

**THINK BUSINESS  
THINK CBDC!**

**ATLANTIC ASSOCIATION OF**  
Community Business  
Development Corporations



**2014-15  
ANNUAL REPORT**

During 2014-2015, the **CBDCs of Atlantic Canada**  
had a banner year, assisting  
**1,411 small & medium sized businesses**  
throughout the region,  
**injecting \$71,115,366** into the  
**rural Atlantic Canadian Economy.**

Since inception of the  
**Community Futures Program,**  
the CBDCs of Atlantic Canada have  
assisted **28,974 entrepreneurs**  
and injected **in excess of \$1 Billion**  
into the **Atlantic Canadian Economy.**



**The Atlantic Association of CBDCs**  
**2014-15 Annual Report**  
was prepared by the  
Atlantic Communications Committee

Graphic Design:  
Dan O'Brien, Design North

**The Atlantic Association of CBDCs**  
54 Loggie Street  
P.O. Box 40  
Mulgrave, NS, B0E 2G0  
(P) 902.747.2232  
1.888.303.CBDC (2232)  
(F) 902.747.2019  
[www.cbdc.ca](http://www.cbdc.ca)



# Atlantic Association of CBDCs 2014-2015 Annual Report

## Table of Contents

•• Message from the President	1
• Message from the Chief Operating Officer	2
• Message from the Minister of State for ACOA	4
• Newfoundland and Labrador Report	5
• Nova Scotia Report	7
• Prince Edward Island Report	9
• New Brunswick Report	11
• CBDC Atlantic Financial Highlights	13
- <i>ACCBIF at a Glance</i>	13
- <i>CBDC Activity at a Glance</i>	14
• Auditor's Report	15
• Consolidated Statements	16
• Loan Products and Services	19



# Message from the PRESIDENT



**It has been another successful year** doing what the CBDCs do best - helping entrepreneurs succeed. On behalf of the Atlantic Executive, I would like to congratulate the CBDCs of Atlantic Canada on a very successful 2014-2015 fiscal year.

During 2014-2015, the CBDCs of Atlantic Canada have reached new ground, breaking two significant milestones in their storied history. 2014-2015 represented the first year that CBDCs of Atlantic Canada have exceeded the \$70 million in total value of assistance. The second milestone led to the CBDCs surpassing the \$1 billion mark of funds invested in rural-based entrepreneurs, since the inception of the CF program.

Collectively, the Atlantic Canadian CBDCs have assisted 1,411 small-and-medium sized businesses throughout the region, injecting \$71,115,366 into the rural Atlantic Canadian economy. The increase in activity represented a 6.25% increase in the amount of small business clients we have served, this also resulted in a 16.8% increase in the total dollar value of assistance to rural SMEs

throughout the region. Since inception of the Community Futures Program, the CBDCs have assisted 28,974 entrepreneurs realize their dreams, and as a result, injected in excess of \$1 billion into the Atlantic Canadian Economy.

I would like to acknowledge my fellow Atlantic Executive members for their guidance and support as we worked on several key initiatives over the past year. A special acknowledgment to outgoing President, Patrice Finnigan. We thank Patrice for his time served and wish him well in his future endeavors. I would like to thank the Atlantic Canada Opportunities Agency for their continued leadership and direction on the Community Futures program in our region. A special heartfelt thank you to all volunteer board members, staff of the 41 CBDCs and the provincial association offices for their tireless work and dedication throughout the past year. I would also like to recognize the management and staff of the Atlantic Association for their continued support and assistance as we continue to support rural-based entrepreneurs throughout the Atlantic region.

**There are no secrets to success, it is the result of preparation hard work and learning from failure.”**

*~ Colin Powell*

As we look to the future, CBDCs are well positioned to continue to be a vital component in helping stimulate and support entrepreneurship through community-based business development across the Atlantic region.

I hope you enjoy the 2014-2015 Annual Report. This annual report represents the work of our Association in its supporting role to the 41 member CBDCs throughout Atlantic Canada.

Warmest regards,

**Stan Reid**

President, Atlantic Association of CBDCs



# Message from the CHIEF OPERATING OFFICER



fund and loans receivable as at March 31st, 2015 was \$17,661,881. Since the inception of the central investment fund, ACCBIF has disbursed 189 loans to 28 CBDCs for a total value of assistance of \$98,575,000.

Board of Governance training continues to be well attended and in high demand. During 2014-2015 there were 11 separate board of governance modules offered through the Atlantic Provinces with a total of 152 participants in attendance. Topics ranged from Organizational Assessment to Management, Recruitment, Performance and Evaluation.

The Risk Mitigation Fund (RMF) continues to be well utilized by the CBDCs with 442 additional loans registered in the 2014-2015, representing \$19,621,803 in funds advanced to youth, first-time entrepreneurs, and innovators (as compared to \$18.2M in 2013-2014, \$16.7M in 2012-2013 and \$11.9M

in 2011-2012). At the end of the last fiscal year (March 31, 2015), 1,446 loans were registered as active under the RMF which translates into coverage for \$60,709,000 in high risk loans. Claims have been limited to date, but are expected to rise significantly in the coming years. 24 claims totalling \$97,674 were paid in 2014-2015 and 11 more for \$70,167 were approved. Overall since inception, \$308,932 has been approved for RMF payouts.

## During 2014-2015, the CBDCs of Atlantic

Canada had a banner year, assisting 1,411 small and medium sized businesses throughout the region, injecting 71,115,366 into the rural Atlantic Canadian Economy. This has been the most successful year since the inception of the Community Futures Program. The past fiscal year saw the CBDCs move past another significant threshold, and this is over \$1 billion has been invested since the beginning of the program.

The Atlantic Canada Community Business Investment Fund (ACCBIF) continues to provide timely investment capital to meet the needs of member CBDCs throughout the region. ACCBIF continues to be proactive to changes in market conditions to ensure the long-term sustainability of the central investment fund. During 2014-2015, the ACCBIF Board of Governance approved 15 loans for a total value of assistance of \$11,950,000. As at March 31st, 2015, 18 CBDCs were borrowing from the central fund, 12 CBDCs were lending to the central

**“If you don’t go after what you want, you’ll never have it. If you don’t ask, the answer is always no. If you don’t step forward, you’re always in the same place.”**

*~ Nora Roberts*

The MIS Committee continues to provide essential I.T. services, infrastructure improvements and training to support CBDC operations. In addition to maintaining essential service such as centralized email, antivirus, managed firewalls, managed file servers, service desk, and hosted



TEA applications, major architectural improvements were introduced throughout the year to enhance security as well as overall performance. The MIS Committee also completed several initiatives to provide added value to CBDCs such as a new Community Futures Performance Management (CFPM) reporting website and TEA Collector application for testing purposes, additional TEA performance improvements, a series of classroom and online TEA training sessions, and upgraded firewalls and local file servers for CBDC and association offices.

The Atlantic Communications Committee continues to strengthen the CBDC brand by utilizing key marketing initiatives strategically targeted throughout the year to garner the maximum benefit and exposure to member CBDCs. The committee has overseen the development of two new client commercials and planning of a strategic media buy on four Atlantic TV networks. The committee also managed the successful redesign of the CBDC website and set the groundwork for the new Search Engine Optimization (SEO) Strategy. The committee also successfully carried out a social media strategy that led to ads being purchased on Twitter, Facebook, LinkedIn and YouTube.

The Association was extremely pleased to receive an additional \$900,000 for the Entrepreneurial Training Fund (ETF). The additional capital injection will give the CBDCs of Atlantic Canada the ability to continue to offer this vital service to entrepreneurs throughout the Atlantic region. With respect to ETF activity during 2014-2015, the program supported 448 training sessions for a total value of assistance of \$433,233.

The results of this past year are a strong testament to the ever increasing thirst for investment capital by rural-based entrepreneurs throughout the Atlantic region. In addition, this supports the dialogue we continue to have with the agency to ensure sufficient funds are available to allow CBDCs to continue to the great work they do year in and year out.

In closing, I would like to thank the CBDCs of Atlantic Canada for their hard work and determination, making 2014-2015 a very successful year. I would also like to thank the many association committees and staff for their ongoing support and guidance. Lastly, I would like to thank our partners, the Atlantic Canada Opportunities Agency (ACOA) for their continued support and assistance throughout the past year.

Warmest Regards,



**Basil Ryan**  
Chief Operating Officer,  
Atlantic Association of CBDCs





## A message from the Honourable Rob Moore, Minister of State (Atlantic Canada Opportunities Agency)

### **Jobs, Growth and Long-Term Prosperity**

It is no secret that small and medium-sized enterprises are the backbone of our country's economy. With the support and guidance provided by the Community Business Development Corporations (CBDCs), businesses in Atlantic Canada have the tools and resources needed to grow and succeed, which has a real and positive impact in our communities.

Our Government believes the key to strengthening Atlantic Canada's regional economy is through programs and initiatives that help build local capacity – and the CBDCs help us deliver on this commitment.

Each year through the Atlantic Canada Opportunities Agency, our Government provides up to \$12.6 million in operational and project funding to individual Atlantic CBDCs and their associations under the Community Futures Program.

Since the inception of this program, more than \$1 billion has been invested into the Atlantic economy thanks to the CBDCs. In the last year alone, the CBDCs provided over \$70 million in business loans across Atlantic Canada. These investments have in turn created jobs, growth and long-term prosperity across our region – a top priority for our Government.

Thanks to this partnership, Atlantic CBDCs are building strong local communities and contributing to our region's and our nation's economic growth and prosperity.

I thank everyone involved in the CBDC network for your ongoing commitment to our businesses, our communities and our citizens as we build on the strengths of the Atlantic region.

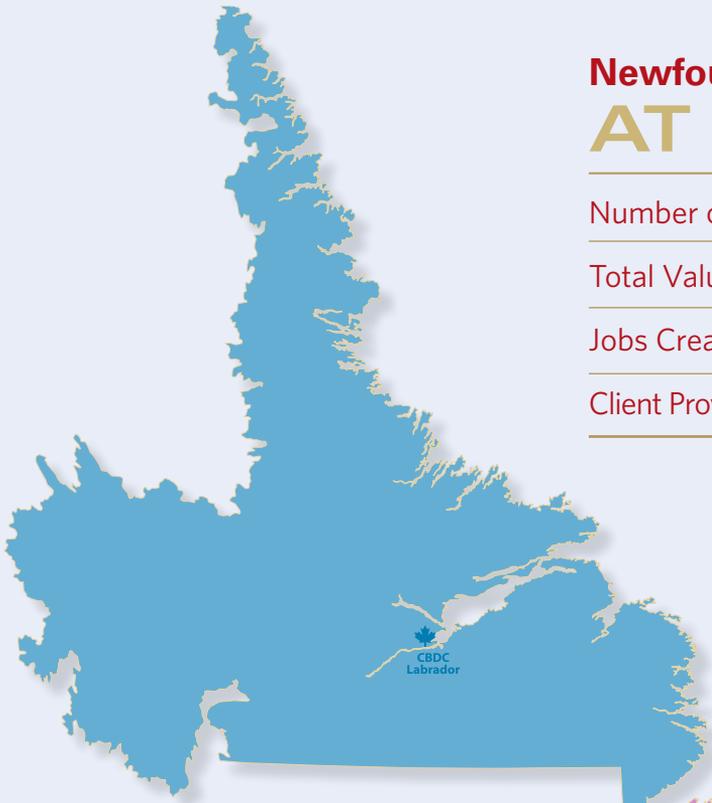


Atlantic Canada  
Opportunities  
Agency

Agence de  
promotion économique  
du Canada atlantique

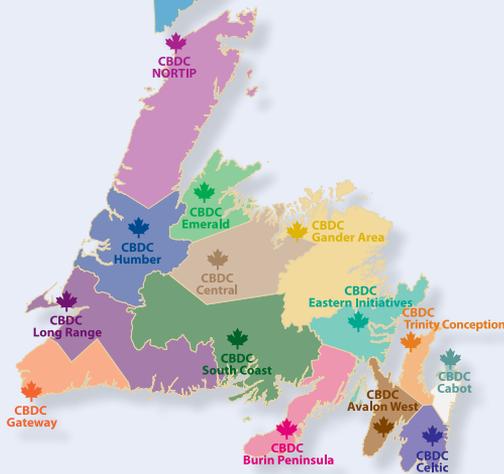
Canada

# NEWFOUNDLAND AND LABRADOR REPORT



## Newfoundland and Labrador AT A GLANCE

Number of Loans Approved	306
Total Value of Assistance	\$ 16,301,496
Jobs Created and Maintained	921
Client Provided Business Counselling	1,561



## Jobs Created & Maintained



## Another CBDC Success Story

# ANCIENT MEDICINE MODERN THERAPY



## Central Laser Therapy

A multidisciplinary therapy clinic for pain, injury, and arthritis, Central Laser Therapy is the 2015 Business Award of Distinction winner. Central Laser Therapy uses ancient Chinese medicine combined with modern laser therapy to treat its clients. Opened in 2008 and located in Grand Falls-Windsor, Central Laser Therapy has a staff of three including owner, Derek Hayden. Hayden is a registered acupuncturist, a certified myoskeletal alignment therapist, and a laser therapist. A registered massage therapist is also on staff, enabling Central Laser Therapy to offer results-based strategies that separate them from the competition.

A love of healthcare and an entrepreneurial spirit drew Hayden to the field and a business loan from CBDC Central made his dream a reality. Through CBDC financing, Hayden purchased vital operating equipment, which doubled revenue and increased profit margins. The growth continued with a move to a new location that quadrupled his treating capacity and trebled his patient list. About his experience with CBDC, Hayden said, "With the CBDC, there is a real feeling of support and guidance, and those whom I have dealt with have been absolutely great!"

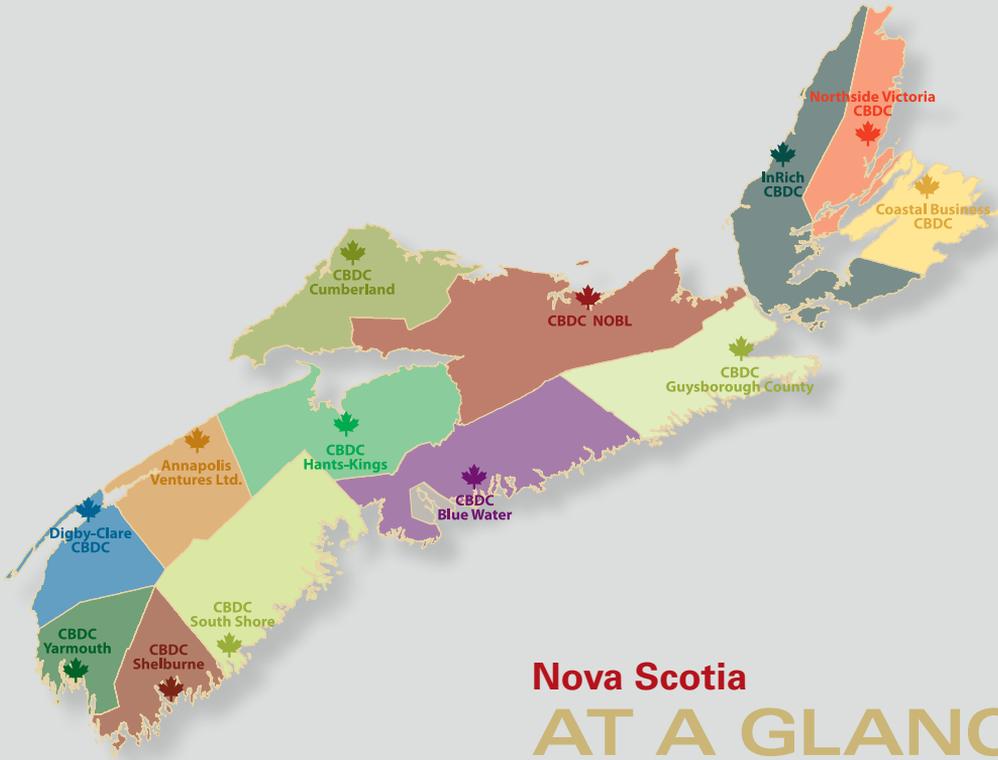
The integrated therapies offered at Central Laser Therapy are non-invasive, covered under most health insurance plans, and give the company a reputation for achieving results. Undaunted by a lack of public awareness about alternative healthcare therapies, Hayden rises to the challenge of increasing the public's understanding, educating on how the therapies work, and providing a realistic assessment of presenting conditions.

A member of the Canadian Federation of Independent Business, Hayden feels that the business model of Central Laser Therapy is easily adaptable to other towns or regions with a demographic similar to Grand Falls-Windsor. While content with the busy pace of his current practise, Hayden is primed for future expansion as demand dictates.



**"With the CBDC, there is a real feeling of support and guidance, and those whom I have dealt with have been absolutely great!"**

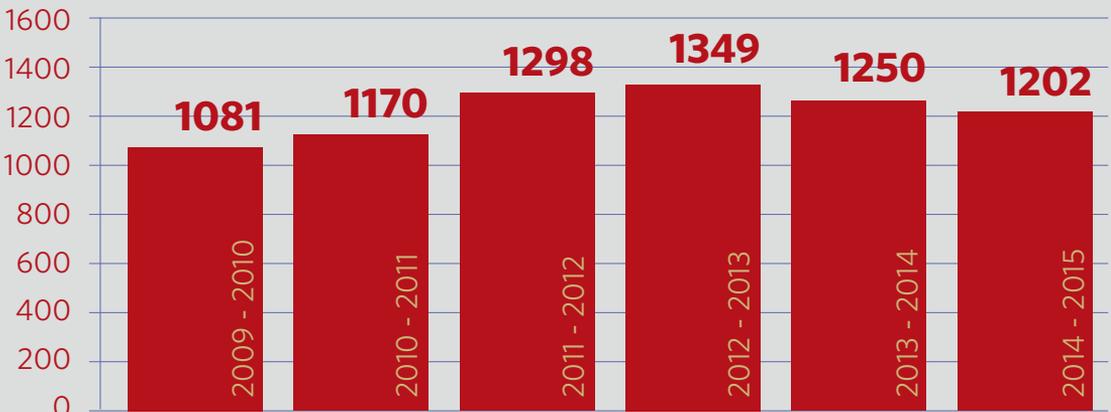
*- Derek Hayden  
Central Laser Therapy*



## Nova Scotia AT A GLANCE

Number of Loans Approved	485
Total Value of Assistance	\$ 25,399,491
Jobs Created and Maintained	1,202
Client Provided Business Counselling	3,184

### Jobs Created & Maintained



## Another CBDC Success Story

# EXPERIENCING THE GREAT OUTDOORS



## Whynot Adventure Outfitters

**Cody Whynot from Liverpool and his partner, Karlene Hauer, operate Whynot Adventure Outfitters Incorporated out of Kejimikujik National Park.**

Offering canoe, kayak and bike rentals, the company that's currently in its second year of operation, provides visitors with the complete outdoor/back country experience.

Tourists are coming for the complete experience and he believes they have just seen the tip of the iceberg. In fact, he says there is great potential to grow this type of tourism business.

A 2009 graduate from the Adventure Guiding Program at Thompson Rivers University in British Columbia, Whynot explains when he and Hauer, who has a degree in Adventure Tourism, heard about the business in March 2013 they knew right away it was a good opportunity.

After being turned down by three traditional banks, the pair found their way to South Shore Opportunities CBDC in Liverpool where they received overwhelming support for their proposal.

With their business plan and finances in order, Whynot Adventure Outfitters Incorporated opened in May 2013 and Whynot says it has been more than they could have ever imagined.

*By Vernon Oickle  
vernon.l.oickle@eastlink.ca*



**"The response has been great. In fact, it's been better than what we had anticipated in our first few years. We're finding that more and more people want to do things and it's our goal to give them those experiences."**

*- Cody Whynot,  
Whynot Adventure Outfitters*

# PRINCE EDWARD ISLAND REPORT



## Prince Edward Island AT A GLANCE

Number of Loans Approved	75
Total Value of Assistance	\$ 2,865,521
Jobs Created and Maintained	224
Client Provided Business Counselling	198

### Jobs Created & Maintained



## Another CBDC Success Story

# HIGH-END COFFEE IN SUMMERSIDE



## Jo Mamma's Coffee Hut

Jo Mamma's Coffee Hut started as an idea to bring quality coffee beverages to Summerside because we just couldn't find the quality here we wanted that was available in other cities. After over a year and a half of market research and business planning to ensure it was a viable market, we decided to bring high end coffee to Summerside in a convenient way; by offering it at a double sided drive-thru.

We finally opened in February 2013. Now, two and a half years later, we are still going head to head with "the big guys" that moved into town; and we just added a new product line that has taken off with great success.

CBDC was there at the beginning to get us on our way with financing to start this endeavor and they are still part of our support system that helps us when we need them.

**"CBDC was there at the beginning to get us on our way with financing to start this endeavor and they are still part of our support system that helps us when we need them. "**

*- Tim Kuhn,  
Jo Mamma's Coffee Hut*

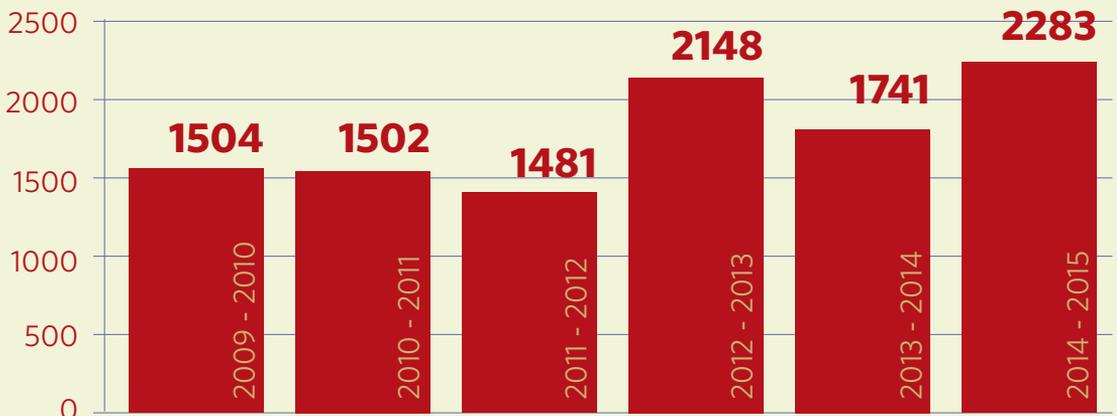




## New Brunswick AT A GLANCE

Number of Loans Approved	545
Total Value of Assistance	\$ 25,516,060
Job Created and Maintained	2,283
Client Provided Business Counselling	1,925

### Jobs Created & Maintained



## Another CBDC Success Story

# NO ORDINARY CHOCOLATIER



## Adorable Chocolat

**Located at 395 Main Street in Shédiac,** Adorable Chocolat specializes in handmade and high-end chocolate confection.

Ginette Ahier is not an ordinary chocolatier and her brand image is developed using her own inner values. She focuses on taking into account environmental and social footprints, which translates into a chocolate produced locally with fair trade products. Adorable Chocolat is also an innovative business at the supply level. It has recently called upon families from Uganda and Madagascar to get cocoa beans. Furthermore, the company uses the services of a local roaster in Africa to roast the beans. This strengthens the values of the business in relation to fair trade products.



Ginette Ahier has big plans for her company. In order to make her dreams a reality, she chooses to invest in equipment as well as in her product's marketing. The product is destined to a promising future thanks to the purchase of a mechanical coating machine and other equipment which will increase production. From half a ton in its first year of operation (2008), production reached 3 tons in 2014 and should go over the 15 ton mark in 2017. The company's market, because of its uniqueness, is going to stretch from the Maritimes to other Canadian provinces with an objective of reaching the eastern part of the United States.

It is not surprising to see all the awards won by this determined entrepreneur: 2014 Business of the Year, offered by the Greater Shédiac Chamber of Commerce; one of 20 emerging culinary companies in Canada in 2013; named one of Canada's top 5 craft chocolate factories by Doreen Pendrac, author and specialist in chocolate in 2014; and, the Women Entrepreneur Award 2015 from the New Brunswick Association of CBDCs.

**"CBDC agents care about us. It's been for my business expansion and development a true and crucial contact!"**

*- Ginette Ahier,  
Adorable Chocolat*

# FINANCIAL HIGHLIGHTS



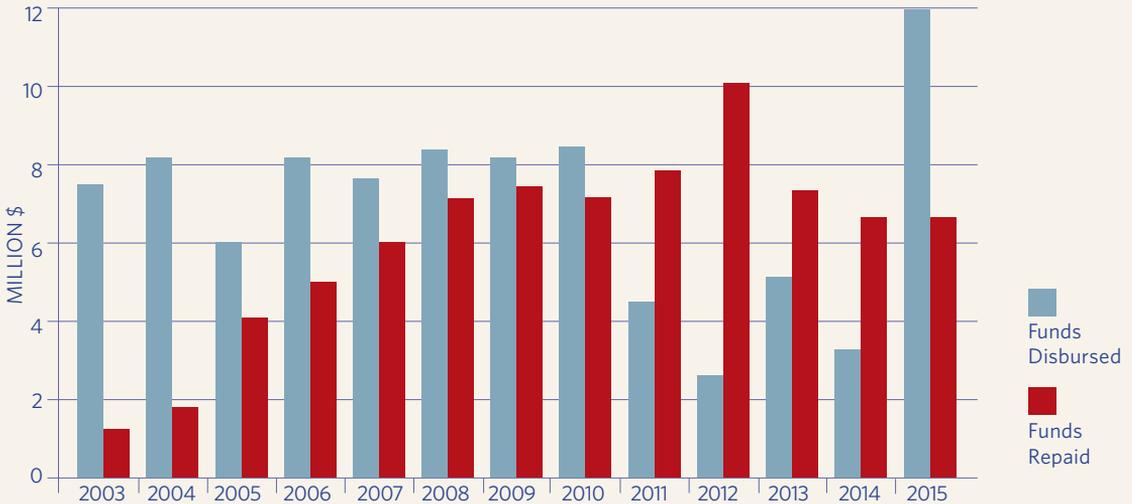
## ACCBIF at a Glance

Throughout 2014-2015, the ACCBIF Board of Governance approved 15 loans for a total value of assistance of \$11,950,000.

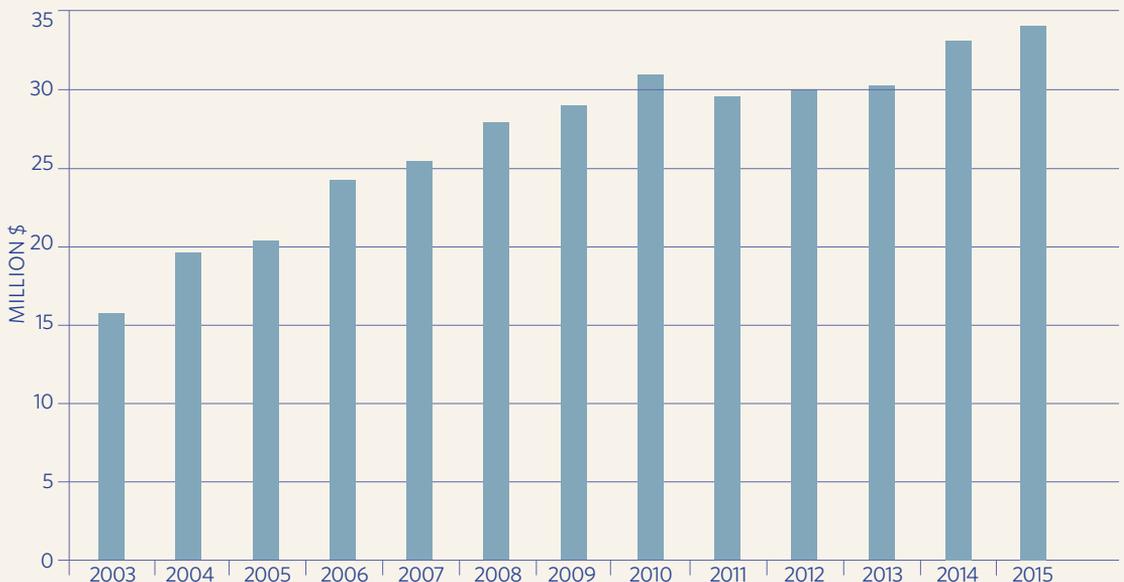
- 18 CBDCs are borrowing from ACCBIF.
- 12 CBDCs are lending to the central fund.
- Loans Receivable as at March 31st, 2015 was \$17,661,881.
- ACCBIF owes the CBDCs \$17,783,928 at March 31, 2015.

Since 2006, 30 review engagements have been completed involving 20 different CBDCs. The recommendations have proven to be a valuable resource in improving efficiencies and the future sustainability of the CBDCs. A CBDC Review best practices document has been developed and is continually updated and shared with member CBDCs for their review and implementation on CBDCZone.

### ACCBIF Investment Funds Disbursed & Repaid



### ACCBIF Total Assets



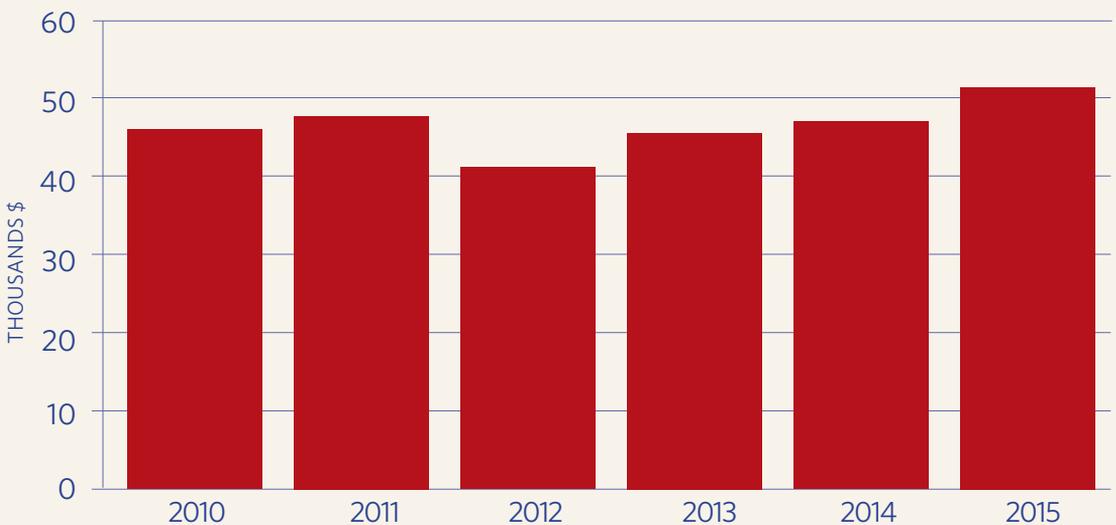
# FINANCIAL HIGHLIGHTS



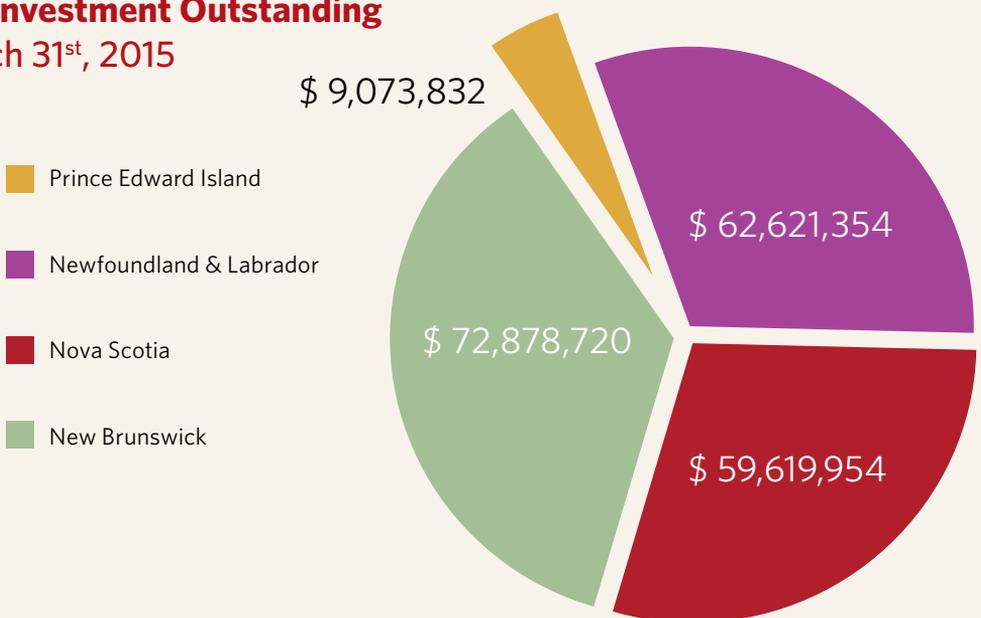
## CBDC Activity at a Glance

- During 2014-2015, the CBDCs of Atlantic Canada had a banner year, assisting 1,411 small and medium sized businesses throughout the region, injecting \$71,115,366 into the rural Atlantic Canadian Economy.
- Since inception of the Community Futures Program, the CBDCs of Atlantic Canada have assisted 28,974 entrepreneurs and injected in excess of \$1 billion into the Atlantic Canadian Economy.
- As at March 31st, 2015, in total CBDCs collectively manage 5,740 loans for a total value of \$246,265,377.
- Number of CBDC clients receiving Business Counselling was 6,888.

### Average Size of Loan



### Total Investment Outstanding - March 31<sup>st</sup>, 2015



## AUDITOR'S REPORT

To the President and Members of Atlantic Association of Community Business Development Corporations:

I have audited the accompanying consolidated financial statements of Atlantic Association of Community Business Development Corporations which comprise the statement of financial position as at 31 March 2015, and the statements of operations and changes in fund balances, and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles for non-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness

of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Basis for qualified opinion

These financial statements have been prepared to conform in all material respects to the accounting principles prescribed in the written contractual agreement between the Association and the Atlantic Canada Opportunities Agency and are intended for the use of the Association's Board of Directors and the Atlantic Canada Opportunities Agency. The basis of accounting used in these financial statements differs materially from the Canadian generally accepted accounting principles represented by accounting recommendations of the Canadian Institute of Chartered Accountants because, the Association has not identified and classified all its financial instruments, and recorded its financial instruments at fair value. Rather, all financial instruments are recorded at historical cost. The Association has not specifically disclosed information that enables users of its financial statements to evaluate the significance of financial instruments for its financial position and performance, including exposure to risks, methods of determining fair value and other relevant information.

### Qualified opinion

In my opinion these consolidated financial statements present fairly, in all material respects, the financial position of the Association as at 31 March 2015 and the results of its operations and the changes in its cash flow for the year then ended in accordance with the basis of accounting described in Note 2 to the financial statements. These financial statements which have not been, and were not intended to be, prepared in accordance with Canadian generally accepted accounting principles, are intended for the information of the Board of Directors of the Association and the Atlantic Canada Opportunities Agency and may not be appropriate for any other use.

### CERTIFIED GENERAL ACCOUNTANT

David S. Moeller,  
Antigonish, Nova Scotia, 2 June 2015

# Results for the FINANCIAL YEAR 2014-2015

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION – 31 MARCH 2015

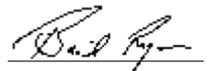
<u>Assets</u>	Operating Fund	Investment Fund	2015 Total	Operating Fund	Investment Fund	2014 Total
<b>Current assets</b>						
Cash and term deposits	\$1,643,489	\$10,485,385	\$12,128,874	\$1,427,446	\$13,512,926	\$14,940,372
HST refundable	92,160		92,160	85,299		85,299
Accounts receivable	10,582		10,582	13,676		13,676
Accounts receivable ACOA	553,573		553,573	199,150		199,150
Interfund receivable		11,669	11,669		3,233	3,233
Interest receivable	3,201	132,485	135,686	6,741	246,541	253,282
Principal due within one year on investments		5,445,753	5,445,753		6,069,606	6,069,606
	<u>2,303,005</u>	<u>16,075,292</u>	<u>18,378,297</u>	<u>1,732,312</u>	<u>19,832,306</u>	<u>21,564,618</u>
<b>Funds held in Trust (note 4)</b>	<u>246,229</u>		<u>246,229</u>			
<b>Property, plant and equipment (note 3)</b>	<u>3,957</u>		<u>3,957</u>	<u>4,390</u>		<u>4,390</u>
<b>Investments - loans (note 5)</b>		13,214,268	13,214,268		7,722,124	7,722,124
<b>Investments - other (note 5)</b>		14,801,194	14,801,194		15,985,529	15,985,529
		<u>28,015,462</u>	<u>28,015,462</u>		<u>23,707,653</u>	<u>23,707,653</u>
	<u><b>\$2,553,191</b></u>	<u><b>\$44,090,754</b></u>	<u><b>\$46,643,945</b></u>	<u><b>\$1,736,702</b></u>	<u><b>\$43,539,959</b></u>	<u><b>\$45,276,661</b></u>
<b>Liabilities</b>						
Current liabilities						
Accounts payable and accrued liabilities	\$573,133	\$175,095	\$748,228	\$536,934	\$146,622	\$683,556
Unearned revenue	1,528,894		1,528,894	1,031,080		1,031,080
Interfund payable	11,669		11,669	3,233		3,233
Principal due within one year on long-term debt		13,446,428	13,446,428		13,808,928	13,808,928
	<u>2,113,696</u>	<u>13,621,523</u>	<u>15,735,219</u>	<u>1,571,247</u>	<u>13,955,550</u>	<u>15,526,797</u>
<b>Long-term liability (note 6)</b>		<u>4,337,500</u>	<u>4,337,500</u>		<u>3,650,000</u>	<u>3,650,000</u>
<b>Fund balances</b>						
Externally restricted (note 7)	246,229	25,817,387	26,063,616		25,894,091	25,894,091
Unrestricted	193,266	314,344	507,610	165,455	40,318	205,773
	<u>439,495</u>	<u>26,131,731</u>	<u>26,571,226</u>	<u>165,455</u>	<u>25,934,409</u>	<u>26,099,864</u>
	<u><b>\$2,553,191</b></u>	<u><b>\$44,090,754</b></u>	<u><b>\$46,643,945</b></u>	<u><b>\$1,736,702</b></u>	<u><b>\$43,539,959</b></u>	<u><b>\$45,276,661</b></u>

Approved by the Board

Director



Director



## CONSOLIDATED STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

– YEAR ENDED 31 MARCH 2015

	Operating Fund		Investment Fund	
	2015	2014	2015	2014
<b>Revenue</b>				
ACOA Contribution	\$2,392,720	\$1,914,078		\$725,212
Membership fees and dues	13,100	12,800		
Other revenue	225,569	242,549		
Interest on loans			237,817	208,843
Interest, other	28,787	24,136	519,251	456,797
Unrealized gains (loss) on investments (note 2)			116,308	-71,003
	<u>2,660,176</u>	<u>2,193,563</u>	<u>873,376</u>	<u>1,319,849</u>
<b>Expenses</b>				
Salaries and benefits	549,010	538,052		
Rent and equipment lease	32,647	31,357		
Professional fees	24,919	66,055		
Insurance	3,636	3,675		
Interest on loans			268,004	253,907
Loan loss reserve fund payouts			188,105	275,979
Telephone	10,948	11,592		
Translation	29,296	56,622		
Travel, meetings and training	114,655	121,208		
Office	17,254	15,510		
Annual general meetings	101,122	91,000		
Other	8,113	11,026	12,985	12,962
Projects	1,903,314	1,440,889		
Provision for doubtful loans			43,278	42,505
Amortization	1,133	1,693		
	<u>2,796,047</u>	<u>2,388,679</u>	<u>512,372</u>	<u>585,353</u>
Excess (deficiency) of revenues over expenses	-135,871	-195,116	361,004	734,496
Contribution to operating from investment fund	163,682	182,630	-163,682	-182,630
	<u>27,811</u>	<u>-12,486</u>	<u>197,322</u>	<u>551,866</u>
Fund balances at beginning of year	165,455	177,941	25,934,409	25,382,543
<b>Fund balances at end of the year</b>	<u><u>\$193,266</u></u>	<u><u>\$165,455</u></u>	<u><u>\$26,131,731</u></u>	<u><u>\$25,934,409</u></u>

# Results for the FINANCIAL YEAR 2014-2015

## CONSOLIDATED STATEMENT OF CASH FLOW – YEAR ENDED 31 MARCH 2015

	Operating Fund		Investment Fund	
	2015	2014	2015	2014
<b><u>Operating activities</u></b>				
Excess (deficiency) of revenues over expenses	-\$135,871	-\$195,116	\$361,004	\$734,496
Provision for doubtful loans			43,278	42,505
Amortization	1,133	1,693		
Unrealized (gains) loss on investments (note 2)			-116,308	71,003
Transfer from investment to operating fund	163,682	182,630	-163,682	-182,630
Decrease (increase) HST refundable	-6,861	-5,769		
Decrease (increase) accounts receivable	3,094	-12,497		
Decrease (increase) accounts receivable ACOA	-354,423	-12,643		
Decrease (increase) interfund receivable/payable	8,436	-4,040	-8,436	4,040
Decrease (increase) interest receivable	3,540	-6,741	114,056	-120,159
Increase (decrease) accounts payable	36,199	-13,048	28,473	146,622
Increase (decrease) unearned revenue	497,814	171,276		
	<u>216,743</u>	<u>105,745</u>	<u>258,385</u>	<u>695,877</u>
<b><u>Financing and investing activities</u></b>				
Acquisitions of capital assets	-700			
Loans from CBDCs			325,000	2,450,000
Decrease (increase) in investments other			1,300,643	-3,113,444
Loan repayments from CBDCs			7,038,431	7,320,313
Loan advances to CBDCs			-11,950,000	-3,100,000
	<u>-700</u>		<u>-3,285,926</u>	<u>3,556,869</u>
Net increase (decrease) in cash and equivalents	216,043	105,745	-3,027,541	4,252,746
Cash and equivalents at beginning of year	1,427,446	1,321,701	13,512,926	9,260,180
<b>Cash and equivalents at end of year</b>	<b><u>\$1,643,489</u></b>	<b><u>\$1,427,446</u></b>	<b><u>\$10,485,385</u></b>	<b><u>\$13,512,926</u></b>

NOTE: The full version of the CBDC Audited Financial Statements is available on our website, [www.cbdc.ca](http://www.cbdc.ca)

## CBDCs offer a variety of loans that help entrepreneurs



### CBDC Youth Loan

Tailored business solutions for young entrepreneurs ages 18-34 interested in starting, expanding or modernizing projects that require financing to get the business moving.



### CBDC First Time Entrepreneur Loan

Entrepreneur loan targeted financing for those first-time entrepreneurs starting or purchasing their very first business.



### CBDC General Business Loan

The CBDC General Business Loan is designed to assist entrepreneurs to obtain financing for their business, when traditional avenues of financing are not available.



### CBDC Innovation Loan

To assist in the development of the knowledge-based economy in the adoption and commercialization of technology by rural businesses.



### CBDC Social Enterprise Loan

Tailored financing designed to assist social enterprises in rural based communities in Atlantic Canada.

# Our products and services help entrepreneurs succeed.



## Self-Employment Benefit Program

Provides a much needed catalyst for new entrepreneurs, helping them to realize their goal of becoming a business owner by providing them with financial and coaching support during the planning and start-up phases of their business.



## Business Counselling

Business counselling in the form of advice to new and established entrepreneurs throughout Atlantic Canada.



## Consultant Advisory Services Program

Gives CBDCs the ability to offer consultant advisory services to small and medium-sized businesses and not-for-profit organizations throughout the Atlantic region.



## Skills Training

Tailored skills training in special areas such as market development, bookkeeping, feasibility studies and business analysis.

*Please note: Programs and services delivered by CBDCs may vary by region.*

## Where to find us?

To find out more information about the many programs and services offered by the CBDCs of Atlantic Canada, call or visit us online.

**[www.cbdc.ca](http://www.cbdc.ca) • 1.888.303.CBDC (2232)**



**The Atlantic Association  
of CBDCs**

54 Loggie Street  
P.O. Box 40

Mulgrave, NS, B0E 2G0

(P) 902.747.2232

1.888.303.CBDC (2232)

(F) 902.747.2019

[www.cbdc.ca](http://www.cbdc.ca)



Atlantic Canada  
Opportunities  
Agency

Agence de  
promotion économique  
du Canada atlantique

Canada

The Atlantic Canada Opportunities Agency is pleased to provide financial support to the CBDCs in Atlantic Canada.