



# Superior North CFDC

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# SADC Supérieur Nord



## 2021 ANNUAL REPORT



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**Superior North Community Futures Development Corporation (CFDC) supports community economic development by assisting communities located within its catchment area to strengthen and diversify their economies.**

## About Superior North CFDC

Superior North Community Futures Development Corporation (CFDC) is a not-for-profit corporation, governed by volunteer members and staffed by professionals. Community Futures (CF) is a national program that supports grassroots community economic development (CED) by allowing local citizens to make decisions for the benefit of their rural communities. In Northwestern Ontario the CF program is funded through the Federal Economic Development Agency for Northern Ontario (FedNor). Services are provided in both official languages. The program is overseen by Innovation, Science and Economic Development Canada.

The organization was incorporated as two separate entities in January 1988, the Business Development Centre and the Schreiber-Terrace Bay Community Futures Organization. In 1994 the original corporations were amalgamated to become Superior North Community Development Corporation, and in 2003 the word “Futures” was added to the corporation as part of a national CFDC common-identifier project.

Superior North CFDC actively supports and stimulates economic growth and diversification by:

- creating and implementing strategies for community economic development and diversification
- assisting small business and community organizations by providing advisory services, technical support, loans, equity, and access to capital
- helping to sustain a viable regional employment base for present and future generations.
- we have had a tremendous number of amazing volunteers involved in the organization over the years.



## MESSAGE FROM THE BOARD CHAIR

COVID -19 restrictions continued for a good part of 2021 impacting our ability to do community visits, host meeting or event and to attend functions etc. but regardless we still were able to proceed with many new projects. With additional FedNor funding we were able to complete special added projects including:

- Shop Local Campaign - promoting to the region via our website, social media, radio and newspaper ads to encourage the region to shop local.
- Regional Tourism Promotion – to promote the Superior North region to the residents of Thunder Bay to visit and explore our region.
- Structural Assessment of Rosspoint Wharf – assisting with the Rosspoint Harbour Non-Profit Marina Inc. organization to complete an above and below water structural investigation of the current state of the Rosspoint Wharf, resulting in an official detailed assessment of its physical and functional condition to determine if any remedial repairs are required and future projects.
- Francophone Video Project - Northwestern Ontario Success Stories Video Project whose main objective is to create videos through interviews of mainly French-speaking immigrants as well as organizations that employ immigrants and to create awareness of opportunities for potential entrepreneurs.



Assisted the communities in the region with various initiatives:

- Terrace Bay with the establishment and participation of the Municipal Accommodation Tax committee.
- Manitowadge with the ongoing Community Revitalization Project.
- Red Rock – Waterfront signage project
- Schreiber - Investment Attraction Plan participation.

In 2021 our lending program saw an increase from the previous year with \$1.01 million in funds disbursed assisting local businesses to start or stabilize. Despite not being able to travel and meet clients in their communities for a good part of the year we were able to deliver over 300 in depth counselling sessions primarily via email, phone and online.

SNCFDC website saw an increase in visitors from 2020 with an increase of over 200%. Facebook during the year reached over 14,000 viewers.

Training – during 2021 SNCFDC staff participated in 35 online training courses on various subjects to increase their skills and knowledge to deliver new information to their clients.

Our partnership continued in 2021 on the Regional Tourism Initiative lead by Superior Country.

It is my pleasure as to work with this dynamic team at SNCFDC. I would like to thank Ron, Shelley, Christine and Erinn for great job that they do. I would like to thank all the Board Members for their dedication. So many businesses have been started, maintained and supported through our programs.

I look forward to another year.

Regards,

Louise Dupuis  
Chairperson of the Board of Directors



## Board and Members

Superior North CFDC is a not-for-profit corporation governed by volunteer members and a Board of Directors.

<b>The Board of Directors</b> (as of December 31, 2021)	<b>Members</b> (as of December 31, 2021)
<p>Chairperson: Louise Dupuis - Nipigon                      Vice-Chair: Brad McMillan - RosSPORT                      Secretary/Treasurer: James Robinson – Terrace Bay                      Directors: Patricia Behun – Red Rock                      Mona Dakin – Terrace Bay                      Norma Fawcett – Red Rock Indian Band                      Karen Robinson – Manitouwadge                      Tracy Paulsen – Terrace Bay</p>	<p>Stephen Behun – Red Rock                      David Crawford - Nipigon                      Janis Dulpins – Terrace Bay                      Heidi Falzetta – Terrace Bay                      Lucie Lehoux - Marathon                      Phil McGuire – Red Rock                      Karen Robinson – Manitouwadge</p>

### VOLUNTEER RECOGNITION 2021 LONG STANDING MEMBER APPRECIATION

<p>Phil McGuire 20 years</p> 	<p>Karen Robinson 10 years</p> 	<p>Mona Dakin 5 years</p> 	<p>Lucie Lehoux 5 years</p> 
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## STAFF

<p><b>Ron Salo</b></p> <p><b>General Manager</b></p>  <p>gm@sncfdc.org</p>	<p><b>Shelley Norris</b></p> <p><b>Financial Coordinator</b></p>  <p>shelley@sncfdc.org</p>	<p><b>Christine Rajala</b></p> <p><b>Lending Coordinator</b></p>  <p>lc@sncfdc.org</p>	<p><b>Erinn Nesbitt</b></p> <p><b>Business Development Officer</b></p>  <p>bdo@sncfdc.org</p>
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## CONTRIBUTORS

Superior North CFDC gratefully acknowledges the federal financial contribution of FedNor. In December 2021 FedNor was designated a standalone Regional Development agency and Honourable Patty Hadju, MP Thunder Bay – Superior North was appointed Minister. Without support from this Federal Regional Development Agency, Superior North CFDC would not be able to exist. The organization would also like to thank the FedNor Initiatives Officers, Kaarina Osala-Schaaf, Greg Desimone and Scott Kunnas who assisted us in 2021.

Our funding agency provides the resources that make our services and programs possible and accessible to everyone. The members and staff of Superior North CFDC collaborate to maximize these resources for the benefit of the communities of the North of Superior region.




# 12 COMMUNITIES, 1 REGION



Superior North CFDC is proud to serve 12 communities which are spread over one large region on the North Shore of Lake Superior. We deliver a full suite of business advisory services; offer strategic community planning and socio-economic development; provide access to capital and support community projects and special initiatives.

The Board of Directors remains committed to providing community outreach services. This is the heart of our success as we continue to spend staff time in each community. Community visits were put on hold as covid-19 put us in another lock down situation. In late fall when restrictions were lifted, community visits were held primarily to deliver and or pick up documents. Clients were contacted through telephone, email and video conferencing.

Superior North CFDC extends our most sincere thanks to each of the municipalities and First Nations in our region for providing our organization with office space while in their communities. The office space that is provided is extremely valuable as it allows us to assist your residents, businesses, community organizations and economic development organizations. Thank you for being our “Partner in Success”.



## BUSINESS SERVICES

Our advisory services assist entrepreneurs to:

- clarify their business concept and explore feasibility
- learn how to start-up their business
- register their business name or not-for-profit corporation
- provide access to provincial and federal forms for various registrations and information
- develop a business plan, an operational plan and develop their marketing strategy
- learn bookkeeping basics and smart financial management
- obtain activity-sector information
- obtain information on how not-for-profit, co-operatives and franchises operate

(COVID-19)



We had a total of 7 new jobs created and maintained 5 current jobs. We were able to assist with 5 business startups and maintain 3 existing businesses.

2021 results are much lower than expected due to the COVID-19 pandemic that impacted the entire region with some reluctance in starting or expanding a business due to the uncertainty of the economy.



**CRANK UP  
THE  
VOLUME**

## Investment Fund

Through Government of Canada funding, Superior North CFDC administers a local investment fund. Since the first capital contribution was received from the federal government in 1989 our Investment Fund has grown in value to over \$5.2 million dollars. Loans and equity investments approved and disbursed total over \$21.7 million dollars, with interest and investment income of \$6.14 million.

Financing is available to eligible new or existing businesses or social enterprises for expansion or modernization projects that create and maintain jobs.

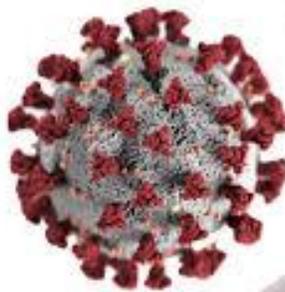
The fund is administrated by a local Investment Committee, appointed by the Board of Directors, to manage and allocate funds, ensuring secure growth and sustainability.

For investments over \$300,000.00, six Northwestern Ontario CFDC organizations pool their resources to offer financing up to \$600,000.00 for small businesses and social enterprises.

In 2021, SNCFDC assisted with over \$1.01 million in loans to local businesses. These funds resulted in the creation of 13 jobs and maintained 11 jobs.

Highlights from 2021:

- \$120,000 in Regional Relief and Recovery Fund loans assisted four businesses. The RRRF program was to assist small businesses during the pandemic.
- The Regional Relief and Recovery Fund (RRRF) lending program was extended on to 2021. This fund allowed borrowing up to \$60,000 with zero % interest and a forgivable portion. The deadline of pay back from December 2022 to December 2023 was extended.
- Loan clients benefited from 3 months of interest suspension from January 1<sup>st</sup> to March 31<sup>st</sup>, 2021.



# ECONOMIC DEVELOPMENT

## COVID-19 Impact

The Covid-19 pandemic has impacted our region, businesses, local economy, sporting events, and supply chains. We had little to no community visits, and our office was closed to the public for part of 2021. The tourism industry was impacted the hardest by having the US/Canada border closed to non-essential travel. On a positive side, our local retailers that were able to adapt to curb side pick-up and delivery were to insure sustainability. Local residents chose to shop locally rather than travel to other communities. Online shopping experienced an incredible increase having a negative impact in some sectors. The Federal government offered Canada Emergency Response Benefit (CERB) to assist unemployed due to business closures.

### Thunder Bay District COVID-19 Business Impact SURVEY NOVEMBER RESULTS



Percentage of businesses that applied for the new Canada Emergency Rent Subsidy

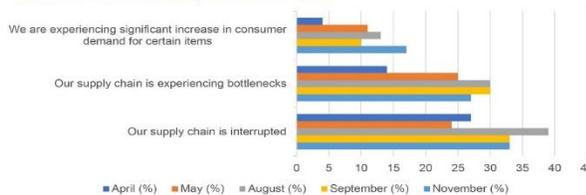


Percentage of businesses that stated they had access to or will access the Canada Emergency Wage Subsidy program.



The Canada Emergency Wage Subsidy program has, since we first started the surveys in April, has been the top program businesses/organizations accessed or will access.

**While businesses have seen an increase in consumer demand for certain items since April, we also see that supply chain interruptions and bottlenecks were still present for some.**



\* Percentages based on the number of respondents that answered the questions above.



## Small Business Week

October 17-23, 2021

Superior North CFDC sponsored a radio advertising campaign on CFNO-FM promoting shop local and small businesses in the Superior North Region, commending the local entrepreneurs for the tremendous effort and commitment to service our communities during a stressful, difficult time.



## Shop Local Campaign

In February 2021 we were approved to use the RRRF funds for a Shop Local Campaign. As our region slowly recovers from the COVID-19 pandemic our local retailers, restaurants and service businesses have suffered a loss of revenue due to closures and after reopening reduced sales. This campaign was a full-blown media blitz to remind and encourage our residents to purchase their goods and services from local retailers. The campaign covered all facets of social media, print (mail drops and posters) and on-air radio commercials. The campaign benefited the local businesses in all of the Superior North region including the local radio station, local newspapers, local printing shop and assist in reducing out shopping to the big centers and online stores. Our Facebook post was boosted and reached over 7,800 people and received 300 engagements.



## Other Projects

- Shop Local Campaign
- Regional Tourism Promotion
- Rosspport – Structural Assessment of Rosspport Wharf
- Réseau du Nord – Francophone Video Project
- Red Rock – Waterfront Signage Project

# TOURISM

**Tourism is an important economic sector for the Superior North region. Superior North CFDC was involved in five tourism projects in 2021**



## Regional Tourism Promotion

This project was developed in 2020 for the Casque Isles Trail Promotional Video and Marketing Campaign with Superior North CFDC partnership ensured the project was completed in French. Partners include Superior Country, Casque Isles Trail Group and Parks Canada. Superior North CFDC will contribute financially to this project. The plan for spring 2021 saw advertisements in March, to boost awareness for spring/summer, dependent on the pandemic. The final videos were marketed on Facebook to many Francophone regions in Canada to attract visitors to the region.

## LAKE SUPERIOR NORTH SHORE TOURISM STRATEGY

Year One focused on strategic planning, while years Two and Three will focus on implementation of the strategies, and the development of a sustainability plan for the continuation of the Tourism Coordinator position beyond the life of the three-year project. Part of the tourism initiative was the implementation of the Culinary Tour, celebrating food and drink around Lake Superior's North Shore.

The Lake Superior North Shore Tourism Project partners include: FedNor, Parks Canada, Destination Northern Ontario, Superior Country, Red Rock Indian Band, Superior North CFDC and the Townships of Dorion, Red Rock, Nipigon, Schreiber, Terrace Bay, Marathon, and Manitowadge.



## PARTNERS

Collaboration with partners within our region allows our staff to share this knowledge with each community to ensure access to information and provide assistance and resources to local groups and organizations.

Superior North CFDC's volunteer members and staff also participate in many local economic development organizations. We provide information on our services to these groups, attend regional meetings and bring these partner's information back to our clients. We would like to thank these organizations for their collaboration as we assist the communities and grow capacity together.

In 2021, our partners included:

- Association des francophones du Nord-Ouest de l'Ontario
- Business Development Bank of Canada (BDC)
- Community Futures Ontario
- Lake Superior National Marine Conservation Area
- Manitowadge Learning Centre
- Marathon and District Chamber of Commerce
- Marathon Economic Development Corporation
- Métis Development Fund
- Nishnawbe Aski Development Fund (NADF)
- Superior Country
- North of Superior Workforce Planning Board
- Northwest Employment Works
- Northwestern Ontario Innovation Centre
- Parks Canada
- PARO Centre for Women's Enterprise
- Réseau Du Nord
- Thunder Bay Entrepreneur Centre
- Tourism Northern Ontario



# COMMUNICATIONS

Our focus for communications in 2021 was to enhance and promote our key services, and government programs for COVID-19 small business relief. The common identifiers for the Government of Canada and FedNor were used in all forms of media as required when promoting our services and projects. The Superior North CFDC logo was used on all promotional materials and all advertising, included both official languages.

## Website:

The Superior North CFDC website is our key communications tool for sharing information and is the host of our online business directory – Superior North Spotlight.

### 2021

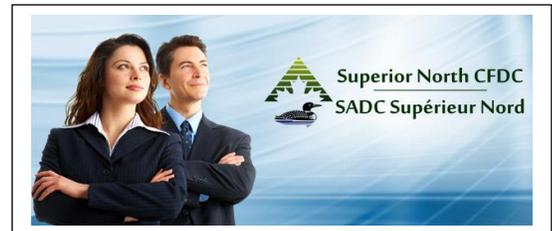
27,676– Page Views  
15,644 – Users  
18,801 - Sessions

### 2020

9,714 – Page Views  
5,282 - Users  
6,075 – Sessions

A substantial increase in website use in 2021 as compared to 2020.

<b>Visitors:</b>	95% English	15% French
<b>Audience:</b>	54% Male	46% Female
<b>Demographics:</b>	67% aged 18-44	18% aged 45-64



The website is home to our monthly Small Business Newsletter, which is available in English and French. Events, training, programs, annual report and news items are posted on the website and promoted through social media platforms.

## Social Media:

- Facebook continues as the key communication tool to promote our services and news items. In 2021 - 69 posts were added to Facebook. In 2021 four posts were boosted throughout the region. For all posts a total audience of 11,966 people were reached. Additional posts by followers etc. were also shared on the SNCFDC Facebook page.

- The Superior North Twitter page was launched in 2017 and is less popular than Facebook in our area of the country. In 2021 61 posts were placed on our Twitter page. Posts that are placed on Facebook are also posted on Twitter.

## Advertising:

- CFNO radio was used in 2021 to place advertising for Small Business Week in October, the Shop local campaign in June and July again in November and December and Christmas Greetings in December. This radio station reaches the entire SNCFDC area and has been a successful method of delivery of advertising campaigns.

### Advertising Newspapers:

The region's three local newspapers; Nipigon Red Rock Gazette, Terrace Bay Schreiber News and Marathon Mercury were used in 2021 to place advertising for the following:

- Shop Local Campaign with three half page ads in each of the newspapers
- Christmas Greetings

### Branded Promotions:

During 2021 the branded items were purchased to promote SNCFDC for use at trade shows, events and distribution to clients and stakeholders. These items included pens, tote bags, note books, Christmas cards and staff apparel.

## Superior North Spotlight

Superior North CFDC continued to expand and improve the regional business directory in order to market the region to the world.

This online marketing tool is a database of listings for local businesses and organizations. The listings include municipalities, community groups, schools, churches, businesses, tourism operators, events and 'to-dos' for the region. This directory is intended to share information amongst Superior North residents; give a regional overview to site selectors; and incite tourists to visit, play, stay and invest in our great region. Superior North CFDC staff continued to support this tool.

Superior North Spotlight has its own search tool so that visitors can search by business name or listing category. For many businesses located in the Superior North CFDC region, this profile allows entrepreneurs a free web presence and an opportunity to advertise regionally with their business information and services provided.



### Superior North Spotlight - Supérieur Nord en Lumière

The most comprehensive online directory for Ontario's North of Superior region, brought to you by **Superior North Community Futures Development Corporation**.

#### Communities

- Dorion
- Hurkett
- Manitouwadge
- Marathon
- Nipigon
- Pays Plat First Nation
- Pic River First Nation
- Red Rock
- Red Rock Indian Band
- Rosspoint
- Schreiber
- Terrace Bay

## OFFICIAL LANGUAGES

The Superior North CFDC region is not only rich in natural resources but also in cultural heritage and linguistic diversity. The Government of Canada and Superior North CFDC are committed to enhancing and supporting the development of official language minority communities (OLMC's), celebrating French cultural heritage and to fostering full recognition and use of English and French in Canadian society.

Erinn Nesbitt, our bilingual staff member is available to assist clients with public forms and information that is available in both official languages. Our website, including the Superior North Spotlight business directory, are completely bilingual. Additionally, we continue to provide resources in both French and English.

Together with the Francophone Immigration Network (Réseau en immigration francophone) and Immigration, Refugees and Citizenship Canada (IRCC), we hope to gain and better understand the services available to the Francophone population and how becoming a welcoming community and attracting Francophone individuals to a community benefits the local economy.

- Superior North CFDC signed an agreement to provide storage for supplies and meeting space to the local Francophone Club in Terrace Bay.
- Réseau du Nord representative and video crew used office space to film a local representative from the club francophone du lac Supérieur for their project. SNCFDC provided funds for this CED project.
- Superior North CFDC assisted Réseau du Nord to partner on a regional video project - the Northwestern Ontario Success Stories Video Project
- Numerous translations submitted for the TOP 10 Reasons to Explore the North Shore document being used in the SNCFDC CED project, assistance to the Township of Terrace Bay for waterfront signage, and internal documents.

Erinn has assisted Club francophone du lac Supérieur with many community initiatives.

Erinn assists with maintaining our website, ensuring that all content is presented in both official languages as per our agreement with FedNor and the Official Language Action Plan.

Superior North CFDC will continue to take the needs and priorities of official language minority communities into account when designing and implementing CFDC activities.



**Superior North CFDC**  
**SADC Supérieur Nord**  
Un partenariat gagnant

La SADC Supérieur Nord participe au développement économique communautaire en aidant les collectivités de son territoire à consolider et à diversifier leur économie.

Services offerts dans les deux langues officielles:  
Accès au capital,  
Services commerciaux,  
Développement et planification stratégiques des collectivités et organisations sans but lucratif.

Dessert les communautés de Dorion, Hurkett, Red Rock, Nipigon, Red Rock Indian Band, Pays Plat First Nation, Rosspoint, Schreiber, Marathon, Bittigong Nishnaabeg et Manitouwadge.



Erinn Nesbitt,  
Agente de développement des affaires

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Fièrement supporté par FedNor



[www.sadcsn.org](http://www.sadcsn.org)

# Appendix 1

*Consolidated Statement of Financial Position*

*Consolidated Statement of Changes in Fund Balances*

*Consolidated Statement of Operations*