



GIDC

GRENADA INVESTMENT
DEVELOPMENT CORPORATION

2016

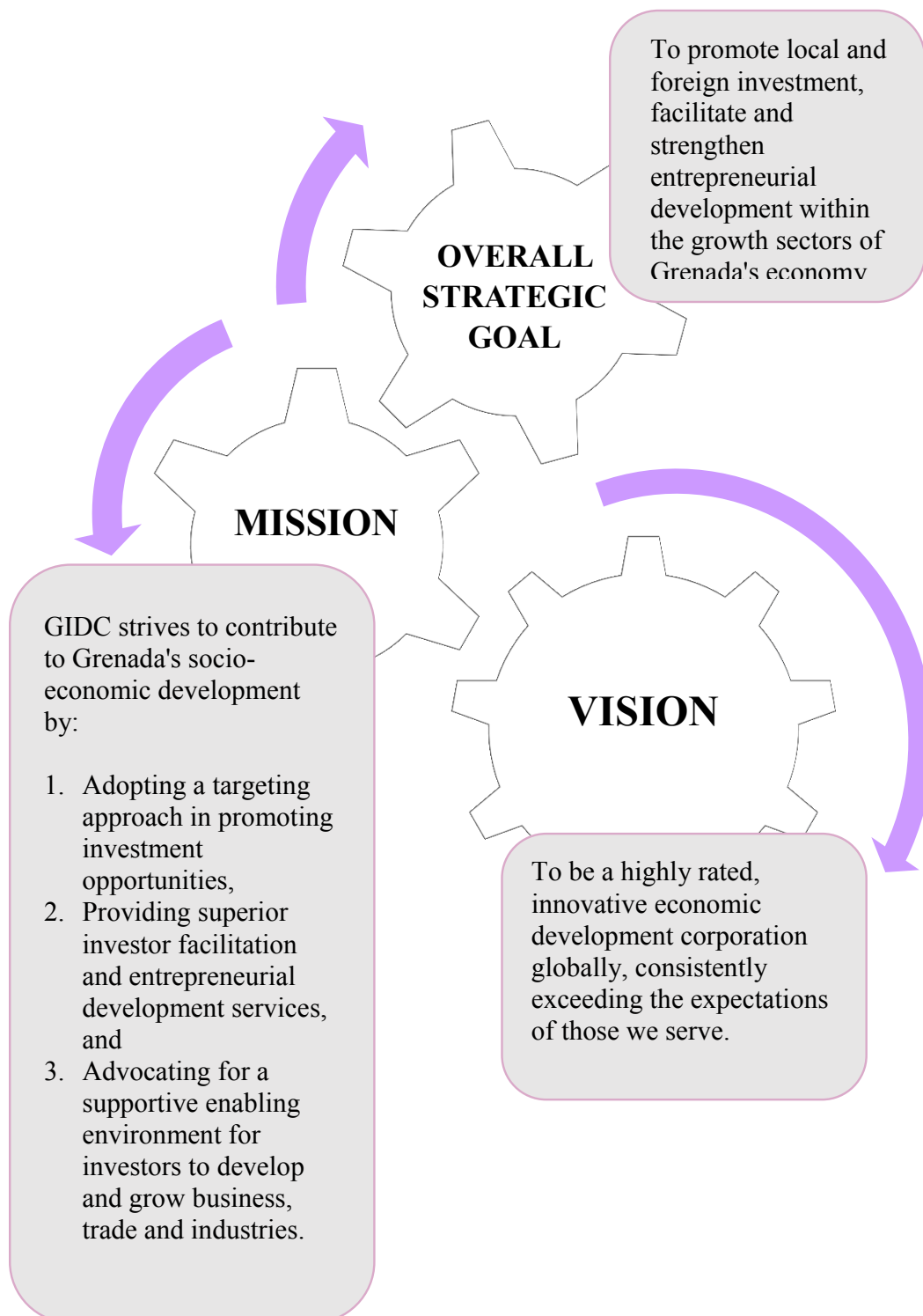
Annual Report

CONTENTS

GIDC's Overall Strategic Goal, Mission & Vision	2
GIDC at a Glance	3
From the Chairman	7
Investment Promotion Agency	10
Industrial Estate	15
Business Development Accomplishments	18
Shared Services -Human Resources & Administration	24
Communication & Events	25
Information Systems & Technology	26
Report of the Auditors to the Board of Directors	29
Statement of Financial Position at December 31, 2016	31
Statement of Comprehensive Income	32
Statement of Changes In Equity	33
Statement of Cash Flow	34
Notes to Financial Statements - December 31, 2016	35
Additional Information to Financial Statements	41
Appendix 1	48

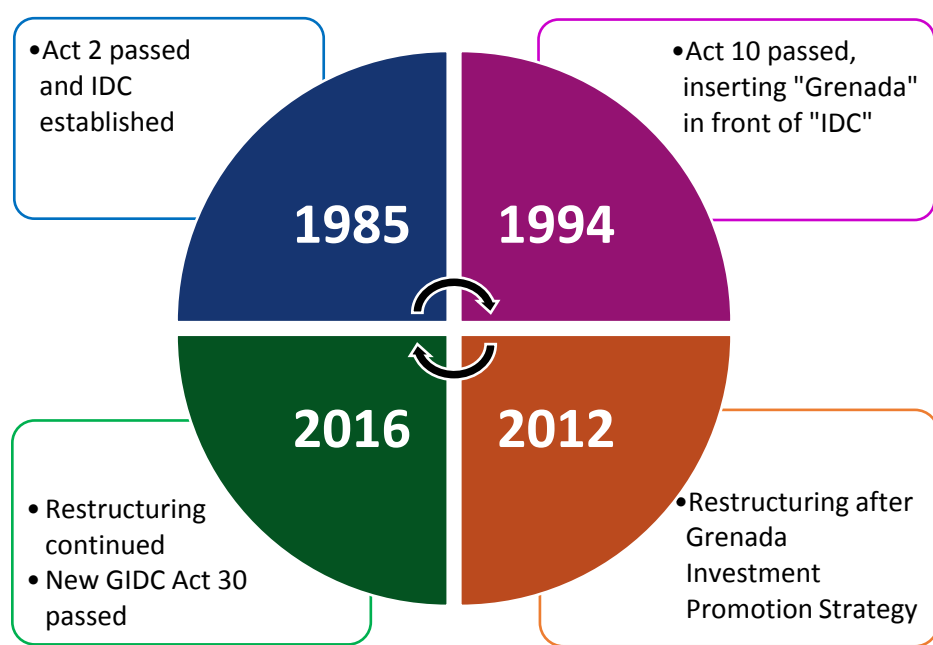


GIDC'S OVERALL STRATEGIC GOAL, MISSION AND VISION



GIDC AT A GLANCE

GIDC dates back to 1985 when Act 2 was passed, establishing the Corporation to handle the multifaceted aspects of industrial promotion. Since then, GIDC has evolved to being designated as an economic development corporation. This status was a key recommendation resulting from the institutional assessment undertaken by the World Bank Group, on behalf of the Government of Grenada, from November 2014 to February 2015. The diagram below illustrates key milestones in GIDC's history.



The GIDC Act was revised and passed and then later amended in November 2016. One key change was the method for processing applications for incentives. This revised method allowed for greater expediency, transparency and accountability. It allowed investors to better understand what was being offered and the probable outcome of their application for concessions and incentives.

The Corporation's name was also changed from Grenada **Industrial** Development Corporation to Grenada **Investment** Development Corporation.

GIDC is governed by a Board of Directors which is appointed by the Minister of Finance. Members of the Board are selected from amongst persons who have qualifications or experience in matters relating to industry, commerce, finance, accounts, banking, economics, science, law, administration, agriculture or tourism. The Board normally consists of ten (10) members including a chairman, deputy chairman and the chief executive officer. From November 2016 members of the Board hold office for a maximum of two years and are eligible for

reappointment. The Chairman or in his/her absence the Deputy Chairman and four members form a quorum. The current Board of Directors was re-appointed in July 2016. Meetings are usually held every two months. GIDC operations are carried out from a 9,600 sq. ft. building located in the Frequente Industrial Park.

GIDC provides investors with expert advice, the latest trade and investment information on the country, as well as professional, efficient, courteous, ethical and transparent services to start and operate a business in Grenada. GIDC also facilitates pre-investment site visits for foreign investors and provides small and medium enterprises (SMEs) with practical entrepreneurial/business skills training and hands-on help to develop business ideas, prepare and implement business plans, set up record keeping and other productivity systems.

During 2016 GIDC took on a new look and feel with the re-branding exercise. This included a new logo and the full refurbishment of the lobby. The icon of a wheel which forms the core of the new logo, symbolises GIDC's role in facilitating economic growth through synergies with other agencies in the investment generation system.

GIDC's effectiveness is premised on the following impelling factors:

1. An enabling investment and business operating environment
2. Targeted market driven investment promotion
3. Speedy, efficient and superior customer care
4. Capable, agile and results-driven employees across all business units
5. Culture of a learning organisation

REGISTERED OFFICE	Frequente Industrial Park Frequente St George
BANKERS	Grenada Co-operative Bank Church Street, St George's First Caribbean International Bank (FCIB) Church Street, St. George's
SOLICITORS	Grant Joseph & Co. Lucas Street, St George's Joseph & Joseph Lucas Street, St George's Kim George & Associates H. A. Blaize Street, St George's Samuel Phillip & Associates Lucas Street, St George's
AUDITORS	W. R. Agostini & Co. Chartered Certified Accountants P. O. Box 380, Archibald Avenue St George's, Grenada Telephones: (473) 440-4861 E-mail: agostini@spiceisle.com

BOARD OF DIRECTORS

Mrs Leslie-Ann Seon	Chairman
Mr Gregory Renwick	Deputy Chairman
Mr Cyrus Griffith	Member
Mr Junior Mahon	Member
Ms Isabelle Slinger	Member
Mrs Michelle Steele	Member
Mr Carlton Frederick	Member
Mr Che' Keens-Douglas	Member/ Chief Executive Officer
Mrs Sharon Gilchrist	Corporate Secretary

FROM THE CHAIRMAN

As Chairman of the Board of Directors of a rejuvenated Grenada Investment Development Corporation, I am pleased to remark on the endeavours of the organization in 2016. The driving theme of 2016 was evolution. We fixed our sights on evolving GIDC to a new value proposition as an economic development corporation. Emboldened by the achievements of 2015 in creating a roadmap for the improvement of the operational efficiencies and initiating dynamic organizational change, we have made marked progress in the implementation of our restructuring course of action.

I am pleased to report that a new GIDC Act has been actualized along with a name change to the corporation more reflective of our new foci. The organization is now officially recognized as the Grenada Investment Development Corporation. Most importantly, and in conjunction with a new thrust for transparency, we began and completed the task of revising the investment code through legislative reform, designed to bring consistency and clarity to the investment concessions process. This new legislative regime is now in place and is a work in progress.

The organization has also completed a rebranding exercise, allowing for unity of the country's marketing approach with the adoption of the "PURE" label, branded to each of its three primary strategic business units being, Investment, Business Development, and Facilities.

Growth at the corporation has continued through 2016, and in this year's Annual Report, the trend of steady progress is evident. Strategic alliances and partnerships, some strengthened by MOUs, have created a new convergence of resources. This new convergence aims to leverage the power and agility of the private sector within the framework of a statutory body.

I am pleased to highlight a major initiative embarked upon by the GIDC, with the support provided to the Ministry of Agriculture in preparing local entrepreneurs to present their projects to international investors at Grenada's hosting of "Blue Week 2016". Blue Week 2016 is a global Investment Conference, with special emphasis on Small Island Developing States (SIDS), and on Latin America and the Caribbean. As a consequence of GIDC's assistance to local entrepreneurs during Blue Week, representatives from the Blue Growth Innovation Institute engaged the GIDC to develop and implement a project to provide grant funding to local entrepreneurs with ideas to stimulate economic activity around the Blue economy. A key milestone was the development of the project's concept in 2016. The project is intended to be implemented in 2017.

Investor generation saw a 25 percent increase, likely supported by a 44 percent uptick in investor facilitation

and corresponding increases in Foreign Direct Investment of over 25 percent in 2015. These improvements came in the midst of a strenuous implementation schedule targeting improvements in the operations, business development, financial performance, and human capital development.

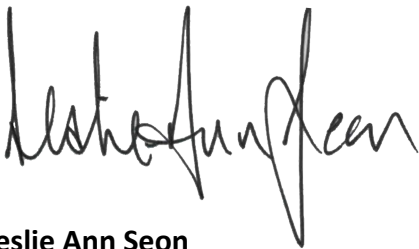
Pure Facilities leads the charge on sustainable and ecologically friendly developmental projects starting with initiatives in the Park aimed at being Styrofoam free, recycling active, and renewable energy upgraded. Occupancy in the Frequent Business Park is at a maximum, prompting the need for expansion and growth of the Park facilities to meet current and future demands. GIDC will begin initial feasibility studies in 2017, specific to Facilities, to include an assessment of all new construction with progressive “smart park” components and other key sustainability features.

Led by the CEO and an enlightened management team, we continued to build on our policy to set Grenada’s image as a preferred investment destination. The data shows we had the highest number of approved investment projects commencing operation, since 2011. We look forward with much enthusiasm to 2017, while continuing with our dedicated plans to decrease operating costs, to increase efficiencies, and to adopt best practices.

As is my custom, I once again use this forum to salute the Board of Directors, the Management and Staff for their continuing hard work and commitment to the GIDC and the development of Grenada.

I want to express my profound appreciation to the Honourable Minister of Finance, the Honourable Minister of Economic Development, the Cabinet, and the Ministry of Finance for the constant support and encouragement given to the GIDC during 2016, without which, our work would be much more challenging and difficult.

May God Bless Our Nation.



Leslie Ann Seon
Chairperson

FULL TIME EMPLOYEES ON JANUARY 1, 2016

Management Team

- | | |
|--------------------------|--|
| 1. Mr Che' Keens-Douglas | - Chief Executive Officer |
| 2. Mr Ronald Theodore | - Senior Vice President, GIDC &
Vice President, Investment Promotion Agency |
| 3. Ms Khesha Mitchell | - Vice President, Business Development |
| 4. Mr Whyne Cox | - Vice President, Investor Facilitation |
| 5. Mrs Sharon Penny | - Vice President, Finance and Corporate Services |

Investment Promotion Agency

- | | |
|---------------------------------|--|
| 6. Mrs Cathynn Alexander-Pierre | - Senior Specialist, Investment Promotion Agency |
| 7. Ms Sheryl-Anne Sylvester | - Facilitation Specialist |
| 8. Mr Kurt Hercules | - Facilitation Specialist |
| 9. Ms Renata Blair | - Promotion & Facilitation Assistant |

Business Development Centre

- | | |
|-----------------------------------|--|
| 10. Ms Natalie Ruffin | - Business Development Specialist - Training |
| 11. Mrs Katelyn Allard-Brathwaite | - Business Development Specialist |
| 12. Mr Stephon Benjamin | - Business Development Specialist |
| 13. Ms Karen Boatswain | - Business Development Specialist |
| 14. Mrs Beverly St Cyr-Alexander | - Technical Assistant – Business Development |
| 15. Ms Shonnika Gurley | - Administrative Assistant |

Facilities

- | | |
|------------------------|-------------------------|
| 16. Mr Clifford Lalsee | - Facilities Specialist |
| 17. Ms Aphra Charles | - Facilities Assistant |

Shared Services

- | | |
|-------------------------------|---|
| 18. Mrs Sharon Gilchrist | - Corporate Secretary/Executive Assistant |
| 19. Mrs Jacinta Lewis | - Human Resources & Admin Specialist |
| 20. Mrs Nathale Clarke-Lewis | - Monitoring & Evaluation Specialist |
| 21. Mrs Veronica Andrew | - Accounting Specialist |
| 22. Mrs Makaella Jeffrey-Noel | - Finance Specialist |
| 23. Mr Keron Noel | - Information Systems & Technology Specialist |
| 24. Ms Janelle Collins | - Communication & Events Assistant |
| 25. Ms Tracey Howell | - Information Assistant |
| 26. Ms Addonar Harriman | - Customer Service Representative |
| 27. Ms Shonna Williams | - Courier/Office Assistant |
| 28. Ms Jacintha Livingstone | - Hospitality Attendant |

INVESTMENT PROMOTION AGENCY

1. Policy Advocacy

The Revised Incentive Regime

GIDC played an active role in the Technical Working Group (TWG) which was established to review Grenada's investment incentive regime. On the recommendation of the TWG, a revised incentives regime was implemented on May 1, 2016. The amended legislation which was published in the Gazette on April 15th, 2016 and gave effect to the regime included the Investment (Amendment) Act 2016, Income Tax (Amendment) Act 2016, Property Transfer Tax (Amendment) Act 2016, Value Added Tax (Amendment) Act 2016, Customs (Service Charge) Amendment Act 2016 and the Excise Tax (Amendment) Act 2016.

An Investment Incentive Guide featuring the revised incentive regime was also produced during the period.

2. Marketing and Promotion

Image Building

The Rebranding of the GIDC

During the period, the GIDC Act was amended. The amended GIDC Act of 2016 established the Grenada Investment Development Corporation as an Economic Development Corporation with responsibility to promote and facilitate the development of Micro, Small and Medium sized Enterprises in Grenada as well as foreign investors. During the period, the corporation also commenced its rebranding. The revised name Grenada Investment Development Corporation, logo and brand identity was adopted. The business units also adopted individual logos and brand identities as follows:

- Marketing and Promotion Unit – Pure Investment
- Business Development Unit – Pure Business
- Industrial Estate – Pure Facilities

Partnership

A Memorandum of Understanding (MOU) was signed between Grenada Investment Development Corporation (GIDC) and Barbados Investment Development Corporation (BIDC) to strengthen the traditional ties of friendship as well as to have closer co-operation between the two (2) offices to enhance the delivery of services both to Grenadian and Barbadian investors. Areas of co-operation will include research, participation in trade fairs, exhibitions, missions, arrangements for business meetings and sharing of relevant information between the two parties.

Promotional Material

GIDC developed and produced several promotional materials to include, investment flyers, pull up banners, branded table cloths featuring the new GIDC and Pure Investment logos, an investment opportunity booklet, an interactive flash drive, a digital Investment Map, a 5 minute investment video and an interactive power point on investment opportunities within the tourism sector.

3. Website

GIDC's website received 132,239 visits and 1,628,295 hits in 2016. The top five (5) geographic locations of these visitors were China, USA, Europe, Caribbean and Canada. Thirty (30) investment inquiries were generated from the website.

4. Investor Generation*Investment Leads*

A total of one hundred and fifty (150) investment leads were generated during the period, a twenty seven percent (27%) increase from 2015.

- Ninety-six (96) leads were generated through referrals, walk-ins, meetings etc.
- Twenty four (24) were generated from the London investment Summit
- Thirty (30) were generated through the GIDC's website
- Thirty Nine percent (39%) of the leads were local while the remaining sixty one (61%) were foreign, mainly from Miami and United Kingdom.

The investment interest from leads generated was mainly within the Tourism, Agribusiness and Services sectors. Of the 150 leads generated seventeen (17) submitted applications for incentives.

Conferences Attended

GIDC together with the Grenada Chamber of Industry and Commerce participated in the Florida International Trade and Cultural Expo (FITCE) held in Broward County, Florida, October 17th – 21st, 2016. At the forum, a presentation was delivered on Doing Business in Grenada.

GIDC also participated in the 10th Global Residence and Citizenship Conference held in London during the period November 9th - 11th, 2016. Grenada's Citizenship By Investment Programme (CBI) and revised incentive framework were featured at the conference which had an attendance of over 400 persons.

In May 2016, GIDC participated in the Caribbean Association of Investment Promotion Agencies' (CAIPA) Regional Policy Dialogue and Caribbean Investment Summit held in Miami. The objective of the dialogue was to discuss policy options to attract and retain foreign direct investment in the Caribbean in times of economic downturn, while the Investment Summit facilitated presentations on Grenada's investment ready projects to potential investors in the US market.

GIDC also participated in **Blue Week 2016** which was hosted by Grenada. Local as well as foreign entrepreneurs were provided with the opportunity at the forum to pitch their project ideas to investors utilizing a “Shark Tank Concept”. GIDC was represented on a local panel which provided guidance to the local entrepreneurs in preparation of their project proposals for the Shark Tank Investors during the forum.

Outreach Seminar

GIDC in collaboration with Junior Achievement Grenada Inc. (JA-GND) hosted a half day seminar under the theme “**Think Creative, Be Innovative**”, to sensitize students on the importance of developing an entrepreneurial mind-set to think beyond the ordinary. The seminar targeted students who completed the 2015-2016 JA Company Program as well as new participants in the 2016-2017 Company Program.

During the period, presentations were also made on the revised incentive regime and GIDC’s roles and functions to stakeholders such as hoteliers, Caribbean Regional Communications Infrastructure Program (CARCIP) Start-up Grenada grant recipients, accountants, manufacturers and lawyers.

Inward Investment Missions Facilitated

During the period, ten (10) inward missions were facilitated. The missions included three (3) from China, two (2) from Europe, one (1) from Canada, one (1) from Afghanistan and three (3) from the region. The main interests of the investors were in the Tourism, Real Estate, Agri-business, Manufacturing and Renewable Energy sectors.

Health and Wellness Symposium

A Health and Wellness Symposium was also held in 2016. The event brought together investors and companies in a series of meetings and discussions with key players and stakeholders over the two day period. The Prime Minister Hon. Dr. Keith Mitchell, Minister for Health Hon. Nicholas Steele, Minister for Economic Development Hon. Oliver Joseph, other officials and industry players participated in the activities and were available for meetings with investors in several one to one sessions.

5. Investor Facilitation

Investment Trends

A total of sixty-one (61) applications requesting incentive support were received in 2016, an increase of forty-four percent (44%) over 2015. Forty five (45) projects received approval for incentive support, a fifteen percent (15%) increase from 2015. Twenty one (21) projects commenced operations for the year creating a total of one hundred and seventy-five (175) jobs, a thirty-six percent (36%) decrease from 2015.

Investment Applications and Projects

Indicators	2010	2012	2013	2014	2015	2016
Investment Applications Received	37	32	35	42	43	61
Investment Projects Approved	34	19	22	23	39	49
Investment Projects Implemented	14	5	16	21	15	38
Investment Projects Commencing Operation	22	8	26	14	11	21
Foreign Capital Inflow (\$M)	171.24	85	110	79.5	16.5	84.2
Jobs Created	333	257	248	485	274	175

Investment Approval

During the period, GIDC processed a total of sixty-one (61) investment applications, eighteen (18) of which were foreign investors and forty three (43), local investors. Of this amount, twenty-three (23) were from manufacturing, six (6) were from tourism accommodation, twenty-nine (29) were from tourism services and three (3) from Information Communication Technology (ICT).

Foreign Direct Investment (FDI)

From the eighteen (18), foreign investment applications received (a 29% increase from 2015), five (5) were within the manufacturing sector, three (3) within tourism accommodation, two (2) within ICT and eight (8) from within the tourism and other services sector. The overall proposed investment for the FDI projects was EC\$138,004,063 with an estimated employment of five hundred and sixty (560) jobs.

Project Implementation

A total of fourteen (14) foreign projects were implemented, with an estimated investment of EC\$184,642,500 to create a total of four hundred and eighty-three (483) jobs.

Investment Start Up

A total of five (5) foreign projects commenced operations in 2016 which represented a twenty percent (20%) decrease from 2015. The actual investment realized at the commencement of operations was EC\$10,909,000 creating a total of twenty-one (21) jobs.

Domestic Investment

A total of forty three (43) applications for investment incentives were received from domestic investors during 2016, a 48% increase from 2015. Eighteen (18) were within the manufacturing sector, three (3) within tourism accommodation, one (1) within ICT and twenty-one (21) from within the tourism and other services sector.

In 2016, investment incentives were granted to thirty-two (32) domestic investors, a 19% increase from 2015. Of the thirty-two (32) applications granted incentives, fourteen (14) were within the manufacturing sector, two (2) within tourism and sixteen (16) were within the tourism and other service sector. The overall proposed investment of these projects was EC\$33,089,319 to create a total of one hundred and thirty-one (131) jobs.

Project Implementation

A total of twenty-four (24) domestic projects were implemented during 2016, a 140% increase from 2015:

- (i) Twenty-two (22) were received in 2014 and two (2) from prior years. Eleven (11) were in the manufacturing sector, ten (10) in services, one (1) within ICT and two (2) within the tourism accommodation sector.
- (ii) Proposed investment and employment for these projects were EC\$21,696,007 and 344 respectively.

Investment Start Up

A total of sixteen (16) domestic projects commenced operations during 2016, a 220% increase from 2015.

- (i) Thirteen (13) were received in 2016 and three (3) from prior years. Five (5) operating in the manufacturing sector, one (1) within ICT and ten (10) within the tourism services sector.
- (ii) The proposed investment for projects commencing operation was EC\$5,784,699, creating a total of 89 jobs. Actual investment realized upon commencement of operation was EC\$6,649,703, creating a total of 54 jobs.

6. Investment Aftercare

In April 2016, the GIDC implemented its Investor Aftercare Programme which seeks to encourage reinvestment by existing investors, establish a feedback window for investors and identify new investment opportunities within the priority sectors. Twenty four (24) businesses received aftercare services during the year.

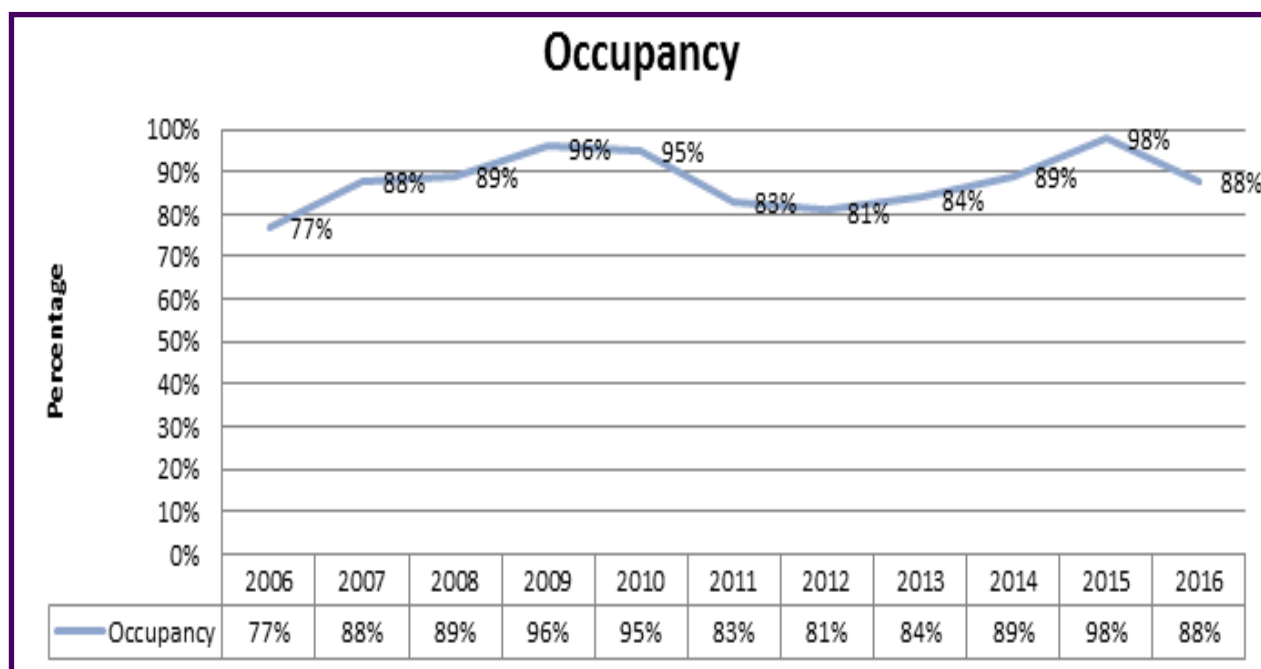
INDUSTRIAL ESTATE

1. Occupancy

The average percentage occupancy rate of the Industrial Parks for 2016 fluctuated between 84% and 98% as follows. The distribution as at December 2016 was as follows:

Park	Occupancy
Frequente Industrial Park (CDB)	75%
Frequente Industrial Park (USAID)	93%
Seamoon Industrial Park	63%
St Patrick's	79%

The graph below shows the trend in total occupancy rates during the period 2006-2016.



Tenancy

As at December 2016 the Industrial Programme accommodated a total of sixty four (64) tenants throughout its three facilities as follows:

Frequente	50
Seamoon	4
St Patrick's	10

2. Billings, Earnings and Recurrent Expenditure

Earnings

Total billings for the period were XCD \$4,382,190 and total collections were XCD \$ 3,748,550.00. During the year, rent was not increased.

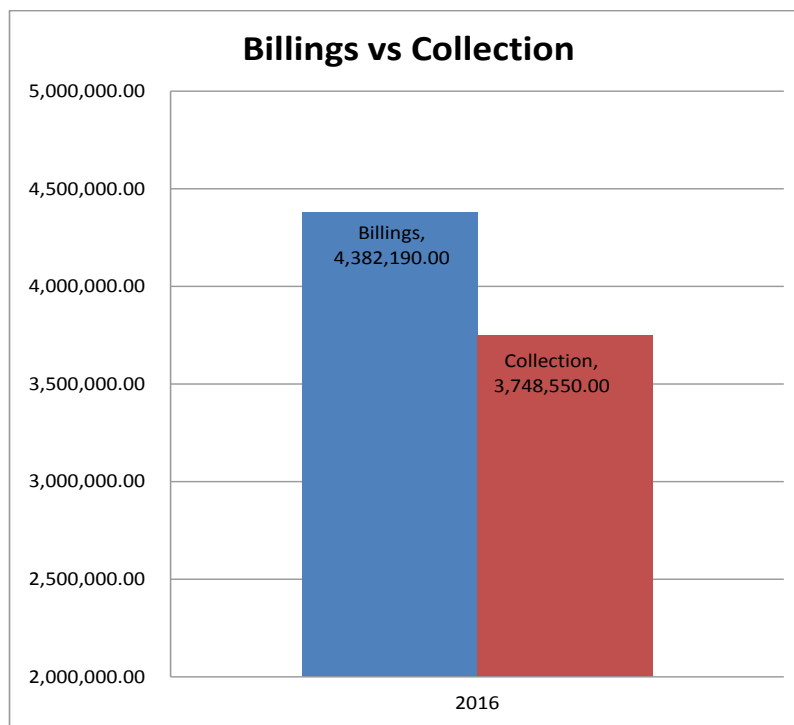


Figure 1: Billings and Collection

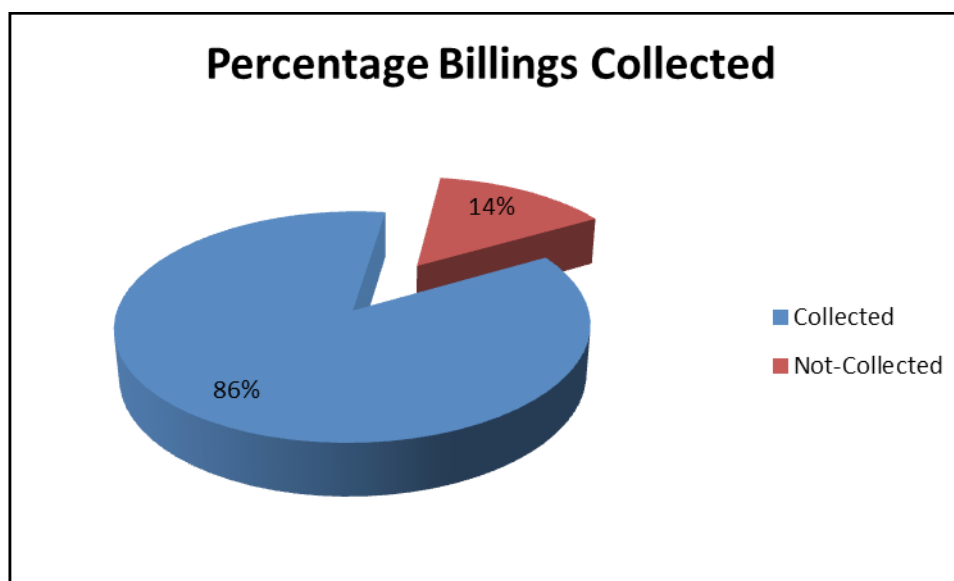


Figure 8: Percentage of Billings Collected

Expenditure

EC\$1,671,866.00 was spent under the Industrial Estates Programme. EC\$1,381,575 spent on major works to refurbish and maintain facilities. These projects included:-

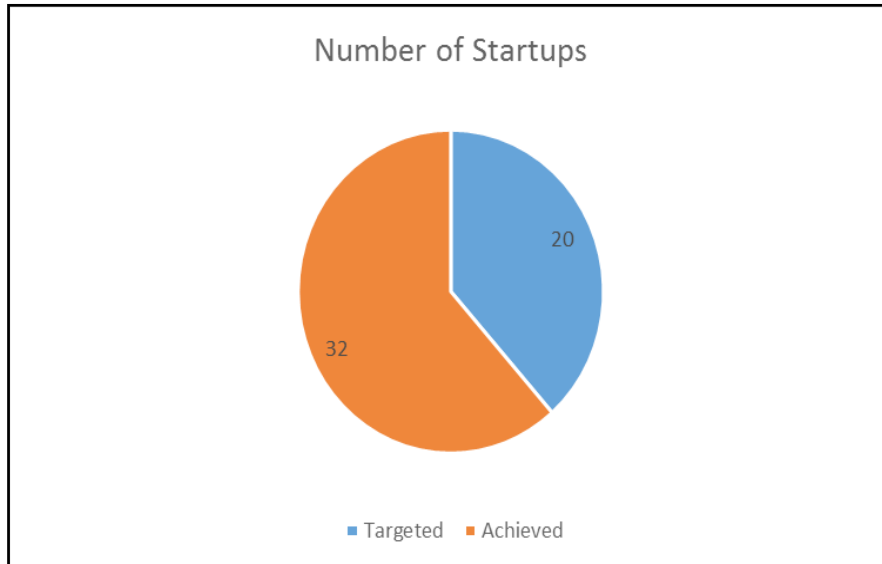
- Refurbishment of GIDC Building No. 1 to facilitate Clear Harbor call center - EC\$710,215.00
- Repairs to existing roads within the Frequente Industrial Park - EC\$75,563.00
- New roof installed on GIDC Building No. 14 & 17 at the Frequente Industrial Park - EC\$64,524.00
- Additional works done at Frequente - EC\$98,642.21
- Refurbishment done at GIDC Building No. 7, GIDC lobby area - EC\$191,424.00
- Refurbished buildings 1,2,3 & 4 at the GIDC Seamoon Industrial Park - EC\$241,207.01

BUSINESS DEVELOPMENT

Accomplishments

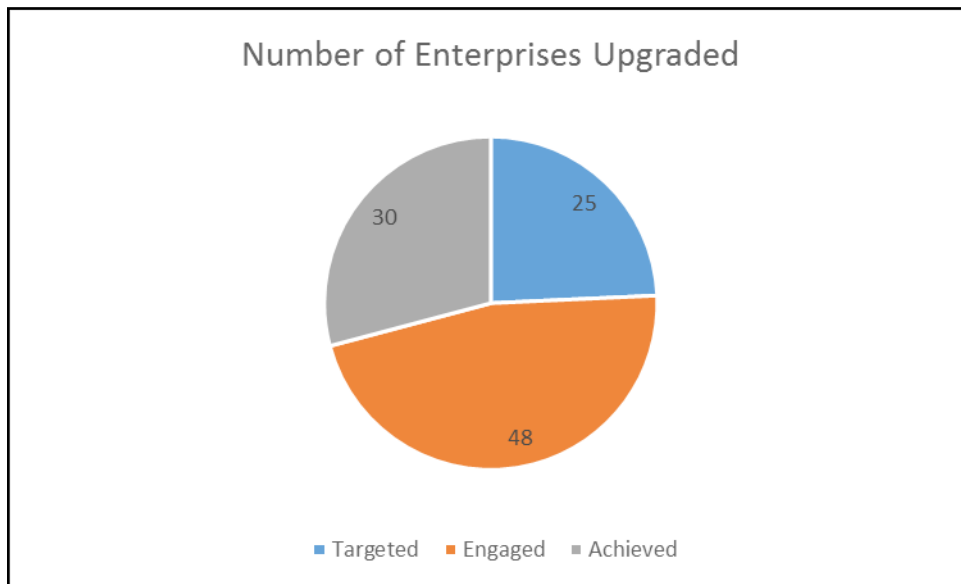
- Facilitate the start-up of 20 Micro Small and Medium Enterprises (MSMEs) with a focus on Growth & Emerging Sectors (e.g. Tourism, Agri-Business, Health & Wellness, ICT, Creative Industries)**

The BDC was able to facilitate the start-up of thirty two (32) enterprises surpassing the projected target of twenty (20) for 2016. 40% of the MSMEs that started are in the services sector, 12% each in Tourism, Manufacturing and Agribusiness, 8% in Health and Wellness, 4% each in Energy and Construction, and 8% in the Retail sector.



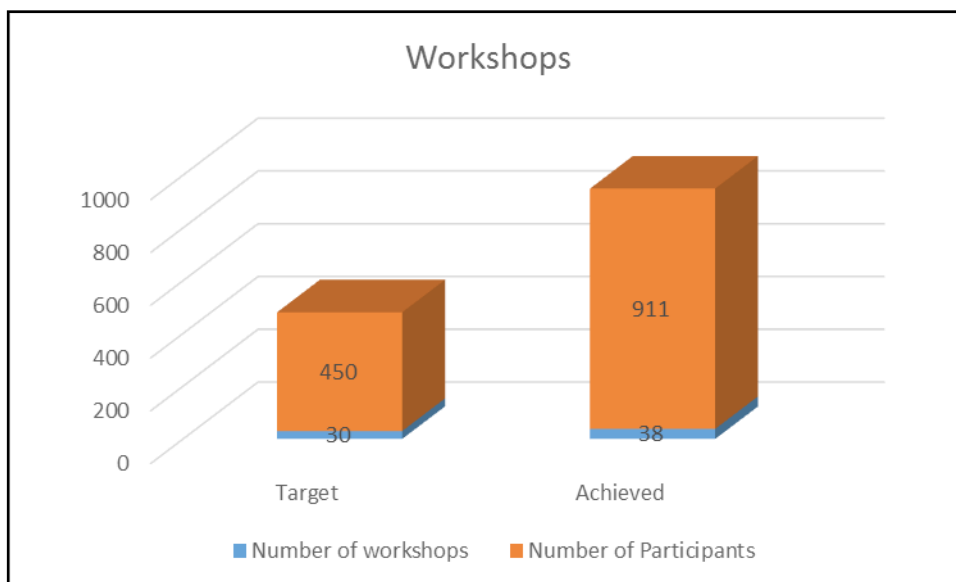
- Assist at least 25 existing MSMEs to upgrade/expand/become export ready**

During the period, the BDC provided handholding support to forty eight (48) enterprises. Work commenced with ten (10) members of the Cluster under the project, thereby increasing the Value Added to Nutmeg in Grenada. Work was also undertaken with twenty five (25) enterprises under the CARICOM project. At the end of the year, thirty (30) enterprises were actually assisted to upgrade/expand/become export ready under GIDC's normal Technical Assistance (TA) program.



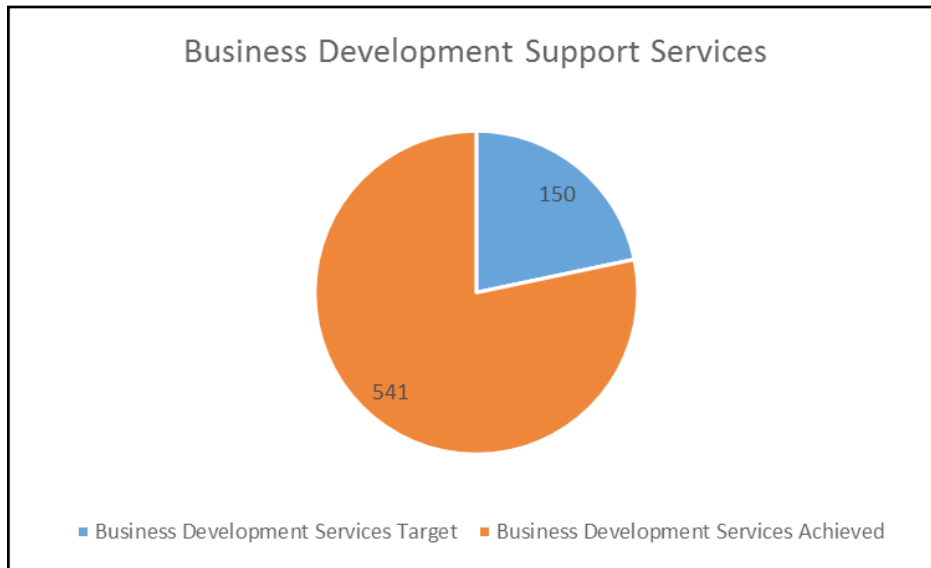
3. Co-ordinate and deliver 30 entrepreneurial and business/technical workshops, trained 450 potential and existing entrepreneurs in Grenada, Carriacou and Petite Martinique

During the period, a total of thirty-eight (38) workshops/presentations were undertaken. The skills of two hundred and seventy nine (279) existing entrepreneurs and six hundred and thirty one (631) aspiring entrepreneurs were also enhanced amounting to a total of nine hundred and eleven (911).



4. Provide up-to-date accurate and relevant business information and business support services to 150 potential and existing MSMEs

Business Development Support services were provided to five hundred and forty one (541) potential entrepreneurs and existing enterprises.



5. Projects Implemented

a. Young Innovators Challenge

This project was undertaken to promote innovation through entrepreneurship, provide seed funding to young entrepreneurs with creative and innovative ideas and enhance and foster a spirit of entrepreneurship throughout Grenada, Carriacou and Petite Martinique. The Innovators Challenge was launched July 20, 2016 at the GIDC Conference Room. The Challenge is sponsored by Digicel, National Lotteries Authority, SP's International Trading Ltd, Ramdhanny True Value, Antillean Group, KFC-Pizza Hut and Automotive Warehouse and Republic Bank Grenada Ltd.

b. Blue Growth Week/Conference

In relation to this project, GIDC assisted the Ministry of Agriculture with logical arrangements for presentations delivered by existing entrepreneurs to a local panel, May 14, 2016 and an international panel, May 17, 2016 at the Radisson Grand Beach Resort. GIDC was also very instrumental in assisting the potential investors with advice to deliver effective presentations.

c. Implementation of the Caribbean Development Bank Caribbean Aid for Trade and Regional Trust Fund project (CARTFund)-Increasing the Value Added to Nutmeg in Grenada.

The main objective of this project was to increase the production and export of value added nutmeg products specifically utilizing the nutmeg pericarp/pod through the establishment of a Cluster including agro-processors, who would be trained to develop and export value added products from recipes and formulations developed under the project.

Launch of Nutmeg Products under the Spice Fusion brand

Fifteen (15) products: Nutmeg Pepper Jelly, Nutmeg Mango Jam, Nutmeg Passion fruit Jam, Nutmeg Guava Jam, Nutmeg Golden Apple Jam, Nutmeg Reduced Sugar Fruit spread, Nutmeg Garlic Glazing Sauce, Nutmeg passion Fruit Vinaigrette, Nutmeg Golden Apple Vinaigrette, Nutmeg Candied Pods, Nutmeg Candied Fruit Bits, Nutmeg Candied Pods (Spicy), Nutmeg Pie Filling, Nutmeg Savoury Fruit Spread (Mild), Nutmeg Savoury Fruit Spread (Hot) were officially launched under the “Spice Fusion” brand July 28, 2016 at the GIDC Conference Room.

d. Implementation of the Technical Assistance Programme for Small to Medium-sized Enterprises (SMEs) under the CARICOM Development Fund Country Assistance Program (Collaboration with the Grenada Development Bank)

The aim of this project was to assist thirty (30) existing enterprises with the development of business plans to access funding from the Grenada Development Bank and assist at least twenty-five (25) with implementation so that they become competitive.

e. Proposal Development and Funding:

The following five (5) grant proposals were completed and submitted to various donor agencies for funding.

- a) Proposal to enhance the capacity of Business Development Specialists & MSMEs, provide mentorship and direct technical assistance for MSMEs, facilitate exchanges and undertake sector studies to gather data. This proposal was submitted under the TradeCom II – ACP Trade Capacity Building Programme implemented in Brussels.
- b) Proposal for the implementation of a Young Innovators Challenge 2017-2018.
- c) Cluster project to increase the value added in the Personal Care, Gift and Craft sector.
- d) Facilitating the startup of potential entrepreneurs from the production and commercialization of Essential Oils Production and Hydrosols utilizing local materials.
- e) Facilitating the startup of potential entrepreneurs from the production and commercialization of Dried Mango.

Additionally, four (4) proposals were submitted and received funding to undertake workshops in the following areas:

- f) Networking funded by Market Access and Rural Enterprises Development Programme (MAREP)
- g) Entrepreneurial Skills (two (2) (funded by the Caribbean Local Economic Development programme-CARILED and the Market Access and Rural Enterprise Programme-MAREP)

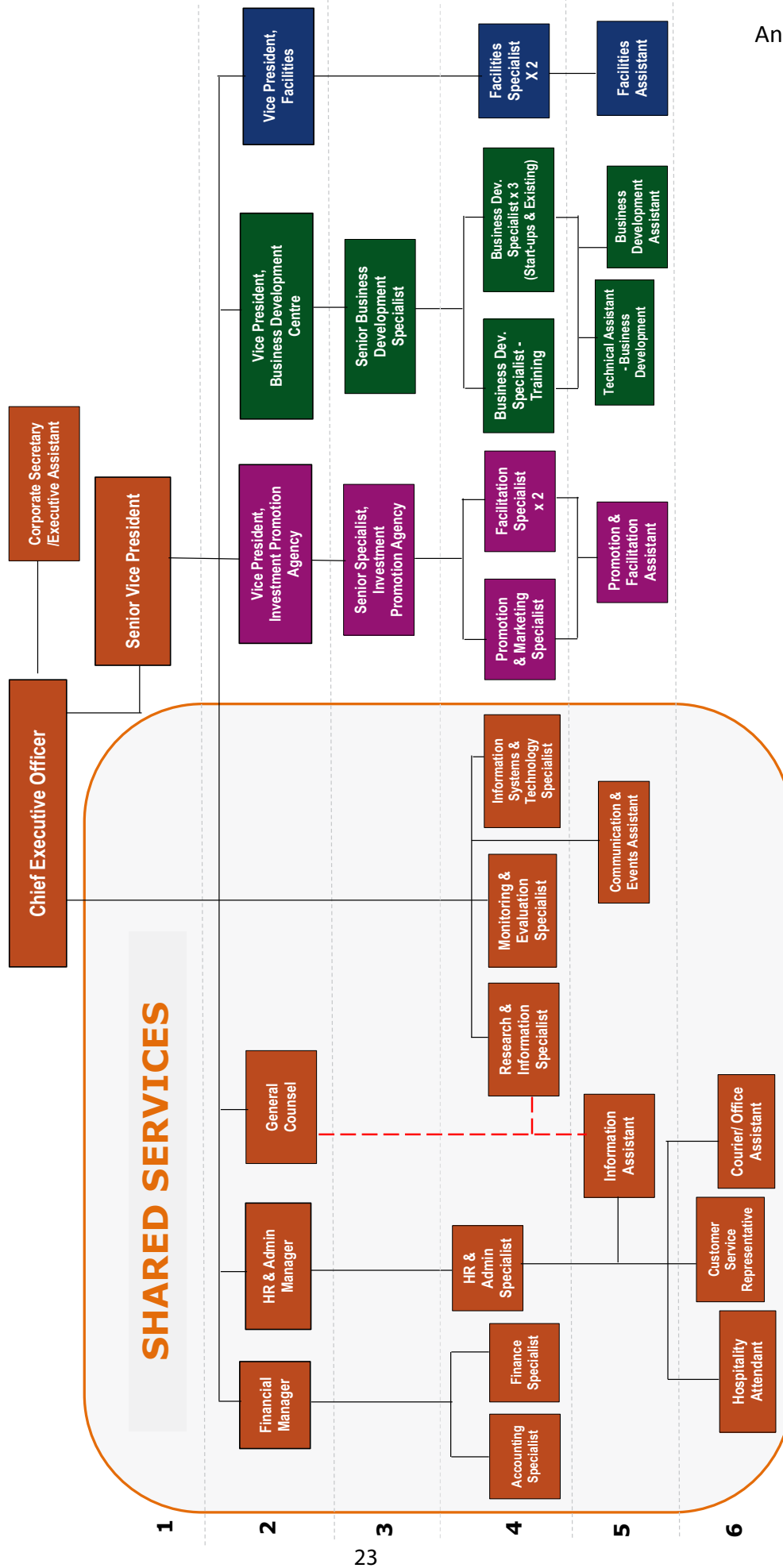
2016 Summary Of Key Achievements

PERFORMANCE INDICATORS

	TARGET	RESULT
New businesses started	20	32
Businesses becoming export ready/upgraded/ increasing sales/ expanding	25	48 engaged 30 handheld
Potential and existing MSMEs provided with Trade and Business Information and Business Support Services including advice, counseling, registration, business plans, project proposals	150	541
Training workshops/ Entrepreneur Awareness Presentations	30	37
Persons trained in Entrepreneurial and Business Management Skills/ Awareness of Entrepreneurship created	450	911

Explanation – Job Categories

1 – Executive Management
2 – Management
3 – Supervisory
4 – Professional
5 – Technical
6 – Non-clerical



SHARED SERVICES - HUMAN RESOURCES & ADMINISTRATION

1. Learning and Development

Creating high performing employees requires Learning and Development (L & D) programmes to be tailored to meet identified needs. In January 2016, discussions began with the St George's University's School of Arts & Sciences faculty. The result was that for the first time, SGU delivered an academic programme off campus in Grenada. The Certificate in Project Management programme commenced onsite at GIDC on September 21, 2016. Agreement was also reached for delivery of a 12-hour Communications Workshop, the first of which took place in December 2016 with the first of two groups.

Other highlights of the workshops, seminars, meetings and other training attended by GIDC's employees are listed in Appendix 1.

In addition, the capacity of the Business Development personnel was increased.

In 2016, GIDC's Information Systems & Technology Specialist also continued conducting in-house training for all employees in Microsoft Word, Google Apps and general computer use.

In order to have a holistic programme which addresses all aspects of an employee's life, the following programmes were implemented in 2016:-

Date	Activity
Feb. 10 – Mar. 20	Health & Fitness Challenge As part of this programme, the following activities took place:- <ul style="list-style-type: none"> • Health testing on February 10 • Health information session by Dr Francis Martin on February 10 • Nutrition information session by Nutritionist Marcia Cameron on February 15. • Weekly in-house exercise classes conducted by Joseph "Bambi" Hinds
Apr. 8	Yoga
Apr. 18 – May 27	Health & Weight Loss Challenge This features a points system whereby employees earned points for healthy eating, exercising on their own, joining the CEO for walks around the Frequent Industrial Park, participating in workplace exercise classes and pounds lost.

2. General Administration

GIDC is a dynamic environment. The HR & Admin Sub-unit under Shared Services helps to ensure that operations run seamlessly and that the employees have a desirable physical work space to enable them to serve clients excellently.

As part of the mandate by Government to reduce non-personnel expenses by 20%, the sub-unit tracks consumption of electricity as well as telephone usage. In 2016, electricity consumption decreased by 4% over 2015.

Communication & Events

1. Communication

With the implementation of the changes to the organisation, the message to communicate the evolution of GIDC began to be formulated. The new brand was infused in all communication-related activities and a communication and re-branding strategy was drafted. While the organisation right-sized itself, other activities to communicate the work of GIDC were done. These included:-

- Uploading content on GIDC's new website and updating information
- Creation of press releases for uploading to the website, Facebook and LinkedIn
- Creation of a video for BDC about their services

Very significant was a recorded interview with Honourable Anthony Boatswain, who was the first General Manager (GM) of GIDC. The interview centered on the inception of GIDC as well as his achievements as GM. Social Media engagement on Facebook increased due to the publishing of more content and the refreshing of the visuals. On December 31, 2016, the number of Facebook 'Likes' was 914. This represented an increase of 34% over the starting figure of 683 at January 1, 2016.

2. Events:

GIDC's well-equipped Meeting facilities saw a significant increase in room rental requests for 2016. The figures below depict information for activity during the period 2014 - 2016.

	2014	2015	2016
No. of requests	13	19	64
% increase in revenue		321%**	-36%

**Revenue collected reflects a special arrangement made with one client which accounted for 82% of the total revenue earned in 2015. Comparison of 2016 revenue with 2014 showed an increase of 168%.

The rental rates for Meeting facilities were slightly revised in 2016 and accounted for part of the increased revenue. However, the potential for revenue generation is significant, as evidenced by the 392% increase in the number of inquiries received in 2016 when compared to 2014.

In 2017, the meeting facilities will be further upgraded and a standardised rental agreement introduced for all clients.

Information Systems & Technology

The use of technology continues to rise as GIDC seeks to become more efficient thereby serving customer segments faster, as well as use software to produce more visually appealing content. In order to do this, hardware and software had to be upgraded. Key upgrades, information system and technology activities in 2016 were:-

1. Hardware:

- Three (3) computer systems were assessed and marked for replacement.
- Four (4) new computer systems were purchased. Three (3) were installed as replacements.
- Three (3) laptops were purchased for management.
- Two (2) scanners were purchased.
 - Flatbed scanner purchased and installed
 - Neat Scanner purchased and installed.
- Biometric attendance clock purchased and installed.

2. Software:

- Purchased, configured and entered data into the facilities management system
- Upgraded six (6) computer systems to Office 2013
- Facilitated the creation of an interactive investment map.

3. Databases:

- Designed, tested and launched the Leave database.
- Designed prototype of Aftercare database for testing and feedback.
- Participated in data gathering and evaluation sessions for CAIPA Customer Relationship Management system.

4. Websites:

- Rebranded the Corporate website
- Oversaw the revision of the BDC website
- Created Young Innovators Challenge (YIC) website for BDC

5. Videos and presentations

- Created dynamic PowerPoint presentation for Florida and London investment forums
- Created videos used at the Florida and London investment forums

6. Internal training

- 20 training sessions with employees on Microsoft office
- 10 advanced training sessions with one employee
- Web design training for the BDC.

GRENADA INVESTMENT DEVELOPMENT CORPORATION

FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2016

GRENADA INVESTMENT DEVELOPMENT CORPORATION

Financial Statements

For the Year Ended December 31, 2016

CONTENTS

	Page
Auditors' Report	29 & 30
Statement of Financial Position	31
Statement of Comprehensive Income	32
Statement of Changes in Equity	33
Statement of Cash Flow	34
Notes to Financial Statements	35 - 39
Additional Information	41 -47

REPORT OF THE AUDITORS TO THE BOARD OF DIRECTORS

Grenada Investment Development Corporation

We have audited the accompanying financial statements of Grenada Investment Development Corporation, which comprise the statement of financial position as at 31 December 2016 and the statement of comprehensive income, statement of changes in equity and statement of cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

Report of the Auditors to the Board of Directors Grenada Investment Development Corporation

Auditor's Responsibility - Continued

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the corporation as at 31 December 2016 and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Our audit was made for the purpose of forming an opinion on the basic financial statements taken as a whole. The additional information produced on pages 15 to 20 is presented for the purposes of additional analysis and in compliance with the CDB loan agreements. This data is not a required part of the basic financial statements. Such information has been subjected to the procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

St. George's, Grenada.

23 February, 2017.



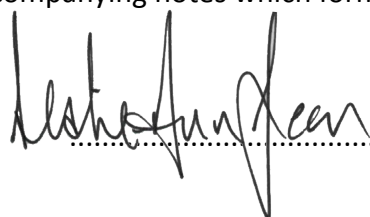
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Chartered Certified Accountants.

GRENADA INVESTMENT DEVELOPMENT CORPORATION

Statement of Financial Position at December 31, 2016
(With comparative figures for 2015)

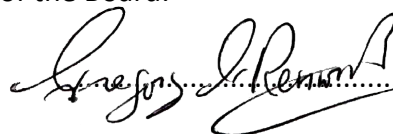
<u>ASSETS</u>	<u>Notes</u>	<u>2016</u>	<u>2015</u>
Current Assets			
Cash and cash equivalents	3	\$ 2,159,331	2,270,626
Trade and other receivables	4	597,901	487,689
Loans and receivables	5	<u>1,000,000</u>	<u>1,000,000</u>
Total current assets		3,757,232	3,758,315
Property, plant and equipment	6	<u>76,483,163</u>	<u>76,101,628</u>
Total assets		<u>\$80,240,395</u>	<u>79,859,943</u>
Financed By:			
<u>LIABILITIES AND EQUITY</u>			
Current Liabilities			
Trade and other payables	7	\$ 501,117	462,335
Borrowings - current	8	<u>625,561</u>	<u>616,032</u>
Total current liabilities		<u>1,126,678</u>	<u>1,078,367</u>
Non-Current Liabilities			
Borrowings-non-current	8	6,687,175	6,905,834
Deferred income	9	<u>167,175</u>	<u>178,320</u>
Total non-current liabilities		<u>6,854,350</u>	<u>7,084,154</u>
Corporation's Equity			
Government's contribution		24,807,545	24,643,826
Appraisal surplus		44,001,851	44,001,851
Accumulated surplus		<u>3,449,971</u>	<u>3,051,745</u>
Total equity (Page 6)		<u>72,259,367</u>	<u>71,697,422</u>
Total liabilities and equity		<u>\$80,240,395</u>	<u>79,859,943</u>

See accompanying notes which form an integral part of these financial statements.



Approved on behalf of the Board:

..... Chairman



..... Director

GRENADA INVESTMENT DEVELOPMENT CORPORATION

Statement of Comprehensive Income For the Year Ended December 31, 2016 (With comparative figures for 2015)

	<u>2016</u>	<u>2015</u>
Income		
Factory rental (Schedule 1)	\$4,382,190	4,265,350
Other income (Schedule 2)	<u>507,911</u>	<u>1,017,216</u>
Total income	4,890,101	5,282,566
Less direct expenditure (Page 17)	<u>2,344,875</u>	<u>2,798,141</u>
Gross operating surplus	2,545,226	2,484,425
Less general & administrative expenses (Page 19)	<u>2,633,145</u>	<u>1,764,602</u>
Net operating surplus/ (deficit) before revenue grants	(87,919)	719,823
Revenue grants (Schedule 3)	<u>486,145</u>	<u>779,187</u>
Net surplus for the year	\$ <u>398,226</u>	<u>1,499,010</u>

See accompanying notes which form an integral part of these financial statements.

GRENADA INVESTMENT DEVELOPMENT CORPORATION

Statement of Changes in Equity For the Year Ended December 31, 2016

	Government's Capital <u>Contribution</u>	Appraisal <u>Surplus</u>	Accumulated <u>Surplus</u>	<u>Total</u>
Balance at 31 December, 2014	\$24,563,160	44,001,851	1,552,735	70,117,746
Contribution during the year	80,666	-	-	80,666
Net surplus for 2015	<u>-</u>	<u>-</u>	<u>1,499,010</u>	<u>1,499,010</u>
Balance at 31 December, 2015	24,643,826	44,001,851	3,051,745	71,697,422
Contribution during the year	163,719	-	-	163,719
Net surplus for 2016	<u>-</u>	<u>-</u>	<u>398,226</u>	<u>398,226</u>
Balance at 31 December, 2016	<u>\$24,807,545</u>	<u>44,001,851</u>	<u>3,449,971</u>	<u>72,259,367</u>

Notes (i) Government's Capital Contribution represents the net value of assets vested to the Corporation by Government at the commencement of operations plus subsequent contributions in the form of debt forgiveness and payments on behalf of the Corporation.

(ii) The appraisal surplus represents the excess of a revaluation of the Corporation's lands and buildings over their carrying values. The appraisal was done in October 2014 by the qualified engineering firm of Latitudes Consult.

See accompanying notes which form an integral part of these financial statements

GRENADA INVESTMENT DEVELOPMENT CORPORATION

Statement of Cash Flow
For the year ended December 31, 2016
(With comparative figures for 2015)

OPERATING ACTIVITIES	<u>2016</u>	<u>2015</u>
Net surplus for the year	\$ 398,226	1,499,010
Add non-cash charges - depreciation	1,074,299	1,027,529
(Gain)/loss on disposal of property, plant & equipment	-	(13,999)
Amortisation of deferred income	<u>(11,145)</u>	<u>(11,145)</u>
Cash generated from operations	1,461,380	2,501,395
(Increase)/Decrease in Current Assets		
Trade and other receivables	(110,212)	(267,657)
Loans and receivables	-	31,500
Increase/(Decrease) in Current Liabilities		
Trade and other payables	<u>38,781</u>	<u>(101,578)</u>
Net cash generated from operating activities	<u>1,389,949</u>	<u>2,163,660</u>
INVESTING ACTIVITIES		
Proceeds from the sale of property, plant & equipment	-	99,589
Purchase of property, plant & equipment	<u>(1,455,834)</u>	<u>(2,021,796)</u>
Net cash flow used in investing activities	<u>(1,455,834)</u>	<u>(1,922,207)</u>
FINANCING ACTIVITIES		
Government contribution received	163,720	80,666
Proceeds from borrowings	-	5,605,000
Repayments of borrowings	<u>(209,130)</u>	<u>(4,931,619)</u>
Net cash flow from financing activities	<u>(45,410)</u>	<u>754,047</u>
Net increase/(decrease) in cash and cash equivalents	(111,295)	995,500
Cash and cash equivalents at beginning of year	<u>2,270,626</u>	<u>1,275,126</u>
Cash and cash equivalents at end of year (Note 3)	<u>\$2,159,331</u>	<u>2,270,626</u>

See accompanying notes which form an integral part of these financial statements.

GRENADA INVESTMENT DEVELOPMENT CORPORATION

Notes to Financial Statements - December 31, 2016

1. INCORPORATION AND PRINCIPAL ACTIVITY

The Corporation was incorporated by Act of Parliament No. 2 of 1985 for the purposes of stimulating, facilitating and undertaking the establishment and development of industries in Grenada. At the statement of financial position date, the Corporation employed eighteen persons on a permanent basis and twelve persons on a contractual basis (2015: 19 persons).

2. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Accounting:

These financial statements have been prepared in compliance with International Financial Reporting Standards, and in accordance with the historical cost convention, with the modification stated in the note to property, plant and equipment.

(b) Foreign Currencies:

The Eastern Caribbean Dollar is the functional currency of measurement and presentation of the Corporation's financial statements. Foreign currency transactions during the year have been recorded at the rates of exchange ruling at the dates of the transactions. Monetary amounts receivable or payable at the year-end in foreign currencies are translated to the functional currency at the rates of exchange ruling at that date. Profits or losses on translation of monetary items are reflected in comprehensive income.

Monetary items are units of currency held and assets and liabilities to be received or paid in a fixed or determinable number of units of currency.

Non-monetary items carried at historical cost are reported using the exchange rate at the date of the transaction. Other non-monetary items which are carried at fair value are reported at the exchange rate that existed when the fair values were determined. When a gain or loss on a non-monetary item is recognized in other comprehensive income, any exchange component of that gain or loss is also recognized in other comprehensive income. Conversely, when a gain or loss on a non-monetary item is recognized in comprehensive income, any exchange component of that gain or loss is also recognized in comprehensive income.

Other comprehensive income comprises items of income and expense that are not recognized in profit or loss but rather in equity, such as changes in appraisal surplus, remeasurements on defined employee benefit plans, etc.

(c) Revenue Recognition:

The Corporation is engaged in the service industry. In general, revenue is recognised when the outcome of a transaction can be estimated reliably and taking into consideration the probability of economic benefits flowing to the Corporation, the stage of completion of the transaction at the statement of financial position date and the costs incurred on and to complete the transaction.

Grants receivable are recognised when there is reasonable assurance that the Corporation will comply with the conditions attaching to them and that the grants will be received. Such grants are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. Applying this principle, grants related to income are recognised as income in the same period as the related expenses. Grants related to assets are accounted for as deferred income on the statement of financial position and recognised as income over the useful lives of the assets involved.

Interest income is recognised on a time basis using the effective interest rate method.

GRENADA INVESTMENT DEVELOPMENT CORPORATION

Notes to Financial Statements - December 31, 2016

2. SIGNIFICANT ACCOUNTING POLICIES - Continued

(d) Estimates:

Preparation of financial statements in conformity with International Financial Reporting Standards requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

(e) Financial Instruments:

A financial instrument is defined as any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. A financial asset is a contractual right to receive cash in the future, while a financial liability is a contractual obligation to deliver cash in the future.

Financial instruments carried on the statement of financial position include cash and cash equivalents, trade and other receivables, loans and receivables, trade payables and borrowings - short and long term. A financial asset or a financial liability is recognised when the Corporation becomes a party to the contractual provisions of the instrument and in the case of a financial asset when control over the asset is transferred to the Corporation.

All financial assets and financial liabilities are recognised on the statement of financial position or in the notes to the financial statements. Upon initial recognition, they are measured at cost, which is the fair value of the consideration given or received to acquire the financial asset or liability. Transaction costs are included in the initial measurement of all financial assets and liabilities. Subsequent to initial recognition, all financial assets are remeasured to fair value, except for the following:

- (i) loans and receivables originated by the Corporation and not held for trading.
- (ii) other fixed maturity investments, such as debt securities and mandatorily redeemable preferred shares that the Corporation intends and is able to hold to maturity; and
- (iii) financial assets whose fair value cannot be reliably measured, such as some equity instruments (shares) with no quoted market price.

At the statement of financial position date, the carrying amounts of financial assets required to be remeasured are approximately equal to their fair value, which is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. Other financial assets are carried at amortised cost, less allowance for impairment in value.

Financial liabilities, after acquisition, are measured at original recorded amount less principal repayments and amortisation.

For financial assets and liabilities remeasured to fair value, differences arising on remeasurement are recognised in comprehensive income for the period.

(f) Other significant accounting policies adopted are disclosed in the appropriate notes below. Where changes have been made in presentation, comparative figures have been restated.

GRENADA INVESTMENT DEVELOPMENT CORPORATION
Notes to Financial Statements - December 31, 2016
(Continued)

3. CASH AND CASH EQUIVALENTS	<u>2016</u>	<u>2015</u>
Petty Cash	\$ 400	400
First Caribbean International Bank - Current account	69,658	695,309
- Project account	6,010	6,010
Grenada Co-operative Bank - Savings account	310,477	304,198
- Current account	1,195,750	1,201,700
- Project account	575,754	63,009
- Debit card	<u>1,282</u>	<u>-</u>
Total	<u>\$2,159,331</u>	<u>2,270,626</u>

Cash and cash equivalents included in the cash flow statement comprise the above statement of financial position amounts. Interest is earned on the savings account at the rate of 2.05% per annum.

4. TRADE AND OTHER RECEIVABLES	<u>2016</u>	<u>2015</u>
Rent receivable	\$589,014	524,313
Less: Provision for impairment of rent receivable	<u>157,018</u>	<u>194,829</u>
Rent receivable - net	<u>431,996</u>	<u>329,484</u>
Other receivables and prepayments	165,905	158,205
Less: Provision for impairment of other receivables	<u>-</u>	<u>-</u>
	<u>165,905</u>	<u>158,205</u>
Total	<u>\$597,901</u>	<u>487,689</u>

Provision for impairment of rent receivables is made based on the specific identification of doubtful balances. As rent become uncollectible they are written off against the provision. The creation and release of provision for impaired receivables are charged to comprehensive income.

The carrying amount of the Corporation's rent and other receivables are denominated in EC dollars.

5. LOANS AND RECEIVABLES	<u>2016</u>	<u>2015</u>
(1) Loans and receivables at amortised cost		
Certificate of deposit - Grenada Cooperative Bank	<u>\$1,000,000</u>	<u>1,000,000</u>

The certificate of deposit matures in December 2016 and earns interest at the rate of 1.5% per annum.

GRENADA INVESTMENT DEVELOPMENT CORPORATION
Notes to Financial Statements - December 31, 2016
(Continued)

6. PROPERTY, PLANT AND EQUIPMENT - Continued

(i) The Corporation's lands and buildings at Frequente, Seamount and St. Patrick were valued by the qualified engineering firm of Latitudes Consult in October 2014. This valuation resulted in an appraisal surplus of \$35,862,170 which is included in these financial statements. A previous valuation was conducted in May 2004 by the qualified engineering firm of Joseph John and Associates Limited. This valuation covered only the properties at Frequente and Seamount and the values did not vary much from the previous valuation done in May 2002. Accordingly, no appraisal adjustments were made for the 2004 valuation.

(ii) If land and buildings were stated on the historical cost basis, the carrying amount would be \$32,258,508 (2015: \$31,901,272).

(iii) Included in "buildings" is the amount of \$305,672 representing the cost of a building constructed by the Corporation in Carriacou and known as the Carriacou Incubator. Cabinet approved the transfer to the Corporation of the land on which the building is constructed. The full legal vesting process has not been completed. However, in August 2005, Cabinet further approved the use of the building rent free by the T.A. Marryshow Community College for educational purposes.

Some property, plant & equipment are stated at historical cost and others at valuation. Depreciation is provided on the straight line basis, at rates sufficient to write off the cost or valuation of the assets over the period of their estimated useful lives. Maintenance and repairs are charged to comprehensive income whilst the cost of improvements are capitalised. The cost of property, plant and equipment sold, retired or otherwise disposed of and the accumulated depreciation thereon are eliminated from the accounts and the resulting gain or loss reflected in comprehensive income. The annual rates used in providing for depreciation are as follows:

Buildings	2%
Motor vehicles	20%
Furniture, fixtures & equipment	10% & 33%

Bank borrowings are secured on land and buildings for the value of \$3,459,441 (2014: \$3,666,020) See note 8.

7. TRADE AND OTHER PAYABLES

	<u>2016</u>	<u>2015</u>
Advanced rentals & security deposits	\$271,171	316,770
Other payables, accruals and provisions	<u>229,946</u>	<u>145,565</u>
Total	<u>\$501,117</u>	<u>462,335</u>

GRENADE INVESTMENT DEVELOPMENT CORPORATION

Notes to Financial Statements - December 31, 2016

(Continued)

8. BORROWINGS	Total 2015	Total 2016	Due within one year	Net Long Term Balance 2016	2015
Caribbean Development Bank					
2% Loan (Note i)	\$1,931,700	1,805,031	126,669	1,678,362	1,805,031
Grenada Development Bank					
Loan #1 (Note ii)	29,979	12,048	12,048	-	11,886
Loan #2 (Note iii)	51,933	25,292	25,292	-	26,340
Loan #3 (Note iv)	172,159	127,463	51,380	76,083	127,599
Loan #4 (Note v)	-	472,291	37,294	434,997	-
Unique Vacations Ltd (Note vi)	634,468	499,059	145,198	353,861	499,059
Clear Harbour (Note vii)	54,167	29,167	25,000	4,167	29,167
Grenada Cooperative Bank #1 (Note vii)	3,287,282	3,036,865	130,361	2,906,504	3,113,512
Grenada Cooperative Bank #2 (Note ix)	<u>1,360,178</u>	<u>1,305,520</u>	<u>72,319</u>	<u>1,233,201</u>	<u>1,293,240</u>
Total	<u>\$7,521,866</u>	<u>7,312,736</u>	<u>625,561</u>	<u>6,687,175</u>	<u>6,905,834</u>
(2015			<u>616,032)</u>		

(i) This loan is secured by the guarantee of the Government of Grenada and is repayable in thirty (30) years, which commenced December 31, 2000, by equal quarterly payments of principal of US\$11,728.

(ii) This loan is unsecured and is repayable in one hundred and twenty eight (128) fixed monthly instalments of \$1,558. Interest is payable at 4% per annum.

(iii) This loan is unsecured. At present it is repayable in one hundred and twenty six (126) fixed monthly instalments of \$2,425. Interest is payable at 6% per annum.

(iv) This loan is secured by a first legal mortgage on 19,236 sq. ft. of land with building thereon situate at Lower Town, Main Street, Sauteurs, St. Patrick and is repayable in one hundred and twenty (120) months with a fixed monthly instalment of \$4,500 inclusive of interest at 6% per annum.

(v) The loan is secured in lien on cash-term deposit. The loan was taken to refurbish and expand building #1 at the Frequent Industrial Park. The loan bears a 7% interest rate and is repayable in ten years (120 months).

(vi) This loan is unsecured and is repayable in 5 years at an interest rate of 7% per annum and monthly repayments of \$14,627.70 inclusive of interest. Proceeds of the loan were used for refurbishing of the Corporation's building.

GRENADA INVESTMENT DEVELOPMENT CORPORATION
Notes to Financial Statements - December 31, 2016
(Continued)

8. BORROWINGS Continued

(vii) This loan is interest free and is repayable in 3 years. Monthly amounts of \$2,083.33 would be repaid via deductions from rent payable to GIDC by Clear Harbour. The loan of \$75,000 was used to purchase a generator for use in the building occupied by Clear Harbour.

(viii) This loan is secured by a first mortgage over 84,984 sq. ft. of commercial land with two buildings thereon, located at Frequente and 1 acre of commercial land at Frequente. Interest is at the rate of 6% per annum and the loan is repayable in one hundred and twenty five (125) monthly installments of \$36,733.00, inclusive of interest. This loan was taken for the repayment of the FCIB loan in 2015.

(ix) This loan is repayable in one hundred and eighty (180) monthly installments of \$13,178 inclusive of interest and was used to pay off the demand loan at Grenada Cooperative Bank. Interest is payable at 7.75% per annum. This loan is secured by assignment of Fire and Peril insurance policy for EC\$1,700,000.

The carrying amounts of the Corporation's borrowings are denominated in EC dollars.

9. DEFERRED INCOME

2016 2015

At January 1	\$178,320	189,465
Grants received during the year	-	-
Amounts transferred to income	<u>(11,145)</u>	<u>(11,145)</u>
At December 31	<u>\$167,175</u>	<u>178,320</u>

Deferred income represents the balance of a grant made to the Corporation by the U.S.A.I.D. in 1990 for the construction of the Seamoan Industrial Estate in St. Andrew. The Grant is being amortised to revenue over a forty-year period, being the estimated useful life of the buildings constructed with the grant funds.

10. CAPITAL COMMITMENT

At the statement of financial position date, the Corporation had the following outstanding capital commitments, in respect of the stated projects:

	<u>Total Project Cost</u>	<u>Expenditure To Date</u>	<u>Outstanding Commitment</u>
Administrative and Commercial Complex, Frequente, St. George	\$7,382,136	1,306,800	6,075,336
Small Business Incubator in Carriacou - Phase II	<u>990,832</u>	<u>-</u>	<u>990,832</u>
Total	<u>\$8,372,968</u>	<u>1,306,800</u>	<u>7,066,168</u>

Note: The total project cost of the Administrative and Commercial Complex includes \$1,306,800 in real estate currently owned by the Corporation. This amount is also shown as expenditure to date on the project.

11. POTENTIAL FOR EXPANSION

In 2002 Cabinet approved the vesting of 8.5 acres of land at Seamoan to the Corporation for expansion of the Industrial Park. At the statement of financial position date no capital programme had been developed by the Corporation in this connection. The value of the land is included in these financial statements at a value of \$7 a sq. ft., as advised by the Inland Revenue Department.

GRENADA INVESTMENT DEVELOPMENT CORPORATION

Additional Information to Financial Statements
For the Year Ended December 31, 2016

CONTENTS

	Page
Schedules to Statement of Comprehensive Income	42
Departmental Statement of Comprehensive Income	43
Notes to Departmental Statement of Comprehensive Income	44
Basis of Allocation and Apportionment of Revenue and Costs	45
Apportionment of General and Administrative Expenses	47

GRENADA INVESTMENT DEVELOPMENT CORPORATION
Schedules to Statement of Comprehensive Income
For the year ended December 31, 2016
(With Comparative figures for 2015)

FACTORY RENTAL INCOME - Schedule 1

	<u>2016</u>	<u>2015</u>
Frequente Industrial Park	\$3,787,344	3,669,469
Seamoon Industrial Park	502,098	500,778
St. Patrick	<u>92,748</u>	<u>95,103</u>
Total	<u>\$4,382,190</u>	<u>4,265,350</u>

OTHER INCOME - Schedule 2

Interest income	\$ 21,301	52,662
Project appraisal fees	21,225	31,727
Miscellaneous income	2,471	7,024
Business development centre	97,798	83,299
CDF Project	97,955	89,076
CTCS project	37,378	35,970
Cariled	13,112	-
MAREP project	215,671	128,100
Young Innovators Challenge	1,000	-
CART fund	<u>-</u>	<u>589,358</u>
Total	<u>\$ 507,911</u>	<u>1,017,216</u>

REVENUE GRANTS - Schedule 3

GIDC	\$300,000	Government of Grenada 468,042
SEDU	175,000	300,000
U.S.A.I.D.	<u>11,145</u>	<u>11,145</u>
Total	<u>\$486,145</u>	<u>779,187</u>

GRENADA INVESTMENT DEVELOPMENT CORPORATION
Strategic Business Units Statement of Comprehensive Income
For the Year Ended December 31, 2016

INDUSTRIAL ESTATES PROJECTS

INDUSTRIAL ESTATES PROJECTS																		
	Total		CDB		CDB	USAID	Bldg 10&11	Marketing & Business		St. Patrick	MAREP	Young Innovators		Carried	Cartfund			
	2015	2016	Frequentate	Seamoon	Frequentate	Frequentate	Promotion	Development	CTCS		Project	Challenge	CDF					
Income																		
Factory Rental	4,265,351	4,382,190	470,316	502,098	2,244,448	1,072,580	0	0	0	92,748	0	0	0	0	0			
Other Income	174,711	142,795	0	0	896	0	44,101	97,798	0	0	0	0	0	0	0			
Project Income	842,504	365,116	0.00	0.00	0.00	0.00	0.00	0	37,378	0.00	215,671	1,000	97,955	13,112	0			
Total Income	5,282,566	4,890,101	470,316	502,098	2,245,344	1,072,580	44,101	97,798	37,378	92,748	215,671	1,000	97,955	13,112	0			
Less: Direct Expenditure																		
Salaries, wages & staff costs	845,121	857,949	20,000	20,000	108,443	15,000	302,046	309,860	0	8,000	74,600	0	0	0	0			
Interest on long term loans	443,735	419,527	0	49,999	130,612	238,151	0	0	0	765	0	0	0	0	0			
Repairs and maintenance	331,011	467,561	68,208	96,516	204,622	69,401	0	0	0	28,814	0	0	0	0	0			
Security	212,113	191,668	32,849	60,272	98,547	0	0	0	0	0	0	0	0	0	0			
Advertising and promotion	69,781	85,961	0	0	12,597	225	61,017	12,122	0	0	0	0	0	0	0			
Electricity	35,615	40,538	0	5,139	12,468	0	0	22,932	0	0	0	0	0	0	0			
Telephone	2,080	1,190	0	1,190	0	0	0	0	0	0	0	0	0	0	0			
Seminars & workshops	79,723	143,280	0	0	0	0	61,121	17,643	18,619	0	33,046	1,042	7,140	4,670	0			
Water rates	26,492	20,376	0	0	12,465	7,911	0	0	0	0	0	0	0	0	0			
Janitorial services	9,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Products and equipment	168,705	24,644	0	0	0	0	0	0	0	0	0	0	0	0	24,644			
Property tax	30,472	30,473	5,991	817	17,972	5,147	0	0	0	546	0	0	0	0	0			
Legal and professional fees	544,293	61,706	4,796	3,015	48,529	3,704	0	1,663	0	0.00	0.00	0	0	0	0			
Total	2,798,141	2,344,875	131,843	236,948	646,256	339,539	424,184	364,219	18,619	38,125	107,646	1,042	7,140	4,670	24,644			
Gross contribution	2,484,424	2,545,226	338,473	265,150	1,599,088	733,041	(380,083)	(266,421)	18,759	54,623	108,025	(42)	90,815	8,442	(24,644)			
Less:General & admin. expenses	1,764,601	2,633,145	163,802	275,360	709,460	380,296	472,987	406,123	20,761	42,511	120,031	1,162	7,961	5,207	27,484			
Surplus/(deficit) before grants	719,823	(87,919)	174,671	(10,210)	889,628	352,745	(853,070)	(672,544)	(2,002)	12,112	(12,006)	(1,204)	82,854	3,235	(52,128)			
Revenue grants	779,187	486,145	0.00	11,145	0.00	0.00	300,000	175,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
Surplus/(deficit) for the year	\$1,499,010	\$398,226	174,671	935	889,628	352,745	(553,070)	(497,544)	(2,002)	12,112	(12,006)	(1,204)	82,854	3,235	(52,128)			

GRENADA INVESTMENT DEVELOPMENT CORPORATION
Notes to Departmental Statement of Comprehensive Income
For the Year Ended December 31, 2016

(i) CARIBBEAN TECHNOLOGY CONSULTANCY SERVICES (CTCS)

Funding from the Caribbean Development Bank (CDB) was used to facilitate training in the effective use of Computerised Management Accounting Systems for Micro, Small and Medium-Sized Enterprises.

(ii) MARKET ACCESS AND RURAL ENTERPRISE PROGRAMME (MAREP)

The Corporation, with funding through the CDB, implemented a programme to recruit, train and employ business development officers to provide business support and similar services to the MAREP project.

(iii) CARTFUND

The Caribbean Development Bank (CDB) provided a grant from the CARTFund to assist the Corporation in financing a project to increase the production and exportation of value-added nutmeg products in Grenada.

(iv) CARICOM DEVELOPMENT FUND (CDF)

This project relates to a grant provided from the CARICOM Development Fund (CDF) to assist the Corporation in the provision of institutional support to the Grenada Development Bank (GDB) and support for Small and Medium Sized Enterprises.

GRENADA INVESTMENT DEVELOPMENT CORPORATION
Basis of Allocation and Apportionment of Revenue and Costs
For the year ended December 31, 2016

1. Revenue, comprising factory rental, grants and other income is allocated on a direct basis according to the department which produced, or which was the targeted beneficiary of, the income.

2. Direct Expenditure:

All expenses relating to individual departments were identified and charged to the respective departments.

3. General and Administrative Expenses:

As indicated on page 19, these are apportioned to departments on the basis of the direct expenses of the individual departments.

Notes to Financial Statements - December 31, 2016
(Continued)

Cost or Valuation

46

GRENADA INVESTMENT DEVELOPMENT CORPORATION
Apportionment of General and Administrative Expenses
For the Year Ended December 31, 2016

	<u>2016</u>	<u>2015</u>
Salaries, wages & other staff costs	\$ 827,566	597,427
Depreciation	1,074,299	1,027,529
Electricity	30,028	31,376
Repairs & maintenance	68,711	61,940
Bad debt expense	4,614	(553,445)
Telephone and fax	82,841	75,488
Travelling	68,240	76,140
Directors' remuneration	30,031	35,835
Office supplies	28,540	33,629
Janitorial expenses	42,548	44,367
Motor vehicle expenses	21,107	19,638
Audit fees and expenses	13,723	15,392
Bank charges	5,947	22,816
Dues, subscription and seminars	5,608	2,890
Postage	3,100	1,461
Staff training	31,384	19,188
Miscellaneous expenses	8,247	6,203
Insurance	274,797	236,840
Entertainment	<u>11,813</u>	<u>9,888</u>
Total	<u>2,633,145</u>	<u>1,764,602</u>

Apportioned as Follows:

	<u>Percentages</u>		<u>Amounts</u>	
	<u>2016</u>	<u>2015</u>	<u>2016</u>	<u>2015</u>
CDB Funded Frequente	6.22%	5.11%	163,802	90,165
CDB Funded Seamoon	10.46%	7.97%	275,360	140,662
USAID Funded Frequente	26.94%	18.29%	709,458	322,671
Investment Promotion	17.96%	13.95%	472,987	246,205
Business Development	15.42%	11.07%	406,123	195,277
St. Patrick	1.61%	1.16%	42,511	20,550
Buildings 10 and 11 Frequente	14.44%	13.50%	380,296	238,221
MAREP	4.56%	4.70%	120,031	82,896
CTCS Projects	0.79%	0.98%	20,761	17,313
CDF	0.30%	0.33%	7,961	5,894
Cariled	0.20%	0.00%	5,207	0

Young Innovators Challenge	0.04%	0.00%	1,162	0
Cart Fund	<u>1.04%</u>	<u>22.94%</u>	<u>27,484</u>	<u>404,747</u>
Total	<u>100.00%</u>	<u>100.00%</u>	<u>2,633,145</u>	<u>1,764,601</u>

The above was apportioned on the basis of the direct expenses of the individual departments.

List of GIDC employees who attended training and workshops in 2016

Item	Venue	Date	Participants
CSME Sensitization Workshop	Grenada	Jan. 21-22	Renata Blair
Essentials of Entrepreneurship: Thinking & Action	Online	Feb.18	Khesha Mitchell
Study tour of Jamaica's incentives regime	Jamaica	Feb. 15-19	Ronald Theodore & Cathyann Pierre
Spa Formulation	Grenada	Mar. 04	Shonnika Gurley
Digital Marketing Strategies for Building a Successful Business	Grenada	Apr. 06	Tracey Howell, Beverly Alexander, Keron Noel, Michelle McDonald
Basic Training Programme in Customs & Trade Facilitation	Grenada	Apr. 13	Renata Blair
Grant Proposal writing	Grenada	May 05	Karen Boatswain, Renata Blair
Managing for Development Results	Grenada	May 10-12	Beverly Alexander, Aphra Charles, Karen Boatswain, Stephon Benjamin
Caribbean Investment Summit	Miami	May 11-14	Che Keens-Douglas & Ronald Theodore
Customer Service for Wholesale & Retail industry	Grenada	May 18	Renata Blair, Addonar Harriman, Aphra Charles, Tracey Howell, Beverly Alexander, Jacintha Livingstone, Shonna Williams, Shonnika Gurley, Janelle Collins
Basic Training Programme in Public Procurement	Grenada	May 24	Jacinta Lewis, Renata Blair
Small Business Management Workshop	Grenada	May 31	Shonnika Gurley, Beverly Alexander
Finance for Non- Financial Professionals	Online	May 30	Khesha Mitchell
Implementing Effective Disciplinary & Grievance Policies & Procedures	Grenada	Jun. 23	Jacinta Lewis
Business Plan Workshop	Grenada	Jun. 28-30	Veron Daniel & Donnet McEwen (SGU Interns)
Time Management	Grenada	Jun. 30	GIDC Management Team

Item	Venue	Date	Participants
Supervisory Management Skills for the Diverse & Dynamic Workplace	Grenada	Jun. 29 & 30	Jacinta Lewis, Cathyann Pierre
Time Management	Grenada	Jul. 07	All employees of Facilities & Business Development Centre
Time Management	Grenada	Jul. 14	All employees of Investment Promotion Agency
Time Management	Grenada	Jul. 21	All employees of Shared Services Unit
Regional Capacity Building Training Seminars on the Development and Implementation of Climate Mitigation Actions.	Grenada	Jul. 20-21	Donnet Mc Ewen
QuickBooks training	Grenada	Jul. 18 – Aug. 3	Jacinta Lewis, Katelyn Brathwaite, Beverly Alexander, Shonnika Gurley, Natalie Ruffin, Addonar Harriman, Keron Noel, Renata Blair, Khesha Mitchell, Donnet Mc Ewen, Veron Daniel, Stephon Benjamin, Aphra Charles, Karen Boatswain
Training in Principles of Good Manufacturing Practices Workshop	Grenada	Aug. 15 & 16	Nathale Clarke-Lewis & Shonnika Gurley
“Services Go Global” certification training	Grenada	Sep. 5 – Oct. 4	Karen Boatswain and Stephen Benjamin.
IDB/INTAL-CARICOM Regional Workshop for CARICOM Trade Officials on the Trade and Services Agreement (TiSA) Negotiations and the Negative List Approach to Services and Investment Liberalization	Barbados	Sep. 7-9	Cathyann Pierre
Devising and Implementing an Effective Communication Strategy	Grenada	Sep. 16	Aphra Charles, Sharon Gilchrist and Janelle Collins

Item	Venue	Date	Participants
SGU Project Management	Grenada	Sep. 21 – Dec. 16	Cathyann Pierre, Katelyn Brathwaite, Aphra Charles, Addonar Harriman, Tracey Howell, Clifford Lalsee, Keron Noel, Sharon Penny, Beverly Alexander and Sheryl-Anne Sylvester
Social Media Mastermind Retreat	Grenada	Nov.09	Shonnika Gurley
SGU Communications workshop	Grenada	Dec. 2 & 5	Jacinta Lewis, Janelle Collins, Makaella Noel, Jacintha Livingstone, Kurt Hercules, Shonna Williams, Renata Blair, Michelle McDonald, Veron Daniel
CARICOM Application Processing System (CAPS) training	Grenada	Dec. 07	Jacinta Lewis & Michelle McDonald
SERVSAFE Food Safety Training & Certification Workshop	Grenada	Dec. 6 & 8	Shonnika Gurley & Natalie Ruffin
Training for Procurement Experts on the CSME Public Procurement Regime	Grenada	Dec. 12 & 13	Sharon Penny & Makaella Noel



GIDC

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