



**2003 – 2004
Business Plan**

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NKDF BUSINESS PLAN

2003-2004 Business Plan

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EXECUTIVE SUMMARY

In 2002-2003, on the instruction of the provincial government, the Nechako-Kitamaat Development Fund Society undertook a fundamental review of its activities and performance. With the assistance of staff from the Ministry of Competition, Science and Enterprise, the Society reconsidered its programs, planning processes and economic development activities.

The Board of Directors considered the results of the review in March 2003. They approved several policy and operational changes, and endorsed a renewed emphasis on economic development activities and setting aggressive targets for regional involvement and economic impacts.

Several key conclusions and subsequent actions are summarized below:

- 1. The Society will develop a new Business Plan for 2003-2004 that reflects activities to increase program uptake and is consistent with government policy. This will include:**

Revised project criteria, including no subsidies to business or business loans ;

All funds previously allocated for business loans have been transferred into regular operating accounts, and all participants in the business loan program have been informed that the program is cancelled. The revised program guidelines now state: "Projects will not be funded that would compete with private enterprise within the Fund area" and "Grants cannot be used to subsidize business." Every proposed project will be evaluated to ensure it does not provide a subsidy. The annual evaluation of the grants program will consider whether anyone has complained about an approved grant because it appeared to be subsidizing a business. Staff at the Ministry of Competition, Science and Enterprise will be consulted if any subsidy uncertainty arises.

Clear performance goals and measurements;

The most significant performance measure for the Society is reflected in the Board's goal of spending \$1 million on economic development this fiscal year. Other key performance measures include a reduction in the ratio of administrative costs to project funding (see below) and the successful implementation of a more flexible and less complicated application process for proponents.

Each approved project will also be required to have to have measurable outcomes, and to report those outcomes to the Society.

Expanded investment area to include Burns Lake and Fraser Lake;

The expansion of the business area of the Fund is one approach being taken to increase program uptake. The Manager has informed these two communities of their inclusion and has begun working with local organizations to develop projects. The Board approved grants to two new projects from these communities at its May 21st, 2003 meeting.

Greater Society involvement in project development;

The Manager has always assisted proponents in developing proposals as much as possible, and will now track the time invested in this assistance. In an effort to provide project development assistance, while still minimizing administrative expenditures, the Board approved an additional strategy: The Society may assist with project development by sharing the costs of hiring professional assistance for proponents. The Board allocated \$10,000 for this initiative.

In addition, for proponents experiencing hardship in finding matching funds for a proposal that would solve a serious problem in the community, the 50% matching funds requirement may be waived at the discretion of the Board.

A reduction in the ratio of administration expenses to total projects funded.

The ratio of administration costs to the value of grants paid out has been dropping dramatically. In year one it was 50%, in year two it was 35% and last year (during the performance review) it was 18%. From 2003-2004 onwards, administration expenses are targeted to be less than 10% of the value of grants paid out. This ratio is consistent with performance targets of similar funding organizations, such as the Columbia Basin Trust and the Gwaii Trust.

2. A public process will be initiated for the selection of new community members for vacant positions and following the expiration of terms.

Three board positions will be vacant on June 1st, 2003. In anticipation of that event, the Manager sent an invitation to all economic development agencies and to local, municipal and aboriginal governments to nominate directors to the board. In addition, recruitment advertisements were placed in local papers throughout the region during two weeks in March. Eight candidates responded and were then ranked according to objective criteria listed in the director's job description and sent to the Minister for his consideration. In anticipation of the expiry of seven more positions in February 2004, the manager will use the same process to recruit directors, beginning in October 2003.

- 3. There will be no further disbursements from the Province to the Society until the entire funds within the Society's control are expended on economic development projects within the region.**

At its March 2003 meeting, the Board passed a motion to shorten the investment horizon on Society-held funds to 2 or 3 years. This will provide resources in the short term for the planned increased uptake of program funds.

- 4. In the future, the Legacy Fund will be solely managed by the British Columbia Investment Management Corporation.**

\$10 million of the funds originally deposited in the Community Legacy Fund will continue to be held and managed by the British Columbia Investment Management Corporation. Once the Legacy Fund grows to \$15 million (1999 dollars) any excess (above the \$15 million) will be spent in the region. The Board anticipates this spending from the Legacy Fund will begin in three years, at the same time as the current operating funds are fully spent, ensuring an uninterrupted stream of economic development grants to the region. The five-year plan and associated financial tables explain this in more detail.

1.0 INTRODUCTION

1.1 Mandate

The Nechako-Kitamaat Development Fund (NKDF) Society's mandate is:

To support sustainable economic activity in northern communities affected by the Kitimat-Kemano project and by the creation of the Nechako Reservoir. NKDF spends the income from its long-term investments on programs and projects that meet each community's goals for economic development and community stability.

1.2 Background of the Fund

In 1997, as part of a resolution of legal issues surrounding the cancellation of the Kemano Completion Project in northwestern British Columbia, the government of British Columbia and Alcan Inc. each contributed \$7.5 million to create the BC-Alcan Northern Development Fund. The *BC-Alcan Northern Development Fund Act* was passed, setting up a legal structure for the Fund.

Following advice from a regional advisory board, the NKDF Society was incorporated on August 18, 1999 with a mandate as set out above. The Minister for Competition, Science and Enterprise appoints Board members to represent the communities of the Nechako-Kitamaat area.

1.3 How and Where the Fund Invests

Any legally incorporated non-profit organization is eligible to apply for funding from the NKDFS.

The investment area for the NKDF is normally limited to communities with evidence of impacts from Alcan's Nechako Reservoir and Kemano power project. This includes most communities from Vanderhoof to Burns Lake (including Southside), and Kitamaat Village.

Projects funded by the NKDF can be located elsewhere in north western British Columbia, providing there is direct economic and/or job creation benefit to the Nechako-Kitamaat Region.

1.4 Nechako-Kitamaat Development Fund Society Guiding Principles

These principles have been updated to reflect the results of the recently completed performance review:

COMMUNITY ECONOMIC DEVELOPMENT	The NKDF will invest in community economic development projects and/or programs that are supported by the community, as long as they do not subsidize private business.
JOB CREATION & ENHANCEMENT	Creating new jobs and enhancing existing jobs are priorities of the NKDF.
SUSTAINABLE EMPLOYMENT	A priority of the Fund will be to support long term employment - both full time and seasonal.
COMMUNITY INTERRELATIONSHIPS	The Fund recognizes the value of interrelationships between communities. Consideration will be given to proposals from outside the Nechako Region and Kitamaat Village if they demonstrate a benefit to those areas.
CLEAR AND ACCESSIBLE	The Fund will have policies and programs that are accessible with clearly defined evaluation criteria.
FIRST NATIONS' PARTICIPATION	First Nations' participation in the Fund will not prejudice the First Nation land claim process.
LOCAL CONTROL	The majority of members of the NKDF Board will reside in the investment area. The Board will determine the ongoing management of the Fund consistent with provincial government policy.
BENEFITTING FUND	The Fund is intended to create benefits through sustainable community economic development. It is not intended to be compensation for those who believe themselves to have been negatively affected by the Kitimat-Kemano Project, the creation of the Nechako Reservoir or the cancellation of the Kemano Completion Project.
COOPERATIVE VENTURES	The Fund can be utilized in cooperative ventures along with other funding sources.
NO DUPLICATION	The Fund will not duplicate but may augment existing economic development programs.
WORKING FUND	\$5 million from the original \$15 million Fund is in a working fund to invest in current grant programs.
LEGACY FUND	\$10 million from the original \$15 million Fund is in a legacy fund, which will be invested to reach \$15 million. * Income from this \$15 million will finance activities into the future.

* Fund investments are managed by the British Columbia Investment Management Corporation. Monies of the Northern Development Fund – to be used in support of the programs of the NKDF Society – are in investment vehicles that are generally conservative but that also provide some opportunities for growth.

2.0 MANAGEMENT STRUCTURE

2.1 Managing the Society's Operations and Projects

The Manager is responsible for overseeing the operations of the Society, and takes direction from the Chair between Board meetings. The Manager's detailed job description can be found in the Policies and Procedures Manual, sections 7.3- 7.4.

2.2 Managing the Society's Finances

The Chair, the Secretary-Treasurer and the Manager will have signing authority on chequing accounts for administration and grants, on term deposits and on the investments held with Phillips, Hager and North. The balance of the Northern Development Fund is held and managed by the British Columbia Investment Management Corporation.

Chequing accounts are interest bearing in local credit unions, with amounts surplus to 90-day requirements to be invested in higher-earning but cashable term deposits. All cheques require two signers.

The Manager will maintain all NKDF financial records on a monthly basis using Quickbooks and the Board will appoint an accounting firm at each Annual General Meeting to perform an independent review of year-end finances. The firm chosen to conduct the review since the Society's incorporation is Edmison Mehr of Smithers, BC.

A Finance Committee (convened as required) will develop and review investment policies and select investment vehicles in a competitive process to ensure NKDF funds are invested conservatively and with the best rates of return possible. The Board will provide input to and final approval for these decisions. The Board will receive quarterly reports from investment firms and review them regularly for compliance with the investment policy.

The only private investment firm still holding NKDF funds is Phillips, Hager & North (PHN), selected in August 2001 to be the investment manager for \$2 million of the \$2.5 million transfer from the BCIMC. In response to the results of the performance review, the Board passed a motion at the March 2003 Board meeting to shorten the investment time frame on PHN-managed funds to 2 to 3 years from the previous long term horizon. Accordingly, the Board instructed PHN to shift the asset mix strategy to prepare for liquidation of assets into the Society's cash accounts within 3 years.

2.3 Managing the Society's meetings and decision-making procedures

The Board holds bi-monthly meetings, with additional meetings or conference calls as required. Meetings will be rotated throughout the communities in the investment area, with parts of each meeting open to the public. The decision-making method is consensus. (For more details, see the Policies and Procedures Manual)

The Annual General Meeting will be combined with the May Board meeting.

Public accountability is created by:

Allowing delegations and visitors to portions of each board meeting.

Making decision records publicly available upon request.

Having a representative of the provincial government at each Board meeting and maintaining communication between the Manager and this representative between meetings regarding significant issues as they arise.

Providing an Annual Report to the funding partners (the Provincial Government and Alcan) and to the public, both by distributing individual copies on request and by posting it on the Society's web page. www.ndf.gov.bc.ca

Preparing an annual Business Plan with performance measures and targets, also to be available to the public on the web page.

Having a public process for selecting board members, consisting of two weeks of advertising in local papers, and sending an invitation to all local, municipal and aboriginal governments to nominate directors to the board whenever a vacancy occurs. All candidates are then ranked according to objective criteria listed in the director's job description and sent to the Provincial Government for consideration.

2.4 Managing evaluation of the Society's operations and programs

Measuring the Society's performance goals will be done annually. There will continue to be an annual internal evaluation of NKDF operations and programs by the end of March with results to be summarized in the Annual Report. The Society Chair will lead the evaluation with participation from the Board and Manager. The evaluation will be based on the following:

☞☞What is working well?

☞☞What is not working well?

☞☞Are we achieving the goals stated in the year's business plan?

☞☞If not, what obstacles are we encountering and how might they be removed?

The annual report will evaluate the adherence to the Guiding Principles and accomplishments in funding economic development projects.

There will be an annual evaluation of management services, three months prior to contract expiry (October 31st). The Chair will lead the evaluation, with participation from the Board and Manager. The evaluation will be based on the contract deliverables, with each deliverable being reviewed according to the following:

- ☞☞ Was each deliverable completed as expected?
- ☞☞ If not, how did the outcome differ from expected?
- ☞☞ What can we learn from our experiences?
- ☞☞ What is working well?
- ☞☞ What is not working well?
- ☞☞ How can we improve our administration?
- ☞☞ What can we do about those obstacles?
- ☞☞ What can we do to make improvements or changes?

The Board had planned a more extensive independent evaluation of the Society's programs following the third year of operations, but the performance review in 2002-2003 precluded the need for this activity. The Society will reconsider the need for another such extensive review in the 2004-2005 fiscal year.

2.5 Managing the Society's Communications

The Manager develops and implements a communications strategy. There are seven goals, as follows:

- a) To create an identifiable regional image for the Nechako-Kitamaat Development Fund Society and its funding partners, the Provincial Government and Alcan;
- b) To highlight the economic development projects financed by the Fund;
- c) To inform prospective applicants about the Fund, its purpose, priorities and how to apply for funding;
- d) To inform related agencies / individuals about the work of the Fund for networking and information-sharing purposes;
- e) To raise and maintain the profile of the Board members in their home communities and throughout the Fund area;
- f) To comply with provincial government reporting requirements;
- g) To track and evaluate the effectiveness of all communications.

3.0 PROGRAM ADMINISTRATION

The ratio of administration costs to the value of grants paid out has been dropping dramatically since the start-up of the grants program. In year one it was 50%, in year two it was 35% and last year, during the performance review, it was 18%. This coming year, as we hit the \$1 million grants target, we expect administration to be less than 10% of the value of grants paid out. This ratio is consistent with performance targets of similar funding organizations, such as the Columbia Basin Trust and the Gwaii Trust.

3.1 Community Grant Programs

It is the Society's goal to award \$1 million annually in community grants to qualified proponents. This goal has not been achieved in the past due to a combination of somewhat complicated funding guidelines, and difficulty on the part of some proponents in meeting the information, financial analysis and matching funds requirements for applications.

The Society has taken several steps to reduce these barriers.

- 1) We have expanded the direct investment area to include Burns Lake and Fraser Lake, increasing the number of communities directly eligible for funding.
- 2) If proponents are experiencing hardship and need assistance with developing their proposals, the Society may assist with project development by sharing the cost of hiring professional assistance. This will remove barriers faced by some less experienced proponents.
- 3) If proponents are experiencing hardship and cannot find matching funds for a proposal that would solve a serious problem in the community, the Society may waive the 50% matching funds requirement. Assessment of hardship will be at the discretion of the Board. Due to the nature or location of some projects, matching funding may prove an insurmountable barrier. This change will allow for renewed consideration of these ideas.

Based on current enquiries to the Society, the Board anticipates a significant increase in demand for grants. There is a backlog from the period of the performance review, and the policy changes made by the Board are expected to further increase applications.

In addition to the policy changes noted above, the Board has instructed the Manager to take several further proactive steps to seek out new economic development opportunities for the Fund. As an example, the Manager has contacted proponents who have received funds from other sources and invited them to apply for matching funds from the NKDF. Minister Thorpe's recent announcement of \$75,000 grants to regional tourism groups led to calls to the Northern British Columbia Tourism Association and the membership within the investment area. The recent rollout of the Softwood Lumber program with Community Futures Development Corporations could also lead to further opportunities to leverage NKDF funds.

Following is a table showing all grant commitments carried over from the last fiscal year and new commitments made in this fiscal year.

Table 1: NKDF Grant Spending Approved For This Fiscal Year (as of May 31, 2003)

Prior year commitments				
Applicant	Project	Date Approved	Amount Approved	Status
District of Vanderhoof	Revitalization Project	21-Mar-01	\$125,000	Balance owing on contract from prior year
Ootsa Lake Water Society	Water System	19-Sep-01	\$36,636	Balance owing on contract from prior year
Burns Lake Native Dev't Corp.	Entrepreneurial Training	27-Mar-02	\$7,700	Balance owing on contract from prior year
Heart of BC Tourism	Coordinated Projects	15-May-02	\$4,200	Balance owing on contract from prior year
	Total prior year commitments:		\$173,536	
New grant commitments				
Applicant	Project	Date Approved	Amount Approved	Status
Southside Ec Dev Association	Takysie Trails	21-May-03	\$26,500	Contract signed
College of New Caledonia	Focus Groups	21-May-03	\$4,000	Contract signed
Cheslatta Carrier Nation	Organizational Development Phase 1	21-May-03	\$10,000	Conditional approval
North Coast Biotoxin Society	Kitamaat Water Testing	21-May-03	\$65,000	Conditional approval
Nadleh Whuten	Repairs to community hall	21-May-03	\$25,000	Commitment letter
Lakes Outdoor Recreation Society	Trail & Campsite maintenance	21-May-03	\$5,000	Contract signed
Village of Fraser Lake	Wharf Development	21-May-03	\$100,000	Contract signed
Fort Fraser Chamber	Summer Tourism Project	21-May-03	\$10,000	Contract signed
Nechako Valley Community Services	Planning for Seniors	21-May-03	\$11,000	Commitment letter
	New grants approved to May 21, 2003		\$256,500	

Note added on July 30th, 2003:

Additional grant commitments of \$490,000 were made at the July 24th Board Meeting, bringing new commitments for this year to \$746,500.

Grants will be awarded to a range of community economic development projects in a timely and fair manner, based on evaluation criteria provided in the guidelines. The Manager will evaluate the proposals using the review tool (see next page), giving the proponents every reasonable opportunity to revise the proposal before the final deadline (normally three weeks prior to each Board meeting.)

Cheques will be issued only after both parties sign a legally binding contribution agreement, spelling out the terms and conditions of project evaluation, proponent reporting and NKDF funding. The Manager or a sub-contractor approved by the Board will evaluate all funded projects before releasing the final 10% value of the grant to ensure that the project meets the terms of the contribution agreement.

The entire grant program will be evaluated annually before the end of April with results to be summarized in the Annual Report. The evaluation will cover:

- ~~///~~How many, what types and what dollar value of projects were approved and actually funded?
- ~~///~~How many proposals were rejected and why?
- ~~///~~Were the overall results/benefits achieved or not achieved?
- ~~///~~If anticipated results were not achieved, what happened? What can we learn?
- ~~///~~Did we achieve regionally equitable distribution?
- ~~///~~Is the reporting/communications from successful applicants adequate?
- ~~///~~Have the funded projects met the Guiding Principles and Mandate of the Society?
- ~~///~~If not, what happened? What can we learn? Should the Guiding Principles and Mandate be refined to reflect emerging needs in the investment area?
- ~~///~~Has anyone complained about a grant because it appeared to be subsidizing a business, or for any other reason? If so, what adjustments need to be made, if any?
- ~~///~~What can we do to improve program delivery and effectiveness?

For more information on the grants program, see Appendix C, Program Guidelines.

Proposal Evaluation Tool

(Completed by the Manager and attached to each proposal to assist the Board in its deliberations.)

1. **Project benefits / strengths**
2. **Project weaknesses / risks**
3. **Communications opportunities for NKDF**
4. **How does this address regional equity?**
5. **Linkages with other agencies' funding**
6. **Other considerations :** (e.g. links to other projects or strategies, previous planning in a community, current issues, catalyst for other activities, proponent history, etc.)

Priority Area	Yes	No	Indicator
Did the Society assist with project development?			Type and amount of Director / Manager support
Does the project subsidize business?			No competitive advantage to one firm or individual over another.
Does the project have measurable outcomes?			See specific indicators below
Does the project create new long-term jobs?			# of jobs: Direct & indirect Seasonal/ Full-time / part-time
Does the project help community acquire investment?			Description - what and how? Dollar estimate Potential results and spin-offs
Does the project increase competitiveness of business sector?			Description - how? Dollar estimate Potential results and spin-offs
Does the project help to remove constraints to development?			What constraints? Dollar estimate Potential results and spin-offs
Does the project help to promote economic activity?			What activity - new / augment existing? Dollar estimate Potential results and spin-offs
Does the project create social benefits?			Long-term benefits: Short term benefits:
Does the project build community capacity?			For what? Dollar estimate Potential results and spin-offs
Is the project sustainable?			Long-term plan included? Realistic projections? Potential impact

Options for Board Consideration:

1. Do not fund. (Describe the up and downsides of this option)
2. Fund as requested. (Describe up and downsides to this option)
3. Fund with conditions. (Decreased level of funding because... increased level of funding because...)

3.2 Business Loan Program

The former business loan program has been cancelled. While the program is no longer offering any new loans, principal and interest amounts are still receivable from the lending partners, the Community Futures Development Corporations of Stuart-Nechako and 16/37 (Terrace/Kitimat).

On instructions from the Board, the former loan fund investment manager, Royal Private Counsel, has closed the loan account and sent a cheque for the balance to the Society.

All loan funds currently held by the Society, including future principal and interest repayments, will be held in local credit unions in cashable interest-paying accounts. The cash balance available for spending on grants and administration as of April 1, 2003 is \$939,391, with additional principal of \$135,798 receivable over the term of the outstanding loans. The cash balance, and repaid principal and interest will be used to support the Society's programs.

3.3 Community Legacy Fund Program

In 1998, after lengthy consultation with the community, the Advisory Board recommended that a permanent Northern Development Fund which is sustained through investment will fund programs and projects with goals of economic development and community stability.

The Advisory Board recommended that the \$15 million Northern Development Fund be managed through a legacy fund of \$10 million, invested to grow to protect the purchasing power of \$15 million over time. In addition, there would be an initial \$5 million working fund to invest in the loan and grant programs of the Northern Development Fund. Future growth of the Legacy Fund and the working fund will be used to provide additional economic and social benefits over time.

The Legacy Fund will be solely managed by the British Columbia Investment Management Corporation.

All funds currently in the Society's control are now considered operating funds. At its March 2003 meeting, the Board passed a motion to shorten the investment horizon on these funds to 2 or 3 years, to facilitate increased spending on economic development activities.

4.0 2003-2004 FISCAL PLAN

The Board has set a target of spending \$1 million on economic development grants in the region this year.

Grant spending for 2003-2004 is expected to be higher than in all previous years combined. Awareness of the NKDF grants program is at an all-time high, as demonstrated by the receipt of 16 complete proposals in the first month of this fiscal year, worth a total of \$1.7 million.

The market value of funds remaining in the Society's accounts as of April 1, 2003, was \$3,598,125 including the value of expected proceeds from outstanding loans in the cancelled business loans program. The total budget for the 2003-2004 fiscal year is **\$1,274,416**.

Table 2 summarizes the spending plan for 2003-2004

Item	2003-2004 Projected Expenses	2003-2004 Projected Investment Income	2003-2004 Net Income
Administration Costs	\$ 94,160	\$ 800	
Grant Program commitments from prior years	\$ 173,536		
Grant Program new commitments	\$ 990,000	\$ 8,525	
Grant Program Project Development Assistance	\$ 10,000		
Loan Program	\$ 6,722*	\$ 20,100	
Reserve Funds (Phillips, Hager & North)		\$ 57,610	
TOTAL	\$1,274,416	\$ 87,035	-\$1,187,383

*Allowance for 5% default on loans

For more detail on expenses, see Appendix A, 2003-2004 Budget Projections.

5.0 FIVE YEAR SPENDING PLAN

The Fund was established with the purpose of benefiting communities in the investment area for as long as the Alcan-Kemano power project continued to affect the region.

To meet that objective, the Board of Directors has to balance two “bottom lines” in their spending strategy: one bottom line is to invest in and support current economic development activities in the investment area and the other is to establish an economic development Legacy Fund in perpetuity.

Although the goal for this year’s grant program is to invest \$1 million in community projects, this is clearly not sustainable indefinitely unless income on investment accounts increases dramatically. At the same time, the Board wishes to catch-up in its investments in economic development. As a result, the Board intends to award \$1 million annually in grants over the next two years, and then to taper off grant spending by \$200,000 increments to a sustainable level as necessary to protect the Fund against inflation (see Table 3 below).

This plan will be reviewed on an annual basis to incorporate new information on operating account interest rates and rates of earnings on British Columbia Investment Management Corporation investments. BCIMC staff members have suggested we use 3.5% for projected earnings. As rates change, the spending plan can shift accordingly to maintain at least a \$15 million balance. We are hoping that by 2008, rates have improved enough to eliminate the projected deficit.

Table 3: 5 Year Plan

	2003-04	2004-05	2005-06	2006-07	2007-08
Opening balance NKDF assets	\$3,598,125	\$ 2,417,464	\$ 1,395,988	\$ 557,868	\$ 555,647
Transfers from BCIMC				\$ 632,081	
Prior Year Grant Commitments	-\$173,536				
New Grant Commitments	-\$1,000,000	-\$1,000,000	-\$800,000	-\$600,000	-\$600,000
Administration	-\$94,160	-\$94,000	-\$80,000	-\$70,000	-\$60,000
Investment income assumption	3%	3%	3%	3%	3%
NKDF earnings	\$87,035	\$72,524	\$41,880	\$35,698	\$16,669
Closing balance NKDF funds	\$2,417,464	\$1,395,988	\$557,868	\$555,647	-\$87,683
Opening balance BCIMC	\$13,275,294	\$13,739,929	\$14,220,827	\$14,086,475	\$14,579,501
Investment income assumption	3.5%	3.5%	3.5%	3.5%	3.5%
BCIMC earnings	\$ 464,635	\$ 480,898	\$ 497,729	\$ 493,027	\$ 510,283
Closing balance BCIMC	\$13,739,929	\$14,220,827	\$14,718,556	\$14,579,501	\$15,089,784
		Transfer from BCIMC to NKDF balance of original \$5 million operating fund	-\$632,081		
Closing balance all NDF assets	\$16,157,393	\$15,616,815	\$14,086,475	\$15,135,149	\$15,002,101