



# Atlantic Association of Community Business Development Corporations



# 2017-18 ANNUAL REPORT



*Need help starting a business? We can help.*



**The Atlantic Association of CBDCs  
2017-18 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 Canada  
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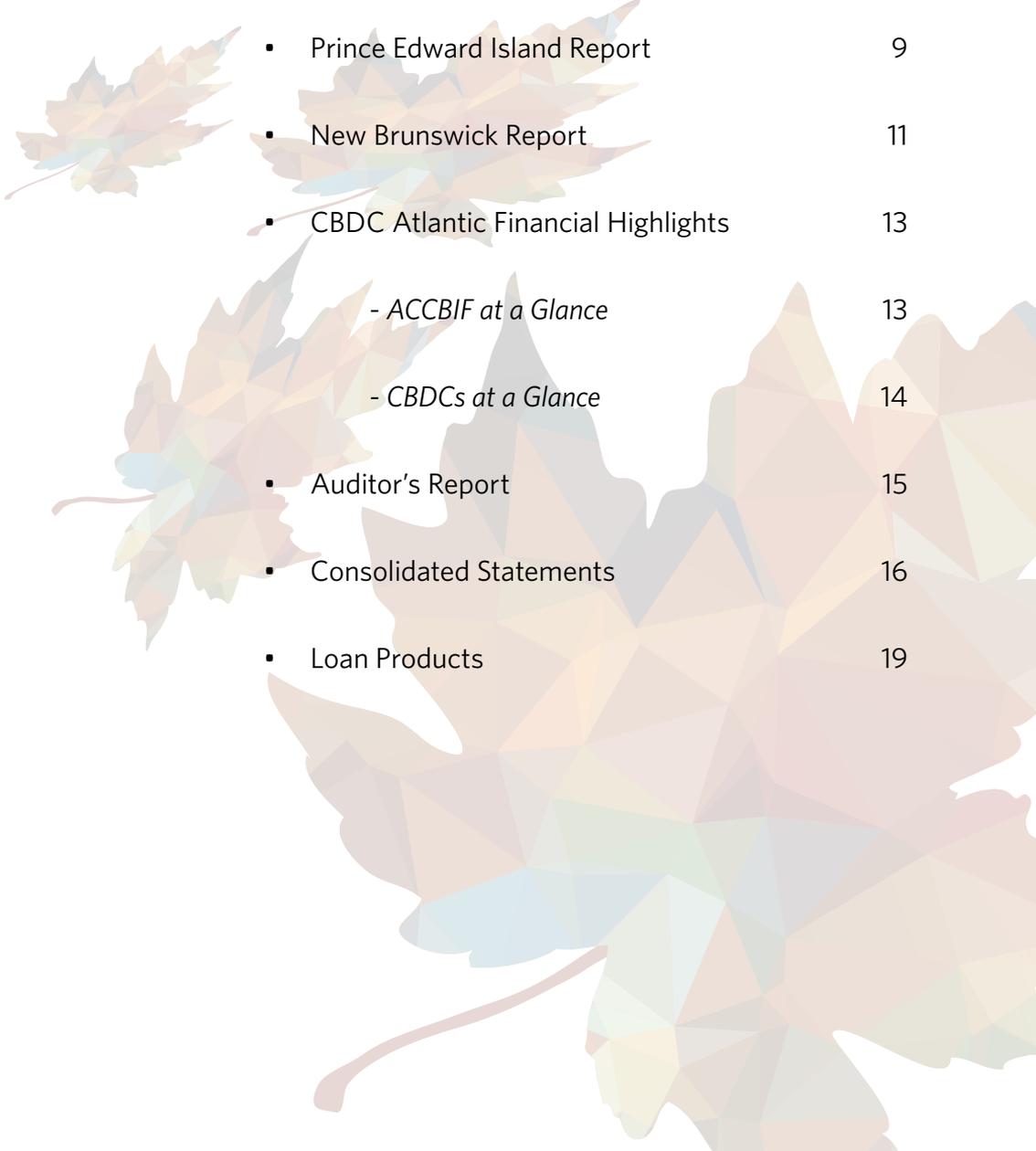
Canada

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



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

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It gives me great pleasure to share with you the results of the 2017-2018 fiscal year. Last fiscal year we had the pleasure of supporting 1,388 Atlantic Canadian Entrepreneurs and injected in excess of \$73.3 million into our economy. In addition, we were able to leverage an additional \$78.3 million in support of Atlantic Canadian entrepreneurs. Since the inception of the Community Futures Program, CBDCs have assisted 32,979 entrepreneurs and invested in excess of \$1.2 billion dollars into rural communities throughout Atlantic Canada.

Looking forward, at the 2018 AGM and Conference, we will be setting the future direction of the Association as we approve the new five-year strategic plan. The strategic plan is a valuable planning tool for the Executive, sub-committees and member CBDCs as it acts as our compass when planning new initiatives and managing existing projects in support of members CBDCs.

I would like to acknowledge the Board Members and staff of the 41 CBDCs and the Provincial Association offices for their

continued commitment, hard work and determination throughout the past year. In addition, I would also like to thank the Atlantic Association staff and the folks at the Atlantic Canada Opportunities Agency (ACOA) for this ongoing support and assistance. Lastly, I would like to extend a heartfelt thank you to the ACCBIF Board of Governance, my fellow Atlantic Executive Committee members and the other sub-committees of the Association for their passion, dedication and ongoing commitment to the Community Futures movement throughout the Atlantic region.

I trust you will enjoy the 2017-2018 Atlantic Association of CBDCs Annual Report. The annual report highlights the tremendous work of our Association in its supportive role to the 41 member CBDCs in Atlantic Canada throughout the past fiscal year.

Sincerely,



**Stan Reid**  
President, AACBDC

*“The secret of change is to  
focus all of your energy not  
on fighting the old, but on  
building the new.”*

*~ Socrates*

# Message from the CHIEF OPERATING OFFICER



2017-2018 was another tremendously busy year for the Atlantic Association of CBDCs. The Atlantic Executive continues to be innovative and proactive in their ongoing management of the association business while keeping in mind the needs of member CBDCs. The Atlantic Executive oversees the ongoing management and administration of a comprehensive health plan, pension plan and have recently embarked on a new strategic plan.

During the later part of the fiscal year, the Executive began laying the groundwork for the new strategic plan. The Executive retained the services of the St. F.X. Extension Department to conduct a member survey. The survey results were analysed, compiled and shared with the Atlantic Executive, Atlantic Association sub-committees and Provincial Association offices for further refinement. The results were then formulized into 6 areas of emphasis. In the coming months numerous tasks will be assigned to each of the objectives and this will ultimately become the Association's workplan. It is the Executives' intention to have the new strategic plan finalized and ready to be

endorsed by the general membership at the upcoming AGM & Conference in September in Corner Brook, NL.

The ACCBIF Board of Governance had another busy year approving 9 investment loans totalling \$8.33 million. Loans receivable at fiscal year end was \$24,880,276 and cash and investments totalled \$13,793,399 over the same period. As at March 31st, the central fund had 17 CBDCs borrowing and 13 CBDC investing in the fund. The ACCBIF Board continues to be responsive to member CBDC investment needs and have been innovative in their approach as they help manage the investment capital needs of CBDC throughout the Atlantic region.

*"Inaction breeds doubt and fear. Action breeds confidence and courage. If you want to conquer fear, do not sit home and think about it. Go out and get busy."*

*~ Dale Carnegie*

In August 2017, we were extremely pleased to officially launch the new Clean Technology initiative enabling CBDCs to further support Atlantic Canadian businesses with the addition of this new program. The Clean Technology Initiative provides flexible financing and advisory services to new and existing entrepreneurs in support of advancing clean technology in rural communities throughout the Atlantic region. During last fiscal year, we have booked 6 CT-RMF Loans from 3 Atlantic Provinces with a total loan value of \$ 322,500. We have also completed our first Advisory which assisted a loan client with a feasibility study on solar panels. We look forward to overseeing and administering this project on behalf of member CBDCs.



The Risk Mitigation Fund (RMF) Program registered 565 loans with a disbursed value of \$26.3 million from April 1, 2017 to March 31, 2018. Since inception 3,356 loans have been registered with a disbursed value of \$143.8 million. As at fiscal year end, the RMF program is managing 2,198 loans for a disbursed value of \$111.8 million. The program has paid out 166 claims totalling \$1.2 million.

A new sub-committee of the Association has been established to address the education and training needs of CBDC Board Members and Staff. The new sub-committee is the Governance and Education Committee. The committee consists of Kevin MacLeod, Chairperson, Denise Lagacé Rioux, Perry Chandler and Diane Hodge Burt. The committee has been busy establishing a terms of reference, a budget and workplan. Throughout the coming months the committee will be revising modules, delivering staff and board training and developing additional training videos for both board and staff members.

The Management Information Systems (MIS) Committee continues to do a tremendous job in managing the IT infrastructure, projects and the security for member CBDCs. A couple of notable projects the committee completed this past fiscal year include the loans over \$150,000 calculator in TEA, assisted with coordinating the TEA 10.3 release with CommonGoals in October and began re-negotiating group internet rates with service providers throughout the Atlantic region.

The Atlantic Communications Committee continues to be inventive and responsive in their approach as they continue to promote CBDC programs and services to new and existing entrepreneurs throughout the Atlantic region.

This fiscal year, the committee took on a healthy branding exercise that examined the name, logo, slogan and CBDC brand penetration throughout Atlantic Canada. We are pleased to say the initial results were

favourable, with 55% of the 2,200 people surveyed having previously heard of the CBDCs. With that being said, the committee still has plenty of work to do, but we feel we have built a solid foundation with the brand and we need to implement more tools and projects to bring it to the next level.

The Entrepreneurial Training Fund (ETF) continues to provide the necessary resources to enable Atlantic Canadian entrepreneurs the ability to strengthen their overall business management skills and develop long-term human resource skills. During 2017-2018, the demand for training among the small business community continued to be strong as we administered 380 ETF claims totaling \$472,065.

In conclusion, I would like to thank the Atlantic Executive for their guidance and support throughout the past fiscal year. In addition, I would like to acknowledge the continued support and assistance of the staff at the Atlantic Canada Opportunities Agency (ACOA).

Sincerely,



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



## Message from the Honourable Navdeep Bains, Minister of Innovation, Science and Economic Development

Strengthening the economy, making Canada a magnet for business innovation and investment, creating jobs, growing the middle class, and helping those seeking to join it: these are key priorities of the Government of Canada. Through initiatives like Canada's Innovation and Skills Plan, we are fueling innovation capacity and maximizing the potential of people, businesses and communities in every region of the country.

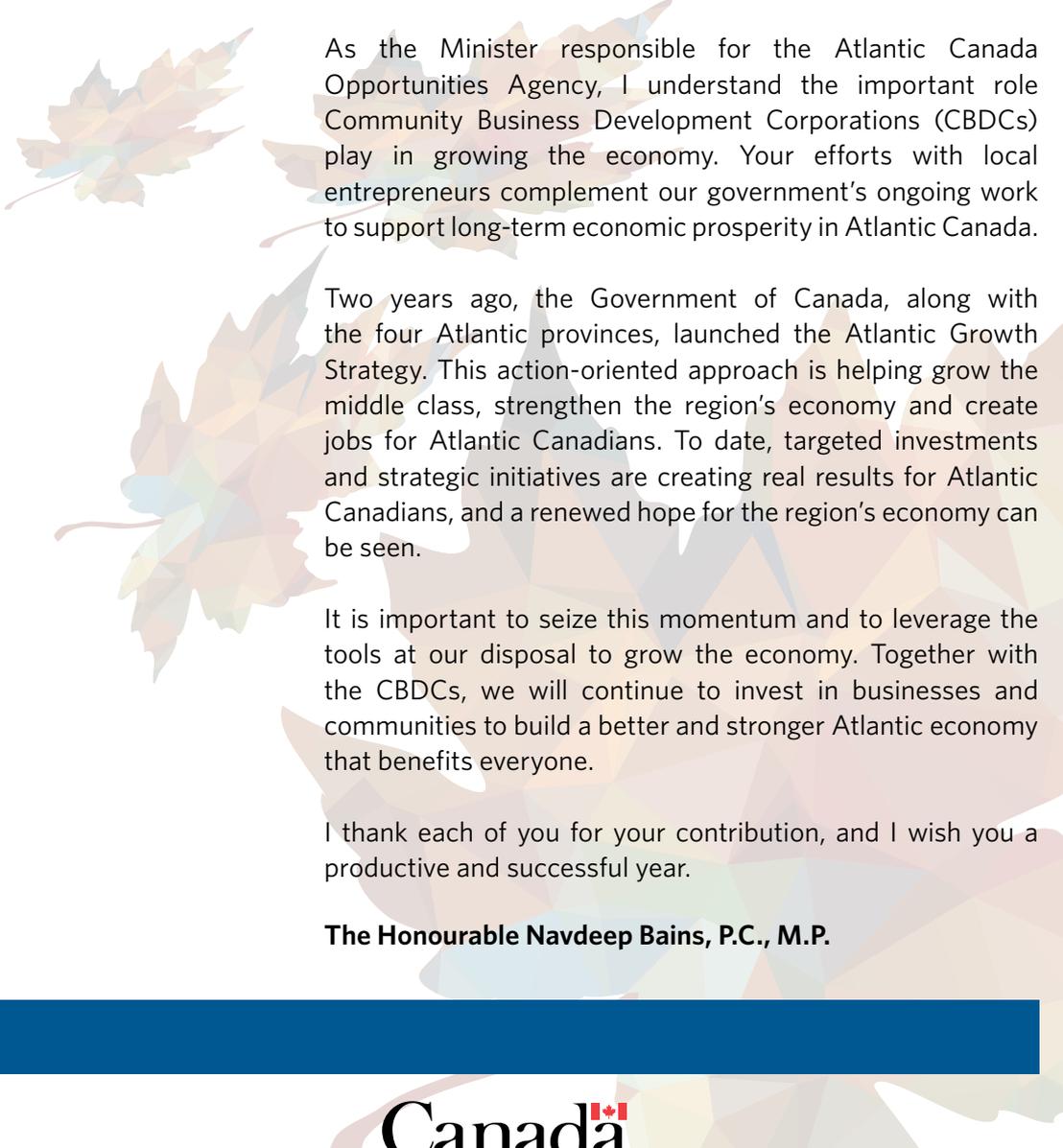
As the Minister responsible for the Atlantic Canada Opportunities Agency, I understand the important role Community Business Development Corporations (CBDCs) play in growing the economy. Your efforts with local entrepreneurs complement our government's ongoing work to support long-term economic prosperity in Atlantic Canada.

Two years ago, the Government of Canada, along with the four Atlantic provinces, launched the Atlantic Growth Strategy. This action-oriented approach is helping grow the middle class, strengthen the region's economy and create jobs for Atlantic Canadians. To date, targeted investments and strategic initiatives are creating real results for Atlantic Canadians, and a renewed hope for the region's economy can be seen.

It is important to seize this momentum and to leverage the tools at our disposal to grow the economy. Together with the CBDCs, we will continue to invest in businesses and communities to build a better and stronger Atlantic economy that benefits everyone.

I thank each of you for your contribution, and I wish you a productive and successful year.

**The Honourable Navdeep Bains, P.C., M.P.**



Canada

# NEWFOUNDLAND AND LABRADOR REPORT

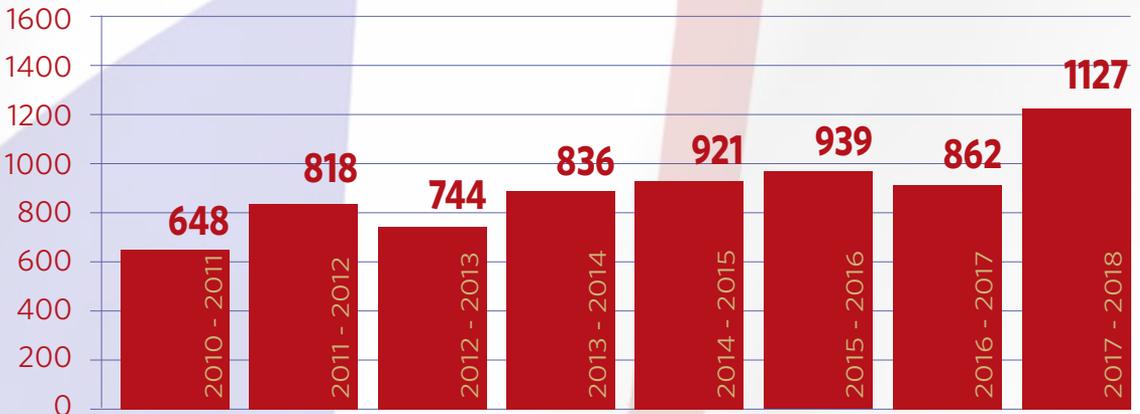


## Newfoundland and Labrador AT A GLANCE

|                                |               |
|--------------------------------|---------------|
| Number of Loans Approved       | 378           |
| Total Value of Assistance      | \$ 24,267,751 |
| Jobs Created and Maintained    | 1,127         |
| Total Value of Leveraged Funds | \$29,783,791  |



### Jobs Created & Maintained



# Another CBDC Success Story

## 2018 BUSINESS OF THE YEAR



*Charlene Combdon, owner and operator of Rock Solid Diesel Inc.*

## Rock Solid Diesel Inc.

**Charlene Combdon** is the owner and operator of Rock Solid Diesel Inc., a 24-hour mobile emergency mechanical repair company for commercial vehicles based in Grand Falls-Windsor, Newfoundland. Charlene is a young, aboriginal woman in a non-traditional industry and has not allowed that to be a barrier for her or her business. She has used her knowledge, confidence, and resources to take her first steps as an entrepreneur.

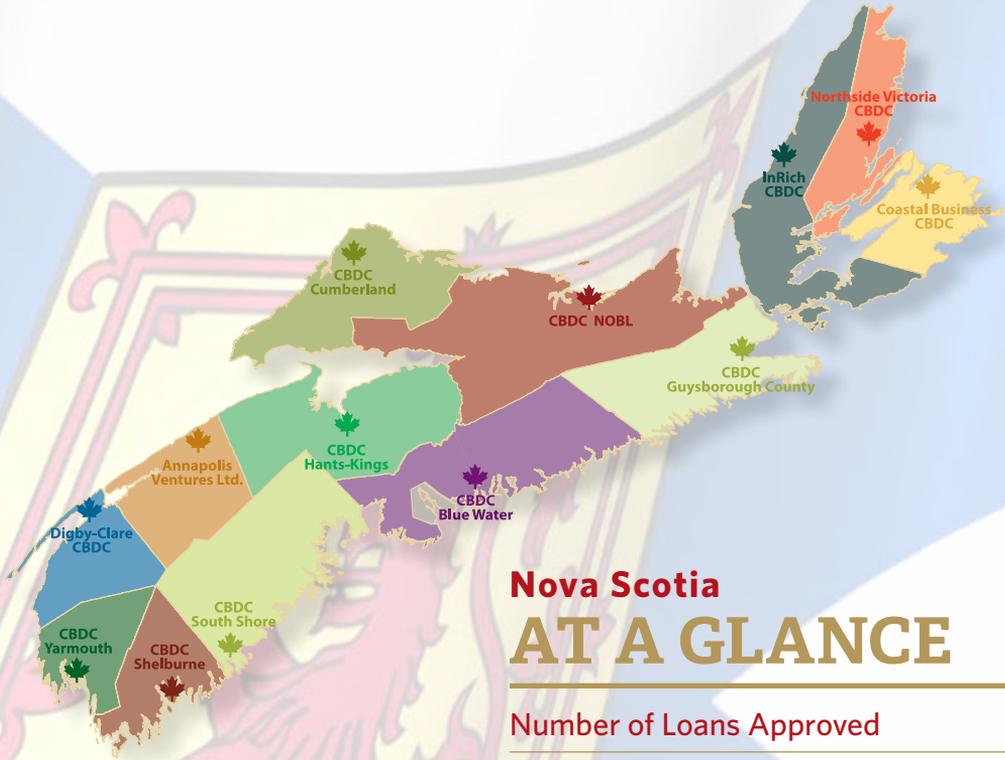
Very early in her working career, Charlene was employed in a myriad of frontline positions in the transportation and heavy equipment industry. As a result of being immersed in the industry, she recognized a gap in the delivery of after hour mechanical repair services and saw a business opportunity. Not quite sure what to do or how to get started, Charlene came to CBDC Central for guidance and advice. Using the CBDC Youth Loan Product, she made her first business purchase - a tow behind trailer - and in 2013 Rock Solid Diesel Inc., was in business.

Since her first 'call out', the company has experienced steady growth. In just one year she had a client base of 200 companies, with the majority of that number doing repeat business. The steady growth allowed her to

make significant purchases for her business which allowed her to expand repair services and increase efficiency.

Rock Solid Diesel Inc., now operates a F350 Service Truck fully equipped with the Trailblazer Airpack and diagnostic equipment, and a fully stocked mobile response trailer. Charlene currently employs a lead journeyman mechanic and two apprentice heavy duty mechanics. To accommodate the growth in her business she constructed a brand new 4,800 square foot building with a four bay garage from which she will be able to base the entire business operation, finally leaving behind her home office.

Often when a business is small and still in a growth phase, banks will be unwilling to cooperate but CBDC Central has always been available to work with Rock Solid Diesel Inc., to ensure growth is not stopped due to lending agencies. CBDC Central has been there since the beginning to help Charlene and her business overcome any obstacles that may have hindered the growth of Rock Solid Diesel Inc., including flexible loans as well as training. Charlene is also the recipient of the 2018 CBDC Business of the Year Award. 🍁



## Nova Scotia AT A GLANCE

|                                |               |
|--------------------------------|---------------|
| Number of Loans Approved       | 437           |
| Total Value of Assistance      | \$ 20,154,725 |
| Jobs Created and Maintained    | 1,569         |
| Total Value of Leveraged Funds | \$ 15,034,700 |

### Jobs Created & Maintained



# Another CBDC Success Story

## A PASSION FOR PEOPLE



*Brittany Woodworth, Timeless Moments*

## Timeless Moments

Brittany Woodworth exudes passion for people. A trait essential to her line of business.

“Since I sold my first wedding dress, I fell in love with it,” says Brittany of her dress business, **Timeless Moments**.

Whether it be a bride or one of the many graduates whom she helps find that “perfect dress” — it’s *that* moment — the moment of the match — that she enjoys the most.

“You can see when someone comes out in a dress, especially if it’s one they don’t expect to look good and feel good in, and when they look in the mirror and you can tell that they’re really confident and really happy about how they look — that’s just such a special moment.”

Seven and a half years ago she started working at Timeless Moments. Fresh from St.FX University with a degree in Marketing and Human Resources, she worked on the social media side of things with the then owner, Michelle Wilson. The business blood had long bubbled in her veins though, as she had participated in entrepreneur and business programs since high school.

“Kind of jokingly one day, she said (Wilson) ‘if you ever want to take over the biz you can do it’ and I said ‘yeah right’ and she said “no, I’m serious,” explained Brittany. “A year and a half later I bought the business at age 22.”

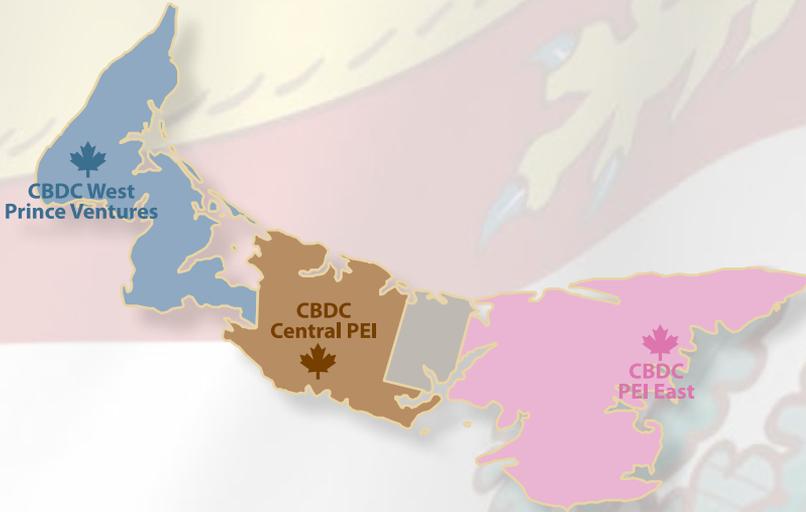
She’s tripled the store’s original space and employs 4 people. “It’s just been a wild ride,” laughed Brittany.

Woodworth says she’s lucky to own a small business in such an encouraging place. “We live in a great, supportive community here.”

She cautions not to be scared to ask for advice, reasoning it doesn’t make you look like you don’t know anything; it’s just learning from those with more experience.

“It’s one thing to study, another to put yourself in the situation and actually do it. You need to find out what works for you. Then it’s trial and error until you find your groove.”

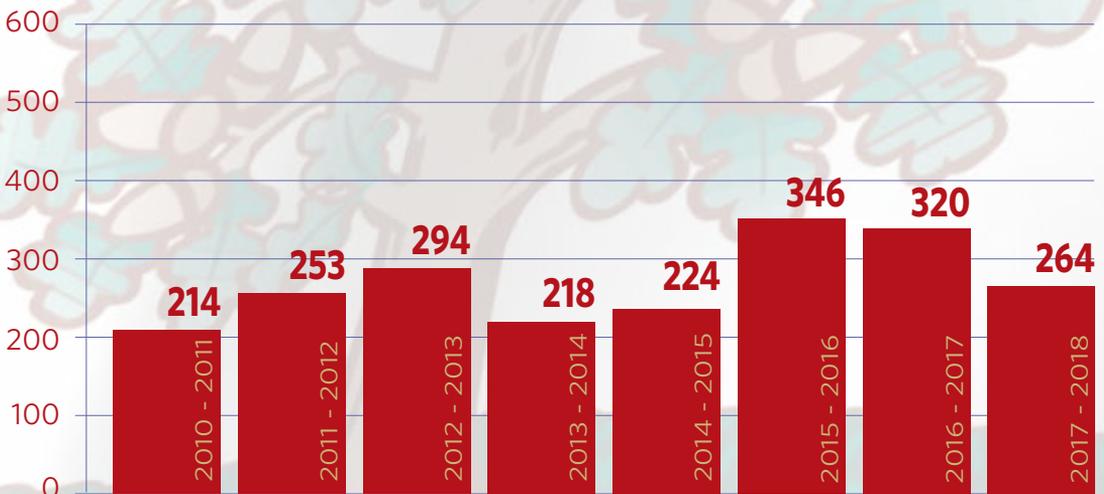
It’s clear Brittany has found her groove — helping others find their dresses. 🍁



## PRINCE EDWARD ISLAND AT A GLANCE

|                                |              |
|--------------------------------|--------------|
| Number of Loans Approved       | 88           |
| Total Value of Assistance      | \$ 4,551,160 |
| Jobs Created and Maintained    | 264          |
| Total Value of Leveraged Funds | \$ 3,465,087 |

### Jobs Created & Maintained



# Another CBDC Success Story IT'S ABOUT BEING CREATIVE

## Community Inclusions

**Community Inclusions Ltd.** is a not-for-profit organization in West Prince which provides support to adults aged 18-65 with intellectual disabilities. Services range from residential, employment, supportive, and recreational as well as transitional work with high-school aged students.

Community Inclusions Ltd. prides itself in remaining relevant to clients and establishing a visible role in the community. In 2002 the Employment Unit was created; this program has been funded every year since then for a total of 16 years. In 2010, the Organization expanded to include the Alberton House which provides housing and support to eight individuals through two, two-bedroom apartments and four single bedrooms with a spacious living room and kitchen area as well as other amenities. In 2011, the administrative offices of Community Inclusions moved from Bloomfield to O'Leary into a larger facility which also included the development of the O'Leary Apartments.

This facility is where the Lions Club was located and due to a decline in memberships, the building had a large vacancy. Community Inclusions was able to partner with the Lions Club to repurpose and renovate the building to meet everyone's needs. The O'Leary Apartments provides residential support for up to seven individuals. This happens through three, two-bedroom apartments and a single-bedroom unit. The apartments are minutes away from the community's amenities, and all apartments are oriented towards independent living. Some residential monitoring is provided. CBDC West Prince Ventures Limited provided assistance with both the Alberton and O'Leary projects.

In 2016 the Organization's Maple House Bakery & Café also relocated and expanded.

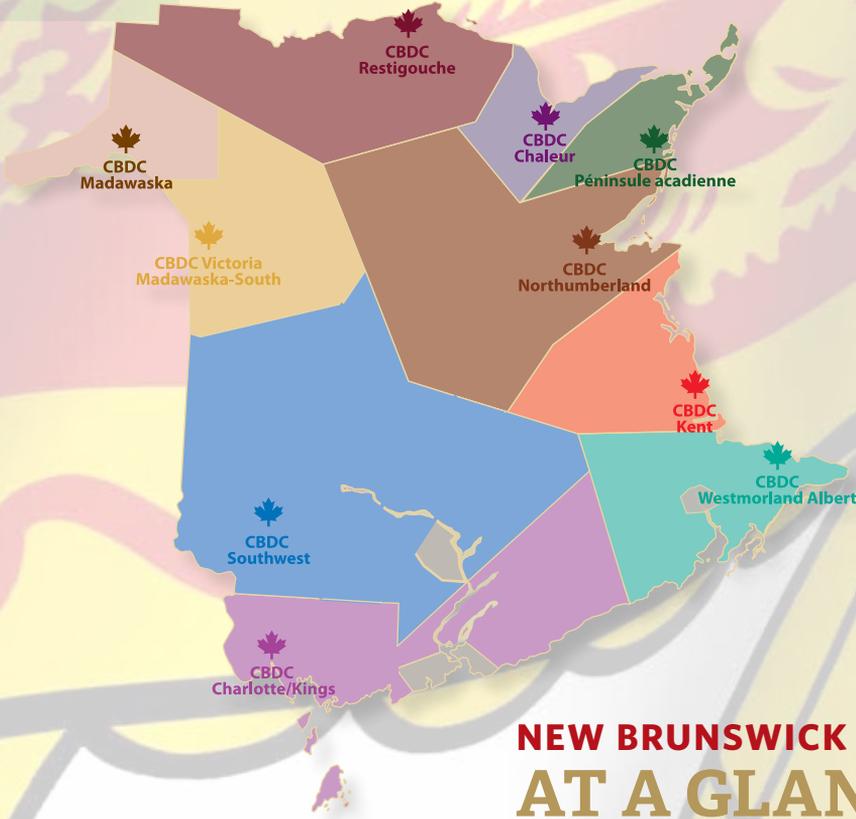


### *Maple House Bakery & Café*

The bakery is located at 76 Ellis Avenue in O'Leary and is an excellent training site for the clients of Community Inclusions Ltd. The bakery & café is warm and inviting and has a positive reputation within the community which can be evidenced by the growing sales of the business. Training and assistance through CBDC's Entrepreneurial Training Fund (ETF) has provided management with further knowledge regarding all of the financial aspects of the business.

Kevin Porter, Executive Director, stated "with the help of CBDC we were able to increase our residential supports, something that was badly needed at that time. Also, we were able to address our team's training needs at the Maple House Bakery & Café."

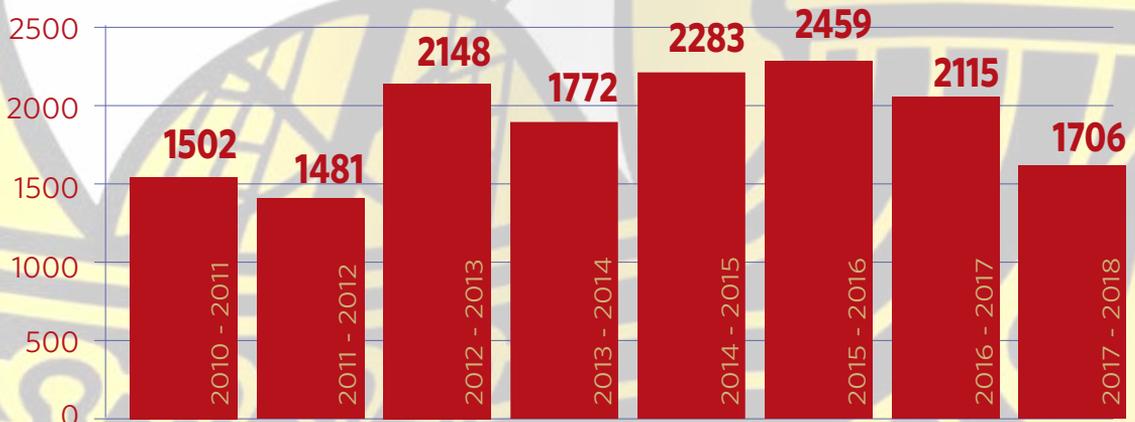
Community Inclusions is one of the largest organizations in the region working with adults with intellectual disabilities and has 40+ employees. Kevin explains that it's about being creative and thinking outside the box. Community Inclusions has certainly been very successful in providing excellent services to a vulnerable population, and continues to look forward to future growth and development. 🍁



## NEW BRUNSWICK AT A GLANCE

|                                |               |
|--------------------------------|---------------|
| Number of Loans Approved       | 536           |
| Total Value of Assistance      | \$ 24,367,311 |
| Jobs Created and Maintained    | 1,706         |
| Total Value of Leveraged Funds | \$ 30,101,539 |

### Jobs Created & Maintained



# Another CBDC Success Story A WARM AND INVITING PLACE



*Dr. Nathalie Chiasson and Dr. Cindy Hache,  
Recipients of the 2018 NB CBDC Provincial Female Entrepreneur Award*

## Chaleur Veterinary Clinic

Dr. Haché and Dr. Chiasson are co-owners of **Chaleur Veterinary Clinic**, located in Beresford, NB. A common bond links these entrepreneurs, which is their passion for the welfare of animals.

In 2008, fresh out of their veterinary medicine program, the duo purchased Appleby Vet Clinic and faced many challenges along the way. However, their hard work and perseverance paid off. In 2015 they purchased Bathurst Veterinary Clinic and hired a third veterinarian.

In 2016, while purchasing a gift for her sister at a local business Bo-Style Decor, Dr. Chiasson saw a "for sale" sign in the window of la Boule d'Or in Beresford. This ignited their dream project, a 7000 square foot space that houses their state of the art veterinary hospital.

Chaleur Veterinary Hospital is a warm and inviting hospital environment for pets, primarily for cats and dogs. This clinic offers services such as surgery, medicine, dentistry, x-rays and ultrasounds. Chaleur Veterinary Hospital employees ten people in the region.

Thanks to the Access Vet Veterinary Network, which they have been members

since 2016, they were able to develop a new veterinary boutique. They are the only vet boutique in New Brunswick and the only other in Atlantic is located in Cape Breton. Furthermore, they are the only boutique with a canine café where clients can enjoy a coffee with or without their furry companions.

The two entrepreneurs take community involvement to heart. They are members of the Chaleur Chamber of Commerce, AccesVet, on the board of directors of the Bathurst SPCA. Mentorship and professional development are also important more and more they serve as mentors by taking in college and university grads and offering them an inviting work environment.

There are many exciting developments on the horizon for the Chaleur Veterinarian Clinic. They would like to develop their boutique by offering high-end products not sold elsewhere in the region. On the human resources side, they would like to hire more Veterinarians with specialized skill sets and eventually expand their hours to seven days a week. If that's not enough, they someday aspire to become the point of reference as a 24-hour emergency hospital. 🍁

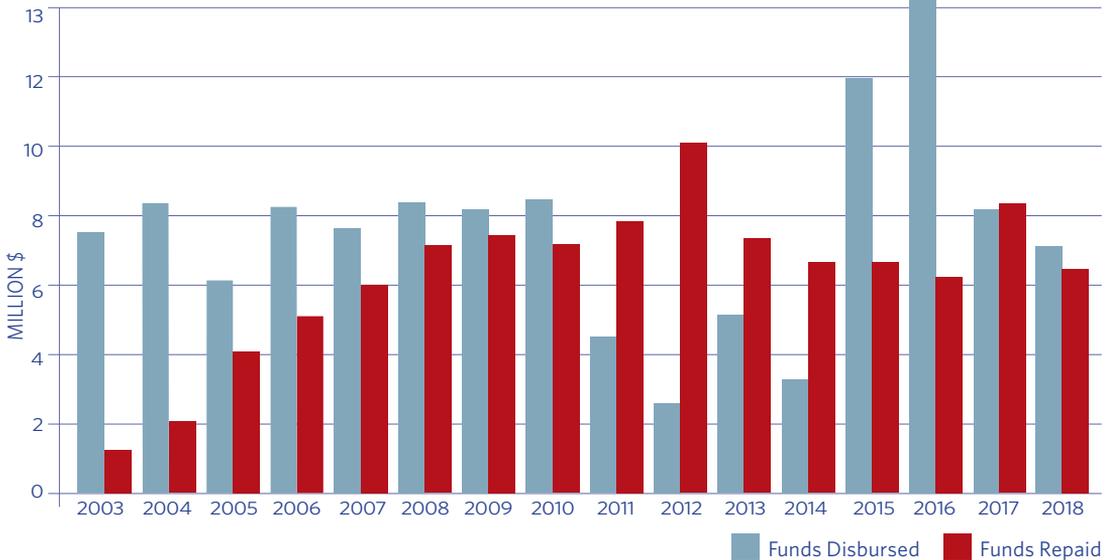
# CBDC ATLANTIC FINANCIAL HIGHLIGHTS

## 2017-2018 ACCBIF at a Glance

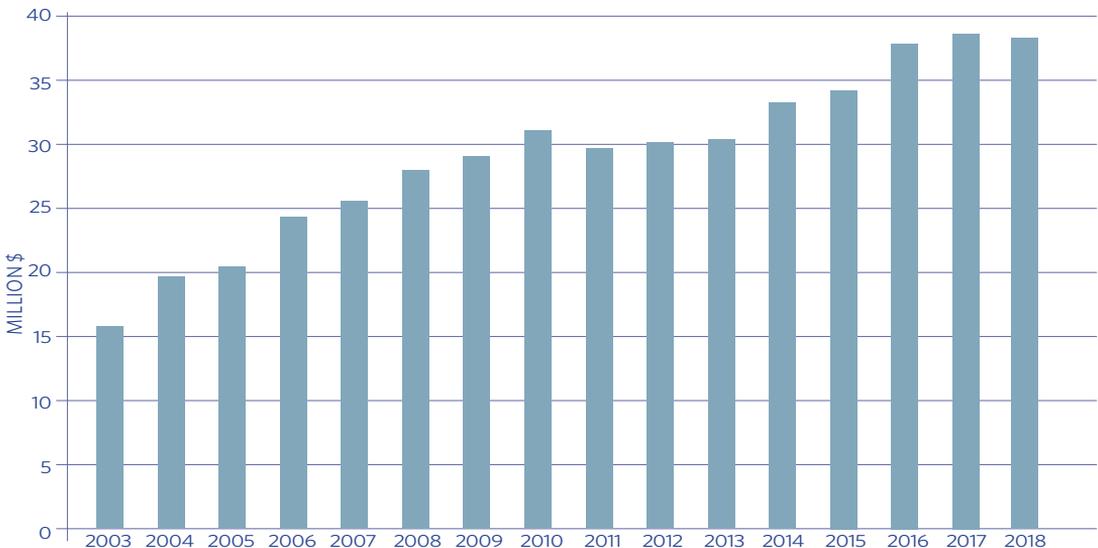
Throughout 2017-2018, the ACCBIF Board of Governance approved 9 loans for a total value of assistance of \$8,330,000.

- 17 CBDCs are borrowing from ACCBIF.
- 13 CBDCs are lending to the central fund.
- Loans Receivable as at March 31st, 2018 was \$24,880,276.
- ACCBIF owes the CBDCs \$22,583,928 at March 31, 2018.

## ACCBIF Investment Funds Disbursed & Repaid



## ACCBIF Total Assets



# 2017-2018 CBDC Activity at a Glance

- During 2017-2018, the CBDCs of Atlantic Canada have had another successful year, assisting 1,388 small and medium sized businesses throughout the Atlantic region, investing in excess of \$73.3 million into the small business community throughout rural Atlantic Canada.
- Since inception of the Community Futures Program, the CBDCs of Atlantic Canada have assisted 32,979 entrepreneurs and injected in excess of \$1.2 billion into the rural Atlantic Canadian Economy.
- As at March 31st, 2018, in total CBDCs collectively manage 5,605 loans for a total value of \$269.1 million.
- During 2017-2018 the number of CBDC clients receiving Business Counselling was 5,689 and 3,103 clients received training.

## Total Investment Outstanding

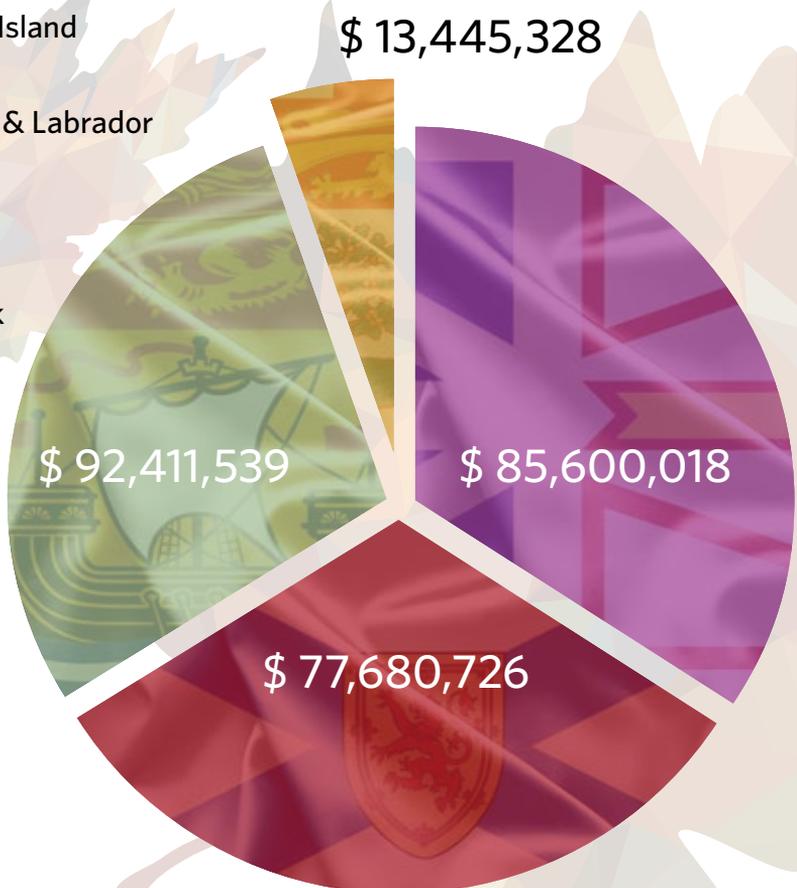
March 31<sup>st</sup>, 2018

■ Prince Edward Island

■ Newfoundland & Labrador

■ Nova Scotia

■ New Brunswick



## INDEPENDENT AUDITOR'S REPORT

### To the Members of Community Business Development Corporations:

We have audited the accompanying financial statements of Atlantic Association Of Community Business Development Corporations, which comprise the statement of financial position as at March 31, 2018 and the statements of revenues and expenditures, changes in net assets and cash flow 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 accounting standards for not-for-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

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we 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.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Basis for qualified opinion

Atlantic Association Of Community Business Development Corporations 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 company 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. This basis of accounting used in these financial statements differs from Canadian generally accepted accounting principles for not for profit organizations.

### Qualified opinion

In our opinion, except for the effects of the matter described above, the financial statements present fairly, in all material respects, the financial position of Atlantic Association Of Community Business Development Corporations as at March 31, 2018 and the results of its operations and its cash flows for the year ended March 31, 2018 in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

The financial statements for the year ended March 31, 2017 were audited by another accounting firm and are presented for comparative purposes only. The opinion expressed on the audit report dated June 6, 2017 by the predecessor auditor was qualified on the basis of financial instruments carried at cost and not fair value as indicated above

**MACDONALD & MURPHY INC.**  
**Chartered Professional Accountants**  
**Licensed Public Accountants**  
Antigonish, Nova Scotia,  
July 19, 2018

# RESULTS FOR THE FINANCIAL YEAR 2017-2018



## ATLANTIC ASSOCIATION OF COMMUNITY BUSINESS DEVELOPMENT CORPORATIONS CONSOLIDATED STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

Year ended March 31, 2018

|                                                       | Operating Fund | Investment Fund | Total 2018    | Total 2017    |
|-------------------------------------------------------|----------------|-----------------|---------------|---------------|
| <b>REVENUE</b>                                        |                |                 |               | (Note 15)     |
| ACOA Contribution                                     | \$ 2,004,091   | \$ 2,494,688    | \$ 4,498,779  | \$ 1,971,325  |
| Membership fees and dues                              | 13,350         |                 | 13,350        | 12,000        |
| Other revenue                                         | 187,882        |                 | 187,882       | 204,281       |
| Interest on loans                                     |                | 406,670         | 406,670       | 407,792       |
| Interest, other                                       | 29,265         | 331,440         | 360,705       | 328,743       |
| Unrealized gains (losses) on investments              |                | (73,846)        | (73,846)      | 92,064        |
|                                                       | 2,234,588      | 3,158,952       | 5,393,540     | 3,016,205     |
| <b>EXPENSES</b>                                       |                |                 |               |               |
| Advisory                                              | 3,819          |                 | 3,819         |               |
| Amortization                                          | 1,221          |                 | 1,221         | 555           |
| Annual general meetings                               | 87,398         |                 | 87,398        | 96,313        |
| Insurance                                             | 1,875          |                 | 1,875         | 5,727         |
| Interest on loans                                     |                | 304,362         | 304,362       | 284,678       |
| Loan loss reserve fund payouts                        |                | 669,344         | 669,344       | 398,389       |
| Marketing and communications                          | 47,862         |                 | 47,862        |               |
| Office                                                | 21,966         |                 | 21,966        | 16,018        |
| Other                                                 | 10,229         |                 | 10,229        | 9,990         |
| Professional fees                                     | 53,712         |                 | 53,712        | 40,218        |
| Projects                                              | 1,424,239      |                 | 1,424,239     | 1,502,119     |
| Provision for doubtful loans                          |                | 121,532         | 121,532       | 52,644        |
| Rent and equipment lease                              | 34,840         |                 | 34,840        | 32,566        |
| Salaries and benefits                                 | 613,260        |                 | 613,260       | 555,296       |
| Telephone                                             | 8,847          |                 | 8,847         | 10,994        |
| Translation                                           | 60,257         |                 | 60,257        | 73,113        |
| Travel, meetings and training                         | 115,477        |                 | 115,477       | 88,814        |
|                                                       | 2,485,002      | 1,095,238       | 3,580,240     | 3,167,434     |
| <b>Excess (deficiency) of revenues over expenses</b>  | (250,414)      | 2,063,714       | 1,813,300     | (151,229)     |
| <b>Contribution to operating from investment fund</b> | 314,688        | (314,688)       |               |               |
|                                                       | 64,274         | 1,749,026       | 1,813,300     | (151,229)     |
| <b>Fund balance, beginning of year</b>                | 313,382        | 25,760,983      | 26,074,365    | 26,225,594    |
| <b>Fund balance, end of year</b>                      | \$ 377,656     | \$ 27,510,009   | \$ 27,887,665 | \$ 26,074,365 |

# RESULTS FOR THE FINANCIAL YEAR 2017-2018



## ATLANTIC ASSOCIATION OF COMMUNITY BUSINESS DEVELOPMENT CORPORATIONS CONSOLIDATED STATEMENT OF FINANCIAL POSITION March 31, 2018

| <u>ASSETS</u>                                                       | Operating Fund | Investment Fund | 2018 Total           | 2017 Total    |
|---------------------------------------------------------------------|----------------|-----------------|----------------------|---------------|
| <b>Current</b>                                                      |                |                 |                      |               |
| Cash and term deposits (Note 3)                                     | \$ 1,390,975   | \$ 19,527,921   | <b>\$ 20,918,896</b> | \$ 16,253,217 |
| Accounts receivable (Note 4)                                        | 584,836        | 150,986         | <b>735,822</b>       | 316,323       |
| Interfund receivable (Note 5)                                       | 8,929          | 58,594          | <b>67,523</b>        | 12,117        |
| Principal due within one year on investments (Note 8)               |                | 6,922,718       | <b>6,922,718</b>     | 6,560,599     |
|                                                                     | 1,984,740      | 26,660,219      | <b>28,644,959</b>    | 23,142,256    |
| <b>Funds held in Trust (Note 6)</b>                                 |                |                 |                      |               |
|                                                                     | 209,871        |                 | <b>209,871</b>       | 96,600        |
| <b>Property, plant and equipment (net of amortization) (Note 7)</b> |                |                 |                      |               |
|                                                                     | 4,325          |                 | <b>4,325</b>         | 2,609         |
| <b>Investments - loans (Note 8)</b>                                 |                |                 |                      |               |
|                                                                     |                | 18,202,940      | <b>18,202,940</b>    | 18,826,856    |
| <b>Investments - other (Note 9)</b>                                 |                |                 |                      |               |
|                                                                     |                | 5,613,213       | <b>5,613,213</b>     | 7,723,852     |
|                                                                     |                | 23,816,153      | <b>23,816,153</b>    | 26,550,708    |
|                                                                     | \$ 2,198,936   | \$ 50,476,372   | <b>\$ 52,675,308</b> | \$ 49,792,173 |
| <u>LIABILITIES</u>                                                  |                |                 |                      |               |
| <b>Current</b>                                                      |                |                 |                      |               |
| Accounts payable and accruals                                       | \$ 215,904     | \$ 373,506      | <b>\$ 589,410</b>    | \$ 421,683    |
| Unearned revenue (Note 10)                                          | 1,336,911      |                 | <b>1,336,911</b>     | 503,480       |
| Interfund payable (Note 5)                                          | 58,594         | 8,929           | <b>67,523</b>        | 12,117        |
| Principal due within one year on long-term liability (Note 11)      |                | 17,446,428      | <b>17,446,428</b>    | 13,768,643    |
|                                                                     | 1,611,409      | 17,828,863      | <b>19,440,272</b>    | 14,705,923    |
| <b>Long-term liability (Note 11)</b>                                |                |                 |                      |               |
|                                                                     |                | 5,137,500       | <b>5,137,500</b>     | 8,915,285     |
| <u>FUND BALANCES</u>                                                |                |                 |                      |               |
| Externally restricted (Note 12)                                     | 209,871        | 26,922,106      | <b>27,131,977</b>    | 25,315,616    |
| Unrestricted                                                        | 377,656        | 587,903         | <b>965,559</b>       | 855,349       |
|                                                                     | 587,527        | 27,510,009      | <b>28,097,536</b>    | 26,170,965    |
|                                                                     | \$ 2,198,936   | \$ 50,476,372   | <b>\$ 52,675,308</b> | \$ 49,792,173 |

**Commitments - Note 13  
ON BEHALF OF THE BOARD**

Director

*Stan Reis*

Chief Operating Officer

*Paul Ryan*

# RESULTS FOR THE FINANCIAL YEAR 2017-2018



## ATLANTIC ASSOCIATION OF COMMUNITY BUSINESS DEVELOPMENT CORPORATIONS CONSOLIDATED STATEMENT OF CASH FLOWS Year ended March 31, 2018

|                                                    | Operating<br>Fund | Investment<br>Fund | Total<br>2018 | Total<br>2017 |
|----------------------------------------------------|-------------------|--------------------|---------------|---------------|
|                                                    |                   |                    |               | (Note 15)     |
| <b><u>OPERATING ACTIVITIES</u></b>                 |                   |                    |               |               |
| Excess of revenues over expenses                   | \$ (250,414)      | \$ 2,063,714       | \$ 1,813,300  | \$ (151,229)  |
| Item not affecting cash:                           |                   |                    |               |               |
| Amortization                                       | 1,221             |                    | 1,221         | 555           |
| Provision for doubtful loans                       |                   | 121,532            | 121,532       | 52,644        |
| Unrealized (gains) losses on investments           |                   | 73,846             | 73,846        | (92,064)      |
| <b><u>CHANGES IN NON-CASH WORKING CAPITAL:</u></b> |                   |                    |               |               |
| Transfer from (to) funds                           | 314,688           | (314,688)          |               |               |
| Accounts receivable                                | (374,830)         | (44,669)           | (419,499)     | 745,468       |
| Interfund receivable                               | (8,929)           | (46,477)           | (55,406)      |               |
| Accounts payable                                   | 132               | 167,541            | 167,673       | (209,736)     |
| Unearned revenue                                   | 833,431           |                    | 833,431       | (316,507)     |
| Interfund payable                                  | 46,477            | 8,929              | 55,406        |               |
|                                                    | 561,776           | 2,029,728          | 2,591,504     | 29,131        |
| <b><u>FINANCING AND INVESTING ACTIVITIES</u></b>   |                   |                    |               |               |
| Purchase of equipment                              | (2,883)           |                    | (2,883)       |               |
| Loans from CBDCs                                   |                   | (100,000)          | (100,000)     | 900,000       |
| Decrease (increase) in investments other           |                   | 2,036,793          | 2,036,793     | 544,907       |
| Loan repayments from CBDCs                         |                   | 6,365,265          | 6,365,265     | 8,800,067     |
| Loan advances to CBDCs                             |                   | (6,225,000)        | (6,225,000)   | (8,450,000)   |
|                                                    | (2,883)           | 2,077,058          | 2,074,175     | 1,794,974     |
| <b>Net increase (decrease) in cash</b>             | 558,893           | 4,106,786          | 4,665,679     | 1,824,105     |
| <b>Cash and term deposits, beginning of year</b>   | 832,082           | 15,421,135         | 16,253,217    | 14,429,112    |
| <b>Cash and term deposits, end of year</b>         | \$ 1,390,975      | \$ 19,527,921      | \$ 20,918,896 | \$ 16,253,217 |

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 loan products & services that help entrepreneurs succeed.**

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



Tailored financing and advisory services to new and existing entrepreneurs in support of advancing clean technology in rural communities throughout the Atlantic region.



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



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



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



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



## Social Enterprise Loan

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



## 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.

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

**1-888-303-CBDC (2232) • [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.



**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)

