program	Level	Total		
2006	Credit	1	16	1.6	2
		2	7	0.7	1
	Credit Total		23		
2006 Total			23		
2007	Credit	1	8	0.8	1
		2	10	1	1
	Credit Total		18		
2007 Total			18		
2008	Credit	1	6	0.6	1
		2	2	0.2	1
	Credit Total		8		
2008 Total			8		

Count of Client				Sample Size 10%	No of Samples Selected (if Zero Then 1)
2009	Credit	1	8	0.8	1
		2	2	0.2	1
	Credit Total		10		
2009 Total			10		
2010	Credit	1	13	1.3	1
		2	6	0.6	1
	Credit Total		19		
2010 Total			19		
2011	Credit	1	9	0.9	1
		2	5	0.5	1
	Credit Total		14		
2011 Total			14		

Count of Client				Sample Size 10%	No of Samples Selected (if Zero Then 1)
2012	Credit	1	8	0.8	1
		2	4	0.4	1
	Credit Total		12		
2012 Total			12		
2013	Credit	1	7	0.7	1
		2	1	0.1	1
	Credit Total		8		
2013 Total			8		
2014	Credit	2	3	0.3	1
	Credit Total		3		
2014 Total			3		
Grand Total			115		18

1	Unique Clients Identified
2	Random Numbers generated
3	Filtered Each Year
4	Filtered Data Program Wise
5	Filtered Data Level wise
6	Sorted Random Numbers in ascending order
7	Selected top Random Numbers Based on Data to Be selected as per Pivot table
8	All Subsidiary are selected for Sample

Sampling exercise/technique ensures that all years, programs & levels are fully represented

C.4: Final Sample:

Year	Business Name	Program	Level	Random Nos	No's
2006	Nahendeh Development Ltd.	Credit	2	0.078906207	1
2006	L & A Aviation Ltd.	Credit	1	0.887012117	1
2007	Fort Simpson Beverage	Credit	2	0.982225603	1
2007	Forward Skateboard Shop	Credit	1	0.936605344	1
2008	Millennium Construction Ltd.	Credit	2	0.563883904	1
2008	Sand Environmental Excavating	Credit	1	0.712560627	1
2009	Frank's Water Services	Credit	2	0.935353623	1
2009	Enodah Wilderness Travel Ltd.	Credit	1	0.930374623	1
2010	5988 NWT Ltd.	Credit	2	0.96484215	1
2010	4720 NWT Ltd. / Aurora Village	Credit	1	0.952164367	1
2011	TDC Contracting Ltd.	Credit	1	0.713723801	1
2011	Les Norn Contracting	Credit	2	0.695529426	1
2012	Morgan's Mechanical Ltd.	Credit	1	0.869472211	1
2012	Deninu K'ue Development Corporation Ltd.	Credit	2	0.824243774	1
2013	Haywood, Jayne	Credit	1	0.99749877	1
2013	Community Futures Development Corp of the Dehcho	Credit	2	0.440783796	1
2014	Johnson, Ivan W.	Credit	2	0.889656107	1
Sub Total – Credit Facilities (A)					17
2006	913044 NWT Ltd. /Ft. McPherson Tent and Canvas	Subsidiary	2	Sample	1
2006	Acho Dene Native Crafts Ltd.	Subsidiary	2	Sample	1

Year	Business Name	Program	Level	Random Nos	No's
2006	Arctic Canada Trading Company Ltd.	Subsidiary	1	Sample	1
2006	Dene Fur Clouds Ltd.	Subsidiary	2	Sample	1
2010	5983 NWT Ltd. / Ulukhaktok Arts Centre	Subsidiary	2	Sample	1
2012	6355 NWT Ltd.	Subsidiary	2	Sample	1
Sub Total – Subsidiaries (B)					6
Grand Total (A + B)					23

D. Table – Subsidiary Results Summary

D.1: 5983 NWT Ltd. / Ulukhaktok Arts Centre - Financial Summary

Particulars	2014	2013	2012	2011	2010	2009	2008
Sales	75,333.00	67,951.00	57,363.00	60,788.00	9,432.00	-	-
Cost of Sales	81,969.00	23,075.00	28,833.00	28,075.00	7,958.00	-	-
Other Income	58,515.00	112,350.00	69,347.00	409,360.00	264,221.00	-	-
General & Admin Expenses	200,305.00	253,369.00	281,744.00	239,159.00	101,095.00	8,590.00	8,590.00
Surplus/Deficit	- 148,426.00	- 96,143.00	- 183,867.00	202,914.00	164,600.00	8,590.00	8,590.00
Job Creation/Maintained	0.86	1.54	1.75	2.00	0.28	-	-

D.2: Nahanni Butte General Store Ltd. – Financial Summary

Particulars	Till Sep 27, 2013	2013	2012	2011	2010	2009	2008	2007	2006
Sales	19,150	112,728	270,346	298,646	315,234	428,816	403,903	300,212	314,279
Cost of Sales	16,402	138,405	192,617	172,735	169,078	156,879	217,648	178,641	214,108
Other Income	743	- 236,493	124,389	136,137	6,783	131,083	120,175	115,361	245,459
General & Admin Expenses	56,014	144,947	202,497	236,333	221,367	258,347	256,839	256,223	263,264
Surplus/Deficit	- 52,523	- 407,117	- 379	25,715	- 68,428	144,673	49,591	- 19,291	82,366
Job Creation/Maintained	0.61	1.66	3.00	3.50	3.00	3.00	3.00	2.50	2.50

D.3: 913044 NWT Ltd. /Ft. McPherson Tent and Canvas – Financial Summary

Particulars	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
Sales	287,969	223,795	337,754	316,812	407,595	514,144	577,654	475,642	490,949	447,087
Cost of Sales	264,374	247,836	222,244	187,073	398,083	342,340	302,962	268,887	337,056	248,141
Other Income	316,829	101,567	94,197	88,426	112,512	51,874	96,994	87,819	6,568	109,643
General & Admin Expenses	225,451	191,403	236,486	238,270	256,166	309,847	254,924	254,958	217,100	259,309
Surplus/Deficit	114,973	113,877	-26,779	-20,105	134,142	-86,169	116,762	39,616	-56,639	49,280
Job Creation/Main tained	5.95	3.77	4.25	7.00	7.00	6.15	6.25	5.25	5.25	8.00

D.4: Dene Fur Clouds Ltd. – Financial Summary

Particulars	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
Sales	118,195	86,868	101,481	130,252	126,377	112,599	104,604	112,725	113,520	99,421
Cost of Sales	154,296	101,539	130,612	113,291	117,845	116,482	111,628	123,442	139,060	141,387
Other Income	101,996	170,984	256,095	306,937	206,257	197,929	203,333	203,405	560,302	259,259
General & Admin Expenses	68,695	66,150	172,486	216,540	225,863	222,716	179,725	192,863	179,968	235,987
Surplus/Deficit	-2,800	90,163	54,478	107,358	-11,074	-28,670	16,584	-175	354,794	-18,694
Job Creation/Main tained	4.69	3.78	4.50	4.25	4.75	4.45	3.25	4.50	-	-

D.5: Arctic Canada Trading Company Ltd. – Financial Summary

Particulars	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
Sales	18,025	33,406	2,875	4,677	7,522	13,870	18,805	38,425	45,167	286,425
Cost of Sales	11,519	18,504	2,308	8,021	7,144	10,303	13,097	55,502	71,431	384,002
Other Income	50,844	51,010	1,291	761	49,644	1,762	3,712	12,304	709,979	65,605
General & Admin Expenses	42,821	40,365	22,233	16,702	32,539	21,327	19,487	46,586	88,230	185,923
Surplus/Deficit	14,529	25,547	20,375	19,285	17,483	15,998	10,067	51,359	595,485	-217,895
Job Creation/Maintained	-	-	-	-	-	-	-	-	0.25	0.25

D.6: Acho Dene Native Crafts Ltd. – Financial Summary

Particulars	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
Sales	126,148	111,426	90,442	90,697	152,516	132,418	109,570	121,514	134,763	153,412
Cost of Sales	86,817	77,010	40,998	57,660	96,829	82,368	67,616	81,792	90,166	103,296
Other Income	125,628	145,411	94,282	134,122	127,617	131,867	100,579	106,004	187,323	154,714
General & Admin Expenses	141,097	136,647	144,407	191,648	186,046	147,380	147,986	151,204	141,744	168,543
Surplus/Deficit	23,862	43,180	681	24,489	2,742	34,537	5,453	5,478	90,176	36,287
Job Creation/Maintained	1.35	1.43	1.72	2.25	3.00	2.20	2.50	2.50	3.00	-

D.7: 6355 NWT Ltd. – Financial Summary

Particulars	2014	2013	2012
Sales	5,974	216,618	6,289
Cost of Sales	16,536	204,337	5,597
Other Income	- 119,978	165,729	512,764
General & Admin Expenses	71,798	307,013	406,752
Surplus/Deficit	- 202,338	- 129,003	106,704
Job Creation/Maintained	0.16	0.41	4.00

E: Table - Comparative Summary of Similar Jurisdictions

Similar Organisation	Jurisdiction	Programmes Offered	Relevance for BDIC
Nova Scotia Business Inc	Nova Scotia	Loans	Similar to BDIC Term Loan
		Guarantees	Similar to BDIC Loan Guarantee Program
		Payroll Rebates	Not Relevant
Investissement Quebec	Quebec	Project Financing – UNIQ Financing	Similar to BDIC Term Loan Program
		Project Financing – Financing Of Refundable Tax Credits	BDIC may consider this product and peruse further investigation
		Project Financing – Eco Financing	Not relevant to BDIC
		Project Financing – Program Supporting the Development Of Tourist Attractions (PADAT)	Similar to BDIC Term Loan
		Development Capital	Not Relevant to BDIC
		Venture Capital Funds	Similar to BDIC venture investment programs
Manitoba Development Corporation (Part of Manitoba)	Manitoba	Joint Venture Programme – First Peoples Economic Growth Funds.Inc (NGO)	Similar to BDIC Venture investment Program

Similar Organisation	Jurisdiction	Programmes Offered	Relevance for BDIC
Government)		Entrepreneur Loan Program – First Peoples Economic Growth Fund Inc. (NGO)	Very relevant to BDIC and BDIC should consider similar program.
		Entrepreneurs with Disabilities Program (NGO)	Relevant to BDIC and BDIC may consider this program
		Futurpreneur (NGO)	Relevant to BDIC and BDIC may consider this program
		Journey person Business Start Program (MB)	May not be suitable in BDIC environment.
		Newcomer Program – Canadian Youth Business Foundation (NGO)	BDIC may consider introducing this program.
		Resource and Energy Investment Program – First Peoples Economic Growth Fund Inc. (NGO)	BDIC may consider this similar program.
		Women’s Enterprise Centre (NGO)	BDIC may consider this program
		Young Entrepreneurs Program (MB)	Not relevant for BDIC
		Equity Capital – Equity Investment Partnership (NGO)	May not be relevant for BDIC as it already has venture investment programs and

Similar Organisation	Jurisdiction	Programmes Offered	Relevance for BDIC
			subsidiary programs.
		Equity Capital – Manitoba Community Enterprise Development Tax Credit Program (MB)	May not be relevant for BDIC as it already has venture investment programs and subsidiary programs.
		Equity Capital – Small Business Venture Capital Tax Credit Program (MB)	May not be relevant for BDIC as it already has venture investment programs and subsidiary programs.
Manitoba Industrial Opportunities Program	Manitoba	Term Loan	Similar to BDIC Term Loan program
Atlantic Canada Opportunities Agency	Atlantic Canada	Atlantic innovation Funds	Not relevant to BDIC
		Business Development Program	Not relevant to BDIC
		Innovative Communities Fund	Not Relevant to BDIC
Business Investment Corporation (Nfld)	New Foundland and Labrador	Business Investment Program – Term Loan	Similar to BDIC Term Loan
Farm Credit Canada	Federal / Canada	Credit Lines	Very relevant to BDIC and BDIC must consider introducing this

Similar Organisation	Jurisdiction	Programmes Offered	Relevance for BDIC
			program.
		Crop Inputs	Not Relevant to BDIC
		Livestock	Not Relevant to BDIC
		Finance Equipment	BDIC Term Loan program currently serves this requirement.
		Lease Equipment	Not realistic for BDIC
		Young Farmers	BDIC may consider similar program for young entrepreneurs
		Land and Building	Not Applicable for BDIC
Nunavut Business Credit Corporation	Nunavut	Term Loan	Similar to BDIC term loan program.
Business Development Bank Of Canada	Federal Canada	Working Capital Term Loan	The BDIC Term loan serves this requirement.
		Working Capital Hybrid Solutions	BDIC may consider to peruse further investigation
		Market Xpansion Loan	Not Relevant for BDIC
		Buy a Business – Asset based financing	BDIC may consider similar products

Similar Organisation	Jurisdiction	Programmes Offered	Relevance for BDIC
		Buy a Business – Non Asset based financing	BDIC may consider similar products