

2017

2018

ANNUAL
REVIEW



COMMUNITYBUSINESS
DEVELOPMENT
CORPORATIONS

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CBDCS ARE MEMBERS OF THE COMMUNITY FUTURES NETWORK OF CANADA

CHAIRPERSON MESSAGE



Congratulations to our clients, community leaders, and staff on having a record breaking year with the Community Business Development Corporations. Our 15 offices throughout the province have proven to be valuable assets in promoting and supporting their respective regions. The hard work and dedication of our 53 staff and 108 community business leaders, all working together to grow the rural economy throughout Newfoundland & Labrador, is the backbone of our success.

The 2017-18 fiscal year saw CBDCs provide businesses in rural Newfoundland & Labrador with over \$24 million in financial support, \$4 million more than the previous year. This money was used to create and maintain 1,104 jobs in our province, assist 377 businesses, 133 of those being new start-ups, and gave CBDC clients the opportunity to leverage \$29,636,791 in response to their approved application. Each client who has worked with the CBDCs was able to better themselves and build their communities, demonstrating that we are genuine in our desire to grow the economic and social well-being of our province.

Small businesses throughout Newfoundland and Labrador are the anchors of our communities. We have witnessed an increase in self-reliance and an unwavering dedication to self-employment. People who love this province want to stay here, being gainfully employed and contributing to their communities. In a time when we as a province are experiencing an economic downturn, CBDCs have shown that the entrepreneurial spirit is alive and well within our rural communities by providing business training, guidance, and financial support. At every opportunity, CBDCs promoted the highlights their entrepreneurs were achieving and this was shown through the success stories that have been submitted from each region.

I am very proud to be a part of such a professional and dedicated group of community leaders and staff. Without each and every one of you, none of this would be possible. Thank you for going above and beyond when it comes to contributing to small business development on both the local and provincial level.

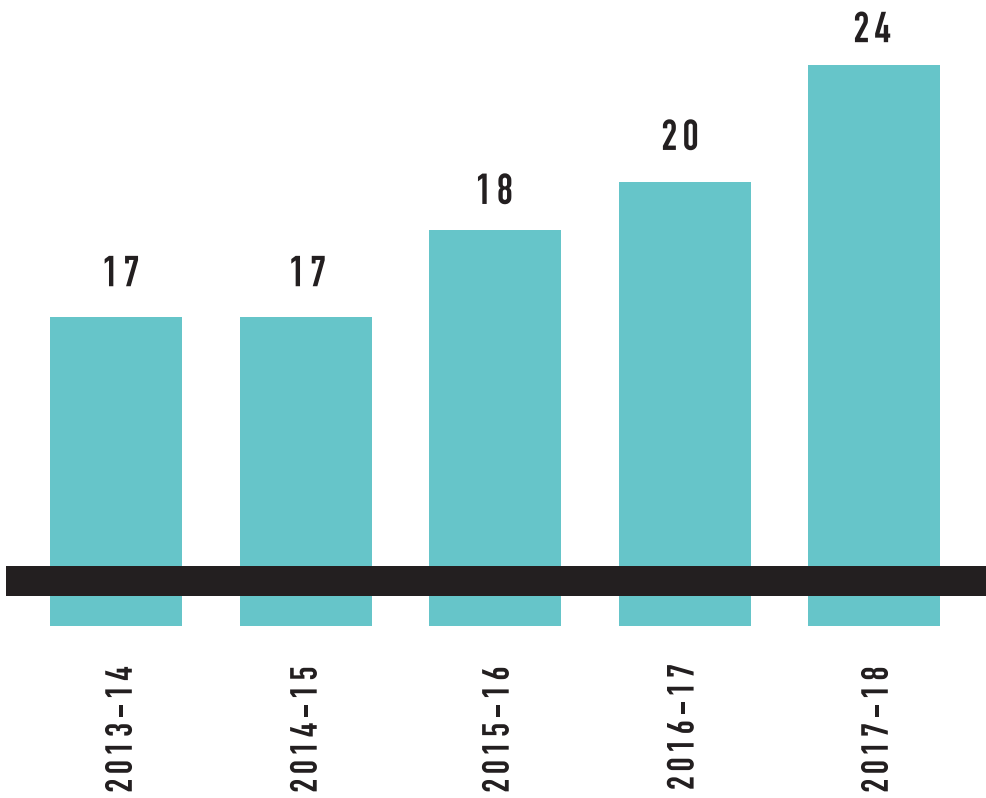
Thank you,

A handwritten signature in blue ink, appearing to read 'Larry Fawcett', written in a cursive style.

Larry Fawcett
Chairperson

INVESTMENTACTIVITY

CBDCS CONTRIBUTION TO RURAL COMMUNITIES

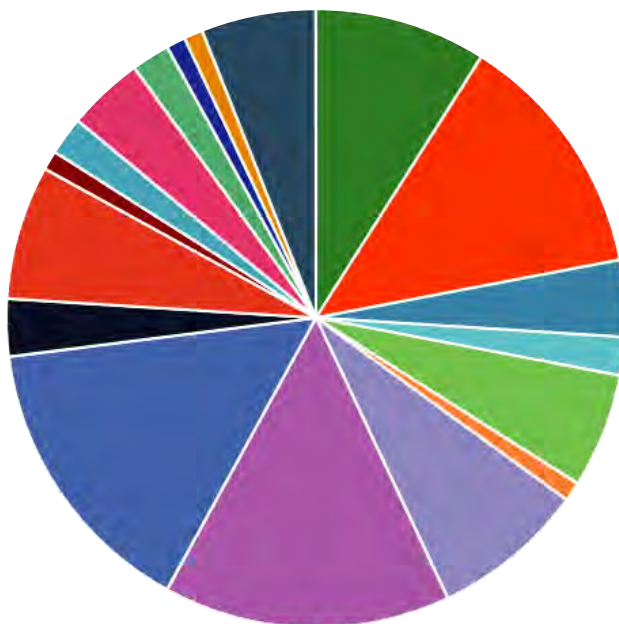


DISBURSEMENTS

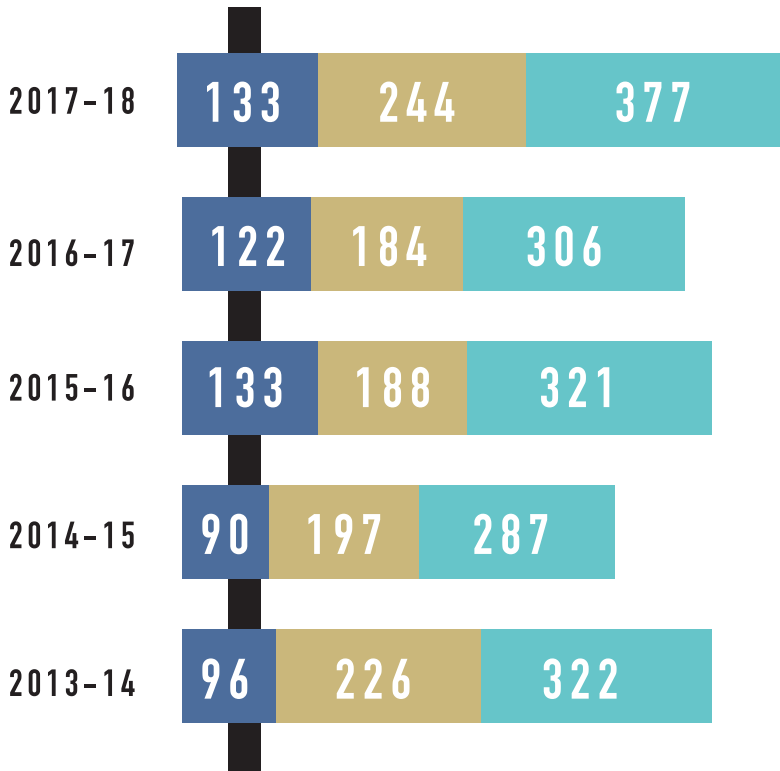
On March 31, 2018 the net value of the CBDC portfolio was \$104.6 million.

CBDCs disbursed \$24,239,903 to small and medium size businesses and community enterprises.

LENDING BY SECTOR



- 9% MANUFACTURING
- 13% FISHERY
- 4% FISH HARVESTING
- 2% AGRICULTURE
- 6% CONSTRUCTION
- 1% AQUACULTURE
- 8% TOURISM
- 15% SERVICE
- 15% RETAIL/WHOLESALE
- 3% TRANSPORTATION
- 7% ACCOMMODATION & FOOD SERVICES
- 1% FORESTRY
- 2% ARTS & ENTERTAINMENT
- 4% PROFESSIONAL & TECHNICAL SERVICES
- 2% HEALTH & SOCIAL
- 1% MINING
- 1% PERSONAL SERVICE
- 6% OTHER

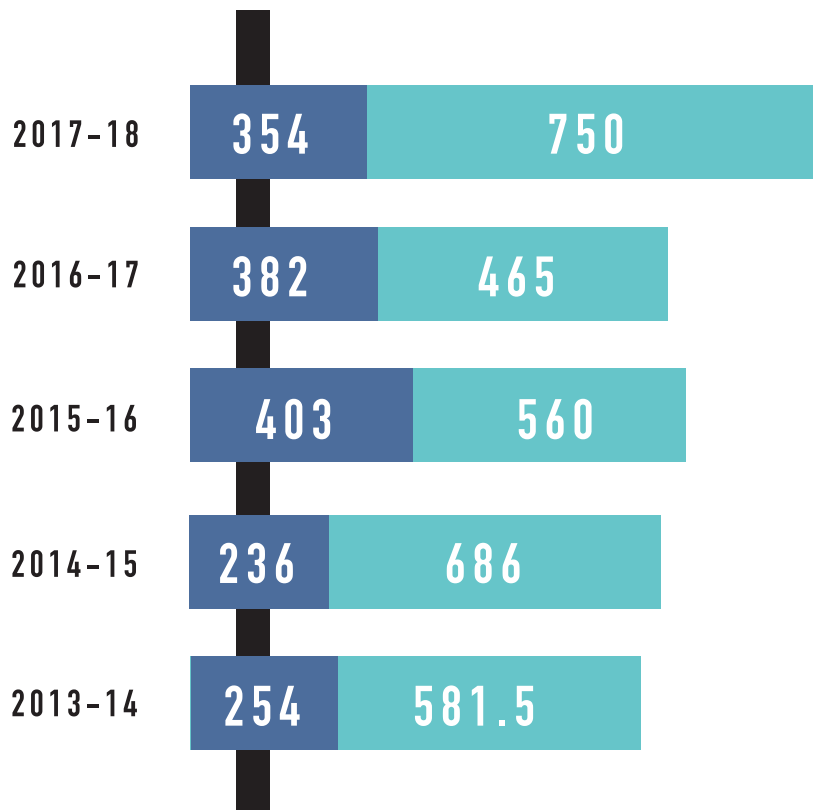


BUSINESSES ASSISTED

START-UP
EXISTING
TOTAL BUSINESSES ASSISTED

JOBS CREATED & MAINTAINED

JOBS CREATED
JOBS MAINTAINED



CBDC clients leveraged **\$29,636,791** in response to their approved application.
Amount leveraged per dollar invested by CBDC was **\$1.22**.
1661 CBDC clients received business counselling in the past fiscal year.

1506

TOTAL NUMBER OF INVESTMENTS MANAGED

5.77%

GROSS RETURN ON INVESTMENT

\$85,656,638

TOTAL INVESTMENTS OUTSTANDING

\$3,182,102

VALUE OF LOANS APPROVED BUT NOT DISBURSED

\$7,828,334

ALLOWANCE FOR DOUBTFUL ACCOUNTS

\$104,576,075

NET VALUE OF FUND

\$29,604,873

NET FUNDS AVAILABLE

SITUATION AT END OF YEAR

SEA PROGRAM

206

APPROVED SEA CLIENTS

43

CLIENTS RECEIVED TRAINING

15%

INCREASE IN SEA CLIENTS FROM LAST YEAR

48

LOANS PROVIDED

SEA (SELF-EMPLOYMENT ASSISTANCE PROGRAM)

CBDCs work in partnership with the provincial Department of Advanced Education, Skills, and Labour to deliver SEA.

CONSULTING ADVISORY SERVICES (CAS)

CBDCs have been working with businesses, municipalities and community enterprises to help grow and sustain ventures and projects via expert consulting advice. New and existing clients can access technical and financial assistance by engaging consultants to assist them with business opportunities and challenges.

86

PROJECTS COMPLETED

\$460,761

DISBURSED

CATEGORIES SUPPORTED

BUSINESS PLANS
COMPETITIVE ANALYSIS
DIAGNOSTIC ASSESSMENTS
STRATEGIC PLANNING
ACCESS TO CAPITAL PLAN
TRADE/EXPORT READINESS*

*NOTE: Activities have always been eligible but it is interesting to note that there has been an increase in small businesses that have been looking for expert advice on how to identify new markets

KICK\$TART & DRIVE

In partnership with the provincial Department of Tourism, Culture, Industry and Innovation, CBDCs deliver a program that centres on youth who lack the capacity to generate the revenue needed for a business venture. By nature, it is a very risk-oriented program encouraging an innovative entrepreneur with an innovative idea to take their first steps into getting their venture up and running.



YOUTH VENTURES

Delivery of YV during the summer of 2017 was exciting. More than 200 presentations were made to students in junior and senior high school classes. Twenty-two coordinators worked with the participants throughout the summer to start-up pet services, yoga studios, craft development and web-based services, just to name a few.



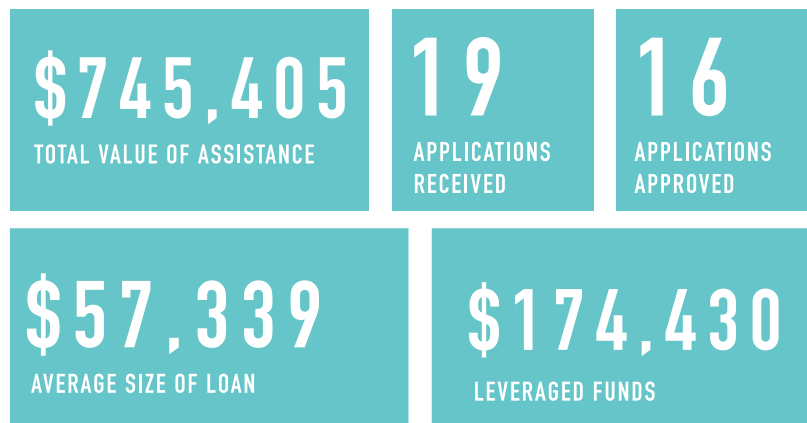


AVALON WEST

For a copy of CBDC Avalon West's audited financial statements, please visit 1-5 O'Reilly Street, Placentia or call 709-227-2147.

CBDC Avalon West provides business advice, counselling, consulting, training and financing services to entrepreneurs within the Cape Shore, Isthmus, St. Mary's Bay North and Placentia regions of the Province. The Corporation has eight dedicated directors who meet at a minimum of once per month to review loans applications and requests. Each of the sub-regions is represented by two directors, ensuring equal geographic representation. The region is extensively rural in nature, and has a population of approximately 8,000 people. Historically, the region has been heavily reliant upon the fishing industry. Due to large industrial developments that are occurring within or near the region (Long Harbour, and Argentinia), the construction, mining and the oil and gas sectors are providing direct employment for residents and these industries are having an overall positive economic impact. Spinoff effects from these developments are being felt in the accommodations, service and retail sectors. CBDC Avalon West continues to build on its relationships with its partners within the economic development and business financing sectors in order to grow and enhance the local business community. The opportunities for local businesses are great and CBDC Avalon West is well positioned to provide assistance.

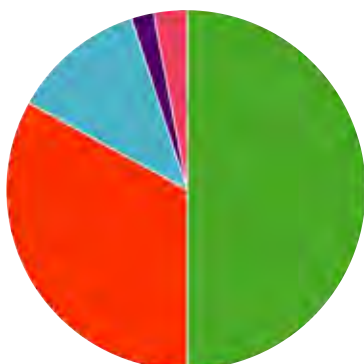
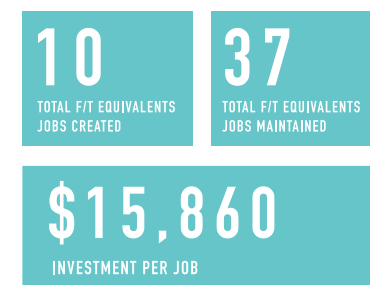
INVESTMENT ACTIVITY



BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS



LENDING BY SECTOR

50% MANUFACTURING
 33% FISHERY
 12% FOOD SERVICE
 2% SERVICE
 3% AGRICULTURE

- 78 CLIENTS PROVIDED BUSINESS COUNSELLING
- 14 SEA APPROVED
- 3 SEA RECEIVED CBDC FINANCING
- 2 CAS APPLICATIONS APPROVED
- \$3,450,227 TOTAL INVESTMENTS OUTSTANDING





BURIN PENINSULA

For a copy of CBDC Burin Peninsula's audited financial statements, please visit our resources page at www.cbdc.ca or call 709-279-4540.

CBDC Burin Peninsula was established in 1991, and represents some 33 small towns and communities on the Burin Peninsula. Governed by a volunteer board of directors, the mandate of the CBDC is to create jobs through small business development.

The local Burin Peninsula economy is still largely driven by the fishery with processing facilities in St. Lawrence, Fortune and Grand Bank. Local harvesters participate in a wide range of fisheries including cod, crab, whelk, clams, lobster, sea cucumber and scallop. An inflatable air shelters manufacturing plant in Grand Bank creates significant employment opportunities in the local area. The region's close proximity to the French Islands of St. Pierre and Miquelon attracts approximately 15,000 people annually who access the French Islands through the Burin Peninsula. The newly opened fluorspar mining operation in St. Lawrence has been a tremendous boost to the local economy of the region, and great optimism exists regarding the potential for a major aquaculture project in the region. Work continues at the Cow Head Offshore Fabrication Facility in Marystown while negotiations are ongoing relating to the sale of the local shipbuilding and repair facility. In addition, plans are well underway for the development of a medical cannabis grow out operation in the region using a former secondary fish processing facility.

The CBDC small business financing programs and services are a good fit for small business operations throughout the region, and for the many spin off business opportunities that could result from several of the new bigger business projects that are currently on the regions horizon.

63 CLIENTS PROVIDED BUSINESS COUNSELLING

13 SEA APPROVED

1 SEA RECEIVED CBDC FINANCING

\$2,325,228 CBDC TOTAL INVESTMENTS OUTSTANDING

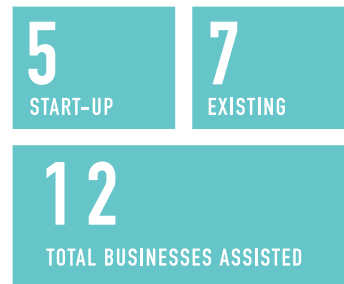
\$4,566,980 CDF TOTAL INVESTMENTS OUTSTANDING



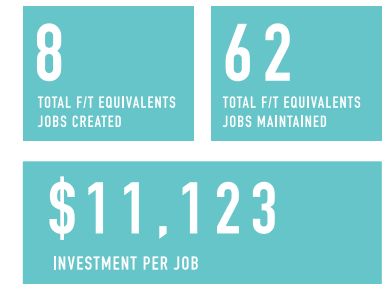
INVESTMENT ACTIVITY CBDC



BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS



ENTREPRENEURIAL TRAINING FUND

CBDC Burin Peninsula delivered 1 training sessions, to 1 client with the topic of Bookkeeping.

VALUE OF TRAINING CONTRIBUTIONS: \$900

INVESTMENT ACTIVITY CDF

\$122,567 TOTAL VALUE OF ASSISTANCE

1 APPLICATION RECEIVED
1 APPLICATION APPROVED

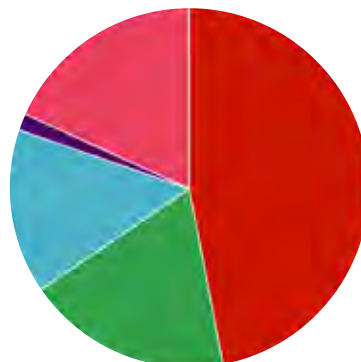
\$122,567 AVERAGE SIZE OF LOAN

1 BUSINESS ASSISTED
4.5 TOTAL F/T EQUIVALENT JOBS MAINTAINED

\$27,237 INVESTMENT PER JOB

LENDING BY SECTOR

47% FISH HARVESTING
18.5% SERVICE
14.8% CONSTRUCTION
1.5% RETAIL
18.2% PROFESSIONAL & TECHNICAL SERVICES



For a copy of CBDC Cabot's audited financial statements, please visit our resources page at www.cbdc.ca or call 709-834-1000.

Cabot Community Business Development Corporation (CCBDC) is one of fifteen organizations established to service specific rural communities throughout Newfoundland and Labrador.

Our Board services all communities located in the Northeast Avalon region between Marysvale in the west and Logy Bay in the east, and includes Bell Island. Cabot has the smallest geographic delivery region of the CBDCs across NL, but has the greatest density, with approximately 75,000 individuals and growing across 17 communities served. Areas such as Conception Bay South, Paradise and Torbay in particular have witnessed dramatic growth in recent years, largely due to the migration of young families, with the average age of residents in the region standing at 40 years of age, in comparison to the provincial average of 44 years. We provide support to clients and the community at large through various loan products and programs including the Self-Employment Assistance Program.

A major focus of Cabot CBDC in 2018 was actively partnering with other community-minded agencies in improving program outreach and furthering various economic development related initiatives.

ENTREPRENEURIAL TRAINING FUND

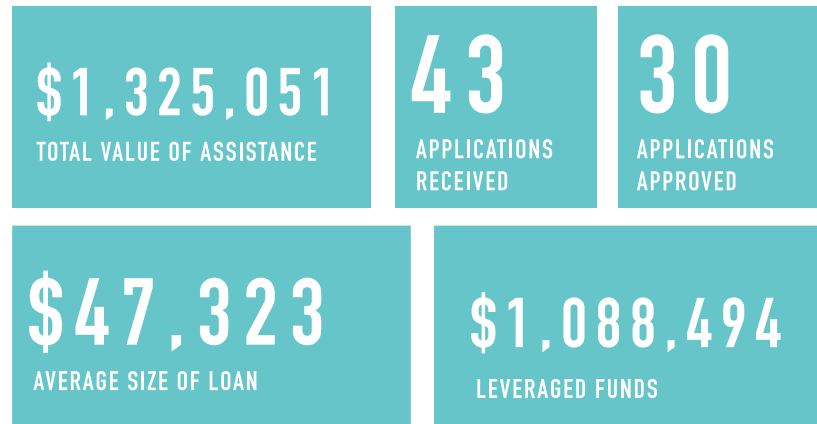
CBDC Cabot delivered 15 training sessions, to 142 clients with topics Financial Management, Marketing, Bookkeeping, Social Media, Website Development, and other Business Skills.

VALUE OF TRAINING CONTRIBUTIONS: \$12,994

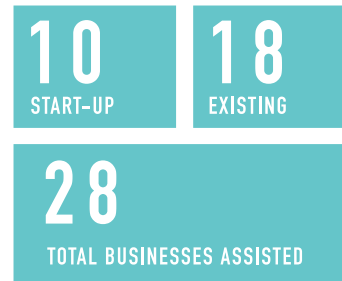
- 423 CLIENTS PROVIDED BUSINESS COUNSELLING
- 21 SEA APPROVED
- 3 SEA RECEIVED CBDC FINANCING
- \$6,854,037 CBDC TOTAL INVESTMENTS OUTSTANDING



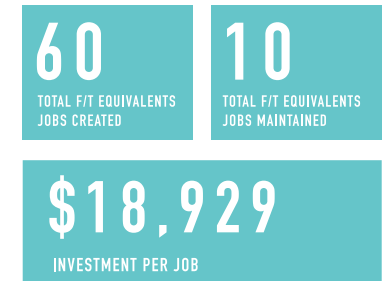
INVESTMENT ACTIVITY



BUSINESSES ASSISTED (BASED ON DISBURSED)

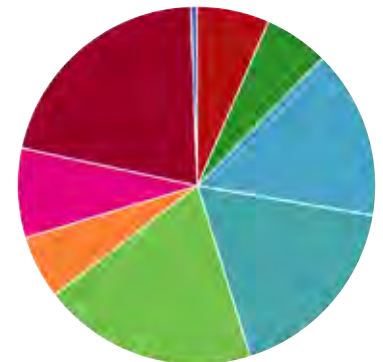


JOBS



LENDING BY SECTOR

- 6.46% MANUFACTURING
- 5.81% RETAIL & WHOLESALE
- 15.13% CONSTRUCTION
- 17.36% PERSONAL SERVICE
- 19.19% PROFESSIONAL & TECHNICAL SERVICES
- 5.66% ARTS & ENTERTAINMENT
- 7.97% HEALTH & SOCIAL
- 20.84% FOOD SERVICES
- 0.55% TRANSPORTATION





CELTIC

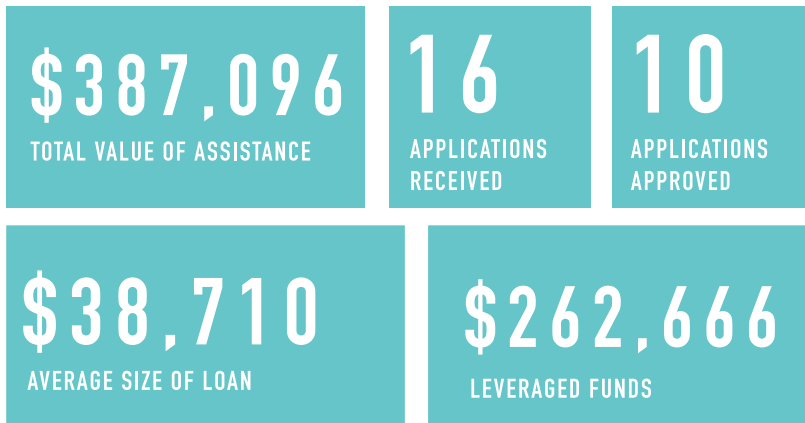
For a copy of CBDC Celtic's audited financial statements, please visit our resources page at www.cbdc.ca or call 709-432-2662.

CBDC Celtic is located in Ferryland and has been providing business support since 1991 to the communities of Petty Harbour/Maddox Cove to Mall Bay, St. Mary's. This region has a rich cultural heritage and a growing tourism industry with significant anchor tourist attractions: the new UNESCO World Heritage Site - Mistaken Point Ecological Reserve, Edge of Avalon Heritage Coast, Witless Bay Ecological Reserve, Colony of Avalon, Holyrood Pond and St. Vincent's Beach. The 32 communities served stretch out over 205 kilometers with a population of 13,662. The region encompasses a rural and growing urban area. We have a variety of industries that include the fishery, tourism, manufacturing, Retail/Wholesale and a variety services. CBDC Celtic has supported businesses in all these sectors as well as construction, agriculture and social enterprise.

Since inception, CBDC Celtic has disbursed over \$13.9 M to businesses in our region. In addition to lending, advice and support to businesses, we also provide training opportunities, administer the Self-Employment Assistance Program, Consultant Advisory Services and the Youth Ventures Program.

CBDC Celtic is governed by a volunteer board of directors and clients are served by professional staff whom all reside in the geographical region. Annual general meetings are held in October and rotated in communities throughout the region.

INVESTMENT ACTIVITY

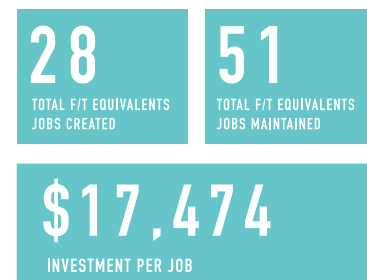


- 250 CLIENTS PROVIDED BUSINESS COUNSELLING
- 14 SEA APPROVED
- 7 SEA RECEIVED CBDC FINANCING
- \$5,495,959 CBDC TOTAL INVESTMENTS OUTSTANDING
- 4 CAS APPLICATIONS
- 3 CAS APPLICATIONS APPROVED/STARTED
- 2 CAS APPLICATIONS COMPLETED
- \$9,875 TOTAL NON-REPAYABLE FUNDING

BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS

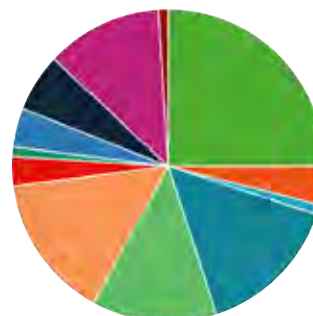


ENTREPRENEURIAL TRAINING FUND

CBDC Celtic delivered 2 Group Training Sessions which had 20 attendees plus 8 individual business clients in customized training for their business. Topics included: Taxation for Small Business, Online Quickbooks, Basic Bookkeeping, Customer Service, and Financial training.

VALUE OF TRAINING CONTRIBUTIONS: \$18,662

LENDING BY SECTOR



- 25% ACCOMODATION & FOOD SERVICE
- 4% ARTS & ENTERTAINMENT
- 1% AGRICULTURE
- 15% CONSTRUCTION
- 13% FISHERY
- 15% HEALTH & SOCIAL
- 3% MANUFACTURING
- 1% OTHER SERVICES
- 4% PROFESSIONAL & TECHNICAL SERVICE
- 6% REAL ESTATE, RENTAL, & LEASING
- 12% RETAIL TRADE
- 1% TRANSPORTATION





CENTRAL

For a copy of CBDC Central's audited financial statements, please visit our resources page at www.cbdc.ca or call 709-489-4496.

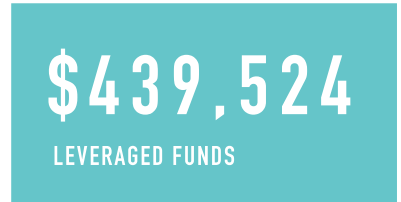
CBDC Central represents approximately 25 towns in and around Central Newfoundland's Exploits Valley. The region, with a population of 26,190, spans from Buchans in the west to Norris Arm in the East, north to Fortune Harbour and Leading Tickles, including the towns of Badger, Bishop's Falls, and Botwood.

Grand Falls-Windsor is the largest town in the province off the Avalon Peninsula and the largest in this zone it acts as the service hub for Exploits Valley and the neighbouring regions.

The Corporation has been operating successfully for over 35 years; this can be attributed to being governed by a strong volunteer Board of Directors and a resilient diversified economy in the area. Developed in large part as a result of a paper making industry in the early 1900's, the region has expanded into a number of new and traditional industries and sectors including the health care economy, mining, fishing and aquaculture, retail, technology, manufacturing, transportation, agriculture, constructions, education, forestry, and tourism – with new projects on the horizon.

Most recently, the region has been working to develop its tourism product and offers such activities as river rafting the exploits river, iceberg tours, sea kayaking tours, groomed snowmobiling, world class salmon fishing, and now the development of the Grand Falls House and Harmsworth property. This balanced approach and changing environment has allowed the Corporation to continually provide access to financing, business counselling, and training opportunities for small business and entrepreneurs.

INVESTMENT ACTIVITY



BUSINESSES ASSISTED

(BASED ON DISBURSED)



JOBS



53 CLIENTS PROVIDED BUSINESS COUNSELLING

11 SEA APPROVED

5 SEA RECEIVED CBDC FINANCING

\$6,972,187 CBDC TOTAL INVESTMENTS OUTSTANDING

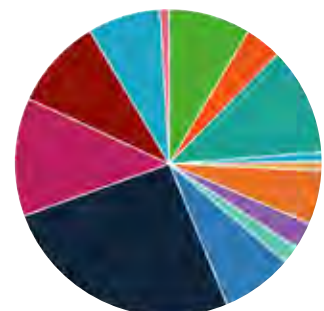
ENTREPRENEURIAL TRAINING FUND

CBDC Central delivered 11 training sessions to 49 participants consisting of Digital Marketing, Marketing & Communications, Productivity Tips, Financial Management, and Accounting.

VALUE OF TRAINING CONTRIBUTIONS: \$9,291.51

- 9% AGRICULTURE & AGRIFOODS
- 4% AQUACULTURE & FISHERY
- 12% CONSTRUCTION & CONTRACTING
- 1% EDUCATION
- 1% ENTERTAINMENT
- 6% FOOD SERVICE
- 3% HEALTH CARE
- 2% INNOVATION & TECHNOLOGY
- 8% MANUFACTURING & MINING
- 27% RETAIL & WHOLESALE
- 13% SERVICE
- 10% TOURISM
- 8% TRANSPORTATION
- 1% OTHER

LENDING BY SECTOR





EASTERN INITIATIVES

For a copy of CBDC Eastern Initiatives' audited financial statements, please visit our resources page at www.cbdc.ca or call 709-466-1170.

CBDC Eastern Initiatives serves the Hub of the East Coast. Located in the town of Clarenville, the surrounding population is approximately 28,000 people, residing in 94 communities. This area includes the communities located on the Bonavista Peninsula and Random Island, and the communities bounded by Arnold's Cove - Swift Current - Port Blandford. Seven volunteers make up the Corporation's Board of Directors, which is supported by four professional staff.

The region's economy is driven by a variety of sectors. Of late, local tourism has become an increasingly important area of growth. Fishing and agriculture continue to be vibrant segments of the local economy. Newfoundland and Labrador's only oil refinery and the Bull Arm Fabrication Site are also located within CBDC Eastern Initiative's boundary.

CBDC Eastern Initiatives continues to offer clients access to commercial loans, business counselling and advice, as well as business training. We also partner with the Department of Advanced Education, Skills and Labour to help new entrepreneurs access financial support via the Self-Employment Assistance Program. Demand for this program has been strong with nine new clients approved during the year.

2017-18 improved on last year's success with the CBDC investing \$1.62M into 25 local businesses. As of March 31, 2018, loans outstanding in our region totaled \$5,590,787.

ENTREPRENEURIAL TRAINING FUND

CBDC Eastern Initiatives assisted 77 clients in attending 10 training sessions. Instruction was offered to our clients on topics such as Simply Accounting, Quickbooks, Taxation, Social Media, Differently Abled Service Training, and Branding.

VALUE OF TRAINING CONTRIBUTIONS: \$10,827



INVESTMENT ACTIVITY

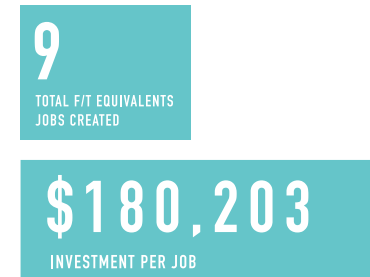


BUSINESSES ASSISTED

(BASED ON DISBURSED)



JOBS



150 CLIENTS PROVIDED BUSINESS COUNSELLING

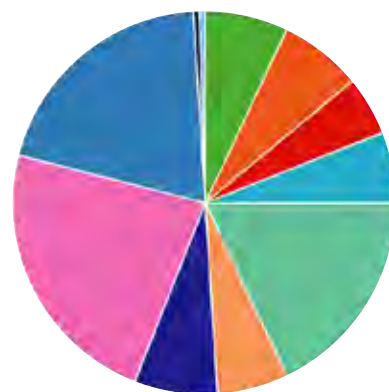
9 SEA APPROVED

3 SEA RECEIVED CBDC FINANCING

\$5,590,787 CBDC TOTAL INVESTMENTS OUTSTANDING

LENDING BY SECTOR

- 7% FORESTRY
- 7% FISH HARVESTING
- 5% CONSTRUCTION
- 6% MINING
- 18% OTHER
- 6% MANUFACTURING
- 7% TRANSPORTATION & STORAGE
- 23% TOURISM
- 20% RETAIL & WHOLESALE
- 0.5% AGRICULTURE
- 0.5% AQUACULTURE





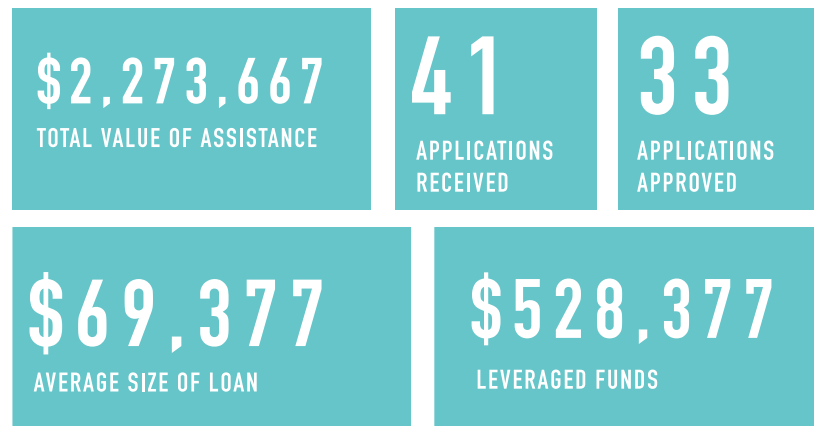
EMERALD

For a copy of CBDC Emerald's audited financial statements, please visit our resources page at www.cbdc.ca or call 709-532-4690.

CBDC Emerald has a service area that covers two sub-regions; Baie Verte and Green Bay. This service area covers approximately 40 communities with a population of 13,245. Our head office is located in the town of Baie Verte and our satellite office is located in the town of Springdale. This has been a record year for CBDC Emerald. We have reached an all-time high in the number of applications received and the number of Board approved loans. CBDC Emerald Board of Directors approved over \$2.2 million and a total of \$2,273,667 was invested into 29 local businesses in the Baie Verte – Green Bay Region. As of March 31, 2018, loans outstanding in our region totaled \$5,533,185.

Our success is attributed to the hard work of our staff and volunteer board as well as the strong relationships we have built with all of our partners. CBDC Emerald is committed to the businesses and organizations in our region. We know that their success is our success!

INVESTMENT ACTIVITY

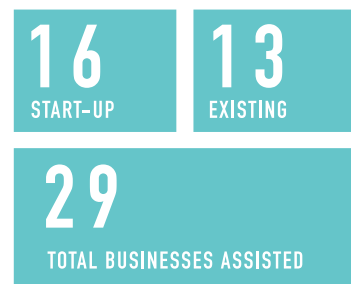


ENTREPRENEURIAL TRAINING FUND

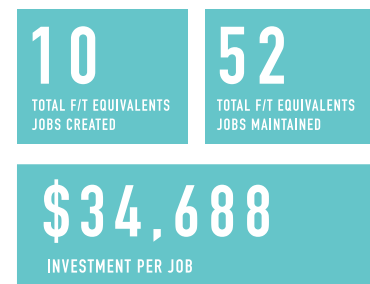
CBDC Emerald delivered 7 sessions to 33 attendees. The topics were SAGE Accounting, Excel, Bookkeeping, Marketing, Understanding Financials, Media and Design.

VALUE OF TRAINING CONTRIBUTIONS: \$11,642

BUSINESSES ASSISTED (BASED ON DISBURSED)

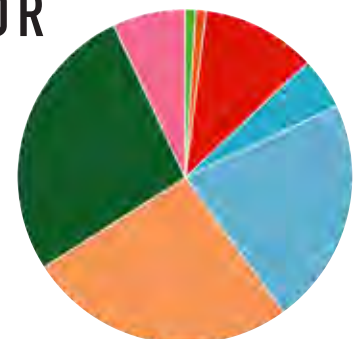


JOBS



LENDING BY SECTOR

- 1% FISHING
- 1% FORESTRY
- 11% MANUFACTURING
- 5% MINING
- 22% RETAIL
- 26% SERVICE
- 27% TOURISM
- 7% TRANSPORTATION



- 127 CLIENTS PROVIDED BUSINESS COUNSELLING
- 9 SEA APPROVED
- 5 SEA RECEIVED CBDC FINANCING
- \$5,533,185 CBDC TOTAL INVESTMENTS OUTSTANDING



GANDER AREA

For a copy of CBDC Gander's audited financial statements, please visit, 51A Dickins Street, Gander or call 709-651-4738.

CBDC Gander Area was established in 1984, and has become one of the busiest CBDC's in the province. The organization is based in Gander, a community of about 12,000 with the main economic industries being transportation, communications, public administration and defense. In addition, a large portion of Gander's economy is driven by the service industry. Some 100 surrounding communities, with a combined population of 50,000, rely on the businesses and services provided in Gander. CBDC Gander Area assists entrepreneurs throughout the area covering east as far as Charlottetown, in scenic Terra Nova National Park, to Laurenceton in the West and is governed by a Board of Directors. Overall, the organization has approximately 200 clients located throughout the region.

ENTREPRENEURIAL TRAINING FUND

CBDC Gander delivered 3 sessions to 3 attendees. The topics were Accounting and Social Media.

VALUE OF TRAINING CONTRIBUTIONS: \$13,893

41 CLIENTS PROVIDED BUSINESS COUNSELLING

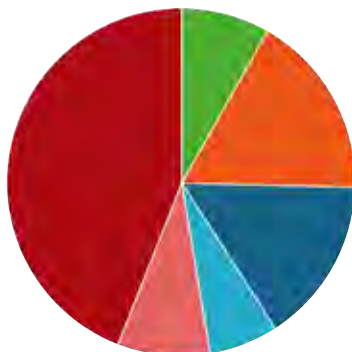
36 SEA APPROVED

4 SEA RECEIVED CBDC FINANCING

\$10,080,090 CBDC TOTAL INVESTMENTS OUTSTANDING

LENDING BY SECTOR

- 8.2% FISH HARVESTING
- 17.2% RETAIL
- 15.5% FOOD & BEVERAGE
- 6.5% ACCOMMODATIONS
- 8.6% MANUFACTURING
- 44% SERVICE



INVESTMENT ACTIVITY

\$2,084,419

TOTAL VALUE OF ASSISTANCE

37

APPLICATIONS RECEIVED

25

APPLICATIONS APPROVED

\$56,226

AVERAGE SIZE OF LOAN

\$9,498,000

LEVERAGED FUNDS

BUSINESSES ASSISTED

(BASED ON DISBURSED)

7

START-UP

30

EXISTING

37

TOTAL BUSINESSES ASSISTED

JOBS

38

TOTAL F/T EQUIVALENTS JOBS CREATED

164

TOTAL F/T EQUIVALENTS JOBS MAINTAINED

\$10,319

INVESTMENT PER JOB





GATEWAY

For a copy of CBDC Gateway's audited financial statements, please call 709-695-7406 or visit 52 Main Street, Port aux Basques.

CBDC Gateway's office is located in the busy seaport of Channel-Port aux Basques, which is the administrative, social and economic hub of the southwest coast of the island. Marine Atlantic Inc. is the community's largest employer and provides the area with a stable economic base. Our coverage area encompasses 18 communities from North Branch to LaPoile. With its strategic marine location, well-developed harbour infrastructure, long and colourful history, and trained workforce, Channel-Port aux Basques is well positioned for growth in the marine, transportation, manufacturing and tourism sectors.

While CBDC Gateway provides a collection of lending, counseling and training products, our staff prides itself on meeting and serving the requests of our clients. Our interest rates are competitive with other lending institutions and our repayment terms are flexible. Staff is eager to meet with clients, aid in determining financial and training requirements and offer support and counseling in a timely manner. Clients of CBDC Gateway can be assured of service suited to their specific needs.

CBDC Gateway is governed by an engaged volunteer board of directors that is committed to the principles of transparency, accountability and confidentiality.

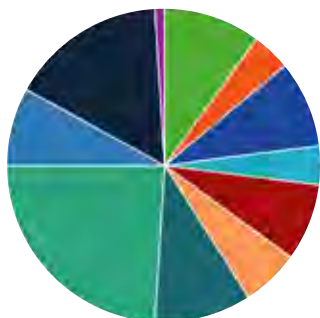
ENTREPRENEURIAL TRAINING FUND

CBDC Gateway delivered 14 sessions to 14 attendees. The topics included Bookkeeping, Social Media, Leadership, and Marketing.

VALUE OF TRAINING CONTRIBUTIONS: \$14,800



LENDING BY SECTOR



- 10% AGRICULTURE
- 4% FORESTRY
- 9% FISHING
- 4% HUNTING
- 8% CONSTRUCTION
- 6% RETAIL TRADE
- 10% TRANSPORTATION & WAREHOUSING
- 24% PROFESSIONAL & TECHNICAL SERVICES
- 8% ARTS & ENTERTAINMENT
- 16% ACCOMMODATION & FOOD SERVICES
- 1% OTHER SERVICES

INVESTMENT ACTIVITY

\$2,900,000

TOTAL VALUE OF ASSISTANCE

50

APPLICATIONS RECEIVED

46

APPLICATIONS APPROVED

\$66,700

AVERAGE SIZE OF LOAN

\$1,400,000

LEVERAGED FUNDS

BUSINESSES ASSISTED

(BASED ON DISBURSED)

11

START-UP

33

EXISTING

44

TOTAL BUSINESSES ASSISTED

JOBS

18

TOTAL F/T EQUIVALENTS JOBS CREATED

76

TOTAL F/T EQUIVALENTS JOBS MAINTAINED

\$31,000

INVESTMENT PER JOB

29 CLIENTS PROVIDED BUSINESS COUNSELLING

20 SEA APPROVED

10 SEA RECEIVED CBDC FINANCING

\$6,900,000 CBDC TOTAL INVESTMENTS OUTSTANDING



HUMBER

CBDC Humber has been operating in Economic Zones 7 & 8 of Western NL, for 33 years with an area population of approximately 43,000. Our office is located in the City of Corner Brook; it has a Board of 7 Members and 3 full-time staff. Western Health is the major employer in the City of Corner Brook which also has a Paper Mill, 3 Post-Secondary Institutions and Government Services which provide for the majority of employment in the CBDCs Service Area. The Economy is diverse in the Fishery, Forestry, Agriculture, Retail and Services. The City is also linked to two major Air Ports in Deer Lake and Stephenville. It has a deep water Port with year-round capabilities that can accommodate some of the largest Cruise Ships in the World.

ENTREPRENEURIAL TRAINING FUND

CBDC Humber provided 6 training sessions to 9 clients on Bookkeeping.

VALUE OF TRAINING CONTRIBUTIONS: \$14,240

111 CLIENTS PROVIDED BUSINESS COUNSELLING

125 BUSINESSES COUNSELLED

61 CLIENT SITE VISITS

125 CLIENT MONITORING

14 SEA APPROVED

\$4,029,227 CBDC TOTAL INVESTMENTS OUTSTANDING

LENDING BY SECTOR

- 20% RETAIL
- 26% SERVICE
- 31% TOURISM
- 23% OTHER



INVESTMENT ACTIVITY

\$1,644,002

TOTAL VALUE OF ASSISTANCE

22

APPLICATIONS RECEIVED

18

APPLICATIONS APPROVED

\$91,333

AVERAGE SIZE OF LOAN

\$1,188,938

LEVERAGED FUNDS

BUSINESSES ASSISTED

(BASED ON DISBURSED)

2

START-UP

16

EXISTING

18

TOTAL BUSINESSES ASSISTED

JOBS

15

TOTAL F/T EQUIVALENTS JOBS CREATED

8

TOTAL F/T EQUIVALENTS JOBS MAINTAINED

\$71,478

INVESTMENT PER JOB



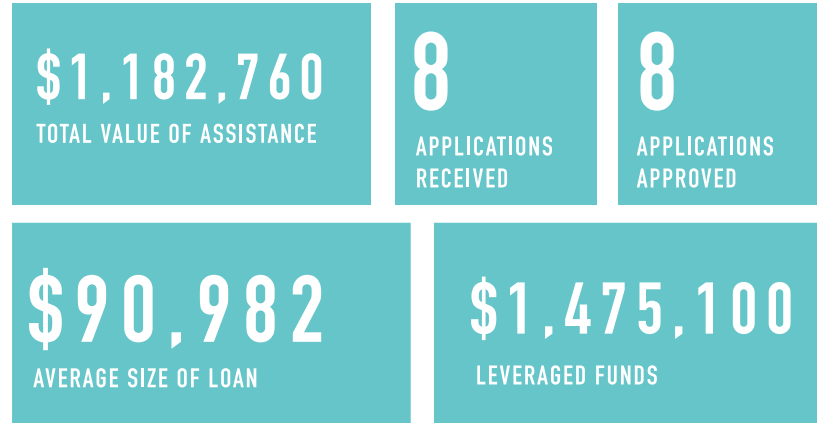
For a copy of CBDC Labrador's audited financial statements, please visit our resources page at www.cbdc.ca or call 709-896-5814.

CBDC Labrador has been providing lending, counselling, training and advisory services to small and medium enterprises in Labrador for over 30 years. We offer customized loan options tailored to the needs of local entrepreneurs along with access to a wide range of business support services.

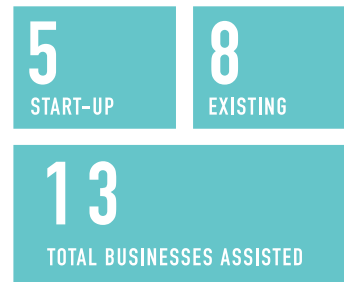
CBDC Labrador has one office located at 4 Hillcrest Road in Happy Valley-Goose Bay. We service the geographical region of Labrador. Labrador has a population of approximately 27,000 people in 30 communities spread across 290,000 square kilometres. The economic driver of our sub-regions can vary greatly, since we are surrounded by a wealth of natural resources. The major industries currently driving the regional economy include mining, construction, fishing and tourism. We are recruiting! If you are a community and business minded person with an interest in economic development, please contact our office to find out more about becoming a member of CBDC Labrador's Board of Directors.

Our dedicated Board members and team of professional staff are helping small businesses in Labrador continue to grow and prosper.

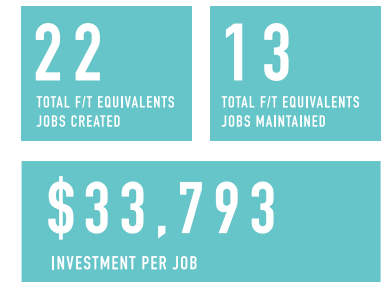
INVESTMENT ACTIVITY



BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS



- 39 CLIENTS PROVIDED BUSINESS COUNSELLING
- 9 SEA APPROVED
- 3 SEA RECEIVED CBDC FINANCING
- \$3,715,121 CBDC TOTAL INVESTMENTS OUTSTANDING

LENDING BY SECTOR

- 4.09% ACCOMMODATIONS
- 0.91% AGRICULTURE
- 13.39% ARTS & ENTERTAINMENT
- 7.74% CONSTRUCTION
- 9.55% FISHERY
- 3.77% HOSPITALITY & FOOD SERVICE
- 16.15% SERVICE
- 40.9% RETAIL
- 3.5% OTHER



ENTREPRENEURIAL TRAINING FUND

CBDC Labrador provided 2 training sessions to 10 participants on Tax Tips and Bookkeeping.

VALUE OF TRAINING CONTRIBUTIONS: \$3,121





LONG RANGE

For a detailed copy of CBDC Long Range's audited financial statements, please visit 35 Carolina Avenue, Stephenville.

CBDC Long Range is located at 35 Carolina Avenue in Stephenville and is responsible for providing business support in South-Western Newfoundland. CBDC Long Range has been serving businesses in the region for 31 years. Geographically this scenic region includes the sub-regions of Stephenville, Port Au Port, Barachois, Bay St. George South and Penguin areas. This culturally diverse region includes a distinctive Francophone heritage on the Port Au Port Peninsula and a very strong Mi'kmaq population throughout the entire region.

CBDC Long Range offers a variety of loan product and services to the clients of our region. The loan products are CBDC Youth, CBDC First Time, CBDC General, CBDC Innovation and CBDC Social Loan. We also offer business counselling & skills training to our clients.

Under the direction of a seven-member volunteer board of directors representing our five sub-regions, CBDC Long Range is available to assist our clients. Recently, CBDC Long Range joined a collaborative partnership with the Town of Stephenville and the Bay St. George Chamber of Commerce; together we are working towards improving the economic development in our area.

ENTREPRENEURIAL TRAINING FUND

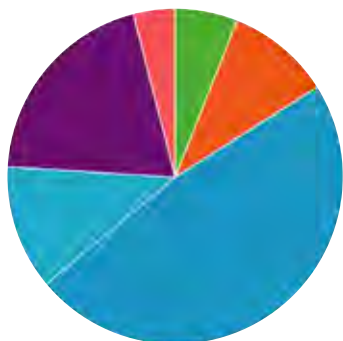
CBDC Long Range provided support to 19 clients through 4 sessions providing learning opportunities for them in areas of Marketing, Sage Accounting and Business Leadership.

VALUE OF TRAINING CONTRIBUTIONS: \$7,005
For 2017,2018 CBDC Long Range had 4 CAS projects.



LENDING BY SECTOR

- 6% CONSTRUCTION
- 10% RETAIL
- 48% SERVICE
- 12% FISHERY
- 20% TOURISM
- 4% TRANSPORTATION



INVESTMENT ACTIVITY

\$1,743,547

TOTAL VALUE OF ASSISTANCE

42

APPLICATIONS RECEIVED

34

APPLICATIONS APPROVED

\$54,485

AVERAGE SIZE OF LOAN

\$774,565

LEVERAGED FUNDS

BUSINESSES ASSISTED

(BASED ON DISBURSED)

9

START-UP

25

EXISTING

34

TOTAL BUSINESSES ASSISTED

JOBS

30

TOTAL F/T EQUIVALENTS JOBS CREATED

60

TOTAL F/T EQUIVALENTS JOBS MAINTAINED

\$19,600

INVESTMENT PER JOB

122 CLIENTS PROVIDED BUSINESS COUNSELLING

10 SEA APPROVED

3 SEA RECEIVED CBDC FINANCING

\$7,987,691 CBDC TOTAL INVESTMENTS OUTSTANDING



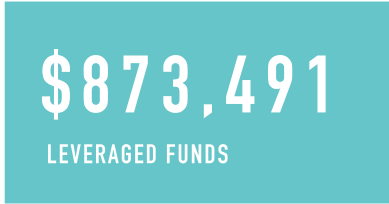
NORTIP

For a copy of CBDC Nortip's audited financial statements, please visit 1 Main Street, Plum Point .

CBDC NORTIP is located on the Great Northern Peninsula with its office located in Plum Point. The region is very rural with an economic dependence upon the primary harvesting of natural renewable resources. The fishery, the backbone of the economy in this region, has seen significant decreases in Quotas which impact the hundreds of harvesters, plant workers and others that rely upon fishing to earn a living. The fishery has diversified to be multi-species with respect to harvesting and primary processing. Tourism continues to grow creating new opportunities for the region. Small scale manufacturing and technology-based businesses have opportunities to grow and expand. Enhancements at the Port of St. Anthony provide International shipping capabilities increasing export potential. The region has a declining ageing population that is putting pressure on the labour market and the overall market for local businesses. School admissions are decreasing each year with fewer births and limited in-migration. Fortunately, some former residents of the region have been returning to retire.

CBDC Nortip, under the direction of a seven-member volunteer board of directors, aims to help small businesses in the region and grow a more diversified economy. CBDC NORTIP has the capacity to lead the region to enhance its skills through essential business skills training and provide enhanced technical assistance. The evolution of the economy to a more Global and information based is essential for the region to support its people.

INVESTMENT ACTIVITY



BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS



68 CLIENTS PROVIDED BUSINESS COUNSELLING

8 SEA APPROVED

3 SEA RECEIVED CBDC FINANCING

\$5,069,165 CBDC TOTAL INVESTMENTS OUTSTANDING

LENDING BY SECTOR



- 28.47% SERVICE
- 16.39% FISHERY
- 15.22% RETAIL & WHOLESALE
- 15.08% MANUFACTURING
- 8.64% TOURISM
- 6.52% FORESTRY
- 4.76% CONSTRUCTION
- 2.49% TRANSPORTATION
- 2.43% AGRICULTURE

ENTREPRENEURIAL TRAINING FUND

CBDC Nortip delivered 6 sessions to 72 clients on Accounting, Computerized Bookkeeping, Marketing, Social Media, and Business Opportunity Analysis.

VALUE OF TRAINING CONTRIBUTIONS: \$10,025





SOUTH COAST

For a copy of CBDC South Coast's audited financial statements, please visit our resources page at www.cbdc.ca

CBDC South Coast has been serving entrepreneurs and businesses for thirty years. The area served is the Coast of Bays Region of the south coast of Newfoundland which includes the three sub regions of Bay d'Espoir, Connaigre Peninsula to Hermitage Bay, and the Fortune Bay North Shore.

The outer coastal communities of the region were traditionally involved in the fishery and endured challenges over the years from the cod moratorium in the 1990s to the eventual closure of all wild fishery processing plants in the decades following. Despite challenges, the fishery continues to be very strong today with a diverse multispecies inshore fish harvesting sector.

The inland areas were historically greatly involved in the forest harvesting sector but that has significantly declined over the last few decades and for the last half century previous. However, the inland portion of the region with its many large freshwater reservoirs was first developed in the 1960s and today now contains the largest hydro generation plant on the island portion of the province.

The aquaculture sector in the last thirty plus years has also grown very significantly across the entire region due to the many bays, fiords, and inlets throughout the region. The industry complements the other sectors even to the level that today there are now aquaculture processing plants in the region.

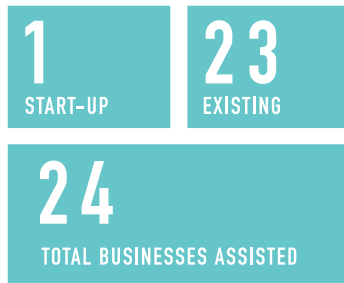
The fishery, hydro generation, and aquaculture are prevalent in the region due to the significant water resources of the region and the entrepreneurial spirit of the people involved. CBDC South Coast serves a rural remote area which contains twenty-two dispersed communities of which most are two or more hours from the Trans-Canada Highway. All entrepreneurs and businesses in all sectors from retail to service and others are truly entrepreneurial and have faced challenges and seized opportunities in the local economy. CBDC South Coast has experience serving all sectors through both the ups and downs of the local economy and the regional industries.



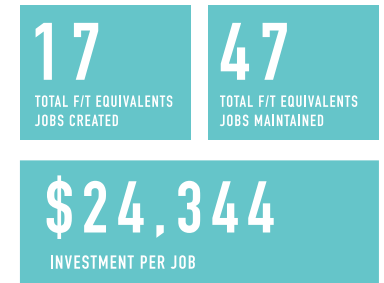
INVESTMENT ACTIVITY



BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS



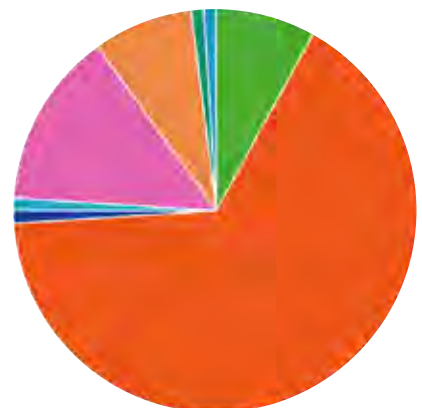
6 CLIENTS PROVIDED BUSINESS COUNSELLING

2 SEA APPROVED

\$3,097,787 CBDC TOTAL INVESTMENTS OUTSTANDING

LENDING BY SECTOR

- 8% AQUACULTURE
- 66% FISHERY
- 1% FORESTRY
- 1% MANUFACTURING
- 14% RETAIL
- 8% SERVICE
- 1% TRANSPORTATION
- 1% WHOLESALE





TRINITY CONCEPTION

For a copy of CBDC Trinity Conception's audited financial statements, please visit our resources page at www.cbdc.ca

CBDC Trinity Conception covers the area from Georgetown to Bay de Verde and from Bay de Verde to Markland. CBDC Trinity Conception, in operation since 1989, employs professional and friendly staff who pride themselves on ensuring client support throughout the development of their business. Governed by a Board of Directors from all areas of the region, CBDC Trinity Conception's primary mandate is to provide entrepreneurs with financial assistance and business counselling to develop economic growth throughout the Trinity Conception region. The Corporation offers business support in the areas of start-up, expansion and modernization and assist in market research, business plan preparation, financing proposals, and training seminars.

ENTREPRENEURIAL TRAINING FUND

CBDC Trinity Conception facilitated 12 training sessions for 118 clients and non-clients all addressing business skills in Financial Management; Social Media; Tax Prep; Business Plan Preparation; Bookkeeping; Cybersecurity.

VALUE OF TRAINING CONTRIBUTIONS: \$12,800



INVESTMENT ACTIVITY

\$1,611,614

TOTAL VALUE OF ASSISTANCE

51

APPLICATIONS RECEIVED

35

APPLICATIONS APPROVED

\$46,046

AVERAGE SIZE OF LOAN

\$2,819,784

LEVERAGED FUNDS

BUSINESSES ASSISTED

(BASED ON DISBURSED)

21

START-UP

10

EXISTING

31

TOTAL BUSINESSES ASSISTED

JOBS

34

TOTAL F/T EQUIVALENTS JOBS CREATED

42

TOTAL F/T EQUIVALENTS JOBS MAINTAINED

\$21,205

INVESTMENT PER JOB

141 CLIENTS PROVIDED BUSINESS COUNSELLING

50 SEA APPROVED

7 SEA RECEIVED CBDC FINANCING

\$8,444,325 CBDC TOTAL INVESTMENTS OUTSTANDING

LENDING BY SECTOR

1% AGRICULTURE

6% ACCOMMODATION & FOOD SERVICES

3% CONSTRUCTION

1% TOURISM

5% TRANSPORTATION

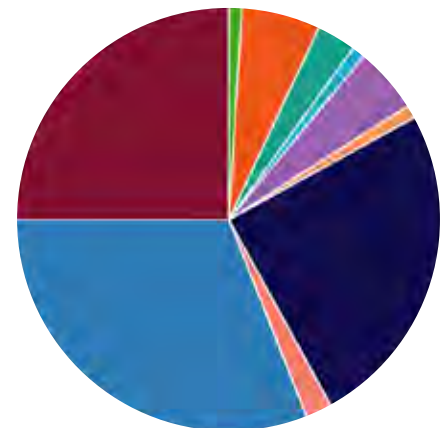
1% WHOLESALE & RETAIL TRADE

25% MANUFACTURING

2% ARTS & RECREATION

31% FISHERY

25% OTHER



WHERE TO FIND US?

To find out more information about the many programs and services offered by the CBDCs. Call us or visit us online.



☎ 1.888.303.CBDC (2232)

🌐 www.cbdc.ca

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