



# Helping Atlantic Canadian business owners succeed

2018-19 ANNUAL REPORT



Community Business Development Corporation

**ATLANTIC ASSOCIATION**





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*The Atlantic Association of CBDC's 2018-2019 Annual Report  
was prepared by the Atlantic Communications Committee*



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## A MESSAGE FROM THE PRESIDENT

# Setting A Path For Future Success

This past fiscal year has been another successful year for the CBDCs of Atlantic Canada. During 2018-2019 CBDCs assisted small businesses by investing in excess of \$76.5 million into our rural economy. In addition, last year we were able to leverage an additional \$67.4 million in support of entrepreneurs and the small business community through the Atlantic region. Since the inception of the Community Futures Program, CBDCs have assisted 34,386 entrepreneurs and invested in excess of \$1.3 billion into rural communities throughout Atlantic Canada.

I would like to extend a sincere thank you to the board members and staff of the CBDCs and the Provincial Association offices for their ongoing dedication and great work throughout the 2018-2019 fiscal year.

I would also like to acknowledge the Atlantic Association staff and the folks at the Atlantic Canada Opportunities Agency (ACOA) for their ongoing support, assistance and guidance. Lastly, I would like to thank the ACCBIF Board of Governance, the Atlantic Executive Committee and the other sub-committees of the Association for their ongoing passion, perseverance and commitment to our wonderful organization.

It gives me great pride and pleasure to share with you the 2018-2019 Atlantic Association of CBDCs annual report. The annual report highlights the tremendous work of our Association and member CBDCs in its support and assistance to the SMEs and entrepreneurs throughout the Atlantic region this past fiscal year.

Over the past year, we have continued to work on key initiatives and projects that in my opinion has set a path for continued success for our organization well into the future. As I end my term as President, I am excited for what the future holds for CBDCs throughout the Atlantic region. I have extremely enjoyed serving as your President and wish you all well.

*Warmest Regards,*

**Stan Reid**  
President, AACBDC



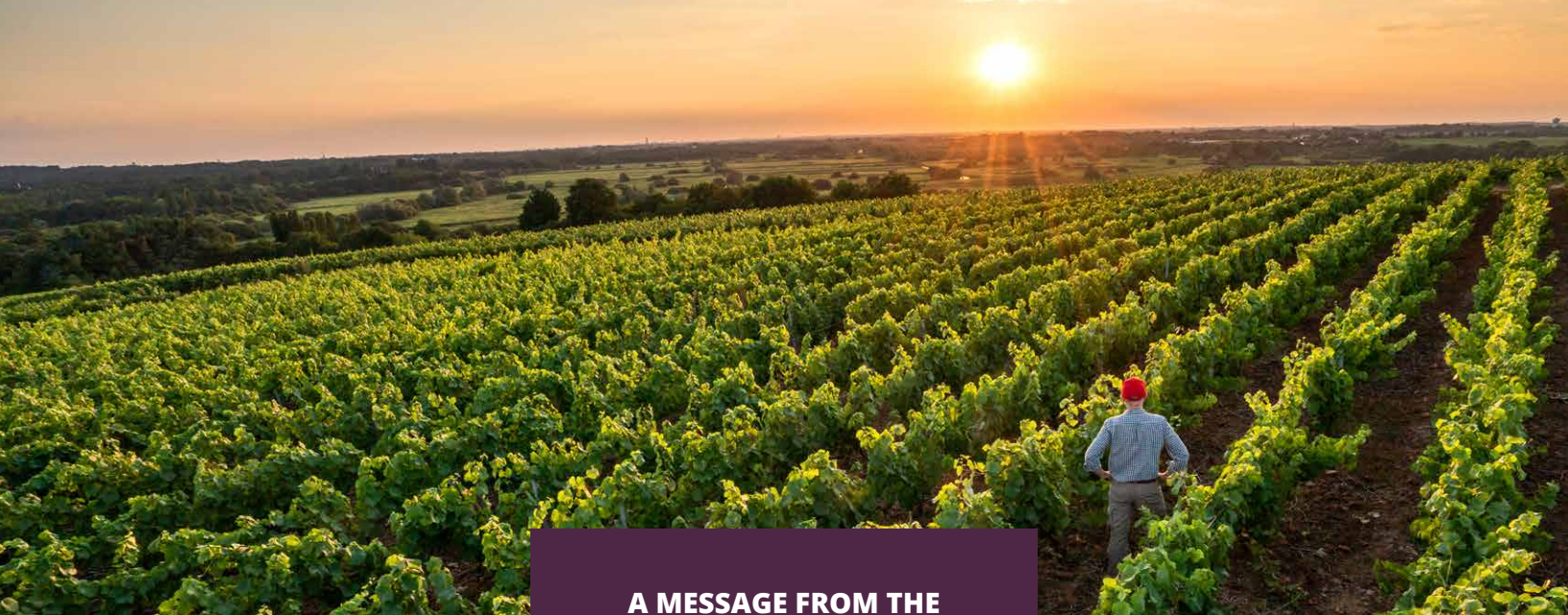
**STAN REID**  
*President, AACBDC*

*“The biggest source of motivation are **your own thoughts**, so **think big and motivate yourself to win.**”*

– Unknown







**A MESSAGE FROM THE  
CHIEF OPERATING OFFICER**

## Sustaining The Rural Fabric of Our Region

2018-2019 has been another fruitful year for the CBDCs of Atlantic Canada. During the last fiscal year, CBDCs have collectively assisted 1,407 entrepreneurs and invested in excess of \$76.5 million into our rural communities throughout the Atlantic region. These are truly remarkable statistics that we can all be extremely proud of as a network. CBDCs continue to play a critical role in sustaining the rural fabric of our region. On behalf of the Atlantic Executive, we are extremely proud of your accomplishments and achievements and we look forward to a bright future for our Association going forward.

2018-2019 was another successful year for the ACCBIF Board of Governance. During the last fiscal year, ACCBIF approved 16 loans with advanced totalling \$7.75 million. At the end of the fiscal year loans receivable was \$25,217,256 and cash and investments totalled \$14,029,754. As of March 31st, the central fund had 20 CBDCs borrowing and 14 CBDCs investing \$21,533,928 into the central fund. The ACCBIF Board continues to be responsive to changes in market trends to ensure investment capital is readily available for member CBDCs well into the future.

The Clean Technology Initiative provides financing and advisory services to new and existing entrepreneurs in support of advancing clean technology in rural Atlantic

Canada. With respect to the Clean Technology Initiative, 38 of 39 CBDCs have signed agreements to offer the program to their clients. During the last fiscal year, we have 16 clean tech loans registered with a total exposure of \$297,196. We have also completed four advisories and have one currently in progress. We look forward to continuing managing this project on behalf of member CBDCs.

The Entrepreneurial Training Fund (ETF) continues to provide the necessary funding to CBDCs to enhance the business management skills of rural-based entrepreneurs throughout the Atlantic region. During 2018-2019, the demand for the ETF program remained strong as we processed 404 ETF claims totalling \$490,860. In addition, we were successful in obtaining new funding support from the agency for the ETF program that will see it being offered up to and including March 31st, 2021.

The Risk Mitigation Fund (RMF) program registered 555 loans with a disbursed value of \$28 million from April 1, 2018, to March 31, 2019. Since inception 3,911 loans have been registered with a disbursed value of \$171 million. As at fiscal year-end, the RMF program is managing 2,266 loans with a disbursed value \$121 million. The program has paid out 246 claims totalling \$1.8 million.

The Governance and Education Committee oversaw several initiatives last year. The CBDC Business Lending Program was delivered in two locations, Newfoundland Labrador and New Brunswick, with 12 and 15 participants registered respectively. Overall the CBDC Business Lending Program had 107 enroll and 98 complete the program. The committee revised, translated and circulated an amended Lending Guide and the committee is working on a revised Board Member Orientation Guide. Also, 9 CBDC staff have completed the online Certificate in Financial Management Program with Saint Mary's University and 4 staff have completed the Modern-Day Management Program with the University of Moncton. With respect to governance, last year there were 9 governance sessions offered throughout Atlantic Canada both on a provincial level and individual CBDC level.

The Atlantic Communications Committee continues to work on behalf of member CBDCs to strengthen the CBDC brand throughout the Atlantic region. During the past fiscal year, the committee continued to build upon previous years successes with a continuation of several key initiatives that include the TV ad campaign, enhancements to our websites and social media campaigns. Other key initiatives included lunch n' learns and the completion of a revised version of the Visual Identity Standards Manual. The committee hosted 7 different lunch n' learn opportunities throughout the 2018-2019 fiscal year. These lunch n' learns were well attended by CBDC staff and board and have been recorded and are available on our YouTube channel.

With respect to the revised version of the visual identity standards manual, the committee is currently working on a CBDC logo package for each office to release along with the revised manual. It is the committee's intent to have the new manual and logos released in Q2 of next fiscal year.

The Management Information Systems (MIS) Committee continues to do a tremendous job in managing the IT infrastructure, projects and security for member CBDCs. A couple of notable projects the committee completed this past fiscal year include obtaining cybersecurity insurance that provides coverage for all CBDCs and Association offices under one aggregate policy, completing TEA regional training sessions, as well as completing upgrades to the CBDC e-mail platform. The e-mail upgrade is the first phase of a modernization project to keep CBDC technology current and enable additional features as the IT platform evolves. Phase 2 objectives include upgrading CBDC workstations to Windows 10 as well as implementing MS Office 365.

In conclusion, I would like to extend a heartfelt thank you to the Atlantic Executive for their ongoing support and direction throughout the past fiscal year. In addition, I would like to acknowledge the continued help and assistance from the staff at the Atlantic Canada Opportunities Agency (ACOA).

**Basil Ryan**  
Chief Operating Officer



**BASIL RYAN**  
Chief Operating  
Officer

*“When something is  
important enough, you  
do it even if the odds are  
not in your favour.”*

– Elon Musk





## A Daycare Center That Stands Out in its Community

It was in 2014 that Martine Arseneau, owner of the Daycare Center *École de la petite enfance*, in Tracadie, New Brunswick, acquired this existing business. In just five years, this new entrepreneur has experienced phenomenal growth in both personal and professional development.

The Self-Employment Benefits (SEB) program provided stepping stones for getting to know an in-depth understanding of entrepreneurship and developing a well-developed business plan. But do not think that Martine was starting from scratch. In fact, she holds a Bachelor's degree in primary education and has considerable expertise in developing educational and constructive programs for children. With this background in hand, CBDC Péninsule acadienne allowed her to pursue her passion with, among other things, working capital and business counselling.

Martine operates the largest private Daycare Center in her region, and her business has created 20 jobs and offered 138 spaces for children 12 and under. At the beginning, the capacity was only 24 places and, since its arrival, the daycare has experienced many expansions, with specialized services for children and a program of educational development tailored to the needs expressed

by the parents. Since her company is not a non-profit organization (as it is often the case in this sector of activity), the customer approach is highly valued and the desire to offer a modern and up-to-date service creates an eagerness for constant renewal. Not surprisingly, the daycare was named a New Brunswick Early Learning Centre Designation and, in addition, its owner received in 2018 the Minister's Excellence in Education Award.



From left to right, Frédéric McGraw, Executive Director of the CBDC Péninsule acadienne, Martine Arseneau, owner of the Daycare École de la petite enfance, and Gaitan Michaud, President of the NB Association of CBDCs, at a private recognition ceremony during the NB Association of CBDCs' Annual General Meeting in June 2019 in Tracadie



## New Brunswick Report

### At a Glance:



**717**  
Applications Received



**\$27,676,376**  
Total Value of Assistance



**477**  
Clients provided  
training



**534**  
Loans Disbursed



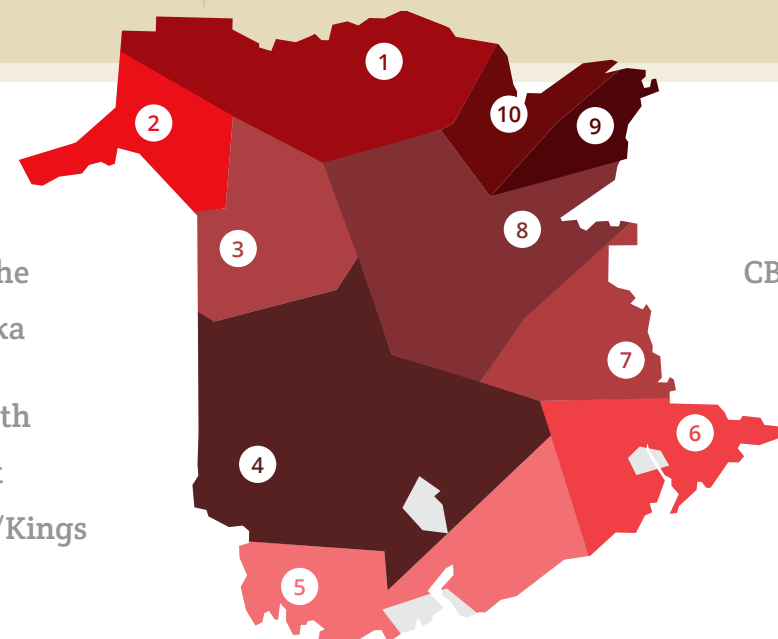
**\$40,134,699**  
Total Value of Leveraged Funds



**1,249**  
Clients provided  
business counselling



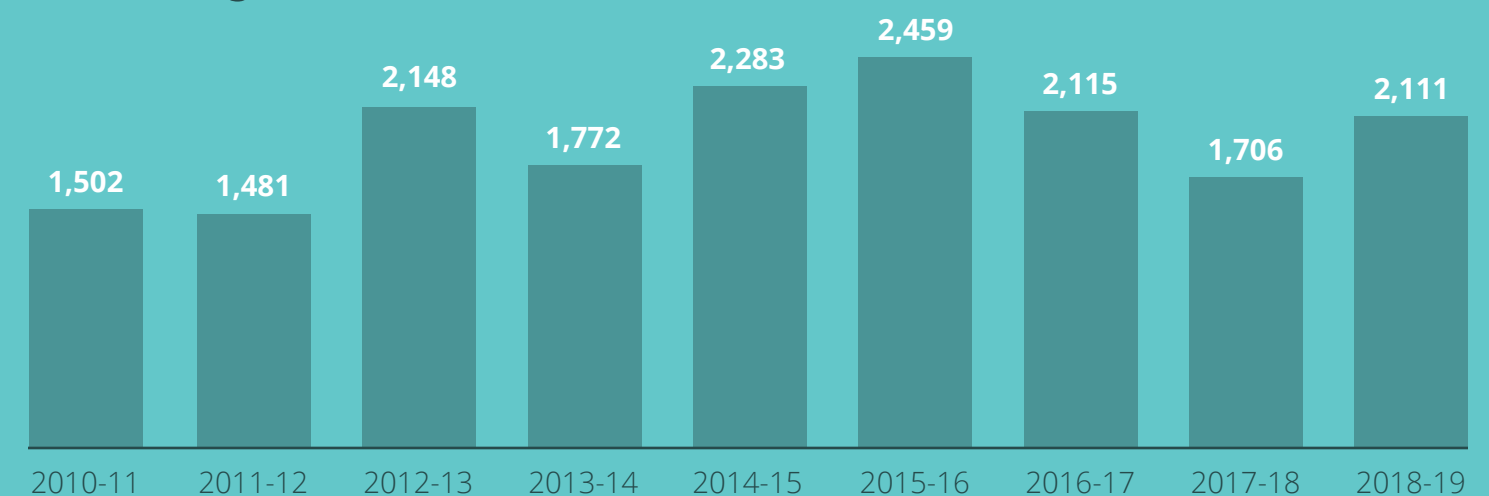
**2,111**  
Jobs Created and  
Maintained



- 1 CBDC Restigouche
- 2 CBDC Madawaska
- 3 CBDC Victoria Madawaska-South
- 4 CBDC Southwest
- 5 CBDC Charlotte/Kings

- 6 CBDC Westmorland Albert
- 7 CBDC Kent
- 8 CBDC Northumberland
- 9 CBDC Péninsule acadienne
- 10 CBDC Chaleur

## Jobs Created and Maintained (NB)







## Nova Scotia Report

### At a Glance:



**558**  
Applications Received



**424**  
Loans Disbursed



**1,615**  
Jobs Created and Maintained



**\$21,464,311**  
Total Value of Assistance



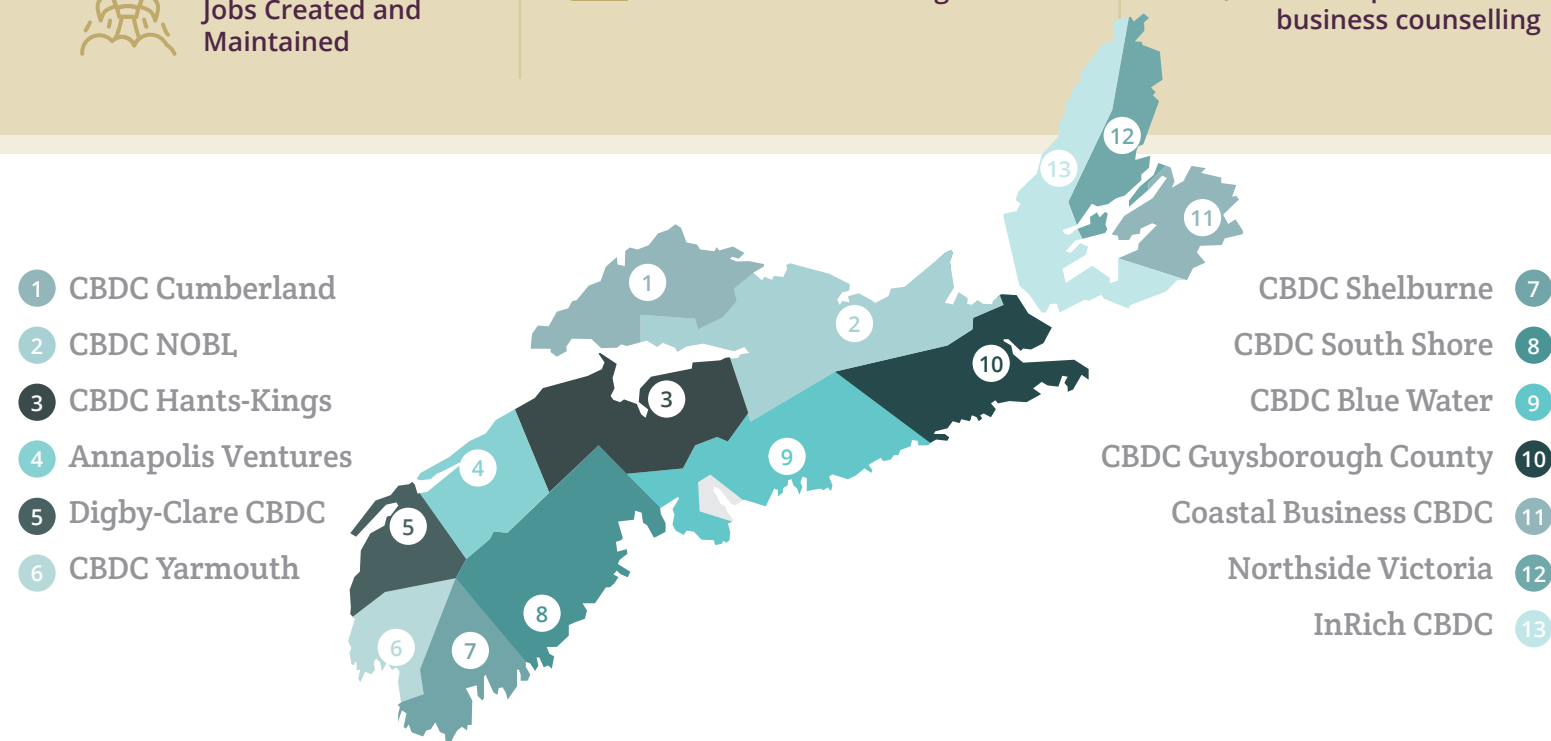
**1,248**  
Clients provided training



**\$13,589,200**  
Total Value of Leveraged Funds



**2,096**  
Clients provided business counselling



### CBDC SUCCESS STORY: ASANTE FREIGHT LINES & EXPORTS

## Moving On Up

When Ernest Korankye arrived in Halifax in 2010 as an international Master's student from Ghana studying plant science at Dalhousie University, little did he know nine years later he and his wife would be growing their own successful, multi-level freight forwarding company in Truro.



And while the President and CEO of Asante Freight Lines & Exports (AFL) is spending most of his time nurturing their company's transport and shipping, warehousing and forwarding operations, having earned his PhD he'll soon be branching out to include other more science-based tasks with its planned \$10 million-plus expansion.

Korankye's story begins shortly after arriving in Canada, when family members and other connections who were in the retail industry in Ghana looked to him to supply them with products such as baby diapers, tissue paper, wipes and, eventually, vehicles.

In order to export these products, he required the services of three different companies: a freight broker, a logistics company, and a company to receive and load the containers. After a year of operation, Korankye established AFL to bring all these components together efficiently

under his own business along with his wife Anita Quaye.

After several successful years of shipping products and vehicles around the world, the flow of business was becoming unmanageable under their existing business model. Korankye and Quaye expanded their business to

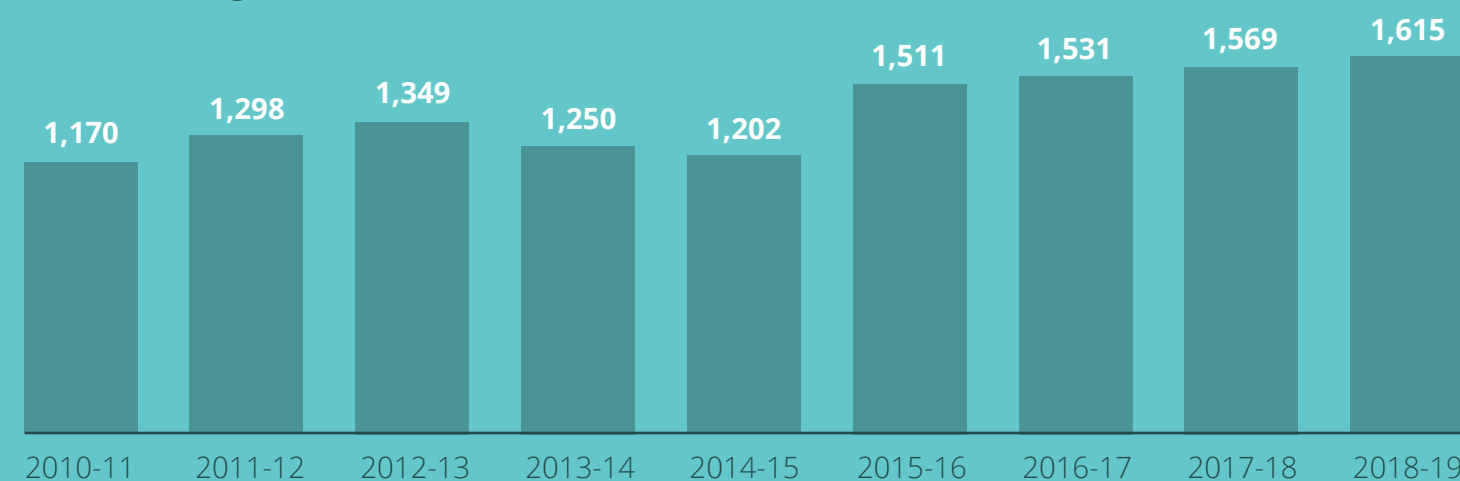
a large warehouse and yard in Truro. But after already investing \$60,000 of their own funds, they still required financial help to cover the cost of a heavy-duty forklift. Korankye credits CBDC NOBL for being AFL's "lifesaver," when it assisted with a \$40,000 loan.

Since then, AFL continues to grow and expand with plans for a \$10 million project. And it won't just be into freight forwarding either. While in university, Korankye's research involved post-harvested food. AFL's new development will include a lab where he will lead a research project into how the shelf life of food might be extended into the off season.

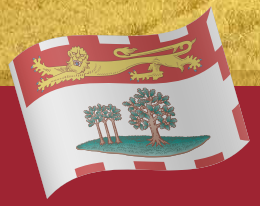
With CBDC's help, Korankye and AFL may soon be transporting farmers' incomes upward and sowing seeds for money into the provincial economy.

Full story By Gayle Wilson on [www.cbdc.ca](http://www.cbdc.ca)

## Jobs Created and Maintained (NS)







## Prince Edward Island Report

### At a Glance:



**111**

Applications Received



**91**

Loans Disbursed



**387**

Jobs Created and Maintained



**\$5,963,816**

Total Value of Assistance



**639**

Clients provided training



**\$2,785,587**

Total Value of Leveraged Funds



**472**

Clients provided business counselling

1 CBDC West Prince Ventures

2 CBDC Central PEI

3 CBDC PEI East



**CBDC SUCCESS STORY:  
COPPER BOTTOM BREWING**

## Something Great is Brewing

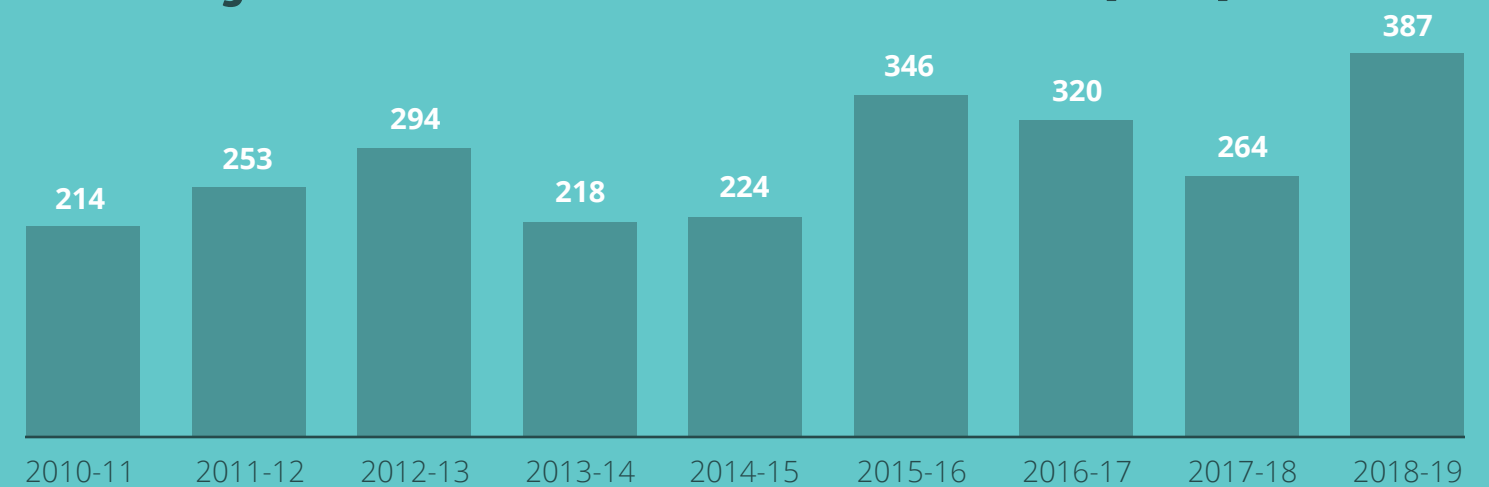
Copper Bottom Brewing is a craft brewery located in Montague, PEI and owned by husband and wife team Ashley Condon & Ken Spears, both of whom share a passion for craft beer and music that spans more than a decade. While the brewery's primary focus is producing exceptional craft beer, they have also strived to create memorable experiences through their taproom and the various initiatives that take place at the brewery throughout the year.

Since opening their doors to the public in November of 2017, the brewery has grown to employ fourteen full and part-time employees and has since doubled their original production capabilities, with plans for further expansion in late 2019. A variety of Copper Bottom's beer can be found in cans at all PEI Liquor stores, on tap at over forty restaurants across the Island, and at select bars in Nova Scotia and New Brunswick.



Copper Bottom Brewing attributes much of their success to the support they have received from CBDC PEI. Condon & Spears cite that the accessible financial programs, and experienced staff have been integral in various parts of the business, whether it be through workshops, information sessions, or the various other resources that are available to small business. Notably, the HR support they have received has been instrumental in managing and retaining skilled employees.

### Jobs Created and Maintained (PEI)







## Newfoundland and Labrador Report

### At a Glance:



**444**

Applications Received



**358**

Loans Disbursed



**1,009**

Jobs Created and Maintained



**\$21,442,580**

Total Value of Assistance



**428**

Clients provided training



**\$10,867,460**

Total Value of Leveraged Funds



**1,646**

Clients provided business counselling

- 1 CBDC Labrador
- 2 CBDC Nortip
- 3 CBDC Humber
- 4 CBDC Long Range
- 5 CBDC Gateway
- 6 CBDC South Coast
- 7 CBDC Burin Peninsula
- 8 CBDC Avalon West



- 9 CBDC Celtic
- 10 CBDC Cabot
- 11 CBDC Trinity Conception
- 12 CBDC Eastern Initiatives
- 13 CBDC Gander Area
- 14 CBDC Central
- 15 CBDC Emerald



**CBDC SUCCESS STORY:  
MURRAY MEADOWS**

## A Growing Success

In 2012, Evan Murray decided to move back to Newfoundland and return to his family home and business, Murray's Garden Centre in Portugal Cove. Brian Kowalski quit his job as a Legislative Assistant and moved with him. The two of them started plowing and building in 2012, and now in 2019, they are going into their seventh year of production.



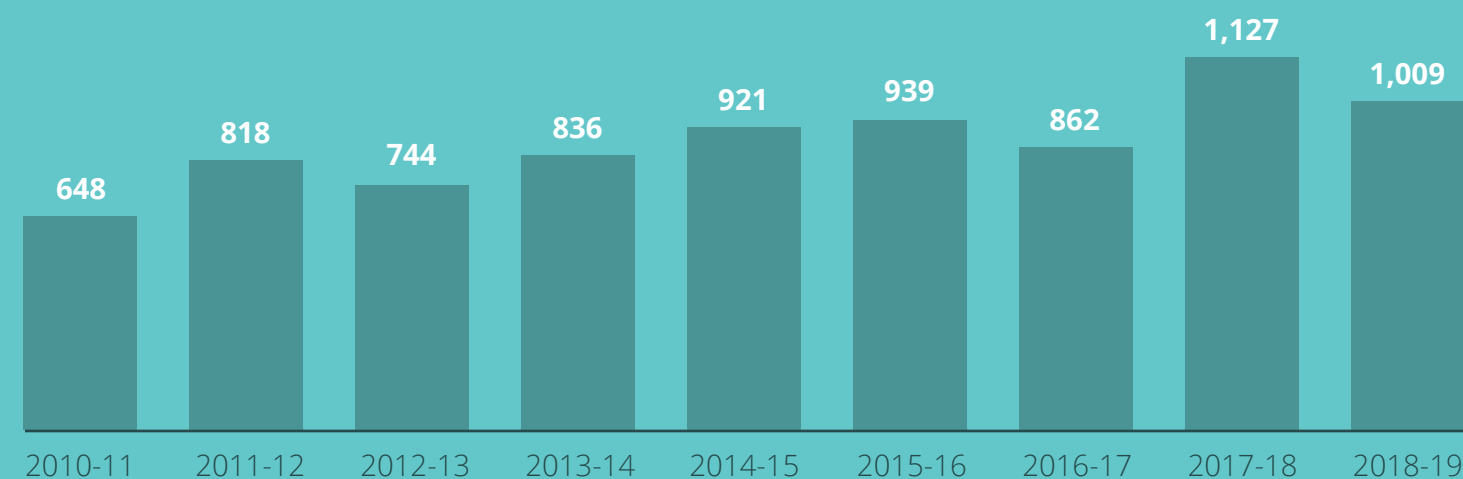
Within a one-acre plot, Murray Meadows grows vegetables intensively using only organic inputs and practices. Unlike most traditional farmers, they focus on the harder-to-find vegetable varieties such as Asian greens, cucumbers, eggplant, herbs, cherry tomatoes, baby lettuce, butter chard, kale, etc. Their fertilizer is also made from Newfoundland fish waste and seaweeds among other organic soil inputs. The venture also offers vegetable deliveries, as well as greenhouse tours, forage tours, and family growing events.

Murray Meadows has been selling to customers at the St. John's Farmer's Market since they started harvesting in 2013. In 2017 the farm-to-table restaurant, The Grounds Cafe, opened within Murray's Garden Centre. The Grounds Cafe serves fresh delicious meals using ingredients derived primarily from the farm. In addition to its products, the venture provides customers with an unforgettable experience. They cater to customers' needs as best they can and also offer vegetable deliveries, as well as greenhouse and forage tours and family growing events.

*"... the venture provides customers with an unforgettable experience."*

Often when a business is small and still in a growth phase, banks will be unwilling to cooperate but CBDC Cabot has always been available to work with Murray Meadows Farm and The Ground Cafe to ensure growth is not stopped due to lending agencies. CBDC Cabot has been there to help Evan and Brian overcome any obstacles that may have hindered the growth of their business, including offering flexible loans. Evan and Brian were the recipient of the 2019 Newfoundland & Labrador CBDC Business of the Year Award.

## Jobs Created and Maintained (NL)





# Financial Highlights

## ACCBIF At A Glance



During 2018-19, the ACCBIF Board of Governance approved

**16** loans, with loans advanced totalling  
**\$7.75 million**

**20**

CBDCs borrowing from ACCBIF

**14**

CBDCs lending to the central fund



Loans receivable

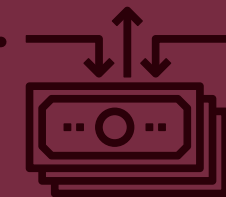
**\$25,217,256**

as of March 31, 2019

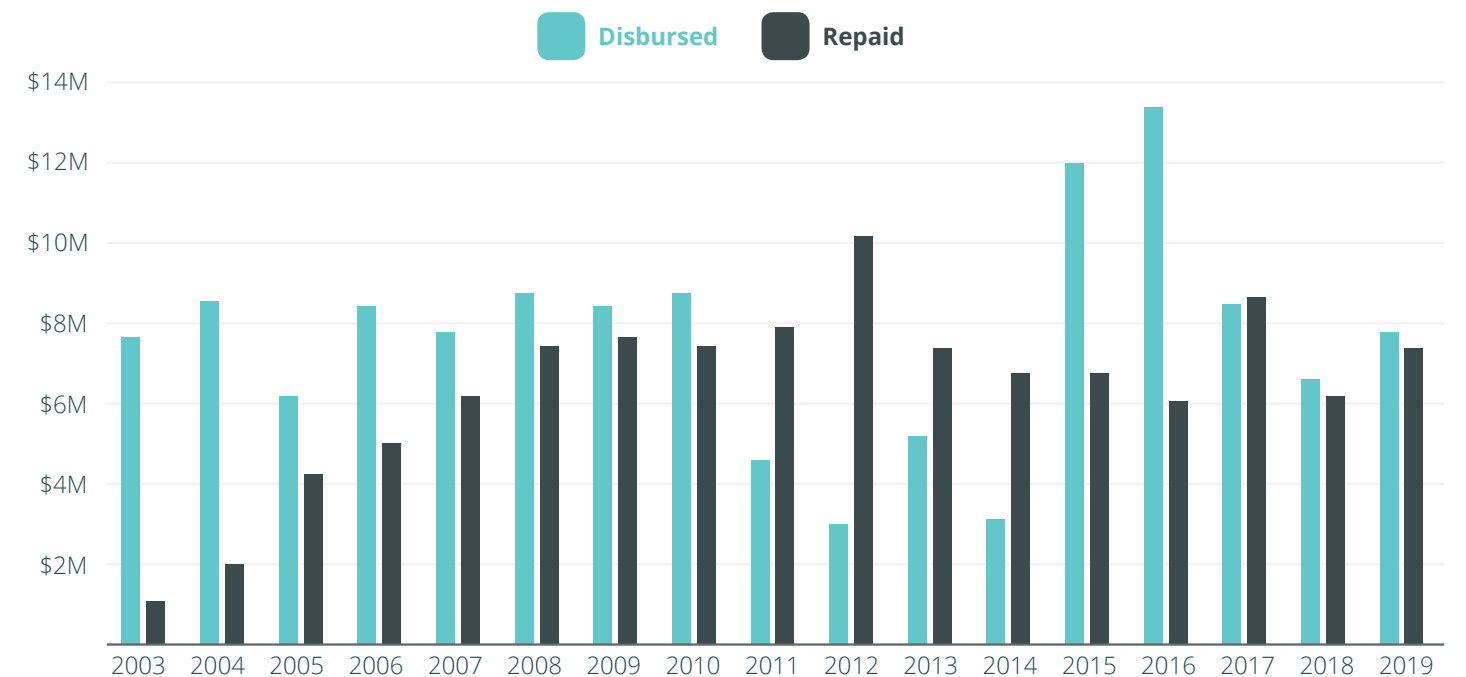
ACCBIF owes the CBDCs

**\$21,533,928**

as of March 31, 2019



## ACCBIF Investment Fund Disbursed & Repaid





# CBDC Activity At A Glance

Throughout the duration of the 2018-19 fiscal year, CBDCs of Atlantic Canada have assisted

**1,407** small and medium-sized rural businesses in Atlantic Canada

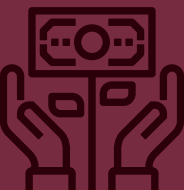
**\$76,500,000** invested into the small business community in rural Atlantic region



Since the inception of the **Community Futures Program**, the CBDCs of Atlantic Canada have assisted

**34,386**  
Entrepreneurs

**\$1.3 billion**  
injected into the rural Atlantic Canadian Economy

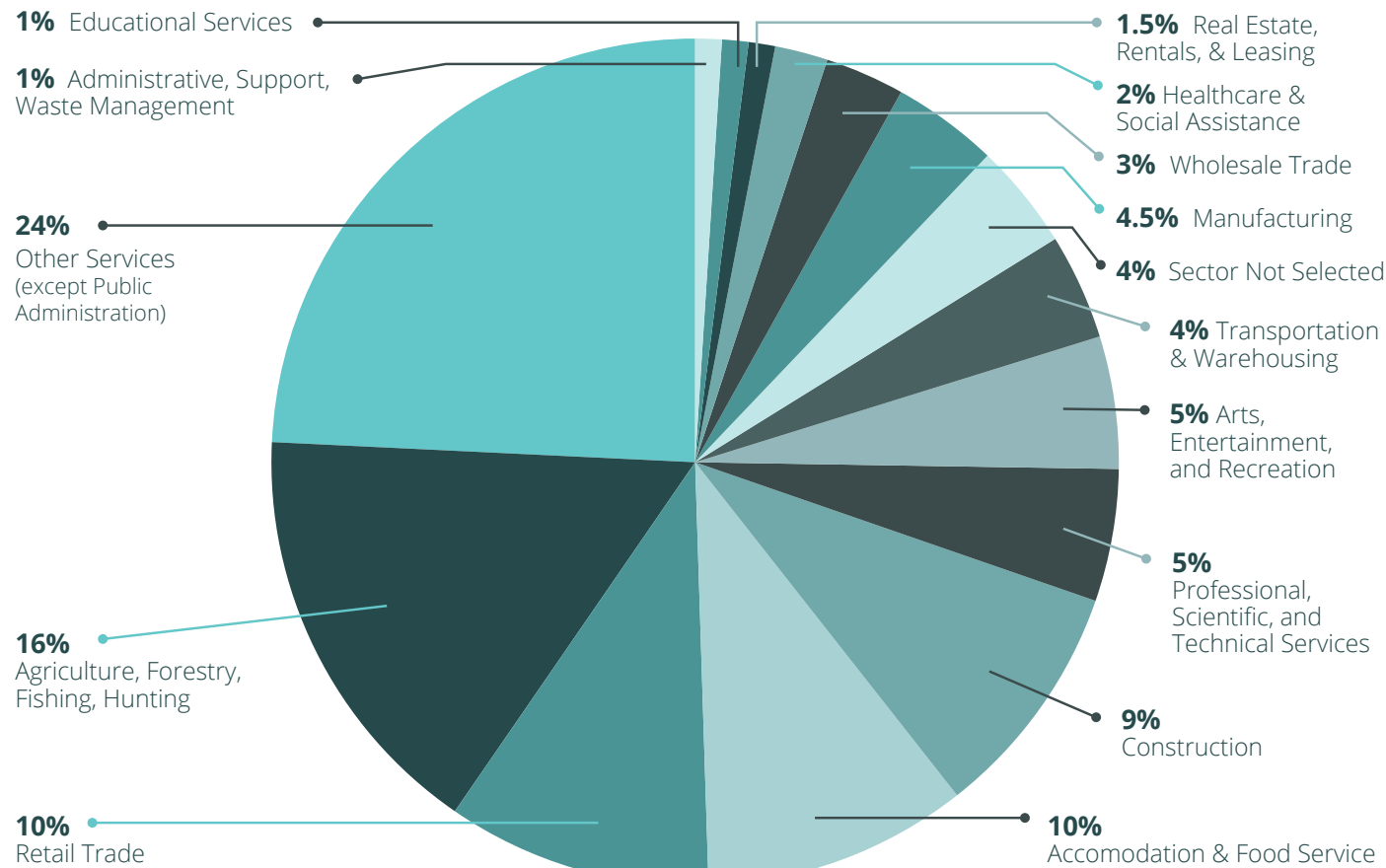


As of March 31, 2019, the CBDCs collectively manage

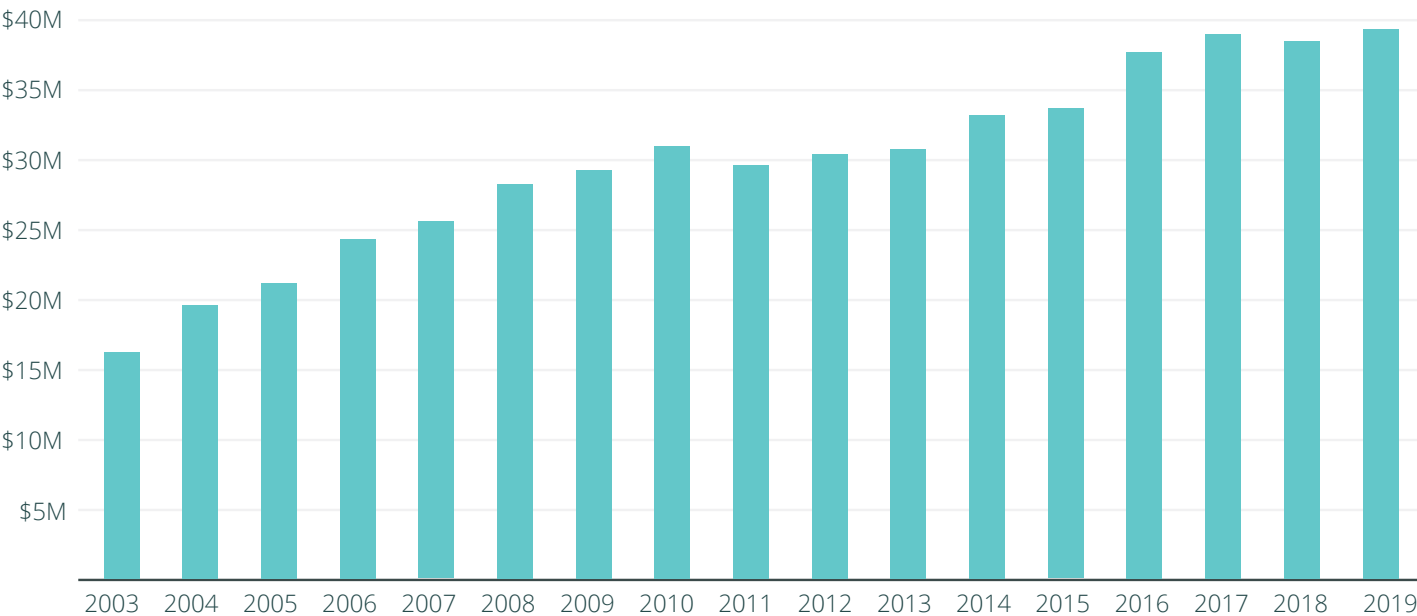
**5,856** loans with a total value of **\$281,600,000**



## Number of Disbursed Loans by Sector 2018-2019



## Total Assets



## Atlantic Region Impacts 2018-2019



**1,780**  
Applications Received



**1,521**  
Applications Approved



**1,407**  
Loans Disbursed



**\$76,547,083**  
Total Value of Assistance Based on Loans Disbursed



**2,757**  
Clients provided training



**5,463**  
Clients provided business counselling



**1,813**  
Jobs Created



**3,309**  
Jobs Maintained



**5,122**  
Total Jobs



# Financial Statements

## Independent Auditors Report

To the Members of Atlantic Association of Community Business Development Corporations,

### Opinion

We have audited the financial statements of Atlantic Association of Community Business Development Corporations, which comprise the statement of financial position as at March 31, 2019, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2019, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### 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.

### Responsibilities of Management and Those Charged with Governance 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.



In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Organization's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

MacDonald +  
Murphy Inc.

Chartered Professional Accountants  
Licensed Public Accountants  
  
Antigonish, Nova Scotia  
August 22, 2019

ATLANTIC ASSOCIATION OF CBDCS  
STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES  
YEAR ENDED MARCH 31, 2019

	Operating Fund	Investment Fund	Total 2019	Total 2018
Revenue				
ACOA Contribution	\$ 1,874,023	\$ 725,725	\$ 2,599,748	\$ 4,498,779
Membership Fees and Dues	12,800		12,800	13,350
Other Revenues (schedule 1)	176,587		176,587	187,882
Interest on Loans		407,551	407,551	406,670
Interest, other	73,532	408,962	482,494	360,705
Unrealized Gains (losses) on Investments		80,832	80,832	(73,846)
	2,136,942	1,623,070	3,760,012	5,393,540
Expenses				
Advisory	15,768		15,768	3,819
Amortization	1,918		1,918	1,221
Annual General Meetings	116,282		116,282	87,398
Insurance	3,558		3,558	1,875
Interest on Loans		403,095	403,095	304,362
Loan Loss Reserve Fund Payouts		655,939	655,939	669,344
Office	14,593		14,593	21,966
Other (schedule 1)	9,897		9,897	10,229
Professional Fees	36,442		36,442	53,712
Project Expenses (schedule 1)	1,421,631		1,421,631	1,472,101
Provision for Doubtful Loans (recovery)		(152,944)	(152,944)	121,532
Rent and Equipments Lease	33,885		33,885	34,840
Salaries and Benefits	666,795		666,795	613,260
Telephone	8,790		8,790	8,847
Translation	73,845		73,845	60,257
Travel, Meetings, and Training	132,923		132,923	115,477
	2,536,327	906,090	3,442,417	3,580,240
Excess (deficiency) of revenues over expenses	(399,385)	716,980	317,595	1,813,300
Contribution to operating fund from investment fund				
	418,889	(418,889)		
	19,504	298,091	317,595	1,813,300
Fund balance, beginning year	377,656	27,510,009	27,887,665	26,074,365
Fund balance, end of year	\$ 397,160	\$ 27,808,100	\$ 28,205,260	\$ 27,887,665



**ATLANTIC ASSOCIATION OF CBDcs**  
**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
YEAR ENDED MARCH 31, 2019

	Operating Fund	Investment Fund	Total 2019	Total 2018
<b>ASSETS</b>				
<b>Current</b>				
Cash and term deposits (note 3)	\$ 2,143,404	\$ 19,181,435	<b>\$ 21, 324,839</b>	\$ 20,918,896
Accounts receivable (note 4)	383,206	249,992	<b>633,198</b>	735,822
Interfund receivable (note 5)	80,937	167,813	<b>248,750</b>	67,523
Prepaid expenses	10,735		<b>10,735</b>	
Principal due within one year on investments (note 8)		7,137,247	<b>7,137,247</b>	6,922,718
	2,618,282	26,736,487	<b>29,354,769</b>	28,644,959
<b>Funds held in trust</b>				
	321,458		<b>321,458</b>	209,871
<b>Capital assets</b> <i>(net of amortization, note 7)</i>				
	6,559		<b>6,559</b>	4,325
<b>Investments- loans</b> <i>(note 8)</i>				
		18,309,773	<b>18,309,773</b>	18,202,940
<b>Investments- other</b> <i>(note 9)</i>				
		6,291,983	<b>6,291,983</b>	5,613,213
		24,601,756	<b>24,601,756</b>	23,816,153
	\$ 2,946,299	\$ 51,338,243	<b>\$ 54,284,542</b>	\$ 52,675,308
<b>LIABILITIES</b>				
<b>Current</b>				
Accounts payable and accruals	\$ 225,268	\$ 377,778	<b>\$ 603,046</b>	\$ 589,410
Unearned revenue (note 10)	1,834,600		<b>1,834,600</b>	1,336,911
Interfund payable (note 5)	167,813	80,937	<b>248,750</b>	67,523
Principal due within one year on long-term liability (note 11)		13,933,928	<b>13,933,928</b>	17,446,428
	2,227,681	14,392,643	<b>16,620,324</b>	19,440,272
<b>Long-term liability</b> <i>(note 11)</i>				
		9,137,500	<b>9,137,500</b>	5,137,500
<b>FUND BALANCES</b>				
Externally restricted (note 12)	321,458	27,135,014	<b>27,456,472</b>	27,131,977
Unrestricted	397,160	673,086	<b>1,070,246</b>	965,559
	718,618	27,808,100	<b>28,526,718</b>	28,097,536
	\$ 2,946,299	\$ 51,338,243	<b>\$ 54,284,542</b>	\$ 52,675,308

**ATLANTIC ASSOCIATION OF CBDcs**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
YEAR ENDED MARCH 31, 2019

	Operating Fund	Investment Fund	Total 2019	Total 2018
<b>Operating activities</b>				
Excess of revenues over expenditures	\$ (399,385)	\$ 716,980	<b>\$ 317,595</b>	\$ 1,813,300
Item not affecting cash:				
Amortization	1,918		<b>1,918</b>	1,221
Provision for doubtful loans		(152,944)	<b>(152,944)</b>	121,532
Unrealized (gains) losses on Investments		(80,832)	<b>(80,832)</b>	73,846
<b>Changes in non-cash working capital</b>				
Transfer from (to) funds	418,889	(418,889)		
Accounts receivable	201,630	(99,007)	<b>102,623</b>	(419,499)
Prepaid expenses	(10,735)		<b>(10,735)</b>	
Interfund receivable	(72,008)	(109,219)	<b>(181,227)</b>	(55,406)
Accounts payable	9,364	4,272	<b>13,636</b>	167,673
Unearned revenue	497,689		<b>497,689</b>	833,431
Interfund payable	109,219	72,008	<b>181,227</b>	55,406
	756,581	(67,631)	<b>688,950</b>	2,591,504
<b>Financing and investing activities</b>				
Purchase of equipment	(4,152)		<b>(4,152)</b>	(2,883)
Loans from CBDcs		487,500	<b>487,500</b>	(100,000)
Decrease (increase) in investments other		(597,938)	<b>(597,938)</b>	2,036,793
Loan repayments from CBDcs		7,581,583	<b>7,581,583</b>	6,365,265
Loan advances to CBDcs		(7,750,00)	<b>(7,750,000)</b>	(6,225,000)
	(4,152)	(278,855)	<b>(283,007)</b>	2,074,175
<b>Net increase (decrease) in cash</b>				
	752,429	(346,486)	<b>405,943</b>	4,665,679
<b>Cash and terms deposits</b> <i>(beginning of year)</i>				
	1,390,975	19,527,921	<b>20,918,896</b>	16,253,217
<b>Cash and terms deposits</b> <i>(beginning of year)</i>				
	\$ 2,143,404	\$ 19,181,435	<b>\$ 21,324,839</b>	\$ 20,918,896





# Programs and Services

## Who We Are

CBDCs are not-for-profit organizations run by volunteers from the local business community who firmly believe in improving the economic viability of their region. Located throughout rural Atlantic Canada there are 41 CBDC offices dedicated to the development of small business and assisting entrepreneurs in accessing financing and other business training and resources.

## What We Do

As Community Business Development Corporations (CBDCs), our objective is to help build stronger communities in Atlantic Canada by stimulating private sector employment in our rural areas. CBDCs work throughout rural Atlantic Canada in the creation, expansion and modernization of small and medium-sized businesses.

## What We Have to Offer Entrepreneurs

CBDCs have much to offer both new and existing entrepreneurs as you will see by our line-up of stellar products.



### CBDC Clean Technology Initiative

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



### CBDC Social Enterprise Loan

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



### CBDC Youth Loan

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



### Self-Employment Benefit (SEB) Program\*

The SEB Program often 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.



### CBDC First-Time Entrepreneur Loan

Targeted financing for those first-time entrepreneurs starting or purchasing their very first business.



### Business Counselling

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



### 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. It can be used for key events in the business life cycle such as business creation, purchase, and business succession planning.



### Consultant Advisory Services (CAS)

Gives CBDCs the ability to offer consultant advisory services to small and medium-sized businesses and not-for-profit organizations throughout the Atlantic region. New and existing clients of CBDCs will be able to access technical and financial assistance by engaging consultants to assist them with various issues.



### CBDC Innovation Loan

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



### Skills Training

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

\* SEB is funded by the government of Canada through the Canada-Provincial Governments Labor Market Agreements.



