

*Deh Cho Business  
Development Centre*



***ANNUAL REPORT  
2018-2019***

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## **INTRODUCTION**

The Deh Cho Business Development Centre (DCBDC) is a non-profit Corporation governed by a Board of Directors chosen from the communities it serves. It is funded by the Territorial Government through the Department of Industry, Tourism & Investment, using funds from the Community Futures Program.

The Centre's mandate is to enhance the local economy and stimulate employment through business development in the Deh Cho Region. Services offered allow new and existing businesses to take advantage of opportunities and provide employment, products and services essential to Deh Cho communities.

The services are provided to clients in the six communities of the Deh Cho region: Nahanni Butte, Sambaa K'e, Fort Liard, Fort Simpson, Wrigley and Jean Marie River. Total population of the region is approximately 2,200. Services were provided to Fort Providence and Kakisa (population approximately 900) from September 2005 to March 2011.

This document summarizes the General Business and Lending activities of the DCBDC, presents the DCBDC's financial statements as of March 31, 2019, outlines DCBDC's effect on business and employment for the 2018/19 year and reviews the outcomes for organizational objectives for the fiscal year.

## **Time Line of Significant Events**

- June 1997** - *Deh Cho Communities Presented with the Idea of Establishing a Community Futures (CF) Office in the Region*
- September 1997** - *Temporary Board of Directors Put in Place*
- April 1998** - *Application for CF / Business Development Centre (BDC) Submitted & Approved*
- September 1998** - *General Manager Hired*
- October 1998** - *First Board Meeting*
- November 1998** - *DCBDC Incorporated*
- November 1998** - *First Official Board Ratified and Officers Elected*
- January 1999** - *First Business Development / Loans Officer Hired*
- January 1999** - *Operating and Loan Funds (\$550,000) Received*
- January 1999** - *First Loan Approved and Advanced*
- January 2001** - *Hired Executive Assistant*  
- *Fort Simpson Economic Development Officer Position Transferred to Deh Cho BDC*
- September 2001** - *Hired Youth Development Officer*
- April 2002** - *Held first NWT Youth Business Conference*
- November 2003** - *Held First Public Annual General Meeting*
- November 2003** - *Hired Second Business Development Officer*
- December 2003** - *At least one loan disbursed in every community*
- May 2004** - *Held Deh Cho Oil & Gas Conference*
- July 2006** - *First offered loans in excess of \$75,000.*
- September 2008** - *Disbursed 200<sup>th</sup> loan, surpassing \$3,500,000 in financing.*
- June 2011** - *\$5,000,000 in loan financing disbursed.*
- October 2011** - *Secured an additional \$900,000 in loan capital from NWT Business Development & Investment Corp.*

**March 2013** - Secured a \$285,000 in loan capital from NWT Community Futures Association. Since borrowed an additional \$55,000.

**December 2018** - Surpassed \$9,000,000 in loan approvals

## **Board of Directors 2018/2019**

John Mckee	Director / Chair	Fort Liard
Rosemary Gill	Director / Vice Chair	Fort Simpson
Shadab Khan	Director / Sec. / Treas.	Fort Liard
Ruby Jumbo	Director	Sambaa K'e
Yvonne Norwegian	Director	Jean Marie River
Pauline Campbell	Director	Nahanni Butte
Gabe Hardisty	Director	Wrigley
Gus Croatto	Director	Fort Simpson

## **Investment Review Committee**

The Investment Review Committee (IRC) is normally comprised of two Board members and three people from the communities who are knowledgeable in business affairs. Two seats were vacant as of March 31. The committee is responsible for the approval of all loans in excess of \$5,000.

## **Staff**

### **Sean Whelly**

Business Development Officer

Sean has been with the Deh Cho Business Development Centre (DCBDC) since January 2001. He worked as an Economic Development Officer with the Village of Fort Simpson for four years and with the Wrigley Band for ten months before working with the DCBDC. Sean has a Bachelor of Commerce, a Diploma in Marketing Management and recently completed his MBA.

### **Todd Noseworthy**

General Manager

Todd has been the General Manager since the DCBDC started in September 1998. He managed two other Business Development Centres, for a total of 6 ½ years, before moving to the NWT. He has a Bachelor of Science (Math), an MBA and is a Chartered Professional Accountant (CPA, CMA). He is currently working towards a Chartered Business Valuator designation with four courses completed. With two exemptions recently approved, he is eligible to write the Membership Qualification Exam in September, 2019.

## Services and 2018/2019 Utilization

The services offered by the Deh Cho Business Development Centre (DCBDC) to all businesses in the region are all meant to help clients take advantage of opportunities that arise in their community or in the region. They include: General Business Counseling, Technical Assistance, Business Planning, Assistance with Financing Applications, a Small Business Resource Centre and Small Business Loans

A brief description of the levels of services provided during the 2018/19 fiscal year, and a summary of the effects of those services, follows.

### General Business Assistance

A brief description of the services that constitute General Business Assistance is provided to enhance the reader's understanding of the non-lending services offered to clients of the Deh Cho Business Development Centre.

**Business Counseling** – Experienced staff are prepared to discuss identified opportunities, outline the steps for start-up, detail the types of financing available, provide the information required to submit an application for financing and offer solutions to issues related to your business.

**Technical Assistance** typically produces a tangible outcome. Examples include: the development of company logos, bookkeeping setup & instruction and the completion of business forms (registrations, licenses, etc.).

**Assistance with Business Planning.** A completed business plan outlines how the business start-up / project will unfold for the owner(s). Plans help lay the groundwork to make the most of an opportunity and are necessary to seek financing. When a client requests funding from the Deh Cho BDC, a condensed business plan, called a **Business Summary**, is prepared for internal use only.

**Preparation of Funding Applications** consists of assisting clients who have difficulty completing applications for funding from other funding agencies or departments.

Table 1 below summarizes the goals set for 2018/19 related to the quantity of each service requested, under General Business Assistance, and the actual numbers experienced.

Table 1 – Summary of General Business Services Expected and Provided

SERVICE	EXPECTED	OUTCOME
General Counseling	25	30
Technical Assistance	55	70
Business Plans (External)	3	1
Business Summary (Internal) *	19	10
Preparation of Funding Applications	4	3

\* The effect of Business Summaries is taken into account in the loan statistics

In some cases, goals were exceeded, such as General Counselling and Technical Assistance, while requests for other services fell short of expectations.

Some clients that receive General Business Services also receive loan assistance from DCBDC. When that is the case, the funding and job statistics are included with the loan statistics.

Table 2 and the accompanying information below demonstrate the measurable effect of the non-lending services upon businesses that did not receive loan funds at the same time.

**Table 2 – Measurable Effects of General Business Services**

<b>EFFECT</b>	<b>EXPECTED</b>	<b>OUTCOME</b>
<b>Businesses Started</b>	2	0
<b>Businesses Expanded</b>	1	0
<b>Businesses Maintained</b>	2	0
<b>Jobs Supported **</b>		

\*\* Full-time and part-time jobs supported are summed as is and are not converted to Full Time Equivalents.

Some of the businesses that received General Business Services were approved for funds from other sources and were able to enhance services as a result. Three external applications received contributions of \$11,712.

Businesses were enhanced by the services provided but not to the extent that businesses were started / expanded / maintained as a direct result of the service.

## **Small Business Resource Centre**

The Business Resource Centre (BRC) exists to provide clients with the tools needed to enhance their current businesses and to facilitate the development of new ideas. Using the resources from the BRC, clients can research ideas and explore opportunities independently or with help from DCBDC staff.

## **Small Business Loans**

Small business loans of up to \$200,000, provided by the Deh Cho BDC, help start, expand and maintain small businesses, which in turn, create employment and stimulate the local economy.

Since September 1998, the BDC has received \$892,500 from RWED/ITI for the Loan Fund. It has borrowed \$460,000 from NWT BDIC and borrowed \$340,000 from the NWT CF Association. With those funds, the organization has disbursed over \$10 Million to approximately 140 different businesses.



Goals related to the lending activities for the 2018/19 year were:

- To approve 17 of 19 loan applications that result in 2 business start-ups, 2 expansions and the maintenance of 11 businesses, with loan financing totaling \$476,000.
- To support approximately 37 jobs with the lending activity; an average of 2.16 jobs per loan approved.
- To keep bad debt to a maximum of \$25,000 from 4 accounts.
- To keep write-offs to a maximum of \$25,000, from 2 accounts.
- That client equity constitute 12% of total project costs.
- That 30% of loan applications approved be for applicants from outside of Fort Simpson.
- To leverage at least 8.0% from sources other than client equity.

The following sub-sections highlight how the loan funds available were put to use during 2018/19. A summary comparing actual results with the goals listed above concludes this section.

### ***Lending Activity***

Tables 3 and 4 outline loan activity since September 1998 and Table 5 shows the direct results as measured by businesses started, expanded and maintained.

All ten applications received in 2018/19 were approved. One remained undisbursed as of year-end.

**Table 3 - # of Applications Requested / Approved / Disbursed**

	9/21/98 to 3/31/15	Yr. End 3/31/16	Yr. End 3/31/17	Yr. End 3/31/18	Yr. End 3/31/19	Total to Date
<b>Requested</b>	368	18	17	15	10	420
<b>Approved</b>	340	17	15	12	10	395
<b>Disbursed</b>	328	17	14	11	9	379

**Table 4 - \$ Value of Applications Requested / Approved / Disbursed**

	Opening - 3/31/14	Ended 3/31/16	Ended 3/31/17	Ended 3/31/18	Ended 3/31/19	Total to Date
<b>\$ Requested</b>	\$9,126,845	\$473,969	\$513,028	\$418,796	<b>\$306,911</b>	<b>\$ 10,183,462</b>
<b>\$ Approved</b>	\$8,315,909	\$469,019	\$289,770	\$398,796	<b>\$306,911</b>	<b>\$ 9,130,708</b>
<b>\$ Disbursed</b>	\$8,271,703	\$793,029	\$716,865	\$308,773	<b>\$344,940</b>	<b>\$ 10,435,310</b>

The average amount approved per loan in 2018/19 was \$30,691, slightly less than 2017/18 at \$33,233 (2017/18) but higher than 2016/17 at \$19,318. The overall average to date is \$23,116.

Although one loan approved for \$70,000 remained undisbursed as of year-end, total disbursements are slightly higher than loan approvals. Some funds were disbursed to loans operating as revolving lines of credit.

One business was approved for two loans in the fiscal year but was only counted once in the started/expansions/maintained statistics below causing the total number of businesses started / expanded / maintained to be less than the number of loans approved, eight versus nine. The impact of the loan upon the business's status is not included in this statistic until the loans are advanced.

**Table 5 – Measurable Effects of Small Business Loans**

EFFECT	EXPECTED	OUTCOME
Businesses Started	2	2
Businesses Expanded	2	1
Businesses Maintained	11	5

### ***Funds Levered***

Loans approved in 2018/19 totaled \$306,911. Other funds expected to be contributed to the projects financed by the DCBDC are considered levered funds. The estimated levered funds for loans approved during the fiscal year was \$712,411, 70% of the expected total project requirements.

The five year averages for the three sub-categories are: Client Equity 27%, ITI/BDIC 3% and Other 10%. The breakdown for the last five years is shown below in Table 6.

**Table 6 – Breakdown of Leveraged Funds**

Loans Approved	Client Equity	Other Financing	ITI / BDIC
2018 / 19	\$ 296,973 (29%)	\$ 408,000 (40%)	\$ 7,438 (0.7%)
2017 / 18	\$102,710 (26%)	\$ 0 (0%)	\$0 (0%)
2016 / 17	\$38,969 (11.4%)	\$ 0 (0%)	\$13,228 (3.9%)
2015 / 16	\$ 322,498 (50.3%)	\$ 113,000 (12%)	\$ 40,000 (4.2%)
2014 / 15	\$ 148,429 (17%)	\$0, (0%)	\$ 49,512, (5.7%)
2013 / 14	\$ 99,656 (8.3%)	\$435,000 (36.2%)	\$ 18,190 (1.5%)

### ***Jobs Assisted***

The DCBDC has assisted with the creation and maintenance of many jobs since it first opened in 1998. Table 7 illustrates the effect of the loans on employment in the region since then.

**Table 7 – Jobs Assisted**

	Created Full-time	Part-time	Maintained Full-time	Part-time	Avg. # Jobs Per Disbursed Loan
14 / 15	40	154	238	282	2.18
15 / 16	1	2	14	19	2.1
16 / 17	1	14	5	9	2.1
17 / 18	1	0	3	16	1.8
18 / 19	2	0	8	8	2.0
<b>Totals</b>	<b>45</b>	<b>170</b>	<b>268</b>	<b>334</b>	<b>2.16</b>

\* All jobs are counted as one. Jobs have not been converted to full time equivalents.

The overall average number of jobs supported per disbursed loan is **2.16**; the average was **2.0** in 2018/19 vs 1.8 and 2.1 in the prior two years. These averages include part time & full time created and/or maintained as well as seasonal positions created & maintained.

Though the number of jobs assisted is less than expected, the average is close to the overall average. The number of jobs expected, using the overall average, for 9 loan disbursements would be 19.4. Eighteen have been included above.

### ***Loans Disbursed - Breakdown by Community***

All six communities in the Deh Cho have accessed the loan fund; some more than others.

In 2018/19, loans were disbursed in three of the six communities in the region. Of the loans disbursed, 22% were outside of Fort Simpson; less than the 30% objective.

**Table 8 – # of Loans Disbursed by Community**

	Ft. Simpson	Wrigley	JMR	Ft. Liard	Nahanni Butte	Sambaa K'e
1998 - 2014	215	38	6	38	7	5
2014 - 2015	14	2	0	0	0	2
2015 - 2016	13	2	1	0	0	1
2016 - 2017	7	3	1	1	2	0
2017 - 2018	6	3	1	0	1	0
2018 - 2019	7	1	0	0	1	0
<b>Totals</b>	<b>262</b>	<b>49</b>	<b>9</b>	<b>39</b>	<b>11</b>	<b>8</b>
<b>% of Total #</b>	<b>69.3%</b>	<b>13%</b>	<b>2.4%</b>	<b>10.3%</b>	<b>2.9%</b>	<b>2.1%</b>

Note: 1 loan was disbursed to an applicant from Fort Providence when services were provided to that community

To date, 30.7% of loans disbursed have been to businesses outside of Fort Simpson. Wrigley and Fort Liard still have the largest number amongst those five communities, and recently, Wrigley has been seeking and receiving more loans than Fort Liard.

## Loan Fund Changes & Composition

The Deh Cho BDC has three sources of loan funds available to finance small business loans for business clients. RWED / ITI contributed \$892,500 to the Core Investment Fund in DCBDC's early years. Since then, the NWT Business Development & Investment Corporation approved a loan for \$900,000 (\$460,000 was drawn down) and the NWT Community Futures Association approved two loans totaling \$340,000.

Each fund earns interest from loans and bank deposits and has expenses related to their operation and use. Details regarding the value and makeup of each fund are outlined below. Table 9a, 9b and 9c summarize the elements of change for each loan fund. Tables 10a, 10b and 10c detail the fund composition as of year-end.

### Core Investment Fund

The DCBDC Core Fund has funded the largest percentage of the total outstanding loans. Table 9a below shows the results of the activity in the Core fund in 2018/19.

There were no write-offs for this year, against the Core Investment Fund. Instead \$15,000 was recovered. There was also a net recovery of bad debt in the amount of \$13,176. The changes to the Core fund allowance arise from additions related to two accounts and two significant recoveries.

**Table 9a – Elements of Change in Investment Fund Value as of March 31**

	up to 2016	2017	2018	2019	Total
<b>Loan Interest - Net</b>	\$ 704,626	\$ 56,232	\$ 26,080	\$ 46,623	\$ 833,561
<b>Other Interest - Net</b>	63,557	52	3,405	13,675	80,689
<b>Net Bad Debt</b>	488,346	- 25,985	- 11,369	- 28,176	422,816
<b>RWED Contrib.</b>	892,500	0	0	0	892,500

Note: Starting with 2014/15, net collection costs were expensed against the Investment Fund's earnings.

This Fund's value as of March 31, 2019 was \$1,383,910; \$88,449 more than the value one year ago, and \$491,410 more than the amount provided by RWED / ITI for the investment fund; its highest value to date. The increase in value over the funds contributed represents an average annual gain of approximately 2.16%.

The recoveries and the decline in the number of applications and dollars disbursed, results in more cash available for loans.

**Table 10a – Core Investment Fund Composition as of March 31**

Year Ended	31-03-15	31-03-16	31-03-17	31-03-18	31-03-19
<b>Net Loan Value</b>	\$ 865,864	\$ 993,850	\$ 794,167	\$ 643,282	\$ 650,732
<b>Cash &amp; Inv. *</b>	278,093	178,487	460,439	652,179	733,178
<b>Total Value</b>	1,143,957	1,172,337	1,254,606	1,295,461	1,383,910

\* Net of payables and receivables

### NWT BDIC Fund

Total debt due to NWTBDIC as of March 31 was \$362,892. No new funds were drawn down during the last fiscal year. The loan was paid down by \$23,609.

Table 9b and 10b highlight the elements of the changes for this fund and the composition as of March 31, 2019. Total interest earned exceeded interest paid to NWT BDIC, even though some borrowed funds sit idle.

**Table 9b – Breakdown of Change in BDIC Fund Value as of March 31**

	up to 2015	2017	2018	2019	Total
Loan Interest - Net	\$ 33,453	\$ 8,527	\$ 8,267	\$ 4,970	\$ 55,217
Other Interest – Net	906	233	1,798	5,181	8,118
Interest Expense	- 26,781	- 8,404	- 7,981	- 7,483	- 50,649
Other Expenses	- 6,025	0	0	0	- 6,025
Net Bad Debt	0	0	0	0	0

As a result, the NWT BDIC Loan Fund value improved to \$6,662, an increase of \$2,668 over the previous year. There were no write-offs or allowances for bad debt for this fund in 2018/19.

**Table 10b – NWT BDIC Portfolio Composition & Value**

Year Ended	31-03-16	31-3-17	31-3-18	31-3-19
Net Loan Value	\$ 56,303	\$ 114,171	\$ 93,166	\$ 81,016
Cash & Inv. (Net)	377,459	297,258	297,329	288,537
Due to NWT BDIC	- 432,207	- 409,519	- 386,501	- 362,892
Total Value	1,555	1,909	3,994	6,662

### NWTCFA Fund

The Development Center drew down the \$285,000 approved by NWT CF Association during the 2013/14 year and \$55,000 in 2017/18. Total debt due to NWTCFA as of March 31 is \$340,000. The loan has zero interest and requires no payments.

Table 9c and 10c highlight the elements of the earnings and interest for this fund and its composition as of year-end.

One new loan was added to the NCFE allowance for bad debt this year. The net increase to bad debt was \$9,701. There have been no write-offs against this loan fund. It should be noted that if loans are written off in this fund, the debt due to the NWTCFA will be reduced by the principal lost.

**Table 9c – Breakdown of Change in NWTCFA Fund Value as of March 31**

Year Ended	up to 2016	2017	2018	2019	Total
Loan Interest - Net	\$ 6,024	\$ 3,879	\$ - 563	\$ - 552	\$ 8,788
Other Interest - Net	443	76	1,382	4,128	6,029
Interest Expense	0	0	0	0	0
Other Expenses	0	0	0	0	0
Net Bad Debt	29,588	1,100	16,190	9,701	56,579

The NWT NCFE Loan Fund was valued at - \$41,761 as of March 31, 2019.

**Table 10c – NWT NCFE Portfolio Composition & Value**

Year Ended	31-03-16	31-3-17	31-3-18	31-3-19
<b>Net Loan Value</b>	\$ 17,855	\$ 82,566	\$ 62,591	\$ 52,119
<b>Cash &amp; Inv. (Net)</b>	\$ 244,024	182,168	241,772	246,121
<b>Due to NWT CFA</b>	- \$ 285,000	- 285,000	340,000	340,000
<b>Total Value</b>	- \$ 23,121	- 20,266	- 35,637	- 41,761

### **Small Business Loans – Goal Summary & Conclusion**

**Table 11 – Summary of Small Business Loan’s Goals and Results**

	Goal	Result
<b>\$ Approved, # Loans</b>	\$476,000, 17	<b>\$306,911, 10</b>
<b># Jobs supported</b>	37	<b>18</b>
<b># Businesses Started / Expanded / Maintained - Lending</b>	2 / 2 / 11	<b>2 / 1 / 5</b>
<b># Businesses Started / Expanded / Maintained – Non Lending</b>	2 / 1 / 2	<b>0 / 0 / 0</b>
<b>\$ bad debt (net), # bad accts.</b>	\$ 25,000, 4	<b>- \$ 3,474, 3</b>
<b>\$ Written Off</b>	\$ 25,000, 2	<b>\$ -15,000, 1</b>
<b>\$ / % client equity</b>	\$ 71,400, 12%	<b>\$ 296,973, 29%</b>
<b>\$ / % levered from ITI / BDIC</b>	\$ 17,850, 3.0%	<b>\$ 7,438, 0.7%</b>
<b>\$ / % levered from other sources</b>	\$ 29,750, 5%	<b>\$ 408,000, 40%</b>
<b>Loans approved outside of Fort Simpson</b>	30%	<b>22%</b>

Loans approved and advanced to clients in communities other than Fort Simpson were less than average and below the objective of 30%; 2 of 9 loans advanced. Fewer loans were approved than anticipated, the bad debt allowance showed a recovery overall with only two new accounts added to the balance versus the four allowed for, and write-offs showed a net recovery as well. Funds levered from client equity and other sources were well above expectations and funds from ITI/BDIC were less than expected.

The total loans outstanding at year end declined marginally to \$1,053,503 from \$1,072,135. Cash available on hand to lend increased to \$1,267,836 from \$1,218,800.

The total value of the all Investment Funds combined increased to \$1,348,811 from \$1,263,818; an increase of \$84,993, or 6.7% versus increases of 2.2% in 2017/18, 7.4% in 2016/17, 1.4% in 2015/16 and 3.2% in 2014/15. Total value is now \$456,311 more than the contributions received from GNWT.

## **Organizational Objectives and Budgets**

The Operating Plan for 2018/19 included some objectives related to the organization itself. The sections below outline achievements versus the expectations detailed in that plan.

## **Board & Staff Objectives**

Investment Committee Seats - The plan included expectations to fill two empty seats on the Investment Review Committee. One person was previously asked to join the committee but has since changed jobs and must request government approval before she can accept.

Staff & Board Education – The Plan stated that staff education would be encouraged and a training session would be held for the board if arrangements could be made.

Both staff continued to enhance their education. Sean Whelley, the Business Development completed his MBA. Todd Noseworthy continued courses in business valuation. The fourth, and final core course, was completed in March.

No Board training was requested in the fiscal year.

Board meetings – One face-to-face board meeting and one Annual General Meeting were held this year. Investment committee decisions were made as necessary via email.

Policy Manual Changes – No changes were made in 2018/19.

## **Marketing & Promotional Plans**

Visits to Communities – No community visits occurred in 2018/19. A letter was sent to all Band / Metis / Community councils to ensure they were aware of the office move and the new website and to remind them of the DCBDC leadership, Board members representing their communities and services offered by DCBDC.

Various Media – The 2017/18 Annual Report and Financial Statements were added to the website. The site was also slightly modified to let visitors know that DCBDC's office had moved. The street address was updated. In addition, requests were submitted, to other websites that had links to DCBDC's old site, to update their links to the new page.

A second mailer was prepared and distributed through Canada Post. The mailer focused on opportunities; outlining possible sources and how DCBDC can help take advantage of them.

A new updated brochure was prepared and printed. It too drew attention to the idea that DCBDC can help residents / businesses take advantage of opportunities.

Staff started a process to create posters but decided to seek help to create a more suitable and professional looking poster to highlight and represent the DCBDC in all communities.

DCBDC did not purchase materials to be used at public events (banner stands, brochure holders, etc.)

## **Diversification of Services**

Though there were some minor / early discussions as to what could be added to the services DCBDC currently provides, none were implemented.

## **Business Resource Centre**

The size of, and services offered through, the Business Resource Centre were reduced as expected due to the significant reduction in space available for its resources.

## **Video Conferencing**

The video conferencing equipment has not been installed at the new location.

## **Budget – Investment Funds**

The plan included a projection for the overall Investment Funds which is primarily used to determine if additional funds will be necessary to meet demand for new loans.

When results are compared to expectations we can see the overall impact of the lending results detailed above. The total net Investment funds outstanding as of year-end were \$783,867, less than forecasted at \$969,705.

Loan disbursements were less than the estimated approvals of \$476,000; they were \$344,940. Repayments were higher than expected; \$363,573 versus \$280,335. Bad debt was estimated to be \$25,000. Instead there was a net recovery of \$18,474. The overall result is less net loans outstanding at year end.

With loan balances decreasing and cash increasing, no additional funds were needed from outside sources.

## **Budget – Operations**

The 2018/19 Operations budget forecasted a shortfall of \$14,560, expecting to use almost all of the surplus carried on the balance sheet.

The Operations portion of the financial statements below, on page 3, show an actual deficit of \$1,087. Details of the variances can be seen in that report as well. A surplus of \$17,731 remains.

## **Financial Statements**

The financial statements of the Deh Cho BDC, including the auditor's opinion, are included below.



# **Financial Statements**

**2018 / 2019**