



# Superior North CFDC

---

## SADC Supérieur Nord



## 2022 ANNUAL REPORT



Federal Economic Development  
Agency for Northern Ontario

Agence fédérale de développement  
économique pour le Nord de l'Ontario

Canada 

# CONTENTS

About Superior North CFDC	3
Message from the Board Chair	4
Board and Members	5
Staff & Contributors	6
12 Communities, 1 Region	7
Business Services	8
Investment Fund	9
Economic Development	10
Tourism	11
Partners	12
Communications	13
Superior North Spotlight	14
Official Languages	15
Appendix 1	16
Consolidated Statement of Financial Position	
Consolidated Statement of Changes in Fund Balance	
Consolidated Statement of Operations	

**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 . Services are provided in both official languages. 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.



# Message From Board Chair

Working with the Staff and Board on both the Investment Committee and the Board of Directors has once again been a very rewarding experience, and I am so pleased to be part of it. Helping the people who own and operate essential small businesses in our communities is crucial to their success. The loans and support provided by Superior North CFDC have been distributed through the entire Superior North district.



The organization has established strong partnerships with clients, municipalities and other stakeholders whose objective is to assist in the prosperity and growth of Northwestern Ontario. The lifting of pandemic restrictions in 2022 allowed our staff to resume community visits, providing a more personal approach to our service delivery.

Challenges such as rising interest rates and the lingering effects of the pandemic have curtailed some people's desire to get into business. In 2023 the objective will be to increase inquiries for lending and the creation of jobs and new businesses.

There have been many discussions over the last few years about the rising cost of managing the organization's facility in Terrace Bay so when the opportunity arose the decision was made to sell the building. This resulted in decreased operating costs, reduced work load for some staff, and the establishment of a new Project Fund. Developing a strategic plan for the Project Fund will be an important task in 2023.

Our official language projects in 2022 included a French language version of the Top of Lake Superior Hiking Guide and sponsorship of the regional Franco Festival held in Thunder Bay, ON

We are fortunate that our General Manager Ron Salo had the opportunity to meet with The Honourable Patty Hajdu, Minister of Indigenous Services and Minister responsible for the Federal Economic Development Agency for Northern Ontario to discuss our organization's successes.

I would like to thank our dedicated volunteer members, manager and staff for their continued efforts and dedication in 2022, and I look forward to another exciting year with Superior North CFDC.

Regards,

Louise Dupuis  
Chairperson of the Board of Directors





# Board and Members

## **The Board of Directors** (as of December 31, 2022)

Chairperson: Louise Dupuis—Nipigon  
Vice-Chair: Heidi Falzetta—Terrace Bay  
Secretary/Treasurer: James Robinson—Terrace Bay  
Directors: Patricia Behun—Red Rock  
Mona Dakin—Terrace Bay  
Norma Fawcett—Red Rock Indian Band  
Karen Robinson—Manitouwadge  
Brad McMillan—Rossport

## **Members** (as of December 31, 2022)

Stephen Behun—Red Rock  
David Crawford—Nipigon  
Janis Dulpins—Terrace Bay  
Lucie Lehoux—Marathon  
Phil McGuire—Red Rock  
Karen Robinson—Manitouwadge

## Volunteer Recognition 2022 Long Standing Member Appreciation



### **10 Years**

Heidi Falzetta  
David Crawford  
Janis Dulpins

### **15 Years**

Patricia Behun  
Stephen Behun

### **20 Years**

Norma Fawcett

# Staff

Ron  
Salo



General  
Manager

Shelley  
Norris



Financial  
Coordinator

Christine  
Rajala



Lending  
Coordinator

Erinn  
Nesbitt



Business  
Development  
Officer

# Contributors



Erinn Nesbitt, Business Development Officer with Patty Hajdu, Minister responsible for the Federal Economic Development Initiative for Northern Ontario

Superior North CFDC gratefully acknowledges the federal financial contribution of Federal Economic Development Agency for Northern Ontario. 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 Federal Economic Development Agency for Northern Ontario Initiatives Officers Greg Desimone and Scott Kunnas who assisted us in 2022.

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.



Federal Economic Development  
Agency for Northern Ontario

Agence fédérale de développement  
économique pour le Nord de l'Ontario

Canada

# 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.

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

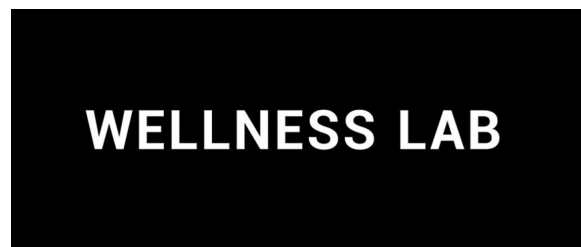
Our advisory services assist entrepreneurs to:

- 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



We had a total of 4 new jobs created and maintained 5 current jobs. We were able to assist with 4 business startups and maintain 3 existing businesses.

2022 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.





# 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 \$5.5 million dollars. Loans and equity investments approved and disbursed total over \$22 million dollars, with interest and investment income of \$6.4 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 2022, SNCFDC assisted with over \$360,000 in loans to local businesses. These funds resulted in the creation and maintenance of 13 jobs.

2022 was a different year for lending at Superior North CFDC, continuing the pattern of the previous year with impacts being felt with the pandemic followed by high interest rates and uncertainty in the economy.



# Economic Development

## North Shore Network

With Covid-19 restrictions being lifted this regional group recommenced in person meetings in 2022 at our central Terrace Bay facility. Communities shared information about current initiatives, their successes and challenges. Through presentations from stakeholders, business and government, participants were educated on new trends, practices and ideas.



The North Shore Network will continue to facilitate collaboration between our communities, stakeholders and provide a forum for regional economic development practitioners to meet, exchange ideas, explore best practices and remain informed about current opportunities as they emerge.

## Small Business Week

October 16-22, 2022

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.



Superior North CFDC held an open house in Marathon during small business week. Christine & Erinn were at the Marathon Centre Mall where they met with a number of local residents to discuss possible business ventures and business expansions.



# Tourism

**Tourism is an important economic sector for the Superior North region. Superior North CFDC was involved in many different projects in 2022.**

The Great Lakes Waterfront Trail and Trans Canada Trail Lake Superior Expansion Feasibility Study was received in February. The 57 page document is the first phase in a three-phase project exploring the feasibility of an expansion of the Great Lakes Waterfront Trail along the north shore of Lake Superior.

The Superior Picnics culinary tourism initiative was well received in 2021 and is continuing in 2022 with a digital component of the program. Facebook and Instagram advertising targeting locals in Thunder Bay and all participating communities ensured the programs continued success.

**Dorion—Grill Shack**  
Local beef sourced from Wolf River Farm



**Red Rock Marina**  
Picnic Table



## Other Projects

- Cruise Market Readiness
- Indigenous Group of Seven
- Group of Seven
- Student Awareness Workshop
- Trail Market Readiness
- Rossport Marine Access Project
- FAM Tours
- Red Rock Waterfront Signage
- French—Top of Lake Superior Hiking Guide

## Cruise Market Readiness

A workshop was held in the CFDC meeting room and consisted of an overview of the expedition cruise market. Viking Cruises has been cruising the Great Lakes and is looking at other possible points of interest for the passengers. In collaboration with all in attendance, the group worked together with hopes of creating some experiential excursion packages.



# 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 2022, 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
- Manitouwadge Learning Centre !
- Marathon and District Chamber of Commerce
- 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

## Website:

SNCFDC.ORG serves as an information hub, including information on all aspects of small business, financing for small business, and funding opportunities for economic development projects. The Superior North CFDC logo is featured on all promotional materials and all advertising, in both official languages.

Sncfdc.org is also the host of our online business directory – Superior North Spotlight.

### 2022

26,502– Page Views

15,074 – Users

17,890 - Sessions

### 2021

27,676 – Page Views

15,644 - Users

18,801 – Sessions

Similar numbers of visits to our website in 2022 from 2021.

<b>Visitors:</b>	95% English	5% French
<b>Audience:</b>	54% Male	46% Female
<b>Demographics:</b>	77% aged 18-44	23% aged 45-64



Another feature is a monthly Small Business Newsletter, 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:

-In 2022– 89 posts were added to Facebook with 2,424 people reached and 100+ engagements. Additional posts by followers etc. were also shared on the SNCFDC

Facebook page. Facebook is a tool used to drive traffic to our website and a tool for sharing messages.

-In 2022—101 posts were placed on our Twitter page. Posts that are placed on Facebook are also posted on Twitter. Twitter has a different audience than Facebook and is less popular in the Superior North region.

## Advertising:

-CFNO radio was used in 2022 to place advertising for Small Business Week in October, and Christmas greetings in December. This radio station reaches the entire SNCFDC area and has been a successful method of delivery of advertising campaigns. All radio advertisements were aired in English and French.

## Branded Promotions:

-During 2022 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.

## Trade Show Participation:

-During the Terrace Bay's 75th Anniversary Street fair we distributed SNCFDC information and various promotional items too.



# 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
- Red Rock
- Red Rock Indian Band
- Rossport
- 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.

- Franco Ontario Day was promoted on Facebook and Twitter.
- Small Business Week and Christmas Greetings were advertised in French on CFNO radio.
- Christmas cards were sent to our partners and contact in both official languages.
- SNCFDC sponsored \$2,500 towards the 2022 Franco Festival in Thunder Bay.

Erinn has assisted Club francophone du lac Supérieur with many community initiatives, and we provide storage space to the organization free of charge.

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, Rossport, Schreiber, Marathon, Biitigong Nishnaabeg et Manitouwadge.

 Federal Economic Development Agency for Northern Ontario    Agence fédérale de développement économique pour le Nord de l'Ontario

  
Erinn Nesbitt,  
Agente de développement des affaires

7 chemin Mill Road  
C.P. 716  
Terrace Bay, ON  
P0T 2W0  
807-825-4505 poste 4  
Sans frais: 1-888-445-9999

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

# Appendix 1

*Consolidated Statement of Financial Position*

*Consolidated Statement of Changes in Fund Balance*

*Consolidated Statement of Operations*



