



2018/19

ANNUAL REVIEW

COMMUNITY BUSINESS DEVELOPMENT CORPORATIONS



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CBDCS ARE MEMBERS OF THE COMMUNITY
FUTURES NETWORK OF CANADA

community futures
NETWORK OF CANADA



réseau de développement
DES COLLECTIVITÉS DU CANADA

CHAIRPERSON'S MESSAGE



This has been a rewarding year for CBDCs and small businesses in Newfoundland and Labrador. CBDCs have been actively working to help people start and expand businesses and have accomplished this by offering small business loans, training programs, and advisory services to entrepreneurs in rural communities.

The fifteen CBDCs assisted 362 businesses, of which 120 were new start-ups. Over the last five years, with the assistance of funds provided by a CBDC, there have been 599 new businesses created. This demonstrates positive entrepreneurial resilience for the growth and support of our communities. When CBDCs support small businesses, these small businesses grow the local economy, diversify our communities and create jobs. During the 2018-19 year, the CBDC assisted businesses created and maintained more than 1000 jobs.

All of this development stems from lending the small businesses \$21.4 million. The Boards of Directors of the fifteen CBDCs are comprised of more than 100 community leaders, all of whom are passionate about supporting the economic diversification of our province and are skilled in assessing business opportunities.

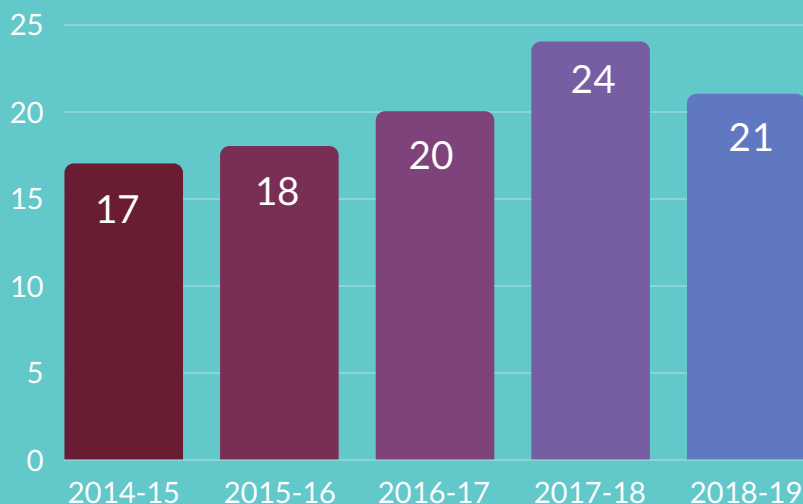
As Chairperson of the NL Association of CBDCs, I would like to acknowledge the Board Members and staff of the 15 CBDCs for their continued commitment this past year. I would also like to thank the Atlantic Canada Opportunities Agency for their ongoing support. Lastly, I want to say congratulations to all of the entrepreneurs of the province, as their small businesses continue to make a big impact.

Thank you,

Aiden Wadman
Chairperson

INVESTMENT ACTIVITY

CBDCS CONTRIBUTION TO RURAL COMMUNITIES



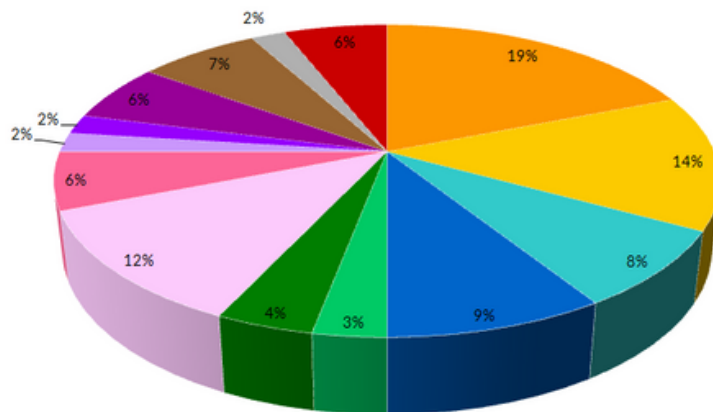
DISBURSEMENTS

On March 31, 2019 the net value of the CBDC portfolio was \$108.8 million.

CBDCs disbursed \$21,442,580 to small and medium size businesses and community enterprises.

LENDING BY SECTOR

- Fishery & Fish Harvesting
- Retail/Wholesale
- Manufacturing
- Tourism
- Transportation
- Forestry
- Service
- Construction
- Arts, Entertainment, & Social Enterprise
- Agriculture, Hunting, & Mining
- Professional and Technical Services
- Accommodations & Food Services
- Health & Social Assistance
- Other



SITUATION AT END OF YEAR

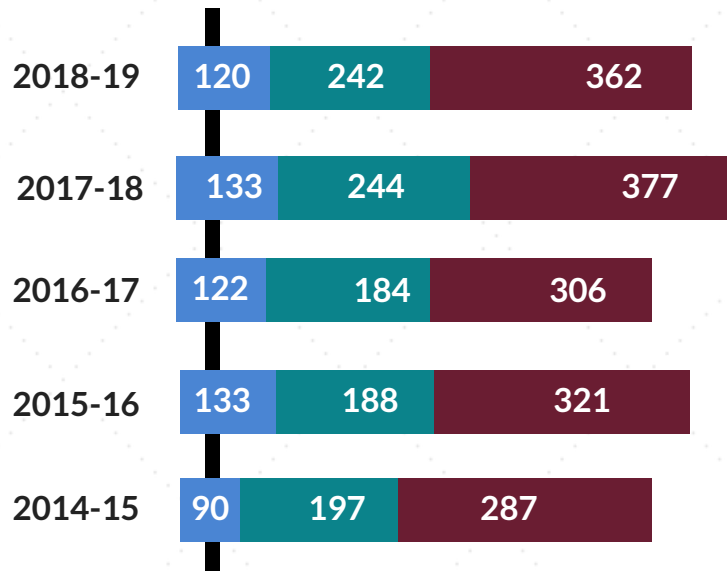
\$5,369,758 <small>VALUE OF LOANS APPROVED BUT NOT DISBURSED</small>	1,557 <small>TOTAL NUMBER OF INVESTMENTS MANAGED</small>	\$8,408,631 <small>ALLOWANCE FOR DOUBTFUL ACCOUNTS</small>	5.55% <small>GROSS RETURN ON INVESTMENT</small>
\$108,758,705 <small>NET VALUE OF FUND</small>	\$89,909,226 <small>TOTAL INVESTMENTS OUTSTANDING</small>	\$25,774,323 <small>NET FUNDS AVAILABLE</small>	

BUSINESSES ASSISTED

START-UPS

EXISTING

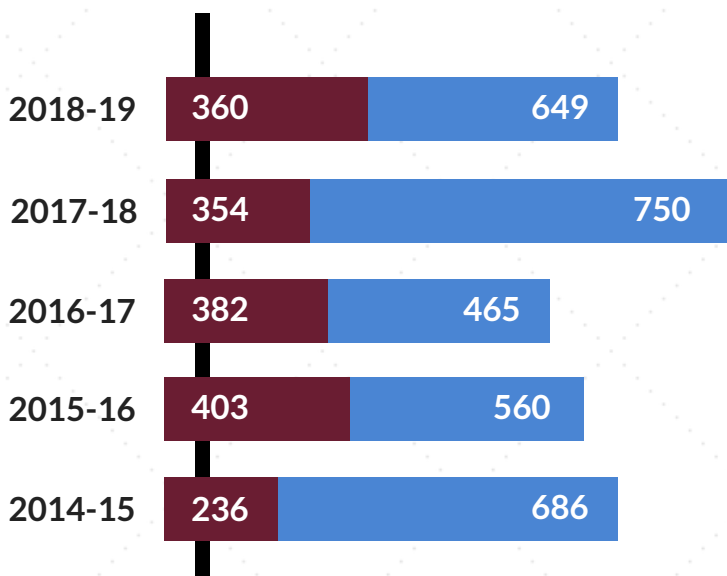
TOTAL BUSINESSES ASSISTED



CBDC clients leveraged \$10,687,460 in response to their approved application's

Amount leveraged per dollar invested by CBDC was \$0.51

1646 CBDC clients received business counselling in the past fiscal year



JOBS CREATED & MAINTAINED

JOBS CREATED
JOBS MAINTAINED

CONSULTING ADVISORY SERVICES

140

PROJECTS COMPLETED

\$857,281

DISBURSED IN ELIGIBLE PROFESSIONAL FEES

CATEGORIES SUPPORTED

BUSINESS PLANS
COMPETITIVE ANALYSIS
DIAGNOSTIC ASSESSMENTS
TRADE/EXPORT READINESS
STRATEGIC PLANNING
ACCESS TO CAPITAL PLAN

CBDCs have been working with businesses, community enterprises, and municipalities to help grow and sustain ventures and projects via expert consulting advice. New and existing clients can access technical and financial assistance by engaging consultants to assist them with business opportunities and challenges.

SELF-EMPLOYMENT ASSISTANCE PROGRAM (SEA)

CBDCs work in partnership with the provincial Department of Advanced Education, Skills, and Labour to deliver SEA. All SEA applicants received business counselling from CBDC.

168

APPROVED SEA CLIENTS

46

LOANS PROVIDED

KICK\$TART & DRIVE

In partnership with the provincial Department of Tourism, Culture, Industry, and Innovation, CBDCs deliver a program that focuses on youth who lack the capacity to generate the revenue needed for a business venture. By nature, it is a very risk-oriented program focusing on an innovative entrepreneur with an innovative idea.

Kick\$Start

Drive

178

NUMBER OF APPLICATIONS FOR KICK\$TART & DRIVE

123

NUMBER APPROVED FOR KICK\$TART

37

NUMBER APPROVED FOR DRIVE

\$363,924

FUNDS DISBURSED

\$230,000

REMAINING IN THE FUND

182

BUSINESSES STARTED

273

PARTICIPANTS

88

COUNSELLING SESSIONS

92

COUNSELLING HOURS



YOUTH VENTURES

The 2018 delivery of Youth Ventures during the summer was exciting. Twenty-five coordinators worked with participants throughout the summer to start-up pet services, web based services, baking shops, farms, and craft development, just to name a few.

AVALON WEST

For a detailed copy of CBDC Avalon West's audited financial statements, please call 709-227-2147.

CBDC Avalon West promotes small business development within the 42 communities that comprise the Cape Shore, Isthmus, St. Mary's Bay North and Placentia regions of the Province. The Corporation has eight dedicated volunteer directors who meet on a monthly basis. To ensure geographical equity, each of the four sub-regions is represented by two directors each.

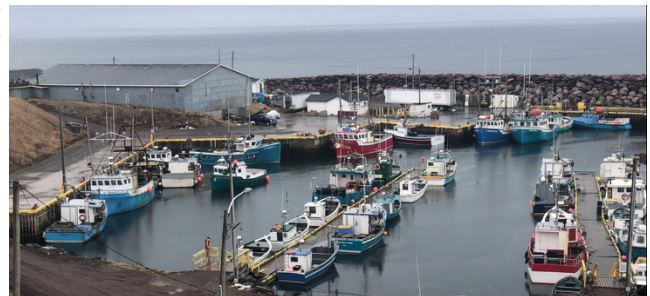
The region is extensively rural in nature and historically has been heavily reliant upon the fishing industry. The industrial developments ongoing at Long Harbour and Argientia have resulted in direct employment for residents in the construction, mining and oil and gas sectors. Spin-off effects from these developments are being felt in the accommodations, service and retail sectors.

CBDC Avalon West continues to build on its relationships with its partners within the economic development and business financing sectors in order to grow and enhance the local business community. The opportunities for local businesses are great and CBDC Avalon West is well positioned to provide assistance.

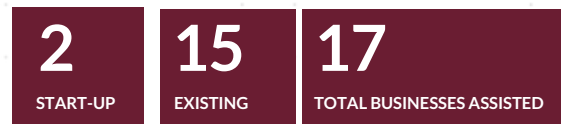
ENTREPRENEURIAL TRAINING FUND: CBDC Avalon West delivered 3 training sessions to 74 clients on the topics of Respect in the Workplace, Marijuana in the Workplace, and Financial Management.

VALUE OF TRAINING CONTRIBUTIONS: \$3,920

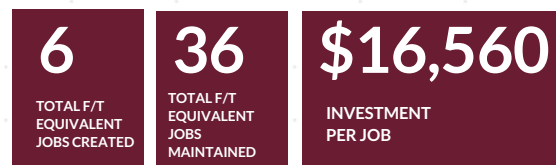
INVESTMENT ACTIVITY



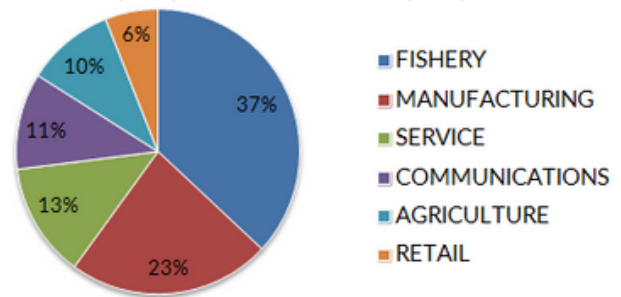
BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS IMPACTED



LENDING BY SECTOR



71 CLIENTS PROVIDED BUSINESS COUNSELLING
9 SEA APPROVED
\$2,831,906 TOTAL INVESTMENTS OUTSTANDING

BURIN PENINSULA

For a detailed copy of CBDC Burin Peninsula's audited financial statements, please visit www.cbdc.ca.

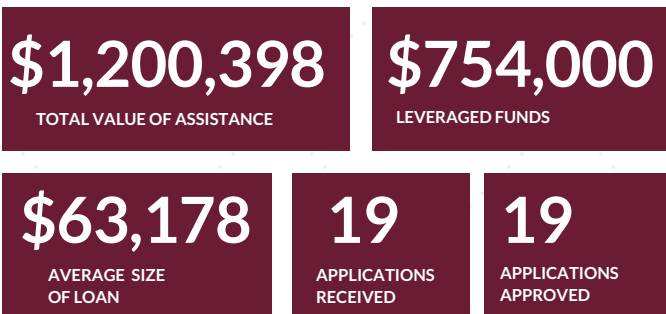
CBDC Burin Peninsula was established in 1991, and represents some 33 small towns and communities on the Burin Peninsula, with a combined population of approximately 23,000 people. Governed by a volunteer board of directors, the mandate of the CBDC is to create jobs through small business development.

The local Burin Peninsula economy is still driven to a large degree by the fishery with processing facilities in St. Lawrence, Fortune and Grand Bank. Local harvesters participate in a wide range of fisheries including cod, crab, whelk, clams, lobster, sea cucumber and scallop. An inflatable air shelters manufacturing plant in Grand Bank creates significant employment opportunities in the local area with products being shipped all over the world. The region in close proximity to the French Islands of St. Pierre and Miquelon attracts approximately 15,000 people annually who access the French Islands through the Burin Peninsula. The newly opened fluorspar mining operation in St. Lawrence and the start of construction of a new state of the art salmon hatchery in Marystown is a boost to the local economy expecting to generate significant economic benefits for years to come. Work continues at the Cow Head Offshore Fabrication Facility in Marystown while negotiations are ongoing with regard to the sale of the Marystown Shipyard facility, that would turn the region into an aquaculture hub for the province. In addition, plans are well underway for the development of a medical cannabis grow out operation in the region.

The CBDC small business financing programs and services are a good fit for small business operations throughout the region, and the Corporation has already seen the benefits from the economic upturn in the region through increased lending activity associated with spin off opportunities from bigger business projects.

ENTREPRENEURIAL TRAINING FUND: CBDC Burin Peninsula delivered 1 training session to 1 client on bookkeeping.
VALUE OF TRAINING CONTRIBUTIONS: \$450

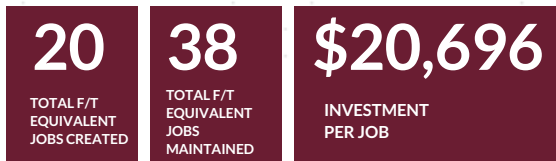
INVESTMENT ACTIVITY



BUSINESSES ASSISTED (BASED ON DISBURSED)

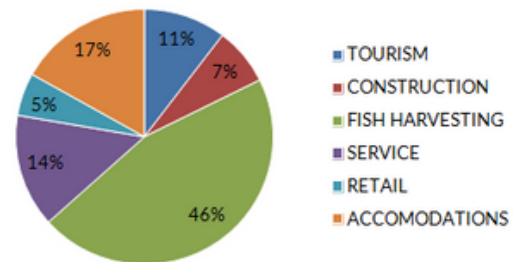


JOBS IMPACTED



61 CLIENTS PROVIDED BUSINESS COUNSELLING
4 SEA APPROVED
\$2,968,490 TOTAL INVESTMENTS OUTSTANDING

LENDING BY SECTOR



INVESTMENT ACTIVITY CDF

\$668,309 TOTAL VALUE OF ASSISTANCE
2 APPLICATIONS RECEIVED
2 APPLICATIONS APPROVED
\$334,154 AVERAGE SIZE OF LOAN
2 BUSINESSES ASSISTED
2 TOTAL F/T EQUIVALENT JOBS CREATED
49 TOTAL F/T EQUIVALENT JOBS MAINTAINED
\$13,104 INVESTMENT PER JOB

CABOT

For a detailed copy of CBDC Cabot's audited financial statements, please call 709-834-1000.

Cabot Community Business Development Corporation (CCBDC) is one of fifteen organizations established to service specific rural communities throughout Newfoundland and Labrador.

Our Board services all communities located in the Northeast Avalon region between Marysvalle in the west and Logy Bay in the east, and includes Bell Island. Of the CBDCs across NL, CBDC Cabot is the smallest geographically but is the greatest in terms of population density, with approximately 76,000 residents across the 17 communities served. We provide support to clients and the community at large through various loan products and programs including the Self-Employment Assistance Program.

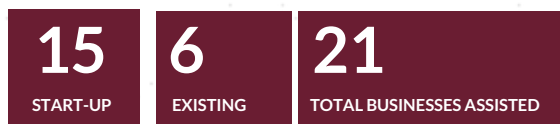
A major focus of Cabot CBDC in 2018 was the enhancement of accountability to stakeholders including clients, government and the community at large. This was largely accomplished through the holding of a public annual general meeting to present a financial and operating report covering the latest fiscal year. CBDC Cabot actively partnered with other community-minded agencies in improving program outreach and furthering various economic development related initiatives.

ENTREPRENEURIAL TRAINING FUND: CBDC Cabot delivered 12 training sessions to 56 clients on the topics of Financial Management, Bookkeeping, Marketing, Social Media, and Website Management. VALUE OF TRAINING CONTRIBUTIONS: \$14,234

INVESTMENT ACTIVITY



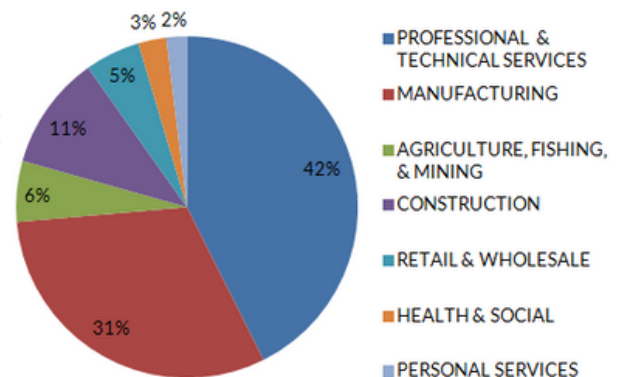
BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS IMPACTED



LENDING BY SECTOR



299 CLIENTS PROVIDED BUSINESS COUNSELLING
25 SEA APPROVED
7 SEA RECEIVED CBDC FINANCING
\$7,026,840 TOTAL INVESTMENTS OUTSTANDING

CELTIC

For a detailed copy of CBDC Celtic's audited financial statements, please call 709-432-2662.

CBDC Celtic is located in Ferryland and has been providing business support since 1991 to the communities of Petty Harbour/Maddox Cove to Mall Bay, St. Mary's. This region has a rich cultural heritage and a growing tourism industry with significant anchor tourist attractions. The 32 communities served stretch out over 205 kilometers with a population of 13,698. The region encompasses a rural and growing urban area. We have a variety of industries that include the fishery, tourism, manufacturing, and retail/wholesale. CBDC Celtic has supported businesses in all these sectors as well as construction, agriculture and social enterprise.

Since inception, CBDC Celtic has disbursed over \$14.6 M to businesses in our region. As of March 31, 2019, loans outstanding totaled: \$5,744,313.59. In addition to lending, advice and support to businesses, we also provide training opportunities, administer the Self-Employment Assistance Program, Consultant Advisory Services and the Youth Ventures Program.

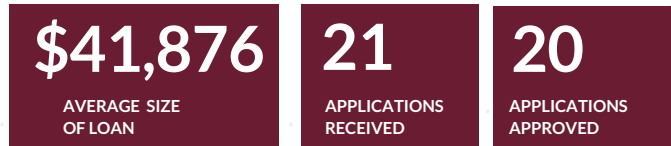
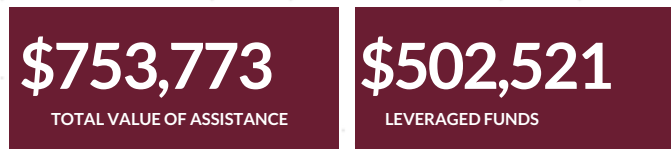
CBDC Celtic is governed by a volunteer board of directors and clients are served by professional staff whom all reside in the geographical region. Annual general meetings are held in October and rotated in communities throughout the region.

ENTREPRENEURIAL TRAINING FUND: CBDC Celtic delivered 3 group training sessions plus 4 individual business client sessions to 53 clients on the topics of World Host, Financial, Accounting, Bookkeeping, Quickbooks Online, Marketing & Communications, Difficult Conversations, and Small Business Management.

VALUE OF TRAINING CONTRIBUTIONS: \$9,737.71



INVESTMENT ACTIVITY



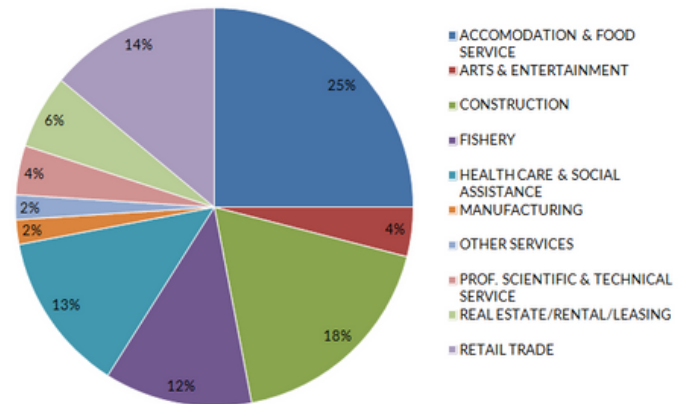
BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS IMPACTED



LENDING BY SECTOR



225 CLIENTS PROVIDED BUSINESS COUNSELLING
12 SEA APPROVED
5 SEA RECEIVED CBDC FINANCING
3 CAS APPROVED
\$13,429 CAS FUNDING APPROVED
\$5,744,314 TOTAL INVESTMENTS OUTSTANDING

CENTRAL

For a detailed copy of CBDC Central's audited financial statements, please visit 10 Pinsent Drive, Grand Falls-Windsor.

CBDC Central represents approximately 25 towns in and around Central Newfoundland's Exploits Valley. The region, with a population of 26,190, spans from Buchans in the west to Norris Arm in the East, north to Fortune Harbour and Leading Ticks, including the towns of Badger, Bishop's Falls, and Botwood.

The Corporation has been operating successfully for over 35 years, this can be attributed to being governed by a strong volunteer Board of Directors, and a resilient, diversified economy in the area. Developed in large part as a result of a paper making industry in the early 1900's, the region has expanded into a number of new and traditional industries and sectors including the health care economy, mining, fishing and aquaculture, retail, technology, agriculture, constructions, forestry, and tourism – with new projects on the horizon.

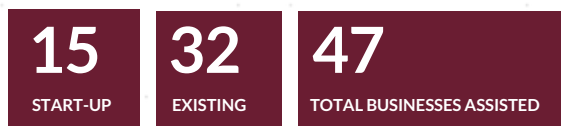
Most recently, the region has been working to develop its tourism product and offers such activities as river rafting the exploits river, iceberg tours, sea kayaking tours, groomed snowmobiling, world class salmon fishing, and now the development of Grand Falls House and Harmsworth property. This balanced approach and changing environment has allowed the Corporation to continually provide access to financing, business counselling, and training opportunities for small business and entrepreneurs.

ENTREPRENEURIAL TRAINING FUND: CBDC Central delivered 9 training sessions to 45 clients on the topics of Finance, Quickbooks, Instagram, Sales & Marketing, Financial Management and Taxation. VALUE OF TRAINING CONTRIBUTIONS: \$16,074

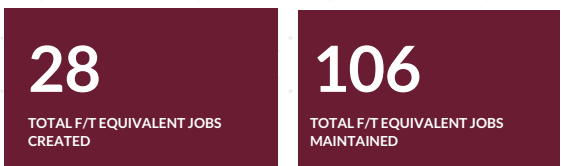
INVESTMENT ACTIVITY



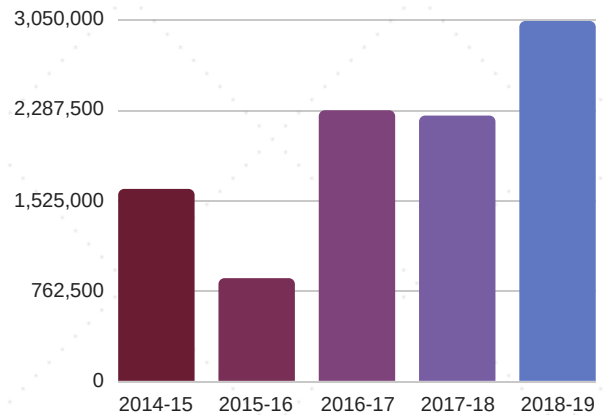
BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS IMPACTED



AMOUNTS FINANCED OVER 5 YEARS



27 CLIENTS RECEIVED BUSINESS COUNSELLING
17 SEA APPROVALS
5 SEA CLIENTS RECEIVED CBDC FINANCING
\$8,413,698 TOTAL INVESTMENTS OUTSTANDING

EASTERN INITIATIVES

For a detailed copy of CBDC Eastern Initiatives audited financial statements, please call 709-466-1170.

CBDC Eastern Initiatives is located in the town of Clarenville and is responsible for servicing a population of approximately 32,000 people residing in 94 communities. The area serviced includes the Bonavista Peninsula and all communities located between Arnold's Cove - Swift Current - Port Blandford. The Corporation operates under the control of a local volunteer Board of Directors comprised of seven members who are assisted by our professional staff. As of March 31, 2019, the Corporation had \$5,120,468 invested in the community through its core lending program.

CBDC Eastern Initiatives was established 27 years ago to deliver financial, advisory and technical services to new, existing and expanding businesses in our region. We offer a variety of loan products, business counselling and access to training. Additionally, we partner with the Department of Advanced Education, Skills and Labour to help new entrepreneurs access the Self-Employment Benefit Program.

The region we serve has a very diverse economic base. Clarenville acts as a service centre for the surrounding communities due to its strategic location. Come By Chance is the location of the only oil refinery in the Province. Arnold's Cove has a strong fishing industry and a state of the art ground fish processing facility. As well, the Bonavista Peninsula is one of the premier tourism destinations in the Province.

ENTREPRENEURIAL TRAINING FUND: CBDC Eastern Initiatives delivered 7 training sessions to 47 clients on the topics of Taxation, Accounting, and Providing Exceptional Customer Service.

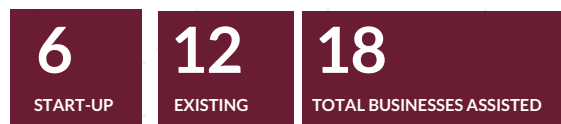
VALUE OF TRAINING CONTRIBUTIONS: \$11,845

INVESTMENT ACTIVITY



BUSINESSES ASSISTED

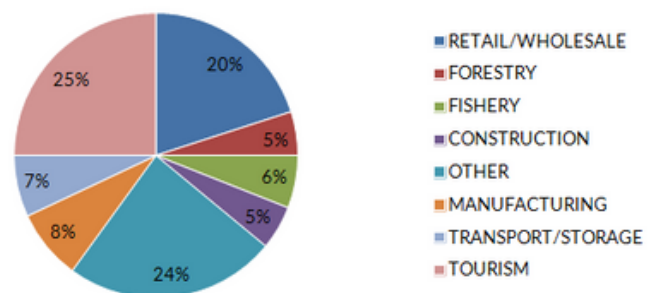
(BASED ON DISBURSED)



JOBS IMPACTED



LENDING BY SECTOR



186 CLIENTS PROVIDED BUSINESS COUNSELLING
5 CLIENTS APPROVED FOR SEA PROGRAM
\$5,120,468 TOTAL INVESTMENTS OUTSTANDING

EMERALD

For a detailed copy of CBDC Emerald's audited financial statements, please visit www.cbdc.ca or call 709-532-4690.

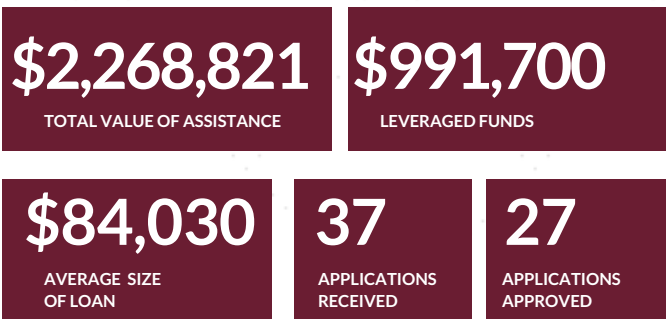
CBDC Emerald has a service area that covers two sub-regions; Baie Verte and Green Bay. This service area covers 40 communities with a population of approximately 13,240. Our head office is located in the town of Baie Verte with a satellite office in the town of Springdale.

This past fiscal year we have seen a growth in several industries; but the most significant increase has been in the tourism sector. This continues to be our leading industry over the past couple of years and we expect it to grow as the demand increases.

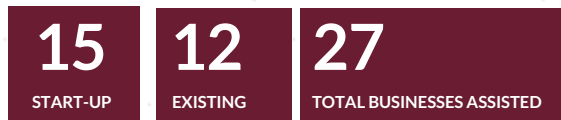
Our success is attributed to the hard work of our staff and a well engaged volunteer board of directors. CBDC Emerald has also established strong relationships with other partners and community stakeholders. CBDC Emerald is committed to the businesses and organizations in our region. We know that their success is our success!

ENTREPRENEURIAL TRAINING FUND: CBDC Emerald delivered 4 training sessions to 32 clients on the topics of Business Management, Priorities for Business Owners, Instagrowth, Finance and Sage Accounting. **VALUE OF TRAINING CONTRIBUTIONS:** \$7,475

INVESTMENT ACTIVITY



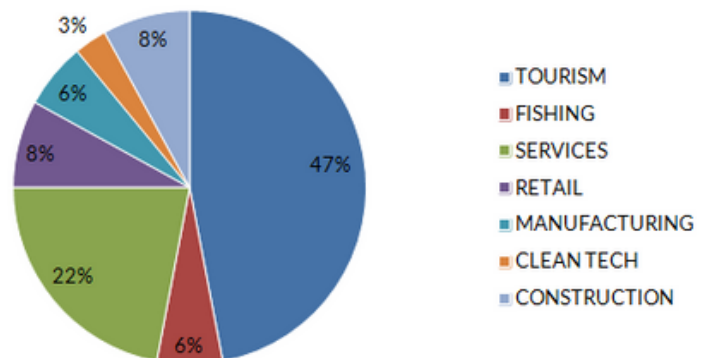
BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS IMPACTED



LENDING BY SECTOR



133 CLIENTS PROVIDED BUSINESS COUNSELLING
8 SEA APPROVED
8 SEA RECEIVED CBDC FINANCING
\$6,335,824 TOTAL INVESTMENTS OUTSTANDING

GANDER AREA

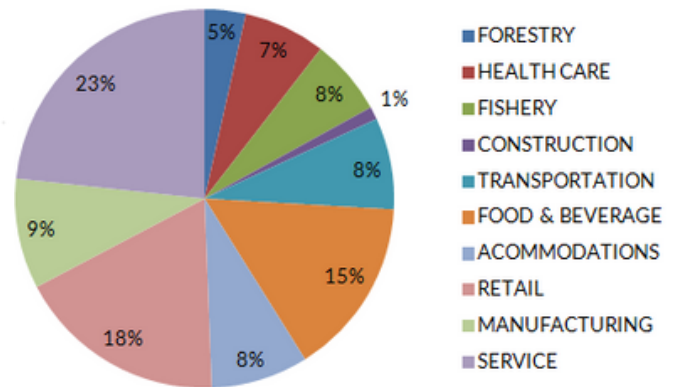
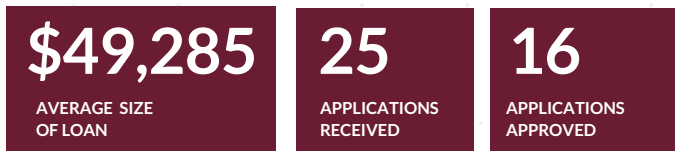
For a detailed copy of CBDC Gander Area's audited financial statements, please visit us at 51A Dickins Street, Gander.

CBDC Gander Area was established in 1984, and has become one of the busiest CBDC's in the province. The organization is based in Gander, a community of about 12,000 with the main economic industries being transportation, communications, public administration and defense. In addition, a large portion of Gander's economy is driven by the service industry. Some 100 surrounding communities, with a combined population of 50,000, rely on the businesses and services provided in Gander. CBDC Gander Area assists entrepreneurs throughout the area covering as far east as Charlottetown, in scenic Terra Nova National Park, to Laurenceton in the West and is governed by a Board of Directors. Overall, the organization has approximately 200 clients located throughout the region.

ENTREPRENEURIAL TRAINING FUND: CBDC Gander Area delivered 1 training session to 5 clients on the topic of Instagram Training.

VALUE OF TRAINING CONTRIBUTIONS: \$1,645

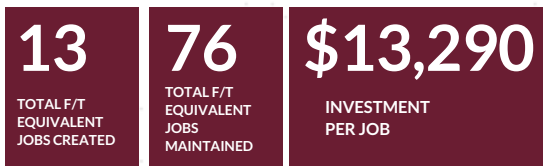
INVESTMENT ACTIVITY LENDING BY SECTOR



BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS IMPACTED



42 CLIENTS PROVIDED BUSINESS COUNSELLING
23 SEA APPROVED
1 SEA RECEIVED CBDC FINANCING
\$9,692,762 TOTAL INVESTMENTS OUTSTANDING

GATEWAY

For a detailed copy of CBDC Gateway's audited financial statements, please call 709-695-7406 or visit us at 52 Main Street, Channel-Port aux Basques.

CBDC Gateway's office is located in the busy seaport of Channel-Port aux Basques, which is the administrative, social and economic hub of the southwest coast of the island. Marine Atlantic Inc. is the community's largest employer and provides the area with a stable economic base. Our coverage area encompasses 18 communities from North Branch to LaPoile. With its strategic marine location, well-developed harbour infrastructure, long and colourful history, and trained workforce, Channel-Port aux Basques is well positioned for growth in the marine, transportation, manufacturing and tourism sectors.

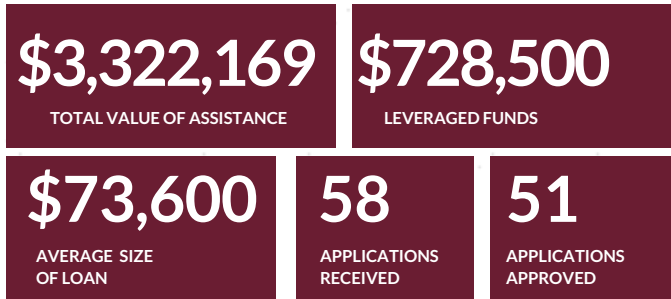
While CBDC Gateway provides a collection of lending, counselling and training products, our staff prides itself on meeting and serving the requests of our clients. Our interest rates are competitive with other lending institutions and our repayment terms are flexible. Staff is eager to meet with clients, aid in determining financial and training requirements and offer support and counselling in a timely manner. Clients of CBDC Gateway can be assured of service suited to their specific needs.

CBDC Gateway is governed by an engaged volunteer Board of Directors that is committed to the principles of transparency, accountability and confidentiality.

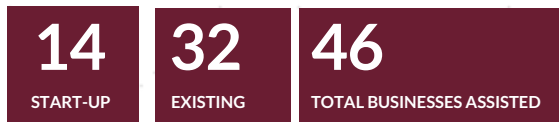
ENTREPRENEURIAL TRAINING FUND: CBDC Gateway delivered 14 training sessions to 26 clients on the topics of Finance, Marketing, Management, Leadership, and Human Resources.

VALUE OF TRAINING CONTRIBUTIONS: \$11,245

INVESTMENT ACTIVITY



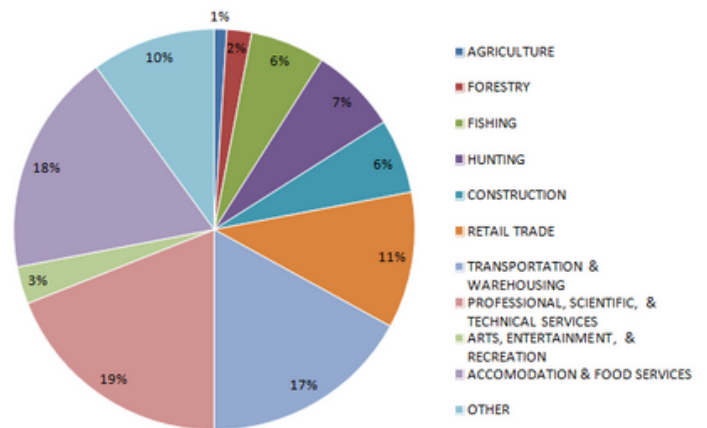
BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS IMPACTED



LENDING BY SECTOR



39 CLIENTS PROVIDED BUSINESS COUNSELLING
14 SEA APPROVED
13 SEA RECEIVED CBDC FINANCING
\$8,600,000 TOTAL INVESTMENTS OUTSTANDING

HUMBER

CBDC Humber has been operating in Economic Zones 7 & 8 of Western NL, for 35 years with an area population of approximately 43,000. Our office is located in the City of Corner Brook; it has a board of 7 Members and 3 full-time staff. Western Health is the major employer in the City of Corner Brook which also has a Paper Mill, 3 Post-Secondary Institutions and Government Services which provide for the majority of employment in the CBDCs Service Area. The Economy is diverse in the Fishery, Forestry, Agriculture, Retail and Services. The City is also linked to two major Air Ports in Deer Lake and Stephenville. It has a deep water port with year-round capabilities that can accommodate some of the largest Cruise Ships in the World.

ENTREPRENEURIAL TRAINING FUND: CBDC Humber delivered 3 training sessions to 3 clients on the topic of Bookkeeping.

VALUE OF TRAINING CONTRIBUTIONS: \$1,669

INVESTMENT ACTIVITY

\$794,409

TOTAL VALUE OF ASSISTANCE

\$1,300,699

LEVERAGED FUNDS

\$66,200

AVERAGE SIZE OF LOAN

12

APPLICATIONS RECEIVED

12

APPLICATIONS APPROVED



BUSINESSES ASSISTED (BASED ON DISBURSED)

1

START-UP

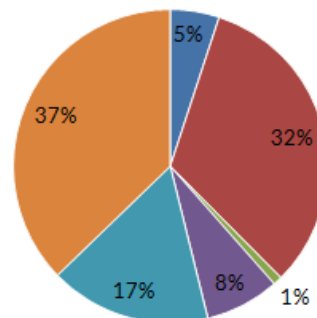
10

EXISTING

11

TOTAL BUSINESSES ASSISTED

LENDING BY SECTOR



- FORESTRY
- TOURISM
- MANUFACTURING
- SOCIAL ENTERPRISE
- RETAIL
- SERVICE

JOBS IMPACTED

28

TOTAL F/T EQUIVALENT JOBS CREATED

6

TOTAL F/T EQUIVALENT JOBS MAINTAINED

\$21,159

INVESTMENT PER JOB

116 CLIENTS PROVIDED BUSINESS COUNSELLING

132 BUSINESSES COUNSELLED

78 CLIENT SITE VISITS

7 CAS PROJECTS

\$28,797 PROJECT CONSULTANTS FEES

476 CLIENT MONITORING SESSIONS

3 SEA APPROVED

1 SEA RECEIVED CBDC FINANCING

\$3,832,266 TOTAL INVESTMENTS OUTSTANDING

LABRADOR

For a detailed copy of CBDC Labrador's audited financial statements, please call 709-896-5814.

CBDC Labrador has been providing lending, counselling, training and advisory services to small and medium enterprises in Labrador for over 30 years. We offer customized loan options tailored to the needs of local entrepreneurs along with access to a wide range of business support services.

CBDC Labrador has one office located at 12 Royal Street in Happy Valley-Goose Bay. We service the geographical region of Labrador. Labrador has a population of approximately 27,000 people in 30 communities spread across 290,000 square kilometres. The economic driver of our sub-regions can vary greatly, since we are surrounded by a wealth of natural resources. The major industries currently driving the regional economy include mining, construction, fishing and tourism. We are recruiting! If you are a community and business minded person with an interest in economic development, please contact our office to find out more about becoming a member of CBDC Labrador's Board of Directors.

Our dedicated Board members and team of professional staff are helping small businesses in Labrador continue to grow and prosper.

ENTREPRENEURIAL TRAINING FUND: CBDC Labrador delivered 3 training sessions to 16 clients on the topics of Bookkeeping, Finance Management, and Board Governance.

VALUE OF TRAINING CONTRIBUTIONS: \$6,252

INVESTMENT ACTIVITY



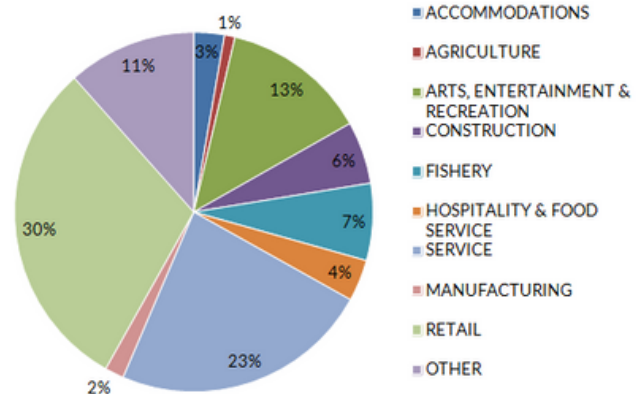
BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS IMPACTED



LENDING BY SECTOR



49 CLIENTS PROVIDED BUSINESS COUNSELLING
3 SEA APPROVED
\$4,126,868 TOTAL INVESTMENTS OUTSTANDING

LONG RANGE

For a detailed copy of CBDC Long Range's audited financial statements, please visit us at 35 Carolina Avenue, Stephenville.

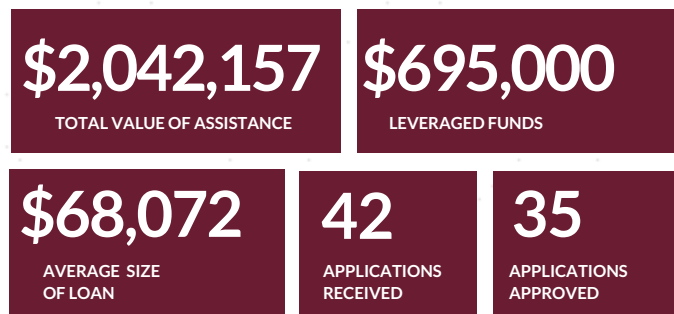
CBDC Long Range is located at 35 Carolina Avenue in Stephenville and is responsible for providing business support in South-Western Newfoundland. CBDC Long Range has been serving businesses in the region for 31 years. Geographically this scenic region includes the sub-regions of Stephenville, Port Au Port, Barachois, Bay St. George South and Penguin areas. This culturally diverse region includes a distinctive Francophone heritage on the Port Au Port Peninsula and a very strong Mi'kmaq population throughout the entire region.

CBDC Long Range offers a variety of loan product and services to the clients of our region. The loan products are CBDC Youth, CBDC First Time, CBDC General, CBDC Innovation and CBDC Social Loan. We also offer business counselling & skills training to our clients.

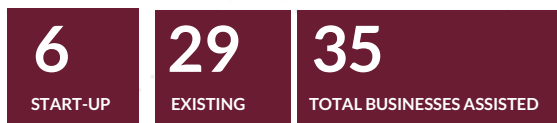
Under the direction of a seven-member volunteer board of directors representing our five sub-regions, CBDC Long Range is available to assist our clients. Recently, CBDC Long Range joined a collaborative partnership with the Town of Stephenville and the Bay St. George Chamber of Commerce; together we are working towards improving the economic development in our area.

ENTREPRENEURIAL TRAINING FUND: CBDC Long Range delivered 12 training sessions to 25 clients on the topics of Bookkeeping, Tax Tips, Marketing, and Business Management.
VALUE OF TRAINING CONTRIBUTIONS: \$14,128

INVESTMENT ACTIVITY



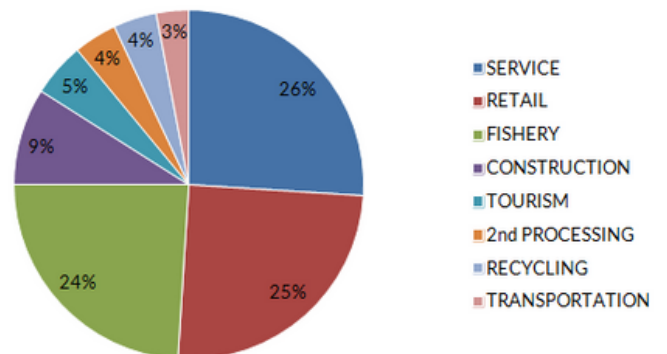
BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS IMPACTED



LENDING BY SECTOR



83 CLIENTS PROVIDED BUSINESS COUNSELLING
7 SEA APPROVED
\$8,619,036 TOTAL INVESTMENTS OUTSTANDING

NORTIP

For a detailed copy of CBDC Nortip's audited financial statements, please call 709-247-2232.

CBDC Nortip is located on the Great Northern Peninsula with its office located in Plum Point. The region is very rural with an economic dependence upon the harvesting of natural renewable resources. The fishery has seen significant decreases in Quotas which impact the hundreds of harvesters, plant workers and others that rely upon fishing to earn a living. Tourism continues to grow creating new opportunities for the region. Small scale manufacturing and technology-based businesses have opportunities to grow and expand. Enhancements at the Port of St. Anthony provide International shipping capabilities increasing export potential.

The region has a declining ageing population that is putting pressure on the labour market and the overall market for local businesses. School admissions are decreasing each year with fewer births and limited immigration. Fortunately, some former residents of the region have been returning to retire.

CBDC Nortip, under the direction of a seven-member volunteer board of directors, aims to help small businesses in the region and grow a more diversified economy. CBDC Nortip has the capacity to lead the region to enhance its skills through essential business skills training and provide enhanced technical assistance. The evolution of the economy to a more Global and information based is essential for the region to support its people.

ENTREPRENEURIAL TRAINING FUND: CBDC Nortip delivered 6 training sessions to 63 clients on the topics of Computerized Bookkeeping, Marketing, Social Media, & Business Opportunity Analysis.
VALUE OF TRAINING CONTRIBUTIONS: \$5,331

INVESTMENT ACTIVITY



BUSINESSES ASSISTED

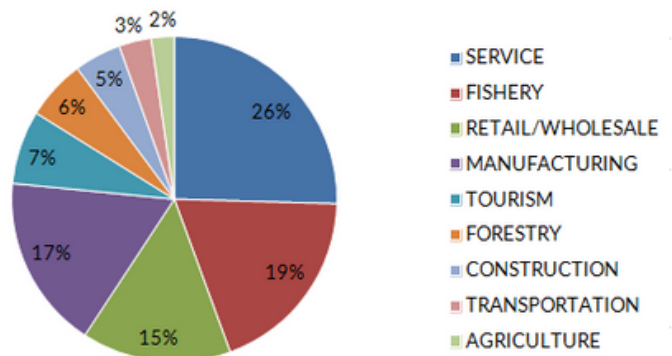
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JOBS IMPACTED



LENDING BY SECTOR



42 CLIENTS PROVIDED BUSINESS COUNSELLING
2 SEA APPROVED
1 SEA RECEIVED CBDC FINANCING
\$5,267,329 TOTAL INVESTMENTS OUTSTANDING

SOUTH COAST

For a detailed copy of CBDC South Coast's audited financial statements, please visit www.CBDCSouthCoast.ca.

The CBDC South Coast has been serving entrepreneurs and businesses since 1988 reaching the 30 year milestone during the past fiscal year. The area served is the Coast of Bays Region of the south coast of Newfoundland which includes the three sub regions of Bay d'Espoir, Connaigre Peninsula to Hermitage Bay, and the Fortune Bay North Shore.

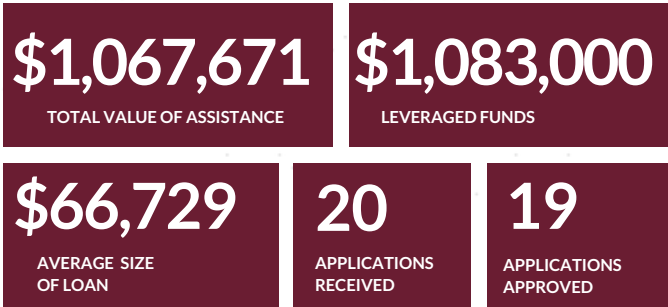
Sectors prevalent in the region include the fishery (in-shore), hydro generation, and aquaculture due to the significant water resources of the region. CBDC South Coast serves a rural area which contains twenty-two communities within three sub-regions a few hours from the Trans-Canada highway.

All entrepreneurs and businesses in all sectors from retail to service to manufacturing and all others are truly entrepreneurial having faced challenges and seized opportunities within the region over the years. CBDC South Coast has experience serving entrepreneurs and businesses with tailored business financing solutions and extensive business support services. The primary goal is to help entrepreneurs, businesses and social enterprises to do business.

ENTREPRENEURIAL TRAINING FUND: CBDC South Coast delivered 2 training sessions to 2 clients on the topics of Financial Management.

VALUE OF TRAINING CONTRIBUTIONS: \$1,657

INVESTMENT ACTIVITY



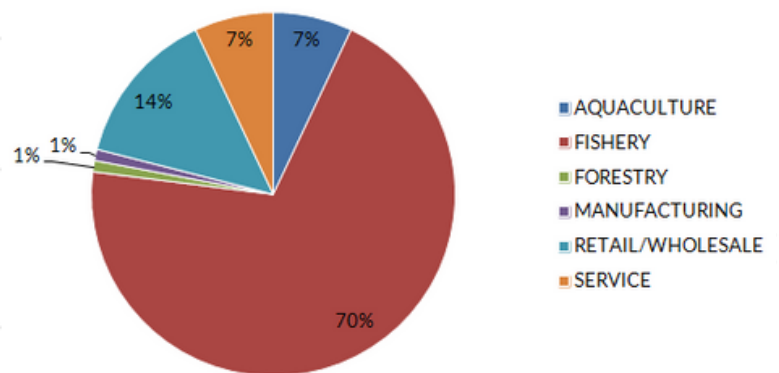
BUSINESSES ASSISTED (BASED ON DISBURSED)



JOBS IMPACTED



LENDING BY SECTOR



36 CLIENTS PROVIDED BUSINESS COUNSELLING
2 SEA APPROVED
\$3,199,078 TOTAL INVESTMENTS OUTSTANDING

TRINITY CONCEPTION

For a detailed copy of CBDC Trinity Conception's audited financial statements, please visit www.cbdc.ca.

The mandate of CBDC Trinity Conception is to provide entrepreneurs with business supports for start-ups, expansion and modernization; as well assist with market research, business plan preparation, financing and training. We support community-based projects and special initiatives to help develop economic growth throughout our region. The Trinity Conception region covers 72 communities with a population of 43,012 from Georgetown to Bay de Verde and Bay de Verde to Markland, otherwise known as the Baccalieu Trail.

CBDC Trinity Conception has been in operation since 1989. We are governed by a volunteer Board of Directors from various communities throughout the region. We employ professional and friendly staff who pride themselves on excellent client supports and guidance throughout the development/expansion of businesses.

April 2018, we launched the Future of the Economy Report for our region. Research was compiled by The Harris Centre's Regional Analytics Laboratory (RANLab), MUN. The report indicated key drivers and opportunities specific to our region. It identified the significant impact which CBDC financing has made on the local economy as well as the challenges and potential opportunities within our sectors which need to be protected and developed. We continue to work with community stakeholders to identify these opportunities which will preserve a solid future and foster economic prosperity within our communities and Province.

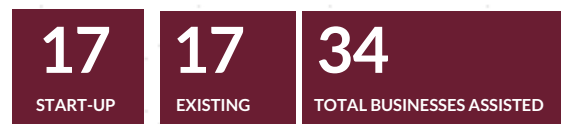
ENTREPRENEURIAL TRAINING FUND: CBDC Trinity Conception delivered 13 training sessions to 143 clients on the topics of Quickbooks Cloud Accounting, Social Media, Tax preparation, Customer Service, Basic Bookkeeping, Workplace NL Info, Marketing, Business Plan Development, and Money Mindset. VALUE OF TRAINING CONTRIBUTIONS: \$20,000

INVESTMENT ACTIVITY



BUSINESSES ASSISTED

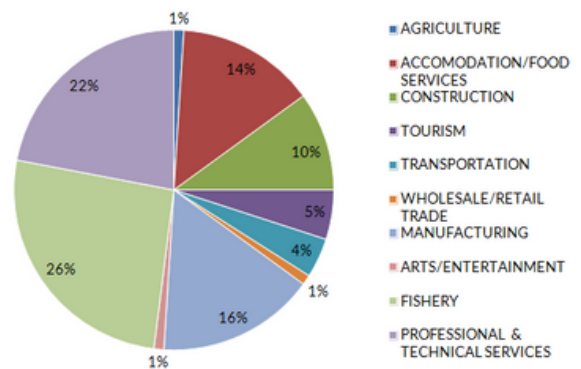
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JOBS IMPACTED



LENDING BY SECTOR



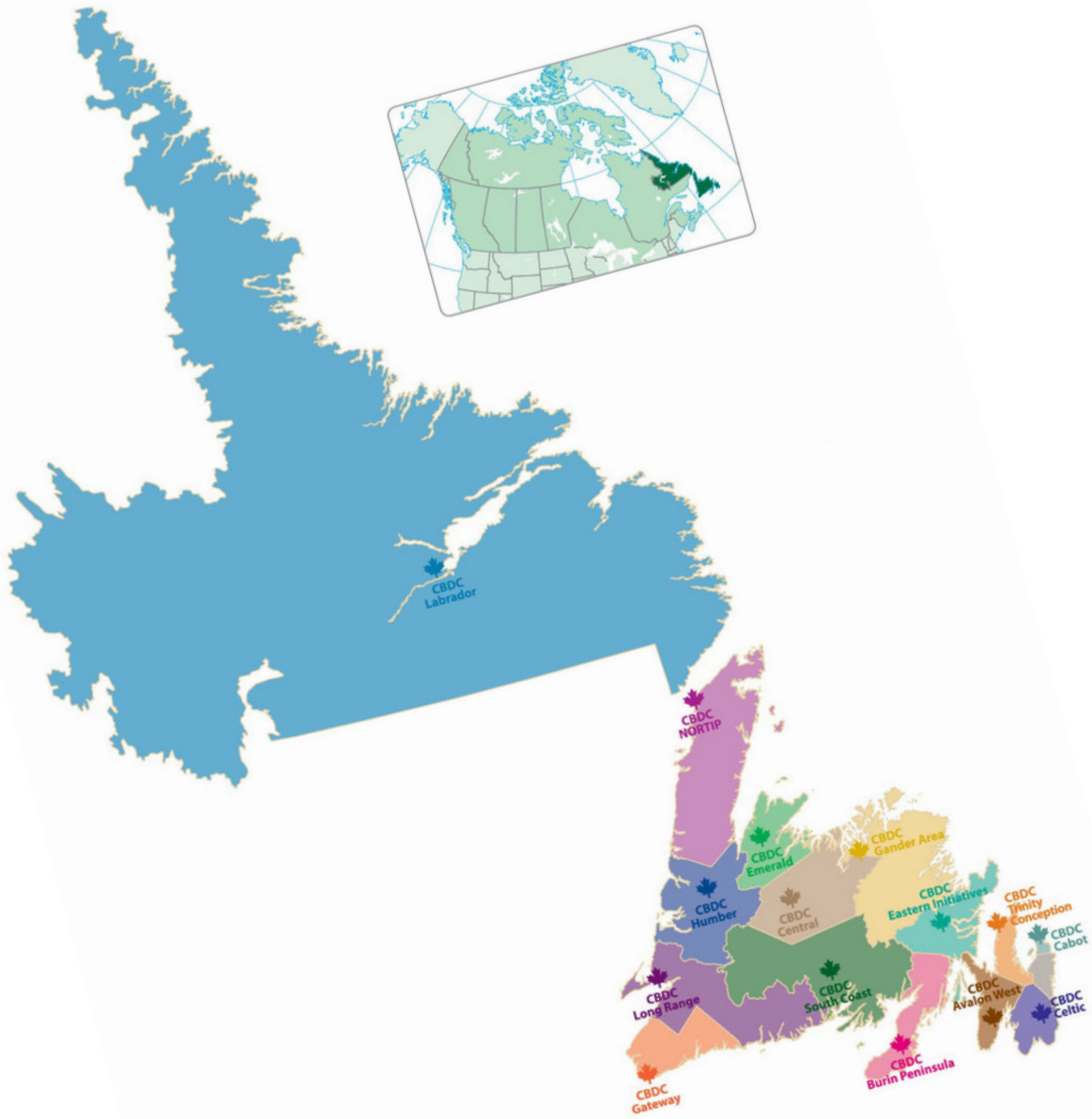
257 CLIENTS PROVIDED BUSINESS COUNSELLING

34 SEA APPROVED

5 SEA RECEIVED CBDC FINANCING

14 CAS PROJECTS

\$8,861,283 TOTAL INVESTMENTS OUTSTANDING



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