



annual review

2014-2015



*Community Business Development
Corporations of Nova Scotia*

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



Atlantic Canada
Opportunities
Agency

Agence de
promotion économique
du Canada atlantique

Canada

Nova Scotia Association of CBDCs

Community Business Development Corporations (CBDCs) are not-for-profit organizations that help strengthen and diversify rural communities by providing financing, business counselling and training to entrepreneurs. There are 13 CBDCs serving the needs of small businesses in rural Nova Scotia. Each CBDC is locally owned and operated. Investment decisions are made by local volunteers who are sensitive to the needs of the community.

Services include:

Financial assistance to a maximum of \$150,000, available in the forms of loans, loan guarantees and equity financing. In certain circumstances, CBDCs can provide financial assistance that exceeds \$150,000.

Business counselling & advice for small businesses and people interested in starting a business. We want businesses to succeed and we give high priority to the advisory role of our mandate. Advisory assistance usually takes the form of guidance and coaching, and sometimes advocating on behalf of our clients to other lending establishments or regulatory agencies.

Business management skills training to individuals and small business owners/managers.

The Government of Canada provides CBDCs with operational support through the national Community Futures program. In Nova Scotia, the program is administered by the Atlantic Canada Opportunities Agency. CBDCs are part of a national network of 269 corporations, each dedicated to the development of rural Canada.

The 13 Nova Scotia CBDCs are members of the Nova Scotia Association of CBDCs, an organization that supports the common needs of the network. Through the Association, CBDCs regularly meet to discuss local business development opportunities, best practices and operational issues. Through provincial committees, volunteers and staff work together on various initiatives such as professional development and marketing activities. The Association also manages several business development programs, including Students in Business, a Consulting Advisory Services Program and Skillsonlinens.ca

Highlights

Nova Scotia's 13 CBDCs approved 474 loans totaling \$25,399,491 in investments to small and medium-sized businesses. These investments resulted in the creation and/or maintenance of over 1,200 jobs and helped businesses leverage \$16,434,041 from other sources. Thirty six percent of the applications approved were for new start-ups.



CBDCs have access to an Atlantic wide Entrepreneurial Training Fund. This program provides funding support for business owners to improve their business management skills. In 2014-15, 130 clients accessed this fund. The Association also manages the Skillsonlinens.ca project, an online training platform made available through the Department of Labour and Advanced Education. Over 16,000 users have signed up and have completed thousands of courses (all available at no cost to Nova Scotia residents).

Delivered on behalf of Employment Nova Scotia, the Self-Employment Benefits program provides qualifying people with income support, one-on-one business counselling and business skills training while they get their businesses up and running. All 13 CBDCs deliver this program. In 2014-15, CBDCs helped 280 Nova Scotians make the step to self-employment.



Provincial Projects

Efficient Freight Program

The NS Association of CBDCs administered a quad axle trailer rebate program on behalf of the Nova Scotia Department of Economic Development and Tourism from 2012-14. The program provided a \$20,000 rebate off the cost of a quad axle trailer (maximum of two rebates per fleet). Over the 18 month project CBDCs approved 83 rebate applications for a total of \$1.5 million. Over 50% of the rebate applicants were from the forestry sector.



"We purchased two new trailers for our business through the Efficient Freight Program," says Jim McMichael, owner of H.J. Enterprises Ltd. "We can now haul up to 7 percent more material in each load; making each trip more efficient and economical for us. The overall application process was easy to follow and within a couple of weeks we had the money in our hands."

Students in Business

CBDCs encourage students to experience entrepreneurship by helping them start their own businesses. The Students in Business program is available to students age 15 - 35 and provides business skills training, and interest-free loans up to \$5,000. Last year, CBDCs helped 23 young Nova Scotians start their own businesses. In total the program provided \$94,600 to students, bringing the total investments since inception to \$3.6 million. The program's success rate is 92%.

This past year four regional coordinators were hired to promote the Students in Business Program across Nova Scotia. They attended over 30 events, made 87 presentations and have reached over 6,000 youth. It is hoped that these interactions will lead to increased loan activity over the next few months.

Consulting Advisory Services (CAS)

CBDCs have access to a consulting advisory services program for small business owners and non-profit organizations in rural Nova Scotia. This program provides 75% of consulting fees to a maximum of \$5,000 for diagnostic assessments, export readiness assistance and business management skills assessment. In 2014-15 CBDCs approved 47 applications for a total of \$196,155 in assistance.



Annapolis Ventures CBDC ... In Action

Profile: Middle Town Sweets

Middle Town Sweets offers a variety of baked goods, fresh bread, sandwiches, wraps and soups. Erica Pretzlaw opened the shop in August 2012 in Middleton, Nova Scotia. Since then Annapolis Ventures CBDC has helped Erica in many ways.

"CBDC has been very helpful. I've used more programs than I anticipated," she says. In the beginning she needed help with merchandising, to improve her store and display decor and product layout. As a self-taught baker she knew she had a lot to learn. CBDC helped connect her with an experienced baker who has taught her great techniques to adapt to large volume baking and to arrange a better layout for her kitchen.

She's also learned a lot from the CBDC business counsellors. "I've received excellent business guidance and counselling," Pretzlaw says. "Most recently they've helped me to develop new business goals and consider how to apply my new knowledge to my business."

She is also very proud of her employees and the great work environment they have created. She has been able to bring in a number of co-op students and is proud to be able to pass along her knowledge.

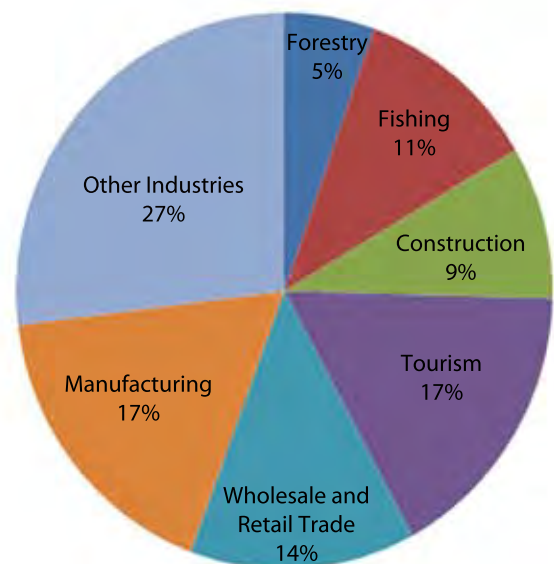


Annapolis Ventures CBDC

26 Bay Road
Bridgetown, NS
B0S 1C0
Ph: 902-665-2635

Investment Activity	
Applications Received	47
Applications Approved	43
Total Value of Assistance	\$1,350,000
Average Size of Loan	\$32,927
Businesses Assisted	
New Start-up	17
Existing	24
Total Businesses Assisted	41
Clients Counselling	287
Jobs	
Total F/T Equivalents Jobs Created	49
Total F/T Equivalents Jobs Maintained	16
Investment per Job	\$20,721

Lending by sector



Loans approved since inception: 676

Value of loans approved since inception: \$18.3 million



CBDC Blue Water... In Action

Profile: Hometown Furniture and Mattress Ltd.

As a struggling university student Chen Qing washed dishes part-time to pay the bills. Then, he discovered the power of sales. Starting off with a set of movie tickets, he quickly moved into selling used furniture and mattresses to his fellow students. Now, four years later he has deals with 10 national mattress and furniture suppliers, has three employees, and offers free same-day delivery service.

Chen provides service in four languages to various immigrant student groups to help them furnish, often times, their first home away from home. He's creative to offer the lowest prices in town. "Instead of an expensive retail storefront I rent a 2,000 square foot penthouse apartment in downtown Halifax for a fraction of the price. I pass those savings onto my customer."

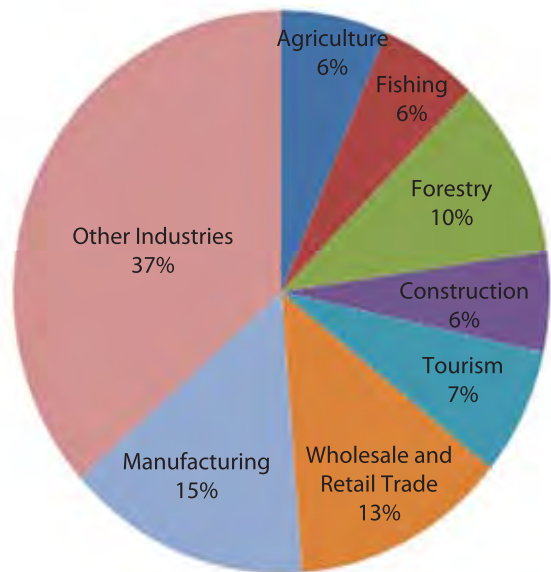
CBDC Blue Water helped Chen secure his initial inventory by lending him \$5,000 at no interest for four months through the Students in Business Program. "A program like that is extremely helpful to have access to, especially for students who don't have the upfront money it takes to open a business," says Chen. "It's not easy to start a business without any money. For me it came down to no money, no inventory and nothing to sell. CBDC helped make me a success."



CBDC Blue Water
5228 Highway 7, Unit 6
Porters Lake, NS
B0J 2L0
Ph: 902-827-5564

Investment Activity	
Applications Received	41
Applications Approved	35
Total Value of Assistance	\$2,132,772
Average Size of Loan	\$57,670
Businesses Assisted	
New Start-up	12
Existing	22
Total Businesses Assisted	34
Clients Counselling	174
Jobs	
Total F/T Equivalents Jobs Created	50
Total F/T Equivalents Jobs Maintained	53
Investment per Job	\$20,910

Lending by sector



Loans approved since inception: 1,343
Value of loans approved since inception: \$38 million



CBDC Cumberland... In Action

Profile: East Coast Holistic Health Ltd.

Elizabeth Smith-McCrossin stands for health and sustainable living and has always built her career around those principles. For years, she worked as a registered nurse and owned a health clinic. She started East Coast Holistic Health Limited in 1999, that has now become a collection of businesses that offers a spa and wellness centre, a food store which focuses on selling locally grown and produced products, a Simply For Life location in Amherst and does clinical and consulting services in the areas of prevention of illness and workplace wellness.

As Elizabeth has built, renovated and expanded her businesses over the years she has worked with CBDC for loans and financing.

"CBDC has been an integral part of the startup of Mannaseh Local Food, growth of Damaris Spa and Wellness, and the purchase of Simply for Life," says Elizabeth. "They have made it possible for me to purchase my building and make all of the necessary renovations."

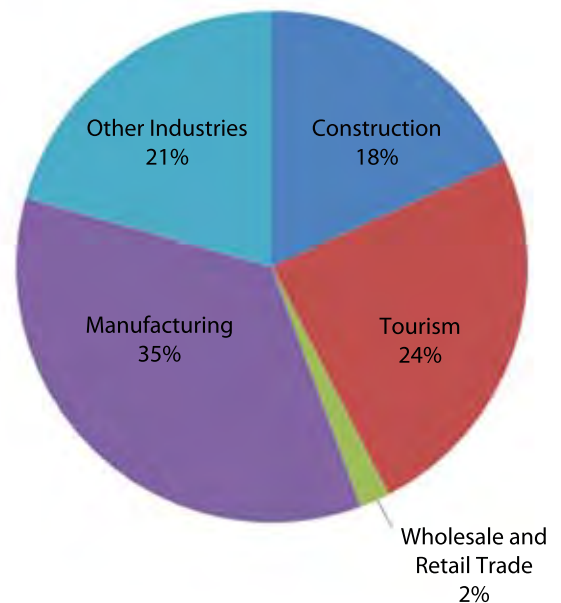
Elizabeth has recommended CBDC to other business owners along the way. "I know they'll be taken care of and treated in a respectful way and will be offered the support they need."



CBDC Cumberland
 35 Church Street
 Amherst NS
 B4H 4A1
 Ph: 902-667-5700

Applications Received	55
Applications Approved	23
Total Value of Assistance	\$1,522,907
Average Size of Loan	\$76,145
New Start-up	12
Existing	8
Total Businesses Assisted	20
Clients Counselling	144
Total F/T Equivalents Jobs Created	29
Total F/T Equivalents Jobs Maintained	9
Investment per Job	\$40,077

Lending by sector



Loans approved since inception: 675
Value of loans approved since inception: \$21.2 million



CBDC Digby Clare... In Action

Profile: La Shoppe Verte

It's never too late to get what you want. At the age of 48, after a change in her health forced Lisette Tardif to leave her job as an university professor behind, she found a silver lining and opened the café she had always wanted, along with her husband Daniel Lewis.

La Shoppe Verte is a combined café and convenience store located in Concession. They prepare daily breakfast and lunch specials and keep the store stocked with beyond-the-basics. Business is going so well that Daniel has left his job as a draftsman to join the shop fulltime.

During her transition, it was her doctor that steered her to CBDC Digby-Clare. Lisette was accepted into the Self Employment Benefits program. "It was very helpful to have the income support while we were getting started," says Lisette. "In a small area like ours it's difficult, you have to work a lot to be successful. That took the pressure off not having to worry about how to pay the bills. It was one less stress on our shoulders."

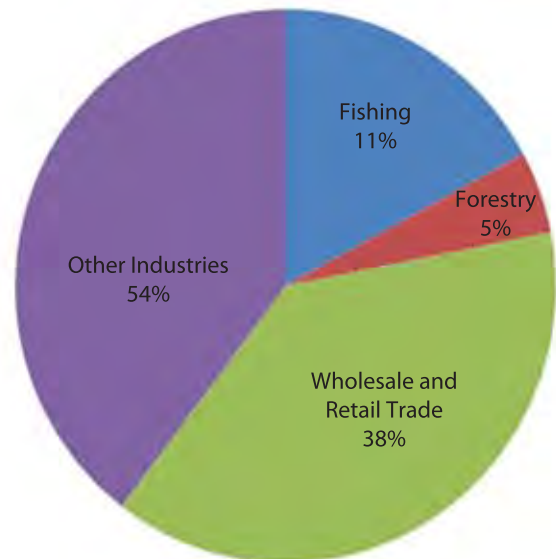
Lisette was also grateful for the training and support they received. "We got really good training and CBDC connected us with an excellent business coach."



CBDC Digby Clare
68 Water Street
Digby, NS
B0V 1A0
Ph: 902-245-6166

Investment Activity	
Applications Received	26
Applications Approved	20
Total Value of Assistance	\$756,500
Average Size of Loan	\$47,281
Businesses Assisted	
New Start-up	8
Existing	12
Total Businesses Assisted	20
Clients Counselling	83
Jobs	
Total F/T Equivalents Jobs Created	15
Total F/T Equivalents Jobs Maintained	36
Investment per Job	\$14,833

Lending by sector



Loans approved since inception: 501
Value of loans approved since inception: \$12.2 million



CBDC Guysborough County... In Action

Profile: Bond and Hart's Convenience

Located in the town of Canso, Guysborough County, Bond & Hart's Convenience (formerly known as Taylor's Convenience) was always a great place for the locals to pick up a few groceries or grab a snack. But, since Michelle Hart took over the business in February 2014, this convenience store has become even more convenient.

Starting the business was not without its challenges. Keeping the shelves stocked, knowing how much of each item to purchase, planning ahead to be sure to not to run out of a product. It's a huge learning curve.

Michelle credits her staff and CBDC Guysborough for her success in opening and operating the business.

"Wanda MacDonald and Dorothy Bennett from the CBDC were great. Not just with financial assistance, they also helped me with my business plan and other training such as cash flow analysis. They are always there for me if I need help. Without them I would never have been able to purchase the business!"

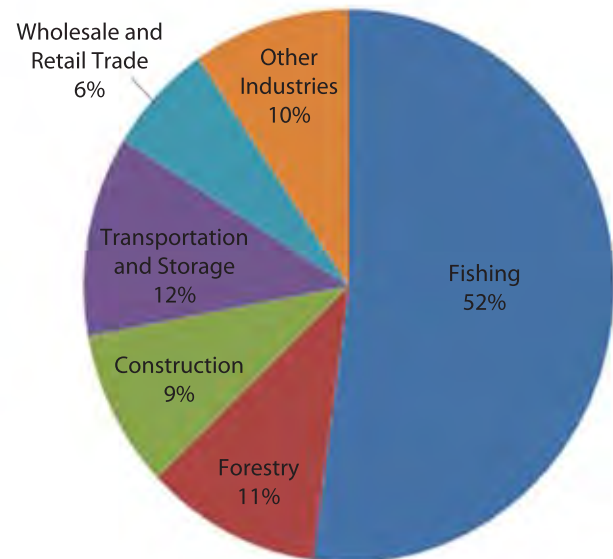
Bond & Hart's Convenience is located at 132 Main Street in Canso.



CBDC Guysborough County
 46 Main Street
 Guysborough, NS
 B0H 1N0
 Ph: 902-533-2770

Investment Activity	
Applications Received	34
Applications Approved	33
Total Value of Assistance	\$1,332,417
Average Size of Loan	\$60,564
Businesses Assisted	
New Start-up	6
Existing	16
Total Businesses Assisted	22
Clients Counselling	130
Jobs	
Total F/T Equivalents Jobs Created	42
Total F/T Equivalents Jobs Maintained	72
Investment per Job	\$11,739

Lending by sector



Loans approved since inception: 447
Value of loans approved since inception: \$14 million



CBDC Hants-Kings . . . In Action

Profile: Hnatiuk's Hunting and Fishing

Jim Hnatiuk owns Hnatiuk's Hunting and Fishing Limited in Lantz. He sings CBDC's praises and credits them for helping set him and his son's store up for success. Jim has practiced taxidermy for over 40 years and it was a natural fit to add hunting and fishing supplies to the business.

Over the years he has received financing to help build his new store and most recently to build a new fully automated indoor hand gun range. This gun range has helped provide an income stream over the slower winter months in between hunting and fishing seasons.

When the other financial institutions didn't look favourably on them, CBDC saw beyond that. "CBDC understood and actually came and saw our business and what we were trying to do, opposed to just looking at the figures," says Hnatiuk. "They looked at the people, the people that were running it, our intent, our vision, and what we wanted. Because of them we were able to satisfy our customer base and finish our structure."



CBDC Hants-Kings

80 Water Street

Windsor, NS

B0N 2T0

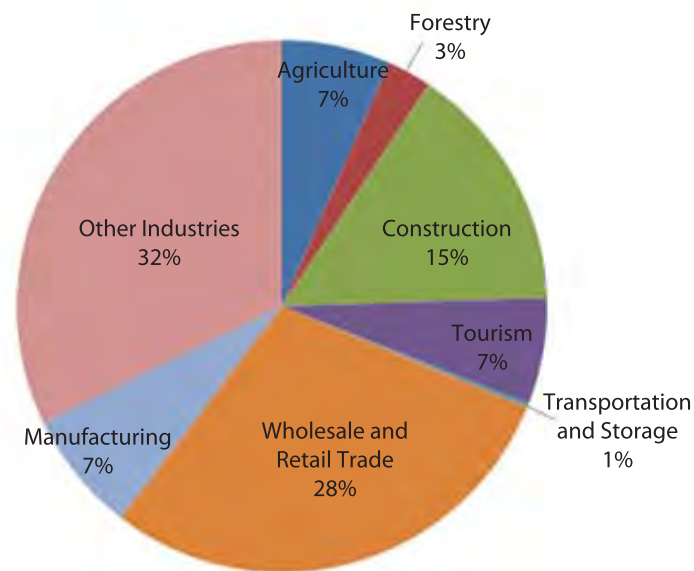
Ph: 902-798-5717 (Windsor)

Ph: 902-883-8879 (East Hants)

Ph: 902-679-6215 (Kings County)

Investment Activity	
Applications Received	132
Applications Approved	105
Total Value of Assistance	\$7,224,746
Average Size of Loan	\$54,733
Businesses Assisted	
New Start-up	49
Existing	83
Total Businesses Assisted	132
Clients Counselling	562
Jobs	
Total F/T Equivalents Jobs Created	54
Total F/T Equivalents Jobs Maintained	188
Investment per Job	\$29,978

Lending by sector



Loans approved since inception: 1,865

Value of loans approved since inception: \$71.3 million



CBDC NOBL... In Action

Profile: Soul Eco-Salon and Wig Boutique

Soul Eco-Salon and Wig Boutique came to be as Sarah Howlett noticed lots of women with thinning hair for one reason or another. But, when her own hair started to thin due to an under-active thyroid, she really sat up and took notice.

Losing her hair was hard on Sarah on a personal level, she had been a stylist for years and her hair was important to her. She decided to purchase a beautiful wig. Unfortunately, she had to travel to Halifax to do so; she thought about how difficult it must be for cancer patients, and others, in the Truro area to buy wigs.

Sarah sells wigs to many diverse clients for many reasons, but most special is when a customer is a cancer patient and she can fit her with a beautiful wig. So, moved by her breast cancer survivors, Sarah is including a line of breast prosthesis. They are the most advanced prostheses available; they are lightweight and can be cast to fit each individual.

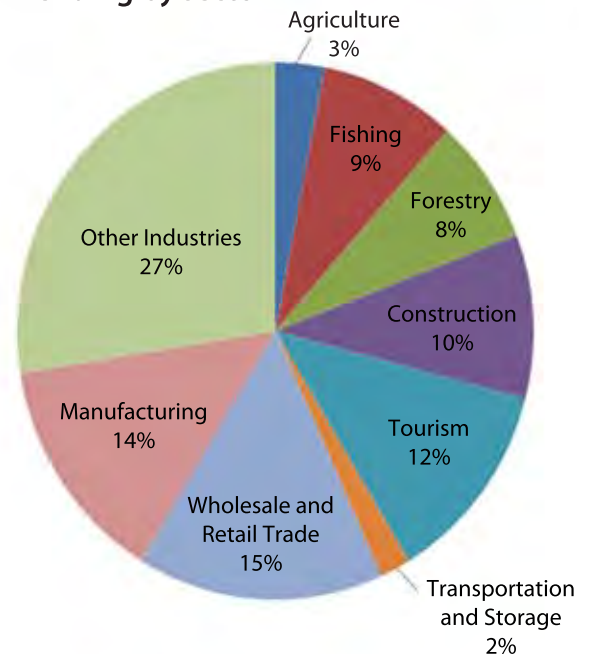
Sarah was able to fund her new venture with the help of CBDC NOBL. "There is no way I would have been able to make my dream a reality without NOBL. They were there for me every step of the way."



CBDC NOBL
 4852 Plymouth Road
 New Glasgow, NS
 B2H 5K7
 Ph: 902-382-NOBL (6625)

Investment Activity	
Applications Received	109
Applications Approved	82
Total Value of Assistance	\$3,772,530
Average Size of Loan	\$47,940
Businesses Assisted	
New Start-up	30
Existing	44
Total Businesses Assisted	74
Clients Counselling	549
Jobs	
Total F/T Equivalents Jobs Created	105
Total F/T Equivalents Jobs Maintained	113
Investment per Job	\$17,361

Lending by sector



Loans approved since inception: 1,347
Value of loans approved since inception: \$41.6 million



CBDC Northside Victoria... In Action

Profile: Glass Artisans Studio and Gallery

Wendy Smith opened Glass Artisans Studio & Gallery on the Cabot Trail in 2005. Over the years CBDC has helped her expand her shop twice. "They really understand the needs of small businesses," says Smith. "They've been hands on and eager to help me all along the way."

When she outgrew her space CBDC helped fund her shipping and receiving building and new warm glass studio. "Without the loan for the studio kiln I wouldn't have been able to develop one of my new product lines and expand at just the right time."

Glass Artisans Studio & Gallery features the art from over 25 glass artists and in the summer has glass blowing demonstrations on site.

Beyond the loans Smith has found the advice from the CBDC helpful. "They're good business consultants and know their stuff. They helped me with store locations, business leads, and product development along the way."

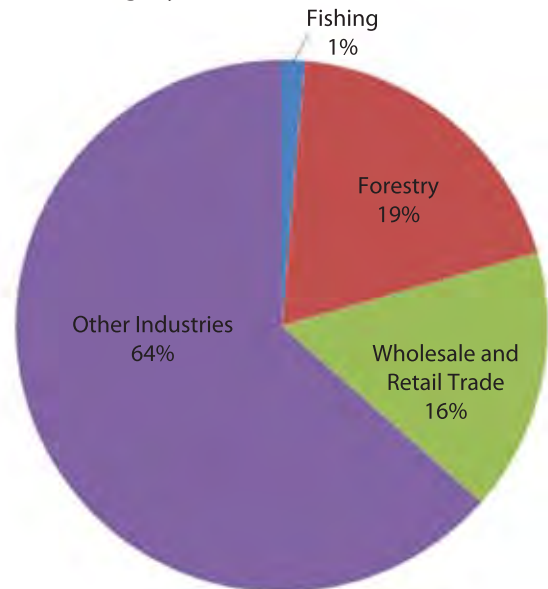


CBDC Northside Victoria

1 Fraser Ave, Suite 7
 Sydney Mines, NS
 B1V 2Y4
 Ph: 902-736-6211

Investment Activity	
Applications Received	18
Applications Approved	18
Total Value of Assistance	\$1,508,500
Average Size of Loan	\$83,806
Businesses Assisted	
New Start-up	5
Existing	13
Total Businesses Assisted	18
Clients Counselling	25
Jobs	
Total F/T Equivalents Jobs Created	7
Total F/T Equivalents Jobs Maintained	31
Investment per Job	\$39,697

Lending by sector



Loans approved since inception: 671

Value of loans approved since inception: \$21.4 million



CBDC Shelburne... In Action

Profile: Windward Flutes

There was something in the air that made former Bostonians Yola and Forbes Christie uproot their successful careers and youngest child to forge a new life on the windswept shores of Shelburne, Nova Scotia. Perhaps it was the air itself; cool, salty, gusting, a crucial ingredient for the rare wood flutes they would design and craft.

"The instrument I make is the original flute," says Forbes Christie. Forbes has applied his experience and knowledge of acoustics and airflow to traditional wooden instruments. "I have given a very old instrument a new take on life. It does not go unnoticed by the couple that their business has taken root in a town built during the same period as the original instrument they produce.

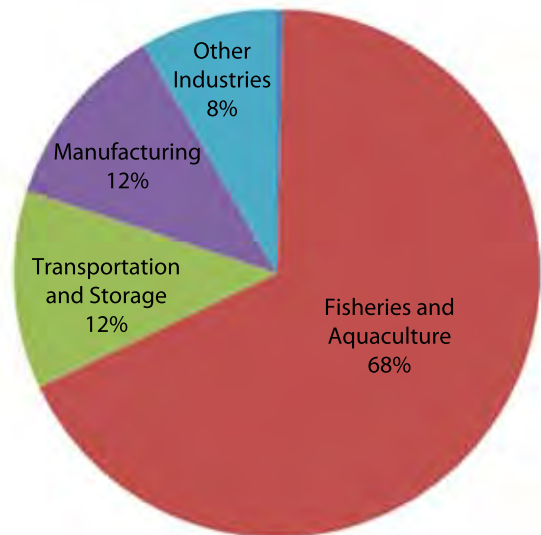
One of only a handful of quality wooden flute makers in the world, Windward is steadily building its reputation as a designer of flutes of the highest craftsmanship and perfect balanced tuning. Yola Christie says her firm's dealings with their local CBDC have helped them learn to perfect the art of running a business. "Every time you fill out an application, every time you go for an appointment, you're revisiting your business plan," she says. "The CBDC has helped us look at what we're doing, what we have accomplished, and how we can better achieve our goals," she says.



CBDC Shelburne
157 Water Street
Shelburne, NS
BOT 1W0
Ph: 902-875-1133

Investment Activity	
Applications Received	32
Applications Approved	26
Total Value of Assistance	\$1,884,463
Average Size of Loan	\$85,657
Businesses Assisted	
New Start-up	4
Existing	18
Total Businesses Assisted	22
Clients Counselling	165
Jobs	
Total F/T Equivalents Jobs Created	33
Total F/T Equivalents Jobs Maintained	46
Investment per Job	\$24,006

Lending by sector



Loans approved since inception: 464
Value of loans approved since inception: \$20.9 million



CBDC Yarmouth... In Action

Profile: Lil' Jems Early Learning and Childcare Centre

When Jodi LeBlanc had the chance to go back to school she knew right away that it would be in early childhood education. Each day on her way to school she'd pass a building and knew that someday it would be hers. CBDC helped make that dream a reality. With CBDC's financial support, training and funding she purchased the building, materials and supplies and did all of the renovations. LeBlanc's Lil' Jem's Childcare Centre opened its doors in Yarmouth shortly after.

The Centre offers play based learning and a zoophonics program which teaches full body learning so that children of all ages are able to grasp the concepts.

Beyond the money, LeBlanc says CBDC has meant much more for her. "CBDC gave me a confidence throughout the whole process. I never worried that I wouldn't be successful," she says. "I knew I had their support and they've helped me through everything I needed."

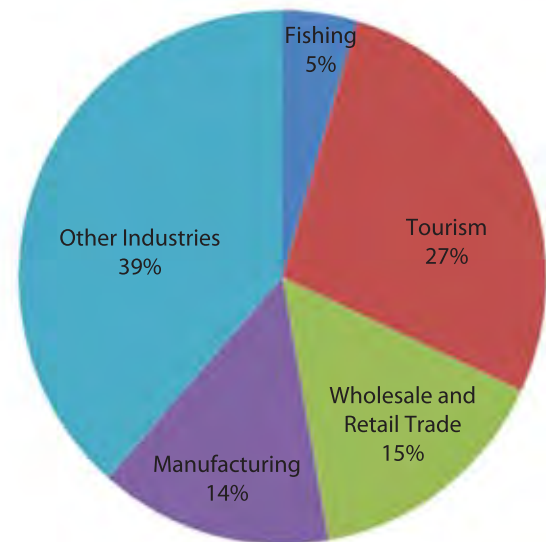
"The greatest reward to owning my own business is everyday I know that I work with families and children to give them the highest quality child care and and that makes me proud."



CBDC Yarmouth
103 Water Street
Pier One Complex
Yarmouth, NS
B5A 4B6
Ph: 902-742-5364

Investment Activity	
Applications Received	39
Applications Approved	35
Total Value of Assistance	\$1,157,173
Average Size of Loan	\$33,074
Businesses Assisted	
New Start-up	12
Existing	25
Total Businesses Assisted	37
Clients Counselling	118
Jobs	
Total F/T Equivalents Jobs Created	17
Total F/T Equivalents Jobs Maintained	12
Investment per Job	\$44,120

Lending by sector



Loans approved since inception: 643
Value of loans approved since inception: \$22.4 million



InRich CBDC . . In Action

Profile: The Farmer's Daughter Country Market

Kelly and Patrick Austin took over ownership of The Farmer's Daughter Country Market in 2009. The business was originally started in 1991 by Patrick's parents. Patrick states, "Kelly and I always wanted to move back to Cape Breton and raise our family. When my parents started thinking about retiring and selling The Farmer's Daughter, it seemed like the perfect time to do it."

The Farmer's Daughter Country Market has a diverse selection of offerings including a deli style restaurant, a gift shop, a bakery, a garden centre, ice cream, and a fudge shop. They also carry a large selection of frozen foods, a section of gourmet items, gardening supplies, plants, birdseed and many other items and products.

Kelly and Patrick are proud to say they are a family business. Patrick's parents still help out and his sister runs their Gift Barn.

Kelly and Patrick were able to start their business with the help of InRich CBDC, who offered financial assistance and specialized training through their Self Employment Benefits program. "Working with InRich was a positive experience; the people are there for you. If you want to start a business we would recommend you start with InRich."



InRich CBDC

15381 Hwy 19

Inverness, NS

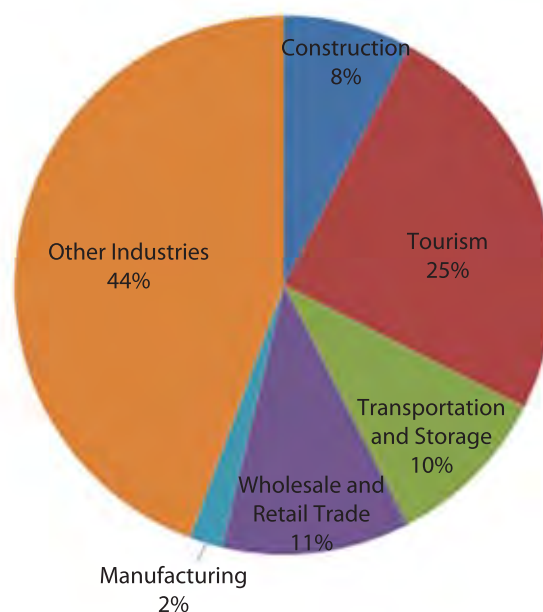
B0E 1N0

Ph: 902-258-3698 (Inverness)

Ph: 902-345-2880 (Louisdale)

Investment Activity	
Applications Received	13
Applications Approved	13
Total Value of Assistance	\$210,081
Average Size of Loan	\$16,160
Businesses Assisted	
New Start-up	5
Existing	8
Total Businesses Assisted	13
Clients Counselling	235
Jobs	
Total F/T Equivalents Jobs Created	34
Total F/T Equivalents Jobs Maintained	45
Investment per Job	\$2,676

Lending by sector



Loans approved since inception: 792

Value of loans approved since inception: \$18 million



Coastal Business CBDC... In Action

Profile: Marcato Digital Solutions

Darren Gallop, founder and CEO of Marcato Digital Solutions, says Sydney's CBDC Coastal Business was pivotal during the genesis of his now world-renowned company. Marcato first approached the CBDC in 2009. "Those were really difficult times," said Gallop. "At a time when we didn't have any equity or really any other partners, Coastal came in as a very early investor." Coastal Business provided Marcato with \$300,000 in loans over several years. "We wouldn't have been able to continue to build a product without their funding," Gallop said.

In addition to critical financial support, Coastal provides business advice and training in diverse areas such as taxation, bookkeeping, marketing and budgets. "It's great to have access to that, and it's great that it has continued over the years," he said. "They want you to succeed."

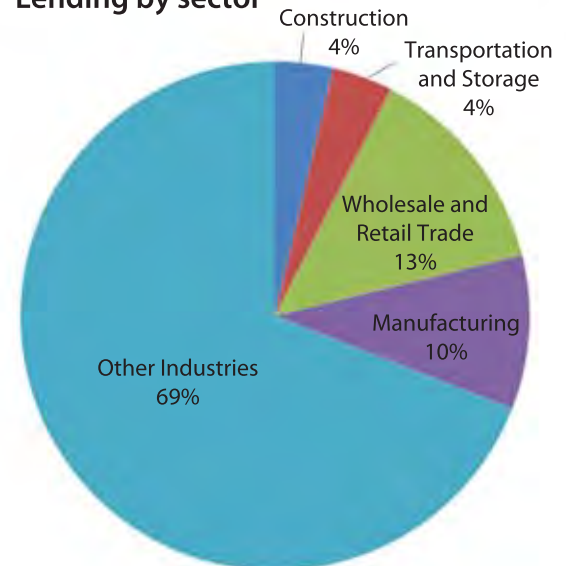
Over the next year, Marcato will be involved in more than 150 festivals in 20 countries over five continents. This includes small festivals, with a couple of thousand attendees, right up to mega-festivals with crowds of 200,000, such as Coachella in California, Osheaga in Montreal, Firefly Music Fest in Delaware, and the Country Music Association's Music Festival and Awards Show in Nashville. "It's all pretty exciting," Gallop said.



Coastal Business CBDC
 292 Charlotte Street, Suite 100
 Sydney, NS
 B1P 1C7
 Ph: 902-539-4332

Investment Activity	
Applications Received	34
Applications Approved	26
Total Value of Assistance	\$1,082,274
Average Size of Loan	\$47,055
Businesses Assisted	
New Start-up	11
Existing	12
Total Businesses Assisted	23
Clients Counselling	273
Jobs	
Total F/T Equivalents Jobs Created	75
Total F/T Equivalents Jobs Maintained	6
Investment per Job	\$13,444

Lending by sector



Loans approved since inception: 998
Value of loans approved since inception: \$27.9 million



South Shore Opportunities... In Action

Profile: 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 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 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.



South Shore Opportunities

7 Henry Hensey Drive

Liverpool, NS

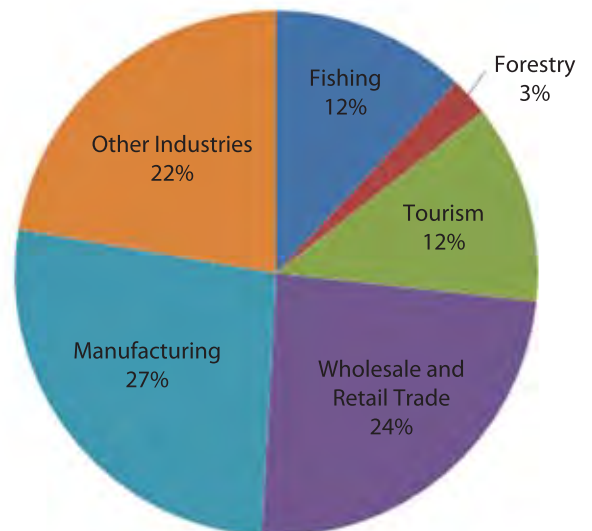
B0T 1K0

Ph: 902-354-2616

www.southshoreopportunities.com

Investment Activity	
Applications Received	28
Applications Approved	26
Total Value of Assistance	\$1,345,025
Average Size of Loan	\$61,138
Businesses Assisted	
New Start-up	2
Existing	20
Total Businesses Assisted	22
Clients Counselling	439
Jobs	
Total F/T Equivalents Jobs Created	7
Total F/T Equivalents Jobs Maintained	63
Investment per Job	\$19,233

Lending by sector



Loans approved since inception: 461

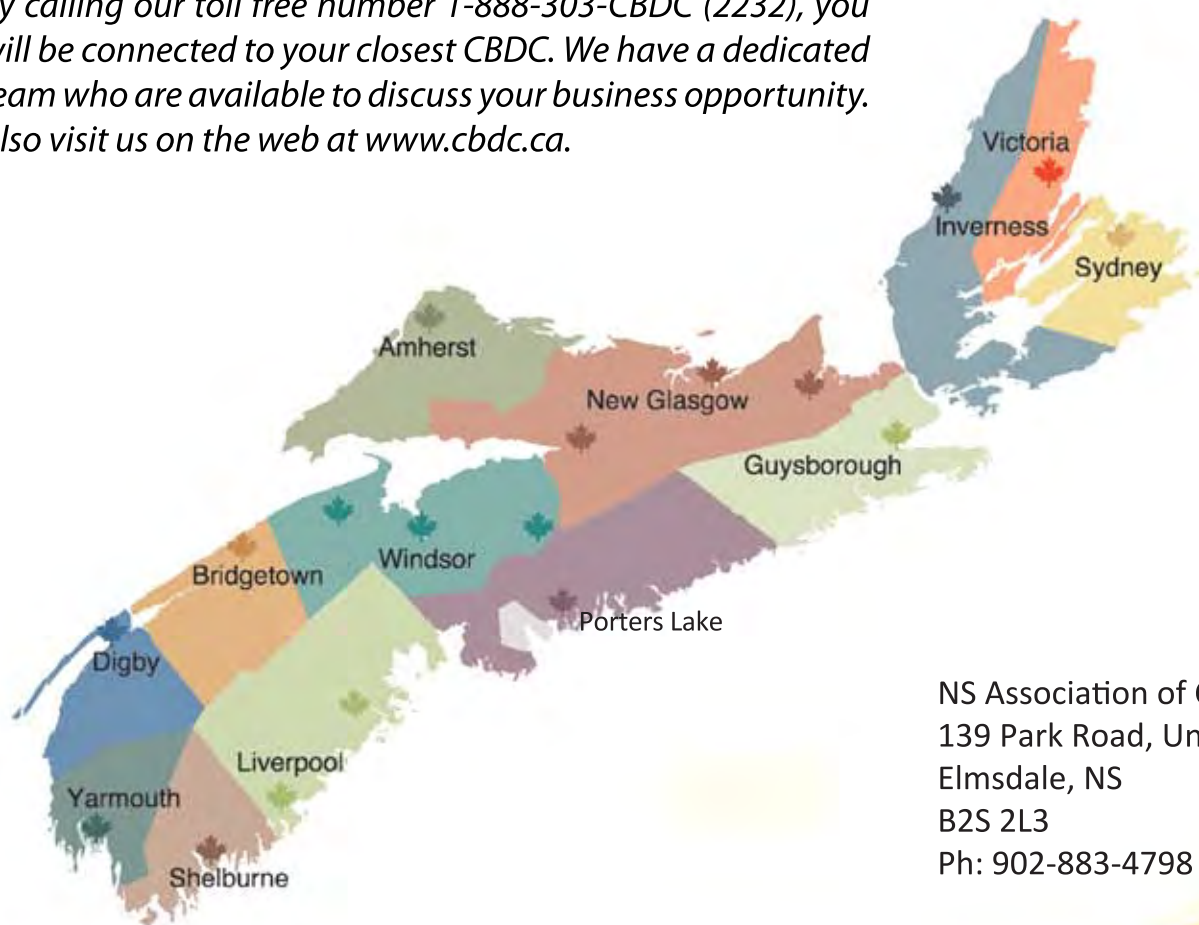
Value of loans approved since inception: \$17.3 million





Contact your local CBDC

By calling our toll free number 1-888-303-CBDC (2232), you will be connected to your closest CBDC. We have a dedicated team who are available to discuss your business opportunity. Also visit us on the web at www.cbdc.ca.



NS Association of CBDCs
139 Park Road, Unit 1B
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