

ANNUAL REPORT

2016-2017

Investing in the
Entrepreneurial Spirit



NB Association of CBDCs
L'Association des CBDC du N.-B.

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Mission

The New Brunswick Association of Community Business Development Corporations (CBDCs) is dedicated to representing the membership (10 individual CBDCs, volunteers and staff members) on common issues. As a network, it provides services to members and responds to their needs. It also serves as a clearinghouse for information related to common objectives of the members. It maintains relationships with selected stakeholders that have similar objectives.

Message from the President



I am pleased to conclude the 2016-2017 fiscal year on a positive note. We have had a successful year with the development of new projects and the collaboration of many key partners.

But first, I want to outline the ever-evolving results of the 10 CBDCs in New Brunswick. They disbursed \$27.6M with a

leverage of \$30.3M. These investments among 778 entrepreneurs have helped create and maintain 2,115 jobs in our rural communities.

I would like to mention the joint efforts of the CBDCs and the Atlantic Canada Opportunities Agency (ACOA) in renewing the three-year agreement that covers part of our operations and ensures the quality of our services.

Our advocacy role with the Government of New Brunswick (GNB) has permitted the delivery of the Self-Employment Benefit (SEB) program for the year to come. The creation of a subcommittee will enable the development of best practices and increase the program's effectiveness. The SEB program remains a key project for CBDCs, with a total of 686 clients having reached employability through entrepreneurship.

The GNB is joining forces with ACOA to support the CBDCs in the development of a province-wide succession program. We have received funding to undertake the preliminary step for an environmental scan and developing a project that draws on best practices in the field. Succession is a major issue for employability in our communities and this program will be both innovative and unique in New Brunswick.

Our Consulting Advisory Services program is a great success and remains an indispensable tool for our entrepreneurs who need external expertise. This year, more entrepreneurs took advantage of this service in the "innovation" category.

The Women in Business Initiative (WBI) has to be highlighted with its 14th year of existence. I would like to remind you that this is the only program that operates across New Brunswick for this type of service. Congratulations to the four Development Officers who remain ready to help women entrepreneurs throughout the province. I am deeply convinced that women-owned businesses represent the growth of entrepreneurship. We are assessing the WBI in order to improve our services. The conclusions of this assessment will be completed during the next fiscal year.

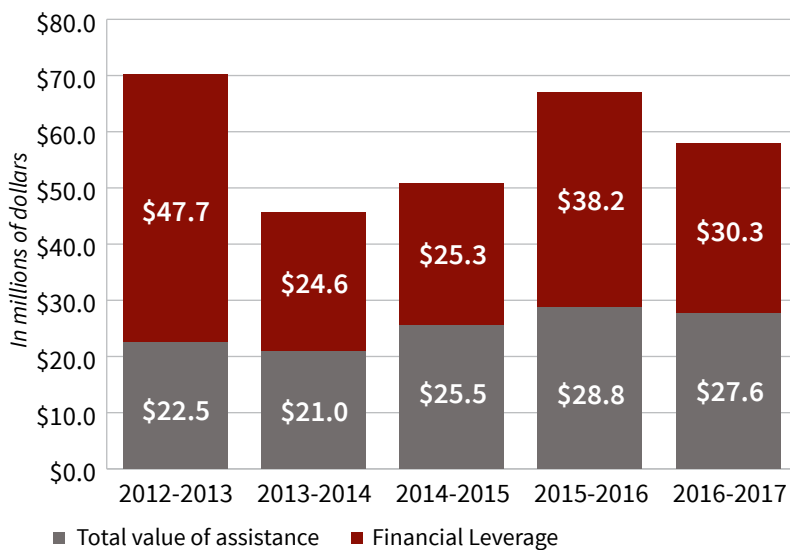
To conclude, I will bow out after my three-year exciting term as President of the New Brunswick Association of CBDCs. As a volunteer, I was able to witness a unified network able to rally all its members. The CBDCs represent a great stakeholder in the economies of our communities, and the Association is strengthening its influence to represent its members at both the provincial/Atlantic level and nationally.

I would like to extend my heartfelt thanks to the entire team with Line Doiron, Executive Director of the Association, with whom I have spent three years of outstanding work. And if we are on this remarkable path, it is also thanks to our partners' support: ACOA, the Department of Post-Secondary Education, Training and Labor, the Regional Development Corporation, and the Atlantic Association of CBDCs, to name only a few.

Dale Giberson, President

Building strong entrepreneurial leverage in rural communities in NB

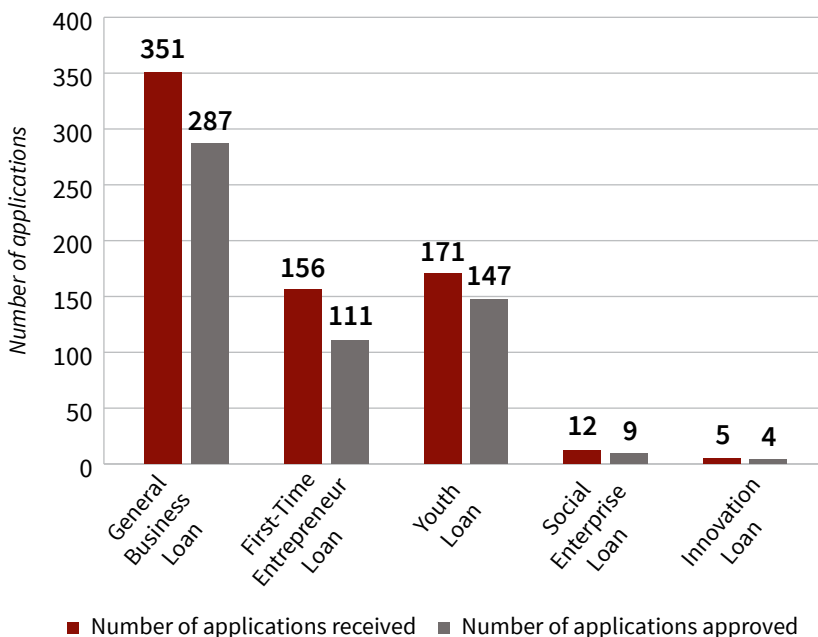
The total value of assistance from the CBDCs and financial leverage across the province over the past five years



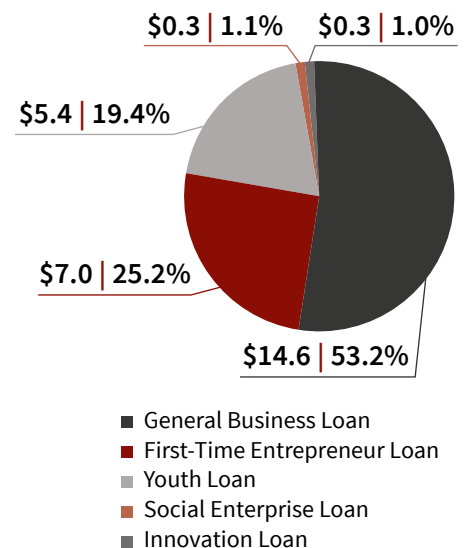
Since inception, CBDCs have injected **403 million dollars** in New Brunswick rural communities.

Total investments outstanding increased by **6%** compared to the previous year to reach **\$90.6M**.

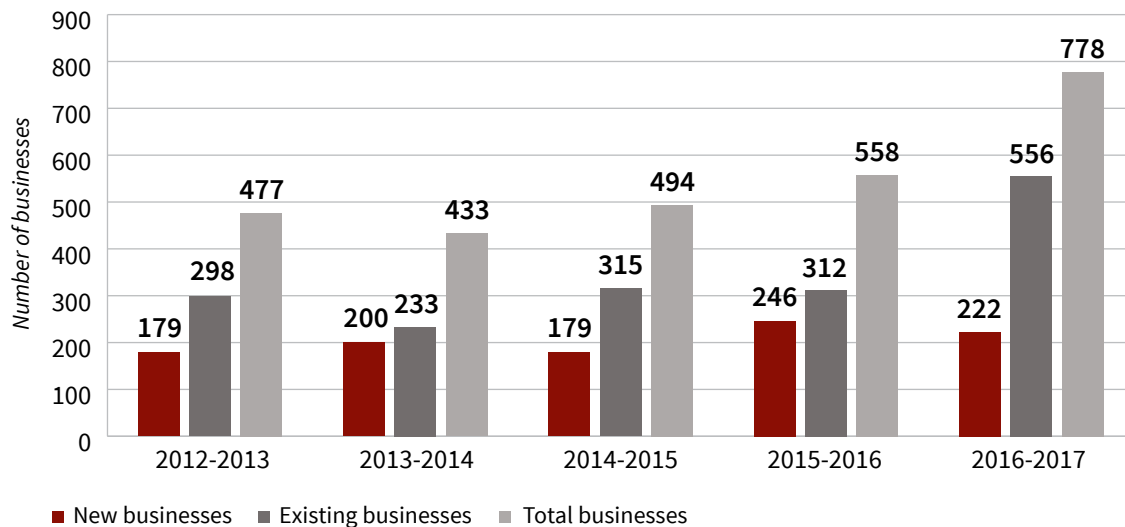
Number of applications received and approved for each New Brunswick CBDC loan product



Breakdown of amounts disbursed per loan product (in millions of dollars)



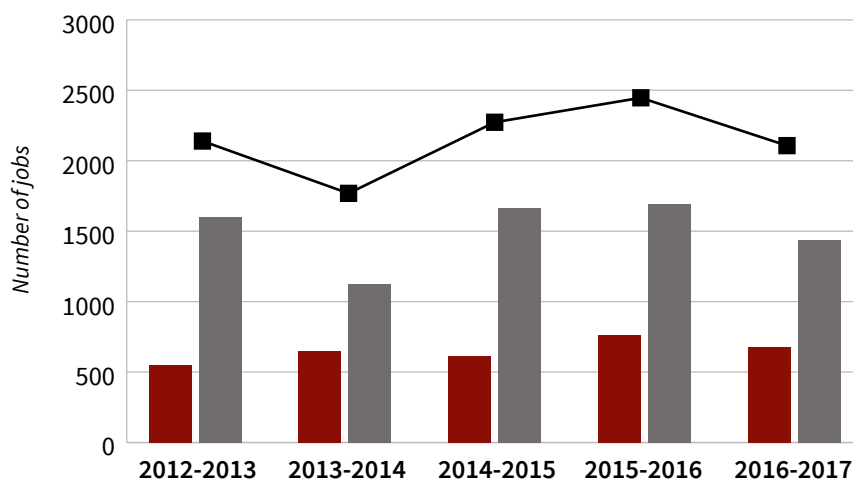
The number of businesses who received financial assistance over the past five years across New Brunswick



An increase of **39.2%** of the number of businesses that received financial assistance during the 2016-2017 fiscal year compared to the previous year.

Over the past three years, more than 2,000 jobs are created and maintained in rural communities annually through CBDC programs.

Jobs created and maintained in New Brunswick rural communities over the past five years



■ Jobs created	547	649	616	766	677
■ Jobs maintained	1,601	1,123	1,667	1,693	1,438
– Total	2,148	1,772	2,283	2,459	2,115

A Consulting Advisory Services (CAS) program for entrepreneurs

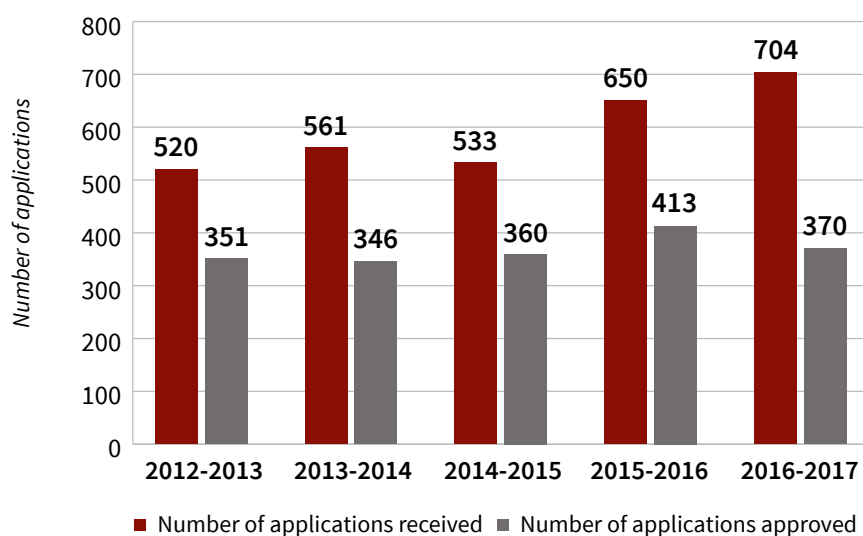
In partnership with ACOA, the Association provided Consulting Advisory Services to owners and managers of small and medium-sized enterprises, by accessing a roster of consultants throughout New Brunswick. In total, **32 CBDC clients and 11 ACOA clients** have benefited from this service, for an investment of **\$294,122**. In addition, twelve other entrepreneurs qualified to receive Innovation Consulting Advisory Services for an investment of \$94,205.

A small business succession program for entrepreneurs

With the retirement of many entrepreneurs, business succession will be an important issue for the coming years in New Brunswick. Efforts have been made to ensure that the CBDC network develops, with key partners, a program that will target both buyers and sellers across the province. During the next fiscal year, an environmental scan will identify the best practices for the implementation of such a program.

A Self-Employment Benefit (SEB) program

Number of applications received and approved throughout the province over the past five years



During the last fiscal year, the amount of financial assistance awarded totals **6.6 millions of dollars**, resulting in **686** jobs created or maintained, allowing participants to continue to receive Employment Insurance Benefits or weekly allowance (according to the existing policy) to get their own business up and running.

A growing momentum for women in business



The Association manages the **Women in Business Initiative (WBI)**, the only organization acting on a provincial level to support women entrepreneurs, in both rural and urban communities. Four Development Officers cover the entire New Brunswick territory to ensure that the entrepreneurial potential of women becomes an integral element of our communities' economic development.

Thanks to support from ACOA and the government of New Brunswick, the WBI program was able to reach

women entrepreneurs, or in the process of becoming entrepreneurs, using different types of programs and services (see table below). Furthermore, four Development Officers gave over **73 presentations**, reaching over **383 representatives from various agencies and organizations**, in order to provide information on what the WBI can offer to women entrepreneurs. Moreover, 34 information sessions were held to reach 392 women in the field of entrepreneurship.

Activity highlights

	Goals set	Results achieved	
Number of counselling sessions	200	645	>> Participation of 654 clients
Number of training sessions	26	51	>> Participation of 324 clients
Number of networking activities	13	16	>> Participation of 600 people
Number of recognition events	11	11	>> Participation of 1,869 people

Access to an external consultant

Consulting Advisory Services were provided to **29 women entrepreneurs** in fields as diverse as diagnosis, growth planning and mentoring.

Try-Angle Mastermind groups

Eight (8) groups, each consisting of 7-8 women, were established over a period of 9 months in the regions of Fredericton, Moncton, Bathurst/ Péninsule acadienne, Grand Falls/Campbellton and Saint John. They had the opportunity to share their business experience.

Export-oriented efforts

The Development Officers have accompanied women entrepreneurs to 15 different activities in order to connect them with key partners that will help in exporting their markets. WBI was able to represent women entrepreneurs from NB in Toronto at a Women's Business Enterprises Canada conference (Sept. 2016), and at a WeConnect International Canada conference (Oct. 2016).

Female Board Members

A partnership with LearnSphere and NB Women's Equality Branch was established in order to design two training workshops to inform business women about the many benefits of serving on a Board of Directors. A total of 11 workshops were offered to 125 participants for either the **Intro to Boards** or **Board Effectiveness for Women**.



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Corporation au bénéfice du développement communautaire
Chaleur

One of the specific features of the CBDC Chaleur is **Focus Innovation**, an initiative created in 2013 as a result of a professional association in the Chaleur region to encourage high school students (École secondaire Népisiguit and Bathurst High School) to pursue their post-secondary education at NBCC Bathurst in the field of information technology. The primary goal of this group is to introduce them to a coop program and take part in an internship in the field

of information technology through NBCC Bathurst.

A partnership was established between the CBDC Chaleur and NBCC Bathurst to facilitate contacts between entrepreneurs in the IT field of the Chaleur region and the students of Focus Innovation. The CBDC Chaleur also completed rebranding work to more efficiently promote the initiative among young adults.

Investments in the region

Requests processes

Applications received	97
Applications approved	82
Amounts invested	\$3,618,515

Number of business counselling sessions

Number of clients	133
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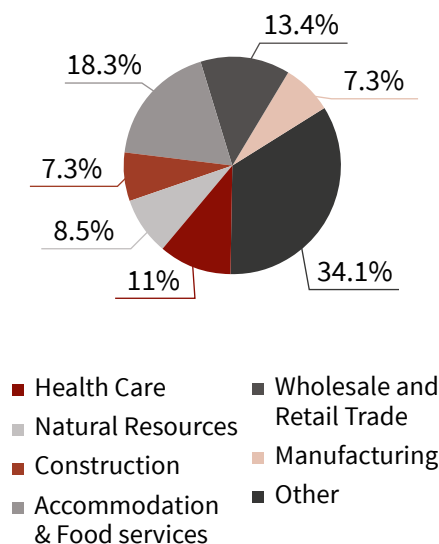
Impact on businesses

New businesses	28
Existing businesses	49
Total	77

Impact on employment

Jobs created	88
Jobs maintained	288
Total	376

Loans by Sector (applications approved)



Training sessions

Number of sessions	14
Amounts granted	\$15,307

Self-Employment Benefit

Applications approved	25
Value of assistance	\$375,250

Consulting Advisory Services

Number of clients	7
Amounts granted	\$36,683





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Charlotte/Kings

This region located at the mouth of the bay of Fundy includes Kings County and the rural part of Saint John. The CBDC has an office in St. Stephen and a satellite office located in Hampton. The CBDC Charlotte/Kings has been coordinating several projects such as the **New Brunswick Seafood Incoming Buyers Mission** (every year in June), bringing together seafood companies, international buyers, and government

partners, in order to promote export growth across the province. Other projects from CBDC Charlotte/Kings include a **Strategic Export Marketing Program, Food Innovation in New Brunswick** and the **North/South Container Trade Lane Development and Strategy** project.

Investments in the region

Requests processes

Applications received	49
Applications approved	45
Amounts invested	\$2,516,633

Number of business counselling sessions

Number of clients	75
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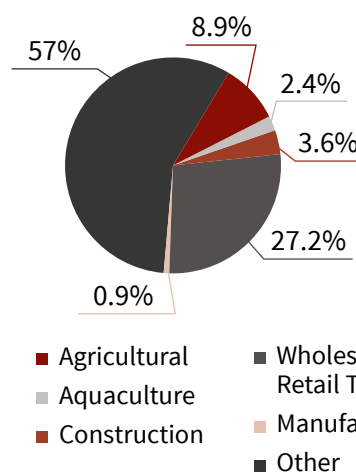
Impact on businesses

New businesses	23
Existing businesses	16
Total	39

Impact on employment

Jobs created	90
Jobs maintained	106
Total	196

Loans by Sector



Training sessions

Number of sessions	10
Amounts granted	\$13,062

Self-Employment Benefit

Applications approved	42
Value of assistance	\$787,258





credit: Denise Daigle



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Kent

CBDC Kent offers a **Business Development Seminar** to individuals who consider starting their own business. Topics covered include financing, marketing, cash flow and accounting. In 2016-2017, the agency offered 12 seminars. A total of 28 individuals benefited from this program.

Furthermore, the agency offers a new program, namely **Lean Processing**. This program, funded mainly by ACOA, allows lobster processors to improve their efficiency and productivity.

Investments in the region

Requests processes

Applications received	86
Applications approved	69
Amounts invested	\$3,237,815

Number of business counselling sessions

Number of clients	286
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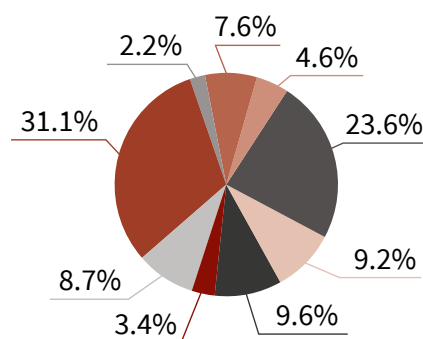
Impact on businesses

New businesses	22
Existing businesses	37
Total	59

Impact on employment

Jobs created	83
Jobs maintained	216
Total	299

Loans by Sector



■ Agricultural	■ Transportation and Storage
■ Aquaculture	■ Wholesale and Retail Trade
■ Fish Harvesting	■ Manufacturing
■ Restoration	■ Other
■ Construction	

Training sessions

Number of sessions	25
Amounts granted	\$27,663

Self-Employment Benefit

Applications approved	41
Value of assistance	\$717,500

Consulting Advisory Services

Number of clients	4
Amounts granted	\$24,333





credit: Donald R Dufour



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Madawaska

The CBDC employees, led by Micheline Lavoie, are building strong relationships with their clients and the business community of Madawaska. Thanks to the openness and the expertise of each one, the CBDC team is proactive in assessing the needs of clients and is able to implement or develop specific actions to respond to clients' realities and to developers of the territory served. The unique and specialized service makes it possible to offer the community much more

than just financing. At CBDC Madawaska, the client and his business project are a priority. In addition, new office environments were created to better serve and respond to customer demand through additional services. As a result, the CBDC Madawaska will welcome new expertise during this new year of operation. The team is proud to contribute to the economic development of the Madawaska region.

Investments in the region

Requests processes

Applications received	70
Applications approved	53
Amounts invested	\$1,003,990

Number of business counselling sessions

Number of clients	241
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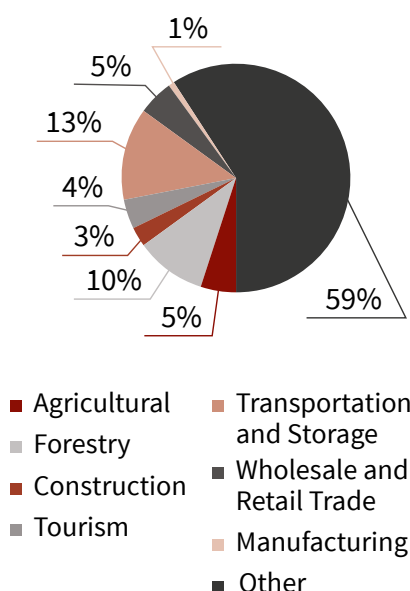
Impact on businesses

New businesses	22
Existing businesses	22
Total	44

Impact on employment

Jobs created	73
Jobs maintained	1
Total	74

Loans by Sector



Training sessions

Number of sessions	55
Number of participants	117
Amounts granted	\$123,210

Self-Employment Benefit

Applications approved	24
Value of assistance	\$458,588

Consulting Advisory Services

Number of clients	2
Amounts granted	\$18,433





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Northumberland

The CBDC Northumberland functions according to its purpose within the boundaries of Northumberland County, with the exception of the Parish of Rogersville,

but including that portion of York County that is included in the provincial electoral constituency of Southwest Miramichi-Bay du Vin.

Investments in the region

Requests processes

Applications received	44
Applications approved	24
Amounts invested	\$1,521,000

Number of business counselling sessions

Number of clients	50
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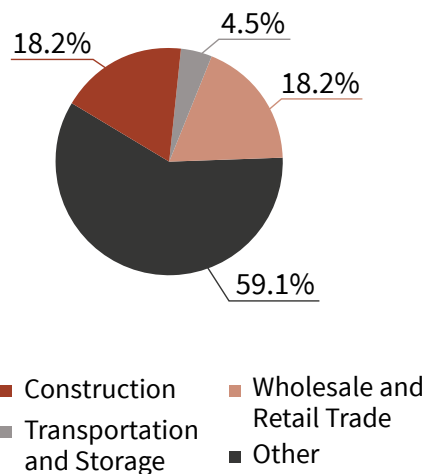
Impact on businesses

New businesses	17
Existing businesses	5
Total	22

Impact on employment

Jobs created	51
Jobs maintained	16
Total	67

Loans by Sector



Training sessions

Number of sessions	4
Amounts granted	\$4,818

Self-Employment Benefit

Applications approved	27
Value of assistance	\$472,500

Consulting Advisory Services

Number of clients	2
Amounts granted	\$12,620





credit: region of Tracadie



Community Business Development Corporation
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Péninsule acadienne

In addition to the Loan programs, CBDC Péninsule acadienne support the “**Réseau des jeunes en affaires de la Péninsule acadienne**” (RJAPA). It allows a schedule of activities that aims to introduce companies belonging to young entrepreneurs of the Péninsule acadienne and to involve them in activities where they can exchange among themselves on their challenges and on various topics of interest. The activities are open to the whole population. Created by

the CBDC Péninsule acadienne in partnership with the Chambers of Commerce of the region, RJAPA has been organizing activities since 2005 such as an annual golf tournament, a Young Entrepreneur Award banquet, happy hours, and luncheons. Since its inception, the RJAPA has conducted 106 activities in the Péninsule acadienne, attended by 4,689 people, and from which 912 were young entrepreneurs.

Investments in the region

Requests processes

Applications received	73
Applications approved	62
Amounts invested	\$4,161,250

Number of business counselling sessions

Number of clients	155
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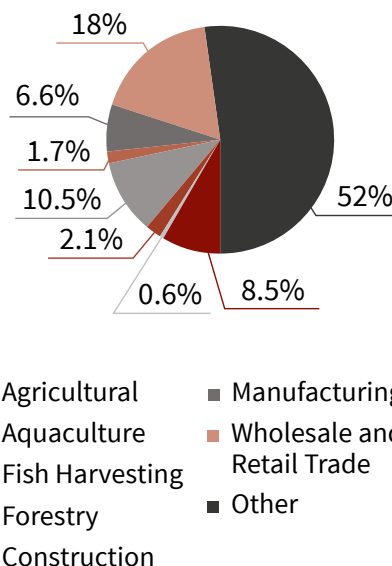
Impact on businesses

New businesses	35
Existing businesses	21
Total	56

Impact on employment

Jobs created	83
Jobs maintained	104
Total	187

Loans by Sector



Training sessions

Number of sessions	16
Amounts granted	\$11,340

Self-Employment Benefit

Applications approved	26
Value of assistance	\$1,200,460

Consulting Advisory Services

Number of clients	5
Amounts granted	\$32,433





credit: Brian Atkinson



Community Business Development Corporation
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Restigouche

Located in a region known for its strong bilingualism, the CBDC Restigouche is very active in its community and takes part in three national projects: (1) **Digital Essential Skills in Rural Small Business**; (2) **Hire for Talent – Building an Inclusive Canadian Workforce**; and (3) **Literacy, essential skills and business performance of enterprises**. Furthermore, the CBDC provides job search techniques through **Options Centre**, a **Private Career Counselling service**, as well as a **new pre-employability project**.

It also offers placement programs: (1) **Career Focus High-Demand Occupations – Atlantic Canada**, (2) **Skills Link – I'm Working in my Region in Restigouche**, and (3) **Career Focus High-Demand Occupations – New Brunswick**. Finally, the CBDC is developing a project to improve access to financing for women entrepreneurs.

Investments in the region

Requests processes

Applications received	107
Applications approved	95
Amounts invested	\$4,534,452

Number of business counselling sessions

Number of clients	44
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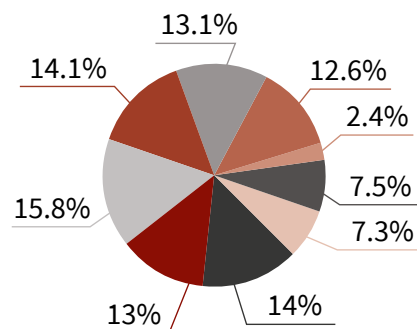
Impact on businesses

New businesses	27
Existing businesses	128
Total	155

Impact on employment

Jobs created	62
Jobs maintained	344
Total	406

Loans by Sector



- Agricultural
- Accommodation/Food services
- Professional/Technical services
- Forestry
- Construction
- Tourism
- Transportation and Storage
- Wholesale and Retail Trade
- Other

Training sessions

Number of sessions	15
Amounts granted	\$21,889

Self-Employment Benefit

Applications approved	28
Value of assistance	\$582,400





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Southwest

CBDC Southwest works closely with all economic development partners in our region. Our primary role is to assist in the development of rural businesses and their entrepreneurs, as well as assisting them to

seize opportunities that will improve their businesses. Additionally we also partner with other financial institutions including chartered banks, credit unions and other secondary lending partners.

Investments in the region

Requests processes

Applications received	36
Applications approved	29
Amounts invested	\$3,124,709

Number of business counselling sessions

Number of clients	69
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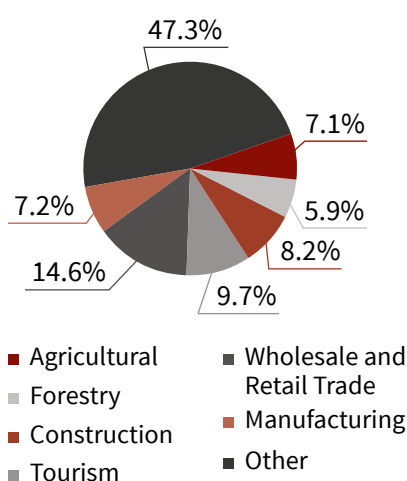
Impact on businesses

New businesses	9
Existing businesses	20
Total	29

Impact on employment

Jobs created	25
Jobs maintained	169
Total	194

Loans by Sector



Training sessions

Number of sessions	93
Amounts granted	\$20,242

Self-Employment Benefit

Applications approved	47
Value of assistance	\$868,511

Consulting Advisory Services

Number of clients	1
Amounts granted	\$9,300





VICTORIA MADAWASKA-SOUTH



Community Business Development Corporation
Corporation au bénéfice du développement communautaire
Victoria Madawaska-South

In addition to our main results shown below, we also deliver the **Youth Entrepreneur Development Initiative** that resulted in creating awareness to 133 youth by showing entrepreneurship as a career choice. Furthermore, we did the official launching of our Asset Map & Business Directory. The **Community Asset Mapping (CAM)** is a process where participants make a map (inventory) of resources, skills and talents of individuals, associations, organizations and agencies with the aim of learning about their community. By discovering and assembling the links between the

different parts of the community, the knowledge is used to revitalize relationships and mutual support, rebuild communities and neighborhoods, and rediscover collective power. The process of CAM provides a critical element of community development, which is the engagement of people in the shaping of their community. People can collectively strategize about how to build on the assets in order to sustain and enhance them for future generations to enjoy.

Please go search our social media for:
#CommunityAssetMapping

Investments in the region

Requests processes

Applications received	69
Applications approved	49
Amounts invested	\$2,280,490

Number of business counselling sessions

Number of clients	70
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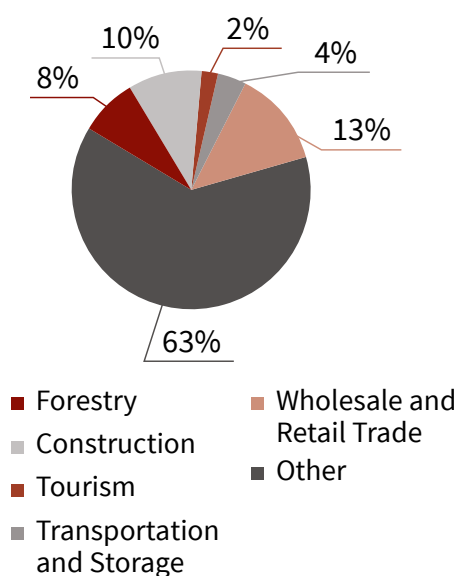
Impact on businesses

New businesses	16
Existing businesses	31
Total	47

Impact on employment

Jobs created	66
Jobs maintained	50
Total	116

Loans by Sector



Training sessions

Number of sessions	24
Amounts granted	\$33,599

Self-Employment Benefit

Applications approved	16
Value of assistance	\$323,682

Consulting Advisory Services

Number of clients	2
Amounts granted	\$9,475



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Westmorland Alberta

CBDC Westmorland Alberta 30th Anniversary

Over the past 30 years, the CBDC has been dedicated to fostering the success of local entrepreneurs within the communities that we serve. Our history has seen many different changes within the economic development landscape but our CBDC has remained a constant

pillar, often having to adapt to the changing times in order to better serve our clients.

Our annual report outlines the programs we offer and the results of our assistance in developing the economy in our territory during the past 30 years.

Investments in the region

Requests processes

Applications received	71
Applications approved	48
Amounts invested	\$1,565,070

Number of business counselling sessions

Number of clients	340
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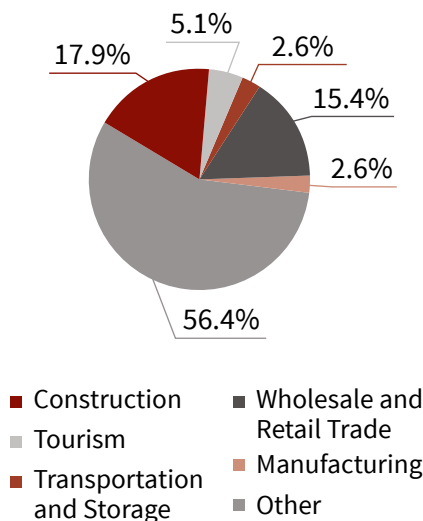
Impact on businesses

New businesses	23
Existing businesses	16
Total	39

Impact on employment

Jobs created	48
Jobs maintained	49
Total	97

Loans by Sector



Training sessions

Number of sessions	12
Amounts granted	\$11,864

Self-Employment Benefit

Applications approved	94
Value of assistance	\$1,504,000

Consulting Advisory Services

Number of clients	12
Amounts granted	\$60,000





A variety of products and services for the success of our entrepreneurs



*Community Business Development Corporation
Corporation au bénéfice du développement communautaire*

Business Management Skills Training

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

Consulting Advisory Services (CAS)

Assistance provided through an external counselling agent in various fields of expertise to improve business performance. The CBDC can finance the service up to a maximum of 75%.

Business Counselling

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

Self-Employment Benefit (SEB)

Allows participants to continue to receive their Employment Insurance Benefits while they are getting their business up and running. Also offers a weekly allowance for the business start-up if the person has received Employment Insurance Benefits over the past few years (according to the existing policy).

General Business Loan

Business is booming and you need funding for an expansion of your existing premises or have to construct a new building. Perhaps it's time to purchase new equipment and additional materials in order to fulfill increased customer demand for your product. This more flexible loan can even facilitate the acquisition of an existing business.

First-Time Entrepreneur Loan

Offers counselling services for individuals who wish to become a self-sufficient and profitable business owner.

Do you currently reside in a rural area and have recently made the decision to take the plunge into becoming a business owner? If your answer is a resounding yes, this is the perfect loan to put your plans into action!

Youth Loan

Provides start-up capital for youth between the ages of 18 to 34 who experience difficulty obtaining necessary financing.

Social Enterprise Loan

Tailored to social enterprises operating in rural communities where people are able to live, work and enjoy social activities in their region.

Innovation Loan

Helps promote the development of the knowledge-based economy and aids in the adoption or commercialization of new technologies. You have an idea for a new product or service, or an idea to modify an existing product or service? Contact your CBDC!

Contact Us

For more information on the programs offered by your CBDC, contact us or visit the following link:

 **1 888 303-CBDC (2232)**

 **www.cbdc.ca**

 **Atlantic Association of CBDCs / NB CBDC**

 **CBDCAtlantic / NB CBDC**